

APPENDIX 7 – CORPORATE RISK REGISTER

Wirral Council Corporate Risk Register
 Updated: December 2019
 Reviewed: 11/09/2019 ARMC

Portfolio / Priority	Risk Ref.	Risk Description	Unmanaged Scores			Risk Owner	Existing Mitigation	Owner	Current Scores			Planned Additional Mitigation	Owner	Target Date	Target Scores			Current Risk Status (▲ ▼ ↔)	New field to be used to capture commentary of update Risk Update / Commentary
			Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)		
Finance and Resources 2019/20 Priority Strategic Long Term Financial Plan for Wirral	1	Financial Resilience 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	5	5	25	Shaer Halewood - Director of Finance & Investment	Refreshed Medium Term Financial Plan based on investment and income generation approved at Council in March 2019	Shaer Halewood	3	5	15	Mapping new and potential businesses and houses in pipeline to quantify new income from business rates and council tax	Alan Evans	Ongoing 19-20				↔	Dec 2019 During the last Quarter a Financial Sustainability Programme (FSP) has been established that includes 5 workstreams to ensure all financial activity can be captured and monitored in one Programme. A turnaround activity as part of the FSP has also been established to ensure the robust options can be recommended to Cabinet to consult on the 2020/21 budget. The FSP is being reported on and discussed at SLT on a weekly basis to ensure proposals are on track. As a result of Purdah for the General Election, the launch of the Community Wealth Building Strategy has been postponed and is now due to be launched in February 2020 as we have taken the opportunity to include a Financial Inclusion Strategy within it. Work on the new capital budget and reporting arrangements is progressing with a new ToR and Governance process compiled, work is still ongoing on the way the new Capital and Assets Group will function to gain the best benefit for the organisation.
							Continual (not annual) budget setting process with scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable					Community Wealth Building Strategy to keep wealth in the Borough	Feb-20						
							Robust and rigorous monitoring of budgets and savings plans in year					Develop a funding/investment strategy to identify internal finance pressures and external funding sources to support planned growth projects	Feb-20						
							Scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable					Implementation of new Capital Budget arrangements with revised reporting and monitoring - agreement of terms of reference at next meeting	Mar-20						
							Budget workshops held for Budget Holders					Refreshed Financial Resilience Strategy including reducing reliance on reserves through a phased approach	Feb-20						
							Programme of service reviews considering the most financially sustainable models					Financial Sustainability Programme - picking up on consolidated revenue, capital and reserves management and monitoring.	Ongoing 19/20-21/22						
							Establishment of a Financial Governance Structure to improve Accountability, Management and Monitoring of Budgets					Assessment of the risk of loss of Public Health grant and proposals to mitigate the loss	Julie Webster	Mar-20					
							Establishment of a Commercial Strategy and Commercial Ideas Panel												
							Implementation of new Agency arrangements to minimise reliance on and length of agency placements												
MTFS updated on a quarterly basis and reported to Cabinet for early intervention and resolution of budget deficits																			
Adult Care and Health 2019/20 Priority Improve Health & Wellbeing by Joining Up Services for Residents	2	Demand Management in Health and Care Services Failure to improve the quality of health and care services through integrated commissioning and delivery arrangements, could lead to demand particularly in the winter period continuing to increase, leaving the Council exposed to increased financial pressures in relation to meeting social care assessed need.	5	4	20	Graham Hodgkinson - Director for (Adult) Care & Health	Better Care Fund investment in preventative and re-ablement services. NHS providers have agreed review targets to meet growth in demand. LD savings plan rolled forward under new commissioning lead. Funds within the Better Care Fund also allocated towards winter pressures however this is not sufficient based on the demand in quarter 3.	Graham Hodgkinson	2	4	8	Implementation of the Wirral Together Strategy to minimise reliance on public services through a phased programme over the next decade	Rachel Musgrave	Ongoing during 19/20				↔	Dec 2019 Funds within the Better Care Fund also allocated towards winter pressures however this is not sufficient based on the demand in quarter 3. There is also the risk that the pay rate is not sufficient to recruit the number of staff required for the demand.
