

Risk Ref.	Risk Description	Lead Director	Existing Mitigation / Controls	Current / Residual Risk Score (Out of a MAXIMUM of 25) Likelihood x Impact = Total Score			Selection of Planned Actions	Target Risk Score (Out of a MAXIMUM of 25) Likelihood x Impact = Total Score			Status of Risk ↑↓↔*	Associated Wirral Plan 2021-26 Priority (select from dropdown - up to 2)	Comments / Progress
1	Ability to Deliver Effective Change / Improvements and Services Failure to translate into action and deliver changes needed to sustain an effective organisation, including organisational culture, and improvement action plan leads to increased scrutiny interventions/commissioners, inefficiencies, financial implications	Chief Executive & SLT	Independent Assurance Panel established Dec 2021. Regular reporting to P&R Committee DLUHC Recommendations monitoring in place Regular monitoring reports by Independent Assurance Panel Agreement to move to all out elections in 2023. Changes to committees - number and structure implemented May 2022 Refreshed Wirral Plan 2022/23 priorities and Improvement Plan ratified at Council July 2022 LGA Corporate Peer Challenge findings incorporated into plans.	2	5	10	LGA Corporate Peer Challenge follow up - Nov 2022 Strengthening of cross-party working collaboration. Extension of the delegated authority to officers Preparations to work with the Council's political leadership and committee chairs during 2022/23 to develop a new four year plan for adoption following the elections in May 2023. 2023/24 Directorate Business Plans to be produced by May 2023. Reset of Wirral Plan post elections (May 2023) incorporating remaining Improvement Plan activity and monitoring.	2	5	10	↔		Dec 2022 Awaiting second report of Panel and Peer Challenge follow-up. Budget challenges may also start to have an impact on plans, assessment of what the impact may be. *addition to risk description - reflect need to ensure effective change and organisation.
13	Good Working Relations to Deliver Change Challenges to maintain professional and collaborative working and relationships in hung council leads to delays in decision making, increased costs, threat of intervention	Director of Law & Governance	Council Constitution Training programmes for Members and Officers Engagement and discussions relating to amendments to committees, Improvement Plan and refresh of Wirral Plan Regular briefing meetings e.g. Group Leaders, Committees and working/sub groups with delegated responsibilities	2	4	8	Member Development Strategy 2023 - 27 - members skills audit and training plan 2023/24 Wirral Plan 4 year refresh timetable inc alignment with the new electoral cycle	2	4	8	↔		Dec 2022 Potential for score to increase as elections approach in May 2023, difficult discussions and decisions pending financial settlement and budget/savings options.
2	Key Partnerships Failure to develop and maintain key partnerships, with effective governance and decision making, against backdrop of increasing pressure and limited resources, leads to loss of reputation with external stakeholders, distraction from priorities, breakdown of arrangements and inefficiencies	Chief Executive & Director of Neighbourhood Services	Wirral Plan - links with partner priorities, committee work plans Wirral Strategic Partnership Group - September 2022 Community, Voluntary and Faith (CVF) Sector Reference Group established in 2021, mechanism to promote the views of the CVF Sector to the Health and Wellbeing Board. Inaugural meeting of Wirral Place Based Partnership Board 13/10/22 - discussion of governance and terms of ref arrangements Identify key partnerships: NHS via ICS live from 01/07/22 - joint committee structures Wirral Safeguarding Children Partnership Community Safety Partnership Cool Wirral LCR/DLUHC / Homes England	3	4	12	Development of corporate partnership model Regeneration - to establish new approach Matrix of each partnership to RAG assess individually to provide overall assessment Development of Community, Voluntary & Faith Sector Coming Together Plan and framework Support to Wirral Place Partnership - establishment of four key governance and assurance groups by NHS with partners in Wirral	1	4	4	↑	A - Active and Healthy Lives - working to provide happy, active and healthy lives for all, with the right care, at the right time to enable residents to live longer and healthier lives. C - Inclusive Economy - working for a prosperous, inclusive economy - helping businesses to thrive and creating jobs and opportunities for all.	Dec 2022 Increase in risk score to reflect funding pressures and increased demands and possible tensions as everyone's resources are limited
