

Corporate Risks – Additional Controls – 17 December 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"> • Corporate Plan reflects financial challenge • Delivery of budget options projects being progressed • Monitoring of budgetary position by Benefits Realisation Group (bi-weekly) and CESG (weekly) • Freeze on vacancies and non-essential expenditure • Deceleration of Capital Programme spend • Challenge process for budget growth 	<p>12</p> <p>(4x3)</p>	<ul style="list-style-type: none"> • Re-model early intervention and prevention services to ensure we manage demand efficiently and community based care effectively • Embed a strategic approach to commissioning • Progress opportunities for joint commissioning with health partners • Care Bill modelling and preparation for implementation in 2015/16 • Review of specialist rates for supported living and (LD/MH) for residential and nursing care • Support the implementation of the Future Council Programme 	<ul style="list-style-type: none"> • Wirral Independence Service (which incorporates both Assistive Technology and Community Equipment) is currently out to tender. • A draft Commissioning Strategy was approved by Cabinet on 6 November. The proposed structure for Public Health includes a strategic commissioning function. • A number of services have been identified as being appropriate to joint commission, including Wirral Independence Service and 3rd Sector. • A project plan has now been agreed. A workshop was held on 12 December to highlight policies and procedures needing to be updated. • Currently delayed, pending final issue of guidance related to the Care Act implementation • Savings of £9.4m identified through remodelling. £1.1m has already been delivered through the release of volunteers • Longer term budgets are currently being developed, with £38m in savings identified for delivery in 2015/16

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Major fraud or corruption (F12)	<ul style="list-style-type: none"> • Counter Fraud and Corruption Policy • Whistle Blowing Policy • Counter Fraud Plan and trained investigator • Participation in National Fraud Initiative • Codes of conduct for Members and officers • Financial Procedure Rules • Contract Procedure Rules • Sound Internal Control systems • Effective recruitment and selection • Benefits Fraud Investigation team with trained investigators • Procedures for the Declaration of Conflict of Interests, Gifts and Hospitality and Pecuniary Interests • Mandatory training programme • Use of declarations and fair processing notices • Disciplinary procedures 	6 (3x2)	<ul style="list-style-type: none"> • Implement counter fraud action plan • Develop Corporate Counter Fraud Strategy • Update and deliver on-line fraud training programme • Establish facility for on-line reporting by MOP • Introduce positive vetting of new employees • Introduce anti fraud statement into recruitment form • Brief directorates on new Contract Procedure Rules • Seek DCLG funding to establish a 'Mersey Region Fraud Hub' 	<ul style="list-style-type: none"> • Counter fraud action plan sent to relevant departments for action in December 2014. • The Anti-Fraud & Corruption policy was updated in November 2014. The implementation date for revision of the strategy has been revised to April / June 2015 • Training was updated in November 2014 and is available for Employees and Managers through 'enable' e-learning • The reporting template is complete. There is a revised implementation date of March 2015 • Not actioned as yet - revised target date is March 2015. • Not actioned as yet - revised target date is March 2015. • • The funding application was not successful. However other potential sources of funding are being explored and joint working with colleagues across the region is continuing.

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Failure to remodel the Council to meet its future challenges (GO1)	<ul style="list-style-type: none"> • Wirral's vision is set out in Corporate Plan • CESC focus on coherent new model • Revised contract procedure rules introduced • Robust technical design principles • Robust project and risk management arrangements for the remodelling programme 	8 (4x2)	<ul style="list-style-type: none"> • Implement programme of ICT improvements • Implement new Asset Management Plan • Embed a strategic approach to commissioning • Support the implementation of the Future Council Programme 	<ul style="list-style-type: none"> • Replacement of new PCs is behind the original schedule. However there are robust arrangements to ensure replacement of the remaining 700-800 machines before support for existing systems is withdrawn in March 2015. • A new asset management system has been procured and implementation is underway. Work on the disposal of surplus assets has continued with a total of £1.8m raised so far in 2014/15. Work is progressing on the disposal of 3 key sites. • A draft commissioning strategy was approved by Cabinet on 6 November • Remodelling - Savings of £9.4m have been identified through the Future Council process. £1.1m has already been delivered through the release of volunteers • Around 2/3 of structures have been consulted on. The remainder are underway or planned.
Failure to establish governance arrangements that support wholesale change and enable difficult decisions to be taken (GO2)	<ul style="list-style-type: none"> • Revised Constitution in place • Scheme of Delegation rolled out • Cohesive CESC • Closer working with Cabinet • New Members briefing and decision-making processes implemented • Leaders Board established • Member development programme • Revised corporate risk management policy adopted 	6 (3x2)	<ul style="list-style-type: none"> • Further embed the new Constitution • Joint Cabinet / CESC sessions • Formalise new Corporate Governance Group 	<ul style="list-style-type: none"> • A formal work plan for the Corporate Governance Group has been developed. Regular updates from the Group are being provided to CESC.

