

Wiltshire Council Strategic Risk and Issues Summary - 2022/23

This summary gives details of issues the council is dealing with, the strategic risk register and the emerging risk that may need to be quantified in the future. A guide to reading the risk register is included at the back of this summary.

Issues

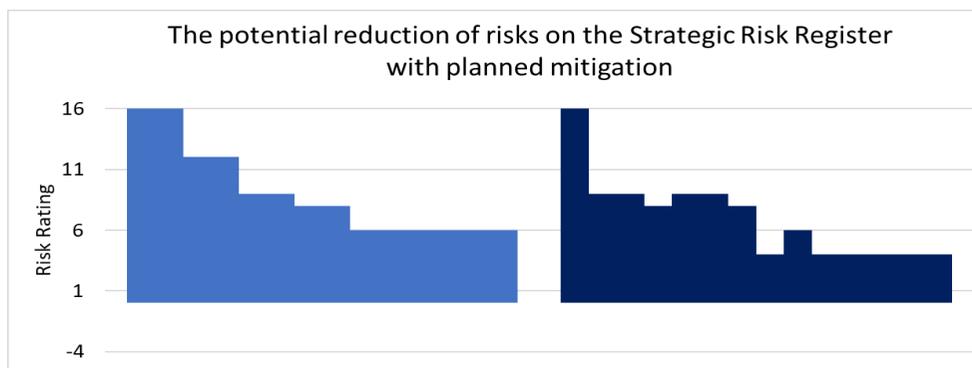
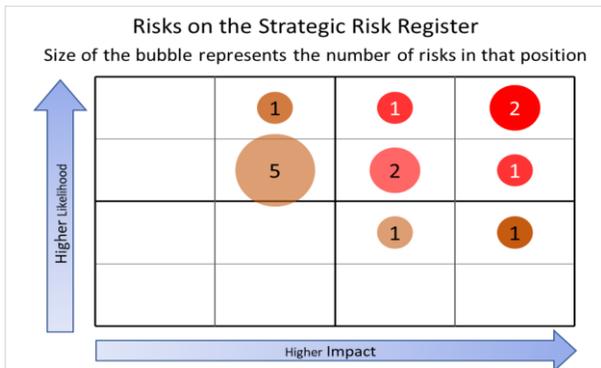
Obstacles and Challenges that are now present and being managed as issues by Wiltshire Council

Macro economic pressures on our budgets: Sustained inflation Nationally, there is a 'cost of living crisis' impacting businesses and residents and, due to inflation, the council has experienced a significant increase above that forecast in the budget. As part of the final financial outturn reporting, the Council took the opportunity to prudently set aside reserves to offset the unforeseen costs of inflation likely to arise in 2022/23, with £7m set aside for Contractual Inflation & £2m set aside for Pay Inflation to address the in-year pressure.

Staff Capacity: Recruitment and retention Some, but not all, service areas have identified that this has now become an issue, with there being a range of factors at play in different labour markets. These include:

- A smaller national workforce (less European immigration, earlier retirement/semi-retirement following the pandemic, increased numbers of those on out of work benefits) and closer to full employment.
- Specific skills shortages.
- Competition from the private sector and from other public sector organisations.
- The impact of the increase in the cost of living making higher wages more important.
- The cost increase of driving for those who have to travel in their role.

The result is that some services are now impacted by insufficient staffing.



Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

| Risk short name | Cause | Event | Effect | Primary Risk Category | Secondary Risk Category | Owner | Risk Response | Q3 Inherent Impact | Q3 Inherent Likelihood | Q3 Inh Risk Rating | Q3 DoT | Appetite check Q3 | Q3 Mitigation Actions | Q3 Actions Confidence | Q3 Residual Impact | Q3 Residual Likelihood | Q3 Res Risk Rating |
|-----------------|--|---|---|---|-------------------------|------------------|---------------|--------------------|------------------------|--------------------|--------|-------------------|-----------------------|-----------------------|--------------------|------------------------|--------------------|
| 1 | Unable to meet demand for special educational needs or disability (SEND) school provision | Cost of provision exceeds the High Needs Block (HNB) of the Dedicated Schools Grant (DSG) | More of the DSG spent on providing education for SEND | Shortfall in the funding for schools | Financial | Legal | Helean Hughes | Treat | 4 | 4 | 16 | ► | Outside | Low | 4 | 4 | 16 |
| | Lack of capacity in the social care market | Changes in the local market (including recovery from the pandemic) means there is insufficient supply of Home Care, Independent Fostering Agencies, Children's Homes, provision for complex needs (including people with complex behavioural needs) | Too often provision has to be secured out of county, often in competition with other local authorities at a cost higher than the local market | The right type of care is not always available, people able to be discharged have to wait longer in hospital and budgetary pressure increases if people are placed in out of county or spot provision | Service Delivery | Financial | Helen Jones | Treat | 4 | 4 | 16 | ► | Outside | Moderate | 3 | 3 | 9 |
| 3 | Failure to manage housing development | Lack of a 5 year land supply | Loss of control over the location of new development | Non-plan led housing development may be granted consent through the appeal process: Allowing development where we don't want it; Increase in costs - defending appeals; Pressure on staff. | Legal | Reputation | Jean Marshall | Treat | 4 | 3 | 12 | ► | Outside | Moderate | 3 | 3 | 9 |
| | Increasing vulnerability to climate impacts | Inability to adapt key infrastructure and services to increasingly severe weather impacts from climate change. | Increased impacts from more frequent and intense weather events such as flooding, droughts, heatwaves and storms. | Direct impact on health, safety, environment, businesses and infrastructure. | Health & Safety | Service Delivery | Sarah Valdus | Treat | 3 | 4 | 12 | New | Outside | Moderate | 2 | 4 | 8 |

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| 5 | Uncontrolled cost of social care (predominantly adults) | Changes in regulation (including the cost of increased infection prevention & control measures), workforce pressures and inflationary pressures in the care market | Each individual care package cost increases | Greater budgetary pressure to meet statutory requirements impacting on preventative and other spend | Financial | Service Delivery | Helen Jones | Tolerate | 3 | 3 | 9 | ▶ | Within | Continue to identify budgetary pressures and report in to Cabinet. | Moderate | 3 | 3 | 9 |
| 6 | Cyber Resilience | Malicious attacks from either internal or external individuals or organisations with the intent of stealing data or impacting the council's ability to deliver services. | Wiltshire Council's security is compromised opening up access to councils systems and personal and corporate data for malicious activity. | Loss of personal or corporate information OR loss or interruption of some or all council services delivered to citizens of Wiltshire. | Service delivery | Reputation | Mark Tucker | Treat | 3 | 3 | 9 | ▶ | Within | Work continues around recovery plans and a council-wide EPRR exercise is being planned. | High | 3 | 3 | 9 |
| 7 | Impact of negative media/social media coverage on council | Potential negative reaction to council decision making and delivery of services. | Negative public reaction expressed via social media and through the media | Negative impact on council's reputation. | Reputation | Reputation | Perry Holmes | Tolerate | 2 | 4 | 8 | ▶ | Within | | High | 2 | 4 | 8 |
| 8 | Failure in Safeguarding Children | The council and / or multi-agency partners failing to follow procedures or to undertake a thorough assessment | The council and / or multi-agency partners providing inappropriate intervention or no intervention. | Children not being protected from harm. | Service Delivery | Reputation | Lucy Townsend | Treat | 4 | 2 | 8 | ▶ | Within | 1. Workforce strategy in place to aid recruitment and retention of practitioners, including the use of market supplements. 2. Quality Assurance Framework in place which assures monitoring of performance (qualitative and quantitative). 3. Increased resource directed into the Integrated Front Door to effectively manage the increase in referrals and ensure consistent threshold application, thus preventing unnecessary escalation into statutory service where there is more pressure on workforce i.e. social workers. 4. Continued prioritisation of the family help/hub agenda, including consideration of commissioning | High | 2 | 2 | 4 |

