

## Corporate Risks – Status of Additional Controls – 30 September 2015

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 <b>(F11)</b>	<ul style="list-style-type: none"> <li>• Corporate Plan reflects financial challenge</li> <li>• Delivery of existing budget options projects are being progressed</li> <li>• Monitoring of budgetary position by Benefits Realisation Group and SLT</li> <li>• Revenue monitoring on a monthly basis by SLT</li> <li>• Deceleration of Capital Programme spend</li> <li>• Challenge process for budget changes (including growth)</li> <li>• Quarterly reporting to Cabinet and Scrutiny Committees</li> <li>• Maintain knowledge of external influences on the Council’s financial position (e.g. Central Government)</li> <li>• Regular review of MTFS</li> <li>• Remodelling programme implemented</li> </ul>	<p><b>12</b></p> <p><b>(4x3)</b></p>	<p><u>Managing demand</u></p> <ul style="list-style-type: none"> <li>• Implement a new model for our early intervention and prevention services to ensure along with our partners we manage demand efficiently and community based care effectively</li> </ul> <p><u>Reducing costs</u></p> <ul style="list-style-type: none"> <li>• Implement new Transaction Centre structure</li> <li>• Implement our new approach to strategic commissioning and review our procurement processes</li> <li>• Support the implementation of the Transformation Programme</li> <li>• Support the implementation of the remodelling Programme</li> <li>• Development of the revised transformation framework</li> <li>• Drive forward Office Rationalisation work stream of the Driving Value from Assets programme</li> <li>• Implement our asset management strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Wirral Independence Service went live 1<sup>st</sup> July 2015. IMC / Transitional Bed capacity has increased with effect from 1<sup>st</sup> September. This will lead to an increase from 70 beds to 110 as beds become available</li> <li>• A review of processes has been scoped and additional capacity has been recruited to undertake this.</li> <li>• The revised Procurement structure, based on category management, which will commence on 1 April 2016 will support the establishment of a Commissioning Support Unit</li> <li>• Recruitment is underway to provide additional project management capacity to CYPD &amp; DASS to deliver transformation</li> <li>• Additional capacity has been secured in the areas of Finance, Communications and Alternative Delivery Models</li> <li>• The programme is being reshaped to support the delivery of the Wirral plan. A new Board - Wirral Plan Transformation Board – has been established to oversee delivery.</li> <li>•</li> <li>•</li> </ul>

			<ul style="list-style-type: none"> <li>• Implement the Council’s Customer Access Strategy</li> </ul> <p><u>Increasing revenue</u></p> <ul style="list-style-type: none"> <li>• Deliver Wirral’s Investment Strategy</li> </ul> <ul style="list-style-type: none"> <li>• Work with partners to increase the supply of new homes in all tenures</li> </ul> <p><u>Improving financial management</u></p> <ul style="list-style-type: none"> <li>• Support robust budget setting processes to deal with financial challenges</li> </ul>	<ul style="list-style-type: none"> <li>• An initial assessment of the actions required to gather baseline data on all customer transactions made clear that an excessive amount of manual work would be required. It is now proposed to collate the required management information through the development of a fit for purpose customer service delivery platform.</li> <li>• Wirral continues to deliver the objectives of the Council’s Investment Strategy. In the first two quarters of the year 108 young people have been supported into jobs and 465 people have been supported into jobs through the worklessness contract.</li> <li>• Working with the Homes and Communities Agency and Registered Providers 209 units of affordable housing were delivered by quarter 2 2015/16. Using the New Build Capital Programme the Council has 20 units on site and due for completion shortly and has committed 44 units due to start on site in Qtr 3 and 45 in Qtr 4, grant has been maximised with joint funding with the HCA where possible to achieve greater outputs against the Council’s original Capital Investment.</li> <li>• Officer budget proposals for the next five years are being developed and budget challenge sessions have been arranged with senior decision makers (managerial &amp; political).</li> </ul>
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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?
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 encompasses both proactive and reactive fraud work</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 and fraud awareness campaign</li> <li>• Use of declarations and fair processing notices</li> <li>• Disciplinary procedures</li> <li>• Partnership working with neighbouring authorities – Mersey Region Fraud Group</li> <li>• Key role in the North West regional counter fraud network</li> <li>• Trained investigator – Corporate Fraud</li> </ul>	6 (3x2)	<ul style="list-style-type: none"> <li>• Conduct self-assessment against the Code of Practice on Managing the Risk of Fraud and Corruption</li> <li>• Develop the Council’s Counter Fraud and Corruption Strategy</li> <li>• Conduct data matching exercise with the Mersey Region Fraud Group (MRFG)</li> <li>• Work with MRFG to deliver a regional fraud awareness campaign</li> <li>• Implement a Fraud App</li> </ul>	<ul style="list-style-type: none"> <li>• The assessment tool has been launched. It is intended to complete the assessment prior to the next A&amp;RMC meeting in November 2015.</li> <li>• The strategy is on course for completion in November / December 2015</li> <li>• Preparations are being made for this exercise to be held later in the year</li> <li>• The campaign is scheduled to take place week beginning 16 November 2015</li> <li>• The app was signed off in October 2015, ready to go live in November 2015</li> </ul>

