
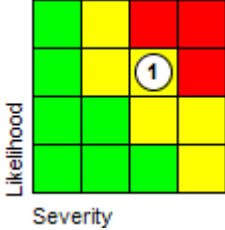

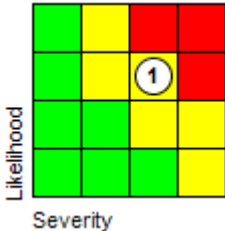


Corporate Risks Summary Page

Generated on: 18 October 2021


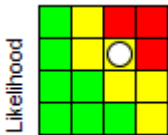
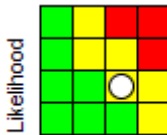
| Corporate Risk Heading | Status | Status | Current Risk Matrix | Executive Leadership Team |
|-------------------------------------|--------|---------|---------------------|---------------------------|
| Finance/Financial stability | | Warning | | Stefan Garner |
| Modernisation and commercial agenda | | OK | | Anica Goodwin |
| Governance | | Warning | | Anica Goodwin |
| Community Focus | | Warning | | Rob Barnes |

| Corporate Risk Heading | Status | Status | Current Risk Matrix | Executive Leadership Team |
|------------------------------------|---|---------|---|---------------------------|
| Economic Growth and Sustainability |  | Warning |  | Stefan Garner |
| Organisational Resilience |  | Warning |  | Rob Barnes |

1. Finance/Financial Viability

Generated on: 18 October 2021

Corporate Risk To ensure that the Council is financially sustainable as an organisation

| | | | | | |
|-----------------|---|---------------------|---|--------------------|---|
| Original Matrix |  | Current Risk Matrix |  | Target Risk Matrix |  |
| Severity | 4 | Severity | 3 | Severity | 3 |
| Likelihood | 4 | Likelihood | 3 | Likelihood | 2 |
| Risk Score | 16 | Risk Score | 9 | Risk Score | 6 |
| | | Date Reviewed | 08-Oct-2021 | Target Date | |

| | | | |
|-------------------|---|--------------|---|
| Causes Page 41 | * Austerity cuts/Major variances to the level of grant/subsidy * The uncertainty and financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases) * Poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities. | Consequences | * Inability to plan long term due to uncertainty over future Local Government funding. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again although no timescales have been released. * Unplanned cost reductions / savings requirements * Financial issues leading to the Authority being taken over by Government appointed officers |
|-------------------|---|--------------|---|

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|--|-------------------------------|-----------------------------|---------------------------|--------------------|
| Manage impact of Welfare benefit reforms | 31-Mar-2022 | | | Tina Mustafa |
| Maximise Business rate retention including equalisation reserves | 31-Mar-2022 | | | Lynne Pugh |
| Monthly budget management | 31-Mar-2022 | | | Lynne Pugh |
| Recovery and Reset Programme | 31-Mar-2025 | | | Tina Mustafa |
| Robust monitoring process for MTFS in place and Quarterley Healthcheck update to Members | 31-Mar-2022 | | | Lynne Pugh |

Latest Note

Announcements as part of Spending Round 2020 that the Review of the distribution methodology, the 'Fair Funding Review' as well as the planned Business Rates Reset will be now be deferred again although no timescales have been released. Further updates are expected following the Spending Review (27th October 2021) and Provisional Local Government Finance Settlement publication (December 2021)

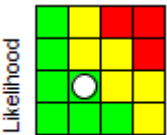
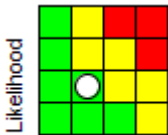
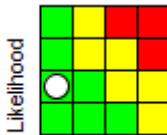
Corporate Priority affected

- To be financially stable
- To ensure our decisions are driven by evidence and knowledge
- To facilitate sustainable growth and economic prosperity

2. Modernisation and Commercialisation Agenda

Generated on: 18 October 2021

| | |
|-----------------------|--|
| Corporate Risk | Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work |
|-----------------------|--|

| | | | | | |
|-----------------|---|---------------------|---|--|---|
| Original Matrix |  | Current Risk Matrix |  | Target Risk Matrix |  |
| Severity | 2 | Severity | 2 | Severity | 1 |
| Likelihood | 2 | Likelihood | 2 | Likelihood | 2 |
| Risk Score | 4 | Risk Score | 4 | Risk Score | 2 |
| | | Date Reviewed | 05-Oct-2021 | Target Date | |
| Causes | <ul style="list-style-type: none"> * Slow or no progress on commercial investment strategy * Under utilisation of Assets * The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases. * Failure to have the organisational structure and a skilled and motivated workforce | | Consequences | <ul style="list-style-type: none"> * Tamworth not seen as a positive place to live or invest in * Lack of economic and commercial growth * General community malaise * Unable to deliver agreed strategies | |

