

(including draft scores)

Portfolio / Priority	Risk Ref.	Risk Description	Unmanaged Scores			Risk Owner	Existing Mitigation	Owner	Current Scores			Planned Additional Mitigation	Owner	Target Date	
			Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)				
Finance and Resources	1	Financial Resilience	5	5	25	Paul Satoor	Refreshed Medium Term Financial Plan	Shaer Halewood	3	5	15	Consideration of the most appropriate delivery models	Tim Games	ongoing programme	
2018/19 Priority Strategic Long Term Financial Plan for Wirral		Failure to effectively manage changes to the way that the Council is funded could lead to poor decisions on service reductions, unplanned efficiencies and in year overspends, resulting in the Council being unable to deliver priority services to vulnerable communities					New budget setting process	Shaer Halewood				Establishment of a Commercial Strategy	Nicki Butterworth	Nov-18	
		Robust and rigorous monitoring of budgets and savings plans in year					Shaer Halewood	An MTFS based on investment and income generation - Wirral Together				Daniel Kirwan	Feb-19		
		Scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable					Shaer Halewood	Community Wealth Building programme to keep wealth in the Borough				Shaer Halewood	Jan-19		
		Delivery of Investment Strategy					Shaer Halewood	Delivery of business growth plans through Wirral Chamber of Commerce				Alan Evans	ongoing programme		
		New Business Case scoring grid to ensure all business cases are agreed as robust before begin released					Shaer Halewood	Refreshed 'Use of Reserves' policy to reduce reliance on reserves through a phased approach				Shaer Halewood	Feb-19		
		Adult Care and Health					2	Demand Management				5	4	20	Graham Hodgkinson
2018/19 Priority Improve Health & Wellbeing by Joining Up Services for Residents	Failure to improve the quality of health and care services through integrated commissioning and delivery arrangements, could lead to demand continuing to increase, leaving the Council exposed to increased financial pressures in relation to meeting social care assessed need	Two key contracts with social care providers have built in demand management	Jason Oxley	Implementation of the Wirral Together Strategy	Rachel Musgrave	2019/20									
	Services partly integrated with partners with a section 75 agreement for most services	Graham Hodgkinson	Implementation of Healthy Wirral Strategy	Simon Banks	from April 2018										
	Jobs and Growth	3	Exposure to Economic and Market Risk	3	5	15		Paul Satoor	Robust financial modelling on business cases	Shaer Halewood	2				
2018/19 Priority Strategic Long Term Financial Plan for Wirral	The aggregate level of risk presented by multiple regeneration projects is not recognised, leaving the Council over-exposed in the event of a downturn in the economy and/or markets						Long-term strategic master plan that phases the Council's approach to economic growth		Alan Evans	Introduce a greater degree of resilience to economic and market changes		Daniel Kirwan	Feb 2019 and ongoing		
	Monitoring the national and local economic climate to ensure that up/downturns can be forecast and planned for.						Nancy Clarkson		Improve horizon scanning (review of current/forecast economic data)	Nancy Clarkson		for Apr 2019			
	Collaborative approach with LCR over the use of SIF funding to mitigate against full council risk on economic growth projects						Alan Evans		March 2019 bids						
	Undertake analysis of the aggregate exposure to risk						Shaer Halewood		Feb 2019 and ongoing						
Leader	4	Employee Engagement & Capacity for Change	4	4	16	Paul Satoor	People Strategy & OD plan (<i>attracting and retaining talent leadership, values behaviours and performance, embracing change, workplace wellbeing</i>)	Nikki Boardman	4	4	16	Behavioural framework and Talent Management Programme	Samantha Jones	Mar-19	
2018/19 Priority Local Plan							There is a risk that insufficient capacity or expertise, cultural resistance from staff or ineffective engagement with partners means that the ambition of the Wirral Plan is not realised, perpetuating inefficiencies and preventing required outcomes from being achieved	Health and wellbeing strategy				Nikki Boardman	Ensure clarity over the skills that are needed for the future	Nicky Boardman	Dec-19
							Staff engagement sessions	Nikki Boardman				Further improve managers' ability to address under-performance	Nicky Boardman	Ongoing programme	
							Housing and Planning	5				Local Plan	4	5	20
2018/19 Priority Local Plan	A failure to ensure the Council's arrangements for the consultation, publication and implementation of the Local Plan could result in intervention, a loss of control over future development and missed opportunities to promote economic growth.	Council has an agreed timeline for production of the Local Plan	David Ball	Consultation process for the Local Plan	David Ball	From Sep 2018									
	Recruitment of additional capacity to Forward Planning Team	David Ball	Further administrative support provided to the Forward Planning Team to assist with Local Plan	David Ball	Feb 2019 and ongoing										
	LGA support	David Ball													
	Weekly 'touch base' meetings	David Ball													
	Engagement with land owners and developers	David Ball													

