

## Corporate Risks – Progress with Additional Controls as at 29/08/2014

Description	What are the main controls for the risk?	Current Risk Score (IxL)	What additional actions are being taken to mitigate the risk?	What Progress has there been?
Failure to deliver within immediate and long term budgets (FI1)	<ul style="list-style-type: none"> <li>• Corporate Plan reflects financial challenge</li> <li>• Delivery of budget options projects being progressed</li> <li>• Fortnightly meetings of Budget Steering Group</li> <li>• Weekly meeting of 'Future Council' Governance Board</li> <li>• Monthly monitoring of savings</li> </ul>	<b>12</b>  <b>(4x3)</b>	<ul style="list-style-type: none"> <li>• Re-model early intervention and prevention services to ensure we manage demand efficiently and community based care effectively</li> <li>• Embed a strategic approach to commissioning</li> <li>• Progress opportunities for joint commissioning with health partners</li> <li>• Care Bill modelling and preparation for implementation in 2015/16</li> <li>• Review of specialist rates for supported living and (LD/MH) for residential and nursing care</li> <li>• Support the implementation of the Future Council Programme</li> </ul>	<ol style="list-style-type: none"> <li>1. Reviews of both the assistive technology and community equipment services are currently underway</li> <li>2. A draft Commissioning Strategy has been produced.</li> <li>3. Implementation of Better Care Fund and Care Act will generate joint opportunities</li> <li>4. Care Bill modelling work is currently not as far progressed as envisaged</li> <li>5. Review of rates currently delayed, pending final issuing of guidance</li> <li>6. A fortnightly budget tracking meeting has been introduced.</li> <li>7. An EY report on potential savings has been received.</li> <li>8. Future Council - structures for key service areas have been developed - remainder to be completed during August 2014</li> </ol>

Description	What are the main controls for the risk?	Current Risk Score (IxL)	What additional actions are being taken to mitigate the risk?	What Progress has there been?
Major fraud or corruption (F12)	<ul style="list-style-type: none"> <li>• Counter Fraud and Corruption Policy</li> <li>• Whistle Blowing Policy</li> <li>• Counter Fraud Plan and trained investigator</li> <li>• Participation in National Fraud Initiative</li> <li>• Codes of conduct for Members and officers</li> <li>• Financial Procedure Rules</li> <li>• Contract Procedure Rules</li> <li>• Sound Internal Control systems</li> <li>• Effective recruitment and selection</li> <li>• Benefits Fraud Investigation team with trained investigators</li> <li>• Procedures for the Declaration of Conflict of Interests, Gifts and Hospitality and Pecuniary Interests</li> <li>• Mandatory training programme</li> <li>• Use of declarations and fair processing notices</li> <li>• Disciplinary procedures</li> </ul>	<p style="text-align: center;">6  (3x2)</p>	<ul style="list-style-type: none"> <li>• Implement counter fraud action plan</li> <li>• Develop Corporate Counter Fraud Strategy</li> <li>• Update and deliver on-line fraud training programme</li> <li>• Establish facility for on-line reporting by MOP</li> <li>• Introduce positive vetting of new employees</li> <li>• Introduce anti fraud statement into recruitment form</li> <li>• Brief directorates on new Contract Procedure Rules</li> <li>• Seek DCLG funding to establish a 'Mersey Region Fraud Hub'</li> </ul>	<ol style="list-style-type: none"> <li>1. Some elements of the plan are in place (e.g. benchmarking). Others remain outstanding.</li> <li>2. Target date for the development of the Strategy has been put back to October / November 2014.</li> <li>3. Target date for implementation of the on-line fraud training has been put back to August 2014.</li> <li>4. Template for on line reporting is complete. Revised target date of October / November 2014.</li> <li>5. Target date for positive vetting of new employees has been put back to March 2015.</li> <li>6. Target date for introduction of anti-fraud statement has been put back to March 2015.</li> <li>7. Wirral has established a Mersey Region Fraud Group.</li> </ol>

