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Co-operative Council

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Borough of Telford and Wrekin

Audit Committee

Thursday 23 November 2023

6.00 pm

Quaker Room, Meeting Point House, Southwater Square,
Telford, TF3 4HS

Democratic Services: Sam Yarnall 01952 382193

Media Enquiries: Corporate Communications 01952 382406

Committee Members: Councillors A D McClements (Chair), G H Cook (Vice-Chair), E Davies, S J Reynolds, P Thomas, W L Tomlinson and C R Turley

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6.0 Progress of 2021/22 and 2022/23 Audits

Verbal Report

To receive a verbal update from Grant Thornton on the progress of audits from 2021/22 and 2022/23.

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AUDIT COMMITTEE

Minutes of a meeting of the Audit Committee held on Wednesday 26 July 2023 at 6.00 pm in The Telford Room, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT

Present: Councillors A D McClements (Chair), G H Cook (Vice-Chair), E Davies, S J Reynolds, P Thomas, W L Tomlinson and C R Turley

In Attendance: A Lowe (Director: Policy & Governance), J Clarke (Senior Democracy Officer (Democracy)), K Clarke (CFO and Director: Finance & Human Resources), T Drummond (Principal Auditor), P Harris (Finance Manager - Corporate & Capital Finance), R Montgomery (Audit & Governance Lead Manager), E Rushton (Group Accountant) and L Higgins (Customer Relationships & Welfare Services Service Delivery Manager)

Apologies:

None.

AU13 Declarations of Interest

None.

AU14 Minutes of the Previous Meeting

RESOLVED – that the minutes of the meeting held on 31 May 2023 be confirmed and signed by the Chair.

AU15 Treasury Management - 2022/23 Annual Report and 2023/24 Update

The Finance Manager - Corporate & Capital Finance and the Group Accountant presented the Treasury Management – 2022/23 – Annual Report and 2023/24 Update Report which detailed the activity undertaken during 2022/23 and the position to 31 May 2023.

This report met the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities.

Borrowing could only be undertaken to fund capital investment and not to support the revenue budget which supports the delivery of most Council services. The total value of assets (exc. Infrastructure Assets such as Highways, footpaths, bridges etc and non NuPlace Ltd Long-Term Debtors) held by the Council at 31 March 2023 was £621.7m some £274.5m greater than debt outstanding. (In addition to this, the Council's infrastructure assets were valued at over £200m.)

The borrowing strategy for 2022/23 had been to borrow temporarily when required and take advantage of low interest rates where possible. This was a continuation of the strategy adopted in previous years. Short term borrowing had been undertaken during the year to meet cash flow requirements which had generated a benefit, particularly at the beginning of the year before interest rates began to rise.

The investment strategy for 2022/23 was primarily to ensure security of capital and liquidity balanced with delivering a commensurate rate of return.. The average return on investments for the year was 2.1%, slightly lower than the bench mark, average SONIA rate, of 2.2%. Temporary investments (excluding NuPlace share capital) increased by £2.0m at 31 March 2023 compared to 31st March 2022. This was predominantly due to greater than anticipated Government Grants received and sales ledger receipts.

The Council continued to face financial pressures during 2022/23 due to the cost of living crisis and high inflation. Cash flow had been monitored to ensure sufficient funds were available to meet the financial obligations.

A net benefit of £3.951m had been made against the budget for the year and this sound overall position had resulted from a mix of cash flow benefits, proactive treasury management activity and the active management of borrowing.

New borrowing would be required during the remainder of the 2023/24 financial year in line with the approved capital programme. Due to the forecast that interest rates would continue to rise throughout the remainder of 2023, it was anticipated that the majority of new loans entered into would be relatively short-term.

The Council's Treasury Advisors were providing regular investment and borrowing updates which included counterparty advice.

The Council made an annual contribution towards Shropshire Council costs on pre-disaggregation debt; debts that occurred prior to the creation of Telford & Wrekin Council. The contribution during 2022/23 was £1.148m and interest paid averaged 4.7%.

Members welcomed the positive report in the current volatile financial environment and thanked officers for their work. They were encouraged to see good compliance with indicators and a sensible approach to borrowing.

RESOLVED – that:

- a) the contents of the report be noted;**
- b) the performance against the Prudential Indicators be noted; and**
- c) the Treasury Management – 2022/23 Annual Report and 2023/24 be RECOMMENDED TO FULL COUNCIL.**

AU16 External Audit Update

The External Auditors gave a verbal update on current position in relation to the draft accounts for year-end May 2022/23. There had also been a delay in finalising the 2021/22 final accounts due to a national issue around data available from the pension fund triennial valuation. Final testing was currently taking place and the external auditors expected to be in a position to finalise the 2021/22 audit during the summer and then move on to the 2022/23 accounts which they hoped to finish on schedule..

The External Auditors also presented the Council's Audit Plan up to the year ending 31 March 2023.

Areas requiring special audit consideration, as they have a higher risk of material misstatement in the Statement of Accounts, had been identified as management of override controls (which is present in all entities), valuation of other land and buildings and investment property and the valuation of the net pension liability, due to the size of the numbers involved and assumptions.

Value for money arrangements had not identified any risks or significant weaknesses and there would be an ongoing risk assessment until the Auditor's Annual Report had been issued. A joint report covering 2021/22 and 2022/23 financial years would be released as soon as it had been completed.

Members acknowledged the national difficulties with completion of the accounts.

Members noted the report.

AU17 Customer Feedback Reports for 2022-23

The Service Delivery Manager: Customer Relationships and Welfare Services presented the Customer Feedback Reports for the period 1 April 2022 to 31 March 2023 which set out assurance that the Council's response to complaints was effective and services continued to improve following feedback.

There had been a sustained increase of compliments year on year with 566 compliments received during the reporting period, an increase of 19 and a 95% increase over the previous four years.

Complaints had reduced by 13% to 656 from the previous year.

Children's Services complaints had been at the lowest rate in eight years with response times reducing from 12 days to 11 days.

Response times on Adult Services complaints had reduced from 33 days to 25 days.

Further proactive work continued on the mystery shopper programme, customer satisfaction surveys, back to the floor initiatives and benchmarking exercises.

