Wirral Council Corporate Risk Register
Updated:
Reviewed: 11/09/2019 ARMC

Portfolio / Priority	Risk Ref.	Risk Description	Unmanaged Scores			Risk Owner	Existing Mitigation	Owner	Current Scores			Planned Additional Mitigation	Owner	Target Date	Current Risk Status (▲ ▼ ◄ ►)	New field to be used to capture commentary of update Risk Update / Commentary
			Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)					
Finance and Resources	1	**Financial Resilience** Failure to effectively manage changes to the way that the Council is funded could lead to poor decisions on service reductions, unplanned efficiencies and in year overspends, resulting in the Council being unable to deliver priority services to vulnerable communities	5	5	25	Shaer Halewood - Director of Finance & Investment	Refreshed Medium Term Financial Plan based on investment and income generation approved at Council in March 2019	Shaer Halewood	3	5	15	Mapping new and potential businesses in pipeline to quantify new income from business rates	Daniel Kirwan	Ongoing 19-20	→	
							Continual (not annual) budget setting process with scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable					Community Wealth Building Strategy to keep wealth in the Borough	Shaer Halewood	Final Nov -19		
2019/20 Priority Strategic Long Term Financial Plan for Wirral							Robust and rigorous monitoring of budgets and savings plans in year					Develop a funding/investment strategy to identify internal finance pressures and external funding sources to support planned growth projects		Dec-19		
							Scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable									
							Budget training workshops held for Budget Holders	Daniel Kirwan				Implementation of new Capital Budget arrangements with revised reporting and monitoring - agreement of terms of reference at next meeting	Daniel Kirwan	Ongoing during 19-20		
							Programme of service reviews considering the most financially sustainable models	Suzanne Moore								
							Establishment of a Financial Governance Structure to improve Accountability, Management and Monitoring of Budgets	Shaer Halewood				Refreshed Financial Resilience Strategy includng reducing reliance on reserves through a phased approach		Nov-19		
							Establishment of a Commercial Strategy and Commercial Ideas Panel	Nicki Butterworth								
							Implementation of new Agency arrangements to minimise reliance on and length of agency placements	Nicki Butterworth								
							MTFS updated on a quarterly basis and reported to Cabinet for early intervention and resolution of budget deficits	Daniel Kirwan								
Adult Care and Health	2	**Demand Management** Failure to improve the quality of health and care services through integrated commissioning and delivery arrangements, could lead to demand continuing to increase, leaving the Council exposed to increased financial pressures in relation to meeting social care assessed need	5	4	20	Graham Hodkinson - Director for (Adult) Care & Health	Better Care Fund investment in preventative and re-ablement services. NHS providers have agreed review targets to meet growth in demand. LD savings plan rolled forward under new commissioning lead	Graham Hodkinson	2	4	8	Implementation of the Wirral Together Strategy to minimise reliance on public services through a phased programme over the next decade	Rachel Musgrave	Ongoing during 19/20	→	
							Social Care Precept used to fund increases in provider costs									
2019/20 Priority Improve Health & Wellbeing by Joining Up Services for Residents							Domicilliary Care recommissioned to manage demand and responsiveness of the market. Responding effectively and in a timely manner now exceeding residential care									
							Home First Pathway implemented	Jacqui Evans								
							Social Work services integrated with partners with a section 75 agreement for most services, focus on demand management, early intervention and prevention	Jason Oxley				Scrutiny Review	Graham Hodkinson	Dec-19		
							Implementation of Healthy Wirral Strategy	Graham Hodkinson								

