

Guidance on Compiling a Risk Register

The Council defines a risk as:

“An uncertainty that could have adverse or beneficial effects on the achievement of objectives”

It is important that risks are **managed effectively**, it is rare that all risk can be eliminated.

The initial stage of the process sets out to identify the exposure to these uncertainties. Risks will be identified in relation to the objectives for the service area, project, strategy or activity. It is therefore vital that those objectives are clear, meaningful and understood.

Wherever possible, risk identification and evaluation should be undertaken by a range of stakeholders with an interest in the strategy, service, project, partnership or other initiative and a consensus reached. This will help to avoid the assessment being skewed by the views any one individual.

When entering into joint working arrangements, projects / partnerships or cross service activities consideration should be given to assessing the risks involved in such an arrangement. To avoid any ambiguity or confusion, the roles and responsibilities for managing risks should be clearly set out at the start.

These would include:

1. Agreed methodology and scoring framework
2. identification of risk and establishment of a risk register
3. Mitigating actions to be taken to reduce risk and responsible party
4. Frequency for monitoring, reviewing and reporting of the risks
5. Escalation and assurance process The arrangements that are in place for regular monitoring of performance should include a regular review of risks and the obtaining of assurances that the risks are being effectively managed and business continuity assured.

Identifying and Expressing a Risk

Group together similar or duplicate risks and complete an all-encompassing risk description. The description of the risk should have two elements: the event and its possible consequence.

The Event or the Big Bang links to the likelihood score, how probable is it that this event could occur?

The result or consequence of the Event is measured by the impact score. What would happen if the Event did take place?

Try and avoid the risk being simply a mirror image of the objective or purely a lack of budget. Bear in mind there may be more behind the loss or failure, be clear on what the risk is that can be managed.

Make sure you clearly express the event to understand what is the cause of the risk as this helps with the scoring and the identification of the controls?

It will also help when reviewing the risks further down the line, spending time to get this right at the start will help understanding later.

Scoring of the Risks

The scoring definitions are provided on a separate tab. These should be referred to when initially scoring the risks and at subsequent reviews.

Scoring should also be agreed as group to avoid bias due to an individual's experience or knowledge.

Please note the template auto-calculates the total score and allocates a colour RAG assessment.

RED - risks falling into the red area require primary attention and explanation. Use the Risk Update field to capture additional context.

These risks may need to be elevated to a higher level if they are unable to be controlled and reduced at the level that the risk register has been completed.

AMBER - risks in the amber area may have a high likelihood or high impact score. Those with a high likelihood score require routine management and monitoring to ensure they do not occur whilst for those in the same area with a high impact score consideration should be given to contingency planning to help reduce the impact if they do occur.

GREEN - risks falling into the green area need to be recorded and monitored in case the situation changes. They may only be at this level due to the amount of controls in place. There is a fine balance to ensure that the risks are not overcontrolled, could the organisation accept a higher level of risk if some of the controls were removed and resources released?

Useful phrases to help describe risks

Loss of X...

Failure to ...

Change of ...

Inability to...

Breach of

Lack of ...

But remember risks can also be positive and opportunities to be exploited.