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

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Failure to maintain a focus on economic growth (GO5)	<ul style="list-style-type: none"> • Investment Strategy • Investment Strategy Board • Priority within Corporate Plan • Policy & Performance committee – scrutiny function 	<p>8 (4x2)</p>	<ul style="list-style-type: none"> • ERDF business growth programme • Regional Growth Fund projects • Capitalise on the success of the ‘Open’ • Implement Investment Strategy delivery plan • Continue lobbying as an authority and as part of LCR for national availability of match funding • Marketing activity -implementing the Inward Investment Targeting Plan 	<ul style="list-style-type: none"> • The ERDF programme continues to be delivered as planned • Whilst most resources have been allocated, some city region projects are not progressing. As such funds remain for Wirral businesses with growth plans • Cabinet has supported the signing of an MoU setting out common foundations for future delivery of a North West Open Championship • Funding secured for supplier parks to provide industrial premises for expansion and inward investment. External resources secured to develop programmes aimed at supporting residents into employment • • With key partners, Wirral has had a presence at a range of relevant trade shows and exhibitions. Officers have also met with key intermediaries working with companies active in Wirral’s key growth sectors
A failure to maximise our influence with key stakeholders limits our ability to capitalise on opportunities (GO6)	<ul style="list-style-type: none"> • Chief Executive and senior members / officers engage outside Wirral with national decision-makers • Leader of the Council is chair of the Combined Authority • LEP membership • CX influence via LCR Chief Executive group 	<p>4 (2x2)</p>		

<p>Use of untried / untested models (mutuals, social enterprises, shared services) (GO7)</p>	<ul style="list-style-type: none"> • Transformational Change projects based on robust business cases • Learning from other local authorities • Accessing external expertise (legal, financial and operational) 	<p>12 (4x3)</p>	<ul style="list-style-type: none"> • Embed a strategic approach to commissioning 	<ul style="list-style-type: none"> • A draft commissioning strategy was approved by Cabinet on 6 November.
<p>The retirement of the Chief Executive could create a short term capacity problem and uncertainty about the Council's future strategic direction (GO8)</p>	<ul style="list-style-type: none"> • Strategic Directors and Assistant Chief Executive remain in post • CESH operate as a management unit • Business continuity plan 	<p>To be scored</p>	<ul style="list-style-type: none"> • Progress recruitment of new Chief Executive • Invoke temporary arrangements • Ensure key budget decisions are taken promptly • Use capacity of Strategic Directors 	<ul style="list-style-type: none"> • The job description, person specification and salary range for the post has been agreed. The position has been advertised with a closing date of 12/01/2015 • David Armstrong has been appointed to the position of Acting Chief Executive • The Corporate Plan 2015/16 has been approved by Council. Cabinet has considered the outcome of Budget Options Scrutiny Reviews.