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Failure to remodel the Council to meet its future challenges <b>(GO1)</b>	<ul style="list-style-type: none"> <li>• Wirral's vision is set out in the Wirral Plan: A 2020 Vision</li> <li>• SLT 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 the remodelling programme</li> </ul>	8 (4x2)	<ul style="list-style-type: none"> <li>• Support the implementation of the remodelling Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment is underway to provide additional project management capacity to CYPD &amp; DASS to deliver transformation</li> <li>• Additional capacity has been secured in the areas of Finance, Communications and Alternative Delivery Models</li> <li>• The programme is being reshaped to support the delivery of the Wirral plan. A new Board - Wirral Plan Transformation Board – has been established to oversee delivery.</li> </ul>
Failure to establish governance arrangements that support wholesale change and enable difficult decisions to be taken <b>(GO2)</b>	<ul style="list-style-type: none"> <li>• Revised Constitution in place</li> <li>• Scheme of Delegation rolled out</li> <li>• Cohesive Strategic Leadership Team</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> <li>• Co-ordination of governance issues through Corporate Gov. Group</li> </ul>	6 (3x2)	<ul style="list-style-type: none"> <li>• Review and revise the Council's Contract Procedure Rules</li> <li>• Undertake annual refresh of Council Constitution</li> <li>• Review Code of Corporate Governance</li> <li>• Review / revise Financial Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Work on a revised set of rules is complete. They will be presented to Audit &amp; Risk Management Committee in November</li> <li>• Work on the annual refresh of the Constitution has continued</li> <li>• Work on a revised Code of Corporate Governance has continued</li> <li>• The review of the Council's Financial Regulations will be presented to for the consideration of Audit &amp; Risk Management Committee in November.</li> </ul>
Failure to identify potential changes to government policy early enough to influence and respond <b>(GO4)</b>	<ul style="list-style-type: none"> <li>• Work of the Policy Team</li> <li>• Policy network established</li> <li>• Regular policy briefings provided to Senior Officers and Members</li> <li>• Individual directorate policy briefing papers introduced for Policy &amp; Performance committees</li> <li>• Performance Management and Business Intelligence resource</li> <li>• Regular item on SLT agenda</li> </ul>	6 (3x2)	<ul style="list-style-type: none"> <li>• Increased visibility of political and executive leaders with national government</li> <li>• Roll-out of LGIU access for all relevant officers</li> </ul>	<ul style="list-style-type: none"> <li>• The Liverpool City Region Combined Authority has developed a wide range of devolution proposals and is currently in negotiation with central government in relation to these</li> <li>•</li> </ul>

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Internal policies & procedures could delay change <b>(GO3)</b>	<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>• Robust governance arrangements for the remodelling programme</li> <li>• Key policies reviewed (Whistleblowing, Grievance, transitional pay, redundancy)</li> </ul>	4  (2x2)	<ul style="list-style-type: none"> <li>• Implementation of ModGov reports management function</li> <li>• Development of a new corporate plan and policy framework</li> </ul>	<ul style="list-style-type: none"> <li>• Revised report template agreed at Cabinet 8th November. Roll out of training to report authors and via DMT meetings. Phased roll out of the system now scheduled for the New Year</li> <li>• The Delivery Plan is on course for consideration by Members in February 2016.</li> </ul> <p>Contract Procedure Rules, Constitution, Financial Regulations and Code of Corporate Governance are all being updated</p>
A failure to maximise our influence with key stakeholders limits our ability to capitalise on opportunities <b>(GO6)</b>	<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 is chair of the Combined Authority</li> <li>• LEP membership</li> <li>• CX influence via LCR Chief Executive group</li> </ul>	4  (2x2)	<ul style="list-style-type: none"> <li>• Further engagement with public and private sector partners</li> </ul>	<ul style="list-style-type: none"> <li>• The Liverpool City Region Combined Authority has developed a wide range of devolution proposals and is currently in negotiation with central government in relation to these.</li> <li>• A further partnership summit, involving leaders from the public sector, local businesses and the community was held on 14 September.</li> <li>• The Council Plan was agreed by partners and became the Wirral Plan.</li> <li>• Partners are now sponsors for 8 of the 20 pledges in the Wirral Plan</li> </ul>