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Failure to remodel the Council to meet its future challenges (GO1)	<ul style="list-style-type: none"> <li>• Wirral's vision is set out in Corporate Plan</li> <li>• CESG focus on coherent new model</li> <li>• Revised contract procedure rules introduced</li> <li>• Robust technical design principles</li> <li>• Robust project and risk management arrangements for 'Future Council' programme</li> </ul>	8 (4x2)	<ul style="list-style-type: none"> <li>• Implement programme of ICT improvements</li> <li>• Implement new Asset Management Plan</li> <li>• Embed a strategic approach to commissioning</li> <li>• Support the implementation of the Future Council Programme</li> </ul>	<ol style="list-style-type: none"> <li>1. Pilot IT replacement activities have started (July)</li> <li>2. An initial group of servers have been replaced</li> <li>3. A draft commissioning strategy has been produced</li> <li>4. Future Council - structures for key service areas have been developed - remainder to be completed during August 2014</li> </ol>
Failure to establish governance arrangements that support wholesale change and enable difficult decisions to be taken (GO2)	<ul style="list-style-type: none"> <li>• Revised Constitution in place</li> <li>• Scheme of Delegation rolled out</li> <li>• Cohesive CESG</li> <li>• Closer working with Cabinet</li> <li>• New Members briefing and decision-making processes implemented</li> <li>• Leaders Board established</li> <li>• Member development programme</li> <li>• Revised corporate risk management policy adopted</li> </ul>	6 (3x2)	<ul style="list-style-type: none"> <li>• Further embed the new Constitution</li> <li>• Joint Cabinet / CESG sessions</li> <li>• Formalise new Corporate Governance Group</li> </ul>	<ol style="list-style-type: none"> <li>1. New Corporate Governance Group formalised. Terms of reference agreed by CESG (July).</li> <li>2. Training on Code of Corporate Governance given to Members (July)</li> </ol>

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Internal policies & procedures could delay change (GO3)	<ul style="list-style-type: none"> <li>• New Members briefing and decision-making processes implemented</li> <li>• Scheme of Delegation / Member Officer protocol updated</li> <li>• Code of Corporate Governance revised</li> <li>• Weekly meeting of 'Future Council' Governance Board</li> <li>• Robust governance arrangements for 'Future Council' programme</li> </ul>	4  (2x2)	<ul style="list-style-type: none"> <li>• Further embed the new Constitution</li> <li>• Monitor compliance with revised financial regulations and new Contract Procedure rules</li> </ul>	1. Most services have rolled out the 'Values' sessions.
Failure to identify potential changes to government policy early enough to influence and respond (GO4)	<ul style="list-style-type: none"> <li>• Work of the Policy Unit</li> <li>• Policy network established</li> <li>• Regular policy briefings provided to Senior Officers and Members</li> <li>• Performance Management and Business Intelligence resource</li> <li>• Regular item on CESG agenda</li> </ul>	6  (3x2)	<ul style="list-style-type: none"> <li>• Increased visibility of political and executive leaders with national government</li> </ul>	

