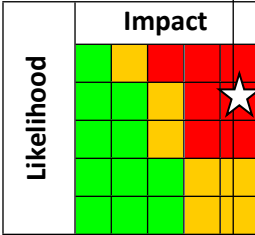
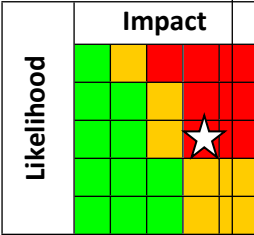
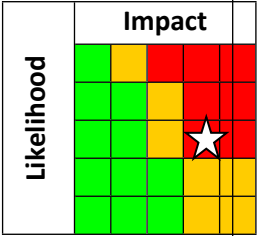
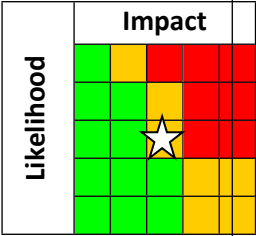
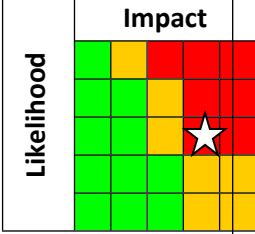
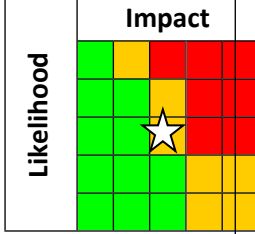


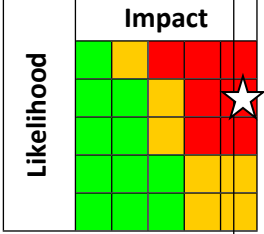
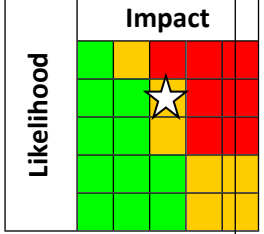
2016/17 Corporate Risk Register – Q1 Update Report

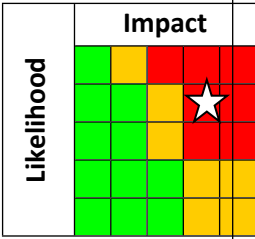
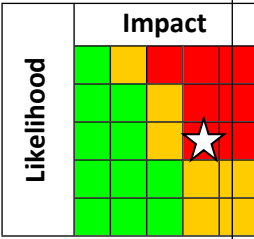
Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
1.Financial Resilience		20	<ul style="list-style-type: none"> Financial planning, management and reporting Management of demand Programmes to reduce costs Programmes to increase revenue 		12
Lead Responsibility	Director of Finance / S151 Officer				
Additional Controls – Quarter 1 update	<p>Improving financial management - Accountability statements issued to all Chief Officers and Senior Managers with budget responsibility. All were signed and returned. Progress against delivery of the budget and savings is being monitored and reported.</p> <p>Reducing costs <u>Integration with Health</u> – Work has continued towards implementation of Integrated Community Hubs for Adults and Older People Services and the development of an integrated commissioning hub which will see the implementation of a single pooled budget. <u>Enhanced Transformation Programme</u> - programme is developing, with two sub programmes which align activity from the Medium Term Financial Strategy themes to support the delivery of the Strategy. Further activity to deliver savings for 2017/18 is underway. <u>Working across the Liverpool City Region (LCR)</u> - Partners are developing a number of approaches to improve financial resilience and generate efficiencies whilst also delivering improved outcomes. This includes a shared services initiative. Outline business cases for a number of services have been developed and a full business case for a joint LCR Procurement service will be produced later in the Summer.</p> <p>Increasing revenue <u>Business Rates Retention Pilot</u> - The LCR's submission to be a pilot was sent to the government in June. A response is awaited. <u>Commercialisation</u> - On 27 June Cabinet approved a report to develop our approach to be more commercial. Work is underway to identify specific areas of the Council which could benefit from a more commercial approach and where it may be possible to yield some financial benefits, both in-year and in future years. <u>Implementation of Growth Plan</u> - Market engagement has taken place as a first stage for implementing the Wirral Health Related Worklessness programme. Key Wirral projects have been included in the LCR's Land and Property Development pipeline. The International Festival for Business which took place in the City region in June showcased Wirral's key investment assets and businesses. There has been a refresh of the Council's collaboration agreement with the Chamber of Commerce which aims to ensure that the number of businesses operating within the Borough continues to increase.</p>				