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Failure to maintain a focus on economic growth <b>(G05)</b>	<ul style="list-style-type: none"> <li>• Investment Strategy</li> <li>• Investment Strategy Board</li> <li>• Priority within Corporate Plan</li> <li>• Policy &amp; Performance committee – scrutiny function</li> </ul>	<p style="text-align: center;"><b>8</b> <b>(4x2)</b></p>	<ul style="list-style-type: none"> <li>• Deliver Wirral’s investment strategy</li> <li>• Grow Wirral’s economy by working with and supporting businesses and creating environments and opportunities where the private sector wants to invest</li> <li>• Support the delivery of key infrastructure that will enable the creation of jobs and unlock potential for economic growth</li> <li>• Develop and deliver a master plan for Birkenhead Town Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Wirral continues to deliver the objectives of the Council’s Investment Strategy. In the 6 months from April to September the Business Support Team have secured £36million of Investment into the borough creating and safeguarding 190 jobs.</li> <li>• The Regional Growth Fund programme has support 51 projects, helping businesses to expand and create employment opportunities in the borough and this quarter has created and safeguarded 755 jobs.</li> <li>• A set of projects aimed at supporting delivery of the Liverpool City Region Transport Plan for Growth have been developed for the consideration of Members.</li> <li>• The project continues to progress well and is on target for delivery in February 2016.</li> </ul>
Use of untried / untested models (mutuals, social enterprises, shared services) <b>(G07)</b>	<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>	<p style="text-align: center;"><b>12</b> <b>(4x3)</b></p>	<ul style="list-style-type: none"> <li>• Support the implementation of the Transformation Programme</li> <li>• Create a community interest company to deliver sustainable services to schools and ensure resources are used effectively</li> <li>• Launch and establish the local authority company for adult disability services</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment is underway to provide additional project management capacity to CYPD &amp; DASS to deliver transformation. Additional capacity has been secured in the areas of Finance, Communications and Alternative Delivery Models</li> <li>• Cabinet has given approval to progress the establishment of a Community Interest Company (Edsential). Preparations remain on target for the transfer of services into the new company by the beginning of December 2015</li> <li>• 5 year business plan now drafted. Cabinet report due to be presented on the 5 November 2015 proposing the TUPE of staff to the new company with effect from 1 December 2015.</li> </ul>

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<p>Scale and pace of change could exceed organisational capacity – especially in key areas <b>(PE1)</b></p>	<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>• Matrix management arrangements adopted</li> <li>• Weekly project review meetings</li> <li>• Most new organisational structures in place</li> <li>• Partners are leading a number of the Council pledges</li> </ul>	<p><b>12</b> <b>(4x3)</b></p>	<ul style="list-style-type: none"> <li>• Use re-modelling fund for additional capacity, if required</li> <li>• Ongoing resource planning underway</li> <li>• Support the implementation of the Transformation Programme</li> <li>• Undertake an assessment of the capacity / skills needed of enabling strands (as part of the People Strategy)</li> <li>• Put in place remaining organisational structures</li> </ul>	<ul style="list-style-type: none"> <li>• Key senior interims have been engaged on a temporary basis to support the Council Plan and development of transformation framework</li> <li>• Resource requirements to address the scale of change needed to deliver the outcomes in the Council Plan have been reviewed and responded to. Additional capacity procured.</li> <li>• Recruitment is underway to provide additional project management capacity to CYPD &amp; DASS to deliver transformation.</li> <li>• The People Strategy will not be taken forward in the way initially anticipated. Significant work has been undertaken on the development of a new Operating Model for the Council. Once this is developed further, work will be undertaken to identify any gaps in the capability, skills and knowledge of the workforce to support the new ways of working and the cultural changes that will be required.</li> <li>• All remodelled structures were implemented by 1<sup>st</sup> October 2015.</li> </ul>

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Skills within the Council could be insufficient to support our future operating model <b>(PE3)</b>	<ul style="list-style-type: none"> <li>• Redeployment training support in place</li> <li>• Leadership and Management Development Programmes</li> <li>• Performance Appraisals for all staff</li> <li>• Structured professional development based on articulated requirements</li> </ul>	8 (4x2)	<ul style="list-style-type: none"> <li>• Develop and deliver structured skills and development plan for leaders, enablers and groups needing to work differently (as part of the People Strategy)</li> </ul>	<ul style="list-style-type: none"> <li>• The People Strategy will not be taken forward in the way initially anticipated. Significant work has been undertaken on the development of a new Operating Model for the Council. Once this is developed further, work will be undertaken to identify any gaps in the capability, skills and knowledge of the workforce to support the new ways of working and the cultural changes that will be required.</li> </ul>
Failure to ensure that the culture of the organisation supports the future operating model <b>(PE4)</b>	<ul style="list-style-type: none"> <li>• Link of values to behaviours in Performance Appraisal</li> <li>• Leadership and Management Development Programmes</li> <li>• Performance Appraisals for all staff</li> <li>• Improved corporate communications in place</li> <li>• Values based employment policies (e.g. Absence)</li> </ul>	9 (3x3)	<ul style="list-style-type: none"> <li>• Review approach to cultural change (as part of the People Strategy)</li> <li>• Implement and embed new models of working to meet the statutory requirements and new duties of the Care Act</li> </ul>	<ul style="list-style-type: none"> <li>• The People Strategy will not be taken forward in the way initially anticipated. Significant work has been undertaken on the development of a new Operating Model for the Council. Once this is developed further, work will be undertaken to identify any gaps in the capability, skills and knowledge of the workforce to support the new ways of working and the cultural changes that will be required.</li> <li>• Liquidlogic Phase 2 implementation of the Marketplace and Client Portals will be completed in Q4 2015/16. Work is ongoing across the Liverpool City Region to implement a regional marketplace. Work to develop a single point of contact is ongoing and is due to be in place by April 2016</li> </ul>

