

**Wiltshire Council Strategic Risk Register  
2019/20 Quarter Three (at 31 December 2019)**

There are significant challenges for Wiltshire Council as it looks to build stronger communities, grow the county's economy and protect the vulnerable. The Strategic Risk Register reflects these challenges.

The Strategic Risk Register draws together information recorded on risk registers of individual services across Wiltshire Council.

Information that has significance across the council as a whole is displayed in two categories on the Strategic Risk Register.

1. Critical service risks: significant risks that sit in a single service but which, should they become an issue, will have a significant impact on the council as a whole.
2. Composite strategic risks: where similar risks exist in a number of different services which would not have a significant impact on the organisation on their own but put together represent a significant impact. These risks are compiled into a single strategic composite risk and included within the strategic risk register. These risks are scored by reviewing the service component risks.

Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk).

Each risk is scored for impact and likelihood to give an overall score. A risk is scored twice; firstly, as inherent (the current level of risk) and then as residual (the risk as it would be once all mitigating actions are in place).

The progress towards implementing mitigating actions is assessed as red, amber or green. This RAG guides the reader of the register to understand the true current risk.

A whole range of service risks are kept under observation each quarter.

Risk short name	Primary Risk Category	Secondary Risk Category	Q3 Inherent Impact	Q3 Inherent Likelihood	Q3 Inherent Risk Rating	Q3 DoT	Q3 Actions RAG	Q3 Residual Impact	Q3 Residual Likelihood	Q3 Res Risk Rating	Q3 Comments
<b>Critical Service Risks</b>											
Safeguarding Children	Service Delivery	Reputation	4	3	12	▶	Amber	4	2	8	Families and Children's services recruitment and retention strategy remains the focus of mitigating actions. A long-serving, well trained staff body is the best protection against safeguarding issues arising.
Safeguarding Adults	Service Delivery	Reputation	4	2	8	▶	Green	4	2	8	Adult MASH was formally launched in June 2019 - there are ongoing recruitment issues and agency staff are being used.
Failure to revive Salisbury's economy	Reputation		3	3	9	▶	Green	3	3	9	A bid has been made to the Future High Street fund to help accelerate the recovery and development of Salisbury City centre.
Interest Rates Changes	Financial	Reputation	3	2	6	▶	Green	2	2	4	There is potential for borrowing to become more expensive in the future but current borrowing cost is still low and at a fixed rate.
Cyber Resilience	Service delivery	Reputation	4	3	12	▶	Amber	4	2	8	A new action plan being discussed with directors to develop a whole council approach. The new action plan has not yet taken full effect. Additional actions will be defined next quarter.

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<b>Composite Corporate Risks</b>											
<b>Staff capacity: Recruitment and Retention</b>	Staffing/ People	Staffing/ People	3	2	6	▶	Green	3	2	6	Much of the planned mitigation is now complete and in place. There remain specific issues in services areas that are being addressed by sector specific action plans.
<b>Budget management</b>	Financial	Reputation	3	3	9	▶	Green	3	2	6	Continued monitoring at team, service and director level means that the inherent likelihood reduces as we reach the end of the financial year.
<b>Contract monitoring and management (Composite Risk)</b>	Service delivery	Financial	4	3	12	▶	Amber	4	3	12	The roll out of the council wide action plan to improve and standardise contract management is continuing. It is hoped that the impact of the new approach will be seen in future quarters.
<b>Income Collection</b>	Financial	Reputation	3	3	9	▶	Amber	3	2	6	Income collection is regularly reviewed and compared to budget expectations. Some areas remain are expected to underperform while other are expected to exceed budgets.

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<b>Composite Corporate Risks</b>											
Uncertainty over the type and timing of Brexit and it's impacts mean resources are required for contingency planning and decisions are delayed.	Service delivery	Financial	3	2	6	▼	Amber	3	2	6	The inherent risk is reduced in this quarter following the passing of the second reading of the Withdrawal Agreement Bill in December. There is now less likelihood of uncertainty around the details of the UK's departure from the EU although the risk remains relevant as the outcome, desired or actual, of the trade negotiations over the following 12 months remains unknown.
Corporate Health, Safety & Wellbeing	Health & Safety	Health & Safety	2	2	4	▶	Green	2	2	4	Ongoing monitoring of a range of health and safety risks across the council means that the corporate risk is maintained at its low level.
Information Governance	Reputation	Financial	3	2	6	▶	Green	3	2	6	The corporate level risk is kept low with controls administered by the Information Governance team including a relatively new reporting procedure. Its not thought that the risk could be further reduced.