Wirral Council Corporate Risk Register

Updated: December 2019
Reviewed: 11/09/2019 ARMC

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	<del>"</del>		Unmai ਰ	naged Sco	res				Curre	ent Sco	ores			-	Target Sco	ores	Current Risk		
Portfolio / Priority	Risk R	Risk Description	Likelihoo	Impact Total (LXI	Risk C	Owner	Existing Mitigation	Owner	Likelihoo	Impact	Planned Additional Mitigation	Owner	r	Target Date	Likelihoo	Total (Lxl	Status (▲ ▼ ↔ □)	New field to be used to capture commentary of update Risk Update / Commentary	
							Refreshed Medium Term Financial Plan based on investment and income generation approved at Council in March 2019				Mapping new and potential businesses and pipeline to quantify new income from busine and council tax		Evans	Ongoing 19-20				Dec 2019 During the last Quarter a Financial	
							Continual (not annual) budget setting process with scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable	Shaer Halewood			Community Wealth Building Strategy to keep wealth in the Borough	wealth in		Feb-20				Sustainability Programme (FSP) has been established that includes 5 workstreams to ensure all financial activity can be captured and monitored in one Programme. A turnaround	
							Robust and rigorous monitoring of budgets and savings plans in	1			Develop a funding/investment strategy to ide	1	Halewood	Feb-20				activity as part of the FSP has also been established to ensure the robust options can be	
		Financial Resilience Failure to effectively manage changes to the way that the Council is funded				,	Scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable				internal finance pressures and external fund sources to support planned growth projects							recommended to Cabinet to consult on the 2020/21 budget. The FSP is being reported on and discussed at SLT on a weekly basis to	
Finance and Resources 2019/20 Priority	riority ng Term  1 could lead to poor decisions on service reductions, unplanned	_	_	Halev	naer wood -	Budget workshops held for Budget Holders	Daniel Kirwan	3		Implementation of new Capital Budget arran							ensure proposals are on track. As a result of		
Strategic Long Term Financial Plan for Wirral		5	5	Fina	ctor of ance estment	Programme of service reviews considering the most financially sustainable models	Suzanne Moore		5	with revised reporting and monitoring - agree terms of reference at next meeting		Kirwan	Mar-20		0	$\leftrightarrow$	Purdah for the General Election, the launch of the Community Wealth Building Strategy has been postponed and is now due to be launched		
		to deliver priority services to vulnerable communities					Establishment of a Financial Governance Structure to improve Accountability, Management and Monitoring of Budgets	Shaer Halewood			Refreshed Financial Resilience Strategy incl reducing reliance on reserves through a pha approach			Feb-20				in February 2020 as we have taken the opportunity to include a Financial Inclusion Strategy within it. Work on the new capital	
							Establishment of a Commercial Strategy and Commercial Ideas Panel	Butterworth			Financial Sustainability Programme - picking consolidated revenue, capital and reserves management and monitoring.		Halewood	Ongoing 19/20- 21/22				budget and reporting arrangements is progressing with a new ToR and Governance process compiled, work is still ongoing on the	
							Implementation of new Agency arrangements to minimise reliance on and length of agency placements				Assessment of the rick of loss of Public Health grant	th grant Julie W	Vebster	Mar-20				way the new Capital and Assets Group will function to gain the best benefit for the	
							MTFS updated on a quarterly basis and reported to Cabinet for early intervention and resolution of budget deficits	Daniel Kirwan										organisation.	
		Demand Management in Health and Care Services Failure to improve the quality of health and care services through integrated commissioning and delivery arrangements, could lead to demand particularly in the winter period continuing to increase, leaving					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. Funds within the Better Care Fund also allocated towards winter pressures however this is not sufficient based on the demand in quarter 3.	Graham Hodkinson			Implementation of the Wirral Together Strate minimise reliance on public services through programme over the next decade	egy to a phased Rache Musgra	el ave	Ongoing during 19/20				Funds within the Better Care Fund also allocated towards winter pressures however this is not sufficient based on the demand in quarter 3. There is also the risk that the pay rate	
Adult Care and Health					Gra	aham	Social Care Precept used to fund increases in provider costs			2 4 8								is not sufficient to recruit the number of staff required for the demand.	
