Appendix 1 - Corporate Risk Register Summary - January 2021

Wirral Council Plan 2025 Priorities	Risk Ref.	Risk Description	Lead Director
Inclusive Economy - Working for a prosperous, inclusive economy where local people can get good jobs and achieve their aspirations.	CRR 01	**Development and Implementation of the Local Plan 2022-2037** Failure to ensure the Council's arrangements for the consultation, publication and implementation of the Local Plan resulting in intervention, a loss of control over future development and missed opportunities to promote economic growth.	Alan Evans
	CRR 02	**Regeneration Programme** The failure of the major regeneration projects to deliver the anticipated benefits undermines the Council's budgetary position, its economic growth aspirations and public and investor confidence in the authority.	Alan Evans
	CRR 03	**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	Alan Evans
Sustainable Environment - Working for a sustainable environment that leads the way in its response to the climate emergency and is environmentally friendly.	CRR 04	**Climate Emergency Response** Failure to respond effectively and proportionately to develop plans/adaptations that may lead to legal challenge, financial damage, reputation damage, increased costs, lack of resilience	Nicki Butterworth
Safe & Pleasant Communities - Working for safe and pleasant communities where our residents feel safe, and where they want to live and raise their families.	CRR 05	**Response to a Crisis/Disruptive Incident (both internal and external)** Failure to maintain effective response arrangements and plans (and incorporate COVID-19 measures) to react to a disruptive event leaves the Council unable to respond quickly and effectively to an incident, resulting in a major failure in service delivery	Nicki Butterworth / Shaer Halewood
	CRR 06	**Ongoing COVID-19 Response - Increased Cases/Winter Plans** Failure to use intelligence effectively leads to an inability to respond effectively to a local outbreak resulting in wider restrictions, increased infection and mortality rate increases, longer term health risks, key council services unavailable, people (staff and public) at risk, increased costs, government intervention and loss of trust/support	SCG / Julie Webster
	CRR 07	**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	Paul Satoor
	CRR 08	**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	Graham Hodkinson / Paul Boyce
Active & Healthy Lives - Working for happy, active and healthy lives where people are supported, protected and inspired to live independently.	CRR 09	**Quality & Demand Management in Health and Care Services** Failure to improve the quality of health and care services, anticipate demand particularly in the winter period leaving the Council exposed to increased financial pressures in relation to meeting social care assessed need.	Graham Hodkinson
	CRR 10	**Infection Control within Social Care settings** Failure to learn, implement and maintain the lessons of COVID-19 in infection control management for care homes and other social care settings leads to increased levels of preventable infections/deaths in the borough's elderly and vulnerable population	Graham Hodkinson / Julie Webster
	CRR 11	**Health Inequalities** Failure to understand and manage health inequalities leads to increased costs, earlier involvement with and pressure on services and long-term issues for the community	Graham Hodkinson / Julie Webster

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Brighter Futures - Working for brighter futures for our children, young people and their families by breaking the cycle of poor outcomes and raising the aspirations of every child in Wirral.	CRR 12	**Education - School Sufficiency** Failure to secure appropriate and balanced school sufficiency impacting on the financial viability of education institutions and resulting in declining performance and poor educational outcomes for children	Paul Boyce
	CRR 13	**SEND** Failure to appropriately understand how well the local authority identifies, meets the need and improves outcomes for children and young people with Special Educational Needs and Disabilities resulting in a statement of action from Ofsted and potentially leading to reputational damage for Children's Services and the Council	Paul Boyce / Graham Hodkinson
	CRR 14	**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.	Paul Boyce / Graham Hodkinson
	CRR 15	**Impact of COVID on Education** Impact of COVID on educational outcomes leads to increasing gap between the borough's disadvantaged children and non-disadvantaged children, poorer long term outcomes for some of the most vulnerable children	Paul Boyce
We will be ambitious, professional, customer-focused and accountable	CRR 16	**Capitalisation Directive** Failure to obtain agreement from MHCLG to progress the Council's request for exceptional financial support in respect of the financial impact of COVID-19, in the form of a capitalisation directive, and obtain requisite approval by HM Treasury (HMT) leads to financial remedial measures that could include: •○setting an emergency budget •○issuing a s. 114 notice •○Government intervention	Shaer Halewood
	CRR 17	**Financial Resilience/Management** Failure to effectively plan/manage the Council budget and funding leads to poor decisions on service reductions, unplanned efficiencies and in year overspends, resulting in the withdrawal of Council services to communities, government intervention, S114 declaration.	Shaer Halewood
	CRR 18	**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 legal challenge, financial penalty and ultimately loss of life.	Shaer Halewood
	CRR 19	**Cultural Change for an Effective and Efficient Organisation** Failure to maintain the cultural changes necessary (due to insufficient capacity or expertise, cultural resistance from staff) leads to difficulties in developing an efficient, effective and long-term financially sustainable organisation resulting in ineffective engagement with partners, unable to deliver on the ambition of the Wirral Plan, perpetuating inefficiencies and preventing required outcomes for the community.	Shaer Halewood

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We will be ambitious, professional, customer-focused and accountable	CRR 20	**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	Phil McCourt / Shaer Halewood
	CRR 21	**Transition to Committee System** Failure to manage and adequately understand transition from Cabinet to Committee system resulting in lack of continuity, proper management of legal and sound decision making	Phil McCourt
	CRR 22	**Health & Safety Management** Failure of officers, members or contractors to develop, test or sufficiently adhere to health and safety / compliance policies and procedures leads to an incident or exposure resulting in harm to employees / Members / members of the public, legal challenge and reputational damage	Shaer Halewood
	CRR 23	**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.	Shaer Halewood
	CRR 24	**Information Management** Failure of the Council to with relevant data and information management legislation may lead to loss or breach of personal data creating security or reputational risk.	Shaer Halewood
	CRR 25	**Digital Infrastructure** Quality of Digital infrastructure and systems prevents council from offering/transforming to digital first services, lack of management information/timeliness of data resulting in poor decisions and increased costs.	Shaer Halewood