
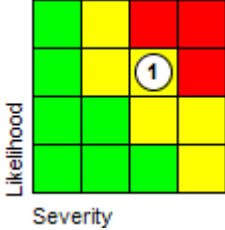

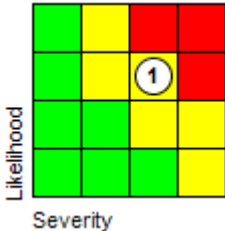


Corporate Risks Summary Page

Generated on: 20 May 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


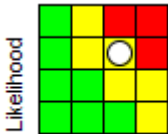
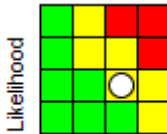
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Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
Economic Growth and Sustainability		Warning		Stefan Garner
Organisational Resilience		Warning		Rob Barnes




1. Finance/Financial Viability


Generated on: 20 May 2022

Corporate Risk	To ensure that the Council is financially sustainable as an organisation
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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	05-May-2022	Target Date	

Causes Page 253	<ul style="list-style-type: none"> * 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	<ul style="list-style-type: none"> * 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
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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 completed and now part of wider self assessment improvement plan	Tina Mustafa
Maximise Business rate retention including equalisation reserves	30-Jun-2022		Year end NNDR3 return being prepared during May 2022	Joanne Goodfellow
Monthly budget management	30-Jun-2022		Updated MTFs approved by Council in February 2022 Qtr 4. Provisional outturn due to be reported during June 2022	Joanne Goodfellow

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 Healthcheck update to Members	30-Jun-2022		Updated MTFs approved by Council in February 2022 Qtr 4. Provisional outturn due to be reported during June 2022	Joanne Goodfellow

<p>Latest Note</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 254</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>The impact of the current cost pressures will be monitored and updates reported to Members on a Quarterly basis within the Quarterly Performance Report.</p>
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Corporate Priority affected	<p>To be financially stable</p> <p>To ensure our decisions are driven by evidence and knowledge</p> <p>To facilitate sustainable growth and economic prosperity</p>
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2. Modernisation and Commercialisation Agenda

Generated on: 20 May 2022

Corporate Risk	Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work
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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	29-Apr-2022	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		portal live digital development plan corporate project from April 2022	Zoe Wolicki

Corporate Project Management	31-Mar-2022		<p>corporate plan implemented</p> <p>corporate project management review complete</p> <p>pentana development to support new reporting underway</p> <p>First quarterly report due early July</p>	Zoe Wolicki
Delivery of the planned commercialisation strategy	31-Mar-2022		Draft Strategy written	Joanne Goodfellow
Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Dec-2021		Corporate Capital Strategy and action plan approved by Council in February 2022. Condition survey and Gap analysis completed. Data to be analysed during 2022.	Paul Weston
Workforce Planning	31-Mar-2022		<p>various activities around covid</p> <p>SMART working project,</p> <p>A number of service reviews supported by HR</p> <p>Ongoing dialogue with trade unions</p> <p>succession planning process to be implemented 2022-23</p>	Zoe Wolicki

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


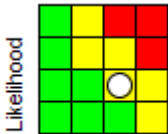
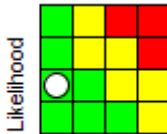
To facilitate sustainable growth and economic prosperity

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: 20 May 2022

Corporate Risk	Avoid bad practices and contravention of legislative requirements and ensure the authority is held to account
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	1
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	12	Risk Score	6	Risk Score	2
Date Reviewed		Date Reviewed	04-May-2022	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			Joanne Goodfellow
Cyber Security	31-Mar-2022		PSN compliance achieved Grant funding for cyber qualifications achieved	Zoe Wolicki
Data Protection	31-Mar-2022		no further reports to ICO	Zoe Wolicki
Policies and Procedures	31-Mar-2022		Policies are managed via astute policy management system - updates provided to CMT	Zoe Wolicki

Latest Note	score reduced on the review of this risk.
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Corporate Priority affected

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

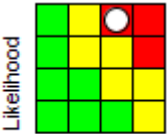
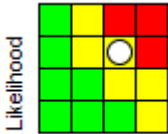
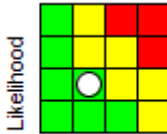
To ensure our service delivery is consistent, clear, and focused

To ensure our decisions are driven by evidence and knowledge

4. Community Focus

Generated on: 20 May 2022

Corporate Risk	Safety, health and wellbeing of the citizens of the borough
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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	19-May-2022	Target Date	
Causes	<ul style="list-style-type: none"> * Lack of Community cohesion and engagement * Children & Adults at Risk of Abuse & Neglect * Modern Slavery * Lack of Affordable homes 		Consequences	<ul style="list-style-type: none"> * 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		Financial Inclusion Corporate Project closed and management of improvement plan now part of HQN assessments	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		member induction planned for 12 May additional training as required via e learning on astute	Zoe Wolicki

Latest Note

Corporate Priority affected

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

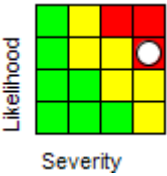
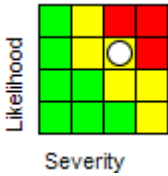
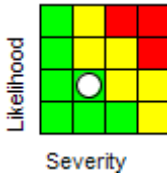


To ensure our decisions are driven by evidence and knowledge

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: 20 May 2022

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	05-May-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		It is anticipated that a masterplan for the town centre will be delivered with the assistance of Homes England.	Anna Miller	
Longterm Investment / Prepare a viable deliverable plan that delivers the regeneration of Gungate	31-Mar-2022		Significant work is underway to deliver Gungate. A report will be going to Cabinet in the summer setting out a plan, how to fund it and what partnership arrangements are being negotiated. Homes England will be partnering with TBA - a Heads of Terms have already been signed an an MOU is imminent.	Anna Miller	

Support to local business	31-Mar-2022		A business support workplan was approved at Cabinet in March 2022 which seeks to deliver direct support and a new tourism strategy with deliverable actions.	Anna Miller
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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*

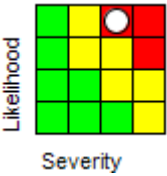
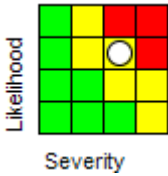
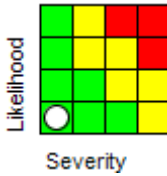
Corporate Priority affected



- 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

Generated on: 20 May 2022

Corporate Risk	Failure to provide services or maintain the continued wellbeing and operations within the Borough
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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	19-May-2022	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		Detailed plan of action in place to review wider BC plans.	Paul Weston
Emergency Planning	31-Mar-2022		Desk top review approved by CMT with an agreed Improvement Plan for 3 years. Being managed via the EM/BC Planning group with qtrly updates	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

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