4	Increasing and unmanageable demand for services Pressures on public of Cost of Living and longer term Covid impacts leads to changes in planning assumptions and unanticipated demand for services resulting in infrastructure and service structures not fitting requirements, growing inequalities, inefficiencies, increased costs, public at risk.	Directors of Children's, Adults and Public Health	Use of Public Health intelligence to highlight health and wellbeing needs of the local population, inform local priorities, policies and strategies. Partnership working with Wirral's Health and care, voluntary and 3rd sector organisations to use Wirral resources to support residents to lead active and healthy lives. NHS Health Inequalities group also established. Logic financial modelling to understand impact of current initiatives on savings Monitoring of savings targets and impact of pressures on services Reporting and monitoring demand on services and other wider pressures e.g. workforce. Developed workforce strategy Accommodation Gateway Panel reviewing children when they come into care Health and Wellbeing Strategy 2022-27 approved Sept 2022 State of the Borough report produced to provide a range of statistics to report on health and wellbeing in the borough and inform planning. Wirral Winter Plan 2022/23 - inc Chief Operating Officer (COO) escalation meetings to manage the Urgent and Emergency Care system, supported by performance dashboards which provide up to daily service operational information against set 'trigger' thresholds	4	5	20	Contribute to and share planning as a partner within the North West and ADASS reviews. Care and Support Review-to trial new ways of working with people to provide a more personalised response. Assistive Technology Plan-implement a range of technology and digital options to assist people to remain healthy and independent. An increased range of extra care housing - 700 units by 2025. Two projects (total of 155 units) due in 2023 - with 5 yr contract length to provide stability. Review and improve the support offer to people at risk of needing hospital care or who are being discharged from hospital.	3	5	15	↑	A - Active and Healthy Lives - working to provide happy, active and healthy lives for all, with the right care, at the right time to enable residents to live longer and healthier lives. B - Brighter Futures - working together for brighter futures for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background	Dec 2022 Increase in scores for both Likelihood and Impact and increasing numbers of cases and higher cost of cases being presented. Nationally there is an issue with a broken market for Children's homes. Extremely high costs for individual cases. More families entering category of needing support - some Government mitigation and support provided. Staff leaving the domiciliary care sector Government announcement cap on care costs, due to be introduced in Oct 2023, has been postponed for 2 years.
5	Safeguarding Failure of Council and partnership working to effectively manage safeguarding risks across all services leading to a safeguarding incident, resulting in harm to individuals and/or families, potential legal challenge, resident dissatisfaction, appointment of commissioners by Government and public scrutiny	Directors of Children's and Adults Services	Multi-agency Safeguarding Arrangements for Children via Wirral Safeguarding Children Partnership (WSCP) - activity led by the LA, health economy and police including: robust local audit and case review procedures. Full Serious Case Reviews and learning reviews. Section 11 and Section 175 audits of individual agency and school safeguarding arrangements, Scrutiny, publication of policies and guidance, a comprehensive programme of multiagency training (online since April 2020) including: Working Together, CE, Neglect, Domestic Abuse, Contextual Safeguarding, Early Help. Serious incidents are escalated to Assistant Director Level to ensure that learning and procedures are implemented and followed up. Participation in Wirral Safeguarding Adults Partnership Board established in 2021 DASS contract review including safeguarding requirements Adoption of the Prevention Framework Close monitoring of referrals and contacts, caseloads to provide early warning and enable staff highlight spike in demand Ongoing work with the CSU to understand the process around incident reporting and embed within contract monitoring arrangements.	3	5	15	WCSP safeguarding leads have approved commissioning standards Strengthen Provider incident reporting - development of protocol, based on NHSE guidance. Commissioners to be updated on new process and provider contracts varied accordingly. Formalising arrangement with WCCG re STEIS reporting. Contract variations sent to all non NHS providers. Establishment of the Breaking the Cycle programme, encapsulating 8 core projects including: PAUSE, Cradle to Career, DRIVE with outcomes - 3 year programme to 2023 Continue to deliver the new early help model through the design of a new self-help digital tool for families.	2	5	10	↔	A - Active and Healthy Lives - working to provide happy, active and healthy lives for all, with the right care, at the right time to enable residents to live longer and healthier lives. B - Brighter Futures - working together for brighter futures for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background	Dec 2022 Number of notifications of abuse/neglect likely to increase with the impact of cost of living pressures being felt. Social workers identifying poor living conditions in properties - RSL and private accommodation. Difficult balance between intervention or leave in place resulting in potentially more claims including Human Rights Act, denial of access to family and application of Deprivation of Liberty (DoLs). Unable to mitigate this risk entirely, one occurrence could have a serious and significant impact. Maintenance of strong controls and robust monitoring is essential.