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Scale and pace of change could exceed organisational capacity – especially in key areas (PE1)	<ul style="list-style-type: none"> • Full senior management team in place • New governance model for programme management • Focus of Change Team • Change agent programme • Matrix management arrangements adopted • Weekly project review meetings 	12 (4x3)	<ul style="list-style-type: none"> • Project leads to establish detailed resource plan for each element / stage of remodelling programme 	<ul style="list-style-type: none"> • Change agent programme continues to progress well • “Leading & Managing Change” and “Working through Change” workshops now feature on the Change Support Programme
Skills within the Council could be insufficient to support our future operating model (PE3)	<ul style="list-style-type: none"> • Redeployment training support in place • Change agent programme • Leadership and Management Development Programmes • Performance Appraisals for senior managers • Remodelling has been based on stress testing 	8 (4x2)	<ul style="list-style-type: none"> • Continue Leadership Development Programme • Continue Management Development Programme • Roll out Performance Appraisals to all staff • Specialist briefings to support managers in carrying out Ring-Fence interviews 	<ul style="list-style-type: none"> • The Leadership Development and Change agent programmes continue to progress well, with the final cohort scheduled for March/ April 2014. • Management Development programme remains behind target • Performance Appraisals remain behind schedule • Training requests made during summer 2014 Performance Appraisals are being actioned • Sessions have been offered to all affected managers
Failure to ensure that the culture of the organisation supports the future operating model (PE4)	<ul style="list-style-type: none"> • Link of values to behaviours in Performance Appraisal • Change agent programme 	9 (3x3)	<ul style="list-style-type: none"> • Design / implement cultural change programme • Continue Leadership Development Programme • Continue Management Development Programme • Roll out Performance Appraisals to all staff 	<ul style="list-style-type: none"> • Corporate Values were included in the Senior Managers briefing in November • The Leadership Development and Change agent programmes are progressing well with, cohort four scheduled for March/ April 2014. • Management Development programme is behind target and is scheduled to be reviewed in March 2014 • Performance Appraisals remain behind schedule

			<ul style="list-style-type: none">• Respond to the 2013/14 Staff Survey	<ul style="list-style-type: none">• A high level Staff Survey action plan has been developed, (including an Employee Engagement Panel, an Employee Reward Scheme and the new Dignity at Work Policy)
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A failure in health and safety management leading to death or serious injury (PE5)	<ul style="list-style-type: none"> • Register of corporate H&S risks • Corporate H&S policy specifies management roles & responsibilities, specific management arrangements have been developed • Legislative Compliance Audit programme & Fire Risk Assessments of all Council premises • Programme of auditing management compliance against H&S policy • Delivery of essential emergency training for fire and first aid • H&S Officers investigate all significant accidents & incidents, including ELI claims • Specific H&S training • Health surveillance arrangements for occupational health risks • Delivery of (IOSH) Managing Safely training to Managers and Supervisors below HoS 	<p style="text-align: center;">8 (4x2)</p>	<ul style="list-style-type: none"> • Continue offering H&S IOSH management training to all managers • Merging of Schools H&S team with the Corporate H&S team and development of SLA with schools • Continuous review and develop of H&S arrangements • Continuing programme of compliance audits of H&S policy • Maintaining health surveillance programme for occupational health risks • Continuous programmed assessment of legislative compliance and fire risk at all Council premises • Senior management teams H&S training programme 	<ul style="list-style-type: none"> • 2 IOSH managing safely courses run for managers and 1 run for volunteers from community assets • Team has been integrated, increasing ability to support schools and council with H&S guidance & advice • The Health, Safety & Resilience team has continued to make improvements to H&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. • Proposals have been put to the Strategic Director for Transformation & Resources for a redesign of the current H&S governance arrangements (including a refresh of the Corporate H&S committee) together with recommendations to improve the governance of H&S management. • Delivery of a H&S training programme for senior management teams may be slightly delayed as a result of Future Council and awaiting the redesigned corporate structure
Failure to ensure sufficient capacity and technical knowledge to deliver effective and compliant	<ul style="list-style-type: none"> • Staff development and training • Recruitment and retention policies • Review of structure 	<p style="text-align: center;">12 (3x4)</p>	<ul style="list-style-type: none"> • Acceleration of recruitment • Re-allocation of staff with necessary skills • Use of temporary staff 	<ul style="list-style-type: none"> • The response to an initial advertisement was poor. Members are being asked to approve a re-advertisement • Part time support is being provided by one officer from Public Health. A response has yet to be received to second internal transfer request • Four temporary staff have been recruited for a 6

