

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
CRR001/23	<b>Ability to Deliver Effective Change / Improvements and Services</b> Failure to translate into action and deliver changes needed to sustain an effective organisation, sound partnership engagement and governance, and a resilient organisational culture, leads to increased scrutiny interventions/commissioners, inefficiencies/distraction from priorities, financial implications and loss of reputation with external stakeholders.	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. Wirral Plan - linkages with partner priorities, committee work plans Wirral Strategic Partnership Group - Partnership Summit held Role in the Liverpool City Region Combined Authority Community, Voluntary and Faith (CVF) Sector Reference Group link to the Health and Wellbeing Board. Wirral Place Based Partnership Board 13/10/22 - governance and terms of reference and reporting arrangements Community Asset Transfer Policy adopted - encouraging the set-up of community-based	2	5	10	Review of Officer Groups - governance/ToR, purpose /membership 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. Review of Wirral's Strategic Partnership is underway to propose refreshed partnership arrangements in Summer 2023	2	5	10	↔		<b>May 2023</b> Strategic Planning And Improvement Update report to P&R Committee on 22nd March inc latest reports from LGA CPC Wirral Progress Review. Year-end report would be compiled and reported in Summer/Autumn as a new Wirral Plan was refreshed to align with the new Council administration following the local elections in May.
CRR002/23	<b>Workforce Capacity &amp; Skills to Deliver</b> 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	Wirral Plan 2021-26 and Directorate Business Plans 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, Winter Flu vaccination programme, Flo and intranet information/awareness Staff Check-Ins procedures to help monitor workloads and pressure points Staff Forum and various special interest network groups Vacancy Panel recruitment process and use of Matrix for agency recruitment Monitoring of sickness absence rates and trends/spikes to tailor support offer e.g. mental health Graduate and Apprentice schemes. Learning and development pathways on Flo. Targeted strategies for specialist areas - Children's Social Care Workforce Strategy 2022-25 Chief Officer Appointments Jan 2023 Annual Workforce Equality Report and Gender Pay Gap	3	4	12	Service Review Programme - Enabling Services Review Workforce Planning Directorate Business Plans for 2023/24 - Staff Engagement/awareness plan for communication of priorities Specialist areas - recruitment fairs e.g. care sector Core Manager and Leadership Essential Programme	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 C - Inclusive Economy - working for a prosperous, inclusive economy - helping businesses to thrive and creating jobs and opportunities for all.	
CRR003/23	<b>Health &amp; Safety Management</b> 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	Governance/structure review - changes to Health, Safety and Wellbeing Board and Improvement Group. Hazard specific risk assessment procedures implemented building on experiences of 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. H&S Audit process developed to review compliance and arrangements in service areas.	3	5	15	Review of H&S Board governance, role and participants Update of H&S Strategy to reflect new governance arrangements and H&S audit processes. Monitoring and audit programme for risks identified within H&S Risk Profile tool. Internal Audit review and associated recommendations. Update to policies and processes for commissioning and contract management of third parties, inc training for commissioners/contract managers Completing a review of earmarked reserves. 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 Financial Sustainability Programme - consolidated revenue, capital and reserves management and monitoring. Community Wealth Building Strategy Regeneration Financial Strategy is being compiled Develop a funding/investment strategy to identify internal finance pressures and external funding sources to support planned growth projects Asset disposal strategy subject to Policy and Resource Committee approval in 2023 Financial Recovery Plan - 3 year plan Phase 2 roll out of ERP/ERM modules for budget forecasts and procurement MTFS will be developed and refined over the summer of 2023 based on a methodology agreed by SLT and Members, via Policy & Resources committee, in June / July 2023. MTFS to adopt specific principles/targets around the main cost drivers for demand led services which account for almost 50% of the net budget - identify the key transformation priorities and assign savings to these areas to minimise the proportion of savings that are perceived as service reduction / cuts.	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	<b>May 2023</b> New arrangements for H&S SLT Board and Improvement Group
CRR004/23	<b>Financial Stability and Resilience</b> Failure to ensure delivery of in year savings and adherence to annual budget leads to longer term financial resilience/management difficulties resulting in service reductions, the withdrawal of Council services to communities, government intervention, S114 declaration.	Director of Finance	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 and 3 savings devised by considering categorising services via their statutory nature to guide where savings could be made and to assist future budget setting rounds. Clear financial governance structure - accountability, management and monitoring of budgets. Capital and Treasury Management annual reports to P&R Committee 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 to ensure relevance and refine monetary value £. Recruitment freeze and review of the use of agency staff 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. Budget setting for 23-24 capital challenge sessions 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 Appointment to Director of Finance position, commenced in post January 2023	3	5	15	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 Financial Sustainability Programme - consolidated revenue, capital and reserves management and monitoring. Community Wealth Building Strategy Regeneration Financial Strategy is being compiled Develop a funding/investment strategy to identify internal finance pressures and external funding sources to support planned growth projects Asset disposal strategy subject to Policy and Resource Committee approval in 2023 Financial Recovery Plan - 3 year plan Phase 2 roll out of ERP/ERM modules for budget forecasts and procurement MTFS will be developed and refined over the summer of 2023 based on a methodology agreed by SLT and Members, via Policy & Resources committee, in June / July 2023. MTFS to adopt specific principles/targets around the main cost drivers for demand led services which account for almost 50% of the net budget - identify the key transformation priorities and assign savings to these areas to minimise the proportion of savings that are perceived as service reduction / cuts.	2	4	8	*		<b>May 2023</b> Risk combined to incorporate in year budget monitoring and longer term financial resilience. 2022/23 majority of the £18m of required savings were delivered in accordance with the original plans set out. Over £16m savings delivered as planned, £600k were delivered from alternative methods and £600k being unachievable in year. The unachievable element has been reviewed and fed back into the MTFS. Slippage or non-achievement of savings are reviewed quarterly by the relevant Director, S151 officer and Chief Executive to determine how any non-achievement will be rectified.  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.

