

Appendix B: Corporate services Departmental Risk Register

During the development of the Departmental plan the following risks were identified as those that could prevent the department from meeting its aims. These form the departmental risk register for Corporate Service:

Departmental Aim	Objectives	Team / Section Responsible	Risk	Control Measure	Score
1. <i>To drive the development of Council plans, policies and strategies which address the needs of our customers and stakeholders, including in relation to diversity</i>	Identify and respond to emerging policy affecting the delivery and continuous improvement of the community planning framework and the equalities and diversity agenda	Community Planning Team (Corporate Policy)	Reduced staff resource	Replace/redirect/retrain staff	8
2. <i>To deliver an effective investment strategy for Wirral, creating jobs and helping to reduce worklessness</i>	Maintain Wirral's Aftercare service to non SME's in partnership with the North West Development Agency and The Mersey Partnership	Wirral Direct (Strategic Development)	Shortage of suitable premises and sites	Lobby and build into the economic regeneration strategies.	16
	Generate and respond to business enquiries to sustain our role in inward investment	Wirral Direct (Strategic Development)	Long term shortage of appropriate properties and land	Lobby and build into the economic regeneration strategies.	16
	Generate and respond to local business enquiries	Wirral Direct (Strategic Development)	Long-term shortage of commercial properties for local companies to expand	Lobby and build into the economic regeneration strategies.	12
	Continue to provide business support when the Wirral Waterfront initiative ends in March	Wirral Direct (Strategic Development)	Aftercare Manager currently working 2 days a week funded through Wirral Waterfront.	Apply for funding for Aftercare Manager	12
	To maintain and develop sources of economic, property and financial information for potential investors.	Wirral Direct (Strategic Development)	IT system failure	To connect to Wirral Councils IT system	8

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	Market Wirral as a business location with partnership organisations, e.g. The Mersey Partnership, Business Link, the North West Development Agency, Wirral Investment Network, Wirral Chamber of Commerce and Mersey Dee Alliance	Wirral Direct (Strategic Development)	Cannot play a full and active role with partners	Lobby to sustain Wirral's revenue support for partnership working	12
	Reduce overall levels of worklessness in the Borough from 20.3% to 19.5% by May 2005 and a further reduction to 18.9% by May 2006	Special Initiatives Team (Strategic Development)	Reduced staff resources to enable effective operation of One Stop Shop presence in current locations. Frequency and reliability of data supplied by DWP. External factors - shifts in economic stability.	Recruit/redirect/retrain staff. Ensure mechanism is in place with JCP to ensure data is supplied promptly and in a consistent format. Ensure remedial/corrective action can be instigated in conjunction with JCP to mitigate this.	12
	Improve the evidence base used for strategic planning and resource allocation relating to Wirral's economic regeneration activity	Economic Policy Team (Strategic Development)	Staff Resources		N/A
	Implement a programme of strategy development and analysis	Economic Policy Team (Strategic Development)	Staff Resources		N/A
	Ensure that all Wirral participate in all discussions regarding regional and sub regional development that they are reported and where appropriate, responded to	Economic and European Unit (Strategic Development)	Staff Resources		N/A

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3. <i>To maintain an effective Local Development Framework for Wirral</i>	Amend Local Development Scheme	Forward Planning Team (Strategic Development)	Staff resources	Redirect staff	4	
4. <i>To deliver first class legal, democratic and registration services which are responsive to the needs of our stakeholders</i>	Provide legal advice and support for the New Brighton Development Plan	Conveyancing Team (Legal and Member Services)	Inability of delivery team to provide advice due to loss of key staff	Consider external legal assistance	8	
	Review and develop standard forms of contract in the light of the Procurement Strategy	Legal and Member Services	Inability of key legal staff to devote sufficient time to work due to other commitments	Ensure continuing priority is given to corporate action	12	
	Provide legal advice and support for review of the Council's Unitary Development Plan	Planning and Licensing Team (Legal and Member Services)	Erosion of green belt	Policy to protect it	8	
	Maintain Lexcel standard	Legal Management Team (Legal and Member Services)	Loss of lexcel standard	Advice of external consultants	12	
	Provide legal advice and support for the Birkenhead town centre development plan	Conveyancing Team (Legal and Member Services)	Inability of delivery team to provide advice due to loss of key staff	Train staff	8	
	Provide legal advice and support to the Anti-Social Behaviour Team, Wirral Partnership Homes Ltd, and Beechwood and Ballantyne Community Housing Association		Housing Team (Legal and Member Services)	Ineffective action against disorder	Allocation of sufficient and trained staff	8
				Loss of work from WPH	Prepare tender for submission	9