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				Likelihood	Impact	Total		Likelihood	Impact	Total			
6	Challenging Market Conditions - Health & Care Sector Inability to respond to difficult market conditions (cost of living/inflationary costs, recruitment /staffing) leading to lack of provision, increased costs and budgets	Directors of Children's and Adults Services	Fostering Improvement Plan / Placement Review. Quality assurance and contract management systems in place. Care provider market support for service continuity and quality of provision. Use of care homes contingency plans which cover events which may affect the safe running of the service. Wherever possible, we would expect the registered person to take reasonable steps to cover the staff shortfalls themselves in the short-term using bank or agency staff. LCR Flexible Purchasing Framework supporting providers to access work across region Fair cost of care increases in Adults Services Care sector recruitment fairs and targeted campaigns e.g. foster carers	3	5	15	Review of Quality assurance and contract management model with a view to new model being implemented. Additional contract review underway Development of whole People services approach to ensure consistency and shared best practice/resources	3	5	15	↑	A - Active and Healthy Lives - working to provide happy, active and healthy lives for all, with the right care, at the right time to enable residents to live longer and healthier lives. B - Brighter Futures - working together for brighter futures for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background	Dec 2022 Increase in impact score due to an increase in volume for Adults and highly complex individual cases in Children's.
7	SEND Failure to appropriately and effectively identify, assess, meet the need and improves outcomes for children and young people with Special Educational Needs and Disabilities resulting in a statement of action from Ofsted, poor school inspection outcomes, children do not reach their full potential and reputational damage for Children's Services and the Council	Directors of Children's and Adults Services	SEND Improvement Plan and Self-evaluation co-produced for the last four years - key actions are evaluated regularly through the SEND Operations Group and the SEND Strategic Board reviewing performance and holding to account. External Ofsted review of provision and recommendations - regular Monitoring Meetings by DfE to review progress, last June 2022 Deep dive review of Written Statement of Action - deadlines and progress reviewed, some extended to allow embedding of activity Priorities detailed in the SEND Strategy 2020-24 Role of SEND Transformation Board, monitoring and reporting to CYPE Committee and newly established Wirral Place Based Partnership Board Robust identification and assessment framework in early years, with trained and qualified SEND professionals. Training and development programme for SEND Team	3	4	12	Robust performance management and quality assurance framework Competency framework for EHCP Co-ordinators and EP SEND Sufficiency Strategy development SEND Strategic Board governance review and refresh Delivery of Written Statement of Action following SEND inspection and review at subsequent DfE monitoring visits - next in Nov 2022.	2	4	8	↔	B - Brighter Futures - working together for brighter futures for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background	Dec 2022 Review of scores after January as some deadlines for activity in Written Statement of Action pushed to Jan 2023 to allow for activity to become embedded rather than simply completed.
8	Service Delivery Failure Unanticipated major failure in service area (particularly Adults / Children's / Regeneration) leads to service users at risk, intervention/enforcement action, increased costs and damage to reputation	Directors of Children's, Regeneration & Place and Adults Services	Adequate governance and reporting to monitor - early warnings Director regular check-ins with Chief Executive Experience of dealing with and processes to deal with unforeseen events Major Emergency Response Plans Robust partnership working with partners (linked to Risk 2 - Key Partnerships)	3	4	12		3	4	12	↓		Dec 2022 Full leadership team in post early January. Decrease in impact score.
14	Emerging Threats/Diseases Lack of knowledge and uncertainty of new and emerging diseases leading to challenges in maintaining and developing plans resulting in inability to respond effectively, inefficiencies, risk to public and staff.	Director of Public Health	Local Health Resilience Partnership is in place to convene stakeholders, and this sits alongside the Merseyside Resilience Forum structure. Establishment and ongoing development of Wirral local health protection delivery service, operated by the Council, multi-skilled local team to support delivery of agreed priorities, provide local surge capacity, and co-ordination in health protection. Re-establishment of the multi-agency Wirral Health Protection Board chaired by the DPH. Review of business continuity plans, and lessons learned from COVID-19. Surveillance and maintaining our active collaboration with UKHSA / CMO / Regional and sub-regional DsPH Agreement of revised Wirral Health Protection Priorities, using local intelligence, covering COVID plus other infectious diseases, environmental hazards, emergency planning and response).	3	5	15	Work across Health care system partners to understand roles and responsibilities, ID gaps in planning and preparedness amongst partners and the new Integrated Care Board EPRR duties will help develop local place-based plan. Capture learning from and structures implemented during the pandemic, develop local plans Development of Wirral Health Protection Strategy	2	5	10	↔	A - Active and Healthy Lives - working to provide happy, active and healthy lives for all, with the right care, at the right time to enable residents to live longer and healthier lives. D - Safe and Vibrant Communities -Working for safe and pleasant communities where our residents feel safe, and are proud to live and raise their families	Dec 2022 Role of Health Protection becoming embedded and development of HP Strategy

