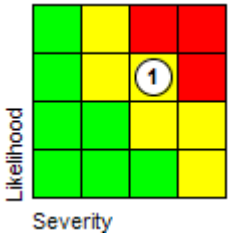
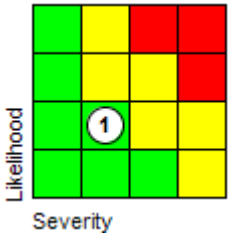
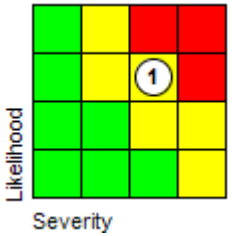
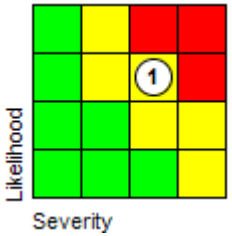
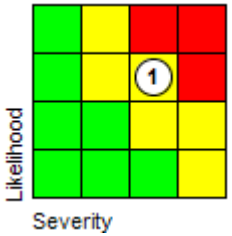
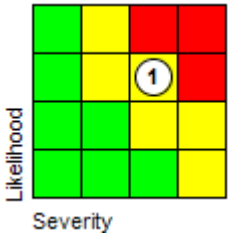
Corporate Risks Summary Page

Generated on: 01 February 2022

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

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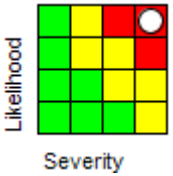
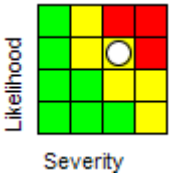
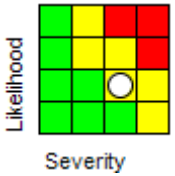
Corporate Risk	To ensure that the Council is financially sustainable as an organisation

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	13-Jan-2022	Target Date	

Causes	* 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		Corporate project including corporate debt strategy review, impact of welfare reforms (Universal credit etc) in scope	Tina Mustafa
Maximise Business rate retention including equalisation reserves	31-Mar-2022			Lynne Pugh
Monthly budget management	31-Mar-2022		Quarter 3 budget Monitoring updated	Lynne Pugh
Recovery and Reset Programme	31-Mar-2025		Highlight reports shared with corporate scrutiny as part of wider R&R reporting arrangements	Tina Mustafa

Robust monitoring process for MTFS in place and Quarterley Healtcheck update to Members	31-Mar-2022		Report to Cabinet 20th January and Corporate Scrutiny on 26th January	Lynne Pugh

Latest Note	As part of the recent Spending Review, no announcement was made about the Government's plans for funding reform or a reset of the Business Rates Retention (BRR) system, both of which were originally expected to be implemented in 2019/20, but which have been delayed a number of times. The 2022/23 local government finance settlement has now been published, for one year only and is based on the Spending Review 2021 (SR21) funding levels. No detailed announcements are made on funding reform, though the Government have stated that it is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources and over the coming months, they will work closely with the sector to look at the challenges and opportunities facing the sector before consulting on any potential changes. While this means the Council will be able to retain its business rate growth for 2022/23, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2023/24 as, over the coming months, the Government have stated that they will work with the sector before consulting on funding reform.

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

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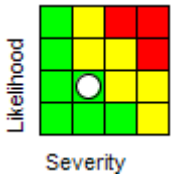
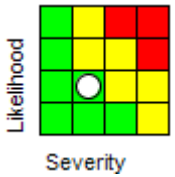
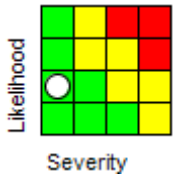
Corporate Risk	Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work

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	21-Jan-2022	Target Date	

Causes	* 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	* 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		My Housing and My Tamworth portal implemented Digital Development plan corporate project will continue with channel shift project	Zoe Wolicki
Corporate Project Management	31-Mar-2022		review almost complete new corporate plan underway to support	Zoe Wolicki

Delivery of the planned commercialisation strategy	31-Mar-2022		Draft Strategy written	Lynne Pugh
Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Dec-2021		Condition survey work completed (delayed due to pandemic). Gap analysis completed. Data being analysed for the update of strategy documents.	Paul Weston
Workforce Planning	31-Mar-2022		OD Strategy under development consultant appointed Sector skills shortages being factored Impact of covid being monitored/ managed	Zoe Wolicki

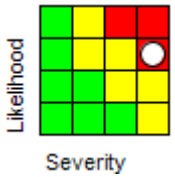
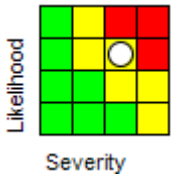
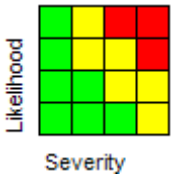
Latest Note	

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: 01 February 2022

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	19-Jan-2022	Target Date	

Causes	* 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	* 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		completed annual penetration and social engineering test action plan developed cyber infozone pages updated	Zoe Wolicki

Data Protection	31-Mar-2022		DPO report statutory officers group quarterly mointored by group 1 reportable to ICO - no further action	Zoe Wolicki
Policies and Procedures	31-Mar-2022		critical policies and procedures associated with corporate plan will be reviewed including health and safety	Zoe Wolicki
Undertake Peer review	31-Mar-2022		Decision made to not progress with Peer Challenge. This action to be deleted	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

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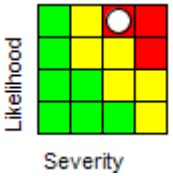
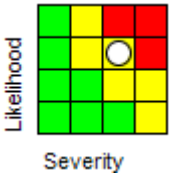
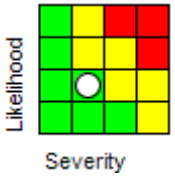
Corporate Risk	Safety, health and wellbeing of the citizens of the borough

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	21-Jan-2022	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		Corporate Debt Strategy procurement underway. Project map identifies financial inclusion, customer intelligence and third sector as key work streams	Tina Mustafa
Partnership Groups around Vulnerabilty	31-Mar-2022			Joanne Sands
Partnership Working	31-Mar-2022			Joanne Sands

Training for Staff and Members	31-Mar-2022		Astute system used as policy management tool to issue and monitor acceptance of policies ongoing implementation of member induction programme and update to scrutiny	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

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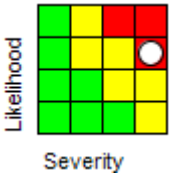
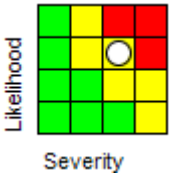
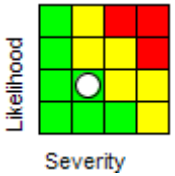
Corporate Risk	Lack of economic growth and sustainability in the Borough at the levels required

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	13-Jan-2022	Target Date	

Causes	* Lack of investment in the Borough * General downturn in the economy due to factors beyond our control * Failure to recognise economic changes	Consequences	* 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	*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*

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

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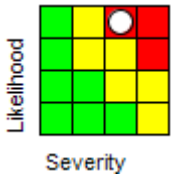
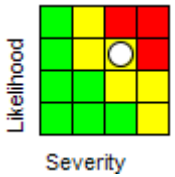
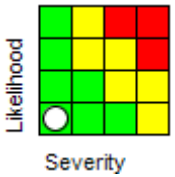
Corporate Risk	Failure to provide services or maintain the continued wellbeing and operations within the Borough

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	21-Jan-2022	Target Date	

Causes	* 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	* 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		CCU agreed outcomes through CMT/CEX meeting. Refund of c£10k due 2021/2022. Improvement Plan risk managed	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