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CRR005/23	<b>Response to a External or Internal Significant Disruption (National/Regional/Local)</b> Failure to respond effectively to a significant disruption inc national directive resulting in a major failure in service delivery, increased financial burden, risk to public and staff safety	Directors of Finance and Neighbourhood Services	Role within Mersey Resilience Forum (MRF) - specialist groups, exercising and development of plans. Emergency response structure - training of SDOs and rota. Strategic Co-ordination Group, operational response led by Tactical Co-ordination Group, when necessary operating through a series of delivery cells. Governance structures adaptable to changing situations. Updated Community Safety Strategy - key priorities and activity Requirement for annual review of Business Continuity Plans, awareness raising with staff. Health Protection Service - Winter Cold & Summer Heatwave Plans Adverse Weather Group - response plan for health impacts from weather warnings Homeless Severe Weather Plan (SWEPP) - signed up to by commissioned services	3	5	15	Participation in MRF/national exercises - identifying plan improvements and developments (Cyber, Power Outages) Planning for major events - The Open Exercising and testing of Business Continuity (BC) Plans Review of newly published UK Adverse Weather & Health Plan (April 2023) - changes to local arrangements and plans.	2	5	10	↔	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>May 2023</b> Participation in National and Regional Exercises - Mighty Oak/Extreme Weather.
CRR006/23	<b>Cyber Security</b> 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. Cyber Security Treatment Plan - funding obtained from DLUHC Cyber Ninja awareness training for staff and members as essential learning Dec - May 23 Multi Factor Authentication (MFA) rollout including staff awareness programme May 2023	4	5	20	Appointment of Cyber Security Architect (July 2023), review of proposals for external accreditation in 2023 Review of Cyber Security Policy/activity Implementation of recommendations for Internal Audit reports Additional technical controls introduced through 2023, building on MFA rollout.	2	5	10	↔		<b>May 2023</b> High profile events in region raise likelihood of targeted attacks. Awareness campaign and additional technical measures introduced.
CRR007/23	<b>Climate Response</b> 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. Annual report on progress to Committee June 2023. Linkages in Wirral Plan - monitoring and reporting on delivery of related priority Dedicated Climate Emergency Manager and Team. Partnership working through Cool Wirral Partnership's Climate Change Strategy, Cool 2. Carbon Literacy training - Bronze status as a Carbon Literate Organisation. 88 staff received training in 2022/23 Environmental impact assessment for Council contracts. Met target reduction for CO2e (carbon dioxide equivalent) emissions for 2022/23 Funding secured from the Low Carbon Skills fund and development of 11 Heat Decarbonisation Plans. DEFRA funding for an education and awareness project on domestic burning. Delivery of a 'Natural Curriculum' programme to teachers of 10 schools, upskilling of Rangers to Forest school Level 4, and subsequent training of 24 primary school teachers to Forest school Level 3. Tree planting strategy inc targets in place. 2022/23 planting of over 21,000 trees through 20 community planting sessions 16 Park Rangers trained to utilise e-cargo bikes and trailers. Consultants commissioned to develop an Electric Vehicle strategy for the borough to build on existing arrangements e.g. on-street electric vehicle charging points. Consultation and adoption of the Pollinator Strategy. Progress on the Birkenhead Heat Network Project. Council led a Cool Wirral Partnership task & finish review into low carbon buildings.	