
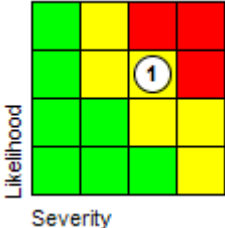

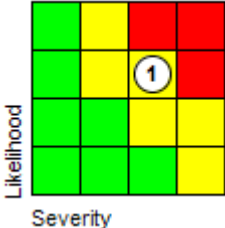


Corporate Risks Summary 2022

Generated on: 23 January 2023

| Corporate Risk Heading | Status | Status | Current Risk Matrix | Executive Leadership Team |
|--|---|---------|---|---------------------------|
| Finance/Financial stability 2022 |  | Warning |  | Stefan Garner |
| Modernisation and commercial agenda 2022 |  | Warning |  | Anica Goodwin |
| Governance 2022 |  | Warning |  | Anica Goodwin |
| Community Focus 2022 |  | Warning |  | Rob Barnes |

| Corporate Risk Heading | Status | Status | Current Risk Matrix | Executive Leadership Team |
|---|---|---------|---|---------------------------|
| Economic Growth and Sustainability 2022 |  | Warning |  | Stefan Garner |
| Organisational Resilience 2022 |  | Warning |  | Rob Barnes |

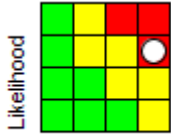
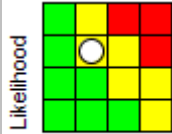
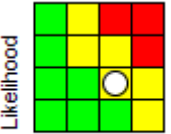
1. Finance/Financial Viability 2022




Generated on: 23 January 2023

| | |
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| Corporate Risk Heading | Finance/Financial stability 2022 |
|-------------------------------|---|

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| 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 | 2 | Severity | 3 |
| Likelihood | 3 | Likelihood | 3 | Likelihood | 2 |
| Risk Score | 12 | Risk Score | 6 | Risk Score | 6 |
| | | Date Reviewed | 09-Jan-2023 | Target Date | |
| Causes | <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. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25. While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26. * 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 |
|---|-------------------------------|---|---|--------------------|
| Monthly Budget Monitoring | 31-Mar-2023 |  | Monthly Financial Healthcheck reports to CMT and quarterly to Cabinet | Joanne Goodfellow |
| Recovery and Reset Programme | 31-Mar-2023 |  | | Tina Mustafa |
| Robust monitoring process for MTF5 in place and Quarterly Healthcheck update to Members | 31-Mar-2023 |  | | Joanne Goodfellow |

| | |
|-------------|---|
| Latest Note | <p>The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25.</p> <p>This settlement represents a 'holding position' until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.</p> <p>While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.</p> |
|-------------|---|

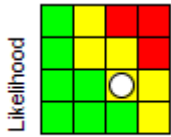
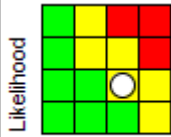
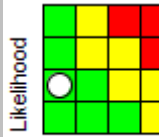
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| Corporate Priority affected | <p>Priority2: The Economy</p> <p>Priority4: Living in Tamworth</p> <p>Priority5: Town Centre</p> |
|-----------------------------|--|

2. Modernisation and Commercialisation Agenda 2022

Generated on: 23 January 2023

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| Corporate Risk Heading | Modernisation and commercial agenda 2022 |
|------------------------|--|

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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 | 3 | Severity | 3 | Severity | 1 |
| Likelihood | 2 | Likelihood | 2 | Likelihood | 2 |
| Risk Score | 6 | Risk Score | 6 | Risk Score | 2 |
| | | Date Reviewed | 16-Jan-2023 | Target Date | |

| | | | |
|---------------|--|---------------------|--|
| Causes | <ul style="list-style-type: none"> * Slow or no progress on commercial investment strategy * Underutilisation 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 * Changes in Job market * Ineffective project management and governance * Ineffective performance management * Inadequate business continuity plans | Consequences | <ul style="list-style-type: none"> * Unable to deliver organisational strategies * Increased turnover/absenteeism * Unable to recruit key/essential skills * Failure to deliver project outcomes * Failure to deliver corporate plan * Government intervention * Service failure leading to ombudsman intervention and increased compensation claims * Increased customer dissatisfaction * Unrealised benefits * Decreased staff engagement and satisfaction resulting in poor performance. |
|---------------|--|---------------------|--|

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|---|-------------------------------|-----------------------------|---|--------------------|
| Delivery of People and Organisational Strategy | 31-Mar-2023 | | | Zoe Wolicki |
| Delivery of Planned Commercialisation Strategy | 31-Mar-2023 | | Draft commercialisation strategy reviewed by CMT 2021/22. Progress in areas such as procurement training for staff which has commenced. 2023/24 MTFS in progress and review of all fees and charges to feed into budgets has commenced. | Joanne Goodfellow |
| Develop Project management skills for key staff | 31-Mar-2023 | | | Zoe Wolicki |
| Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions | 31-Mar-2023 | | | Paul Weston |

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|-------------|---|
| Latest Note | <p>Training continues to be delivered.</p> <p>HR policies and procedures continue to be updated</p> |
|-------------|---|

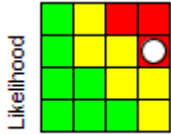
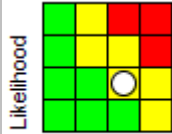
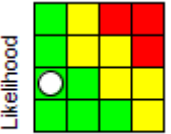
| | |
|-----------------------------|---|
| Corporate Priority affected | <p>Priority2: The Economy</p> <p>Priority: Organisation</p> <p>Priority5: Town Centre</p> |
|-----------------------------|---|