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Failure to maintain a focus on economic growth (GO5)	<ul style="list-style-type: none"> <li>• Investment Strategy</li> <li>• Investment Strategy Board</li> <li>• Priority within Corporate Plan</li> </ul>	8 (4x2)	<ul style="list-style-type: none"> <li>• ERDF business growth programme</li> <li>• Regional Growth Fund projects</li> <li>• Policy &amp; Performance committee–scrutiny function</li> <li>• Capitalise on the success of the ‘Open’</li> <li>• Implement Investment Strategy delivery plan</li> <li>• Continue lobbying as an authority and as part of LCR for national availability of match funding</li> <li>• Marketing activity -implementing the Inward Investment Targeting Plan</li> </ul>	<ol style="list-style-type: none"> <li>1. Wirral’s RGF resources have been fully allocated. Further RGF resources are still available, of which 1/3 has been allocated.</li> <li>2. Wirral hosted a number of events for the IFB reflecting its key growth sectors.</li> <li>3. A plan is now in place to ensure inward investment marketing is co-ordinated and effective.</li> <li>4. Invest Wirral website has been updated.</li> <li>5. Govt has announced the city region’s allocation from the Local Growth fund</li> </ol>
A failure to maximise our influence with key stakeholders limits our ability to capitalise on opportunities (GO6)	<ul style="list-style-type: none"> <li>• Chief Executive and senior members / officers engage outside Wirral with national decision-makers</li> <li>• Leader of the Council’s role as chair of the Combined Authority</li> <li>• LEP membership</li> <li>• CX influence via LCR Chief Executive group</li> </ul>	4 (2x2)		<ol style="list-style-type: none"> <li>1. The Leader of the Council has been selected to join LGA national Improvement and Innovation Board.</li> </ol>
Use of untried / untested models (mutuals, social enterprises, shared services) (GO7)	<ul style="list-style-type: none"> <li>• Transformational Change projects based on robust business cases</li> <li>• Learning from other local authorities</li> <li>• Accessing external expertise (legal, financial and operational)</li> </ul>	12 (4x3)	<ul style="list-style-type: none"> <li>• Embed a strategic approach to commissioning</li> </ul>	<ol style="list-style-type: none"> <li>1. A draft commissioning strategy has been produced.</li> </ol>

Description	What are the main controls for the risk?	Current Risk Score (IxL)	What additional actions are being taken to mitigate the risk?	What Progress has there been?
Scale and pace of change could exceed organisational capacity – especially in key areas (PE1)	<ul style="list-style-type: none"> <li>• Full senior management team in place</li> <li>• New governance model for programme management</li> <li>• Focus of Change Team</li> <li>• Change agent programme</li> <li>• Matrix management arrangements adopted</li> <li>• Weekly project review meetings (Future Council)</li> </ul>	<b>12</b>  <b>(4x3)</b>	<ul style="list-style-type: none"> <li>• Project leads to establish detailed resource plan for each element / stage of Future Council programme</li> </ul>	<ol style="list-style-type: none"> <li>1. Change agent programme is progressing well</li> </ol>
Skills within the Council could be insufficient to support our future operating model (PE3)	<ul style="list-style-type: none"> <li>• Redeployment training support in place</li> <li>• Change agent programme</li> <li>• Leadership and Management Development Programmes</li> <li>• Performance Appraisals for senior managers</li> <li>• Future Council modelling has been based on stress testing</li> </ul>	<b>8</b>  <b>(4x2)</b>	<ul style="list-style-type: none"> <li>• Continue Leadership Development Programme</li> <li>• Continue Management Development Programme</li> <li>• Roll out Performance Appraisals to all staff</li> </ul>	<ol style="list-style-type: none"> <li>1. The Leadership Development and Change agent programmes are progressing well.</li> <li>2. Management Development programme is behind target</li> <li>3. Performance Appraisals remain behind schedule</li> </ol>
Failure to ensure that the culture of the organisation supports the future operating model (PE4)	<ul style="list-style-type: none"> <li>• Link of values to behaviours in Performance Appraisal</li> <li>• Change agent programme</li> </ul>	<b>9</b>  <b>(3x3)</b>	<ul style="list-style-type: none"> <li>• Design / implement cultural change programme</li> <li>• Continue Leadership Development Programme</li> <li>• Continue Management Development Programme</li> <li>• Roll out Performance Appraisals to all staff</li> <li>• Respond to the 2013/14 Staff Survey</li> </ul>	<ol style="list-style-type: none"> <li>1. Most services have rolled out the Values Sessions or are currently delivering them</li> <li>2. The Leadership Development and Change agent programmes are progressing well.</li> <li>3. Management Development programme is behind target</li> <li>4. Performance Appraisals remain behind schedule</li> <li>5. A high level Staff Survey action plan has been developed.</li> </ol>

