





Corporate Risk Register  
11 September 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)				
		Local Plan (continued)	4	5	20	Alan Evans - Corporate Director of Economic & Housing Growth	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				Peer review	David Ball	Sep-19	
Leader	6	Partnership Working  Inability to take advantage of collaborative opportunities locally and nationally, limiting improvement in economic conditions for the community and the Council's funding position	4	4	16	Graham Hodkinson - 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	Refresh approach to Wirral Partnership	Shaer Halewood Alan Evans	Ongoing during 19-20	→
							Officer cross LCR working					Planned meetings with Chamber of Commerce		Dec-19	
							Refreshed approach for engagement and briefings to ensure Wirral plays an effective and influential role in wider Partnerships & Liverpool City Region. New process for communications will include monthly updates to SLT, regular briefings for the Leader and improved sharing of relevant information with officers.								
							The Wirral Partnership								
							Integration of health and social care. Positive peer review. Scrutiny review September.					Graham Hodkinson			
							Engagement with City Region Partnerships eg: LEP, LCRCA Investment Team, LCR ESB, Local Industrial Strategy, LCR One Front Door					Sally Shah - AD Regeneration & Inward Investment & Rose Boylan			
2019/20 Priority Strategic Long Term Financial Plan for Wirral	7	Governance  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	4	4	16	Philip McCourt - Director of Governance and Assurance	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		2020 (subject to possible change to committee system from May 20)	
							Code of Corporate Governance					Deliver Member development sessions		From April 19 - ongoing during 19/20	
							Member / Officer Protocol					Establish Chief Executive's office		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								
Jobs and Growth	8	Brexit	5	5	25	Paul Boyce - Corporate Director for Childrens Services	Maximising extensions for remainder of EU Funding programmes and engagement in negotiations for replacement/alternative sources of funding.	Sally Shah - AD Regeneration & Inward Investment	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	

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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				Services	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	Philip McCourt	Ongoing during 19/20			
												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	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.	4	4	16	Graham Hodkinson - Director for (Adult Care & Health) / Paul Boyce - Corporate Director for Childrens Services	Health and Social Care Integration. Key services currently integrated to deliver effective responses	Jacqui Evans - AD - Integrated Commissioning Programme	4	4	16	Improved business intelligence arrangements and tools for Population Health management.	Nancy Clarkson	Mar-20	→	
												Development of Restorative Practice approaches through Partners in Practice (PiP) arrangements with Stockport (Via DfE)	Paul Boyce, Corporate Director for Children	Mar-20		
													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 Hodkinson.		Mar-20
Jobs and Growth	10	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.	4	5	20	Alan Evans - Corporate Director of Economic & Housing Growth	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	→	
							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		
2019/20 Priority Creating Jobs, Driving Regeneration							Existing relationships and historic knowledge with Muse and partners	Alan Evans				Partnership Business Plan being produced	Sian Hartley	Nov-19		
							Fundng model	Shaer Halewood				Public Consultation	Sian Hartley	From June 19 - ongoing during 2019/20		
												All- Member workshop	Sian Hartley	May 19 & Sept 19		
	11	Significant safeguarding incident	4	4	16	Graham Hodkinson - Director for (Adult Care & Health) Paul Boyce - Corporate Director for Childrens Services	Multi-agency Safeguarding Arrangements for Children (formerly Wirral Safeguarding Children Board) activity including audit, scrutiny, training and publication of policies, procedures and guidance. Children and Families Overview and Scrutiny Committee. Integrated children's safeguarding performance management arrangements.	Simone White - Deputy Director for Children	3	4	12	New multi-agency safeguarding arrangements for children led by the LA, health economy and police including robust local audit and case review procedures	Paul Boyce	Sep-19		

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		The Council and its partners do not effectively manage their relevant safeguarding risks, leading to a safeguarding incident, resulting in harm to individuals and/or families, potential legal challenge, resident dissatisfaction and public scrutiny					Merseyside combined Safeguarding Adult Board. Care and Health Overview and Scrutiny Committee/Care and health Panel. Ongoing grip in relation to safeguarding activity and learning from other LCR partners NB review of front door leading to practice changes	Graham Hodkinson				Review of referral and handling processes for safeguarding adult alerts, LCR benchmarking.	Graham Hodkinson	On-going during 19/20	→
												Embed approach to Contextual Safeguarding	Tony Kirk, Head of Contextual Safeguarding	Mar-20	
	12	<b>Business Continuity Planning</b>  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	2	4	8	Shaer Halewood - Director of Finance & Investment	Business Continuity Policy  Compliance audits  BC Tests	Shaer Halewood	2	4	8	Risk, Continuity and Compliance manager to be appointed	Mark Niblock	1 Oct 19	→
	13	<b>Cyber Security</b>  IT security is insufficient to deter, detect and prevent unauthorised access to IT systems, resulting in loss of data and disruption to Council services.	5	5	25	Nikki Boardman - Director of Change & Organisation Design	Cyber Security Policy Weekly review of security incidents New threats communicated to staff and Members Technical controls: 1) Endpoint security software, 2) Network firewall 3), Prevention of Implementation of 'patching' policy Responsibility for Information' training Creation of Cyber Security Board to review alignment against security best practice on monthly basis	Pete Moulton - Head of ICT & Digital	2	5	10	Programme of migration from Windows 7 to Windows 10 Responsibility for Information' training Staff and Members Cyber Awareness Training	Peter Moulton Sue Blevins Jane Corrin	Jan-20 Ongoing during 19/20 Dec-19	→
	14	<b>Health &amp; Safety Management</b>  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	4	4	16	Nikki Boardman - Director of Change & Organisation Design	Corporate health and safety policy Implementation of health and safety management arrangements. Essential H&S training for managers available. Specific Hazard related training available for managers and staff. Health surveillance monitoring in place and Occupational Health.	Andy McMillan - Health, Safety & Wellbeing Manager A McMillan	3	4	12	Paper approved by SLT in August - New H&S governing board set up - Emergency contingency procedures being re-established. Policy reviewed annually to be agreed by SLT Improvements in SLT/DMT oversight of compliance. Development of e-learning modules for key H&S processes Formation of a Strategic health, safety and wellbeing group. Setting of objectives to mitigate H&S risks	Tony Williams AMcM / SLT SLT/DMTs / AMcM A McMillan/Tony Williams	Dec-19 Apr-20 Apr-20 Apr-20	→