							Social Care Precept used to fund increases in provider costs												
							Domiciliary Care recommissioned to manage demand and responsiveness of the market. Responding effectively and in a timely manner now exceeding residential care												
							Home First Pathway implemented					Jacqui Evans							
							Social Work services integrated with partners with a section 75 agreement for most services, focus on demand management, early intervention and prevention					Jason Oxley	Mar-20						
							Implementation of Healthy Wirral Strategy					Graham Hodgkinson							
Jobs and Growth 2019/20 Priority Strategic Long Term Financial Plan for Wirral	3	Exposure to Economic and Market Risk 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	3	5	15	Alan Evans - Corporate Director of Economic & Housing Growth	Robust financial modelling on business cases with external due diligence as required	Shaer Halewood	2	5	10	Ensure long term project milestone plan to determine capacity and capability to deliver so as not to over expose the council to risk	Tim Games	Ongoing during 19/20				↔	Dec 2019
							Long-term strategic regeneration framework that articulates the Council's approach to economic growth and investment.					Sally Shah	Nancy Clarkson	Ongoing during 19/20					
							A collaborative relationship with the LCR Combined Authority has been established to engage Strategic Investment Fund investment in Wirral growth projects					Sally Shah	Sally Shah	Ongoing during 19/20					
							Risk exposure analysis undertaken of immediate growth projects. Assessment of financial impact of market risk included in MTFS relevant to the year of risk exposure					Shaer Halewood	Shaer Halewood	Feb-20					

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Leader	4	<p>Cultural Change for an Effective and Efficient Organisation</p> <p>Failure to implement the cultural change necessary to become an efficient and effective organisation, which is financially sustainable in the long term.</p> <p>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</p>	4	4	16	Nikki Boardman - Director of Change & Organisation Design	<p>Delivery of People Strategy and underlying employee engagement strategy.</p> <ul style="list-style-type: none"> - Well established people strategy timeline and roadmap on track, Launch of values and behaviours complete, People Strategy Programme Board in place providing strong governance - Launch of employee engagement multiple programme and Performance appraisal pilot and quality approach commenced - Performance framework under development to provide measurable evidence of capacity, capability and change <p>Health and wellbeing strategy</p> <p>Staff engagement sessions</p>	Nikki Boardman	3	4	12	<p>Ensure clarity over the skills that are needed for the future through an organisational diagnostic and a new workforce planning process</p> <p>Further improve managers' ability to address under-performance. A project to introduce a new performance management framework is underway</p> <p>On going developments as per People Strategy timeline</p>	Nikki Boardman	Mar-20			0	↔	<p>Dec 2019</p> <p>Staff Roadshows held in December 2019, attended by over 700 staff, at which the Chief Executive set out the key priorities within the new Wirral Plan 2020-2025.</p> <p>Confirmation of the appointment of the Chief Executive and changes to senior management.</p>		
Housing and Planning 2019/20 Priority Local Plan	5	<p>Development and Implementation of the Local Plan 2020-2035</p> <p>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.</p>	4	5	20	Alan Evans - Corporate Director of Economic & Housing Growth	<p>Programme management approach to Local Plan implementation. Consultant used to assist with the Programme Development and Implementation (Feb 2019).</p> <p>Council has an agreed timeline for production of the Local Plan</p> <p>Recruitment of additional capacity to Forward Planning Team and this is being supported by specialist consultancy support in relation to the evidence base.</p> <p>LGA, Planning Officers Society and Planning Advisory Service supporting the work on the Local Plan</p> <p>Fortnightly Programme Board meeting with the Senior Responsible Officer, Paul Satoor, and a technical Programme Board on the week in between.