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9	Workforce Capacity & Skills to Deliver Lack of capacity to deliver services and change projects (across all levels inc SLT) resulting in delays to service redesign/improvements/project delivery and benefit realisation, inefficiencies and costs, welfare issues amongst staff, public at risk and reputational damage.	Director of Resources	Refreshed Wirral Plan 2021-26 and Directorate Business Plans 2022/23 setting out priorities and key activity. Role of Organisational Performance Group - highlighting cross cutting work, pressure areas and performance. Regular communications - Exec View, Director blogs, Wellbeing newsletters, staff roadshows and Directorate events, Staff Forum role as voice of the workforce. Manager training including - Manager Micros/Managers Network. Welfare/wellbeing support - EAP, Flo and intranet information/awareness Staff Check-Ins procedures to help monitor workloads and pressure points - updated 2022. Staff Forum and various special interest network groups Vacancy Panel recruitment process and use of Matrix for agency recruitment Support to staff for Winter Flu vaccination programme to minimise sickness levels Graduate and Apprentice schemes. Learning and development pathways on Flo. Targeted strategies for specialist areas - Children's Social Care Workforce Strategy 2022-25	3	4	12	2	4	8	↔		Dec 2022 Risk description amended to reflect skills shortages and inhouse development of staff. Many areas experiencing national shortages and difficulties in recruiting and retaining staff. Report on Hybrid Working to go to ARMC Jan 2023
10	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	Director of Resources	Health and Safety Strategic Group, chaired by Chief Executive, supported by the Health and Safety Steering Group. Hazard specific risk assessment procedures implemented for COVID-19 including for the remobilisation of services, reviewed by H&S Team and Public Health. Measures incorporated into general H&S risk assessments. Updated H&S Strategy and Policy rolled out 2021. Refresh of H&S subject specific policies and supporting information. Follow up review undertaken by Zurich - progress demonstrated	3	5	15	2	5	10	↔		Dec 2022 Internal Audit reviews planned in Qtr4 to provide assessment and assurance of arrangements including arrangements with third parties & contractors
11	Financial Stability Failure to maintain sufficient level of priority and focus on achieving the required Financial Stability that could lead to in-year 2022/23 savings not being achieved resulting in budget overspend and/or 2023/24 budget not being delivered to timetable resulting in a legal budget not being set.	Director of Resources	Robust and rigorous monitoring of budgets and savings plans in year - included in regular performance reporting to committees Budget workshops held for Budget Holders - use of budget envelopes First round of budget workshops delivered over the summer 2022 to review Tranche 1 policy options. Tranche 2 savings were devised by considering categorising services via their statutory nature to guide where savings could be made. Clear financial governance structure - accountability, management and monitoring of budgets. Finance Sub-Committee established. Finance training for Members. Budget setting process for 2023/24 commenced much earlier than in previous years Report to P&R committee Oct 2022 - update on the 2023/24 budget position Review and re-evaluation and reprioritisation of capital programme to drive out revenue savings has been undertaken. Review of budget pressures has been actioned to ensure relevance and refine monetary value £. Recruitment freeze and review of the use of agency staff	4	5	20	3	5	15	↑		Dec 2022 Report on Budget Setting Process for 2023/24 presented to Policy & Resources Committee in November. Protocol for cessation of discretionary expenditure implemented 06/12/22 Tranche 3 savings proposals are to be worked up that are longer term in nature and have the objective of delivering savings to assist future budget setting rounds. This is to embed a future facing culture and to build in capacity within the organisation. Risk score increased as the macro economic environment and Bank of England base rate increases has meant that interest costs incurred by the Council to finance the capital programme have increased markedly, with the adverse consequences on the revenue account. Appointment to Director of Finance, commenced in
12	Long Term Financial Resilience/Management Failure to effectively develop long-term planning 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.	Director of Resources	Refresh of Medium Term Financial Plan based on investment and income generation. MTFS is revised on an annual basis, principles detailed therein include ensuring adequate reserves, non statutory services, fees and charges reviews. Refreshed Financial Resilience Strategy Scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable Capital Budget arrangements with revised reporting and monitoring via Investment and Change Board Review and re-evaluation and reprioritisation of capital programme Pension Fund - Triennial valuation ALMFSS./ISS, Asset Allocation, Performance data, Independent Advisors, FSM and lower risk strategies EPS	3	5	15	2	5	10	↔		Dec 2022 Appointment to Director of Finance position, commenced in post January 2023, all finance related risks to undergo an indepth review. Work is on going to assess the resilience of the Council companies and presently a Regeneration Financial Strategy is being compiled which will assist with longer term planning in this area. As part of budget setting for 23-24 capital challenge sessions have been completed with the objective of eliminating schemes in order to save money on capital and also the consequent revenue financing costs. The current macro economic situation and associated inflationary pressures will have a major influence on the 23-24 budget. If these were to persist then it would create a very challenging financial picture in the longer term.
20	Exposure to Long-Term Liabilities Failure to understand and monitor exposure to long-term liabilities (in particular within regeneration agreements/contracts) resulting in lack of planning/preparedness/contingencies, financial penalties and costs	Directors of Regeneration & Place and Resources	Arlingclose commissioned to provide technical accounting advice and to undertake a full review and report on each of the current projects. Workshop with key officers and Arlingclose undertaken - August 2022 Reporting to ARM Committee on 3 key regeneration projects and existing arrangements entered into - Oct 2022 Conditions in existing agreements on asset management requirements and site monitoring arrangements.	3	5	15	2	5	10	↔	C - Inclusive Economy - working for a prosperous, inclusive economy - helping businesses to thrive and creating jobs and opportunities for all.	Dec 2022 Internal audit activity in this area associated with Wirral Growth Company - commercial activity report in Qtr 4. External report and update to committee due in January 2023 detailing advice and/or recommendations.

