

Corporate Risk Register
11 July 2019

Portfolio / Priority	Risk Ref.	Risk Description	Unmanaged Scores			Risk Owner	Existing Mitigation	Owner	Current Scores			Planned Additional Mitigation	Owner	Target Date	Current Risk Status (▲ ▼ ◀ ▶ □)			
			Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)							
Leader	4	Employee Engagement & Capacity for Change	4	4	16	Paul Satoor - Corporate Director for Business Management	People Strategy & OD plan (attracting and retaining talent leadership, values behaviours and performance, embracing change, workplace wellbeing) The People Strategy is designed to deliver a suite of initiatives to raise the capability and capacity of the organisation. This will be delivered by a systematic programme of work over the next 18 months which is robustly governed by a People Strategy Board, chaired by Director C&OD, underpinned by a cultural change programme and communications plan. Engagement so far has included residents, staff and councillors, and is consistently driven at leadership conferences and CMT meetings. Feedback is excellent and the culture change is positive. Also developed a performance framework to provide measurable evidence of capacity, capability and culture change	Nikki Boardman - Director of Change & Organisation Design	4	4	16	Behavioural framework and Talent Management Programme	Suzanne Moore - Head of Organisational Design and Development	Dec-19				
		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	Ensure clarity over the skills that are needed for the future through an organisational diagnostic and a new workforce planning process	Nikki Boardman				Dec-19									
			Staff engagement sessions							Further improve managers' ability to address under-performance. A project to introduce a new performance management framework is underway	Nikki Boardman					Ongoing programme during 19-20		
Housing and Planning	5	Local Plan	4	5	20	Paul Satoor - Corporate Director for Business Management	Programme management approach to Local Plan implementation. In February 2019, the Council brought in a consultant to assist with the Programme Development and implementation.	Tim Games - Head of Bus Change & Prog Management	4	5		20	Conduct green belt review	David Ball	Ongoing during 19/20			
2019/20 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 - AD Major Growth Projects & Hsg Delivery	Consultation process for the Local Plan	David Ball				Ongoing - From Sep 2018		
									Recruitment of additional capacity to Forward Planning Team and this is being supported by specialist consultancy support in relation to the evidence base.		Administrative support provided to the Forward Planning Team to assist with Local Plan					David Ball		Ongoing during 19/20
									LGA, Planning Officers Society and Planning Advisory Service supporting the work on the Local Plan									
		There is a Programme Board meeting with the Senior Responsible Officer, Paul Satoor, every two weeks and a technical Programme Board on the week in between. There are monthly meetings with MHCLG to monitor progress against the timeline set out in the MHCLG Action Plan. These meetings are constructive and allow discussion not only in relation to the Local Plan production but also how it will be delivered.																

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		Local Plan (continued)	4	5	20	Paul Sator - Corporate Director for Business Management	The Council is working with major landowners and developers in Wirral with a focus of bringing forward and maximizing development in key regeneration areas, for example Wirral Waters, and on brownfield land and employment designated sites where there is little or no demand for future employment uses. A number of these are moving into the planning process and once full planning permission is granted this will enable them to be included in the five year housing supply which is a critical piece of work for the Local Plan. Work is also progressing on the housing trajectory for years 6 to 15 of the plan.	David Ball - AD Major Growth Projects & Hsg Delivery	4	5	20	Peer review	David Ball	Sep-19	
Leader	6	Partnership Working	4	4	16	Graham Hodgkinson - Director for (Adult) Care & Health	Co-ordination of all engagement and interaction with LCR partnerships	Rose Boylan - Policy and Strategy Manager - External	3	4	12	Refreshed approach for engagement and briefings to ensure Wirral plays an effective and influential role in wider Partnerships. New process for communications will include monthly updates to SLT, regular briefings for the Leader and improved sharing of relevant informations with officers.	Rose Boylan	Jun-19	
		Officer cross LCR working					Refresh approach to Wirral Partnership					Rose Boylan	Ongoing during 19-20		
		The Wirral Partnership					Planned meetings with Chamber of Commerce					Shaer Halewood Alan Evans	Dec-19		
		Integration of health and social care										Graham Hodgkinson			
		Engagement with City Region Partnerships eg: LEP, LCRCA Investment Team, LCR ESB, Local Industrial Strategy, LCR One Front Door										Alan Evans - AD Growth, Regeneration & Place & Rose Boylan			
2019/20 Priority Strategic Long Term Financial Plan for Wirral	7	Governance	4	4	16	Paul Sator - Corporate Director for Business Management	Internal governance procedures (DMT, Leadership, SLT, Call over Board, Cabinet/SLT, portfolio holder briefings)	Philip McCourt - Director of Governance and Assurance	3	4	12	Complete the review of the Constitution	Philip McCourt	2020 (subject to possible change to committee system from May 20)	
		Council Constitution.					Implement the new Scheme of Delegation					Philip McCourt	2020 (subject to possible change to committee system from May 20)		
		Code of Corporate Governance					Deliver Member development sessions					Philip McCourt	From April 19 - ongoing during 19/20		
		Member / Officer Protocol					Establish Chief Executive's office					David Armstrong - Corporate Director Delivery Srvs	From April 19 - ongoing during 19/20		
		Corporate Policies (e.g. Whistleblowing)													
		Ethical Framework for Members													
		Oversight provided by Corporate Governance Group													
		Improved Annual Governance Statement													
		Compliance Group													