Priority / Objective	Risk Ref.	Risk Description	Unmanaged / Gross Scores			Risk Owner	Existing Controls - effective and working on the risk	Managed / Current Scores			Planned Additional Controls - to lower the risk or consolidate position	Action Owner	Target Date	Target Scores			Current Risk Status (▲ ▼ ◀ ▶)	Risk Update
			Likelihood	Impact	Total (LxI)			Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)		
Inclusive Economy	RP005	Increase in emergency homeless presentations due to external factors Resulting in the need for increased use of bed and breakfast establishments, increased financial pressure on the council due to recoverable subsidy and families being in B&B beyond the 6 week government timescales resulting in formal action plans to be in place with DLUHC and the potential failure of the Council being able to meet its legal obligations and duty to accommodate.	5	5	25	Lisa Newman	Homeless Prevention Grant funding supporting prevention activity and assisting with contribution to temporary accommodation use	4	4	16	Increased access to further dispersed accommodation and enhanced specialist support for those fleeing DA.	Sheila Jacobs	Jun-24	4	3	12	▶	Recruitment and retention of staff - Mitigation currently through use of Agency Staff to meet demand whilst recruitment ongoing however this is a continuous challenge. Shortage of affordable housing is negatively affecting opportunities for rehousing, which is resulting in people remaining in temporary accommodation for longer. Currently in dialogue with a local Registered Provider for a potential units to be used as alternative to use of B&B.
							Expansion of Rough Sleeper initiative to include additional posts in the Community/Voluntary sector to further address complex and entrenched rough sleepers				Secure additional funding for dedicated officer for Customers under Probation	Sheila Jacobs	May-24					
							Corporate support for vulnerable groups through Housing Support fund.to assist with furniture packages for those moving on from Temporary Accommodation.				Acquire additional Temporary Accommodation as part of the Local Authority Housing Fund and deliver full programme as part of MOU	Emma Foley	May-24					
							Access to Dispersed Temporary Accommodation as an alternative to B&B				Weekly Monitoring of Families in Bed and Breakfast approaching the 6 week period and action plan for move on	Wayne Tsoi	Mar-24					
							Effective use of Triage Assessment service which facilitates emergency access to accommodation for Rough Sleepers and those at risk of Rough Sleeping.				Continued attempts to recruit staff, including trainee type recruitment drive	Sheila Jacobs	Jun-24					
							Further emergency overflow provision for those at risk of homeless or rough sleeping over winter period											
							Rehousing plan for Homes For Ukraine families as placement with sponsors come to an end											
							Wirral Advice Aid webpage - providing early self help advice and assistance											
							Rehousing Support Events for sponsors and Ukraine households programme of recruitment of emergency sponsors/winter payment options											
Inclusive Economy	RP006	Lack of affordable homes to meet local housing needs Lack of delivery of affordable homes due to availability of public/private land supply; dependency on external funding and partners to deliver new homes; lack of borrowing capacity of partners	4	4	16	Lisa Newman	Quarterly Monitoring with partners, review of council assets for use to support affordable housing delivery, development of affordable housing within regeneration plans	3	4	12	Monthly meetings with Assistant Director to discuss existing and pipeline developments and links to wider regeneration work. Any issues which need escalating, discussed at these meetings.	Emma Foley	Mar-25	4	3	12	▶	
							Access and use of funding packages and use of eligible funding available to the council to support delivery of affordable housing				Assistant Director representation at Housing Delivery Board to monitor affordable housing against Local Plan 5 year supply assumptions, process for escalation to CEX	Lisa Newman	5 year target date for local plan to be inserted					
							Planning policy in place for section 106 affordable housing provision within developments				Delivery of Assets Disposal Programme to include sites deemed appropriate for Affordable Housing to be progressed in conjunction with Assets	Emma Foley	Mar 2025					
											Six weekly strategic meetings between Strategic Housing and Health and Care officers to review potential extra care / LD opportunities and how they could meet strategic needs identified through GAP analysis.	Emma Foley	Ongoing - Every 6 weeks					
Inclusive Economy	RP007	Failings in Commissioned and Contracted Services for Homeless and Socially Excluded Groups due to tight labour markets, retention and recruitment, skills shortage, contracts not offered linked to inflation costs which could cause a collapse on the supported housing market and provision of hostels for single homeless people and specific vulnerable groups	4	5	20	Lisa Newman	Due diligence on tender submissions and prospective providers	4	5	20	Review any requests for inflationary increases to contracts upon extension or renewal	Sheila Jacobs	Mar-25	4	2	8	▶	
							Monthly Monitoring of contracts and regular provider reviews				Report to Director of Regeneration and Place and Economy, Regeneration and Housing Committee any budget pressures	Lisa Newman	Quarterly as part of Budget Monitoring Reports					
							Monitor inflation changes and impacts on providers, small uplifts may be able to be managed within budget envelope				Requests for pressures programmed within budget planning process	Lisa Newman	Mar-25					
Inclusive Economy	RP008	Failure for all properties to comply with statutory Compliance and Regulatory requirements as set out in the new Social Housing Regulatory Act for council owned properties which could result in the council being in breach of Homes England and Government standards and failure to hold up to date complete and reliable data in areas such as health and safety, stock condition	4	5	20	Lisa Newman	Existing Management Contract with external experience Provider in place	4	4	16	Improvement programme containing schedule of works and costed to be established	Emma Foley	Mar 2024	2	3	9	▶	
							Legal advice sought on requirements needed for changes for clarification on tenancies				Establishment of a Sinking fund for the miscellaneous properties for long term maintenance improvements	Emma Foley	Mar-25					
							Survey works being undertaken on those miscellaneous properties currently not part of contract to ascertain standards				Delivery plan reviewed by AD Housing/AD Assets	Lisa Newman	Quarterly as part of Budget Monitoring Reports					
Inclusive Economy	RP009	Business Sustainability & Growth Impact of macro/national economic conditions severely impact business growth and survival. Recruitment, supply chain issues, energy costs and high inflation are compounded by reduced consumer spending power and ongoing post-pandemic recovery burdens on business such as Covid loan payback requirements. Likely impacts are increased unemployment, reduced business survival rates and reduced business growth rates effecting the ability to deliver the aims of Economic Strategy and support the regeneration programme.	5	4	20	Helen Carney	National Government interventions e.g.-: tax/business rate reliefs, economic zones, energy caps	4	4	16	Targeted use of UKSPF Funds for Sector Specific Place Based Business Support Programme	Helen Carney	Q1 2024/25	3	3	9	▶	Funds secured for planned targeted planned additional controls. Economic Performance Framework agreed with ERH Committee Q3 2023/24. Redevelopment of Business Investment Fund in 2024/25 Service Work Programme.
							Targeted support through LCRCA business support services				Targeted use of UKSPF Funds for Recruitment & Redundancy support	Helen Carney	Q1 2024/25					
							Targeted support through Council commissioned Business Support Services (Wirral Chamber supplier)				Oversight of economic performance information through Committee	Helen Carney	6 Monthly from 2024/25 Municipal Year					
							Targeted support to unemployed/economically inactive residents through Ways to Work Programme				Redevelopment of Business Investment Fund	Helen Carney	Q1 2024/25					
							Regular review of economic intelligence and economic performance measures											
Inclusive Economy	RP010	Delivery of Regeneration Projects Inability to deliver projects to external grant agreement conditions/timetables leads to clawback/repayment of funds impacting on ability to deliver projects.	4	4	16	Marcus Shaw	Discussions with DLUHC have resulted in Wirral being invited to join a Pathfinder Pilot where Future High Street Fund, Levelling up and Towns Deal will be amalgamated, pushing the spend deadline on those funds to March 2026.	2	4	8	Provision of an Investment Plan to DLUHC to profile the delivery of the regen portfolio (by 25/9). Approaches to accelerate delivery are being developed with the support of Heads of Delivery, Procurement and Legal Services. Trowers and Hamlin have been appointed to support the legal aspect of this work.		on-going	1	4	4	▶	Regular meetings are held with funders such as DLUHC, Homes England and the Combined Authority to ensure they are updated on progress
							Project Management arrangements are in place to ensure that there is regular reporting and monitoring of grant performance.											
							Any issues identified are escalated to the Departmental Management Team and Strategic Leadership Team as appropriate. Regular progress on projects is to be provided to the appropriate committee from September 23.											