Departmental Aim	Objectives	Team / Section Responsible	Risk	Control Measure	Score
	Provide an efficient support service for the Council, committees / select committees and various other bodies	Committee and Member Services (Legal and Member Services)	Inability to carry out duties because of shortage of skilled staff	Re-align duties	9
			Agenda deadlines not met because of late submission of reports	Regular circulation of deadline dates for reports	6
			Inadequate performance of scrutiny function	Implement training for members	9
	Provide efficient administrative and support services to Parental Appeals Panel and advice to parents	Committee and Member Services (Legal and Member Services)	Inability to deal with peaks in workload	Re-align staffing	8
			Failure to meet statutory deadlines	Regular monitoring	4
	Implement new decision-making arrangements under the Licensing Act 2003 and provide an efficient administrative and support service	Planning and Licensing Team (Legal and Member Services)	Inability of in-house staff to deal with peaks in workload	re-alignment of staff	9
	Review Council Constitution	Legal and Member Services	Lack of progress because of absence of political agreement	Adapt	1
Provide support and advice to Council members	Committee and Member Services (Legal and Member Services)	Failure to maintain statutory register of interests	Close monitoring	6	
Produce Committee Services Manual	Legal and Member Services	Inability to produce because of loss of key staff	Re-align staffing	2	

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	Provide legal advice and support in relation to highway enforcement matters associated with the Open Golf Tournament	Planning and Licensing Team (Legal and Member Services)	Peaks in workload	Re-align staff	8
	Complete the processing of part-time pension cases filled with the employment tribunal	Legal and Member Services	Inability to prepare cases because of lack of staff	Assistance from other Departments in assembling claimants part time employment history	8
	Implement Central Government legislation concerning civil partnerships	Registrar of Births, Deaths and Marriages (Legal and Member Services)	service may not be delivered due to shortage of trained staff	ensure that partnership ceremonies are arranged within resources	4
	Provide legal advice and support in connection with provision of an equity loan scheme to support the Housing Market Renewal Initiative	Conveyancing Team (Legal and Member Services)	Inability of delivery team to provide advice due to loss of key staff	Train staff/consider external advice	8
	Provide legal advice and support in connection with the establishment of Children's Centres	Conveyancing Team (Legal and Member Services)	Inability of delivery team to provide advice due to loss of key staff	Train staff/consider external advice	8
	Provide effective legal advice and support in connection with the development of three sites at Conway Park, Birkenhead	Conveyancing Team (Legal and Member Services)	Inability of delivery team to provide advice due to loss of key staff	Train staff/consider external advice	8

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5. <i>To provide a co-ordinated approach to community planning, engagement and consultation, including support for Area Forums, the Local Strategic Partnership and the delivery of Wirral's Local Area Agreement</i>	Identify and communicate customer needs through the Citizen's Panel	Performance Management and Improvement Team (Corporate Policy)	Reduced staff resources	Recruit/redirect/retrain staff	12
	Influence service delivery through effective consultation and engagement	Community Planning Team (Corporate Policy)	Reduce staff resource	Replace /redirect/retrain staff	8
	Facilitate and develop a culture of partnership working, identifying areas of best practice and added value across the community planning framework	Community Planning Team (Corporate Policy)	Reduced staff resource	Replace/redirect/retrain staff	8
	Take the lead of ensuring that the Metropolitan Borough of Wirral is meeting its obligations in relation to equalities and diversity, identifying best practice and disseminating this across the Council	Community Planning Team (Corporate Policy)	Reduce staff resource	Replace/redirect/retrain staff	8
	Review and develop governance structures to support the community planning framework	Community Planning Team (Corporate Policy)	Reduced staff resource	Replace/redirect/retrain staff	8
	Contribute to the development of the Local Strategic Partnership and Wirral's Local Area Agreement (LAA), including the negotiation of the LAA reward element	Performance Management and Improvement Team (Corporate Policy)	Achievement of some actions is dependent upon external contributors	Ensure commitment at senior level	2

