
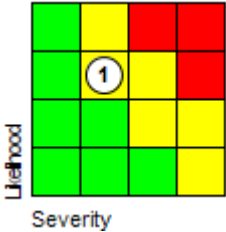

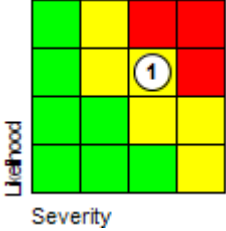

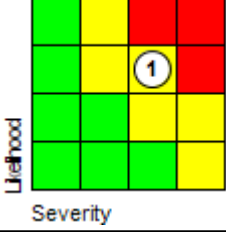

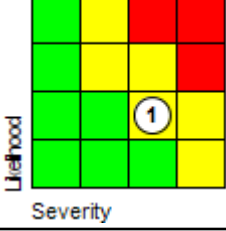



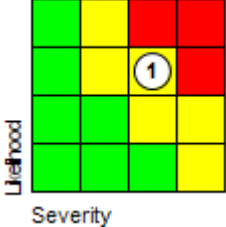
Corporate Risks Summary 2023






Generated on: 12 September 2023

Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
1	Finance/Financial stability 2023/24		Alert		Joanne Goodfellow
2	Governance 2023		Warning		Anica Goodwin
3	Promoting community resilience and cohesive communities		OK		Rob Barnes

Page 11

Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
4	Lack of resources, capacity and right skills in place		Warning		Anica Goodwin
5	Organisational Resilience 2023/24		Warning		Rob Barnes
6	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure.		Warning		Rob Barnes
7	Information and Data Management		Warning		Anica Goodwin

Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
8	Inability to deliver economic growth, sustainability, and prosperity in the Borough		Warning		Rob Barnes

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

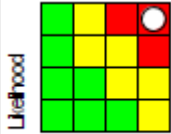
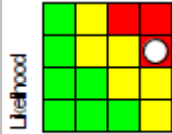
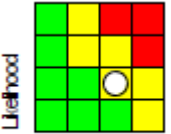
1 Finance/Financial Viability 2023/24

Generated on: 12 September 2023

Corporate Risk Heading	Finance/Financial stability 2023/24
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Corporate Risk	To ensure that the Council is financially sustainable as an organisation
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Page 14

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	4	Severity	3
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	16	Risk Score	12	Risk Score	6
		Date Reviewed	18-Aug-2023	Target Date	

Causes	<ul style="list-style-type: none"> * Risk of Austerity cuts/Major variances to the level of grant/subsidy * Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases) * Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised, and TBC exposed to unnecessary liabilities. * Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's income if households struggle to pay council tax, housing rent payments, etc. If families find themselves in financial difficulty it could also increase the demand for our 	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. * Inability to plan investments into assets
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	<p>services putting pressure on resources, for example increase in homelessness.</p> <p>* Underutilisation of Assets</p>		<p>* Inability to diverse income streams</p> <p>* Social cohesion erosion could occur as public are adversely impacts by cost-of-living impact – potential for reputable damage for the council if unable to support effectively (or perception to).</p> <p>* Negative public perception may damage Council's reputation</p>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Monthly Budget Monitoring	31-Mar-2024		Monthly Financial Health check reports to CMT and quarterly to Cabinet	Joanne Goodfellow
Proactive and targeted cost saving analysis and review of reserve funds	31-Mar-2024			Joanne Goodfellow
Robust monitoring process for MTFS in place and Quarterly Health check update to Members	31-Mar-2024		2023/24 MTFS included review and update of fees and charges and new charges introduced. Other targeted savings built into budget via policy changes.	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. 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. 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. The ongoing cost of living crisis and inflationary pressures continue to have an impact on the Council's finances. At the same time as rising supply costs there is also the potential for a fall in income as the disposable income of the public reduces due to the pressures on the household purse. This has the potential to affect collection rates for Council Tax and Housing Rents and it is also possible that income to attractions and events will reduce. If families find themselves in financial difficulty it could also increase the demand for our services putting additional pressure on resources, for example increased homelessness, exacerbated by the potential for increased numbers of asylum</p>
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seekers or Ukrainian refugees who may also present as homeless. The situation will continue to be monitored, including through the monthly budget monitoring process. A planned review of the LCTR scheme is underway as a potential mitigation to reduce the pressure on lowest income households.