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Jobs and Growth **2019/20 Priority** Strategic Long Term Financial Plan for Wirral	3	**Exposure to Economic and Market Risk** The aggregate level of risk presented by multiple regeneration projects is not recognised, leaving the Council over-exposed in the event of a downturn in the economy and/or markets	3	5	15	Alan Evans - Corporate Director of Economic & Housing Growth	Robust financial modelling on business cases with external due diligence as required	Shaer Halewood	2	5	10	Ensure long term project milestone plan to determine capacity and capabilty to deliver so as not to over expose the council to risk	Shaer Halewood	Ongoing during 19/20	→	
							Long-term strategic regeneration framework that articulates the Council's approach to economic growth and investment.	Sally Shah				Improve horizon scanning through Local Economic Assessment production	Nancy Clarkson	Sep-19		
							A collaborative relationship with the LCR Combined Authority has been established to engage Strategic Investment Fund investment in Wirral growth projects	Sally Shah				Develop detailed place specific 'blueprints/masterplans' to articulate a phased approach to growth projects	Sally Shah	Ongoing during 19/20		
							Risk exposure analysis undertaken of immediate growth projects. Assessment of financial impact of market risk included in MTFS relevant to the year of risk exposure	Shaer Halewood				Medium Term Financial Strategy update	Shaer Halewood	Dec-19		
Leader	4	**Cultural Change** Failure to implement the cultural change necessary to become an efficient and effective organisation, which is financially sustainable in the long term. There is a risk that insufficient capacity or expertise, cultural resistance from staff or ineffective engagement with partners means that the ambition of the Wirral Plan is not realised, perpetuating inefficiencies and preventing required outcomes from being achieved	4	4	16	Nikki Boardman - Director of Change & Organisation Design	Delivery of People Strategy and underlying employee engagement strategy. - Well established people strategy timeline and roadmap on track. - Launch of values and behaviours complete - Launch of empoyee engagement multiple programme commenced - Performance appraisal pilot and quality approach commenced - People Strategy Programme Board in place providing strong governance - Performance framework under development to provide measurable evidence of capacity, capability and change	Nikki Boardman	3	4	12	On going developments as per timeline	Suzanne Moore	Apr 2020 for review against timeline	→	
							Health and wellbeing strategy					Ensure clarity over the skills that are needed for the future through an organisational diagnostic and a new workforce planning process	Nikki Boardman	Dec-19		
							Staff engagement sessions					Further improve managers' ability to address under-performance. A project to introduce a new performance management framework is underway	Nikki Boardman	Ongoing programme during 19-20		
Housing and Planning **2019/20 Priority** Local Plan	5	**Local Plan** A failure to ensure the Council's arrangments for the consultation, publication and implementation of the Local Plan could result in intervention, a loss of control over future development and missed opportunities to promote economic growth.	4	5	20	Alan Evans - Corporate Director of Economic & Housing Growth	Programme management approach to Local Plan implementation. Consultant used to assist with the Programme Development and implementation (Feb 2019).	Tim Games	3	4	12	Conduct green belt review	David Ball	Ongoing during 19/20	→	
							Council has an agreed timeline for production of the Local Plan	David Ball				Consultation process for the Local Plan		Ongoing during 19/21		
							Recruitment of additional capacity to Forward Planning Team and this is being supported by specialist consultancy support in relation to the evidence base.					Administrative support provided to the Forward Planning Team to assist with Local Plan		Ongoing during 19/20		
							LGA, Planning Officers Society and Planning Advisory Service supporting the work on the Local Plan									
							Fortnightly Programme Board meeting with the Senior Responsible Officer, Paul Satoor, and a technical Programme Board on the week in between. Monthly meetings with MHCLG to monitor progress against the timeline set out in the MHCLG Action Plan. These meetings are constructive and allow discussion not only in relation to the Local Plan production but also how it will be delivered.									
							The Council is working with major landowners and developers in Wirral - a focus of bringing forward and maximizing development in key regeneration areas, e.g. Wirral Waters. Developments moving into the planning process. Work is also progressing on the housing trajectory for years 6 to 15 of the plan.					Peer review		Sep-19		