Description	What are the main controls for the risk?	Current Risk Score (I x L)	What additional actions are being taken to mitigate the risk?	What Progress has there been?
<p>A failure in health and safety management leading to death or serious injury (PE5)</p>	<ul style="list-style-type: none"> <li>• Register of corporate H&amp;S risks</li> <li>• Corporate H&amp;S policy specifies management roles &amp; responsibilities, specific management arrangements have been developed</li> <li>• Legislative Compliance Audit programme &amp; Fire Risk Assessments of all Council premises</li> <li>• Programme of auditing management compliance against H&amp;S policy</li> <li>• Delivery of essential emergency training for fire and first aid</li> <li>• H&amp;S Officers investigate all significant accidents &amp; incidents, including ELI claims</li> <li>• Specific H&amp;S training</li> <li>• Health surveillance arrangements for occupational health risks</li> <li>• Delivery of (IOSH) Managing Safely training to Managers and Supervisors below HoS</li> </ul>	<p>8  (4x2)</p>	<ul style="list-style-type: none"> <li>• Continuous review and develop of H&amp;S arrangements</li> <li>• Continuing programme of compliance audits of H&amp;S policy</li> <li>• Maintaining health surveillance programme for occupational health risks</li> <li>• Continuous programmed assessment of legislative compliance and fire risk at all Council premises</li> <li>• Senior management teams H&amp;S training programme</li> </ul>	<ol style="list-style-type: none"> <li>1. The Health, Safety &amp; Resilience team has continued to make improvements to H&amp;S arrangements and carry out its programme of compliance audits - although the team have experienced some difficulties recently with personnel changes and reorganisation in certain service areas.</li> <li>2. Proposals have been put to the Strategic Director for Transformation &amp; Resources for a redesign of the current H&amp;S governance arrangements (including a refresh of the Corporate H&amp;S committee) together with recommendations to improve the governance of H&amp;S management.</li> <li>3. Delivery of a H&amp;S training programme for senior management teams may be slightly delayed as a result of Future Council and awaiting the redesigned corporate structure</li> </ol>

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Quality and availability of data & intelligence could be insufficient to enable us to design services & target effective interventions (DA1)	<ul style="list-style-type: none"> <li>• Performance Management and Business Intelligence resource within Policy, Performance and Public Health function</li> <li>• Provision of dashboard reports to Policy &amp; Performance committees</li> <li>• Breadth and depth of data from Service Reviews</li> </ul>	9 (3x3)	<ul style="list-style-type: none"> <li>• Implement new case management system across both Adult and Children services</li> <li>• Implement Data Warehouse</li> <li>• Enhance Corporate Governance Group</li> </ul>	<ol style="list-style-type: none"> <li>1. Expected implementation data for DASS is now September and for CYPD October</li> <li>2. The Data Warehouse project is progressing as planned.</li> <li>3. New Corporate Governance Group formalised. Terms of reference agreed by CESG (July).</li> </ol>
A failure in information governance leading to a significant disclosure of sensitive information (DA2)	<ul style="list-style-type: none"> <li>• IG Board and IG Operational Group established</li> <li>• Guidance on information handling/security circulated</li> <li>• Technical ICT controls</li> <li>• Independent security assessments of the council's ICT infrastructure</li> <li>• PSN accreditation attained</li> <li>• Training delivered to Members and key officers on information governance</li> <li>• IG communications for non-IT users developed</li> <li>• IG checklist for departments/managers developed</li> </ul>	8 (4x2)	<ul style="list-style-type: none"> <li>• Training for IGOs</li> <li>• Annual refresh of training for managers and key staff</li> <li>• Implement the Information Governance Action Plan</li> <li>• Secure all council mobile and printing devices</li> <li>• Implement technical solution to protectively monitor the council's ICT infrastructure</li> <li>• All staff to undertake background checks to comply with BPSS</li> <li>• Achieve Level 2 IG toolkit accreditation</li> <li>• Centralise IG policies and procedures and risks</li> </ul>	<ol style="list-style-type: none"> <li>1. IG action plan developed.</li> <li>2. IG Principles, Management Framework and Policy approved.</li> <li>3. 'Information Responsibilities' area on Intranet went live (July)</li> <li>4. Training delivered to Information Asset Owners (July).</li> <li>5. Printing devices in sensitive areas secured</li> <li>6. Completion of the IG Toolkit version 12 has started</li> <li>7. Work has yet to formally start on the PSN accreditation</li> </ol>