2019/20 Priority Improve Health & Wellbeing by Joining Up Services for Residents	2		5	4	Hodki Direc	inson - ctor for	Domiciliary Care recommissioned to manage demand and responsiveness of the market. Responding effectively and in a timely manner now exceeding residential care		2		! 4	8					0	$\leftrightarrow$	
		the Council exposed to increased financial pressures in relation to				ŀ	Home First Pathway implemented	Jacqui Evans											
		meeting social care assessed need.					Social Work services integrated with partners with a section 75 agreement for most services, focus on demand management, early intervention and prevention	Jason Oxley	1		Scrutiny Review	Grahai Hodkir		Mar-20					
							Implementation of Healthy Wirral Strategy	Graham Hodkinson	]										
		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					Robust financial modelling on business cases with external due diligence as required	Shaer Halewood	I		Ensure long term project milestone plan to d capacity and capability to deliver so as not to expose the council to risk		ames	Ongoing during 19/20				Dec 2019	
					Alan E		Long-term strategic regeneration framework that articulates the Council's approach to economic growth and investment.				Improve horizon scanning through Local Eco Assessment production	onomic Nancy	Clarkson	Ongoing during 19/20					
Jobs and Growth 2019/20 Priority Strategic Long Term Financial Plan for Wirral	3		3	5	Corpor Directo Econor Housin Growth	or of mic & ng	A collaborative relationship with the LCR Combined Authority has been established to engage Strategic Investment Fund investment in Wirral growth projects		2	5 1	A Birkenhead Regeneration Framework is be developed to set out the strategic context for growth projects. In addition more detailed perspecific 'blueprints/masterplans' are coming to articulate a phased approach to developm	key ace Sally S forward	Shah	Ongoing during 19/20		0	$\leftrightarrow$		
							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	Feb-20					

	ĵ.		Unm	anaged S	Scores				Curr	ent Scor	ores				Target Scores		ores			
Portfolio / Priority	Risk Ref.	Risk Description	ikelihood	Impact	Fotal (LxI)		Existing Mitigation	Owner	ikelihood	Impact Fotal (LxI)	<del>-</del>	Planned Additional Mitigation	Owner	Target Date	ikelihood	Impact	S	Current Risk Status (▲ ▼ → □)	New field to be used to capture commentary of update Risk Update / Commentary	
Leader	4	Cultural Change for an Effective and Efficient Organisation 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	4	4	16	Nikki Boardman - Director of Change & Organisation	Delivery of People Strategy and underlying employee engagemen strategy.  - Well established people strategy timeline and roadmap on track, Launch of values and behaviours complete, People Strategy Programme Board in place providing strong governance  - Launch of employee engagement multiple programme and Performance appraisal pilot and quality approach commenced - Performance framework under development to provide measurable evidence of capacity, capability and change	it Nikki Boardman	3	4	fi. W	Ensure clarity over the skills that are needed for the uture through an organisational diagnostic and a new workforce planning process	Nikki Boardman	Mar-20	_		0		Dec 2019 Staff Roadshows held in December 2019, attended by over 700 staff, at which the Chief Executive set out the key priorities within the new Wirral Plan 2020-2025. Confirmation of the appointment of the Chief Executive and changes to senior management.	