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Leader	6	**Partnership Working** Inability to take advantage of collaborative opportunities locally and nationally, limiting improvement in economic conditions for the community and the Council's funding position	4	4	16	Graham Hodkinson - Director for (Adult) Care & Health	Co-ordination of all engagement and interaction with LCR partnerships	Rose Boylan	3	4	12	Refresh approach to Wirral Partnership	Rose Boylan	Ongoing during 19-20	→	
							Officer cross LCR working					Planned meetings with Chamber of Commerce	Shaer Halewood / Alan Evans	Dec-19		
							Refreshed approach for engagement and briefings to ensure Wirral plays an effective and influential role in wider Partnerships & Liverpool City Region. New process for communications will include monthly updates to SLT, regular briefings for the Leader and improved sharing of relevant informations with officers.									
							The Wirral Partnership									
							Integration of health and social care. Positive peer review. Active LCR Strategic Board including single strategy for LD commissioning and joint LD programme.	Graham Hodkinson				Scrutiny review.	Graham Hodkinson	Dec-19		
							Engagement with City Region Partnerships eg: LEP, LCRCA Investment Team, LCR ESB, Local Industrial Strategy, LCR One Front Door	Sally Shah & Rose Boylan								
Leader **2019/20 Priority** Strategic Long Term Financial Plan for Wirral	7	**Governance** Failure to maintain effective corporate governance could result in poor decision-making, malpractice and breach of legislation, leading to regulatory intervention and significant cost, both in financial terms and to the reputation of the Council	4	4	16	Philip McCourt - Director of Governance and Assurance	Internal governance procedures (DMT, Leadership, SLT, Call over Board, Cabinet/SLT, portfolio holder briefings)	Philip McCourt -	3	4	12	Complete the review of the Constitution	Philip McCourt	2020	→	
							Council Constitution.					Implement the new Scheme of Delegation	Philip McCourt	2020		
							Code of Corporate Governance					Deliver Member development sessions	Philip McCourt	Ongoing during 19/20		
							Member / Officer Protocol					Establish Chief Executive's office	David Armstrong	Ongoing during 19/20		
							Corporate Policies (e.g. Whistleblowing)									
							Ethical Framework for Members									
							Oversight provided by Corporate Governance Group meeting bi-monthly									
							Improved Annual Governance Statement process									
							Compliance Group									
Jobs and Growth **2019/20 Priority** Creating Jobs, Driving Regeneration	8	**Brexit** Uncertainty caused by Brexit adversely affects public and market confidence, impacting demand for housing and the level of inward investment in the borough. Other Brexit implications e.g. lack of workers available for care type work; withdrawal and/or reduction in external funds impacts ability to sustain investment in local programmes	5	5	25	Paul Boyce - Corporate Director for Childrens Services	Maximising extensions for remainder of EU Funding programmes and engagement in negotiations for replacement/alternative sources of funding.	Sally Shah	5	5	25	Monitor the international and national financial climate and to include any potential negative financial impact in the MTFS	Shaer Halewood	Jan-20	→	
							Identification and evaluation of potential implications and development of strategic responses.	Rose Boylan								
							Brexit Team developed with key representatives from corporate services, appointment of Corporate Resilience Officer as Brexit Co-ordinator	Mark Camborne				Take legal advice on the impact of any changes to legislation affecting the council	Philip McCourt	Ongoing during 19/20		
							EU Exit Co-ordinating Group with partners (CWP, DWP, Wirral Chamber, Wirral Change)	Mark Camborne				Delivery of Brexit Action Plan	Rose Boylan	Ongoing during 19/20		