</p> <p>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.</p> <p>The Council is working with major landowners and developers in Wirral - a focus of bringing forward and maximizing development in key regeneration areas, e.g. Wirral Waters. Developments moving into the planning process. Work is also progressing on the housing trajectory for years 6 to 15 of the plan.</p>	Tim Games	3	4	12	<p>Conduct green belt review</p> <p>Consultation process for the Local Plan (following report to Council 13/01/2020)</p> <p>Administrative support provided to the Forward Planning Team to assist with Local Plan</p> <p>Final draft of Local Plan to Council (July 2020) followed by its submission</p> <p>Implement recommendations of LGA Peer Review (June 2019)</p>	David Ball	Ongoing during 19/20	27/01/2020 to 23/03/2020	Ongoing during 19/20	Nov-20	2020/21	0	↔	Dec 2019
Leader	6	<p>Partnership Working</p> <p>Inability to take advantage of collaborative opportunities locally and nationally, limiting improvement in economic conditions for the community and the Council's funding position</p>	4	4	16	Graham Hodgkinson - Director for (Adult) Care & Health	<p>Co-ordination of all engagement and interaction with LCR partnerships</p> <p>Officer cross LCR working</p> <p>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.</p> <p>The Wirral Partnership</p> <p>Integration of health and social care.</p> <p>Continued development of the integrated commissioning approach.</p> <p>Active LCR Strategic Board including single strategy for LD commissioning and joint LD programme.</p> <p>Effective utilisation of joint funds through the Pooled Fund Executive Group</p> <p>Engagement with City Region Partnerships e.g.: LEP, LCRCA Investment Team, LCR ESB, Local Industrial Strategy, LCR One Front Door</p>	Rose Boylan	3	4	12	<p>Refresh approach to Wirral Partnership</p> <p>Planned meetings with Chamber of Commerce</p> <p>Scrutiny review.</p>	Rose Boylan	Ongoing during 19-20	Dec-19	Dec-19		0	↔	Dec 2019	

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Finance and Resources 2019/20 Priority Strategic Long Term Financial Plan for Wirral	7	Effective 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	2	4	8	Complete the review and revision of the Constitution (aligned to move to committee structure)	Philip McCourt	May-20	1	4	4	▼	Dec 2019 Risk score (likelihood) reduced to reflect changes in focus/appetite and arrangements reviewed and strengthened over the past 12 months. Changes to the Committee system and associated changes to the Constitution in the next financial year will be significant and take time to be embedded.			
							Council Constitution.					Implement the new Scheme of Delegation								Philip McCourt	2020	
							Ongoing management / oversight of Committee system project					Ongoing management / oversight of Committee system project								Philip McCourt	May-20	
							Code of Corporate Governance reviewed 2018, in line with CIPFA guidelines and aligned with Council policies and procedures					Deliver Member development sessions								Philip McCourt	Ongoing during 19/20	
							Member and Officer Protocols - reviewed 2018					Whistleblowing Policy Review - Peer Review by Protect								Philip McCourt	Dec-19	
							Whistleblowing policy - policy under review, project plan signed off at ARMC 18/11/19					Whistleblowing Policy Review - sign off at Jan2020 ARMC, training for Managers and communication programme/Go live								Philip McCourt	May-20	
							Council Ethical Framework - subject to annual audit review															
							Oversight provided by Corporate Governance Group meeting bi-monthly															
							Improved Annual Governance Statement process, following CIPFA guidance / best practice review in 2019. Significant issues highlighted and monitored in year.					Establish Chief Executive's office								Carly Brown	Mar-20	
							Compliance Group managing compliance of corporate policies / procedures															
Jobs and Growth 2019/20 Priority Creating Jobs, Driving Regeneration	8	Brexit Implications 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	5	5	25	Paul Boyce - Corporate Director for Children's Services	Maximising extensions for remainder of EU Funding programmes and engagement in negotiations for replacement/alternative sources of funding.	Sally Shah	5	5	25	Monitor the international and national financial climate and to include any potential negative financial impact in the MTFS	Shaer Halewood	Jan-20			0	↔	Dec 2019			
