

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 Change / Improvements and Services Failure to translate into action and deliver changes needed, including organisational culture, and improvement action plan leads to increased scrutiny interventions/commissioners, inefficiencies, financial implications		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.	2	5	10	*		
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	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	*		
2	Key Partnerships Failure to develop and maintain key partnerships, with effective governance and decision making, 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. 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	2	4	8	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	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.	
21	Opportunity - Ability to build on the positive Covid response leading to better partnership working, speed of delivery and ability of doing things differently and effectively Linked to 2 Partnerships		*** building on Place Plan with NHS - people priorities - timescales			0				0	*		New Risk - yet to be scored - scoring matrix to be adapted to reflect positive risk.
3	Whole Council Recovery Lack of effective recovery from pandemic/Failure to link strategic plans to ensure whole organisation/corporate responsibility for recovery resulting in poor service delivery, lack of transformation and people left behind			2	4	8	Wirral Plan refresh	2	4	8	X	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 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	July 2022 Risk removed. Suggestion of alternative risk for inclusion at directorate level related to assets and revised ventilation requirements for safe working environment.
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.	3	4	12	Carry out financial forecasting in preparation for Oct '23 policy change and factor into the Medium term financial plan 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. Review and improve the support offer to people at risk of needing hospital care or who are being discharged from hospital. Approval of 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	3	4	12		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	Oct 2022 Wirral, like other national and regional systems across Cheshire and Merseyside is facing ongoing significant challenges across Urgent and Emergency and Care pathways. Including for Ambulances, the Emergency Department, hospital bed occupancy levels and timely discharge pathways returning people home. In addition, it is acknowledged that this winter will be more challenging than most in respect of the cost of living crises. Also from October 2023, the Government plans to introduce a new £86,000 cap on the amount anyone in England will have to spend on their personal care over their lifetime. Could lead to an increase in demand/costs.

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				3	5	15		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	
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 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. 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	
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	3	4	12	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 Care sector recruitment fairs	3	4	12		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	Target score to be considered - can the risk be reduced or is it a case of holding position?
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 review of provision and recommendations Appointment of Head of SEND and Inclusion Priorities detailed in the SEND Strategy 2020-24 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 Action Plan following SEND inspection and review at subsequent monitoring visits.	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		July 2022 Second monitoring visit by DfE, next in Nov.
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 CEx	3	5	15		3	5	15	*			Oct 2022 Discussion to be had at SLT - are 8 and 14 linked?
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. Role of Health Protection Service	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	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.	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	Discussion to be had at SLT - are 8 and 14 linked?
9	Workforce Capacity 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	3	4	12	Service Review Programme Staff Engagement/awareness plan for communication of Delivery Plans Communication of new Target Operating Model (TOM) and New Ways of Working Workforce Planning to align with TOM and Change Programme Chief Officer Appointments/Restructure Specialist areas - recruitment fairs e.g. care sector	2	4	8	↔			July 2022 Risk expanded to include SLT in light of several departures over the summer with the potential to leave Council short on capability and capacity in the strategic space.