		resistance from staff or ineffective engagement with partners means that the ambition of the Wirral Plan is not realised, perpetuating inefficiencies				Design	Health and wellbeing strategy				р	Further improve managers' ability to address under- verformance. A project to introduce a new verformance management framework is underway	Nikki Boardman	Ongoing programme during 19-20						
		and preventing required outcomes from being achieved					Staff engagement sessions				On going developments as per People Strategy timeline	Suzanne Moore	Apr 2020 for review against timeline							
						Programme management approach to Local Plan implementation. Consultant used to assist with the Programme Development and implementation (Feb 2019).	Tim Games			С	Conduct green belt review		Ongoing during 19/20					Dec 2019		
		Development and Implementation of the Local Plan 2020-2035 A failure to ensure the Council's arrangements 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.				Alan Evans - Corporate	Council has an agreed timeline for production of the Local Plan					Consultation process for the Local Plan (following eport to Council 13/01/2020)		27/01/2020 to 23/03/2020						
	5					Director of Economic & Housing Growth	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									
Housing and Planning 2019/20 Priority				5	20	S.S.W.	LGA, Planning Officers Society and Planning Advisory Service supporting the work on the Local Plan		3	4		dministrative support provided to the Forward Planning Team to assist with Local Plan	David Ball	Ongoing during 19/20			0	$\leftrightarrow$		
Local Plan					20		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.	David Ball	3	4		rinal draft of Local Plan to Council (July 2020) ollowed by its submission	- Bavid Bali	Nov-20		•				
							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.					mplement recommendations of LGA Peer Review June 2019)		2020/21						
					-		Co-ordination of all engagement and interaction with LCR partnerships				R	Refresh approach to Wirral Partnership	Rose Boylan	Ongoing during 19-20					Dec 2019	
							Officer cross LCR working				Р	Planned meetings with Chamber of Commerce	Shaer Halewood / Alan Evans	Dec-19						
Leader	6	Partnership Working Inability to take advantage of collaborative opportunities locally and nationally, limiting improvement in	4	4	16	Graham Hodkinson - Director for	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 information with officers.	Rose Boylan &	3	4 12	12						0	$\leftrightarrow$		
		economic conditions for the community and the Council's funding				(Adult) Care & Health	The Wirral Partnership  Integration of health and social care.		-									• •		
		position					Continued development of the integrated commissioning approach.  Active LCR Strategic Board including single strategy for LD commissioning and joint LD programme.  Effective utilisation of joint funds through the Pooled Fund Executive Group	Graham Hodkinson			S	Scrutiny review.	Graham Hodkinson	Dec-19						
							Engagement with City Region Partnerships e.g.: LEP, LCRCA	Sally Shah & Rose Boylan												

			Unmai	naged S	cores				res			Tar	get Score	es					
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							Internal governance procedures (DMT, Leadership, SLT, Call over Board, Cabinet/SLT, portfolio holder briefings)	Philip McCourt -			Complete the review and revision of the Constitution (aligned to move to committee structure)	Philip McCourt	May-20					Dec 2019	
						-	Council Constitution.	1			Implement the new Scheme of Delegation	Philip McCourt	2020					Risk score (likelihood) reduced to reflect changes in focus/appetite and arrangements	
							Ongoing management / oversight of Committee system project				Ongoing management / oversight of Committee system project	Philip McCourt	May-20					reviewed and strengthened over the past 12 months. Changes to the Committee system and	
Finance and Resources 2019/20 Priority Strategic Long Term		Effective Governance Failure to maintain effective corporate governance could result in poor			Phil	ilip McCourt	Code of Corporate Governance reviewed 2018, in line with CIPFA guidelines and aligned with Council policies and procedures		2			Deliver Member development sessions	Philip McCourt	Ongoing during 19/20					associated changes to the Constitution in the next financial year will be significant and take time to be embedded.
	7	decision-making, malpractice and breach of legislation, leading to	4	4		Director of overnance and	Member and Officer Protocols - reviewed 2018			4	8 Whistleblowing Policy Review - Peer Review by Protect	Philip McCourt	Dec-19	1	4	4	lacktriangledown		
Financial Plan for Wirral		regulatory intervention and significant cost, both in financial terms and to the			А	Assurance	Whistleblowing policy - policy under review, project plan signed off at ARMC 18/11/19				Whistleblowing Policy Review - sign off at Jan2020 ARMC, training for Managers and communication	Philip McCourt	May-20						
		reputation of the Council					Council Ethical Framework - subject to annual audit review				programme/Go live	Trimp Woodart	May-20						
							Oversight provided by Corporate Governance Group meeting bimonthly				Establish Chief Executive's office								