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|--|-------------------------------|-----------------------------|---------------------------|--------------------|
| Continue with channel shift to digital across all departments and Implement Corporate customer portals | 31-Mar-2022 | | | Zoe Wolicki |
| Corporate Project Management | 31-Mar-2022 | | | Zoe Wolicki |
| Delivery of the planned commercialisation strategy | 31-Mar-2022 | | | Lynne Pugh |
| Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions | 31-Dec-2021 | | | Paul Weston |
| Workforce Planning | 31-Mar-2022 | | | Zoe Wolicki |

Latest Note

Corporate Priority affected

To be financially stable

To ensure our employees have the right skills and culture to help our residents, visitors and businesses

To ensure our service delivery is consistent, clear, and focused

To ensure our decisions are driven by evidence and knowledge


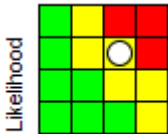

To facilitate sustainable growth and economic prosperity

To create a new and developing vision for the continued evolution of Tamworth, including a Town Centre fit for the 21st century

3. Governance

Generated on: 18 October 2021

| | |
|-----------------------|--|
| Corporate Risk | Avoid bad practices and contravention of legislative requirements and ensure the authority is held to account |
|-----------------------|--|

| | | | | | |
|-----------------|---|---------------------|---|--|---|
| Original Matrix |  | Current Risk Matrix |  | Target Risk Matrix |  |
| Severity | 4 | Severity | 3 | Severity | |
| Likelihood | 3 | Likelihood | 3 | Likelihood | |
| Risk Score | 12 | Risk Score | 9 | Risk Score | |
| | | Date Reviewed | 05-Oct-2021 | Target Date | |
| Causes | <ul style="list-style-type: none"> * Failure of democratic process * Non-adherence to legislation - Ultra-vires actions and decisions * Cyber Attack due to lack of preparedness * No horizon scanning of legislative changes | | Consequences | <ul style="list-style-type: none"> * Prosecution of individuals * Loss of reputation * Authority taken over by Government appointed officers * Increase in costs, Legal and settlement | |

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|-------------------------------|-------------------------------|-----------------------------|---------------------------|--------------------|
| Audit and Scrutiny Committees | 31-Mar-2022 | | | Lynne Pugh |
| Cyber Security | 31-Mar-2022 | | | Zoe Wolicki |
| Data Protection | 31-Mar-2022 | | | Zoe Wolicki |
| Policies and Procedures | 31-Mar-2022 | | | Zoe Wolicki |
| Undertake Peer review | 31-Mar-2022 | | | Anica Goodwin |

| |
|-------------|
| Latest Note |
|-------------|

Corporate Priority affected

To ensure our employees have the right skills and culture to help our residents, visitors and businesses

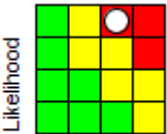
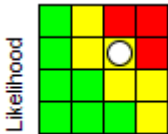
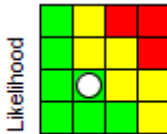
To ensure our service delivery is consistent, clear, and focused

To ensure our decisions are driven by evidence and knowledge





4. Community Focus

Generated on: 18 October 2021

Corporate Risk Safety, health and wellbeing of the citizens of the borough

| | | | | | |
|-----------------|---|---------------------|---|--------------------|---|
| Original Matrix |  | Current Risk Matrix |  | Target Risk Matrix |  |
| Severity | 3 | Severity | 3 | Severity | 2 |
| Likelihood | 4 | Likelihood | 3 | Likelihood | 2 |
| Risk Score | 12 | Risk Score | 9 | Risk Score | 4 |
| | | Date Reviewed | 08-Jul-2021 | Target Date | |

| | | | |
|--------|---|--------------|---|
| Causes | * Lack of Community cohesion and engagement * Children & Adults at Risk of Abuse & Neglect * Modern Slavery * Lack of Affordable homes | Consequences | * Increase in crime and disorder * Increased tensions in the community * Death or serious injury * Poor and overcrowded housing * Increased demand for social housing |
| | | | |

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|---|-------------------------------|---|---------------------------|--------------------|
| Financial Inclusion policy | 31-Mar-2022 |  | | Tina Mustafa |
| Partnership Groups around Vulnerability | 31-Mar-2022 |  | | Joanne Sands |
| Partnership Working | 31-Mar-2022 |  | | Joanne Sands |
| Training for Staff and Members | 31-Mar-2022 |  | | Zoe Wolicki |