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				3	5	15	2	5	10	2	5	10		E - Sustainable Environment - working towards a clean-energy, sustainable borough that leads the way in its response to the climate emergency and is environmentally friendly.	D - Safe and Vibrant Communities -Working for safe and pleasant communities where our residents feel safe, and are proud to live and raise their families	
15	Response to a Significant Disruptive Incident (both internal and external) Inability to respond effectively to a significant disruption resulting in a major failure in service delivery, increased financial burden, risk to public and staff safety	Directors of Resources and Neighbourhood Services	Emergency response structure - Strategic Co-ordination Group, operational response was led by Tactical Co-ordination Group, when necessary operating through a series of delivery cells. Governance structures adaptable to changing situations e.g. during COVID-19 response. Role within Mersey Resilience Forum (MRF) - specialist groups, exercising and development of plans. Updated Community Safety Strategy - key priorities and activity Requirement for annual review of Business Continuity Plans and awareness raising with staff.	3	5	15	Review and refresh of arrangements post COVID-19 - building on changes to guidance and lessons learnt Exercising and testing of Business Continuity (BC) Plans External support to focus on ICT preparedness and plans Participation in MRF/national exercises - identifying plan improvements and developments (Cyber, Power Outages)	2	5	10	↔			Dec 2022 Structure/personnel changes as well as several actual planned events occurring in 2023 that mean BC Plans need to be reviewed against scenarios - Oracle Fusion go-live and relocation of back-up data centre.		
16	Cyber Security IT security and staff awareness are insufficient to deter, detect and prevent unauthorised access (internal and external) to IT systems, resulting in data breach/loss of access to data and disruption to Council services with increased financial costs.	Director of Resources	Technical controls: 1) Endpoint security software, 2) Network firewall 3), Prevention of downloading of unauthorised software Member of NW notification groups/networks to share knowledge on latest incidents. Regular patching and updates programme. National Cyber Security Centre Keeping Safe Online training package essential for all staff/Members working online. Cyber Security Board created to review security issues and agreed action plan. Specialist training for IT technical experts.	4	5	20	Project to achieve Cyber Essentials+ accreditation in 2023 Review of Cyber Security Policy/activity Implementation of recommendations for Internal Audit reports Roll out of new Cyber Ninja awareness training for staff and members as essential learning.	2	5	10	↔			Nov 2022 CyberEssentials+ accreditation delayed due to small number of remaining legacy elements and changing specification requirements.		
17	Climate Response Failure to deliver organisation target (Net Zero 2030) and boroughwide 2041 leads to increased financial costs, pressure on resources, impact on public health, reputation damage, lack of resilience	Director of Neighbourhood Services	Environment and Climate Emergency Policy and action plan, Action Plan Group meets regularly to monitor progress - targets for carbon, waste and trees. Wirral Plan - monitoring and reporting on delivery of related priority New ways of working and some unforeseen environmental benefits and opportunities to be built upon. Climate Emergency Manager and Team. Tree planting strategy inc targets in place. Partnership working through Cool Wirral Partnership's Climate Change Strategy, Cool 2. Carbon Literacy training - Bronze status as a Carbon Literate Organisation. Environmental impact assessment for Council contracts. 2021 - 50 on-street electric vehicle charging points installed	3	4	12	Delivery of Environment & Climate Emergency Action Plan Aiming for next level Silver as Carbon Literate Organisation. Development of Electric Vehicles Charging Point strategy, linked with the climate emergency strategy Internal fleet - green fleet strategy and associated infrastructure Local Cycling and Walking Infrastructure Plan (LCWIP) to develop a comprehensive cycling and walking network. Develop an asset strategy providing high level overview of sustainable asset management. Development of building decarbonisation project and funding arrangements. Implement procurement strategy on climate emergency linked to social value programme for the achievement of the procurement targets within the climate emergency plan. Carbon Literacy staff training and awareness programme - current focus on leaders/managers and report writers	2	4	8	↔	E - Sustainable Environment - working towards a clean-energy, sustainable borough that leads the way in its response to the climate emergency and is environmentally friendly.	D - Safe and Vibrant Communities -Working for safe and pleasant communities where our residents feel safe, and are proud to live and raise their families	Dec 2022 Aiming for next level of accreditation - Silver Carbon Literate Organisation. Training available to more staff to meet numbers required.		