							Identification and evaluation of potential implications and development of strategic responses.					Rose Boylan										
							Brexit Team developed with key representatives from corporate services, appointment of Corporate Resilience Officer as Brexit Co-ordinator					Mark Camborne								Take legal advice on the impact of any changes to legislation affecting the council	Philip McCourt	Ongoing during 19/20
							EU Exit Co-ordinating Group with partners (CWP, DWP, Wirral Chamber, Wirral Change)					Mark Camborne								Delivery of Brexit Action Plan	Rose Boylan	Ongoing during 19/20
Adult Care and Health Children & Families	9	Upstream / Preventative Activity in Health and Care Services 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	5	20	Graham Hodgkinson - Director for (Adult Care & Health) / Paul Boyce - Corporate Director for Children's Services	Health and Social Care Integration. Key services currently integrated to deliver effective responses	Jacqui Evans	3	4	12	Improved business intelligence arrangements and tools for Population Health management.	Nancy Clarkson	Mar-20			0	▼	Dec 2019 Drop in Current Score - Likelihood Increase in Unmanaged Score - Impact Recommendations on the Ofsted Improvement Plan and Care Quality Commission Action Plan have been aligned. Implementation is monitored via an Accountability Board established to oversee continuous improvement across children's services.			
							Early Help and Prevention Strategy					Elizabeth Hartley								Development of Restorative Practice approaches through Partners in Practice (PIP) arrangements with Stockport (Via DfE)	Paul Boyce	Mar-20
							Public Health Commissioning					Julie Webster								Joint Commissioning Forum/Framework	Carly Brown	Mar-20
							Improved business intelligence arrangements using Power BI in place and regular reports available to managers					Nancy Clarkson								Review the referral/single point of access arrangements, to enhance strength based approaches to assessment and support planning.	Jason Oxley/Jacqui Evans/Graham Hodgkinson.	Mar-20
							Partnership for Children and Families - Children's Strategy					Carly Brown								Development and implementation of 2 year Neighbourhood Model in Adult Social Care.		2020-2021
Jobs and Growth 2019/20 Priority Creating Jobs, Driving Regeneration	10	Wirral Growth Company 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	3	5	15	Partnership Business Plan produced, presented to Joint Venture Board in November 2019 and January 2020. Presented to Cabinet Feb 2020.	Sian Hartley	Feb-20			0	↔	Dec 2019			
							Clearly documented legal framework and partnership agreement. Joint Venture Board established.					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					Alan Evans								Public Consultations e.g. Market Traders, Birkenhead public	Sian Hartley	Ongoing during 2019/20
							Funding model					Shaer Halewood										

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Adult Care Health and Wellbeing Children and Families	11	Significant Safeguarding Incident 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	4	4	16	Graham Hodgkinson - Director for (Adult) Care & Health Paul Boyce - Corporate Director for Children's Services	Multi-agency Safeguarding Arrangements for Children via Wirral Safeguarding Children Partnership - activity led by the LA, health economy and police including robust local audit and case review procedures, audit, scrutiny, training and publication of policies and guidance.	Simone White - Deputy Director for Children	3	3	9	Embed approach to Contextual Safeguarding	Tony Kirk	Mar-20				▼	Dec 2019 Drop in Current Score - Impact. Recommendations on the Ofsted Improvement Plan and Care Quality Commission Action Plan have been aligned. Implementation is monitored via an Accountability Board established to oversee continuous improvement across children's services.
							Children and Families Overview and Scrutiny Committee. Integrated children's safeguarding performance management arrangements.												
