

Revised Corporate Risks Plotted on Existing Corporate Scoring Model

The graphic below shows the managed (current) risk scores for the revised corporate risks plotted on the Council’s corporate risk scoring matrix. This enables the reader to appreciate the significance of each risk relative to all the others. Each risk is indicated by its number, rather than by its full description. For complete descriptions please refer to the individual pages below.

		Impact				
		Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Likelihood	Very High (5)	5	10	15	20	25
	High (4)	4	8	12 (5)	16 (7)	20
	Medium (3)	3	6	9 (3), (4), (8), (9), (10)	12 (1), (2), (6)	15
	Low (2)	2	4	6	8	10
	Very Low (1)	1	2	3	4	5

Corporate Risk No. 1 / Financial Resilience

Risk Description		Lead Responsibility				
<p><i>There is considerable uncertainty around the approach of Central Government over the level of future funding across the public sector and the mechanism for its allocation. The continuing review of Welfare Reform could further increase demand. The ability of the Council and its partners to continue to deliver the essential services residents need could be compromised should funding reductions continue as planned, or be accelerated, without substantial action from the Council and its partners.</i></p>		Assistant Director: Finance / S151 Officer				
Pledges affected	Impacts					
The availability and use of funding impacts on the delivery of all the Pledges	<ul style="list-style-type: none"> • Short-term actions adversely impact the longer-term outcomes. • Further curtailment of services and /or need to review pledges. • Potential insolvency through lack of planning / action. • Possible intervention and /or take-over of individual services. • Damage to the reputation of the Partnership in the eyes of the community and potential investors. 					
Unmanaged Risk Rating	Impact	5	Likelihood	4	Total	20
Key Existing Controls		Responsibility				
<ul style="list-style-type: none"> • Financial planning, management and reporting • Management of demand • Programmes to reduce costs • Programmes to increase revenue 		Assistant Director: Finance Directors for Children and Care & Health Director for Corporate Resources & Reform Director for Business Services				
Managed Risk Rating	Impact	4	Likelihood	3	Total	12
Planned Additional Controls		Responsibility				
Reducing costs	Partnership working / integration with Health (<i>e.g. staff transfer to CCG and integrated commissioning</i>) Customer / Asset Programmes (<i>e.g. Customer Access / Leisure</i>) Working across the Liverpool City Region (<i>e.g. Waste and Transport</i>)		Director for Care & Health - ongoing Director for Corporate Resources & Reform Chief Executive -ongoing			
Increasing revenue	Business Rates retention pilot Commercialisation / income maximisation (<i>e.g. debt management</i>) Expansion of Intelligence function across the partnership Implementation of Growth Plan Wirral Growth Company		Assistant Director: Finance (from 1/4/17) Director for Strategy and Partnerships Director for Strategy and Partnerships Strategic Commissioner - Growth Strategic Commissioner - Growth			

Corporate Risk No. 2 / Organisation Development and Pace of Transformational Change

Risk Description					Lead Responsibility		
<p><i>The Council is pursuing fundamental change to its design and operating model at the same time as developing cross-boundary and cross-sector alliances and embracing commercialism and innovative solutions to deliver outcomes. It is uncertain whether the Partnership will have available to it the capacity and expertise necessary to deliver transformation at the speed required and maintain day-to-day operations. Particularly given competition for staff from other employers.</i></p>					Director – Corporate Resources and Reform		
Pledges affected		Impacts					
The risk has the potential to affect the delivery of all Pledges.		<ul style="list-style-type: none"> • Failure to deliver key outcomes • Wasted resources / failure to deliver Medium Term Financial Strategy • Failure to remodel the organisation • Damage to reputation of the Council and its partners 					
Unmanaged Risk Rating		Impact	5	Likelihood	4	Total	20

Key Existing Controls			Responsibility				
Capacity and Expertise	<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 • Appraisal of resources needed to support Alternative Delivery Models conducted 			All -Assistant Director: HR & OD			
Transformation	<ul style="list-style-type: none"> • Robust business case process for agreed Transformational Change projects within a gateway framework • Engagement of key stakeholders with clear communication regarding timescales • Risk assessment of current projects and benefits undertaken • Standard approach • Revised Transformational Change programme agreed and resourced • Central Transformation Office established and staffed • Revised, stronger programme management and governance arrangements introduced • Development & implementation of toolkits to support transformation e.g. ADM, Commercialisation and Business Analysis (BA) framework 			All - Senior Manager - Transformation & Improvement			
Managed Risk Rating		Impact	4	Likelihood	3	Total	12
Planned Additional Controls						Responsibility	

