

TELFORD & WREKIN COUNCIL STRATEGIC RISK REGISTER

DATE OF REVIEW – JANUARY 2026

Definitions used in the risk register:

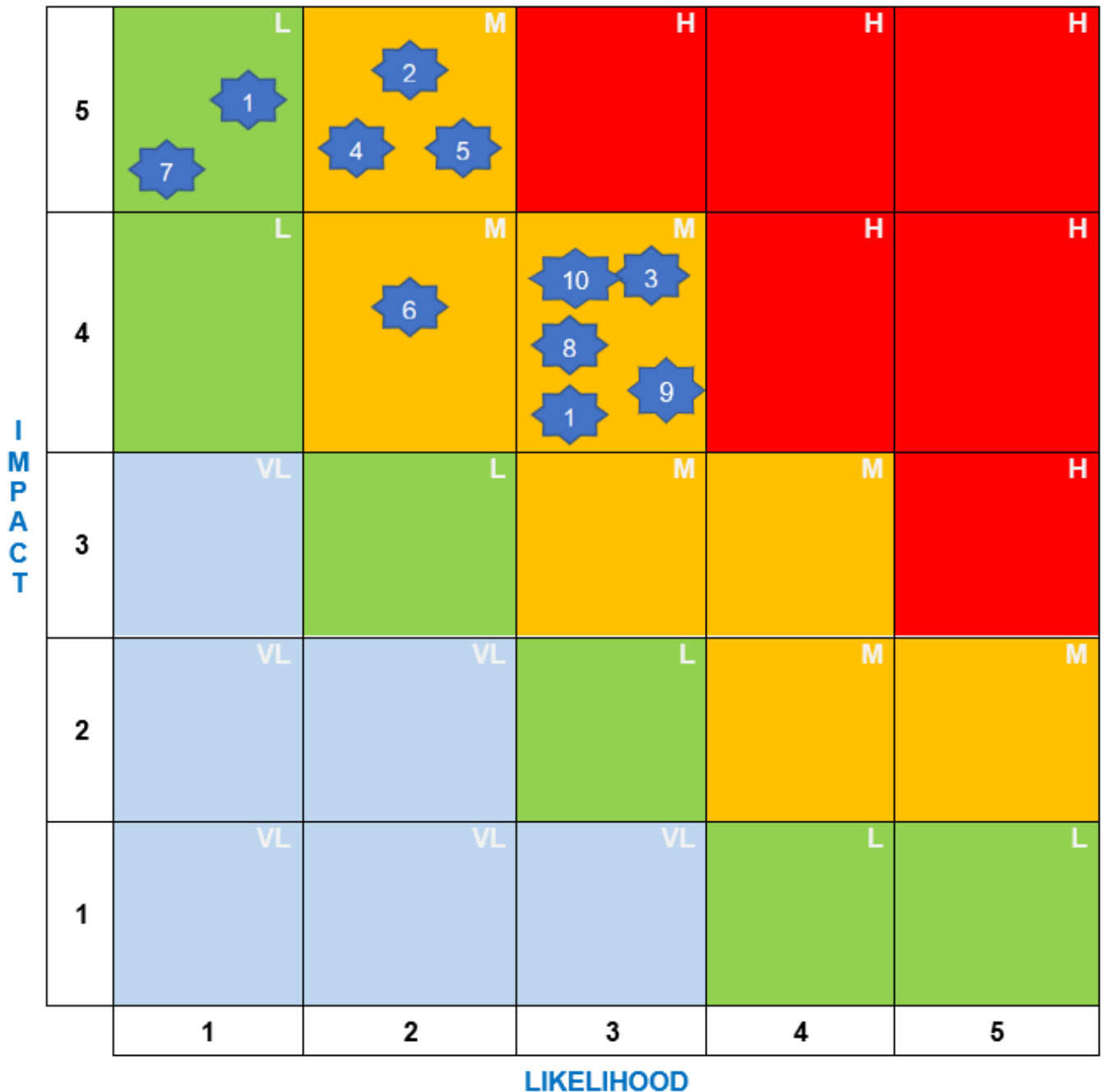
Likelihood of Risk Occurring

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	<£250K	Minimal/ minimal media/ social media	Minor	Minor locally, e.g. clearing intrusion on land	Internal disruption only, no loss of service
Medium	£250K to £1m	Extensive local media/social media	Threats of serious injury requiring medical treatment	Moderate Locally, e.g.air quality issue in part of the borough	Disruption/ loss of service less than 48 hours
High	£1m to £5m	National media/social media	Extensive/ multiple injuries	Major local impact, e.g. air quality issue affecting whole borough	Disruption/ loss of service less than 7 days
Very High	>£5m	Extensive national media (lead item)/social media	Extensive multiple injuries/ death	Major national/international, e.g. air quality issue affecting UK as a whole	Severe disruption/ loss of service more than 7 days.

Risk Heat Map



Risks shown throughout this document will prevent the Authority from achieving its priorities. Each risk identified below is linked to a corporate priority which may be affected if the risk is not managed effectively.

Council Priorities - Key

- P1** - Every child, young person and adult lives well in their community
- P2** - Everyone feels the benefit from a thriving economy
- P3** - All neighbourhoods are a great place to live
- P4** - Our natural environment is protected – we take a leading role in addressing climate emergency
- P5** – A community focussed innovative council providing effective, efficient and quality services

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. PRIORITY: P1	Very High without controls Change since last review =	Very High without controls – Physical Reputation Finance Change since last review =	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 increased investment into Adult Social Care services by £15.8m in 2026/27. The Council's net budget for Adult Social Care is over £97m in 2026/27. d) The Council has increased investment into Children's Safeguarding by £2.7m in 2026/27 with the net budget totalling £52m in 2026/27. e) The combined total net budget allocation for these services is nearly of £150m. f) A general budget contingency of £3.95m is held. £3.5m has also	Chief Executive Executive Director: Children & Family Services Executive Director: Adult Social Care, Housing & Customer Services	Very Low with controls Change since last review =	Very High with controls – Physical Reputation Finance Change since last review =

				been provided for contract inflation and pay awards in 20226/27. 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. Children: g) Safeguarding arrangements are routinely reviewed and developed in response to new statutory requirements as they are introduced h) Workforce development strategy – recruitment and retention, learning and development including Systemic Practice across the Council's children's workforce. i) Children's Services - systematic quality assurance role for all managers from frontline Team Manager through to CEX and DCS j) No staff savings target for Children's Social Workers k) A comprehensive package of market factors and recruitment and retention incentives have been implemented to aid the recruitment and retention of social workers			