The Council became a member of the Institute of Customer Services (ICS) in January 2022. Following a benchmarking survey, Telford and Wrekin Council achieved an index score of 75.12 against other local government sectors who achieved an average of 70.28.

Satisfaction rates for the contact centre remained high at 91% with calls being answered within 10 minutes.

Members welcomed the positive outcomes of the report, particularly noting the importance of how complaints and compliments were handled, together with the direction of travel of children and adult services complaints. This was a testament to the hard work of the staff. It was pleasing to Members that telephone calls continued to be a source of communication and positive feedback on the myTelford App had been received from local residents.

The report was noted.

AU18 Councillors who traded with the Council during 2022/23

The Principal Auditor/Audit & Governance Lead Manager presented the report which detailed information in respect of those Councillors who traded with the Council during 2022/23.

As part of the accounts process, Councillors were required to disclose any interest they may have in any company that received payment from the Council and this information was recorded annually in the Final Accounts.

In 2022/2023 two Councillors were owners/directors of companies who had received payments from the Council and details could be found within the report.

This information would be published on the Council's website.

Members noted the report.

AU19 Internal Audit Activity Update

The Principal Auditor presented the Internal Audit activity made against the 2023/24 Internal Audit Plan for the period 1 May 2023 to 30 June 2023 and the unplanned work to date.

The key focus had been the completion of the audits on the audit plan and fulfilling commercial contracts.

Three reports had been issued during the reporting period, two green and one yellow. Members received an update on previous reports and where follow ups had been taken all had improved to green.

The Audit Plan was approved at the May 2023 Audit Committee. Progress made against the 2023 Audit Plan included two completed audits and five audits were in progress. No changes had been made to the plan since the previous meeting.

Unplanned work included quality assurance, counter terrorism and commercial contracts to eight academy trusts and two parish/town councils. The Team continued to look for external opportunities.

Members noted the report.

AU20 Corporate Risk Register Update

The Audit and Governance Lead Manager gave an update on the Corporate Risk Register.

The Council continued to monitor key risks as set out in the report.

A minor amendment to the Risk Register to incorporate the new the Director: Adult Social Care had been made.

The Risk Register would continue to undertake regular reviews and any updates would be brought to Audit Committee.

Members noted the report.

AU21 Exclusion of the Press and Public

RESOLVED – that the press and public be excluded from the meeting for the remaining item of business on the grounds that it may involve the likely disclosure of exempt information as defined in paragraph 1 of Part 3 of Schedule 12A of the Local Government Act 1972.

AU22 Cases Update

The Audit & Governance Lead Manager gave a verbal update on a recent case.

The meeting ended at 6.46 pm

Chairman:

Date: Tuesday 19 September 2023

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Telford & Wrekin
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Borough of Telford and Wrekin

Audit Committee

Thursday 23 November 2023

Internal Audit Activity Report

Cabinet Member:	Cllr Nathan England - Cabinet Member: Finance, Customer Services & Governance	
Lead Director:	Anthea Lowe - Director: Policy & Governance	
Service Area:	Policy & Governance	
Report Author:	Tracey Drummond - Principal Auditor Rob Montgomery - Audit & Governance Lead Manager	
Officer Contact Details:	Tel:	Email:
	01952 383105	tracey.drummond@telford.gov.uk,
	01952 383103	robert.montgomery@telford.gov.uk
Wards Affected:	All Wards	
Key Decision:	Not Key Decision	
Forward Plan:	Not Applicable	
Report considered by:	Senior Management Team – 7 November 2023 Audit Committee – 23 November 2023	

1.0 Recommendations for decision/noting:

Audit Committee is asked to:

- 1.1 Note the information contained in this report in respect of the Internal Audit planned work undertaken between 1 July 2023 and 31 October 2023 and unplanned work to date.

2.0 Purpose of Report

- 2.1 The purpose of this report is to update members on the progress made against the 2023/24 Internal Audit Plan and to provide information on the recent work of Internal Audit.

3.0 Background

- 3.1 This report provides information on the work of Internal Audit from 1 July 2023 to 31 October 2023 and provides an update on the progress of previous audit reports issued.
- 3.2 The key focus for the team during this period was the completion of audits on the annual audit plan and fulfilling commercial contracts
- 3.3 The information included in this progress report will feed into and inform our overall opinion in our Internal Audit Annual Report. All audit reports issued during the year are given an overall audit opinion based on the following criteria:

Level of Assurance/Audit Opinion & Definition	
<p>Good (Green)</p> <p>There is a sound system of control designed to address relevant risks with controls being consistently applied.</p>	<p>Reasonable (Yellow)</p> <p>There is a sound system of control but there is evidence of non-compliance with some of the controls.</p>
<p>Limited (Amber)</p> <p>Whilst there is a sound system of control, there are weaknesses in the system that leaves some risks not addressed and there is evidence of non-compliance with some key controls.</p>	<p>Poor (Red)</p> <p>The system of control is weak and there is evidence of non-compliance with the controls that do exist.</p>

- 3.4 To determine the overall grading of the Internal Audit report each recommendation is risk rated (high, medium or low). The recommendation risk rating is based on the following criteria:

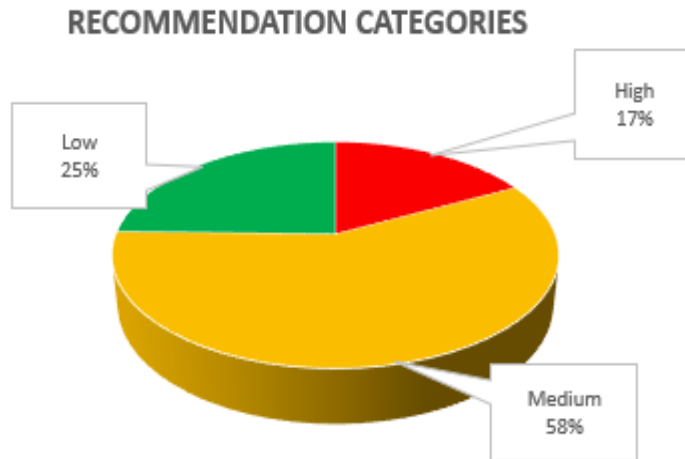
High risk = A fundamental weakness which presents material risk to the system objectives and requires immediate attention by management.