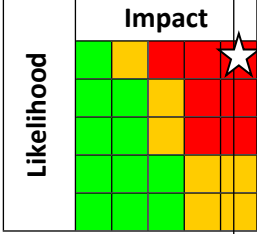
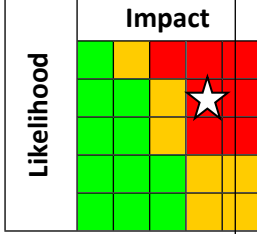
Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
2.Organisation Development and Pace of Transformational Change		20	<ul style="list-style-type: none"> • Performance appraisals • Accountability statements • Ad-hoc initiatives -e.g. Children’s Social Work • HR involvement in development of business cases for Alternative Delivery Models 		16
Lead Responsibility	Strategic Director – Transformation & Resources				
Additional Controls – Quarter 1 update	<p>Capacity and Expertise - Work to develop a culture action programme and action plan for the organisation is progressing. The establishment, initial structure and resources for the development of a Transformation Office have been agreed. Internal recruitment has been completed and additional recruitment initiated. A procurement exercise has been completed for interim support from a partner to develop and resource transformational change.</p> <p>Transformation – A Transformation Office to support organisational change has been established as part of a new operating model. Work has commenced to review resources required. Revised programme governance has been developed and agreed by SLT. Work on a programme for a review of services including exploration of the benefits of possible Alternative Delivery Models is ongoing. Development and configuration of ‘Concerto’ has progressed. An initial workshop to align performance reporting was under taken and discussions are continuing.</p>				

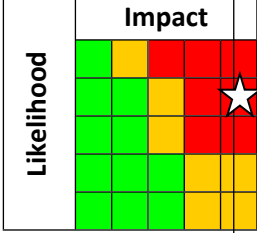
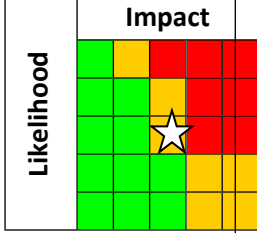
Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
3.Partnerships		12	<ul style="list-style-type: none"> The Wirral Partnership agreed a single Wirral Plan with joint priorities, and committed to a partnership approach with collective actions to deliver it Partners have lead responsibility for a number of the Pledges and are involved in delivery of all of them To ensure a single approach, the Partnership Delivery Group (PDG) meets regularly, bringing together Chief Executives of partner organisations to co-design implementation of the Plan and emerging strategies 		9
Lead Responsibility	Chief Executive				
Additional Controls – Quarter 1 update	<p>Implementation of new governance arrangements - New governance and reporting processes for the Wirral Plan and strategies have been agreed by Cabinet, SLT and the Wirral Partnership Delivery Group. Q1 performance/implementation reports are currently being developed and will be reported to Cabinet in September. A comprehensive Wirral Plan Progress Report has been considered and agreed by Cabinet/SLT and the Wirral Partnership. The new approach is also being cascaded through the network of sub-partnerships and delivery boards to ensure widespread awareness and support.</p> <p>Activity to strengthen links between the PDG and other groups/boards - The Partnership is setting out additional activity required to ensure the new approach is embedded across the Partnership Delivery Group and the sub-partnerships and boards to deliver the Wirral Plan and 20 pledges. Partners acknowledge that this requires a different way of working, development of skills and capacity to develop the new approach, and ensure it is embedded across all of our individual organisations. Proposals for a Wirral Leadership Academy are being agreed to take this forward, identify new opportunities and address challenges and barriers to delivery.</p>				