--	--	--	--	--	--	--	--

			l) Work to national inspection standards and respond to actions required from inspections. m) OFSTED inspection of Children's Safeguarding May 2024 retained the "Outstanding" judgement. An action plan has been delivered to respond to the small number of recommendations. 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. o) 'Essential learning' for all employees includes both child protection and CSE. Adults: p) Adult safeguarding part of Safeguarding Partnership in compliance with Care Act requirements and new Adult Safeguarding Guidance & Regulations. q) Adult Services - systematic quality assurance role for all managers from frontline team manager through to DAS. CQC Assessment of the Council's ability to meet our duties under Part 1 of the Care Act 2014 achieved "Good" in November			
--	--	--	--	--	--	--

				2024. An action plan is being delivered to address the areas identified for improvement including: • Setting up a lived experience sub-group of Safeguarding Adults Board (SAB) • Above sub-group has co-produced the SAB strategic plan and redesigning the SAB website • New feedback form for people and carers who have experienced a safeguarding process has been introduced – at end of October 25 overall satisfaction was at 100% r) Integrated Care Board's Quality and Performance Committee chaired by the Chief Nurse. s) 'Essential learning' for all employees includes adult safeguarding. t) In-house provide, My Options, has robust governance arrangements following the CQC and Ofsted and regulations of the Health and Social Care Act			
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	Inability to: a) Match available resources (both financial, people and assets) with statutory obligations, agreed priorities and service standards b) deliver financial strategy including capital receipts, savings and commercial income c) fund organisational and cultural development in the Council within the constraints of the public sector economy PRIORITIES: P1, P2, P3, P4 and P5	Very High without controls Change since last review =	Very High without controls – Physical Reputation Service Change since last review =	a) Robust commercial approach taken by Council services in terms of increasing income generation b) Rigorous medium term financial planning and regular monitoring and active management through S&FPG, SMT, Business Briefing and Cabinet. 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 d) 'Savings programme, service reviews and restructuring. Including SMT quarterly review of savings using RAG based system to monitor delivery and early identification of need for mitigation or alternative proposals. e) Staffing, economic and environmental impact assessments of all savings proposals and appropriate consultation mechanisms in place. 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.	Chief Executive Director: Finance, People & IDT	Low with controls Change since last review =	Very High with controls – Physical Reputation Service Change since last review =
----	---	---	---	--	---	--	--