							Improved Annual Governance Statement process, following CIPFA guidance / best practice review in 2019. Significant issues highlighted and monitored in year.					Carly Brown							
							Compliance Group managing compliance of corporate policies / procedures												
		Brexit Implications Uncertainty caused by Brexit					Maximising extensions for remainder of EU Funding programmes and engagement in negotiations for replacement/alternative sources of funding.	Sally Shah			Monitor the international and national financial climate and to include any potential negative financial impact		Jan-20					Dec 2019	
Jobs and Growth		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				aul Boyce - Corporate	Identification and evaluation of potential implications and development of strategic responses.	Rose Boylan			in the MTFS		. J Gain 25						
2019/20 Priority Creating Jobs, Driving Regeneration	8		5	5	C	Director for Children's Services	Brexit Team developed with key representatives from corporate services, appointment of Corporate Resilience Officer as Brexit Coordinator	o- Mark Camborne	5	5	Take legal advice on the impact of any changes to legislation affecting the council	Philip McCourt	Ongoing during 19/20			0	$\leftrightarrow$		
							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						
							Health and Social Care Integration. Key services currently integrated to deliver effective responses	Jacqui Evans			Improved business intelligence arrangements and tools for Population Health management.	Nancy Clarkson	Mar-20					Dec 2019 Drop in Current Score - Likelihood Increase in Unmanaged Score - Impact	
A.I. II Q		Upstream / Preventative Activity in Health and Care Services Insufficient time and resource for			Ho Di (Ad	Graham lodkinson - Director for dult Care &	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				_	Recommendations on the Ofsted Improvement Plan and Care Quality Commission Action Plan
Adult Care and Health Children & Families	9	preventative and upstream activity mean that outcomes for vulnerable	4	5	Pa	Health) / aul Boyce - Corporate	Public Health Commissioning	Julie Webster	3	4	Joint Commissioning Forum/Framework	Carly Brown	Mar-20			0		have been aligned. Implementation is monitored via an Accountability Board established to oversee continuous improvement across children's services.	
		people do not improve, resulting in demand for reactive services not reducing, or increasing.			Di C	Director for Children's Services	Improved business intelligence arrangements using Power BI in place and regular reports available to managers	Nancy Clarkson	1		Review the referral/single point of access arrangements, to enhance strength based approache to assessment and support planning.	Jason Oxley/Jacqui	Mar-20						
							Partnership for Children and Families - Children's Strategy	Carly Brown			Development and implementation of 2 year Neighbourhood Model in Adult Social Care.	Evans/Graham Hodkinson.	2020-2021						
Creating Jobs, Driving		Wirral Growth Company Failure of the Wirral Growth Company				lan Evans -	Weekly Programme Steering Group Meetings, monthly Programme Board meetings and 2 weekly meetings with Muse. Supporting governance and programme structure & monitoring in place.	g in Slan Hartley			Partnership Business Plan produced, presented to Joint Venture Board in November 2019 and January 2020. Presented to Cabinet Feb 2020.	Sian Hartley	Feb-20					Dec 2019	
		to deliver anticipated benefits undermines the Council budgetary position, economic growth aspirations	4	5	<b>20</b> Ed	conomic &	Clearly documented legal framework and partnership agreement. Joint Venture Board established.		3	5	All key decisions to be underpinned with robust business cases.	Daniel Kirwan & Alan Evans	Ongoing during 19/20				0	$\leftrightarrow$	
Regeneration		and public and investor confidence in the authority.					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						
						l	Funding model	Shaer Halewood											

	ų.	Unmanaged Scores							Currer	nt Score	es			Tar	rget Sco	res								
Portfolio / Priority	Risk Ref.	Risk Description	Likelihood		-	Risk Owner	Existing Mitigation	Owner	Likelihood	Total (LxI)	Planned Additional Mitigation	Owner	Target Date	Likelihood	Impact	<del>-</del>	Current Risk Status (▲ ▼ ↔ □)	New field to be used to capture commentary of update Risk Update / Commentary						
							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.	Deputy Director			Embed approach to Contextual Safeguarding	Tony Kirk	Mar-20					Dec 2019 Drop in Current Score - Impact.  Recommendations on the Ofsted Improvement						
		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				Graham Hodkinson - Director for	Children and Families Overview and Scrutiny Committee. Integrated children's safeguarding performance management arrangements.			3 9										Plan and Care Quality Commission Action Plan have been aligned. Implementation is monitored via an Accountability Board established to oversee continuous improvement				
Adult Care Health and Wellbeing Children and Families	1		4	4		(Adult) Care & Health) Paul Boyce - Corporate Director	Merseyside combined Safeguarding Adult Board.  Serious untoward incidents are escalated to Assistant Director Level to ensure that learning and procedures are implemented and followed		3		Peer Review of Merseyside Safeguarding Adult Board	Graham Hodkinson	Mar-20			0	▼	across children's services.						