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Failure to ensure resilience and cohesion in key partnerships (PA2)	<ul style="list-style-type: none"> <li>• Health &amp; Wellbeing Board established</li> <li>• Local Public Sector Board established</li> <li>• Support for Combined Authority</li> </ul>	9 (3x3)	<ul style="list-style-type: none"> <li>• Conduct a review of partnerships</li> <li>• Develop a register of key partnerships</li> <li>• Refresh partnership toolkit</li> <li>• Develop the Local Public Sector Board and Health &amp; Wellbeing Board</li> </ul>	1. A register of key partnerships remains outstanding
Failure of a major provider (private, public or voluntary, community and faith sector) or partner leading to interruption of service (PA4)	<ul style="list-style-type: none"> <li>• External suppliers identified and position statement compiled as to their arrangements</li> <li>• Procurement Strategy and the agreed procurement process checks on potential contractor.</li> <li>• Contract and performance management arrangements</li> <li>• Monitoring of contract delivery by Strategic Directors</li> <li>• Linkages to Business Continuity arrangements</li> </ul>	12 (4x3)	<ul style="list-style-type: none"> <li>• Work with departments to ensure that all partner agencies and/or voluntary, community or faith sector organisations have suitable and sufficient business continuity arrangements – a check should be made on a two yearly basis</li> <li>• Ensure all external suppliers / contractors provide a position statement in regard to their individual business continuity plans on a two yearly basis</li> <li>• Incorporate an annual financial check is as part of the regular contract performance management arrangements</li> </ul>	1. A Business Continuity Implementation Plan <i>(including arrangements for the review of external providers' arrangements)</i> has been drafted

Description	What are the main controls for the risk?	Current Risk Score (IxL)	What additional actions are being taken to mitigate the risk?	What Progress has there been?
<p>Inadequate safeguarding arrangements exposing children or vulnerable adults to greater risk of abuse or exploitation (CU1)</p>	<ul style="list-style-type: none"> <li>• Local Safeguarding Children Board and Safeguarding Adults Partnership Board monitor serious case review action plans.</li> <li>• Business priorities for the WSCB monitored through the WSCB Executive</li> <li>• Weekly performance monitoring of changes to contact and referral taking in CADT.</li> <li>• Reports to CESG and strategic Directors DMT on Corporate Safeguarding performance.</li> <li>• National Notification of Serious Child Care Incidents to OFSTED.</li> <li>• Continuing programme for disseminating learning from serious child care incidents.</li> <li>• Monthly meetings of the Merseyside Child Death Overview Panel.</li> <li>• Continuing review of S118 IRO applications.</li> <li>• Market supplement is paid to social workers in hard to recruit and retain posts.</li> <li>• Reviews carried out by District Managers of children / young people known to a number of different agencies</li> </ul>	<p>15 (5x3)</p>	<ul style="list-style-type: none"> <li>• Implement Signs of Safety as a framework for safeguarding children by November 2014 and to evaluate impact by March 2015.</li> <li>• Support Council staff and partners in learning from best practice and serious/critical case reviews.</li> <li>• Deliver a customer focused response to complaints that leads to improvements in practice and evaluate</li> <li>• Establish an effective Multi Agency Safeguarding Hub for vulnerable children and adults and evaluate.</li> <li>• Implement 'Making Safeguarding Personal' (MSP) and evaluate its impact</li> <li>• Establish a joint Domestic Violence sub committee of the SAPB and LSCB</li> </ul>	<p>Progress report awaited</p>