Corporate Priority affected

Priority2: The Economy

Priority4: Living in Tamworth

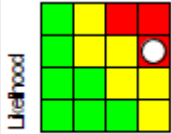
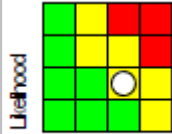
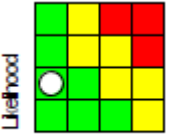
Priority5: Town Centre

2 Governance 2023/2024

Generated on: 12 September 2023

Corporate Risk Heading	Governance 2023
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Corporate Risk	To ensure the Council is fully compliant in all legislative requirements
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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	25-Jul-2023	Target Date	

Page 17

Causes	<ul style="list-style-type: none"> * Failure of democratic process * Failure to understand or respond adequately to new or changing legislation or regulation * No horizon scanning of legislative changes * Out of date policies and procedures * Lack of capacity to meet changing demands and priorities * Not enough capacity to plan ahead proactively due to reactive nature of business activity * Decisions made by Members could impact current planned work * Insufficient direction for strategic priorities – may not be fit for purpose which leads to lack of clarity with planning 	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 * Difficulties quantifying what success of objectives/priorities will look like * Impede work that is underway or already planned * Additional effort if required to manage workloads from
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			<p>already stretched services</p> <p>*Unable to effectively priorities objectives and workloads</p> <p>*Potential to mis-align resources</p>
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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-2024		Regular meetings in place, training plan for Audit Committee members being developed.	Joanne Goodfellow
Policies and Procedures	31-Mar-2024			Zoe Wolicki

Page 18

Latest Note	<p>Ongoing training and horizon scanning.</p> <p>Support from SS legals</p>
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Corporate Priority affected	<p>Priority2: The Economy</p> <p>Priority4: Living in Tamworth</p> <p>Priority: Organisation</p>
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3 Promoting Community Resilience and Cohesive Communities

Generated on: 12 September 2023

Corporate Risk Heading	Promoting community resilience and cohesive communities
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Corporate Risk	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth ‘the place’
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	2	Severity	2
Likelihood	3	Likelihood	2	Likelihood	1
Risk Score	9	Risk Score	4	Risk Score	2
		Date Reviewed	19-Aug-2023	Target Date	

Causes	<ul style="list-style-type: none"> . Lack of strong local leadership (political, community etc) . Failure to provide or signpost support for the most vulnerable in our communities. . Lack of communication activity/strategy to engage with local communities. . Lack of partnership working and initiatives . Failure to understand local issues. . Lack of sustainable approach to community engagement and development which is inclusive and embraces diversity. . Poor educational outcomes and job opportunities Failure to engage with other statutory agencies 	Consequences	<ul style="list-style-type: none"> . May be unable to support the vulnerable leading to wider demands on public services. . Wider health and employment inequality . Rise in crime or perception of crime . Increased levels of community tensions . Rise in environmental crime? . Lack of civic pride Lack of aspiration
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Commissioning of debt/advice services	31-Jul-2024			Joanne Sands
Community cohesion officer in place	31-Jul-2024			Joanne Sands
Quality open spaces	31-Jul-2024			New AD – Environment/Active Wellbeing/Culture
Strong Community Safety Partnership in place	31-Jul-2024			Joanne Sands
Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.	31-Mar-2024			Joanne Sands
Support for the Voluntary Sector	19-Jul-2024			Joanne Sands
Tell Us	31-Jul-2024			Zoe Wolicki
Use of insight	31-Jul-2024			Zoe Wolicki
Wellbeing Strategy	19-Jul-2024			Joanne Sands
Wide range of arts, sporting and community events	19-Jul-2024			New AD – Environment/Active Wellbeing/Culture

Latest Note	
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Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre
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4 Lack of Resources, Capacity, and right skills in place