Departmental Aim	Objectives	Team / Section Responsible	Risk	Control Measure	Score
	Co-ordinate the delivery of the community engagement action plan	Performance Management and Improvement Team (Corporate Policy)	Achievements of some actions is dependent on external contributors	Ensure commitment at senior level	2
6. <i>To ensure that the Council makes the most effective and efficient use of its buildings and physical assets</i>	Optimise the performance of the Asset Management Plan	Property Management Team (Strategic Development)	Missed opportunities to rationalise property occupancy, leading to unnecessary revenue outgoings and loss of potential capital receipts.	None identified	None given
	Optimise the performance of the investment portfolio	Property Management Team (Strategic Development)	Loss of income	Employ skills of external consultants	6
	Make the most effective and efficient use of our buildings	Property Management Team (Strategic Development)	Loss of income	Employ skills of external consultants	2
	Dispose of surplus Council land and property to maximise capital receipts in support of the Capital Programme	Property Management Team (Strategic Development)	Failure to implement the Capital Strategy in totality	Employ skills of external consultants	8
	Assist the various Council departments in meeting their service objectives	Property Management Team (Strategic Development)	Failure to meet service objectives	Compulsary Purchase Orders and/or employ skills of external consultants	8
7. <i>To provide value for money support services</i>	Provide an efficient administrative support service to the Wallasey Complex	Central Services	Loss of trained staff	Ensure staff are cross trained in all relevant	8

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<i>to the Wallasey Complex</i>		(Legal and Member Services)	Failure of ICT Systems	duties Perform regular backups of data to enable continuation of service	6
8. <i>To support continuous improvement throughout the Council through the development of excellent performance management arrangements, focused corporate planning and an effective response to external challenge</i>	Maintain the system for recording Council land ownership details	Property Management (Strategic Development)	Loss of specialised staff resources	Recruit and train new staff	2
	Effectively communicate the benefits and impacts of community planning through the development of a marketing and PR strategy and develop a system of performance management for the Area Forums	Community Planning (Corporate Policy)	Reduced staff resource	Replace/redirect/retrain staff	8
	Develop the back office support systems required to support the community planning framework and deliver continuous improvements	Community Planning (Corporate Policy)	Reduced staff resource	Replace/redirect/retrain staff	8
	Establish the culture and opportunities for the continued development of all community planning employees	Community Planning (Corporate Policy)	Reduced staff resource	Replace/redirect/retrain staff	8
	Provide corporate support for managing performance, including performance measurement data	Performance and Improvement Team (Corporate Policy)	Detailed skill and knowledge in this area resides with 1 member of staff	Regular updates to team briefs and written guidance available on key areas	4

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	Rationalise / streamline key corporate planning and performance documents	Performance and Improvement Team (Corporate Policy)	Failure to reach consensus on rationalisation proposals	Ensure all stakeholders are sufficiently engaged in the process	12
	Develop Corporate Services' performance management support	Performance and Improvement Team (Corporate Policy)	Insufficient capacity given other priorities	Increase capacity or re-prioritise	4
	Ensure the recommendations of the CPA Corporate Assessment report are implemented throughout the authority	Performance and Improvement Team (Corporate Policy)	Lack of engagement from senior and middle management	Ensure regular review of action plan progress by Improvement Group and COMT	9
9. <i>To ensure that the benefits of the 1Business Programme are realised and to develop the Council's capacity for delivering transformational change</i>	Establish a corporate co-ordinated approach to support and drive our project management activities in order to ensure consistency across all departments	Performance Management and Improvement Team	Resources not identified to ensure staff receive training in Project Management	Ensure Chief Officer lead is aware of this issue	12
			Lack of engagement from senior and middle management	Ensure regular review of action plan progress by Improvement Group and COMT	9

Departmental Aim	Objectives	Team / Section Responsible	Risk	Control Measure	Score
	<p>To facilitate and maintain increased Council wide capacity for transformational change in order to encourage the following: Increased customer satisfaction;</p> <ul style="list-style-type: none"> • Decreased overall cost; • Decreased duplication; • Increased Council's CPA score; • Increased integration; • Increased use of business intelligence; • Increased alignment of job tasks; • Increased morale and job satisfaction; • Increased number of service requests satisfied at first point of contact; • Increased customer and staff take-up of cheaper access channels 	1 Business	Detailed risk log managed by 1Business Programme Board	Fortnightly monitoring by Board	16