Capacity and Expertise	<ul style="list-style-type: none"> • Development of People Strategy, including culture • Work with LGA on Member development • Introduce single management under Paul Satoor with Transformation and key support areas – Finance and HR 	Assistant Director: HR & OD from 2016/17 Assist Director: Law / Governance Director – Corporate Resources and Reform (September 2017)
Transformation	<ul style="list-style-type: none"> • Development of change management framework • Development of a Digital Transformation Programme – Mandate to October Portfolio Board • Base-lining, including people, costs and performance as essential at the start of any project to measure the benefits. • Appointment of a communication officer to support staff consultation and publicity in relation to programmes, projects and the transformation office and development of communication plans • Development of Operating Models (blue print) and budget shadowing for transition and harmonisation of the new service • Benefits, being improved outcomes / reduced costs, will be clear from the Business Case / monitored • A Transformation Programme with realistic timescales, that is properly managed and well communicated providing clarity of focus. • Provision of a mechanism/process for defining new outcomes to be undertaken in the next five years, linked to service delivery. • Embed a continuous cycle of identifying needs and opportunities, to create a culture of validating and prioritising ideas, defining and verifying solutions. – Design Authority and Investment & Change Board to be implemented before EOY 2017 	Director – Corporate Resources and Reform (<i>All controls</i>) t.b.c. From October 2017 During project start-up August 2017 Ongoing t.b.c. By end of 2017

Corporate Risk No. 3 – Partnerships

Risk Description					Lead Responsibility		
<p><i>The approach within the Wirral Plan is bringing together organisations which have different capabilities, cultures and levels of resilience. The focus of different partners could be affected by their own financial imperatives and the need to answer to a range of stakeholders. The constituent parts of the Partnership could also be affected by future changes in their structures or key personnel.</i></p>					Chief Executive		
Pledges affected		Impacts					
Impacts on all Pledges.		<ul style="list-style-type: none"> • Damage to the reputation of the Council and partners. • Lack of financial/organisational commitment from Partners • The improved outcomes for Wirral residents would not be achieved. 					
Unmanaged Risk Rating		Impact	4	Likelihood	3	Total	12
Key Existing Controls						Responsibility	
<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. Review conducted in 2017 and refreshed action plans produced. • Partners have lead responsibility for a number of the Pledges and are involved in delivery of all of them • To ensure that a single approach is taken forward, the Partnership Delivery Group (PDG) meets regularly, bringing together Chief Executives of partner organisations to co-design implementation of the Plan and emerging Strategies • New governance arrangements implemented. These ensure that any issues or challenges in relation to implementation and performance can be pro-actively identified and addressed by relevant mitigating actions • Monitoring and review arrangements for the Wirral Plan and individual Action Plans, including the Annual Report. These enable a comprehensive and detailed assessment of the delivery of the Pledges to be made. • Wirral Leadership Academy builds greater collaboration across the partnership and supports the most effective use of its collective resources 						Chief Executive	
						Chief Executive	
						Chief Executive	
						Chief Executive	
						Chief Executive	
						Chief Executive	
Managed Risk Rating		Impact	3	Likelihood	3	Total	9
Planned Additional Controls						Responsibility	
<ul style="list-style-type: none"> • Delivery by the Leadership Academy of additional Partnership workshops and learning to further accelerate partnership collaboration and joint working. 						Chief Executive - throughout 2017/18	

Corporate Risk No. 4 – Devolution

Risk Description		Lead Responsibility				
<i>Uncertainty exists around how the Liverpool City Region (LCR) might operate in future and the final shape of Devolution (potential for inefficiencies, silo behaviour, culture mismatch and gaps in accountability). Wirral might fail to reap the considerable benefits presented by membership of the LCR if it has insufficient influence and does not have enough 'ready to go' projects.</i>		Chief Executive				
Pledges affected	Impacts					
The risk potentially impacts on all of the Pledges.	<ul style="list-style-type: none"> Potential loss of additional financial resources; failure to secure Council efficiencies; decreased influence and loss of identity for the Council and Partners. Adverse impact on most effective delivery of Wirral Plan and Pledges Failure to achieve improved outcomes and services for Wirral residents 					
Unmanaged Risk Rating	Impact	4	Likelihood	3	Total	12