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>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 style="text-align: center;">8  (4x2)</p>	<ul style="list-style-type: none"> <li>• Continue offering H&amp;S IOSH management training to all managers</li> <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> <li>• Conduct a series of presentations for all DMTs to discuss health and safety governance</li> </ul>	<ul style="list-style-type: none"> <li>• A new programme of courses is in place for managers who are still to complete this course</li> <li>• The Health, Safety &amp; Resilience team has now begun with the review of H&amp;S arrangements and is developing a new 3 year programme of compliance audits. This will include implementing an online audit programmes</li> <li>• Programmed health surveillance for specified health hazards continues with Occupational Health</li> <li>• A programme of legislative Compliance in place and support to deliver more efficient use of information with Asset Management</li> <li>• A suitable training programme is being sought and is planned to be delivered in 2016/17</li> <li>• Further meetings are required and will be followed up during this year</li> </ul> <p>A new Health &amp; Safety Officer has been recruited and is now in post, restoring capacity.</p>

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Failure to ensure sufficient capacity and technical knowledge to deliver effective and compliant commissioning and procurement <b>(PE6)</b>	<ul style="list-style-type: none"> <li>• Staff development and training</li> <li>• Recruitment and retention policies</li> <li>• Review of structure</li> </ul>	<b>12</b>  <b>(3x4)</b>	<ul style="list-style-type: none"> <li>• Acceleration of recruitment</li> <li>• Develop and deliver a longer-term plan for the service</li> <li>• Develop technical skills and competencies</li> <li>• Establish a Commissioning Support Unit to work with Strategic Commissioners</li> <li>• Evaluate the merits of a collaborative / shared service approach within the Liverpool City Region (LCR)</li> </ul>	<ul style="list-style-type: none"> <li>• Both the Senior Procurement Officer (SPO) and Procurement Officer (PO) have started work. A PO post left vacant by the internal promotion has still not been filled. One member of staff has tendered his resignation and will leave the Council in November.</li> <li>• The longer term service plan and structure is awaiting full approval to proceed.</li> <li>• A professional training programme has been agreed and the Procurement Support Officers will undertake Professional Procurement training level 3 during October 2015.</li> <li>• The revised structure, based on category management, which will commence on the 1<sup>st</sup> April 2016 will support this unit.</li> <li>• Meetings at LCR level have been held to assess the opportunities.</li> </ul>

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Quality and availability of data & intelligence could be insufficient to enable us to design services & target effective interventions <b>(DA1)</b>	<ul style="list-style-type: none"> <li>• Dedicated performance management and business intelligence resource</li> <li>• Provision of regular reports to Policy &amp; Performance committees</li> <li>• Breadth and depth of data from Service Reviews</li> <li>• Corporate Governance Group</li> </ul>	<p style="text-align: center;">9 (3x3)</p>	<ul style="list-style-type: none"> <li>• Greater integration of strategy, performance and intelligence disciplines</li> <li>• Provision of dashboard reports to Policy &amp; Performance committees</li> </ul>	<ul style="list-style-type: none"> <li>• Proposals for the Outcome Framework for the Council's Delivery Plan (including the setting of targets and relevant performance indicators) have been drafted and approved</li> <li>• Quarter 1 performance reports were submitted to all Policy &amp; Performance committees in September.</li> </ul>
Withdrawal of support for the content management system could affect the security and effectiveness of the Council's web-site <b>(DA3)</b>	<ul style="list-style-type: none"> <li>• Project plan to rebuild the website approved</li> <li>• IT resources allocated</li> <li>• Temporary web editors in post supporting the project</li> </ul>	<p style="text-align: center;">12 (4x3)</p>	<ul style="list-style-type: none"> <li>• Deliver the rebuild project</li> </ul>	<ul style="list-style-type: none"> <li>• The rebuild project has been completed and the new web-site was launched on 6 October 2015.</li> </ul>

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<p>A failure in information governance leading to a significant disclosure of sensitive information</p> <p><b>(DA2)</b></p>	<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> <li>• Checks to ensure that PSN users are BPSS cleared</li> </ul>	<p>8</p> <p>(4x2)</p>	<ul style="list-style-type: none"> <li>• Annual refresh of training for 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>• Achieve Level 2 IG toolkit accreditation</li> <li>• Centralise IG policies and procedures and risks</li> <li>• Retain PSN accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Annual refresher training for the SIRO was undertaken on 19 June</li> <li>• High priority work to support the Wirral Plan delivery may push the Information Governance review into Quarter 4.</li> <li>• The new mobile phone contract will provide the opportunity and funding to rationalise the makes and models of mobile phones. This will facilitate the improvement of the overall security of the service.</li> <li>• Additional SIEM configuration will take place with supplier support in Quarter 3. This will be driven by PSN compliance requirements.</li> <li>• Work has commenced on V13, which must be complete by March 2016</li> <li>• The Information Governance Policy acts as a centralised index for all corporate IG-related policies. The policy covers three main areas: Confidentiality and Data Protection; Information Security; and Information Assurance. Several of the more detailed documents referred to in the IG Policy need to be reviewed and refreshed. This work will be coordinated by the Information Governance and Security Officer on a rolling basis with all documents being presented to the Information Governance Board for sign-off</li> <li>• Work to retain accreditation beyond March 2016 is underway</li> </ul>