18	Development and Implementation of the Local Plan 2022-2037 Failure to ensure the Council's arrangements for the examination in public and subsequent implementation of the Local Plan resulting in intervention, a loss of control over future development and missed opportunities to promote economic growth.	Director of Regeneration & Place	Regulation 19 consultation completed LGA, Planning Officers Society and Planning Advisory Service supporting the work on the Local Plan Local Development Scheme for Wirral includes risk assessment and indicative timetable - updated Nov 2022 Members engagement on Draft Local Plan completed Full working Draft Local Plan issued to Statutory Bodies and Duty to Cooperate Partners for comment Draft Statements of Common Ground issued to Duty to Cooperate Partners Ongoing engagement with DLUHC Ongoing engagement with Homes England and LCR CA on funding for strategic brownfield site Draft Local Plan submitted to Secretary of State for independent examination - Oct 2022 Local Plan examination Board has been established to replace previous Local plan Board.	2	4	8	Examination hearings by independent planning inspectors expected late spring 2023. Adoption is expected early 2024	2	4	8	↔	C - Inclusive Economy - working for a prosperous, inclusive economy - helping businesses to thrive and creating jobs and opportunities for all.	D - Safe and Vibrant Communities -Working for safe and pleasant communities where our residents feel safe, and are proud to live and raise their families	Dec 2022 Recommendation at SLT to demote risk to Directorate Risk Register.		
19	Vision for Economic Development Failure to provide a co-ordinated vision (inc across partners) including understanding of impacts of historical agreements leads to delays/indecision/conflicting demands and inability to deliver vision and strategy for sustainable economic development and infrastructure resulting in a decline in prosperity, increased deprivation and inequalities across borough as well as in increased demands on council services, increased costs.	Director of Regeneration & Place	Regeneration projects brought forward within a clear strategic framework reflecting the Borough's Local Plan and providing confidence to investors, funders and developers Strategic Framework allows for enabling infrastructure, skills and business support to be brought forward to underpin major project development Birkenhead 2040 Framework approved March 2022 - Left Bank Prog Officer Board - HE and LCR represented Clearly documented legal frameworks and agreements for all regeneration projects. Robust business cases, project and programme plans with detailed risk registers, to underpin key decisions Clear lines of project reporting through project groups to the Regeneration and Place Board with supporting structures and monitoring in place Regeneration Oversight Officer Board - chaired by C Exec Existing relationships in place with key developers - Muse (Wirral Growth Company LLP) and Peel (Wirral Waters) Local Development Scheme adopted by Council - February 2022. Draft Local Plan submitted to Secretary of State for independent examination - Oct 2022 Asset Strategy to Policy & Resources Committee - Nov 2022	2	5	10	Local Plan - examination hearings by independent planning inspectors expected late spring 2023. Adoption is expected early 2024 Revision of Local Development Scheme to align with Local Plan timetable Development of clear delivery plans	2	5	10	↔	C - Inclusive Economy - working for a prosperous, inclusive economy - helping businesses to thrive and creating jobs and opportunities for all.	D - Safe and Vibrant Communities -Working for safe and pleasant communities where our residents feel safe, and are proud to live and raise their families	Dec 2022 Recommendation at SLT to demote risk to Directorate Risk Register - alternative risks to be considered by Director of Regeneration & Place.		