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Jobs and Growth	8	Brexit	5	5	25	Paul Satoor - Corporate Director for Business Management	Maximising extensions for remainder of EU Funding programmes and engagement in negotiations for replacement/alternative sources of funding. Identification and evaluation of potential implications and development of strategic responses.	Alan Evans - AD Growth, Regeneration & Place	5	5	25	Monitor the international and national financial climate and to include any potential negative financial impact in the MTFS	Shaer Halewood	Oct-19			
2019/20 Priority Creating Jobs, Driving Regeneration		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	Take legal advice on the impact of any changes to legislation affecting the council	Philip McCourt								Ongoing during 19/20					
			Delivery of Brexit Action Plan	Rose Boylan								Ongoing during 19/20					
			Corporate Resilience Officer (Brexit Co-ordinator) to be appointed	Mark Camborne								Oct - Dec 19					
Adult Care and Health Children & Families	9	Upstream / Preventative Activity	4	4	16	Graham Hodgkinson / Paul Boyce	Health and Social Care Integration	Jacqui Evans - AD - Integrated Commissioning Programme	4	4	16	Improved business intelligence arrangements and tools for Population Health management.	Nancy Clarkson	Mar-20			
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.		Early Help and Prevention Strategy										Elizabeth Hartley, Assistant Director - Early Help and Prevention	Partnership for children	Carly Brown - Asst Director - Modernisation & Support		Aug-19	
		Public Health Commissioning										Julie Webster - Director for Health and Wellbeing	Joint Commissioning Forum/Framework	Carly Brown - Asst Director - Modernisation & Support		Mar-20	
		Planned work in Adult Social Care to review the referral/single point of access arrangements, to enhance strength based approaches to assessment and support planning, to develop a neighbourhood model ensuring that people can access the right support at the right time.										Jason Oxley/Jacqui Evans/Graham Hodgkinson.	Mar-20				
Jobs and Growth	10	Wirral Growth Company	4	5	20	Paul Satoor - Corporate Director for Business Management	Weekly Programme Steering Group Meetings, monthly Programme Board meetings and 2 weekly meetings with Muse. Supporting governance and programme structure & monitoring in place.	Sian Hartley - Programme Manager	3	5	15	Establishment of shareholder board	Philip McCourt	Ongoing during 19/20			
2019/20 Priority Creating Jobs, Driving Regeneration		Failure of the Wirral Growth Company to deliver anticipated benefits undermines the Council budgetary position, economic growth aspirations and public and investor confidence in the authority.										Clearly documented legal framework and partnership agreement	Philip McCourt	All key decisions to be underpinned with robust business cases.		Daniel Kirwan & Alan Evans	Ongoing during 19/20
												Existing relationships and historic knowledge with Muse and partners	Paul Satoor	Partnership Business Plan being produced		Sian Hartley	Nov-19
												Funding model	Shaer Halewood	Public Consultation		Sian Hartley	Jun-19
							All- Member workshop	Sian Hartley	Jun-19								