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Failure to ensure resilience and cohesion in key partnerships <b>(PA2)</b>	<ul style="list-style-type: none"> <li>• Health &amp; Wellbeing Board established</li> <li>• Wirral Partnership established</li> <li>• Support for Combined Authority</li> <li>• Review of partnerships conducted</li> <li>• Register of key partnerships developed</li> </ul>	<p>9</p> <p>(3x3)</p>	<ul style="list-style-type: none"> <li>• Develop the Wirral Partnership</li> <li>• Maximise the opportunities of the Better Care Fund by developing sustainable 7 day integrated community services, contributing to a reduction in demand in Acute care and improving outcomes for people</li> <li>• Implement and embed new models of working to meet the statutory requirements and new duties of the Care Act.</li> <li>• Implement our health and social care integration plans with our health partners</li> </ul>	<ul style="list-style-type: none"> <li>• The Council Plan was agreed by partners and became the Wirral Plan</li> <li>• Partners are now sponsors for 8 of the 20 pledges in the Wirral Plan</li> <li>• Core BCF objective of reducing non-elective admissions is being achieved. Review of all BCF schemes is currently underway to gauge whether objectives are being met. Outcome of review will be used to inform future investment / disinvestment decisions</li> <li>• Liquidlogic Phase 2 implementation of the Marketplace and Client Portals will be completed in Q4 2015/16. Work is ongoing across the Liverpool City Region to implement a regional marketplace. Work to develop a single point of contact is ongoing and is due to be in place by April 2016</li> <li>• Better Care Fund plan has been approved and is being monitored via the performance management dashboard. DASS representation on Vanguard, Urgent Care and Systems Resilience Groups. Strategic alignment of core objectives with Wirral CCG with co-location of staff ongoing to support delivery. Healthy Wirral launch event to take place Nov 25<sup>th</sup> / 26<sup>th</sup></li> </ul> <p>In conjunction with the other members of the Liverpool City Region Combined Authority the Council has developed a wide range of devolution proposals. The Authority is currently in negotiation with central government in relation to these. A further partnership summit, involving leaders from the public sector, local businesses and the community was held on 14 September.</p>

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<p>Failure of a major provider (private, public or voluntary, community and faith sector) or partner leading to interruption of service</p> <p><b>(PA4)</b></p>	<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>	<p><b>12</b></p> <p><b>(4x3)</b></p>	<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>	<ul style="list-style-type: none"> <li>• The new BC plan template has been provided to all identified critical services areas in Feb/March 2015. This required the plan owners to identify suppliers for their critical service and confirm that their BC plans are in place</li> <li>• The Health, Safety &amp; Resilience team is currently working with Procurement to establish a revised process for these actions. They are linked into the scale and criticality of the contracts.</li> </ul>

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</p> <p><b>(CU1)</b></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>Fortnightly performance monitoring of changes to contact and referral taking in CADT.</li> <li>Reports to SLT 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>Revised social work pay and grade structure.</li> <li>Reviews carried out by District Managers of children / young people known to a number of different agencies</li> <li>High-level multi-agency review of individuals leading to improved, and consistently</li> </ul>	<p>15</p> <p>(5x3)</p>	<ul style="list-style-type: none"> <li>Implement a strengths based model of working with families.</li> <li>Support Council staff and partners in learning from best practice and serious/critical case reviews.</li> <li>Evaluate effectiveness of Multi Agency Safeguarding Hub.</li> <li>Implement 'Making Safeguarding Personal' (MSP) and evaluate its impact</li> <li>Implement and embed new models of working to meet the statutory requirements and new duties of the Care Act</li> </ul>	<ul style="list-style-type: none"> <li>Although in its early stages this project is on target. There will be a full update on this development presented to the Safeguarding Board in December</li> <li>The new framework in place and a number of cases have now been reviewed with key learning points being taken forward through the Learning and development Sub group of the Board</li> <li>The evaluation has been completed and an additional regional evaluation undertaken by Merseyside Police. The findings will be taken forward through a revised project plan.</li> <li>This project remains on target for completion this financial year.</li> <li>Liquidlogic Phase 2 implementation of the Marketplace and Client Portals will be completed in Q4 2015/16. Work is ongoing across the Liverpool City Region to implement a regional marketplace. Work to develop a single point of contact is ongoing and is due to be in place by April 2016</li> </ul>