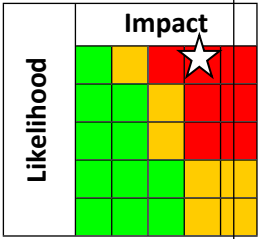
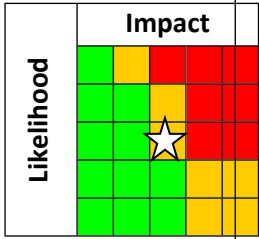
Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
4.Devolution		12	<ul style="list-style-type: none"> To ensure up to date knowledge and communication of developments: Regular updates and briefings with elected members and Strategic Leadership Team (SLT) i.e. through Leader’s Portfolio reports; Policy & Performance progress reports; Scrutiny Review; SLT discussions To optimise Wirral’s influence: Wirral’s Chief Executive and Leader part of regular LCR meetings to develop new LCR arrangements and devolution deal Wirral elected members appointed to LCR Scrutiny and other thematic Boards Wirral officers represent Wirral’s interests and priorities at relevant LCR boards and networks Ongoing activity to develop Wirral projects and ensure that they are represented within LCR strategic priorities SLT ongoing discussions to ensure a strategic and comprehensive knowledge of developments; to agree Corporate approach; and identify Wirral’s priority focus and projects for the short, medium and long term 		9
Lead Responsibility	Chief Executive				
Additional Controls – Quarter 1 update	<p>Review arrangements for City Region governance and implementation - On 18th June, the Liverpool City Region (LCR) Combined Authority agreed a draft Governance Review and Scheme with detailed proposals for future governance and delivery of LCR activity and the devolution deal. These proposals are currently out for public consultation and, if agreed, will be finalised and endorsed in October 2016.</p> <p>Consultation to enable Wirral and partners to play an effective role in the new arrangements - To increase Wirral awareness and understanding of the new proposals, there are ongoing updates and briefings through Council; Cabinet/SLT; Leadership; Wirral partnership. A dedicated Wirral workshop for elected members will be held 26th July.</p>				

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
5.Integration of health and social care		20	<ul style="list-style-type: none"> • Integration of community and older people’s services • Integrated commissioning hub • Integration project for all age mental health services • Integration of all age disability services • Initiative to reduce long term care admissions • Initiatives around review of activity and replacement with alternatives (e.g. assistive technology) • Wirral Independence Service • Short term crisis support, to avoid admission • STAR Re-ablement service • Integrated single gateway into services • Rapid Community Response Service – with Wirral Community NHS Trust 		12
Lead Responsibility	Director of Adult Social Services				
Additional Controls – Quarter 1 update	<p>Introduction of on-line self-assessment - New portals linked to ‘Liquidlogic’ have been implemented. We are also actively working with partner agencies who are offering services to support individuals to complete self-assessments, for example in hospital settings. Online Financial Assessments which provide an indication of the potential amount to be charged ahead of care being received have also gone live.</p> <p>Development of extra care housing - Several schemes have been approved. However recent proposed changes to housing rent levels have resulted in schemes stalling on the basis that exempt level rents will no longer be payable. Those changes include the capping of social housing rents and a required 1% reduction per year in social housing rents.</p> <p>Review of the supported living service model – This is being developed on an outcomes basis, with an initial workshop held in July.</p> <p>Support regional work around specialist services and fees - Work has continued with colleagues from the Liverpool City Region on the new models of care, linked to the NHS England Transforming Care Partnership programme. Workshops have been held in July aimed at delivering the new model.</p>				

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
6.Effect of demographic changes on demand for services		16	<ul style="list-style-type: none"> • Integrated Care programme • Joint Commissioning arrangements with the Clinical Commissioning Group • Delivery of commissioned lifestyle services - Head of Public Health • Vision 2018 work stream on early intervention and prevention 		12
Lead Responsibility	Strategic Director – Families & Wellbeing				
Additional Controls – Quarter 1 update	<p>Develop a more comprehensive programme of education and advice – Collaboration has continued with colleagues in Public Health and the Clinical Commissioning Group on a revised advice and information offer, to include community connectors.</p> <p>Integration agenda (Healthy Wirral) - The Healthy Wirral programme continues, with a number of workstreams being implemented to support the transformation of health and social care. Work is approaching completion on the review of reablement and intermediate care provision in Wirral. This will inform the future work for impact assessment on demographic growth. Online self-assessment have been introduced as tools for practitioners and the public to use to make informed decisions about future service provisions and to reduce demand on commissioned service provision.</p> <p>Programmes of early intervention and prevention - A further early intervention and prevention commission will go out in September, which will include a carer’s commission.</p> <p>Implement health and social care integration - Full business cases are currently in development to scope the development of Integrated Community Hubs. CAPITA are supporting with the development of the business cases. A demand model has been developed alongside partner organisations, with information from this model being used to inform the business cases and to ensure that the services will have the necessary capacity to be able to meet future demand.</p>				