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Adult Care and Health Children & Families	9	**Upstream / Preventative Activity** Insufficient time and resource for preventative and upstream activity mean that outcomes for vulnerable people do not improve, resulting in demand for reactive services not reducing, or increasing.	4	4	16	Graham Hodkinson - Director for (Adult Care & Health) / Paul Boyce - Corporate Director for Childrens Services	Health and Social Care Integration. Key services currently integrated to deliver effective responses	Jacqui Evans	4	4	16	Improved business intelligence arrangements and tools for Population Health management.	Nancy Clarkson	Mar-20	→	
							Early Help and Prevention Strategy	Elizabeth Hartley				Development of Restorative Practice approaches through Partners in Practice (PiP) arrangements with Stockport (Via DfE)	Paul Boyce	Mar-20		
							Public Health Commissioning	Julie Webster				Joint Commissioning Forum/Framework	Carly Brown	Mar-20		
							Improved business intelligence arrangements using Power BI in place and regular reports available to managers	Nancy Clarkson				Review the referral/single point of access arrangements, to enhance strength based approaches to assessment and support planning.	Jason Oxley/Jacqui Evans/Graham Hodkinson.	Mar-20		
							Partnership for Children and Families - Children's Strategy	Carly Brown				Development and implementation of 2 year Neighbourhood Model in Adult Social Care.		2020-2021		
Jobs and Growth	10	**Wirral Growth Company** Failure of the Wirral Growth Company to deliver anticipated benefits undermines the Council budgetary position, economic growth aspirations and public and investor confidence in the authority.	4	5	20	Alan Evans - Corporate Director of Economic & Housing Growth	Weekly Programme Steering Group Meetings, monthly Programme Board meetings and 2 weekly meetings with Muse. Supporting governance and programme structure & monitoring in place.	Sian Hartley	3	5	15	Partnership Business Plan produced, presented to Joint Venture Board in November and Cabinet in January 2020.	Sian Hartley	Jan-20	→	
2019/20 Priority Creating Jobs, Driving Regenration							Clearly documented legal framework and partnership agreement. Joint Venture Board established.	Philip McCourt				All key decisions to be underpinned with robust business cases.	Daniel Kirwan & Alan Evans	Ongoing during 19/20		
							Existing relationships and historic knowledge with Muse and partners	Alan Evans				Public Consultations e.g. Market Traders, Birkenhead public	Sian Hartley	Ongoing during 2019/20		
							Funding model	Shaer Halewood								
	11	**Significant safeguarding incident** The Council and its partners do not effectively manage their relevant safeguarding risks, leading to a safeguarding incident, resulting in harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny	4	4	16	Graham Hodkinson - Director for (Adult) Care & Health) Paul Boyce - Corporate Director for Children's Services	Multi-agency Safeguarding Arrangements for Children via Wirral Safeguarding Children Partnership - activity led by the LA, health economy and police including robust local audit and case review procedures, audit, scrutiny, training and publication of policies and guidance.	Simone White - Deputy Director for Children	3	4	12	Embed approach to Contextual Safeguarding	Tony Kirk	Mar-20	→	
							Children and Families Overview and Scrutiny Committee. Integrated children's safeguarding performance management arrangements.									
							Merseyside combined Safeguarding Adult Board.	Graham Hodkinson				Peer Review of Safeguarding Adult Board.				
							Benchmarking across LCR and review of referral and handling processes for safeguarding adult alerts, Wirral identified as outlier leading to change in practices									
							Care and Health Overview and Scrutiny Committee/Care and health Panel. Ongoing grip in relation to safeguarding activity and learning from other LCR partners NB review of front door leading to practice changes									
	12	**Business Continuity Planning** Failure to coordinate and maintain effective business continuity plans leaves the Council unable to respond to an incident, resulting in a major failure in service delivery	2	4	8	Shaer Halewood - Director of Finance & Investment	Business Continuity Policy	Shaer Halewood	2	4	8	Review of Business Continuity Policy	Mark Niblock	Mar-20	→	
							Business Continuity Plans for identified Critical Services					Review and refresh of business continuity plans				
												Development of training and testing programme for business continuity plans				