	<p>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.</p> <ul style="list-style-type: none"> <li>• Strategic Review Process implemented for contracted providers giving cause for concern</li> <li>• Joint Domestic Violence sub-committee of the SAPB and LSCB established</li> <li>• Multi Agency Safeguarding Hub for vulnerable children and adults</li> </ul>			
<p>Child Sexual Exploitation <i>(CU2)</i></p>	<ul style="list-style-type: none"> <li>• Bi-monthly meetings of the Wirral Safeguarding Children Board multi-agency Child Sexual Exploitation (CSE) strategic group</li> <li>• CSE is a priority area of activity for the WSCB, including the Council as the key partner</li> <li>• Agreed pan Merseyside CSE strategy in place</li> <li>• CSE multi-agency training in place and targeted briefings for agencies</li> <li>• Practice Guidance in place detailing referral pathway, reinforced by multi-agency briefings</li> <li>• Catch-22 commissioned to deliver the CSE/ Missing from Home service on behalf of the WSCB and Council</li> </ul>		<ul style="list-style-type: none"> <li>• Testing and strengthening of the partnership response to CSE to be a priority area for the WSCB in 2015-16</li> <li>• Publication of partnership response in the 2015-15 Annual Report</li> <li>• Commissioning of a range of multi-agency CSE training including working with parents and carers</li> <li>• Appointment of an apprentice based within LA Corporate safeguarding to work with young people's group to advise on response to CSE</li> <li>• Development of sustainable educational and awareness raising resources and drama performance for schools and professionals</li> <li>• Publication of early help plan to support children at risk of CSE</li> <li>• Analysis of CSE and Missing from</li> </ul>	<ul style="list-style-type: none"> <li>• This activity is on target. A regional audit of cases re referred has taken place with learning points shared and a case review of a specific case by the sub group of the Board has commenced</li> <li>• Completed and published.</li> <li>• This action is on target for delivery in September. Dates have been set.</li> <li>• The target date has been revised and the post is advertised.</li> <li>• This activity is on target for implementation in September. There are resourcing issues around this work which need to be addressed</li> <li>• This activity is on target for implementation in September-December</li> <li>• This activity is on target for implementation in</li> </ul>

	<ul style="list-style-type: none"> <li>• Catch-22 service includes identifying and working with children and young people who are victims of or at risk of CSE</li> <li>• Multi-Agency CSE (MACSE) meetings established. Police led meetings, one a month to consider level of CSE risk for all young people referred</li> <li>• CSE multi-agency performance information reported to the WSCB</li> <li>• CSE part of reports to SLT and strategic Directors DMT</li> <li>• <a href="http://www.listentomystory.co.uk">www.listentomystory.co.uk</a> campaign is live including web based advice, guidance and resources</li> <li>• Regular auditing of Council and multi-agency response to CSE including reviews of actions to support most vulnerable young people who are looked after</li> </ul>		<p>Home data to inform service provision</p> <ul style="list-style-type: none"> <li>• LA commissioning strategy and plans specifically related to CSE</li> <li>• Patterns of activity to combat CSE informed by Police intelligence</li> <li>• CSE briefings for identified professionals including Foster carers and Social Workers</li> </ul>	<p>September-December</p> <ul style="list-style-type: none"> <li>• This action was completed on target in May.</li> <li>• Output was to be published in July.</li> <li>• Briefings were completed in June.</li> </ul>
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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?
<p>A major physical incident compromises the delivery of essential services</p> <p><b>(PH1)</b></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 complied 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> <li>• Wirral Emergency Volunteer Scheme introduced</li> </ul>	<p style="text-align: center;">8</p> <p style="text-align: center;">(4x2)</p>	<ul style="list-style-type: none"> <li>• All critical service areas to complete the new BC template</li> <li>• Critical services areas to exercise their BC plans/template</li> <li>• SLT Training and Exercising programme</li> </ul>	<ul style="list-style-type: none"> <li>• There are now only two outstanding BC plans from identified critical services (HR &amp; Organisational Development/Payroll and Strategic Housing).</li> <li>• A programme of quality auditing has now started on the plans received. Feedback will be provided and plan owners will get the opportunity to improve their plans before testing takes place</li> <li>• The Corporate Resilience Officer is to run an SLT exercise by end of 2015.</li> </ul>

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>Failure to implement new IT systems / hardware in time to support the new Council model</p> <p><b>(PH2)</b></p>	<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>	<p>9</p> <p>(3x3)</p>	<ul style="list-style-type: none"> <li>• Implement programme of ICT improvements (including refresh of hardware)</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure projects, including an upgrade to the Council's back office systems (including e-mail service) are on target or slightly behind target.</li> </ul>
<p>A sustained catastrophic failure in IT systems</p> <p><b>(PH3)</b></p>	<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>	<p>10</p> <p>(5x2)</p>	<ul style="list-style-type: none"> <li>• Review of IT service continuity arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure projects, including an upgrade to the Council's back office systems (including e-mail service) are on target or slightly behind target.</li> <li>• Options for alternative data centres are currently being narrowed down. Approval to proceed and relocate one of the two data centres is expected to be initiated before the end of 2015, with the aim of implementing that solution by April 2016. Parallel activities including WAN network refresh, system and underpinning hardware migration strategies are being progressed. Regular briefing updates are being provided to key stakeholders who are aware of current progress.</li> </ul>