commissioning and procurement (PE6)			<ul style="list-style-type: none">• Develop and deliver a longer-term plan for the service	months period. <ul style="list-style-type: none">• An outline plan has been drafted.
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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?
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"> • Performance Management and Business Intelligence resource within Policy, Performance and Public Health function • Provision of dashboard reports to Policy & Performance committees • Breadth and depth of data from Service Reviews 	9 (3x3)	<ul style="list-style-type: none"> • Implement new case management system across both Adult and Children services • Implement Data Warehouse • Enhance Corporate Governance Group 	<ul style="list-style-type: none"> • Both the DASS and CYPD systems have now been implemented. Phase 2 of the DASS implementation is due to commence in January • The Data Warehouse project continues to progress as planned. • A formal work plan for the Corporate Governance Group has been developed. Regular updates from the Group are being provided to CESC.
A failure in information governance leading to a significant disclosure of sensitive information (DA2)	<ul style="list-style-type: none"> • IG Board and IG Operational Group established • Guidance on information handling/security circulated • Technical ICT controls • Independent security assessments of the council's ICT infrastructure • PSN accreditation attained • Training delivered to Members and key officers on information governance • IG communications for non-IT users developed • IG checklist for departments/managers developed 	8 (4x2)	<ul style="list-style-type: none"> • Training for IGOs • Annual refresh of training for managers and key staff • Implement the Information Governance Action Plan • Secure all council mobile and printing devices • Implement technical solution to protectively monitor the council's ICT infrastructure • All staff to undertake background checks to comply with BPSS • Achieve Level 2 IG toolkit accreditation • Centralise IG policies and procedures and risks • Retain PSN accreditation 	<ul style="list-style-type: none"> • Final figure for completion of mandatory online training is 94%. Refresh training will be aided by procurement of Policy Management Software. • Some remedial tasks, as detailed in the IG Toolkit submission, are still to be completed. These are dependent on receipt of the IAO returns. • All new Windows 7 laptops are configured securely and have McAfee hard disk encryption installed. A project is underway to install McAfee Mobile Device Management software on all council smartphones and tablets. • McAfee SIEM (Security Incident & Event Management) system has been purchased and has been implemented in 'test' state. • Appropriate checks have been introduced to ensure that PSN users are BPSS cleared. • Accreditation achieved. A date for setting up the council's N3 connection is awaited. • Policy Management Software will support the centralisation of IG policies and procedures • Work to maintain compliance with PSN has begun

<p>Withdrawal of support for the content management system could affect the security and effectiveness of the Council's web-site (DA3)</p>	<ul style="list-style-type: none"> • Project plan to rebuild the website drafted • IT resources allocated 	<p>12 (4x3)</p>	<ul style="list-style-type: none"> • Recruit temporary web editors to support the rebuild project • Deliver re-build project 	<ul style="list-style-type: none"> • Funding has been identified. Permission to recruit is being sought. • Project would commence in January 2015 with delivery in July 2015 (3-4 months after support is scheduled to be withdrawn). IT services are considering how to mitigate the risk in this period.
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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 ensure resilience and cohesion in key partnerships (PA2)	<ul style="list-style-type: none"> • Health & Wellbeing Board established • Local Public Sector Board established • Support for Combined Authority 	9 (3x3)	<ul style="list-style-type: none"> • Conduct a review of partnerships • Develop a register of key partnerships • Refresh partnership toolkit • Develop the Local Public Sector Board and Health & Wellbeing Board 	<ul style="list-style-type: none"> • Using a definition agreed by CESG earlier in the year, the Director of Policy, Performance & Public Health has undertaken an initial review of the previous (2007) list of partnerships.
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"> • External suppliers identified and position statement compiled as to their arrangements • Procurement Strategy and the agreed procurement process checks on potential contractor. • Contract and performance management arrangements • Monitoring of contract delivery by Strategic Directors • Linkages to Business Continuity arrangements 	12 (4x3)	<ul style="list-style-type: none"> • 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 • Ensure all external suppliers / contractors provide a position statement in regard to their individual business continuity plans on a two yearly basis • Incorporate an annual financial check is as part of the regular contract performance management arrangements 	