				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 17 consecutive years despite significant financial challenges arising from public sector austerity, increasing demand for services, high inflation, the COVID pandemic and the current cost-of-living emergency. m) Safeguarding Children Cost Improvement Plan in place which is monitored by senior officers and members. n) Adult Social Care Cost Improvement Plan in place which is monitored by senior officers and members. o) Housing Investment Programme			
--	--	--	--	--	--	--	--

				p) 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 q) Specialist legal and taxation advice taken as required r) Active Treasury Management in conjunction with regular advice and updates from specialist Treasury Management Advisors s) Cabinet Members regularly briefed t) All necessary strategies, policies and procedures in place to fully comply with CIPFA and MoHCLG codes and regulations with regular review u) Established approval process for agreement of business cases for new investment from the Council's Growth Fund and Invest to Save/Capacity Fund. v) 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.			
--	--	--	--	--	--	--	--

				w) Completion of Equality Impact Assessments. x) Undertake regular benchmarking of services including with peer groups and via the LGA. y) Make or Buy Service Reviews to consider the most efficient, effective and economical delivery models for services and also identify additional income opportunities.			
--	--	--	--	---	--	--	--

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. PRIORITIES: P1, P2, P3, P4 and P5	Very High without controls Change since last review =	High without controls – Financial Reputation Service Change since last review =	a) Workforce Development Strategy in place, updated during 2025 and refreshed in 2026 with focus on delivering ambition of the Council being employer of choice. Strategy will focus on the following aims: • ‘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 offering a voice and fair treatment for all’ • ‘Our workplace will be healthy, and we will support our employees’ wellbeing’ • Our employment package will be attractive and will offer fair terms and conditions • We will effectively recruit and retain suitably qualified staff across all areas of the council	Chief Executive Director: Finance, People & IDT	Medium with controls Change since last review =	High with controls – Service Reputation Finance Change since last review =

				b) Senior Management, HoS and team leader development programmes. c) Each service area has a/is developing a workforce plan considering • skills gap analysis and needs • apprenticeships d) Specific HR policies: • use of market factor weighting for key groups • flexible working policy • staff benefit schemes e) “Grow your own” scheme for roles that are hard to recruit to. f) Review of induction programme and ongoing training and development completed. Leading to a robust and comprehensive training programme for all staff irrespective of role. g) The development of the Council’s employment “offer” is ongoing h) Council values, ethos, rewards and recognition i) Annual Personal Performance and Development discussions for all staff along with regular one to one meetings involving employees and their line managers. j) Staff awards ceremony to celebrate and encourage outstanding performance.			
--	--	--	--	---	--	--	--

				k) Review of the use of apprentices l) EDI Strategy in place m) Inclusive Recruitment Champions in place to support managers to maintain a diverse workforce and ensuring the Council advertises vacant posts to reach all parts of the community while maximising the number of applicants. n) Employee survey undertaken in November/December 2024. Results (from 1,405 completed surveys) reviewed by SMT, actions taken and disseminated to staff – ‘you said, we did’. Results demonstrated that: • 84% would recommend the Council as a great place to work • 95% are interested in their work • 92% understand how their work contributes to Council priorities o) Collaboration with West Midlands Employers and CIPD during 2024 to upskill managers and increase competence and confidence in applying strategic workforce planning principles successfully and consistently			
--	--	--	--	---	--	--	--

				p) Working with partners around recruitment and role availability. q) Employer Value Proposition developed to support attracting talent to the workforce when recruiting. r) Strategic Workforce Planning, which is taking a medium-term view on capacity, impact of changing work patterns, digitisation/AI to ensure future proofing of workforce.			
--	--	--	--	---	--	--	--