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
7.Safeguarding		25	<ul style="list-style-type: none"> • Strong leaders and managers with a relentless focus on outcomes for vulnerable people • Social workers work directly with children and families at an early stage to prevent the need for further intervention • Managers and social workers have a discernible 'grip' on cases at all times • Strong oversight of caseloads, vacancies and a high quality of training and supervision • Safeguarding Reference Group provides full briefing to the political leadership • A review of the relationship between the key strategic groups • One Independent chair across Safeguarding Boards 		16
Lead Responsibility	Strategic Director – Families & Wellbeing				
Additional Controls – Quarter 1 update	<p>Implement service improvement plan resulting from the recent diagnostic and self-assessments – The service plan is being progressed. A detailed and robust plan is in development to strengthen our approach towards Safeguarding, which has been developed through discussions with Ofsted during July. Further work and development on the plans will be delivered following receipt of the report from Ofsted.</p> <p>Implement programme in relation to children in care and on the edge of care – As above: as part of the Ofsted inspection a detailed and robust plan is in development to improve and strengthen our approach.</p> <p>Deliver the priorities of the Local Children’s Safeguarding Board and the Safeguarding Adults Partnership Board – This action is progressing as expected.</p> <p>Implement ‘Making Safeguarding Personal’ (MSP) and evaluate its impact – This initiative is progressing as expected.</p>				

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8.Governance (including information governance)		20	<ul style="list-style-type: none"> • Council Constitution • Code of Corporate Governance • Member / Officer Protocol • Staff Policies (e.g. Dignity at Work) • Corporate Policies (e.g. Whistleblowing) • Operational policies (e.g. Information Governance, Gifts and Hospitality) • Ethical Framework for Members • Regulatory policies - Planning and Licensing 		9
Lead Responsibility	Head of Legal & Member Services / Monitoring Officer				
Additional Controls – Quarter 1 update	<p>Review the Constitution, Code of Corporate Governance and Members Code of Conduct - The Constitution / Member’s Code of Conduct is to be reviewed within the municipal year with a view to being presented to the Standards and Constitutional Oversight Committee. The Code of Corporate Governance is presently under review, with a view to being presented to the Audit and Risk management Committee on 22/11/16.</p> <p>Introduce the webcasting of Council Committee and Cabinet meetings – A timetable for the webcasting project has been signed off by SLT. The soft market testing documentation is being sent out by procurement on 01/08/16.</p> <p>Review and enhance information governance arrangements – An improved structure for Information Governance has been developed and approved by SLT. Initial meetings of the new Information Governance Board have taken place. A high percentage of employees have undertaken the ‘Responsibility for Information’ E-Learning module with the quarter.</p>				

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
9.Economic Activity		20	<ul style="list-style-type: none"> Implementation of the Growth Plan 		9
Lead Responsibility	Head of Business and Investment				
Additional Controls – Quarter 1 update	<p>Implementation of place marketing activities - Work has taken place to define city region place marketing activity to ensure that work is aligned across the Combined Authority and supply chain growth maximised. In addition branding and place marketing activity for Wirral has been commissioned and workshops held with Members, officers and stakeholders.</p> <p>Delivery of programmes to drive key growth sectors, such as the Maritime Knowledge Hub - Phase 1 of the Maritime Knowledge Hub has opened. Work is on-going with partners to establish Phase 2 of the Hub at Wirral Waters.</p> <p>Implementation of the Wirral Waters Investment Fund - Following the setup of the Fund, a collaboration agreement is being put in place to guide activity.</p> <p>Delivery of the Ways to Work programme - Funding has been secured, the programme developed and delivery organisations procured.</p>				

Risk Number and Description	Unmanaged Risk Rating	Original Risk Score	Key Existing Controls	Current Risk Rating	Current Risk Score
10.Resources and Infrastructure		16	<ul style="list-style-type: none"> Implementation of current asset management strategy. Business continuity policy. Additional backup /security at Cheshire Lines. Standardised, refreshed IT hardware. 		9
Lead Responsibility	Strategic Director – Transformation & Resources				
Additional Controls – Quarter 1 update	<p>Establishment of data centres – A contract has been signed a contract with Merseytravel. They are due commence the capital works to prepare for the Council’s equipment and the planning phase for the transfer project has started. The second data centre is to remain in the Treasury building, which will be refurbished.</p> <p>Implementation of new Digital Strategy (including Rationalisation and standardisation of systems and applications) – The digital strategy has been developed and is due to be considered by Cabinet in the near future.</p> <p>Implementation of new Asset strategy – The strategy was approved by Cabinet on 27 June 2016 and performance indicators have been identified. Negotiations for the sales of surplus assets have continued. However Setbacks have been incurred in the expected land values at 2 sites and the slow authorisation of school playing fields by the Department of Education.</p> <p>Roll out of testing programme for business continuity plans – Initial walkthrough / desk top exercises are scheduled to test Business Continuity plans for the Call Centre (4th August) and HR, Payroll & OD (9th August).</p>				