							Merseyside combined Safeguarding Adult Board.	Graham Hodgkinson	Peer Review of Merseyside Safeguarding Adult Board.	Mar-20									
							Serious untoward incidents are escalated to Assistant Director Level to ensure that learning and procedures are implemented and followed Benchmarking across LCR and review of referral and handling processes for safeguarding adult alerts, Wirral identified as outlier leading to change in practices 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												
12	Business Continuity Planning - Response to a Disruptive Incident 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	4	5	20	Shaer Halewood - Director of Finance & Investment	Business Continuity Policy (August 2017)	Shaer Halewood	3	5	15	Review and update of Business Continuity Policy	Mark Niblock	Apr-20	2	4	8	▲	Dec 2019 Risk score increased (likelihood and impact) to reflect the unknown impact of Brexit and the status of existing business continuity plans for the 27 areas identified as critical services, dates of plans range from 2017-2019. In light of restructures and changes in ways of working e.g. more agile working and use of Windows 10 plans are in need of revision.	
						Business Continuity Plans for identified Critical Services (updated between 2017-2019)	All Directors				Develop corporate incident response arrangements for internal incident	Mark Niblock	2020/21						
						Appointment of the Risk, Continuity & Compliance Manager in October 2019 as a dedicated resource to advise, monitor and report on the status of Business Continuity Plans (BCPs).	Mark Niblock				Review and refresh of business continuity plans	All Directors	2020/21						Development of training and testing programme for business continuity plans
13	Cyber Security 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	Pete Moulton - Head of ICT & Digital	2	5	10	Programme of migration from Windows 7 to Windows 10	Peter Moulton	Jan-20				↔	Dec 2019	
						Weekly review of security incidents					Responsibility for Information training	Sue Bleivins	Ongoing during 19/20						
						New threats communicated to staff and Members						Peter Moulton	Feb-20						
						Technical controls: 1) Endpoint security software, 2) Network firewall 3), Prevention of downloading of unauthorised software													
						Implementation of 'patching' policy					Sue Bleivins								
						Responsibility for Information training					Jane Corrin								
Cyber Security training published on the Intranet	Pete Moulton - Head of ICT & Digital																		
14	Health & Safety Management 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	Andy McMillan	3	4	12	Emergency contingency procedures being re-established.	Tony Williams	Dec-19				↔	Dec 2019 External report by Zurich, final version and recommendations due Jan 2020	
						Implementation of health and safety management arrangements.					AMcM / SLT	Apr-20							
						Essential H&S training for managers available. Specific Hazard related training available for managers and staff.					SLT/DMTs / AMcM	Apr-20							
						Health surveillance monitoring in place and Occupational Health.					A McMillan	Apr-20							
						New Strategic Health, Safety and Wellbeing Board set up - first meeting 17/10/19, monthly meetings chaired by Chief Executive. Steering Group also established to support the Board.					Suzanne Moore								
	A McMillan/Tony Williams	Apr-20																	

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Finance and Resources	15	Information Management Council is not compliant with relevant data and information management legislation which may lead to loss or breach of personal data creating security or reputational risk.	5	4	20	Nikki Boardman - Director of Change & Organisation Design	The role of the Senior Information Risk Officer (SIRO) has been strengthened and redefined in terms of their oversight responsibilities, Deputy SIRO identified and trained. The Director of Change and OD has an active role in monitoring compliance and performance Information Governance Board transformed with increased focus on risks, actions plans and holding people to account. Data Security & Protection Toolkit - Council Status 2018/19 "Standards Met". Confirmation received in September 2019 Council assessed as compliant with Payment Card Industry Data Security Standard (PCI DSS) Action plan created to obtain compliance with outstanding accreditations by March 2020 Awareness Training for Information Asset Owners and Administrators (135 out of 184) undertaken in October/November 2019. Mop up sessions planned. Information Management Risk Register created to enable regular review of all risks and associated action plans	P Moulton	3	4	12	Review all Information Management policies in collaboration with Liverpool City Region councils. Project setup to achieve Cyber Essentials+ accreditation in 2020 Development of corporate approach to information management to support office moves in line with the Asset Consolidation Staff Relocation (ACSR) Project and Business Case, 14 sites in the scope of ACSR.	P Moulton	On going through Oct '19 - March 2020 2020/21				0	▼	Dec 2019 Slight drop in score, first review since added in September 2019.	