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, terrorist/cyber-attack loss of power or infrastructure etc. PRIORITIES: P1, P2, P3, P4 and P5	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) Corporate Business Continuity Policy reviewed. Following this review the Service Delivery BC Template has been updated and will be rolled out during 2025. c) Continuity plans for loss of key buildings tested in live environment Different scenario testing requires completion by individual teams and monitored by the BC Board. d) Serious Incident Protocol has been adopted.	Executive Directors	Medium with controls Change since last review =	Very High with controls – Service Reputation Change since last review =

				e) Identification of Council owned buildings that fall under the Terrorism(Protection of Premises) Act 2025. f) Continue to invest in ICT capital programme. Data centre investment complete. g) Improvement/upgrade/replacement of key IDT systems IDT controls – Disaster Recovery facilities in place based on Priority Services in line with Business Continuity Plans. h) Roll out of “office 365” and the cloud. i) Investment in cyber security and awareness programme and training (see risk 7 also). j) Implementation of a 3rd generation firewall. k) 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. l) Sound operational management of Council buildings. m) The Council have established a Protect and Prepare Board with key partners n) Simulation exercises have been undertaken to further educate staff with practical examples of phishing.			
--	--	--	--	--	--	--	--

				o) Climate change Adaption Risk Register is in place to support management on unavoidable risks/impact of climate change.											
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). PRIORITIES: P1, P2, P3, P4 and P5	Very High without controls <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	Very High without controls – Physical Reputation Financial <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	a) Reviewing, writing and monitoring of health and safety policies, incidents and audit findings through and the Health and Safety Committee who meet 3 times a year. b) Risk based health and safety audit process of Telford & Wrekin buildings 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) Management of health and safety within services is undertaken annually. Results from audits are fed back to Team Managers, Directors and H&S Committee 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	Executive Director: Children's & Family Services (Director of Public Health).	Low with controls <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	Very High with controls – Physical Reputation Finance <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=
Change since last review	=														
Change since last review	=														
Change since last review	=														
Change since last review	=														

				back through the H&S Committee. e) A Health & Safety Competency Framework has been implemented. It details the necessary training and competency of the key roles of the Health & Safety Policy. f) There is a corporate lone worker risk assessment in place. Each service should also consider lone working within their team risk assessments. Lone member risk assessments are undertaken, and appropriate processes are in place. There is a council wide lone worker monitoring system available g) System in place for reporting all accidents, incidents and near misses. Non reportable accidents are investigated by each service area. h) All reportable accidents are additionally investigated by Internal Health and Safety Team and significant findings reported to Health and Safety Committee. All findings are reported back to relevant service area management i) Training to ensure health and safety compliance is 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) Consultation and communication with Trade Unions occurs through the H&S Committee. l) Personal Safety Precautions Risk Register available to employees. m) Appointed Cyber Security Manager to review and improve cyber security where required. n) Cyber security part of essential learning for all employees. Simulation exercises have been undertaken to further educate staff with practical examples of phishing. o) Annual corporate review of list of 1st aiders and fire marshals 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 t) Review of lockdown procedures at key Council buildings and security plans for major events. u) Building security kept under review.			
--	--	--	--	---	--	--	--

				v) H&S is a standing agenda item at SMT meetings and Service Area Management Meetings.			
--	--	--	--	--	--	--	--

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. PRIORITIES: P1 and P5	Very High without controls <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	Very High without controls – Financial Reputation <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	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) Knowledgeable, qualified and experienced team, dedicated to promoting sound Information Governance within the Council and ensuring that good practice is shared across the Council 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.	Chief Executive Director: Finance, People & IDT	Low with controls <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	High with controls – Reputation Finance <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=
Change since last review	=														
Change since last review	=														
Change since last review	=														
Change since last review	=														

				g) SMT oversight of reported data breaches and incidents. 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 m) Regular bulletins on information governance related matters published in staff newsletter 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.			
--	--	--	--	---	--	--	--