Medium risk = A recommendation to address a control weakness where there are some controls in place but there are issues with parts of the control that could have a significant impact.

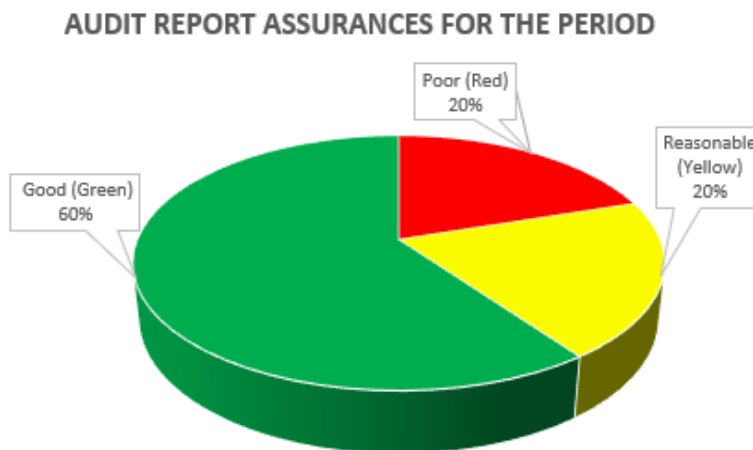
Internal Audit Activity Report

Low risk = A recommendation aimed at improving the existing control environment or improving efficiency, these are normally best practice recommendations.

3.5 The chart below shows the percentage of high (red segment), medium (orange segment) and low (green segment) risk recommendations made for the reports issued during this period.



3.6 The level of assurance (based on table 3.3 above) for audit reports issued in this period is detailed below.



Internal Audit Activity Report

3.7 The information in the above pie charts is broken down in the summary table below.

AUDIT REPORTS ISSUED BETWEEN 1/7/23 – 31/10/23 AND CURRENT STATUS						
Area	Date of Report	Level of risk on plan	Original Audit Grade	Follow up Due	Revised Grade	Comments
Direct Payments Childrens (22/23 plan)	18/09/2023	H	Poor	Dec-23		
Child Arrangement Orders (22/23 Plan)	18/10/2023	M	Poor	Jan-24		
Donnington Wood Infants School	19/09/2023	M	Reasonable	Mar-24		
Tibberton Primary School (22/23 plan)	22/09/2023	M	Reasonable	Mar-24		
General Ledger (2022-23)	28/06/2023	H	Good	n/a – green report		
HUG1 Grant	15/08/2023	M	Good	n/a – green report		
Bus Subsidy	21/08/2023	M	Good	n/a – green report		
IDT Risk Management	12/09/2023	M	Good	n/a – green report		
IDT Procurement	19/09/2023	M	Good	n/a – green report		
Insurance	19/10/2023	M	Good	n/a – green report		

3.8 Detailed below is the status of any reports previously issued and reported to Audit Committee. Members should note that once reports have reached a green status and have been reported to members they are excluded from future Audit Committee reports.

PREVIOUSLY ISSUED REPORTS & CURRENT STATUS					
Area	Date of Report	Original Audit Grade	Status previously reported to Audit Committee	Current Grade	Current status / Comments
SS Peter & Pauls Catholic Primary	05/10/2022	Reasonable	Follow up in progress	Good	Follow up complete and grading changed to green. No further follow up to be undertaken
IDT - Asset Management	24/11/2022	Reasonable	Follow up due August 2023	Good	Follow up complete and grading changed to green. No further follow up to be undertaken
Newport Infant School & Nursery	06/03/2023	Reasonable	Follow up due September 2023	Good	Follow up complete and grading changed to green. No further follow up to be undertaken
Shortwood Primary School	17/03/2023	Reasonable	Follow up due September 2023	Good	Follow up complete and grading changed to green. No further follow up to be undertaken
John Fletcher of Madeley Primary School	02/03/2023	Reasonable	Follow up due September 2023	Good	Follow up complete and grading changed to green. No further follow up to be undertaken
Wombidge Primary	02/05/2023	Reasonable	n/a	n/a	Follow up due November 23

Internal Audit is confident and has been assured by management that controls have and will continue to improve in all areas where recommendations have been made. There are no other issues to bring to the attention of the Committee at this time.

4 Progress on completion of the 2023/24 Annual Audit Plan

- 4.1 Audit resources have been spent completing work from the 2022/23 plan, meeting corporate contract commitments and commencing audits on the 2023/24 plan.
- 4.2 Audit Committee members approved the 2023/24 Internal Audit Plan at the May 2023 committee meeting. Appendix A of this report shows the progress made against this plan, 10 audits have been completed and 12 are in progress.
- 4.3 6 Audits have been deferred, equivalent to 60 days until the 24/25 plan. These changes were because of sickness within the audit team, additional days given to the Direct Payments Audit and resources needed for unplanned commercial work (see 5.1 below).

5 Unplanned work

- 5.1 The Audit Team have been commissioned to undertake an audit on the Hub on the Hill Community Centre.
- 5.2 Work continues on the commercial contracts with Academies and Town Councils, a total of 8 Academy Trusts and 2 Town Councils are using our service. Internal Audit continue to look for opportunities to expand their commercial offering.

6 Quality Assurance and Improvement Programme

- 6.1 Internal Audit maintains a Quality Assurance and Improvement Programme that complies with the Public Sector Internal Audit Standards (PSIAS) alongside the normal quality review process applied to all audit assignments. The Audit & Governance Lead Manager undertakes an independent monthly check of randomly selected (number dependent on number of completed audits that month) completed audit files to ensure they comply with:-
 - Requirements of the PSIAS
 - Rules of the Code of Ethics
 - Agreed Internal Audit process and procedures
 - Approved Internal Audit Charter

Only minor Internal Audit procedural issues have been found from these checks and they have been fed back to the Internal Auditors during this time to aid continuous improvement in the service.