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				Likelihood	Impact	Total Score		Likelihood	Impact	Total Score		Priority 1	Priority 2	
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	Monitoring and audit programme for risks identified within H&S Risk Profile tool. Completion of activity outlined in H&S Improvement Plan including recommendations from review by Zurich (follow up report June 2022) Update to policies and processes for commissioning and contract management of third parties, inc training for commissioners/contract managers.	2	5	10	↔			Sept 2022 Continued development of H&S risk profile tool including performance reporting and auditing policy
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. 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	3	5	15	Package of Tranche 2 savings will be brought forward and a further round of budget workshops will be scheduled with Policy Committees during October/November High-level, pre-budget consultation is initiated as early as possible, that seeks to harness the views of Wirral residents in relation to the prioritisation of Council services Review of the process for agreeing capital projects and funding to ensure a return on investment and a better link with the revenue budget Review of revenue grant process to strengthen processes and governance around bid approval and monitoring	2	5	10				June 2022 Financial monitoring highlighted a range of in-year (2022/23) financial pressures resulting from emerging external, national and global circumstances. These financial challenges are having a significant impact on: Contract inflation, Reduced income, Energy price increases, Pay inflation.
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	Refreshed Medium Term Financial Plan based on investment and income generation 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 Pension Fund - Triennial valuation ALMFSS./ISS,Asset Allocation, Performance data, Independent Advisors, FSM and lower risk strategies EPS	3	5	15	Financial Sustainability Programme - consolidated revenue, capital and reserves management and monitoring. Community Wealth Building Strategy Develop a funding/investment strategy to identify internal finance pressures and external funding sources to support planned growth projects Development of Asset Management Plan and an accompanying Asset Disposal Strategy. Financial Recovery Plan - 3 year plan	2	5	10				
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	3	5	15	Independent review of the Council's risk exposure in relation to all commercial investments - accounting within the single entity accounts of the companies, Wirral Council and group accounts	2	5	10	*	C - Inclusive Economy - working for a prosperous, inclusive economy - helping businesses to thrive and creating jobs and opportunities for all.		Oct 2022 Report is due to be received within the next month and an update to committee in January 2023 detailing their advice and or recommendations.
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 Plans External support to focus on ICT preparedness and plans Participation in MRF/national exercises - identifying plan improvements and developments	2	5	10	↔			
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. Roll out of new Cyber Ninja awareness training for staff and members - Sept 2022	4	5	20	Project to achieve Cyber Essentials+ accreditation in 2022 Review of Cyber Security Policy/activity Implementation of recommendations for Internal Audit reports	2	5	10	↑			Risk score increased to reflect increased global threats in particular as a result of war in Ukraine.
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.	3	4	12	Delivery of Environment & Climate Emergency Action Plan Development of strategy on electric vehicles/charging 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. Continued staff training and awareness programme. Internal Audit review recommendations - Oct 2022.	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	August 2022 Risk scoring and actions updated to reflected amended risk description. Council's carbon dioxide equivalent emissions* (CO2e) were 6,275 tonnes for 2021/22, and therefore went beyond the planned annual reduction for that period. However this was mainly through the purchase of green electricity, buildings continue to be the main source of emissions.

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18	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.	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 (latest version 03/10/2020) 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 sites	2	4	8	Submission to the Secretary of State Nov 2022 Indicative date for Local Plan Adoption early 2023	1	4	4	↔	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	Sept 2022 Local Plan due to be submitted to Government by November 2022 June 2022 Anticipate risk will change and drop to DRR after final inspection later in 2022. Full Council (21st March 2022) approved the publication of the Submission Draft Plan for representations to be submitted on its 'soundness' before submitting it to the Secretary of State	
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	Development and consultation of the Local Plan. 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 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 Existing relationships in place with key developers – Muse (Wirral Growth Company LLP) and Peel (Wirral Waters)	3	5	15	Asset Strategy to Policy & Resources Committee - Nov 2022 Local Plan submission to government - Nov 2022	3	5	15	*	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	Consideration as to whether to turn into an opportunity and scored accordingly. July 2022 Risk description amended.	
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: • 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	• £3m funding extension to the Government's Household Support Fund, targeted at the borough's most vulnerable residents, with a third ring-fenced to support families with children, and a further third allocated to help pensioners (age 65+) • 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 • Children's Services hardship budgets for children in need and children in care • Income reserve established specifically for reduced income in leisure at the start of the year of £0.5m (but before CoLC hit, so may not be enough) • Modelling/budget discussions with P&R – provided information to all the committees as part of the budget workshops on this • Established Cost of Living Action Group chaired by Chief Exec • Support for staff welfare? • Role of procurement & contract management? • LCR Finance Directors question to Govt re: settlement figures and cost of living - confirmation of 2 year settlement proposal • Extraordinary P&R Committee Sept 2022 - reviewing existing help and support being provided by the council and exploring what further assistance can be provided • Effective mobilisation and delivery of any available Government support interventions; targeted support through commissioned LA and LCRCA Business Support Services.	4	5	20	• Include an additional pressure in the 23/24 budget • 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 • SLT planning for the outcome that additional savings will be required in-year in 22/23 and in 23/24 budget in case the worst case scenario materialises • Publicise the support we have available to residents more as they might not realise that we can help them • 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	4	5	20	*	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	September Addition of business element/impacts - to link to risk in Directorate Risk Register.	
23	Opportunity - Public Service Reform - Public sector assets and estate; opportunities for service alignment; co-location					0	One Public Estate approach - to allow co-location and collaboration Alignment of strategies - climate/green agenda			0	*	E - Sustainable Environment - working towards a clean-energy, sustainable borough that leads the way in its response to the climate B - Brighter Futures - working together for brighter futures for our children, young people and their families by breaking the cycle of	New Risk - additional detail on controls, actions and scores to be agreed.	
24	Opportunity - Reset of what a council is - improve/change public perception					0	Building on resilient communities and volunteer groups Budget consultation process 2023? Asset transfer?			0	*			