3	4	12	Delivery of Environment & Climate Emergency Action Plan Priorities for 2023/24: Continued green purchase and exploration of alternative purchasing strategies. Integrate heat decarbonisation plans with Asset delivery plans. Progress Public Sector Decarbonisation Scheme (PSDS) application to support Asset delivery plans with potential involvement of the Liverpool City Region. Develop and expand project pipeline of heat decarbonisation plans. Progress plans to improve energy efficiency of Leisure facilities. Complete development of Green Fleet strategy. Reduce the environmental and carbon impact of our goods and services. Complete and adopt an Electric Vehicle Strategy for the borough and explore options to expand the EV charging network within the borough. Increase staff and member engagement and continue working towards becoming a silver award carbon literate organisation. Raise the profile of the climate emergency with residents through the launch of the Climate action hub, community climate champions and community grants. Develop and implement an Air Quality strategy and action plan for the borough.	2	4	8	↔	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 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.	<b>May 2023</b> Aiming for next level of accreditation - Silver Carbon Literate Organisation. Training available to more staff to meet numbers required. 2023/24, the Council require a further 18% reduction in emissions, this will require reducing our energy use and transitioning away from using fossil fuels for heating if we are to remain on target
CRR008/23	<b>Adherence to corporate policies, procedures, and legislation.</b> Lack of consistent application of policies and procedures, and adherence to legislation (including but not limited to procurement, HR, finance, information management, health & safety) leads to inefficient/ineffective use of resources, residents and staff put at risk and/or legal challenge, resulting in damage to reputation of the Council, financial penalty and injury/loss of life.	Chief Executive	Specialist Area Groups in place for key areas e.g. Corporate Governance, People Strategy, Information Governance, Health, Safety and Wellbeing Regular reporting of key performance information via Organisational Performance Group, SLT to highlight areas of poor/deteriorating performance and agree remedial actions Internal Audit Plan includes areas of financial control, risk and compliance with key areas audited on a more regular basis than others. Review of Public Interest Reports and case studies of other local authorities Annual Governance Statement including identification Significant Governance Issues and associated actions, Director's Governance Assurance Statements Targeted training packages rolled out including on Flo - some essential for all staff, targeted training for roles/teams Committee Co-ordination and Oversight Group (reps from Governance, Risk, Legal and Finance) to quality assure all key decision reports, prior to sign off by SLT Corporate Landlord model has been approved, with a Corporate Property Board now in place, to bring a consolidated approach to the management of assets. Staff annual Corporate Governance checklist submission - awareness and understanding of key policies Meetings of Chief Executive with key officers e.g. Chief Internal Auditor Statutory Officers regular meetings (Chief Ex/S151/Monitoring Officer) help to identify and	2	4	8	Review of Officer Groups - governance/ToR, purpose /membership Internal Audit reports and associated recommendations	2	4	8	*		<b>May 2023</b> Risk reviewed to reflect potential inconsistencies in the application of key areas of policy, procedure and legislation across the Council. Any significant areas of concern raised subject to Internal Audit review.
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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.

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

### 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

		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