7.0 Council Priorities

7.1 A community-focussed, innovative council providing efficient, effective and quality services.

8.0 Financial Implications

8.1 The planned work undertaken by the Internal Audit Team as outlined in this report is funded through the Council's base budget and approved as part of the Medium Term Financial Strategy. Income generated by Internal Audit from commercial contracts is used to offset the overall costs of the Internal Audit Team therefore reducing the amount of base budget required.

8.2 In circumstances where Audit findings result in changes to service delivery or controls etc. the financial consequences are managed as part of the implementation of such changes. There are no financial implications as a result of accepting the recommendations of this report.

9.0 Legal and HR Implications

9.1 There are no direct legal or HR implications arising from this report. The Council is required to undertake internal audit activity and to report the outcomes of that activity. It is one way that the Council can demonstrate it is operating transparently and in accordance with good governance.

10.0 Ward Implications

10.1 The work of the Audit Team encompasses all the Council's activities across the Borough and therefore it operates within all Council Wards detailed in the Parish Charter.

11.0 Health, Social and Economic Implications

11.1 There are no health, social or economic implications directly arising from this report

12.0 Equality and Diversity Implications

12.1 Transparency supports equalities and demonstrates the Council's commitment to be open and fair.

13.0 Climate Change and Environmental Implications

13.1 There are no direct climate change and environmental implications arising from this report.

14.0 Background Papers

- 1 Annual Audit Plan 2023/24
- 2 Public Sector Internal Audit Standards – Applying the IIA International Standards to the UK Public Sector 2013 and updated January 2017
- 3 CIPFA Local Government Application Note – April 2013

15.0 Appendices

- A 2023/24 Annual Audit Plan

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	26/10/2023	1/11/2023	EH
Finance	09/11/2023	10/11/2023	AEM

Audit Area	Service Area	Days	Priority	Risk rating	status
General ledger, assets & capital accounting - fixed asset module	Finance & Human Resources	20	ALL	H	
Payroll/HR	Finance & Human Resources	20	ALL	H	
Sales ledger	Finance & Human Resources	20	ALL	H	
Council Tax/NNDR	Finance & Human Resources	20	ALL	H	In Progress
Purchase Ledger	Finance & Human Resources	20	ALL	H	In Progress
Agresso	Finance & Human Resources	10	ALL	M	Deferred
Cash Office	Finance & Human Resources	10	ALL	M	In Progress
Resourcelink - including Myview	Finance & Human Resources	10	ALL	M	
Local Transport Capital block funding	Finance & Human Resources	2	2,3,4 & 5	M	Complete
Bus subsidy grant	Finance & Human Resources	2	2,3,4 & 5	M	Complete
Comf grant	Finance & Human Resources	2	2,3,4 & 5	M	In Progress
HUG1 (home Upgrade Grant)	Finance & Human Resources	2	2,3,4 & 5	M	Complete
HUG 2 grant (home Upgrade Grant)	Finance & Human Resources	2	2,3,4 & 5	M	Complete
LAD3 Grant	Finance & Human Resources	2	2,3,4 & 6	M	In Progress
Multiply Grant	Finance & Human Resources	2	ALL	M	
UKSPF Grant	Finance & Human Resources	2	2,3,4 & 6	M	
Happy healthy active Holiday grant	Finance & Human Resources	2	ALL	M	Complete
Payments regarding looked after children	Children's Safeguarding and Family Support	12	1,2 & 5	H	
Section17 spend	Children's Safeguarding and Family Support	10	1,2 & 5	H	
Placements/ High cost support packages	Children's Safeguarding and Family Support	12	1,2 & 5	H	
Commissioned Services	Children's Safeguarding and Family Support	12	1,2 & 5	M	
No Recourse to public funds	Children's Safeguarding and Family Support	10	1,2 & 6	M	
Transition - leaving care	Children's Safeguarding and Family Support	10	1,2 & 5	M	
Controc	Children's Safeguarding and Family Support	20	1 & 5	M	deferred
Financial Case Management	Adult social care	20	1,2& 5	H	
Quality assurance framework	Adult social care	10	1 & 5	M	
Co Production framework	Adult social care	10	1 & 5	M	
Children & YP Services / RAMP - Practice Decision Forum & Peer review	Adult social care	12	1,2,5	M	
Market Sustainability Plan	Adult social care	8	1 & 5	M	
Integrated Care Record	Adult social care	10	1,2,5	M	
Fair cost of care	Adult social care	8	1 & 5	L	deferred
Money Laundering	Policy & Governance	8	2 & 5	H	
Risk Management	Policy & Governance	10	all	M	
Insurance	Policy & Governance	8	all	M	Complete
Legal system	Policy & Governance	10	all	M	
Members Subsistence	Policy & Governance	8	2 & 5	M	
Troubled families grant	Policy & Governance	12	all	L	In Progress
Happy healthy active Holiday grant	Education & Skills	as above	all	M	as above - complete
Home to school transport	Education & Skills	15	all	M	
Multiply Grant	Education & Skills	as above	all	M	
Schools (18 schools)	Education & Skills	90	1,3,5	M	2 In Progress 2 deferred, 2 complete
Bars (The Place/ Ice Rink/Horsehay/ski centre)	Community Customer & Commercial Serv	25	2,3,5	H	
Agresso	Community Customer & Commercial Serv	as above	all	H	as above - deferred
Leisure Centres	Community Customer & Commercial Serv	20	all	M	
Resourcelink (My View)	Community Customer & Commercial Serv	as above	all	M	
IT audits (4 audits)	Community Customer & Commercial Serv	21	5	H/M	2 complete 1 in progress