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<p>Inadequate safeguarding arrangements exposing children or vulnerable adults to greater risk of abuse or exploitation (CU1)</p>	<ul style="list-style-type: none"> • Local Safeguarding Children Board and Safeguarding Adults Partnership Board monitor serious case review action plans. • Business priorities for the WSCB monitored through the WSCB Executive • Weekly performance monitoring of changes to contact and referral taking in CADT. • Reports to CESC and strategic Directors DMT on Corporate Safeguarding performance. • National Notification of Serious Child Care Incidents to OFSTED. • Continuing programme for disseminating learning from serious child care incidents. • Monthly meetings of the Merseyside Child Death Overview Panel. • Continuing review of S118 IRO applications. • Market supplement is paid to social workers in hard to recruit and retain posts. • Reviews carried out by District Managers of children / young people known to a number of different agencies 	<p>15 (5x3)</p>	<ul style="list-style-type: none"> • Implement Signs of Safety as a framework for safeguarding children by November 2014 and to evaluate impact by March 2015. • Support Council staff and partners in learning from best practice and serious/critical case reviews. • Deliver a customer focused response to complaints that leads to improvements in practice and evaluate • Establish an effective Multi Agency Safeguarding Hub for vulnerable children and adults and evaluate. • Implement 'Making Safeguarding Personal' (MSP) and evaluate its impact 	<ul style="list-style-type: none"> • JKL Consulting has not been able to deliver contract within timescale. Professor Jan Horwath, of Sheffield University is to be commissioned to deliver model beginning February 2015. • Learning from local and national SCR's training was delivered to elected members in November 2014. • The team has delivered training as planned to relevant managers in relation to providing a more customer led response to complaints. The learning from themes arising from complaints is also being shared through management forums and further training. • MASH launched and operational from 17th September 2014. The Management Board has been established, along with the Performance management framework. • The programme is progressing, with a launch event planned for January. Work has also started on the development of a family group conference model to form part of the programme.

	<ul style="list-style-type: none">• 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.• Strategic Review Process implemented for contracted providers giving cause for concern• Regular meetings of the Domestic Abuse sub-committee of the SAPB and LSCB			
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<p>A major physical incident compromises the delivery of essential services (PH1)</p>	<ul style="list-style-type: none"> • Dedicated Health, Safety & Resilience Team provides support and guidance with 24/7 duty officer cover • External Partner organisations and suppliers identified and position statement compiled as to their arrangements • Awareness sessions delivered to key staff • Exercises conducted to test efficiency of plans • Departmental business continuity plans in place for critical service areas • Wirral Business Continuity Plan • Wirral Flood and Water Management Partnership formed • Review of winter maintenance arrangements conducted. • Merseyside Community Risk Register • Business interruption and Loss of Revenue insurance • Wirral Emergency Volunteer Scheme introduced 	<p>8 (4x2)</p>	<ul style="list-style-type: none"> • All critical service areas to complete the new BC template • Critical services areas to exercise their BC plans/template • CESG Training and Exercising programme • Continue to review and capture any lessons learnt from incidents and exercises 	<ul style="list-style-type: none"> • Council's 'critical services' have been reviewed and agreed. Advice has been offered. • BC exercise template designed for service areas to test their templates. • Two table-top exercises were completed earlier in the year.