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	13	**Cyber Security** IT security is insufficient to deter, detect and prevent unauthorised access to IT systems, resulting in loss of data and disruption to Council services.	5	5	25	Nikki Boardman - Director of Change & Organisation Design	Cyber Security Policy Weekly review of security incidents New threats communicated to staff and Members Technical controls: 1) Endpoint security software, 2) Network firewall 3), Prevention of downloading of unauthorised software Implementation of 'patching' policy Responsibility for Information' training	Pete Moulton - Head of ICT & Digital Sue Blevins	2	5	10	Programme of migration from Windows 7 to Windows 10 Responsibility for Information' training Staff and Members Cyber Awareness Training Creation of Cyber Security Board to review alignment against security best practice on monthly basis	Peter Moulton Sue Blevins Jane Corrin Peter Moulton	Jan-20 Ongoing during 19/20 Dec-19 Dec-19	→	
	14	**Health & Safety Management** If health and safety / compliance policies and procedures are not sufficiently developed, tested or adhered to by officers, members or contractors, this could lead to an incident resulting in harm to employees / Members / members of the public, legal challenge and reputational damage	4	4	16	Nikki Boardman - Director of Change & Organisation Design	Corporate health and safety policy Implementation of health and safety management arrangements. Essential H&S training for managers available. Specific Hazard related training available for managers and staff. Health surveillance monitoring in place and Occupational Health. New Strategic Health, Safety and Wellbeing Board set up - first meeting 17/10/19	Andy McMillan Tony Williams	3	4	12	Emergency contingency procedures being re-established. Annually review of H&S Policy to be agreed by SLT Improvements in SLT/DMT oversight of compliance. Development of e-learning modules for key H&S processes Terms of reference, objectives and activity for Strategic Health, Safety and Wellbeing Board	Tony Williams AMcM / SLT SLT/DMTs / AMcM A McMillan A McMillan/Tony Williams	Dec-19 Apr-20 Apr-20 Apr-20 Apr-20	→	
	15	**Information Management** Council is not compliant with relevant data and information management legislation which may lead to loss or breach of personal data creating security or reputational risk.	5	4	20	Nikki Boardman - Director of Change & Organisation Design	• The role of the Senior Information Risk Officer (SIRO) has been strengthened and redefined in terms of their oversight responsibilities • The Director of Change and OD has an active role in monitoring compliance and performance	P Moulton	4	4	16	• Develop action plans with assigned owners and timescales • Produce an Information Management Risk Register to enable regular review of all risks and mitigation to further reduce the overall risk • Devise new governance procedures providing oversight and holding people to account	P Moulton	On going through Oct '19 - March 2020	New	
	16	**Climate Emergency** Failure to respond effectively and develop plans/adaptations			0	Nicki Butterworth	Full Council support for declaration Cool Wirral 2 consultation undertaken Friends of the Earth assessment of Council				0	Await results of Combined Authority work Urge other partners to declare a climate emergency and active participation Finalise / Agree Cool Wirral 2 long term plan Partner specific action plan Asset management - rationalisation of property portfolio Inclusion of performance information in Corporate Health Contract Management - review fleet Council fleet provision			New	

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	17	**Compliance** *(linked to several existing Corporate Risks - 4 Cultural Change, 7 Governance, 14 Health & Safety and 15 Information Management)* Non-compliance with corporate policies and procedures across disciplines such as HR, finance, information, procurement, health & safety, put the reputation of the Council and the health and safety of our staff and residents at risk, and may lead to financial penalty and ultimately loss of life.			**0**	Nikki Boardman - Director of Change & Organisation Design Shaer Halewood - Director of Finance & Investment	• The Council has developed and uses the 'audit universe' to determine all the areas of financial control and risk and which areas need to be audited on a more regular basis than others. The audit process is robust and in light of recent incidents we have reviewed the frequency and priority of audits. • Compliance Group in place chaired by AD Finance & Resources, Daniel Kirwan. To drive the audit & risk process across the council. • Corporate Governance Group (CGG) in place chaired by Director of Law & Governance, Phil McCourt. To ensure appropriate governance of risk is in place across the council. • SLT performance report in development to highlight our legal obligations whether we are meeting them. • Corporate Risk Register in place • Health and Safety Strategic Board in place, chaired by Chief Executive, Paul Satoor. To set the Council's direction in terms of Health & Safety compliance. • Health and Safety Steering Group in place, chaired by Director of Change & OD, Nikki Boardman. To drive progress in terms of Health & Safety compliance. • People Strategy Board in place, chaired by Director of Change & OD, Nikki Boardman. To ensure compliance with all staff related issues and to drive culture and behavioural change across the council. • Task & Finish Groups set up as appropriate (such as Agile & Flexible working). To ensure policies are being applied appropriately and in accordance with business need.				**0**	•○Independent assessments carried out by Zurich Municipal will be complete by the end of Novemb er providing us with an evidence base from which to resolve issues. •○Investigations into specific incidents provides u s with an evidence base upon which to put preve ntative action in place			New	