Generated on: 12 September 2023

Corporate Risk Heading	Lack of resources, capacity, and right skills in place
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Corporate Risk	Lack of resources, capacity, and right skills in place (recruitment and retention) to deliver corporate objectives
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Page 21

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	2	Severity	2
Likelihood	4	Likelihood	3	Likelihood	3
Risk Score	12	Risk Score	6	Risk Score	6
		Date Reviewed	11-Sep-2023	Target Date	

Causes	<ul style="list-style-type: none"> *Executive staff turnover may lead to experience/ knowledge loss *Inability to drive public engagement and manage increase in demand/ expectations *Lack of succession planning *Aging profile of organisation *Lack of incentive for young people to work for council *Competitive salary market impedes finding right candidates including not enough applicants for vacant roles *Increased workloads may not leave enough capacity to complete all in a timely manner *Lack of capacity to respond to changes regulations due to delays in releasing from the Gov and staff 	Consequences	<ul style="list-style-type: none"> *Difficulties retaining staff – they may look for external opportunities *Costs of turnover and retraining new starters *Potential for non-compliance with specific roles that require accreditation or specific skills *Ability to respond to regulatory/ statutory changes may be inefficient *Working to prioritised work/leader decisions * Unable to deliver organisational strategies * Increased turnover/absenteeism * Service failure leading to ombudsman intervention and increased compensation claims * Decreased staff engagement and satisfaction resulting in poor performance.
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	<p>already stretched with current workloads.</p> <ul style="list-style-type: none"> * Failure to have the organisational structure and a skilled and motivated workforce * Ineffective project management and governance * Ineffective performance management 		* Impact on health and wellbeing of existing staff
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Comments, complaints.	31-Mar-2024		Revised Tell us process implemented	Zoe Wolicki
Effective employee relations	31-Mar-2024		Meeting with Trade Union Liaison Group	Anica Goodwin. Zoe Wolicki
Monitoring of staff turnover	31-Mar-2024		Update to CMT and Statutory Officers Group	Anica Goodwin. Zoe Wolicki
Training plan resourced	31-Mar-2024		PDR process revised and underway	Zoe Wolicki
Workforce plan in place	31-Mar-2024			Zoe Wolicki

Page 22

Latest Note

Corporate Priority affected

- Priority2: The Economy
- Priority4: Living in Tamworth
- Priority: Organisation

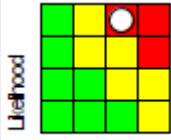
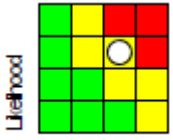
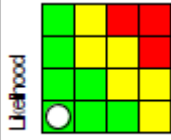
5 Organisational Resilience 2023/24





Generated on: 12 September 2023

Corporate Risk Heading	Organisational Resilience 2023/24
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Corporate Risk	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future.
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Page 23

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 * Lack of corporate overview to understand and effectively prioritise workloads, resource allocation and understand where cross-function collaboration stands. * National and local political interference may impede planning and priorities 		Consequences	<ul style="list-style-type: none"> * Services not delivered * Reduced 'economic attractiveness.' * Loss of reputation * Potential to misalign resources * Governance does not provide the full picture * Negative public perception may damage Council's reputation 	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Business Continuity Planning	31-Mar-2024		Detailed work plan in place for EP & BC; work plan has been agreed by CMT and has been conveyed to Heads of Service.	Paul Weston
Emergency Planning	31-Mar-2024			Tina Mustafa
Delivery of People and Organisational Strategy	31-Mar-2024			Zoe Wolicki
Develop Project management skills for key staff	31-Mar-2024			Zoe Wolicki

Latest Note

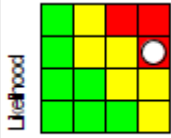
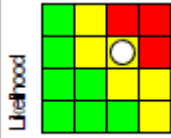
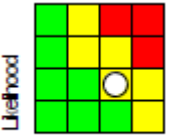
Corporate Priority affected
Priority2: The Economy
Priority4: Living in Tamworth
Priority: Organisation

6 Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure.