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22	<p>Inflation / Cost of Living Pressures</p> <p>Increases in inflation and cost of living may have an adverse impact for the council and its residents including, but not limited to:</p> <ul style="list-style-type: none"> Residents - unable to afford bills for (housing / food / fuel) leading to increased demand for council services, hardship funding, mental health, employment advice, homelessness, public health services, potential impact on children in vulnerable families Extra demand may reduce the capacity on existing council services and staff and we may have to prioritise, risk also of own staff may suffer sickness through stress with increased workloads Cost of contracts increasing putting pressure on council budgets and/or may mean that suppliers go under leaving the council without a service Business growth and survival - recruitment, supply chain issues, reduced consumer spending power and additional post pandemic recovery burdens - increased unemployment, reduced business survival rates, reduced business growth, inability to deliver aims of Economic Strategy, reduced business rate growth Impact of loss of income in leisure and cultural activities in the council creating a budget pressure 	Director of Resources	<p>£3m funding extension to the Government's Household Support Fund, targeted at the borough's most vulnerable residents, a third ring-fenced to support families with children, and a third allocated to help pensioners (age 65+)</p> <p>Local welfare assistance fund and a council tax hardship fund, government have provided £150 to every household band A – D and we have an additional discretionary scheme</p> <p>Children's Services hardship budgets for children in need/children in care</p> <p>Income reserve established specifically for reduced income in leisure of £0.5m</p> <p>Modelling/budget discussions with P&R – provided information to all the committees as part of the budget workshops on this</p> <p>Cost of Living Coordination Group oversight of intelligence and activities</p> <p>Support for staff welfare</p> <p>Role of procurement & contract management</p> <p>LCR Finance Directors question to Govt re: settlement figures and cost of living - confirmation of 2 year settlement proposal</p> <p>Extraordinary P&R Committee Sept 2022 - reviewing existing help and support being provided by the council and exploring what further assistance can be provided</p> <p>Update report to P&R Committee on recommendations Nov 2022</p> <p>Budget setting for 23-24 has identified inflationary pressures and these have been built in to the financial modelling as part of identifying the budget gap 23-24. SLT planning additional savings required in-year in 22/23 and in 23/24 budget - worst case scenario</p> <p>Effective mobilisation and delivery of any available Government support interventions; targeted support through commissioned LA and LCRCA Business Support Services.</p> <p>November 2022 - Wirral Partnership Summit focussing on working together to support communities</p> <p>Communications Plan - Keeping Wirral Well</p> <p>Targeted support to businesses through Council commissioned Business Support Services (Wirral Chamber supplier) and via LCRCA business support</p>	4	5	20	<ul style="list-style-type: none"> Request to programme managers who are submitting capital bids to include an additional contingency for increase inflation Quarterly report for P&R which will provide stats on the amount and volume of benefit claims and the trend over 3 years so they have oversight of any increases More frequent and robust monitoring and reporting of income forecasts to SLT and Committee to ensure everyone has oversight More frequent and robust monitoring and reporting of demand to SLT and Committee to ensure we are on top of it and everyone has oversight Additional grants programme - fuel poverty and CVF sector Develop the existing Cost of Living Action Group to include partners within community groups and other local bodies that are already providing support in their neighbourhoods Reporting to the Health and Wellbeing Board to ensure that there is strategic oversight from partners on action being taken to mitigate cost of living challenges. Use of UKSPF to support a Shop Local Campaign and additional high streets intervention activity Joint insight and intelligence work with Council's Qualitative Insight Team, LCRCA Intelligence Team and Wirral Chamber Business Summit planned by Wirral Chamber Winter Holiday Activity Programme - DfE funding, run by Edsential 	4	5	20	↔	<p>A - Active and Healthy Lives - working to provide happy, active and healthy lives for all, with the right care, at the right time to enable residents to live longer and healthier lives.</p> <p>B - Brighter Futures - working together for brighter futures for our children, young people and their families by breaking the cycle of poor outcomes for all regardless of their background</p>	<p>Dec 2022</p> <p>The macro economic environment and the Bank of England base rate increases has meant that interest costs incurred by the Council to finance the capital programme have increased markedly, with the adverse consequences on the revenue account. The Local Council Tax Support scheme provides some support to lower banded households within the borough, this costs the Council in excess of £30m.</p>

