

Risk Ref.	Risk Description	Lead Director	Corporate Risk Score - Current / Residual			Directorate Risks Linked to the Corporate Risks	Associated Directorate Current / Net Scores		
			Likelihood	Impact	= Total Score		Likelihood	Impact	= Total
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	2	5	10	Resources 1	3	5	15
						Resources 2	3	3	9
						Resources 3	2	4	8
						Neighbourhoods - Corporate Office 2	2	3	6
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	2	4	8	Law & Governance 12	3	5	15
						Resources 12	3	4	12
						Finance 6	2	4	8
						Finance 7	2	3	6
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	3	4	12	Adults 2	2	4	8
						Neighbourhoods - Corporate Office 5	2	3	6
						Neighbourhoods - Corporate Office 8	2	3	6
						Regeneration & Place 8	3	3	9
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	4	5	20	Childrens 1	4	5	20
						Childrens 4	3	4	12
						Public Health 4	2	4	8
						Adults C1	3	4	12
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	3	5	15	Childrens 7	4	4	16
						Childrens 8	3	4	12
						Adults 1	3	4	12
						Law & Governance 9	4	4	16
						Neighbourhoods - Leisure2	2	5	10
						Regeneration & Place 7	3	4	12
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	3	5	15	Adults C2	5	3	15
						Adults 5	4	4	16
						Childrens 8	3	4	12
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	3	4	12	Childrens 3	4	5	20

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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	3	4	12	Neighbourhoods - Emergency 2	2	3	6
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	3	5	15	Public Health 1	3	4	12
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	3	4	12	Childrens 7	4	4	16
						Adults 6	4	4	16
						Public Health 2	2	4	8
						Law & Governance 1	4	4	16
						Law & Governance 2	5	4	20
						Law & Governance 3	4	5	20
						Law & Governance 4	3	3	9
						Regeneration & Place 4	3	4	12
						Regeneration & Place 5	4	4	16
						Resources 5	4	4	16
						Finance 9	4	4	16
Neighbourhoods - Transport 3	4	4	16						
Neighbourhoods - Corporate Office 3	2	4	8						
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	3	5	15	Resources 6	3	5	15
						Neighbourhoods - Leisure 1	2	5	10
						Neighbourhoods - Emergency 3	3	5	15
						Also monitored via Health Safety and Wellbeing Board Strategic Risk Register			
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 Finance	4	5	20	Finance 1	3	4	12
						Childrens 1	4	5	20
						Neighbourhoods - Library 1	3	3	9
						Neighbourhoods - Library 3	4	3	12
						Neighbourhoods - Floral 1	3	3	9
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 Finance	3	5	15	Finance	3	4	12
						Public Health 3	3	3	9
						Public Health 5	3	3	9

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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 Finance	3	5	15	Finance 4	3	5	15
						Regeneration & Place 10	3	4	12
						Resources 11	3	4	12
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 Finance and Neighbourhood Services	3	5	15	Finance 10	3	4	12
						Neighbourhoods - Customer 1	3	3	9
						Neighbourhoods - Emergency 2	2	3	6
						Resources 8	2	4	8
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	4	5	20	Childrens 9	2	5	10
						Resources 9	3	5	15
						Also monitored via Information Governance Board Risk Register			
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	3	4	12	<i>Neighbourhoods Directorate Risk Currently Under Review</i>			
						Also monitored via Climate Emergency Action Plan Group			
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	2	4	8	<i>Corporate and Directorate Risk Currently Under Review</i>			
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	2	5	10	<i>Corporate and Directorate Risk Currently Under Review</i>			

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22	Inflation / Cost of Living Pressures Increases in inflation and cost of living may have an adverse impact for the council and its residents including, but not limited to: <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 Finance	4	5	20	Childrens 2	4	4	16
						Finance 2	3	4	12
						Regeneration & Place 9	4	4	16
						Also monitored via Cost of Living Operational Group			

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 provide the scoring definitions as per the Council's Risk Management Policy.

Risk Scoring Table

		Impact →				
		Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Likelihood ↑	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

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Impact and Likelihood Scores

Impact

Description	Score	Impact – Financial <i>(Council, department or service area)</i>	Impact - Reputation	Impact – Service Delivery	Impact – Health & Safety <i>(Employees or public)</i>	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. <u>Or</u> 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. <u>Or</u> 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%