Generated on: 12 September 2023

Corporate Risk Heading	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure.
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Corporate Risk	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	3
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	6
		Date Reviewed	19-Aug-2023	Target Date	

Causes	<ul style="list-style-type: none"> * Staff not aware of action to be taken in the event of an emergency/disaster * Global warming/climate change - severe weather impacts to the Borough *Failure to plan ahead financially for cost implications *Not having the specialist skills in place to develop adverse climate resistant infrastructure *Lack of trained staff to deal with emergencies and over reliance on third parties. 	Consequences	<ul style="list-style-type: none"> * Life and property put in harm's way * Extreme weather conditions/impact on business's & communities *Failure to have a plan for recovery/ repairs/ public support * Impact on vulnerable people Unable to deliver services
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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-2024		Ongoing discussions with BP Pulse over the delivery of an EV charging hub on Riverdrive.	Anna Miller
Emergency Planning	31-Mar-2024			Tina Mustafa

Latest Note

7 Information and Data Management

Generated on: 12 September 2023

Corporate Risk Heading	Information and Data Management -
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Corporate Risk	Challenges managing and gaining valuable insight from information and data systems could impede decision making and affect systems viability.
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Page 27

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	2
Likelihood	3	Likelihood	2	Likelihood	1
Risk Score	9	Risk Score	6	Risk Score	2
		Date Reviewed	19-Aug-2023	Target Date	

Causes	<ul style="list-style-type: none"> *Isolated systems may not support sharing information. *Lack of joined up systems *Non-user-friendly systems may inhibit competency/confidence *Unable to keep up with costs of updating systems 	Consequences	<ul style="list-style-type: none"> *Inability to drive value of decision making from data *Missed or gaps in data could impede tracking progress of work especially with leavers *Not paying for updates to systems could result in vulnerabilities - potential for cyber-attacks. Not making use of data available to us.
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Cyber Security	31-Mar-2024			Zoe Wolicki
Data Protection	31-Mar-2024			Zoe Wolicki

8 Inability to deliver economic growth, sustainability and prosperity in the Borough.

Generated on: 12 September 2023

Corporate Risk Heading	Inability to deliver economic growth, sustainability and prosperity in the Borough
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Corporate Risk	Lack of economic growth, sustainability and prosperity in the Borough at the levels required
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Page 28

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	23-Aug-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 * The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases. * Changes in Job market * Inadequate business continuity plans 	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 * Unable to recruit key/essential skills * Failure to deliver project outcomes * Failure to deliver corporate plan
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	<ul style="list-style-type: none"> * Government intervention * Increased customer dissatisfaction * Unrealised benefits * Negative public perception may damage Council's reputation
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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-2024		<p>The Borough Council has awarded £25,000 grant funding to Tamworth town centre businesses to support local businesses in the current economic climate.</p> <p>The money will help town centre businesses establish or improve their physical or digital presence, gain new customers, increase turnover and increase opportunities for survival, through effective brand image and an improved service or product.</p> <p>This grant funding is available for a total of 3 years.</p> <p>The FHSF is delivering a project called the FLEX which will be entrepreneurial space/pop up space that can be</p>	Anna Miller

			flexibly managed, creating conditions for new businesses to try and establish themselves in the town.	
3A - Local plan to improve infrastructure, evening economy and transport links	31-Mar-2024		Issues and options consultation completed	Anna Miller
Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Mar-2024		<p>Asset Management Strategy in draft form with amendments due following Scrutiny Feedback.</p> <p>Resources in place to manage current tenancies and deal with lettings as and when properties become vacant.</p> <p>Key strategic risk assets identified and detailed actions plans in place to deal with potential issues.</p>	Paul Weston

Latest Note	<p><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></p> <p>Changes to political leadership may impact on training budgets and turnover.</p> <p>Key income risk from major asset identified, information regularly being fed back to Cabinet and a details project plan in place to manage.</p>
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Corporate Priority affected	<p>Priority2: The Economy</p> <p>Priority1: The Environment</p> <p>Priority3: Infrastructure</p> <p>Priority4: Living in Tamworth</p> <p>Priority5: Town Centre</p>
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