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Failure to implement new IT systems / hardware in time to support the new Council model (PH2)	<ul style="list-style-type: none"> • Replacement / upgrade projects agreed as part of 'Future Council' programme • Control and monitoring meetings for all projects within ICT improvement programme • Temporary engagement of Strategic IT Advisor to provide direction and capacity • Initial group of servers implemented 	9 (3x3)	<ul style="list-style-type: none"> • Implement programme of ICT improvements (including refresh of hardware) • Recruit to newly created senior IT post • Implement a new case management system across both Adult and Children services 	<ul style="list-style-type: none"> • Replacement of new PCs is behind the original schedule. However there are robust arrangements to ensure replacement of the remaining machines before support for XP withdrawn in March 2015. • The new Chief Information Officer is now in post. Recruitment to other senior IT posts is awaiting sign-off of the new structure for the division • Both the DASS and CYPD systems have now been implemented. Phase 2 of the DASS implementation is due to commence in January
A sustained catastrophic failure in IT systems (PH3)	<ul style="list-style-type: none"> • Second machine room • Fire suppressant system in rooms • Additional backup /security based at Cheshire Lines implemented 	10 (5x2)	<ul style="list-style-type: none"> • Implement programme of ICT improvements • Review of IT service continuity arrangements 	<ul style="list-style-type: none"> • Replacement of new PCs is behind the original schedule. However there are robust arrangements to ensure replacement of the remaining machines before support for XP is withdrawn in March 2015. • This project is behind schedule. However the Chief Information Officer is developing options for a remote data centre(s). Work has started on the production of a business continuity plan for IT services in line with the Council's new Business Continuity Policy.

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Welfare Reforms (EC2)	<ul style="list-style-type: none"> • Ongoing Council-led strategic approach to assess the implications and prepare effective policy & delivery response e.g. through WEDS & Welfare Reform partnership • Discretionary Funds Housing Payment Fund for those on Housing Benefit impacted by the reforms inc. under occupancy • Localised Welfare Assistance Scheme for those impacted directly or indirectly and at risk • Collaborative working with social and rented sector landlord stakeholders • Collaborative working with DWP Local Partnership Lead • Delivery Partnership Agreement with DWP to April 2015 	<p>16</p> <p>(4x4)</p>	<ul style="list-style-type: none"> • Develop and deliver a Welfare Reform Dashboard • Deliver additional activity through a Local Partnership Framework • Undertake regular impact assessments • Local Welfare Assistance Member Task and Finish Group for post March 2015 continued support as specific funding ends • 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 	<ul style="list-style-type: none"> • A draft Welfare Reform Dashboard with 2013/14 data has been considered by the WEDS partnership. This will be updated with 2014/15 data for presentation to the Public Service Board • • • The creation of a reserve and funding is to be considered by Members. • Universal Support has been deferred to late 2015, DPA in place until then. Significant initial operational problems encountered with manual DWP process. DWP have confirmed that key processes will not be automated prior to October 2015

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Increasing demand for socially provided care exceeds the resources available (Council and NHS) (SO1)	<ul style="list-style-type: none"> • Vision 2018 programme • Integrated Care programme • Joint Commissioning arrangements with the CCG • Enhanced monitoring and reporting arrangements • Joint Carers Strategy between Social Care and Health 	16 (4x4)	<ul style="list-style-type: none"> • Re-model early intervention and prevention services to ensure we manage demand efficiently and community based care effectively • Implement 7 Day Working within the Integrated Discharge Team and Care Arranging Team • Enhance market capacity to prevent avoidable hospital admissions and supporting timely hospital discharges 	<ul style="list-style-type: none"> • Wirral Independence Service (which incorporates both Assistive Technology and Community Equipment) is currently out to tender. • Phase 2 (Intermediate Care and STAR) have now been implemented. • An additional 22 beds have been commissioned until April 2015 to meet winter pressures.
Poor lifestyle choices adversely affect public health and require different public provision (SO2)	<ul style="list-style-type: none"> • Commissioned lifestyle services (i.e. stop smoking services, weight management, drugs and alcohol services) • Role of sports development service • Health & Wellbeing Board provides focus and a forum for collaboration • Vision 2018 work stream on early intervention and prevention 	12 (4x3)	<ul style="list-style-type: none"> • Develop a new Public Health strategy for 2015-20 • Conduct four health promotion campaigns – Stoptober, National Smile Week, Dry January and Mental Health Awareness Week 	<ul style="list-style-type: none"> • The new Public Health strategy continues to progress as planned. It will be delivered through the new Health & Wellbeing Strategy. • ‘Stoptober’ was launched and Dry January is about to be launched