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?
Welfare Reforms <b>(EC2)</b>	<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> </ul>	<p><b>16</b> <b>(4x4)</b></p>	<ul style="list-style-type: none"> <li>• Develop a revised strategic approach to addressing the impact of Welfare Reform</li> </ul>	<ul style="list-style-type: none"> <li>• SLT has agreed that a scoping paper be prepared for discussion in November to agree the strategic approach and to re-establish working group arrangements with internal and external stakeholders</li> </ul> <p>A backlog of Discretionary Housing Payment applications has reduced from over 950 in May to less than 300 in October. Further resource will be transferred to clear the remainder. Shorter awards have been made in recent months, specifically so that more service users can be supported.</p> <p>Central government’s Work and Pensions Committee has launched an inquiry into the local welfare safety net schemes which have replaced previous central government support.</p>

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>Increasing demand for socially provided care exceeds the resources available (Council and NHS)</p> <p><b>(SO1)</b></p>	<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> <li>• Joint Carers Strategy between Social Care and Health</li> </ul>	<p><b>16</b></p> <p><b>(4x4)</b></p>	<ul style="list-style-type: none"> <li>• Maximise the opportunities of the Better Care Fund by developing sustainable 7 day integrated community services, contributing to a reduction in demand in Acute care and improving outcomes for people</li> <li>• Implement our health and social care integration plans with our health partners as part of the vision 2018 approach</li> <li>• Implement a new model for our early intervention and prevention services to ensure along with our partners we manage demand efficiently and community based care effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Core BCF objective of reducing non-elective admissions is being achieved. Review of all BCF schemes is currently underway to gauge whether objectives are being met. Outcome of review will be used to inform future investment / disinvestment decisions.</li> <li>• Better Care Fund plan has been approved and is being monitored via the performance management dashboard. DASS representation on Vanguard, Urgent Care and Systems Resilience Groups. Strategic alignment of core objectives with Wirral CCG with co-location of staff ongoing to support delivery. Healthy Wirral launch event to take place Nov 25<sup>th</sup> / 26<sup>th</sup>.</li> <li>• Wirral Independence Service went live 1<sup>st</sup> July 2015. IMC / Transitional Bed capacity has increased with effect from 1<sup>st</sup> September. This will lead to an increase from 70 beds to 110 as beds become available.</li> </ul>

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>Poor lifestyle choices adversely affect public health and require different public provision</p> <p><b>(SO2)</b></p>	<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>	<p><b>12</b></p> <p><b>(4x3)</b></p>	<ul style="list-style-type: none"> <li>Review of Tobacco Control action in the Borough</li> <li>Development of a risk &amp; resilience strategy for 11-19 year olds</li> <li>Development of a service model for wellbeing and lifestyle services</li> <li>Delivery of the Healthchecks programme</li> <li>Securing high quality sexual health services, lifestyle services and drug and alcohol recovering services</li> <li>Effective transition of 0-5 responsibilities from NHS England to Wirral Council</li> <li>Implement and evaluate the impact of Healthy Place investments</li> <li>Joint Strategic Needs Assessment refresh</li> <li>Deliver the borough wide 'Eatwell Wirral Award' by formally engaging with 100% of all Wirral Takeaways.</li> <li>Deliver an intelligence based program of 'Takeaway for a Change' initiatives in at least ten schools</li> <li>Formally engage with all off licences across Wirral to promote and encourage membership to the 'Reduce the Strength' scheme</li> </ul>	<ul style="list-style-type: none"> <li>An approach to Tobacco Control has been agreed by the Health &amp; Wellbeing Board</li> <li>This work is now part of the Children's Pledges in the Wirral Plan</li> <li>The service model is being developed</li> <li>The health checks programme is being delivered through primary care</li> <li>The drugs and alcohol recovery services have been re-commissioned</li> <li>The transition has taken place and Wirral Council is now responsible for the 0-5 responsibilities</li> <li>Evaluation reports on a number of investments have been delivered. The remaining have not yet completed</li> <li>The JSNA is continually updated to reflect the most recent information</li> <li>All three posts have now been appointed and two are now in post and working. This is allowing the projects to be fully resourced (with support from temporary additional resources). These additional resources are enabling the projects to gain momentum and is anticipated that will be under control by the end of Quarter 3.</li> </ul>