	<ul style="list-style-type: none"><li>• High-level multi-agency review of individuals leading to improved, and consistently applied multi-agency risk management process and targeted support to be put in place to pre-empt, where possible, escalation of identified areas of concern.</li><li>• Strategic Review Process implemented for contracted providers giving cause for concern</li></ul>			
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<p>A major physical incident compromises the delivery of essential services (PH1)</p>	<ul style="list-style-type: none"> <li>• Dedicated Health, Safety &amp; Resilience Team provides support and guidance with 24/7 duty officer cover</li> <li>• External Partner organisations and suppliers identified and position statement compiled as to their arrangements</li> <li>• Awareness sessions delivered to key staff</li> <li>• Exercises conducted to test efficiency of plans</li> <li>• Departmental business continuity plans in place for critical service areas</li> <li>• Wirral Business Continuity Plan</li> <li>• Wirral Flood and Water Management Partnership formed</li> <li>• Review of winter maintenance arrangements conducted.</li> <li>• Merseyside Community Risk Register</li> <li>• Business interruption and Loss of Revenue insurance</li> </ul>	<p style="text-align: center;">8  (4x2)</p>	<ul style="list-style-type: none"> <li>• Increase the number of Duty Officers</li> <li>• CSG Training and Exercising programme</li> <li>• Continue to review and capture any lessons learnt from incidents and exercises.</li> <li>• Introduction of a Wirral emergency Volunteer Scheme</li> <li>• Arrange refresher training on service continuity planning and management</li> <li>• Agree and implement a revised corporate business continuity policy</li> </ul>	<ol style="list-style-type: none"> <li>1. Knowsley MBC has provided templates for revised BC plans and has delivered training to the Health, Safety and Resilience team (June)</li> <li>2. A Business Continuity Implementation Plan has been drafted</li> <li>3. A revised corporate business continuity policy has been drafted.</li> </ol>

Description	What are the main controls for the risk?	Current Risk Score (IxL)	What additional actions are being taken to mitigate the risk?	What Progress has there been?
Failure to implement new IT systems / hardware in time to support the new Council model (PH2)	<ul style="list-style-type: none"> <li>• Replacement / upgrade projects agreed as part of 'Future Council' programme</li> <li>• Control and monitoring meetings for all projects within ICT improvement programme</li> <li>• Temporary engagement of Strategic IT Advisor to provide direction and capacity</li> <li>• Initial group of servers implemented</li> </ul>	9 (3x3)	<ul style="list-style-type: none"> <li>• Implement programme of ICT improvements (including refresh of hardware)</li> <li>• Recruit to newly created senior IT post</li> <li>• Implement a new case management system across both Adult and Children services</li> <li>• Implement Windows 7 &amp; Office 2010 across the Council</li> </ul>	<ol style="list-style-type: none"> <li>1. Behind the scenes IT projects are progressing well</li> <li>2. Pilot activities have started (July)</li> <li>3. An initial group of servers have been replaced</li> <li>4. An offer has been made to a suitable candidate for the post of Head of IT.</li> <li>5. Case management system - expected implementation data for DASS is now September and for CYPD October</li> </ol>
A sustained catastrophic failure in IT systems (PH3)	<ul style="list-style-type: none"> <li>• Second machine room</li> <li>• Fire suppressant system in rooms</li> <li>• Additional backup /security based at Cheshire Lines implemented</li> </ul>	10 (5x2)	<ul style="list-style-type: none"> <li>• Implement programme of ICT improvements</li> <li>• Review of IT service continuity arrangements)</li> </ul>	<ol style="list-style-type: none"> <li>1. Behind the scenes IT projects are progressing well</li> <li>2. Additional backup / security based at Cheshire Lines has been introduced</li> <li>3. A review of IT business continuity has begun</li> </ol>