						for Children's Services	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																		
		Rusinoss Continuity Planning									Review and update of Business Continuity Policy	Mark Niblock	Apr-20					Dec 2019 Risk score increased (likelihood and impact) to						
		Business Continuity Planning - Response to a Disruptive Incident Failure to coordinate and maintain				Shaer Halewood -	Business Continuity Policy (August 2017)	Shaer Halewood			Develop corporate incident response arrangements fo internal incident	Mark Niblock	2020/21					reflect the unknown impact of Brexit and the status of existing business continuity plans for						
	effective business leaves the Council	effective business continuity plans leaves the Council unable to respond	4	5	20	Director of Finance & Investment	Business Continuity Plans for identified Critical Services (updated between 2017-2019)	All Directors	3	5	Review and refresh of business continuity plans	All Directors	2020/21	2	4	8		the 27 areas identified as critical services, dates of plans range from 2017-2019. In light of restructures and changes in ways of working						
		to an incident, resulting in a major failure in service delivery				W IIIVESUIICII	Appointment of the Risk, Continuity & Compliance Manager in October 2019 as a dedicated resource to advise, monitor and report on the status of Business Continuity Plans (BCPs).	Mark Niblock			Development of training and testing programme for business continuity plans	Mark Niblock	2020/21					e.g. more agile working and use of Windows 10 plans are in need of revision.						
		Cubar Sagurián					Cyber Security Policy Weekly review of security incidents			5 10	Programme of migration from Windows 7 to Windows 10	Peter Moulton	Jan-20					Dec 2019						
		Cyber Security IT security is insufficient to deter,				Nikki Boardman - Director of Change & Organisation	New threats communicated to staff and Members	Pete Moulton -					Responsibility for Information' training	Sue Blevins	Ongoing during 19/20									
	13	detect and prevent unauthorised access to IT systems, resulting in loss	5	5			Technical controls: 1) Endpoint security software, 2) Network firewall 3), Prevention of downloading of unauthorised software	Head of ICT & Digital				Project setup to achieve Cyber Essentials+ accreditation in 2020	Peter Moulton	Feb-20			0							
		of data and disruption to Council services.			25	Design	Implementation of 'patching' policy	$\dashv$	2		0						$\longleftrightarrow$							
							Responsibility for Information' training	Sue Blevins																
							Cyber Security training published on the Intranet	Jane Corrin	]															
							Cyber Security Board created to review security issues and agree action plan.	Pete Moulton - Head of ICT & Digital																
							Corporate health and safety policy				Emergency contingency procedures being reestablished.	Tony Williams	Dec-19					Dec 2019 External report by Zurich, final version and						
		Health & Safety Management If health and safety / compliance					Implementation of health and safety management arrangements.				Annually review of H&S Policy to be agreed by SLT	AMcM / SLT	Apr-20					recommendations due Jan 2020						
		policies and procedures are not sufficiently developed, tested or adhered to by officers, members or				Nikki Boardman - Director of	Essential H&S training for managers available. Specific Hazard related training available for managers and staff.	Andy McMillan			Improvements in SLT/DMT oversight of compliance.	SLT/DMTs / AMcM	Apr-20			_								
	14	contractors, this could lead to an incident resulting in harm to	4	4	16	Change & Organisation	Health surveillance monitoring in place and Occupational Health.		3	4 1	3 4 12	3 4 1	4 1	4 1	4 1	4 1	Development of e-learning modules for key H&S processes	A McMillan	Apr-20			0	$\leftrightarrow$	
		employees / Members / members of the public, legal challenge and reputational damage				Design	New Strategic Health, Safety and Wellbeing Board set up - first									Training Programme - training needs, targeted roles etc	Suzanne Moore							
							meeting 17/10/19, monthly meetings chaired by Chief Executive. Steering Group also established to support the Board.	Tony Williams			Terms of reference, objectives and activity for Strategic Health, Safety and Wellbeing Board	A McMillan/Ton Williams	Apr-20											

			Unma	naged S	Scores				Current	Scores	S			Targ	get Scores			
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							The role of the Senior Information Risk Officer (SIRO) has been strengthened and redefined in terms of their oversight responsibilities, Deputy SIRO identified and trained.  The Director of Change and OD has an active role in monitoring compliance and performance				Review all Information Management policies in collaboration with Liverpool City Region councils.  Project setup to achieve Cyber Essentials+ accreditation in 2020		On going through Oct '19 - March 2020				Dec 2019 Slight drop in score, first review since added in September 2019.	