Registrar	Community Customer & Commercial Serv	10	2,3,5	M	In Progress
DWP Data Sharing Compliance	Community Customer & Commercial Serv	5	all	M	In Progress
Household Support Fund	Community Customer & Commercial Serv	5	all	M	In Progress
Homlessness reduction act	Housing & Communities	25	1,3,5	H	
Monitoring sale of discount market housing	Housing & Communities	5	all	M	
UKSPF Grant	Housing & Communities	as above	all	M	
LAD3 Grant	Housing & Communities	as above	all	M	as above - in progress
HUG1 (home Upgrade Grant)	Housing & Communities	as above	all	M	as above - complete
HUG 2 grant (home Upgrade Grant)	Housing & Communities	as above	all	M	as above - complete
Ideverde contract	Neighbourhood & Enforcement	4	all	M	
Transport Overview	Neighbourhood & Enforcement	20	all	M	
Licensing	Neighbourhood & Enforcement	12	2,3 & 5	M	
Bus subsidy grant	Neighbourhood & Enforcement	as above	all	L	as above - complete
Telford Land deal	Property & Investment	8	2,3,4,5	M	
BIT	Property & Investment	10	2,3,4,5	M	deferred

643

The above colour coded reflect audits which span across more than one service area:

Agresso
Resourcelink
Bus subsidy
Home Upgrade Grant 1
Home Upgrade Grant 2
LAD3 Grant
Multiply Grant
UKSPF Grant
Holiday Activity grant

Total for new audits	643
external commercial work	57
Advice & guidance	20
Follow ups	20
Contingency	5
Sub total	745
Available days (12 months)	773

1 -Every child, young person and adult lives well in their community
2 -Everyone benefits from a thriving economy
3 -All neighbourhoods are a great place to live
4-our natural environment is protected - we take a leading role in addressing the climate emergency
5- A community focused, innovative council providing efficient, effective and quality services

KEY	
H	high
M	Medium
L	Low



Telford & Wrekin
Co-operative Council

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Borough of Telford and Wrekin

Audit Committee Report

Tuesday 7 November 2023

Corporate Risk Register Update

Cabinet Member:	Cllr Nathan England - Cabinet Member: Finance, Customer Services & Governance
Lead Director:	Anthea Lowe - Director: Policy & Governance
Service Area:	Policy & Governance
Report Author:	Rob Montgomery – Audit & Governance Lead Manager
Officer Contact Details:	Tel: 01952 383105 Email: tracey.drummond@telford.gov.uk, Tel: 01952 383103 robert.montgomery@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	Audit Committee - 23 November 2023

1.0 Recommendations for decision/noting:

The Committee is asked to:

- 1.1 Note the contents of the Corporate Risk Register included as Appendix [A]

2.0 Purpose of Report

- 2.1 The purpose of the report is to present the latest version of the Corporate Risk Register.

3.0 Background

3.1 The report details the current corporate risks facing the Council and the mitigation it has in place to manage these risks.

4.0 Summary of main proposals

4.1 The report is to update the committee on the Council's Corporate Risk Register. This report is for information only.

5.0 Alternative Options

5.1 The Council has an alternative option to not maintain a Corporate Risk Register

6.0 Key Risks

6.1 The risks and opportunities in respect of this report will be appropriately identified and managed.

7.0 Council Priorities

7.1 The report supports the Council's values that are embedded in the delivery of all the Council's priorities.

8.0 Financial Implications

8.1 There are no direct financial implications arising from this report.

9.0 Legal and HR Implications

9.1 There are no direct legal or HR implications arising from this report however legal advice and support will be given where appropriate in respect of individual risks and available mitigation.

10.0 Ward Implications

10.1 Ward implications cover all local councils detailed in the parish charter.

11.0 Health, Social and Economic Implications

11.1 There are no health, social or economic implications.

12.0 Equality and Diversity Implications

12.1 Transparency supports equalities and demonstrates the Council's commitment to be open and fair.

13.0 Climate Change and Environmental Implications

13.1 This report has limited environmental impact.

Corporate Risk Register Update

14.0 Background Papers

1 None

15.0 Appendices

A Corporate Risk Register

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	30/10/2023	01/11/2023	MLB
Legal	30/10/2023	01/11/2023	EH

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TELFORD & WREKIN COUNCIL STRATEGIC RISK REGISTER

LAST UPDATED OCTOBER 2023

Definitions used in the risk register:

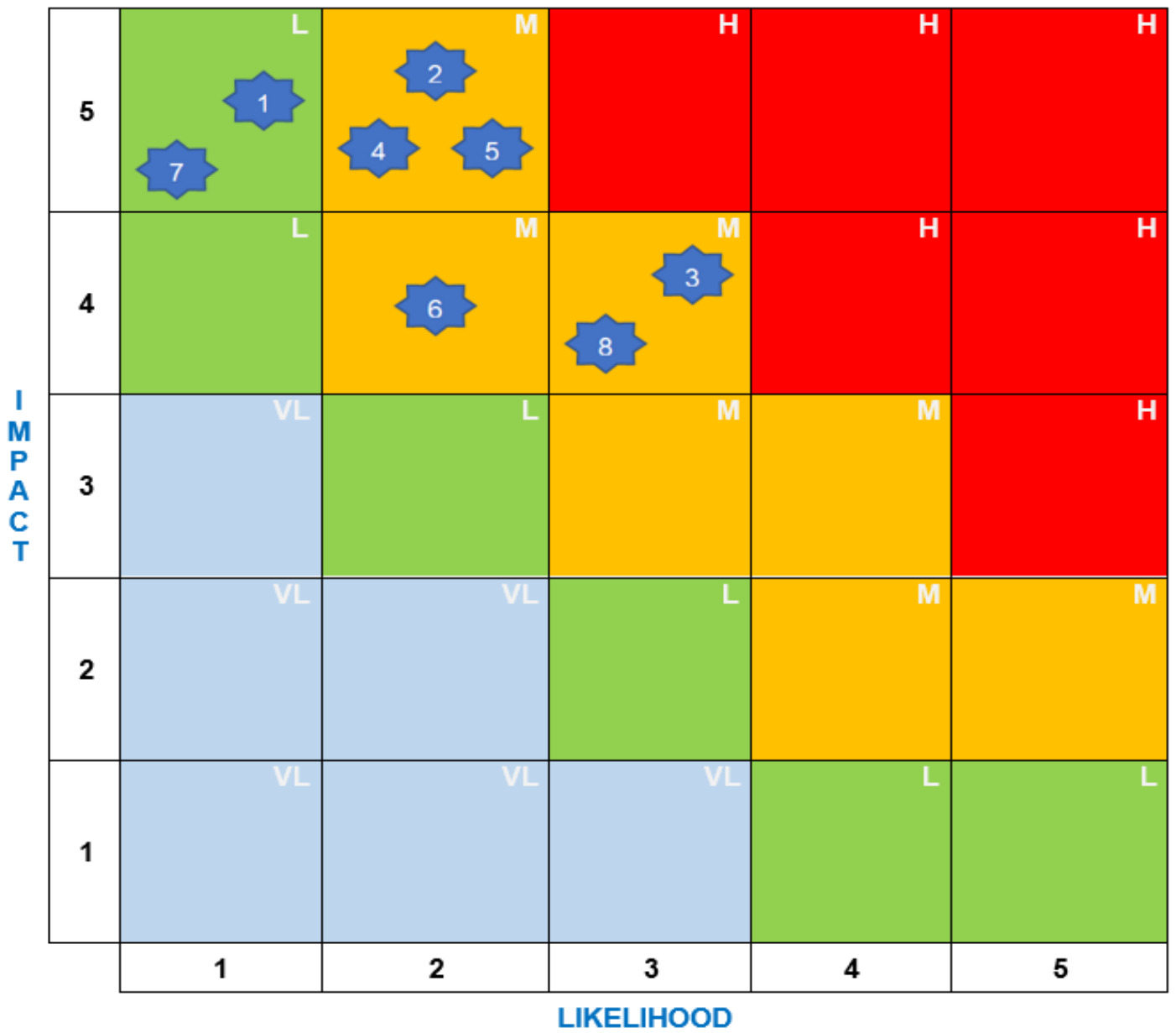
Likelihood of Risk Occurring

Likelihood	Definition
Very Low	May occur in exceptional circumstances
Low	Risk may occur in next 3 years
Medium	The risk is likely to occur more than once in the next 3 years
High	The risk is likely to occur this year
Very High	The risk has occurred and will continue to do so without further action being taken

Impact of Risk if it does Occur

Descriptor	Financial	Reputation	Physical	Environmental	Service
Very Low	None	None	None	None	None
Low	<£50K	Minimal/ minimal media/ social media	Minor	Minor locally	Internal disruption only, no loss of service
Medium	£50K to £1m	Extensive local media/social media	Violence or threats of serious injury requiring medical treatment	Moderate locally	Disruption/ loss of service less than 48 hours
High	£1m to £5m	National media/social media	Extensive/ multiple injuries	Major local impact	Disruption/ loss of service less than 7 days
Very High	>£5m	Extensive national media (lead item)/social media	Extensive multiple injuries/ death	Major national/inter national	Severe disruption/ loss of service more than 7 days.

Risk Heat Map



Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R1	Failure to discharge duty of care for a vulnerable child or vulnerable adult.	Very High without controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	Very High without controls – Physical Reputation Finance <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	a) Safeguarding Partnership (Adults & Children) Community Safety Partnership and Youth Offending Service Management Board scrutinise performance, hold partners to account and drive practice improvement in the light of learning (e.g. Serious Case, Safeguarding Adult & Domestic Homicide Reviews). b) Safeguarding Partnership works to develop systematic working across children and adult landscape. c) The Council will invest £7.26m net additional funding into Adult Social Care services in 2023/24. The Council’s net budget for Adult Social Care will be over £61m in 2023/24. d) The Council’s net budget for Children’s Safeguarding will exceed £41m in 2023/24, benefitting from additional net funding of £2.5m in 2023/24 compared to 2022/23. e) The combined total net budget allocation for these services will be in excess of £103m.	J Britton S Froud	Very Low with controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	Very High with controls – Physical Reputation Finance <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>

				<p>f) A general budget contingency of £3.95m, with an additional £3m held for inflationary pressures will be available in 2023/24. These can be used to support pressures in any Council budget including Adult Social Care and Children’s Safeguarding which account for two thirds of the Council’s net budget.</p> <p>Children:</p> <p>g) Safeguarding arrangements are routinely reviewed and developed in response to new statutory requirements as they are introduced</p> <p>h) Workforce development strategy – recruitment and retention, learning and development including Systemic Practice across the Council’s children’s workforce.</p> <p>i) Children’s Services - systematic quality assurance role for all managers from frontline Team Manager through to CEX and DCS</p> <p>j) No staff savings target for Children’s Social Workers</p> <p>k) A comprehensive package of market factors and recruitment and retention incentives have been implemented to aid the</p>			
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				<p>recruitment and retention of social workers</p> <p>l) Work to national inspection standards and respond to actions required from inspections.</p> <p>m) OFSTED inspection of Children’s Safeguarding January 2020 achieved “Outstanding”. An action plan has been delivered to respond to the small number of recommendations.</p> <p>n) Independent Review of Child Sexual Exploitation (CSE) commissioned by the Council has been concluded. Recommendations from the review are in the process of being implemented.</p> <p>o) ‘Essential learning’ for all employees includes both child protection and CSE.</p> <p>Adults:</p> <p>p) Adult safeguarding part of Safeguarding Partnership in compliance with Care Act requirements and new Adult Safeguarding Guidance & Regulations.</p> <p>q) Adult Services - systematic quality assurance role for all managers from frontline team manager through to DAS</p>			
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				<p>r) Quality Surveillance Group chaired by Chief Officer of NHS England Area Team ensures co-ordination of quality & safeguarding issues across health & social care system.</p> <p>s) 'Essential learning' for all employees includes adult safeguarding.</p>			
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Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R2	<p>Inability to:</p> <p>a) Match available resources (both financial, people and assets) with statutory obligations, agreed priorities and service standards</p> <p>b) deliver financial strategy including capital receipts, savings and commercial income</p> <p>c) fund organisational and cultural development in the Council within the constraints of the</p>	<p>Very High without controls</p> <p>Change since last review =</p>	<p>Very High without controls – Physical Reputation Service</p> <p>Change since last review =</p>	<p>a) Robust commercial approach taken by Council services in terms of increasing income generation</p> <p>b) Rigorous medium term financial planning and regular monitoring and active management through S&FPG, SMT, Business Briefing and Cabinet.</p> <p>c) Efficiency Strategy in place which allows the Council to qualify for the Flexible Use of Capital Receipts which enables the funding of revenue costs of reform and service transformation initiatives which deliver efficiencies</p> <p>d) 'Savings programme, service reviews and restructuring.</p> <p>e) Staffing, economic and environmental impact assessments of all savings</p>	D Sidaway K Clarke	<p>Low with controls</p> <p>Change since last review =</p>	<p>Very High with controls – Physical Reputation Service</p> <p>Change since last review =</p>

