

Borough of Telford and Wrekin

Audit Committee

24 January 2023

Strategic Risk Register Update

TELFORD & WREKIN COUNCIL STRATEGIC RISK REGISTER

UPDATED JANUARY 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.
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Corporate Strategic Risk Register (version 2022.2.1 - dated 10/1/2023)

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.	<p>Very High without controls</p> <p>Change since last review =</p>	<p>Very High without controls – Physical Reputation Finance</p> <p>Change since last review =</p>	<p>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).</p> <p>b) Safeguarding Partnership works to develop systematic working across children and adult landscape.</p> <p>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.</p> <p>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.</p> <p>e) The combined total net budget allocation for these services will be in excess of £103m.</p>	J Britton S Dillon	<p>Very Low with controls</p> <p>Change since last review =</p>	<p>Very High with controls – Physical Reputation Finance</p> <p>Change since last review =</p>

			<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.	<p>Very High without controls</p> <p>Change since last review =</p>	<p>High without controls – Financial Reputation Service</p> <p>Change since last review =</p>	<p>a) Workforce Development Strategy in place with focus on delivering ambition of the Council being employer of choice. Strategy will focus on:</p> <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	<p>Medium with controls</p> <p>Change since last review =</p>	<p>High with controls – Service Reputation Finance</p> <p>Change since last review =</p>

				<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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				<p>j) Staff awards ceremony to celebrate and encourage outstanding performance.</p> <p>k) Review of the use of apprentices</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
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 =	<p>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.</p> <p>b) Continuity plans tested in live environment during the pandemic and also through scenario testing.</p> <p>c) Serious Incident Protocol has been adopted.</p> <p>d) Continue to invest in ICT capital programme. Data centre investment complete.</p> <p>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.</p> <p>f) Roll out of “office 365” and the cloud computing.</p> <p>g) Investment in cyber security and awareness programme and training (see risk 7 also).</p>	J Rowe / Angie Astley	Low with controls Change since last review =	Very High with controls – Service Reputation Change since last review =

				<p>h) Implementation of a 3rd generation firewall.</p> <p>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.</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
R5	Inability to manage the health & safety risks in delivering the council's functions (including building security and cyber security).	<p>Very High without controls</p> <p>Change since last review =</p>	<p>Very High without controls – Physical Reputation Financial</p> <p>Change since last review =</p>	<p>a) Reviewing, writing and monitoring of health and safety policies through SMT and Health and Safety Committee.</p> <p>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.</p> <p>c) Significant findings of the audits are reported back through SMT and Health and Safety Committee.</p>	J Rowe Liz Noakes	<p>Low with controls</p> <p>Change since last review =</p>	<p>Very High with controls – Physical Reputation Finance</p> <p>Change since last review =</p>

				<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>

			last review	<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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				<p>m) Regular bulletins on information governance related matters published in staff news letter</p> <p>n) Completion of annual Data Security and Protection (DSP) toolkit.</p> <p>o) Annual Governance Statement process encompasses key information governance related matters</p> <p>p) Key elements of information governance and IDT security are audited by an external company.</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
R7	Inability to respond adequately to a significant emergency affecting the community and/or ability to provide priority services.	<p>High without controls</p> <p>Change since last review =</p>	<p>Very High without controls – Environment Financial Service</p> <p>Change since last review =</p>	<p>a) Work collaboratively with other LRF partner agencies, maintaining effective working relationships with the relevant bodies</p> <p>b) Maintain appropriate levels of trained staff to be able to respond to an emergency.</p> <p>c) Maintaining appropriate, risk based contingency plans (Civil Resilience Team) which are reviewed on regular basis</p> <p>d) Gorge – Phase II at Jackfield complete.</p> <p>e) Operation ‘Tangent’ – multi agency plan to respond to landslide in the Gorge is in</p>	Exec Directors / Liz Noakes	<p>Very low with controls</p> <p>Change since last review =</p>	<p>Very High with controls – Service Reputation Finance</p> <p>Change since last review =</p>

				<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>

				<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.