Key Existing Controls	Responsibility					
<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; P&P progress reports; Scrutiny Review; SLT discussions To optimise Wirral's influence: Wirral's Chief Executive and Leader part of regular LCR meetings to develop the LCRCA's governance arrangements, constitution and the 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 to identify Wirral's priority focus and projects for the Short, Medium and Long term To ensure Wirral awareness, understanding and effective input into all LCR developments Policy & Strategy team co-ordinate and deliver structured updates and briefings, including at Scrutiny Committee; Cabinet/SLT; Leadership; the Wirral Partnership. 	Chief Executive					
	Chief Executive					
	Chief Executive					
	Chief Executive					
	Chief Executive					
	Chief Executive					
Managed Risk Rating	Impact	3	Likelihood	3	Total	9

Planned Additional Controls	Responsibility
<ul style="list-style-type: none"> Contribute to the implementation of detailed proposals for the LCRCA– including the new Mayor's Office 	Chief Executive – 2017/18

Corporate Risk No. 5 - Integration of health and social care

Risk Description		Lead Responsibility				
<p><i>Significant challenges are posed by an ageing population and a predicated upsurge in the use of primary care. Integration is a means to ensure that services are cohesive and make best use of resources. Levels of demand for hospital care and the high cost Social Care support, set against reducing resources present a significant set of challenges to the Healthy Wirral Partnership. Bringing together health and social care is important in terms of working as a single system but could also expose funding deficits with greater clarity</i></p>		Director for Care and Health				
Pledges affected	Impacts					
The risk would directly affect Pledges 1, 6 and 9. However the financial impact of this risk could affect the delivery of all Pledges.	<ul style="list-style-type: none"> • Failure to optimise the Wirral health and social care 'pound'. • Increasing demand pressures would make delivering outcomes difficult. • Services would be less streamlined and residents would continue to have to deal with multiple points of contact. • Throughput from hospital admissions would not be addressed. • Failure to realise efficiencies presented by integrated commissioning 					
Unmanaged Risk Rating	Impact	5	Likelihood	4	Total	20

Key Existing Controls		Responsibility				
Integration	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	All- Director for Care and Health				
Managing Demand	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 On-line self-assessment	All - Director for Care and Health				
Other	STAR Re-ablement service Integrated single gateway into services Rapid Community Response Service – with Wirral Community NHS Trust	All - Director for Care and Health				
Managed Risk Rating	Impact	4	Likelihood	3	Total	12

Planned Additional Controls		Responsibility			
<ul style="list-style-type: none"> • Development of extra care housing with a broad range of partners • Review of the supported living service model • Support regional work around specialist services and fees 		All - Director for Care and Health (2016/17 onwards)			

Corporate Risk No. 6 – Effect of demographic changes on demand for services

Risk Description		Lead Responsibility				
<p><i>People living longer is clearly positive and presents opportunities for the council and its partners, but also brings additional requirements and costs. Extra demand could be driven by the trend in some communities for people to develop multiple chronic conditions at an earlier age, and living longer with them. Residents will be encouraged to be more independent. But some communities are less resilient than others. Young people with complex disabilities have significant needs related to behaviours that challenge and a failure to provide good educational independence support and employment opportunities could lead to increasing cost of support due to high levels of dependence</i></p>		Director for Care and Health				
Pledges affected	Impacts					
All pledges within the 'People' area of the Plan and most pledges within the 'Environment' area of the plan	<ul style="list-style-type: none"> Negative impact on the lives of individuals (people end up in a greater state of crisis). Communities could become less cohesive and sustainable Needs go unmet Financial implications - one area requires an increasingly larger proportion of available future resources 					
Unmanaged Risk Rating	Impact	4	Likelihood	4	Total	16
Key Existing Controls		Responsibility				
<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 All Age Disability pledge and plans 'Healthy Wirral' work stream on early intervention and prevention 		All - Director for Care and Health				
Managed Risk Rating	Impact	4	Likelihood	3	Total	12
Planned Additional Controls		Responsibility				
<ul style="list-style-type: none"> Build community capacity Develop a more comprehensive programme of education and advice Integration agenda – Healthy Wirral Programmes of early intervention and prevention Implement health and social care integration 		All - Director for Care and Health (2016/17 onwards)				