Finance and Resources	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	Information Governance Board transformed with increased focus on risks, actions plans and holding people to account.  Data Security & Protection Toolkit - Council Status 2018/19 "Standards Met".  Confirmation received in September 2019 Council assessed as compliant with Payment Card Industry Data Security Standard (PCIDSS)  Action plan created to obtain compliance with outstanding accreditations by March 2020  Awareness Training for Information Asset Owners and Administrators (135 out of 184) undertaken in October/November 2019. Mop up sessions planned.  Information Management Risk Register created to enable regular review of all risks and associated action plans	P Moulton	3 4	. 1:	Development of corporate approach to information management to support office moves in line with the Asset Consolidation Staff Relocation (ACSR) Project and Business Case, 14 sites in the scope of ACSR.	P Moulton	2020/21		C			
		Climate Emergency Response Failure to respond effectively and					Cool Wirral Partnership - cross-sector partnership which acts as a steering group Wirral Climate Change Strategy- Cool 2014-2019, developed and approved by the Cool Wirral Partnership	1			Await results of Combined Authority work Urge other partners to declare a climate emergency and active participation Partner specific action plan						Dec 2019	
Environment & Climate Change	16	develop plans/adaptations leads to, legal challenge, reputation damage,	5	5	25	Nicki Butterworth	Climate emergency resolution declared in July 2019, full Council support for declaration		5 4	20		1			c	First Score		
		increased costs, lack of resilience, public					Cool Wirral 2 consultation undertaken				Inclusion of performance information in Corporate Health Report Asset management - rationalisation of property							
							Friends of the Earth assessment of Council  Climate Emergency Action Plan developed				portfolio Contract Management - review fleet Council fleet provision							
Finance and Resources							Corporate Governance Group (CGG) in place chaired by Direct of Law & Governance, Phil McCourt. To ensure appropriate governance of risk is in place across the council.     Compliance Group (a sub-group of the CGG) in place chaired by AD Finance & Resources, Daniel Kirwan. Monitors a range of policies and procedures to drive the audit & risk process across the council.	by Philip McCourt			Implement the new Scheme of Delegation	Philip McCourt	2020/21				Dec 2019 The risk has been scored for the first time by the Corporate Governance Group. Several of the controls and planned actions also feature on other Corporate Risks - 4 Cultural Change, 7 Governance, 14 Health & Safety and 15 Information Management.	
		Non-Compliance with Policies and Procedures				Nikki	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. Corporate Risk Register in place; regularly updated and reporter.				Improvements to managers' ability to address under- performance. A project to introduce a new performance management framework is underway	Nikki Boardmar	Ongoing programme during 19-20				Salety 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.	5	5	25	Boardman - Director of Change & Organisation Design Shaer Halewood - Director of Finance & Investment	Specialist Area Boards in place for key areas e.g. People Strateg Board, Information Governance Board, Health, Safety and Wellbeing Board  • 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.	&	4 5	5 20	Development of reporting to highlight our legal obligations/statutory duties whether we are meeting them.	Shaer Halewoo	d Apr-20		C	First Score		
		unimatery loss of file.					Targeted training packages developed and rolled out in 2019, including: Information Management - Information Asset Owners and Administrators, Cyber DoJo Finance - Budget workshops held for Budget Holders Procurement - NoPO/No Pay	Nikki Boardman / Shaer Halewood / Nicki Butterworth			Training Programmes - training needs, targeted roles etc Health and Safety, Information Management	Tony Williams / Pete Moulton						
							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.	Nildsi Danadasaa			External review carried out by Zurich Municipal to provide an evidence base and recommendations from which to resolve issues.  Investigations into specific incidents provides us with an evidence base upon which to put preventative action in place	Tony Milliams	Apr-20					