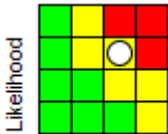
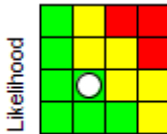
Latest Note

| | |
|-----------------------------|---|
| Corporate Priority affected | To ensure our service delivery is consistent, clear, and focused To ensure our decisions are driven by evidence and knowledge To meet housing needs through a variety of approaches and interventions To facilitate sustainable growth and economic prosperity |
|-----------------------------|---|




5. Economic Growth and Sustainability

Generated on: 18 October 2021

| | |
|-----------------------|---|
| Corporate Risk | Lack of economic growth and sustainability in the Borough at the levels required |
|-----------------------|---|

| | | | | | |
|-----------------|---|---------------------|---|--------------------|---|
| Original Matrix |  | Current Risk Matrix |  | Target Risk Matrix |  |
| Severity | 4 | Severity | 3 | Severity | 2 |
| Likelihood | 3 | Likelihood | 3 | Likelihood | 2 |
| Risk Score | 12 | Risk Score | 9 | Risk Score | 4 |
| | | Date Reviewed | 08-Oct-2021 | Target Date | |

| | | | |
|---------------|---|---------------------|--|
| Causes | <ul style="list-style-type: none"> * Lack of investment in the Borough * General downturn in the economy due to factors beyond our control * Failure to recognise economic changes | Consequences | <ul style="list-style-type: none"> * Economic prosperity declines * Deprivation * Reduced Business Rates income |
|---------------|---|---------------------|--|

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|---|-------------------------------|---|---------------------------|--------------------|
| Develop a Master plan for the Town Centre & delivery of a co-ordinated Town Centre Programme | 31-Mar-2022 |  | | Anna Miller |
| Longterm Investment / Prepare a viable deliverable plan that delivers the regeneration of Gungate | 31-Mar-2022 |  | | Anna Miller |
| Support to local business | 31-Mar-2022 |  | | Anna Miller |

| | |
|--------------------|---|
| Latest Note | <i>The project for the town centre regeneration financed by the Future High street fund and being undertaken in conjunction with the Tamworth College represents a major contribution to the town centre programme and therefore a high profile risk area</i> |
|--------------------|---|

Corporate Priority affected

To be financially stable

To ensure our employees have the right skills and culture to help our residents, visitors and businesses

To ensure our service delivery is consistent, clear, and focused

To ensure our decisions are driven by evidence and knowledge

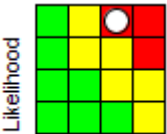
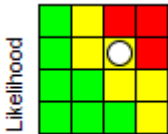
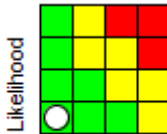
To facilitate sustainable growth and economic prosperity



To create a new and developing vision for the continued evolution of Tamworth, including a Town Centre fit for the 21st century

6. Organisational Resilience

Generated on: 18 October 2021

| | |
|-----------------------|--|
| Corporate Risk | Failure to provide services or maintain the continued wellbeing and operations within the Borough |
|-----------------------|--|

| | | | | | |
|-----------------|--|---------------------|---|---|---|
| Original Matrix |  | Current Risk Matrix |  | Target Risk Matrix |  |
| Severity | 3 | Severity | 3 | Severity | 1 |
| Likelihood | 4 | Likelihood | 3 | Likelihood | 1 |
| Risk Score | 12 | Risk Score | 9 | Risk Score | 1 |
| | | Date Reviewed | 08-Jul-2021 | Target Date | |
| Causes | <ul style="list-style-type: none"> * Significant event outside of our control e.g. major disaster, pandemic etc. * Staff not aware of action to be taken in the event of an emergency/disaster * Lack of sufficient agile operational options | | Consequences | <ul style="list-style-type: none"> * Services not delivered * Life and property put in harms way * Reduced 'economic attractiveness' * Loss of reputation | |

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|------------------------------|-------------------------------|---|---------------------------|--------------------|
| Business Continuity Planning | 31-Mar-2022 |  | | Paul Weston |
| Emergency Planning | 31-Mar-2022 |  | | Tina Mustafa |

| | |
|-------------|--|
| Latest Note | |
|-------------|--|

Corporate Priority affected

To be financially stable

To ensure our employees have the right skills and culture to help our residents, visitors and businesses

To ensure our service delivery is consistent, clear, and focused

To ensure our decisions are driven by evidence and knowledge

To meet housing needs through a variety of approaches and interventions

To facilitate sustainable growth and economic prosperity

To create a new and developing vision for the continued evolution of Tamworth, including a Town Centre fit for the 21st century