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Welfare Reforms (EC2)	<ul style="list-style-type: none"> <li>• Ongoing Council-led strategic approach to assess the implications and prepare effective policy &amp; delivery response e.g. through WEDS &amp; Welfare Reform partnership</li> <li>• Discretionary Funds Housing Payment Fund for those on Housing Benefit impacted by the reforms inc. under occupancy</li> <li>• Localised Welfare Assistance Scheme for those impacted directly or indirectly and at risk</li> <li>• Collaborative working with social and rented sector landlord stakeholders</li> <li>• Collaborative working with DWP Local Partnership Lead</li> <li>• Delivery Partnership Agreement with DWP to April 2015</li> </ul>	<p>16</p> <p>(4x4)</p>	<ul style="list-style-type: none"> <li>• Develop and deliver a Welfare Reform Dashboard</li> <li>• Deliver additional activity through a Local Partnership Framework</li> <li>• Undertake regular impact assessments</li> <li>• Local Welfare Assistance Member Task and Finish Group for post March 2015 continued support as specific funding ends</li> <li>• UC continued live roll-out of national scheme, corresponding engagement with DWP those accessing and impacted upon by this Reform. Local Delivery Partnership Agreement – Nov 2014 review</li> </ul>	<ol style="list-style-type: none"> <li>1. Work has started on the development of the Welfare Reform Dashboard</li> <li>2. There have been further meetings of the Member Task and Finish Group.</li> <li>3. DWP have introduced couples into the roll-out of Universal Credit. This does not appear to have had any impact so far.</li> </ol>

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Increasing demand for socially provided care exceeds the resources available (Council and NHS) (SO1)	<ul style="list-style-type: none"> <li>• Vision 2018 programme</li> <li>• Integrated Care programme</li> <li>• Joint Commissioning arrangements with the CCG</li> <li>• Enhanced monitoring and reporting arrangements</li> </ul>	<b>16</b>  <b>(4x4)</b>	<ul style="list-style-type: none"> <li>• Re-model early intervention and prevention services to ensure we manage demand efficiently and community based care effectively</li> <li>• Implement 7 Day Working within the Integrated Discharge Team and Care Arranging Team</li> <li>• Enhance market capacity to prevent avoidable hospital admissions and supporting timely hospital discharges</li> <li>• Joint Carers Strategy between Social Care and Health</li> </ul>	<ol style="list-style-type: none"> <li>1. Reviews of both the assistive technology and community equipment services are currently underway</li> <li>2. Phase 1 implemented; phase 2 implementation due by end of Sept</li> <li>3. Additional market capacity created through the re-commissioning of the domiciliary care and reablement contracts. Bed based capacity increased through commissioning of transitional beds service</li> <li>4. Joint carers strategy is now live</li> </ol>
Poor lifestyle choices adversely affect public health and require different public provision (SO2)	<ul style="list-style-type: none"> <li>• Commissioned lifestyle services (i.e. stop smoking services, weight management, drugs and alcohol services)</li> <li>• Role of sports development service</li> <li>• Health &amp; Wellbeing Board provides focus and a forum for collaboration</li> <li>• Vision 2018 work stream on early intervention and prevention</li> </ul>	<b>12</b>  <b>(4x3)</b>	<ul style="list-style-type: none"> <li>• Develop a new Public Health strategy for 2015-20</li> <li>• Conduct four health promotion campaigns – Stoptober, National Smile Week, Dry January and Mental Health Awareness Week</li> </ul>	<ol style="list-style-type: none"> <li>1. The new Public Health strategy is progressing as planned</li> </ol>