	public sector economy			<p>proposals and appropriate consultation mechanisms in place.</p> <ul style="list-style-type: none"> f) In-year savings exercises possible if necessary g) Rationalisation of Council assets and accommodation h) Prudent level of uncommitted one-off resources and in-year budget contingency of £3.95m i) Delivery of capital receipts/rigorous monitoring of capital receipts realisation and impact on the budget j) If necessary contingency plans reviewing phasing of planned capital expenditure, schemes included in capital programme, alternative potential disposals and further revenue budget cuts would be identified for consultation k) Regular review of reserves and balances against risk exposure with significant level (£21.7m) of uncommitted balances available, held within the Budget Strategy Reserve to support the Council's Medium Term Financial Strategy l) Track record of sound financial management having out-turned within budget for 15 consecutive years despite significant financial challenges arising from public sector austerity, the COVID pandemic and the 			
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				<p>current cost-of-living emergency.</p> <p>m) Safeguarding Children Cost Improvement Plan in place which is monitored by senior officers and members.</p> <p>n) Adult Social Care Cost Improvement Plan in place which is monitored by senior officers and members.</p> <p>o) Commercial project(s) for additional income generation as well as wider economic, social and regeneration purposes</p> <p>p) Housing Investment Programme</p> <p>q) Robust assessment of potential new investments through a proper due diligence and business case process to ensure that the Council is not exposed to an unacceptable level of risk either on an individual basis or when considering the entire investment portfolio</p> <p>r) Specialist legal and taxation advice taken as required</p> <p>s) Active Treasury Management in conjunction with regular advice and updates from specialist Treasury Management Advisors</p> <p>t) Cabinet Members regularly briefed</p> <p>u) All necessary strategies, policies and procedures in place to fully comply with CIPFA and MoHCLG codes and regulations with regular review</p>			
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				<p>v) Established approval process for agreement of business cases for new investment from the Council's Growth Fund and Invest to Save/Capacity Fund.</p> <p>w) All reports to SMT and Cabinet include a financial comment prepared by, or on behalf of the Council's 151 officer, that identifies the financial implications arising from the recommendations to avoid significant additional ongoing commitments being committed without appropriate consideration.</p>			
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Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R3	Losing skills, knowledge and experience (retention & recruitment) in relation to staffing.	Very High without controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	High without controls – Financial Reputation Service <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	a) Workforce Development Strategy in place with focus on delivering ambition of the Council being employer of choice. Strategy will focus on: <ul style="list-style-type: none"> • 'Our workforce will have the skills and abilities to deliver our priorities and will have the opportunity to further develop • Our managers will be leaders and will empower staff to deliver our priorities • 'Our organisation will be more diverse and inclusive 	D Sidaway	Medium with controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	High with controls – Service Reputation Finance <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>

				<p>offering a voice and fair treatment for all'</p> <ul style="list-style-type: none"> • 'Our workplace will be healthy and we will support our employees' wellbeing' <p>b) Senior Management, SDM and team leader development programmes.</p> <p>c) Each service area has a workforce plan considering</p> <ul style="list-style-type: none"> • skills gap analysis and needs • apprenticeships <p>d) Specific HR policies:</p> <ul style="list-style-type: none"> • use of market factor weighting for key groups • flexible working policy • staff benefit schemes <p>e) "Grow your own" scheme for roles that are hard to recruit to.</p> <p>f) Review of induction programme and ongoing training and development completed</p> <p>g) Lean Review of recruitment process and the development of the Council's employment "offer"</p> <p>h) Council values, ethos, rewards and recognition</p> <p>i) Annual Personal Performance and Development discussions for all staff along with regular one to one meetings involving employees and their line managers.</p>			
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				j) Staff awards ceremony to celebrate and encourage outstanding performance. k) Review of the use of apprentices			
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Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R4	Significant business interruption affecting ability to provide priority services, e.g. critical damage to Council buildings, pandemic, etc.	Very High without controls Change since last review =	Very High without controls – Physical Reputation Service Change since last review =	a) Each Service Delivery Team has Business Continuity Plans to enable them to respond appropriately (people, systems etc.), these are reviewed annually and updated following team changes and or incidents. b) Continuity plans tested in live environment during the pandemic and also through scenario testing. c) Serious Incident Protocol has been adopted. d) Continue to invest in ICT capital programme. Data centre investment complete. e) Improvement/upgrade/replacement of key ICT systems ICT controls – Disaster Recovery facilities in place based on Priority Services in line with Business Continuity Plans. f) Roll out of “office 365” and the cloud computing. g) Investment in cyber security and awareness programme and training (see risk 7 also).	J Rowe / Angie Astley	Low with controls Change since last review =	Very High with controls – Service Reputation Change since last review =

				<ul style="list-style-type: none"> h) Implementation of a 3rd generation firewall. i) Strong and effective support provided by corporate IDT team to support the implementation of new service specific and corporate systems and upgrades to these systems which also ensures effective system testing arrangements. 			
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Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R5	Inability to manage the health & safety risks in delivering the council's functions (including building security and cyber security).	Very High without controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	Very High without controls – Physical Reputation Financial <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	<ul style="list-style-type: none"> a) Reviewing, writing and monitoring of health and safety policies through SMT and Health and Safety Committee. b) Risk based health and safety audit process of service areas and local authority managed schools, which not only audit implementation of health and safety policies but also proactively identifies shortcomings, actions and controls that need to be in place to manage those risks. c) Significant findings of the audits are reported back through SMT and Health and Safety Committee. 	J Rowe Liz Noakes	Low with controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	Very High with controls – Physical Reputation Finance <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>