Corporate Risk No. 7 – Safeguarding

Risk Description		Lead Responsibility				
<p><i>A major failure in safeguarding would cause preventable harm to children or vulnerable adults and compromise our pledge to protect the vulnerable. It could lead to regulatory intervention and significant cost, to the Council and its partners, compromise outcomes at a child and families level and the Council as a whole.</i></p>		Director for Children				
Pledges affected	Impacts					
<p>Older people live well (Pledge 1) Vulnerable children reach their full potential (Pledge 4) Zero tolerance to domestic violence (Pledge 7) Wirral's Neighbourhoods are Safe (Pledge 20)</p>	<ul style="list-style-type: none"> • Impact on the lives of the individuals involved and their communities • Central government intervention – risk of being taken over by experts, an independent trust or neighbouring authorities • Damage to the reputation of the Partnership and individual agencies • Demoralisation and loss of staff • Financial costs increase to respond to external scrutiny and the to make rapid improvement may need to bring in more people to respond to the issue) 					
Unmanaged Risk Rating	Impact	5	Likelihood	5	Total	25

Key Existing Controls	Responsibility
<ul style="list-style-type: none"> • An Improvement Board was established in September 2016 to drive the improvements needed to respond to the Ofsted recommendations; the board meets monthly to ensure the improvement plan including the safeguarding board recommendations are gripped, and progress is monitored and challenged. The Board now includes an independent chair and an independent adviser appointed by the DFE. • An experienced permanent Deputy Director for Children's Care Services and an Independent Chair of the Wirral Safeguarding Children Board have been recruited and are in place. A recruitment process is underway (July 2017) for an experienced permanent Director of Children's Services • An experienced social work practice improvement lead is in place and supporting the experienced permanent Deputy Director for Children's Care Services • Children's early help and intervention offer strengthened, through increased partnership engagement to meet children's needs earlier, and so reduce demand for children's social care • A single senior manager is leading and overseeing the MASH (Multiagency Safeguarding Hub) this is under review to inform future need. • Performance management and reporting arrangements have been reviewed and new arrangements are being put in place for September 2017 that provides a series of dashboards that allows responsibilities to be clear and distinct 	<ul style="list-style-type: none"> • CEX • CEX • CEX • CEX • CEX • CEX

<ul style="list-style-type: none"> An HR and OD team is co-located in the Children and Young People’s Department enabling close working with service managers to rapidly recruit, induct, develop and retain social workers and social work managers; and support managers at all levels to develop and challenge staff to meet the higher bar set through the Wirral Social Work Practice Standards 				<ul style="list-style-type: none"> CEX 		
Managed Risk Rating	Impact	4	Likelihood	4	Total	16

Planned Additional Controls	Responsibility
<ul style="list-style-type: none"> Ensure Ofsted findings not identified as recommendations are addressed through service improvement plans in children’s social care and early help Review the current HR and OD support available to children’s social care in order to develop a departmental approach Deliver the priorities of the Local Children’s Safeguarding Board and the Safeguarding Adults Partnership Board Complete the financial review programme of work and implement the findings Implement a process that ensures that plans are in place to manage the cessation of the additional funding allocated to address issues identified in the Ofsted inspection. Ensure the risks identified through the CYPD Transformation Programme are effectively managed through the programme structure 	<ul style="list-style-type: none"> CEX - ongoing CEX – 31/10/2017 Directors for Children and Care and Health – ongoing (reviewed at boards) Director for Children CEX and Director for Children – t.b.c. CEX and Director for Children – ongoing (monthly review)

Corporate Risk No. 8 – Governance (including information governance)

Risk Description		Lead Responsibility				
<p><i>Major acts of non-compliance with internal and external governance requirements could result in poor decision-making, malpractice and breach of legislation, leading to regulatory intervention and significant cost, both in financial terms and to the reputation of the Council and its partners.</i></p>		Assistant Director – Law and Governance				
Pledges affected	Impacts					
Effective governance impacts on the delivery of all the Pledges.	<ul style="list-style-type: none"> • Legal challenge to decisions. • Financial penalties for non-compliance (e.g. for information governance incidents or breaches of procurement legislation). • Loss of confidence by the public and other stakeholders in the Council’s decision-making and governance arrangements. • Potential loss of inward investment in the borough from damage to the reputation of the Council and the wider Wirral Partnership in the eyes of potential investors. 					
Unmanaged Risk Rating	Impact	5	Likelihood	4	Total	20

Key Existing Controls	Responsibility					
<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 • Oversight provided by CGG and Information Governance Delivery Group • Annual Governance Statement 	<ul style="list-style-type: none"> • Assistant Director – Law and Governance • Assistant Director – Law and Governance • Assistant Director – Law and Governance • Assistant Director: HR & OD • Assistant Director – Law and Governance • Assistant Director – Law and Governance • Assistant Director – Law and Governance • Heads of Regen & Planning and Env. & Regulation • Assistant Director – Law and Governance • Assistant Director – Law and Governance 					
Managed Risk Rating	Impact	3	Likelihood	3	Total	9