Description	What are the main controls for the risk?	Current Risk Score (IxL)	What additional actions are being taken to mitigate the risk?	What Progress has there been?
Failure to equip the community to be more self-reliant (SO3)	<ul style="list-style-type: none"> <li>• Asset based community development (ABCD) projects</li> <li>• Public sector transformation network</li> <li>• Existing support through the Voluntary, Community and Faith sectors</li> <li>• Engagement of individuals and groups through Constituency Committees</li> </ul>	<p style="text-align: center;">9 (3x3)</p>	<ul style="list-style-type: none"> <li>• Development of the local approach to ABCD via Constituency Committee</li> <li>• Delivery of the IFIP programme</li> <li>• Commission a Direct Payments Advisory Service supporting people to have enhanced choices and control through personalisation</li> <li>• Create a social enterprise delivery vehicle for disability services</li> <li>• Introduction of a Wirral emergency Volunteer Scheme</li> </ul>	<ol style="list-style-type: none"> <li>1. IFIP programme - update awaited</li> <li>2. Direct Payments Advisory Service has been commissioned</li> <li>3. Social enterprise vehicle - final approval to commence is being sought by 22 August 2014.</li> <li>4. Wirral Emergency Volunteer Scheme has successfully been set up</li> </ol>
Technological advance leads to digital exclusion of individuals and businesses (TE1)	<ul style="list-style-type: none"> <li>• Council is leading a partnership approach to increasing digital inclusion ('Go ON Wirral').</li> <li>• Draft Wirral Digital Inclusion Action Plan (under development)</li> <li>• As part of the response to Welfare Reforms, an interactive profile of access and available support has been developed through Wirral Well website</li> </ul>	<p style="text-align: center;">12 (4x3)</p>	<ul style="list-style-type: none"> <li>• Roll out of ongoing Community learning; training and IT skills, particularly with Housing partners</li> <li>• Ongoing work with partners to increase the network of publicly accessible PCs &amp; Internet</li> <li>• Council project to encourage access to Council services online</li> <li>• Increasing availability of free Wi-Fi</li> <li>• Merseyside Connected (BDUK) superfast broadband project</li> </ul>	<ol style="list-style-type: none"> <li>1. Training by partners has been given more focus in recent months, as welfare reforms and Universal Credit are implemented.</li> <li>2. Through the WEDS/Welfare Reform partnership an interactive profile of access and available support has been developed which also identifies any gaps to help inform future delivery.</li> <li>3. Baseline data from the draft Digital Inclusion Action Plan is being used to help identify where extra support may need to be targeted.</li> <li>4. The infrastructure element of the Merseyside Connected (BDUK) project is underway and on target.</li> </ol>



Description	What are the main controls for the risk?	Current Risk Score (IxL)	What additional actions are being taken to mitigate the risk?	What Progress has there been?
Growing incidence of extreme weather events (EN2)	<ul style="list-style-type: none"> <li>• Wirral Flood &amp; Water Management Risk Partnership</li> <li>• Merseyside Strategic Flood &amp; Coastal Risk Management Committee</li> <li>• NW Regional Flood &amp; Coastal Committee</li> <li>• Contribute to existing NW RFCC levy scheme.</li> <li>• Merseyside Local Resilience Forum (Multi-Agency) &amp; Wirral Council Flooding &amp; Adverse Weather Response Plans</li> <li>• Met Office and Env Agency weather and flood alerting systems – council cascade to partner agencies</li> </ul>	<b>12</b>  <b>(4x3)</b>	<ul style="list-style-type: none"> <li>• Progress implementation of the Wirral Flood Risk Partnership action plan.</li> <li>• Wirral Coastal Strategy 2013 – resultant Action Plan identifies 4 areas where intervention is required within 20 years</li> <li>• Wirral Emergency Volunteers Scheme – Flood Wardens</li> <li>• Surface Water Investigation work (RFCC Levy Bid for works to be delivered in 2014/15)</li> <li>• Merseyside LRF Flooding Response Exercise 2014</li> </ul>	<ol style="list-style-type: none"> <li>1. Wirral Emergency Volunteer Scheme has successfully been set up</li> <li>2. The Council has been allocated funding to evaluate the viability of a bid for Grant Aid funding to investigate flood risk across the whole Borough</li> <li>3. Wirral was unable to attend the Merseyside LRF Flooding Response Exercise because the date was changed with very little notice</li> </ol>
Growth of academies / free schools complicates our ability to raise educational attainment and provide skills (LE1)	<ul style="list-style-type: none"> <li>• Dialogue with schools becoming Academies</li> <li>• Retention of support networks e.g Cluster Headteacher Groups</li> <li>• Wirral Education Quality Services (WEQS) offered to all schools, including Academies</li> <li>• Existing structures (e.g. WASH, WISP, Children’s Trust Board) provide focus and forums for collaboration</li> </ul>	<b>9</b>  <b>(3x3)</b>	<ul style="list-style-type: none"> <li>• Exploring with schools grouped Academy structures</li> <li>• Facilitating continuing dialogue with schools re Academy options</li> <li>• Expand and enhance the traded services offer to schools</li> </ul>	<ol style="list-style-type: none"> <li>1. Programme team established to develop a business case for the joint delivery of Traded Services to schools.</li> </ol>