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>Failure to equip the community to be more self-reliant</p> <p><b>(S03)</b></p>	<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> <li>• Wirral Emergency Volunteer Scheme</li> <li>• Direct Payments Advisory Service commissioned</li> </ul>	<p>9</p> <p>(3x3)</p>	<ul style="list-style-type: none"> <li>• Implement the Council's Customer Access Strategy</li> <li>• To review Wirral's Community Safety Strategy, to ensure it meets local needs.</li> <li>• Implement a new model for an all age disability service</li> <li>• Maximise the opportunities of the Better Care Fund by developing sustainable 7 day integrated community services, contributing to a reduction in demand in Acute care and improving outcomes for people</li> <li>• Implement a new model for our early intervention and prevention services to ensure along with our partners we manage demand efficiently and community based care effectively</li> <li>• Implement and embed new models of working to meet the statutory requirements and new duties of the Care Act</li> </ul>	<ul style="list-style-type: none"> <li>• An initial assessment of the actions required to gather baseline data on all customer transactions made clear that an excessive amount of manual work would be required. It is now proposed to collate the required management information through the development of a fit for purpose customer service delivery platform</li> <li>• Originally targeted for 1<sup>st</sup> September. But timescale has now slipped. Draft proposal has been completed and a consultant is being employed for 4 months to look at delivery models.</li> <li>• Core BCF objective of reducing non-elective admissions is being achieved. Review of all BCF schemes is currently underway to gauge whether objectives are being met. Outcome of review will be used to inform future investment / disinvestment decisions.</li> <li>• Wirral Independence Service went live 1<sup>st</sup> July 2015. IMC / Transitional Bed capacity has increased with effect from 1<sup>st</sup> September. This will lead to an increase from 70 beds to 110 as beds become available</li> <li>• Liquidlogic Phase 2 implementation of the Marketplace and Client Portals will be completed in Q4 2015/16. Work is ongoing across the Liverpool City Region to implement a regional marketplace. Work to develop a single point of contact is ongoing and is due to be in place by April 2016.</li> </ul>

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>Growth of academies / free schools complicates our ability to raise educational attainment and provide skills</p> <p><b>(LE1)</b></p>	<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>	<p>9</p> <p>(3x3)</p>	<ul style="list-style-type: none"> <li>• Shared programme with CW&amp;C</li> <li>• Development of traded services and other service level agreements</li> </ul>	<ul style="list-style-type: none"> <li>• On 10 September Cabinet gave approval to progress the establishment of a Community Interest Company (Edsential). Preparations remain on target for the transfer of services into the new company by the beginning of December 2015.</li> <li>• New service offers for schools for 2016/17 and beyond are being developed, ahead of a launch event in January. Edsential will provide a platform for services to promote themselves.</li> </ul>
<p>Failure to process applications for Deprivation of Liberty Safeguards (DoLS) assessments within prescribed timescales</p> <p><b>(LE2)</b></p>	<ul style="list-style-type: none"> <li>• DoLS manager and administrative support in place</li> <li>• Prioritisation of cases to reduce risk to individuals</li> <li>• Regular reporting to Strategic Leadership Team</li> <li>• Best interest assessors (BIAs) seconded into DoLS team</li> </ul>	<p>12</p> <p>(3x4)</p>	<ul style="list-style-type: none"> <li>• Extend mental capacity assessment across the workforce</li> <li>• Train additional Best Interest Assessors (BIA)</li> </ul>	<ul style="list-style-type: none"> <li>• From October, Heads of Service and team managers will be asked to authorise assessments</li> <li>• Additional independent Best Interest Assessors have continued to be recruited through Matrix.</li> </ul> <p>The Council has continued to receive high numbers of referrals. The backlog of cases awaiting an assessment has continued to increase.</p>

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>Growing incidence of extreme weather events</p> <p><b>(EN2)</b></p>	<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> <li>• Wirral Emergency Volunteers Scheme – Flood Wardens</li> </ul>	<p>12</p> <p>(4x3)</p>	<ul style="list-style-type: none"> <li>• Progress implementation of the Wirral Flood Risk Partnership action plan.</li> <li>• Develop a Severe Weather Action Plan</li> <li>• Final Environment Agency approval of Coastal Management Strategy</li> <li>• Cabinet approval of Local Flood and Water Management Strategy</li> <li>• West Kirby Flood Alleviation scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Preparations are being made for the development of a Wirral Council Flood Response arrangements / plan.</li> <li>• Individual services have been asked to review output from the initial workshop and respond by 4 September. Draft cold weather and heat wave plans have been produced.</li> <li>• Natural England now supports Wirral's Coastal Strategy, enabling EA approval.</li> <li>• MEAS asked to review consultation comments with a view to move towards approval by Cabinet.</li> <li>• AECOM appointed to undertake business case to secure Grant Aid funding.</li> </ul> <p>A Serious Flood Incident Investigation has been instigated in relation to the September flooding incident on Wirral. A number of recommendations will result from that investigation.</p>
<p>Technological advance leads to digital exclusion of individuals and businesses</p> <p><b>(TE1)</b></p>	<ul style="list-style-type: none"> <li>• Use of IT volunteers to support customers with Digital Inclusion.</li> <li>• Wirral Libraries work with two adult learning providers to run courses designed to tackle digital exclusion</li> <li>• Wirral 3Ls run courses targeted at the over 50s</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>12</p> <p>(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>• Roll out of 'Digital Friends' initiative</li> <li>• Merseyside Connected (BDUK) superfast broadband project</li> </ul>	<ul style="list-style-type: none"> <li>• Take up of basic IT courses for the public has fallen with 119 enrolments between July and September 2015.</li> <li>• 95 superfast broadband cabinets and associated network connections are now live (85% of the target). Wirral remains ahead of the government's national target.</li> </ul>