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Leader	6	Partnership Working	4	4	16	Fiona Johnstone	LCR Leaders and CX Groups	Rose Boylan	3	4	12	Joint programme of meetings with Cheshire West & Chester established	Nicki Butterworth	Dec 18 and ongoing
		Inability to take advantage of collaborative opportunities locally and nationally, limiting improvement in economic conditions for the community and the Council's funding position					Officer cross LCR working	Rose Boylan				Liaison with Warrington Council to share mutual work and seeks best	Nicki Butterworth	Jan 19 and ongoing
		The Wirral Partnership					Fiona Johnstone	Membership of CCIN to gain access to network of partners				Nicki Butterworth	Feb 2019 and ongoing	
		Integration of health and social care					Graham Hodkinson							
		Delivery of Investment Strategy / access to Single Investment Fund					Alan Evans							
Leader	7	Governance	4	4	16	Paul Satoor	Internal governance procedures (DMT, Leadership, SLT, Call over Board, Cabinet/SLT, portfolio holder briefings)	Phil McCourt	3	4	12	Complete the review of the Constitution	Phil McCourt	Apr-19
		Failure to maintain effective corporate governance 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					Council Constitution	Phil McCourt				Implement the new Scheme of Delegation	Shaer Halewood	March 2019 bids
		Code of Corporate Governance					Phil McCourt	Deliver Member development sessions				Phil McCourt	Apr 2019 and ongoing	
		Member / Officer Protocol					Phil McCourt	Establish Chief Executive's office				David Armstrong	Apr-19	
		Corporate Policies (e.g. Whistleblowing)					Phil McCourt							
		Ethical Framework for Members					Phil McCourt							
		Oversight provided by Corporate Governance Group					Phil McCourt							
		Annual Governance Statement process					Phil McCourt							
Jobs and Growth	8	Brexit	5	5	25	Fiona Johnstone	Maximising extensions for remainder of EU Funding programmes and engagement in negotiations for replacement/alternative	Alan Evans	5	5	25	Monitor the international and national financial climate and to include any potential negative financial impact in the MTFS	Shaer Halewood	Apr 2019 and ongoing
		Uncertainty caused by Brexit adversely affects public and market confidence, impacting demand for housing and the level of inward investment in the borough. Other Brexit implications e.g. lack of workers available for care type work; withdrawal and/or reduction in external funds impacts ability to sustain investment in local programmes					Identification and evaluation of potential implications and development of strategic responses.	Rose Boylan				Take legal advice on the impact of any changes to legislation affecting the council	Phil McCourt	As and when agreed
		Identificaion of opportunities as arising from Brexit that can be capitalised on					Rose Boylan	Delivery of Brexit Action Plan				Rose Boylan	Quarterly	
Adult Care and Health Children and Families	9	Upstream / Preventative Activity	4	4	16	Fiona Johnstone / Graham Hodkinson / Paul Boyce	Health and Social Care Integration	Jacqui Evans	4	4	16			
		Insufficient time and resource for preventative and upstream activity mean that outcomes for vulnerable people do not improve, resulting in demand for reactive services not reducing, or increasing.					Delivery of Ofsted Action Plan	Carly Brown						
		Public Health Commissioning					Julie Webster							
Jobs and Growth	10	Wirral Growth Company	4	5	20	Paul Satoor	Weekly programme management meetings.	Sian Hartley	3	5	15			
		Clearly documented legal framework and partnership agreement					Phil McCourt							
		Existing relationships and historic knowledge with Muse and partners					Paul Satoor							
		Fundng model					Shaer Halewood	Establishment of shareholder board				Phil McCourt	Apr-19	

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Adult Care and Health and Children & Families	11	Significant safeguarding incident	4	4	16	Graham Hodkinson and Paul Boyce	Wirral Safeguarding Children Board (WSCB)	Simone White	3	4	12	New multi-agency safeguarding arrangements	Paul Boyce	Sep-19
		Children and Families Overview and Scrutiny Committee. Mitigation should include that relating to adults also					Simone White							
		Integrated WSCB and Improvement Board performance management arrangements					Simone White	National Child Safeguarding Review Panel						
Finance and Resources	12	Business Continuity Planning	2	4	8	Paul Satoor	Business Continuity Policy	Shaer Halwood	2	4	8			
		Failure to coordinate and maintain effective business continuity plans leaves the Council unable to respond to an incident, resulting in a major failure in service delivery					Compliance audits	Mark Niblock						
							BC Tests	Mark Camborne						
Finance and Resources	13	Cyber Security	5	5	25	Paul Satoor	Cyber Security Policy	Jeff Ashworth	2	5	10	Programme of migration from Windows 7 to Windows 10	Jeff Ashworth	Jan-20
		Responsibility for Information' training					Sue Blevins							
		Weekly review of security incidents					Jeff Ashworth							
		New threats communicated to staff and Members					Jeff Ashworth							
		Technical controls: 1) Endpoint security software, 2) Network firewall 3), Prevention of downloading of unauthorised software					Jeff Ashworth							
		Implementation of 'patching' policy					Jeff Ashworth							
Environment	14	Health & Safety Management	3	4	12	Paul Satoor	Corporate health and safety policy	Andy McMillan	3	4	12			
		If health and safety / compliance policies and procedures are not sufficiently developed, tested or adhered to by officers, members or contractors, this could lead to an incident resulting in harm to employees / Members / members of the public, legal challenge and reputational damage					Implementation of health and safety management arrangements.	Andy McMillan						