SCORING

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

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

Category	Definition	Examples
Political	Associated with the political environment in which the Council operates	New political arrangements
		Member support / approval
		Electorate dissatisfaction
		Impact of electoral changes
Economic	Associated with changes in the economic environment, their impact on the community and Council's own financial position.	National and regional economic situation
		HM Treasury – investments, reforms, budget cuts
		Key employment sectors (current and future)
		Borrowing, lending situations, investments and interest rates
		Inflation
Social	Relating to the effects of changes in demographic, residential or socio-economic trends.	Residential patterns / profile (state of housing stock, public / private mix)
		Health trends / inequalities
		Demographic profile (age, race etc.)
		Lifelong learning
		Crime statistics / trends
Legal / Regulatory	Associated with current or potential changes to legislation and the regulatory environment at national and international level.	Government policy
		Inspection / regulation (e.g. Ofsted)
		European Directives (e.g. procurement)
		Legal challenges
		Statutory duties / deadlines (e.g. FoI)
Technological	Associated with the impact of the pace/scale of technological change on the community and the Council, or our ability to use technology to address changing demands.	Technology driving demand – customer needs and expectations
		Digital exclusion
		Increasing reliance on technology
		Resilience of key IT systems
		Capacity to deal with change
Environmental	Relating to the environmental consequences of realising our objectives and the impact of environmental change on the Council and the community.	Impact of planning and transport policies
		Nature of environment (urban / rural)
		Land use – green belt, brown field sites
		Contamination, pollution
		Storage / disposal of waste
		Climate change and impact of severe weather
Financial	Arising from the financial planning and control framework	Quality of financial forecasting, profiling and cost/benefit analysis
		Effectiveness of financial controls
		Lack of investment
		Failure to prioritise budgets
		Level of financial skills and knowledge
		Adequacy of financial reporting
		Management of budgetary pressures
Customer / Citizen	Arising from the need to meet the changing needs, choices and expectations of customers and citizens	Effectiveness of safeguarding
		Relations with community leaders and groups
		Extent and nature of consultation
		Managing expectations
		Reputation management
		Management of complaints and compliments
		Visibility of services (e.g. refuse collection)
Partnership / Contractual	Arising from the ability of contractors and partnership arrangements to deliver services or outcomes to the agreed cost and specification	Resilience of partners / supply chains
		Accountability frameworks and partnership boundaries
		Managing performance
		Experience and expertise in commissioning
		Governance arrangements
People	Arising from the capability, competency and capacity of those who work for the Council and their welfare and safety.	HR / employment policies
		Quality of industrial relations
		Reliance on key staff
		Recruitment and retention
		Health and safety duties
		Level of staff morale
		Adequacy of skill set