The scoring of risks is broken down into 2 main parts; likelihood and impact.

Wirral Council has set definitions for each score banding. These should be referred to when discussing the risk scores to help ensure consistency of scoring over the lifetime of the risk register as well as across different projects and teams around the council.

Each risk is given 3 different scores to help provide a storyline for the risk.

Unmanaged/Gross - with no controls in place.

Managed / Current - based on having existing controls in place and working to reduce either the likelihood of the risk occurring or the impact if it did.

Target - where the risk owner is trying to get to, perhaps with additional actions being taken, somewhat aspirational as the effect of actions maybe difficult to judge. What level can or will be achieved.

The tables below provide the scoring definitions as per the Risk Management Policy 2017.

Impact and Likelihood Scores

Impact

Description	Score	Impact – Financial (Council, department or service area)	Impact - Reputation	Impact – Service Delivery	Impact – Health & Safety (Employees or public)	Impact – Service Objectives
Very Low	1	<2% of annual budget	Letter(s) of complaint.	Minor, very short term (under 24 hours) disruption to a single team or section.	Minor injuries or illnesses, but not resulting in 'lost time'	Minor effect on achievement of a divisional objective
Low	2	<5% but >2% of annual budget	Single adverse report in local media	Some short-term (under 48 hours) disruption to a single team or section, manageable by altered operational routine	Minor injuries or illnesses that require first aid and result in lost time.	Serious effect on achievement of a divisional objective
Medium	3	<10% but >5% of annual budget	Significant adverse publicity in local media	Longer term disruption (up to 7 days) to a number of operational areas within a single location and possible flow on to other locations. Or short-term disruption to a service-critical team or section.	Injuries or illnesses that result in an 'over 3 day' injury, major injury or hospitalisation	Achievement of a divisional objective seriously compromised and / or significant effect on a Directorate objective.
High	4	<15% but >10% of annual budget	Significant adverse publicity in national media. Dissatisfaction with Chief Officer &/or Member	All operational areas of a single location compromised. Other locations may be affected. Or longer-term (up to 7 days) disruption to one or more service critical teams or sections.	Single case of injury or illness that could be fatal, life threatening or cause long-term disability	Achievement of one or more Directorate objectives compromised and / or significant effect on achievement of Corporate objective
Very High	5	>15% of annual budget	Sustained adverse publicity in national media. Chief Officer &/or Member removal or resignation	Multiple locations compromised. Council unable to execute numerous service-critical functions.	Multiple cases that could be fatal, life threatening or cause long-term disability	Achievement of one or more Corporate objectives seriously compromised

Likelihood

Description	Score	Narrative	Quantitative (chance of occurrence within 3 years)
Very low	1	Extremely unlikely or virtually impossible within the period covered by the plan	0-5%
Low	2	Unlikely – not expected to occur within the period covered by the plan	6-20%
Medium	3	Possible – may possibly occur at some point within the period covered by the plan	21-50%
High	4	Likely – will most probably occur within the period covered by the plan	51-80%
Very High	5	Almost certain – expected to occur within the period covered by the plan	>80%

Risk Scoring Table

	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Very High (5)	5 Very low impact but very high likelihood	10 Low impact but very high likelihood	15 Medium impact but very high likelihood	20 High impact and very high likelihood	25 Very high impact and very high likelihood
High (4)	4 Very low impact but high likelihood	8 Low impact but high likelihood	12 Medium impact but high likelihood	16 High impact and high likelihood	20 Very high impact and high likelihood
Medium (3)	3 Very low impact and medium likelihood	6 Low impact and medium likelihood	9 Medium impact and medium likelihood	12 High impact but medium likelihood	15 Very high impact and medium likelihood
Low (2)	2 Very low impact and low likelihood	4 Low impact and low likelihood	6 Medium impact and low likelihood	8 High impact but low likelihood	10 Very high impact but low likelihood
Very Low (1)	1 Very low impact and very low likelihood	2 Low impact and very low likelihood	3 Medium impact and very low likelihood	4 High impact but very low likelihood	5 Very high impact but very low likelihood