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| | | | | <ul style="list-style-type: none"> d) Internal Health and Safety work to Health and Safety Executive (HSE) guidance and revise Policies and Procedures to ensure compliance with legal standards. Revisions reported back through SMT and reported via regular Trade Union meetings. e) Lone worker and lone member risk assessments undertaken and appropriate processes are in place (and use of the Stay Safe system). f) Building security kept under review. g) System in place for reporting all accidents, incidents and near misses. Non reportable accidents investigated by service area. h) All reportable accidents are investigated by Internal Health and Safety Team and significant findings reported to Health and Safety Committee. Other findings reported back to relevant Service area management i) Training provided on Health and Safety through a mixture of e-learning and face to face. j) Essential learning training for all employees includes health and safety and fire safety awareness. k) Regular meetings with Trade Unions | | | |
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				<ul style="list-style-type: none"> l) Coordination and management of Personal Safety Precautions Risk Register to ensure safety of employees. m) Appointed Cyber Security Manager to review and improve cyber security where required. n) Cyber security part of essential learning for all employees. o) Corporate review of list of 1st aiders to ensure adequate resource in place p) Corporate review of list of fire marshals to ensure adequate resource in place q) Enhanced risk assessments for specific individual/services r) Updated personal safety training s) Increased security at main Council buildings and at meetings. 			
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Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R6	Inability to deliver effective information governance.	Very High without controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review - </div>	Very High without controls – Financial Reputation <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since = </div>	<ul style="list-style-type: none"> a) The Council has an Information Governance Framework which includes the Corporate Information Security Policy (CISP) and other policies (Data protection, Information Sharing policies) b) Small dedicated team promoting sound Information Governance within the Council and ensuring 	D Sidaway	Low with controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	High with controls – Reputation Finance <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>

			<p>last review</p>	<p>that good practice is shared across the Council</p> <ul style="list-style-type: none"> c) Training and awareness programme put in place and Information Governance modules form part of induction and essential learning programmes. d) Data Protection Officer reports regularly to SMT on IG related matters e) Data Protection Officer attends a number of management team meetings. f) General Data Protection Regulations 2018 implemented. g) SMT oversight of reported data breaches h) All data breaches recorded, investigated and lessons learnt identified i) Detailed report is sent to relevant Director in respect to breaches occurring in their service area j) Directors email all employees that have contributed to a data breach or incident highlighting the potential consequences. k) Information Governance related posters in all main Council buildings l) Staff complete randomly generated questions on data protection/information security every quarter 			
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				<ul style="list-style-type: none"> m) Regular bulletins on information governance related matters published in staff news letter n) Completion of annual Data Security and Protection (DSP) toolkit. o) Annual Governance Statement process encompasses key information governance related matters p) Key elements of information governance and IDT security are audited by an external company. 			
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Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R7	Inability to respond adequately to a significant emergency affecting the community and/or ability to provide priority services.	High without controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	Very High without controls – Environment Financial Service <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	<ul style="list-style-type: none"> a) Work collaboratively with other LRF partner agencies, maintaining effective working relationships with the relevant bodies b) Maintain appropriate levels of trained staff to be able to respond to an emergency. c) Maintaining appropriate, risk based contingency plans (Civil Resilience Team) which are reviewed on regular basis d) Gorge – Phase II at Jackfield complete. e) Operation ‘Tangent’ – multi agency plan to respond to landslide in the Gorge is in 	Exec Directors / Liz Noakes	Very low with controls <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>	Very High with controls – Service Reputation Finance <div style="border: 1px solid black; padding: 2px; display: inline-block;"> Change since last review = </div>

				<p>place and is reviewed and exercised regularly</p> <p>f) Individual Service Delivery Managers are responsible for maintaining and exercising their Business Continuity Plan. These plans would be coordinated corporately and the emergency plan activated if necessary.</p> <p>g) Provider contract monitoring in place.</p> <p>h) Public health mechanisms in place to manage response to significant incidents.</p> <p>i) Corporate budget contingency of £3.95m available to cover unforeseen costs arising up to Bellwin threshold where relevant.</p>			
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Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R8	Inability to respond to impact of climate emergency on severe weather events including heat, cold and flood.	<p>High without controls</p> <p>Change since last review </p>	<p>Very High without controls – Environment Reputation Financial</p> <p>Change since last review </p>	<p>a) Investment in highways capital programme.</p> <p>b) Corporate capital budget specifically for projects that support climate emergency projects is included within capital programme.</p> <p>c) Monitor ground stability in the Gorge and water levels.</p> <p>d) Use and testing of flood barriers in Ironbridge</p>	A Astley	<p>Medium with controls</p> <p>Change since last review </p>	<p>High with controls – Environment Reputation Finance</p> <p>Change since last review </p>

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| | | | | <ul style="list-style-type: none"> e) Working with street scene contractors to monitor impact on public realm. f) Adoption of Climate Emergency Becoming Carbon Neutral action plan which includes a commitment to ensuring that its operation and activities are carbon neutral by 2030. g) Delivering a wide range of schemes to reduce carbon emissions. h) Driving partnership engagement and action on climate change including setting up the Telford and Wrekin Borough Climate Change Partnership i) Addressing biodiversity through actions plans. j) Established the Telford and Wrekin Climate Change Partnership action plan. k) Climate Emergency is at the forefront of the Council's priorities. l) New Council priority defined – 'Our natural environment is protected – we are taking a leading role in addressing the climate emergency m) Strong relationships with key partners including the Environment Agency. n) Work of the Environment Scrutiny Committee | | | |
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Risks Removed for Register

Ref	Risk	Reason for Removal	Date of Removal
R9	Inability to respond to the impact and implications of Brexit.	This risk is no longer applicable.	27/1/2022

Document Version Control

Version	Date	Author	Sent To	Comments
n/a	19/1/21	R Montgomery	SMT	Approval prior to register presented to Audit Committee and Cabinet
2022.2	27/1/22	R Montgomery	SMT	Update of register in respect to additions/changes to mitigating actions and deletion of risk R9
2022.2.1	23/12/22	R Montgomery	SMT	Update in relation to mitigating actions against each risk.
2023.2.2	10/11/23	R Montgomery	Audit Committee	Present latest register to the committee