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|-----------------|--|--|--|--|-------------------------|----------------|---------------|--------------------|------------------------|--------------------|--------|-------------------|---|---|--------------------|------------------------|--------------------|---|
| 9 | [Composite] Information Governance | Failure to manage information effectively in keeping with Data Protection Act Principles leading to reportable incidents and potential data breaches | 1. Personal information not obtained and / or processed fairly 2. Excessive information obtained and held beyond service purpose 3. Information held for longer than purpose requires 4. Information not accurately captured / maintained or kept current 5. Information not protected by adequate technical measures 6. Sensitive information inappropriately disclosed either verbally, on paper or electronically. | Unlawful use and / or disclosure of personal data results in Risk and distress to individuals concerned, potential fines from Information Commissioners Office (ICO), reputational damage and loss of confidence in the authority. | Legal | Financial | Perry Holmes | Tolerate | 3 | 2 | 6 | ▶ | Within | High | 3 | 2 | 6 | |
| | [Composite] Income Collection | Decrease in levels of income due to lower payment rates, take up of services or increase default rates | Failure to collect income as expected and budgeted for | Increased financial pressure on other service areas in order to deliver a balanced budget across the Council as a whole which results in cuts to those other services spend. | Financial | Reputation | Lizzie Watkin | Treat | 2 | 3 | 6 | ▶ | Within | Additional budget monitoring and training with all heads of service | High | 2 | 2 | 4 |
| 11 | [Composite] Corporate Health, Safety & Wellbeing | Inadequate or ineffective control strategy is established | Lack of application by managers and individuals of corporate policy and procedures | Likelihood of personal harm increases. | Health & Safety | Kate Blackburn | Tolerate | 2 | 3 | 6 | ▶ | Within | Ongoing programme of compliance monitoring and additional capacity created by cessation of traded off to non-maintained schools | High | 2 | 2 | 4 | |
| 12 | Hospital discharges resulting in high cost and highly restrictive packages of care | Increase in number people needing to be discharged from hospital not being discharged | Challenge from external partners on the quality/quantity of available provision | Increase in out of county placements and / or high cost packages, hospital beds being unavailable for others with complex needs. | Service delivery | Financial | Claire Edgar | Treat | 2 | 3 | 6 | ▶ | Within | Liaison with health partners. Weekly Community Team for People with Learning Disabilities (CTPLD) update call with health and Dynamic Support Register (DSR) meetings. Accommodation needs shared with commissioning to inform strategy. MADE events identifying discharge pathway plans. | High | 2 | 2 | 4 |

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| 13 [Composite] Budget management | New unfunded project, unforeseen demand or failure to make planned savings | Inability to deliver key statutory services within the service-level budget envelope | Increased financial pressure on other service areas in order to deliver a balanced budget across the authority as a whole which results in cuts to those other services spend. | Financial | Reputation | Lizzie Watkin | Treat | 2 | 3 | 6 | ▶ | Within | New planned savings delivery work | High | 2 | 2 | 4 |
| 14 [Composite] Not on track for the Council to be carbon neutral by 2030 | Lack of prioritisation for carbon reduction by other council departments | Financial considerations mean decisions are made not to undertake carbon reduction activity | Wiltshire Council fails to be carbon neutral by 2030 | Service Delivery | Reputation | Parvis Khansari | Tolerate | 2 | 3 | 6 | ▶ | Within | Large scale carbon reduction projects have been delivered on council buildings, in particular two large leisure centres now run exclusively on electricity and are carbon neutral. | High | 2 | 2 | 4 |

Emerging Risks

Events that have the potential to interrupt the work of the Council but of which not enough is yet known to quantify the risk to the delivery of our services.

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| Continuing financial impact of global events | International capital and energy markets remain impacted by conflict and speculative investment are likely to sustain additional inflationary pressure in the UK. Disruption to global supply chains causing shortages, more inflation and potentially more demand for support of council services. A more uncertain world could mean a more insular economy and lower UK market sentiment meaning less investment in Wiltshire. |
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| Additional service pressures | As the Council operates in a multi-agency environment with complex and intricate dependencies, it could be adversely impacted by the actions of others (including short term workforce pressures, greater service demand or budgetary constraints). |
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How to read the strategic risk register

There are significant challenges for Wiltshire Council as it looks to empower people, build stronger communities, grow the county's economy and lead the way in tackling climate change. 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.
3. National level risks: Wiltshire Council's response to the risks recorded by central government on the National Risk Register (NRR). The updated NRR is due to be published in the near future. When it is, Wiltshire Council will work within the Local Resilience Forum to produce an appropriate response. In the meantime Wiltshire Council's pre-existing response to the previous NRR is shown in the grey rows above.

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 the planned mitigating actions are in place).

The confidence in the implementation of these mitigating actions is assessed as high, moderate or low. This guides the reader of the register to understand the true current risk.

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