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Failure to equip the community to be more self-reliant (SO3)	<ul style="list-style-type: none"> • Asset based community development (ABCD) projects • Public sector transformation network • Existing support through the Voluntary, Community and Faith sectors • Engagement of individuals and groups through Constituency Committees • Wirral Emergency Volunteer Scheme • Direct Payments Advisory Service commissioned 	<p style="text-align: center;">9 (3x3)</p>	<ul style="list-style-type: none"> • Development of the local approach to ABCD via Constituency Committee • Delivery of the IFIP programme • Create a social enterprise delivery vehicle for disability services 	<ul style="list-style-type: none"> • ABCD pilots have been put in place • Final approval to commence is being sought at Cabinet in January 2015.
Technological advance leads to digital exclusion of individuals and businesses (TE1)	<ul style="list-style-type: none"> • Council is leading a partnership approach to increasing digital inclusion ('Go ON Wirral'). • Draft Wirral Digital Inclusion Action Plan (under development) • As part of the response to Welfare Reforms, an interactive profile of access and available support has been developed through Wirral Well website 	<p style="text-align: center;">12 (4x3)</p>	<ul style="list-style-type: none"> • Roll out of ongoing Community learning; training and IT skills, particularly with Housing partners • Ongoing work with partners to increase the network of publicly accessible PCs & Internet • Council project to encourage access to Council services online • Increasing availability of free Wi-Fi • Merseyside Connected (BDUK) superfast broadband project 	<ul style="list-style-type: none"> • A range of community courses & training has continued to be delivered by Council and its partners. (250 enrolments between Sep and Dec). • The interactive profile of IT access and support is now available through the Wirral Well website • A national superfast broadband take up TV campaign began in December. It will be supported locally using a combination of posters and leaflets, a Q&A briefing and messages directed to key stakeholders and local politicians

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"> • Wirral Flood & Water Management Risk Partnership • Merseyside Strategic Flood & Coastal Risk Management Committee • NW Regional Flood & Coastal Committee • Contribute to existing NW RFCC levy scheme. • Merseyside Local Resilience Forum (Multi-Agency) & Wirral Council Flooding & Adverse Weather Response Plans • Met Office and Env Agency weather and flood alerting systems – council cascade to partner agencies • Wirral Emergency Volunteers Scheme – Flood Wardens 	12 (4x3)	<ul style="list-style-type: none"> • Progress implementation of the Wirral Flood Risk Partnership action plan. • Wirral Coastal Strategy 2013 – resultant Action Plan identifies 4 areas where intervention is required within 20 years • Surface Water Investigation work (RFCC Levy Bid for works to be delivered in 2014/15) • Develop a Severe Weather Action Plan 	<ul style="list-style-type: none"> • A meeting of the Wirral Flood and Water Management Partnership on 7 October 2014 considered a report on the floods in December 2013 and a series of improvements actions. • A final draft of the Council’s Flood Risk Management Strategy has been prepared ahead of a public consultation exercise. • A meeting took place on 16 December involving representatives from Council services and contractors to discuss current arrangements and identify gaps
Growth of academies / free schools complicates our ability to raise educational attainment and provide skills (LE1)	<ul style="list-style-type: none"> • Dialogue with schools becoming Academies • Retention of support networks e.g Cluster Headteacher Groups • Wirral Education Quality Services (WEQS) offered to all schools, including Academies • Existing structures (e.g. WASH, WISP, Children’s Trust Board) provide focus and forums for collaboration 	9 (3x3)	<ul style="list-style-type: none"> • Exploring with schools grouped Academy structures • Facilitating continuing dialogue with schools re Academy options • Expand and enhance the traded services offer to schools 	<ul style="list-style-type: none"> • Cabinet has authorised the establishment of a Community Interest Company wholly owned and controlled jointly by Wirral and CW&C Councils to provide traded services.

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 process applications for DoLS assessments within prescribed timescales (LE2)	<ul style="list-style-type: none"> • DoLS manager and administrative support in place • Prioritisation of cases to reduce risk to individuals • Regular reporting to Strategic Leadership Team • Best interest assessors (1.5 FTE's) seconded into DoLS team for 12 months 	<p>To be scored</p> <p><i>(Scored as 12 - impact 4, likelihood 3 – by Directorate)</i></p>	<ul style="list-style-type: none"> • Secondment of additional resources into DoLS team 	<p>Awaiting update</p>