Environment & Climate Change	16	Climate Emergency Response Failure to respond effectively and develop plans/adaptations leads to, legal challenge, reputation damage, increased costs, lack of resilience, public	5	5	25	Nicki Butterworth	Cool Wirral Partnership - cross-sector partnership which acts as a steering group Wirral Climate Change Strategy- Cool 2014-2019, developed and approved by the Cool Wirral Partnership Climate emergency resolution declared in July 2019, full Council support for declaration Cool Wirral 2 consultation undertaken Friends of the Earth assessment of Council Climate Emergency Action Plan developed		5	4	20	Await results of Combined Authority work Urge other partners to declare a climate emergency and active participation Partner specific action plan Finalise / Agree Cool Wirral 2 long term plan - working towards net zero emissions no later than 2041. Inclusion of performance information in Corporate Health Report Asset management - rationalisation of property portfolio Contract Management - review fleet Council fleet provision						0		Dec 2019 First Score	
Finance and Resources	17	Non-Compliance with Policies and Procedures Non-compliance with corporate policies and procedures across disciplines such as HR, finance, information, procurement, health & safety, put the reputation of the Council and the health and safety of our staff and residents at risk, and may lead to financial penalty and ultimately loss of life.	5	5	25	Nikki Boardman - Director of Change & Organisation Design Shaer Halewood - Director of Finance & Investment	* Corporate Governance Group (CGG) in place chaired by Director of Law & Governance, Phil McCourt. To ensure appropriate governance of risk is in place across the council. * Compliance Group (a sub-group of the CGG) in place chaired by AD Finance & Resources, Daniel Kirwan. Monitors a range of policies and procedures to drive the audit & risk process across the council. * The Council has developed and uses the 'audit universe' to determine all the areas of financial control and risk and which areas need to be audited on a more regular basis than others. The audit process is robust and in light of recent incidents we have reviewed the frequency and priority of audits. * Corporate Risk Register in place; regularly updated and reported. Specialist Area Boards in place for key areas e.g. People Strategy Board, Information Governance Board, Health, Safety and Wellbeing Board * People Strategy Board in place, chaired by Director of Change & OD, Nikki Boardman. To ensure compliance with all staff related issues and to drive culture and behavioural change across the council. * Task & Finish Groups set up as appropriate (such as Agile & Flexible working). To ensure policies are being applied appropriately and in accordance with business need. Targeted training packages developed and rolled out in 2019, including: Information Management - Information Asset Owners and Administrators, Cyber Dolo Finance - Budget workshops held for Budget Holders Procurement - NoPO/No Pay * Health and Safety Strategic Board in place, chaired by Chief Executive, Paul Satoor. To set the Council's direction in terms of Health & Safety compliance. * Health and Safety Steering Group in place, chaired by Director of Change & OD, Nikki Boardman. To drive progress in terms of Health & Safety compliance.	Philip McCourt Mark Niblock Nikki Boardman Nikki Boardman / Shaer Halewood / Nicki Butterworth Nikki Boardman		4	5	20	Implement the new Scheme of Delegation Improvements to managers' ability to address under-performance. A project to introduce a new performance management framework is underway Development of reporting to highlight our legal obligations/statutory duties whether we are meeting them. Training Programmes - training needs, targeted roles etc Health and Safety, Information Management External review carried out by Zurich Municipal to provide an evidence base and recommendations from which to resolve issues. Investigations into specific incidents provides us with an evidence base upon which to put preventative action in place	Philip McCourt Nikki Boardman Shaer Halewood Tony Williams / Pete Moulton Tony Williams	2020/21 Ongoing programme during 19-20 Apr-20 2020/21 Apr-20				0		Dec 2019 The risk has been scored for the first time by the Corporate Governance Group. Several of the controls and planned actions also feature on other Corporate Risks - 4 Cultural Change, 7 Governance, 14 Health & Safety and 15 Information Management.