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. PRIORITIES: P1, P3, P4 and P5	High without controls <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	Very High without controls – Environment Financial Service <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	a) Work collaboratively with other Local Resilience Forum partner agencies, maintaining effective working relationships with the relevant bodies b) Council Emergency Plan 2024 has been tested in 2025 and improvements being implemented following this exercise. c) Human resource challenges to maintain appropriate levels of trained staff to be able to respond to an emergency, for example, to set up rest centres are monitored. For example, recruitment for volunteer rest centre staff was undertaken in the Winter 2024. d) Strategic, tactical and recovery training provided for SMT and relevant HoS's. Further training identified for those that have not received any. Emergency Planning exercise undertaken in 2025. e) Service level agreement in place with Shropshire County Council to share resource of a Resilience Manager.	Exec Directors / Director of Public Health	Medium with controls <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	Very High with controls – Service Reputation Finance Environment <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=
Change since last review	=														
Change since last review	=														
Change since last review	=														
Change since last review	=														

				f) Maintaining appropriate, risk based contingency plans (Civil Resilience Manager) which are reviewed on regular basis g) 'Land Instability in Ironbridge Gorge' – multi agency plan to respond to landslide in the Gorge is in place. It was reviewed and exercised in October 2024. Working with MOD during 2025 on a further review of the plan. h) 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. i) Provider contract monitoring in place. j) Public health mechanisms in place to manage response to significant incidents. However prolonged incidents will result in a significant human resource challenge k) Corporate budget contingency of £3.95m available to cover unforeseen costs arising up to Bellwin threshold where relevant. l) On-call arrangements in place, including for SMT and Corporate Communications.			
--	--	--	--	--	--	--	--

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. PRIORITIES: P3 and P4	High without controls <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	Very High without controls – Environment Reputation Financial <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	a) Investment in highways capital programme. b) Corporate capital budget specifically for projects that support the Council to address/mitigate the impact of climate change are included within capital programme. c) Monitor ground stability in the Gorge and water levels. d) Use and testing of flood barriers in Ironbridge e) 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. 63% reduction to date, showing strong progress. f) Delivering a wide range of schemes to reduce carbon emissions. g) Driving partnership engagement and action on climate change through the Telford and Wrekin Borough Climate Change Partnership h) Addressing biodiversity through actions plans.	Executive Director: Adult Social Care, Housing and Customer Services	Medium with controls <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=	High with controls – Environment Reputation Finance <table><tr><td>Change since last review</td><td>=</td></tr></table>	Change since last review	=
Change since last review	=														
Change since last review	=														
Change since last review	=														
Change since last review	=														

				i) Climate Emergency is at the forefront of the Council's priorities. In addition, there is a new Council priority defined – 'Our natural environment is protected – we are taking a leading role in addressing the climate emergency j) Strong relationships with key partners including the Environment Agency. k) Work of the Environment Scrutiny Committee is used to help inform policy development and highlight areas of best practice in this area l) Development and adoption of the Climate Change Adaption Plan meaning key measures are identified through a risk-based approach.			
--	--	--	--	--	--	--	--

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
R9	Projects not delivered effectively - Increasing number of projects and resource challenges to deliver those projects leads to project failure and inability to continue to deliver existing council services effectively and efficiently. PRIORITIES: P1, P2, P3, P4 and P5	Very High without controls Change since last review =	Very High without controls – Financial Service Reputation Change since last review =	a) Major Projects Board in place b) Capital monitoring undertaken by all services/Directors c) Monitor business plans d) Workforce planning e) Monthly meetings of Specific Officer Boards providing oversight of major schemes particularly those LUF and TF Funded. f) Project Managers who monitor and report on delivery of key projects (internal and external). g) SMT oversight on large projects.	All of SMT	Medium with controls Change since last review =	High with controls – Financial Service Reputation Change since last review =

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
R10	Failure to deliver partnership priorities. PRIORITIES: P1, P2, P3, P4 and P5	Very High without controls Change since last review =	Very High without controls – Financial Service Reputation Change since last review =	a) Vision 2032 detailing partnership priorities and shared delivery of actions b) Engagement with those with lived experience in developing strategies c) Partnership agreements in place detailing clear partnership priorities d) Making it Real Board which provides opportunity for services	All of SMT	Medium with controls Change since last review =	High with controls – Financial Service Reputation Change since last review =

				and wider involvement of people with lived experience to test policy/operational delivery with service users.			
--	--	--	--	---	--	--	--

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