Summary Heat Map of Corporate Risks

Likelihood					
5 Very High					8 - Brexit Implications
4 High				9 - Upstream / Preventative Activity 15 - Information Management	
3 Medium				1 - Financial Resilience 4 -Cultural Change 6 - Partnership Working 7 - Effective Governance 11 - Significant Safeguarding Incident 14 - Health & Safety	5 - Local Plan 10 - Wirral Growth Company
2 Low				2 - Demand Management 12 - Business Continuity Planning	3 - Exposure to Economic and Market Risks 13 - Cyber Security
1 Very Low					
	1 Very Low	2 Low	3 Medium	4 High	5 Very High

Impact

Impact and Likelihood Scores

Impact

Description	Score	Impact – Financial *(Council, department or service area)*	Impact - Reputation	Impact – Service Delivery	Impact – Health & Safety *(Employees or public)*	Impact – Service Objectives
Very Low	1	<2% of annual budget	Letter(s) of complaint.	Minor, very short term (under 24 hours) disruption to a single team or section.	Minor injuries or illnesses, but not resulting in 'lost time'	Minor effect on achievement of a divisional objective
Low	2	<5% but >2% of annual budget	Single adverse report in local media	Some short-term (under 48 hours) disruption to a single team or section, manageable by altered operational routine	Minor injuries or illnesses that require first aid and result in lost time.	Serious effect on achievement of a divisional objective
Medium	3	<10% but >5% of annual budget	Significant adverse publicity in local media	Longer term disruption (up to 7 days) to a number of operational areas within a single location and possible flow on to other locations. Or short-term disruption to a service-critical team or section.	Injuries or illnesses that result in an 'over 3 day' injury, major injury or hospitalisation	Achievement of a divisional objective seriously compromised and / or significant effect on a Directorate objective.
High	4	<15% but >10% of annual budget	Significant adverse publicity in national media. Dissatisfaction with Chief Officer &/or Member	All operational areas of a single location compromised. Other locations may be affected. Or longer-term (up to 7 days) disruption to one or more service critical teams or sections.	Single case of injury or illness that could be fatal, life threatening or cause long-term disability	Achievement of one or more Directorate objectives compromised and / or significant effect on achievement of Corporate objective
Very High	5	>15% of annual budget	Sustained adverse publicity in national media. Chief Officer &/or Member removal or resignation	Multiple locations compromised. Council unable to execute numerous service-critical functions.	Multiple cases that could be fatal, life threatening or cause long-term disability	Achievement of one or more Corporate objectives seriously compromised

Likelihood

Description	Score	Narrative	Quantitative (chance of occurrence within 3 years)
Very low	1	Extremely unlikely or virtually impossible within the period covered by the plan	0-5%
Low	2	Unlikely – not expected to occur within the period covered by the plan	6-20%
Medium	3	Possible – may possibly occur at some point within the period covered by the plan	21-50%
High	4	Likely – will most probably occur within the period covered by the plan	51-80%
Very High	5	Almost certain – expected to occur within the period covered by the plan	>80%

Risk Scoring Table

Impact →

Likelihood ↑

	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Very High (5)	**5** Very low impact but very high likelihood	**10** Low impact but very high likelihood	**15** Medium impact but very high likelihood	**20** High impact and very high likelihood	**25** Very high impact and very high likelihood
High (4)	**4** Very low impact but high likelihood	**8** Low impact but high likelihood	**12** Medium impact but high likelihood	**16** High impact and high likelihood	**20** Very high impact and high likelihood
Medium (3)	**3** Very low impact and medium likelihood	**6** Low impact and medium likelihood	**9** Medium impact and medium likelihood	**12** High impact but medium likelihood	**15** Very high impact and medium likelihood
Low (2)	**2** Very low impact and low likelihood	**4** Low impact and low likelihood	**6** Medium impact and low likelihood	**8** High impact but low likelihood	**10** Very high impact but low likelihood
Very Low (1)	**1** Very low impact and very low likelihood	**2** Low impact and very low likelihood	**3** Medium impact and very low likelihood	**4** High impact but very low likelihood	**5** Very high impact but very low likelihood