3. Governance 2022

Generated on: 23 January 2023

| | |
|-------------------------------|------------------------|
| Corporate Risk Heading | Governance 2022 |
|-------------------------------|------------------------|

| | |
|-----------------------|---|
| Corporate Risk | To ensure the Council is fully compliant in all legislative requirements |
|-----------------------|---|

| | | | | | |
|-----------------|---|---------------------|---|--------------------|---|
| 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 | | | 12-Dec-2022 | Target Date | |

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| | | | |
|---------------|---|---------------------|--|
| Causes | <ul style="list-style-type: none"> * Failure of democratic process * Failure to understand or respond adequately to new or changing legislation or regulation * Cyber Attack due to lack of preparedness * No horizon scanning of legislative changes * Data Protection principles not adhered to * Out of date policies and procedures | Consequences | <ul style="list-style-type: none"> * Prosecution of individuals * Loss of reputation * Adverse impact on Tamworth residents * Authority taken over by Government appointed officers * Increase in costs, Legal and settlement * Potential harm to vulnerable persons, employees and commercial relationships * Legal action * Financial penalties * Reputational damage |
|---------------|---|---------------------|--|

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|----------------------|-------------------------------|-----------------------------|---------------------------|--------------------|
| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|----------------------|-------------------------------|-----------------------------|---------------------------|--------------------|

| | | | | |
|-------------------------------|-------------|---|--|-------------------|
| Audit and Scrutiny Committees | 31-Mar-2023 |  | | Joanne Goodfellow |
| Cyber Security | 31-Mar-2023 |  | | Zoe Wolicki |
| Data Protection | 31-Mar-2023 |  | | Zoe Wolicki |
| Policies and Procedures | 31-Mar-2023 |  | | Zoe Wolicki |

Latest Note

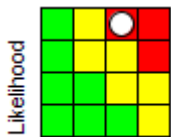
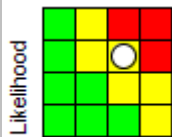

Corporate Priority affected
 Priority2: The Economy
 Priority: Organisation


4. Community Focus 2022

Generated on: 23 January 2023

| | |
|------------------------|----------------------|
| Corporate Risk Heading | Community Focus 2022 |
|------------------------|----------------------|

| | |
|----------------|---|
| 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 | 18-Jan-2023 | 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 * Council working in isolation | | 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 * Increase of liability claims * Reputational damage | |

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|--|-------------------------------|---|--|--------------------|
| 1a - Education with regard to litter and fly-tipping | 31-Mar-2023 |  | Initial meeting of an officer group took place on 4th January 2023 with a view to commencing a | Joanne Sands |

| | | | | |
|---|-------------|---|--|----------------------------------|
| | | | task/finish group, including submission of bid for Fly tipping project. Volunteer litter picker groups to be invited to attend | |
| 1D - Working with partners to protect people and open spaces | 31-Mar-2023 |  | | Sarah McGrandle; SM Temp Profile |
| 2C - Local plan to ensure affordable housing and infrastructure | 31-Mar-2023 |  | | Anna Miller |

| | |
|-------------|-----------|
| Latest Note | No change |
|-------------|-----------|

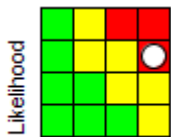
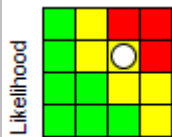

| | |
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| Corporate Priority affected | Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre |
|-----------------------------|---|



5. Economic Growth and Sustainability 2022

Generated on: 23 January 2023

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|-------------------------------|--|
| Corporate Risk Heading | Economic Growth and Sustainability 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 | 13-Jan-2023 | 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 * Tamworth not seen as a positive place to live or invest in * Lack of economic and commercial growth | |

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|---|-------------------------------|---|---------------------------|--------------------|
| 2A - Development of business initiatives to promote start up and growth | 31-Mar-2023 |  | | Anna Miller |
| 3A - Local plan to improve infrastructure , evening economy and transport links | 31-Mar-2023 |  | | 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

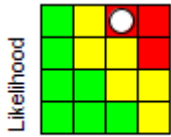
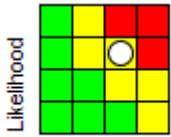
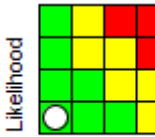
- Priority2: The Economy
- Priority1: The Environment
- Priority3: Infrastructure
- Priority4: Living in Tamworth
- Priority5: Town Centre

6. Organisational Resilience 2022



Generated on: 23 January 2023

| | |
|------------------------|--------------------------------|
| Corporate Risk Heading | Organisational Resilience 2022 |
|------------------------|--------------------------------|

| | |
|----------------|---|
| 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 | 18-Jan-2023 | 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 * Global warming/climate change | Consequences | <ul style="list-style-type: none"> * Services not delivered * Life and property put in harms way * Reduced 'economic attractiveness' * Loss of reputation * Extreme weather conditions/impact on business's & communities |
|---------------|---|---------------------|--|

| Risk Control Measure | Risk Control Measure Due Date | Risk Control Measure Status | Risk Control Measure Note | Assistant Director |
|---|-------------------------------|---|---------------------------|--------------------|
| 1B - Development of infrastructure for acting on Climate Change | 31-Mar-2023 |  | | Anna Miller |
| Business Continuity Planning | 31-Mar-2023 |  | | Paul Weston |

| | | | |
|--------------------|-------------|---|--------------|
| Emergency Planning | 31-Mar-2023 |  | Tina Mustafa |
|--------------------|-------------|---|--------------|

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|-------------|-----------|
| Latest Note | No change |
|-------------|-----------|

| | |
|-----------------------------|---|
| Corporate Priority affected | Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation |
|-----------------------------|---|