Planned Additional Controls	Responsibility
<ul style="list-style-type: none"> • Review the Constitution, Code of Corporate Governance and Members Code of Conduct. • Introduce the webcasting of Council Committee and Cabinet meetings. • Review and enhance information governance arrangements (including delivery of action plan responding to the ICO report and ensuring delivery of the Council’s GDPR Project 	<p>Assistant Director – Law & Governance 2017/18</p> <p>Assistant Director – Law & Governance 17/18</p> <p>Assistant Director – Law & Governance and Senior Information Risk Officer – 2017/18</p>

Corporate Risk No. 9 – Economic Activity

Risk Description						Lead Responsibility	
<p><i>Wirral is in competition for growth with areas across the country. Low levels of business and housing growth would adversely affect the Council's income (Council Tax and Business Rates) and limit employment opportunities, with consequent effects on wellbeing and prosperity, and could drive an increase in demand for support.</i></p>						Strategic Commissioner - Growth	
Pledges affected		Impacts					
<p>All pledges within the 'Business' element of the Plan, plus – 'Good quality housing' (pledge 18) 'Reduce child poverty' (pledge 5) 'Young people are ready for work' (pledge 3).</p> <p>The financial impact of this risk could affect delivery of all pledges.</p>		<ul style="list-style-type: none"> • Inability to deliver the Medium Term Financial Strategy. • Failure to contain demand for Council services • Negative impacts on the health and well-being of individuals. 					
Unmanaged Risk Rating		Impact	5	Likelihood	4	Total	20
Key Existing Controls				Responsibility			
<ul style="list-style-type: none"> • Implementation of the Growth Plan 				Strategic Commissioner - Growth			
Managed Risk Rating		Impact	3	Likelihood	3	Total	9
Planned Additional Controls						Responsibility	
<ul style="list-style-type: none"> • Complete consultation and implement the Wirral Strategic Regeneration Framework • Delivery of the commissioned Wirral Business Support Service – including start-up and growth advice • Delivery of programmes to drive key growth sectors, such as the Maritime Knowledge Hub • Delivery of the Wirral Waters Investment Fund. • Delivery of the Ways to Work programme. 						<p>Strategic Commissioner - Growth (July 2017: consultation. August 2017: delivery structure)</p> <p>Strategic Commissioner - Growth – 2017/18 onwards</p> <p>Strategic Commissioner - Growth – 2017/18 onwards</p> <p>Strategic Commissioner - Growth – 2017/18</p> <p>Strategic Commissioner - Growth – 2017/18</p>	

Corporate Risk No. 10 – Resources and Infrastructure

Risk Description		Lead Responsibility				
<p><i>The availability to the partnership of sufficient and fit for purpose IT and communications, buildings and other assets could be undermined by inadequate planning and allocation, or a major disruptive incident. This might affect the delivery of essential services, harming the reputation of partners.</i></p>		Director for Business Services				
Pledges affected	Impacts					
The risk has the potential to affect the delivery of all Pledges.	<ul style="list-style-type: none"> • Compliance failures (breach of regulations or legislation) • Inefficient service delivery • Potential interruption to the delivery of critical services • Wasted costs • Criticism of partner agencies 					
Unmanaged Risk Rating	Impact	4	Likelihood	4	Total	16

Key Existing Controls		Responsibility				
<ul style="list-style-type: none"> • Implementation of current asset management strategy. • Partnership with other organisations (e.g. co-location) • Business continuity policy and testing programme. • Standardised, refreshed IT hardware. • Ongoing programme of software update / security improvements 		Senior Manager - Asset Management Senior Manager - Asset Management Head of Corporate & Community Safety Head of Digital Head of Digital				
Managed Risk Rating	Impact	3	Likelihood	3	Total	9

Planned Additional Controls		Responsibility				
<ul style="list-style-type: none"> • Establishment of data centres. • Implementation of new Digital Strategy (including Rationalisation and standardisation of systems and applications). • Implementation of new Asset strategy. • Development of the Wirral Growth Company (Civic Hub) 		Head of Digital - 2016/17 onwards Head of Digital - from 2016/17 onwards Senior Manager - Asset Management from 2016/17 onwards Strategic Commissioner: Growth – from 2017/18 onwards				