Corporate Risks Register Summary 2023



	Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
	1	Finance/Financial stability 2023/24		Alert	Severity	Joanne Goodfellow; Rebecca Smeathers
Daga 105	2	Governance 2023		ОК	Severity	Anica Goodwin
		Promoting community resilience and cohesive communities		ОК	Severity	Rob Barnes

	Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
	4	Lack of resources, capacity and right skills in place		OK	Severity	Anica Goodwin
)	5	Organisational Resilience 2023/24		Warning	Document of the second of the	Rob Barnes
	6	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure.		Warning	The severity	Rob Barnes
	7	Information and Data Management -		Warning	December 1	Anica Goodwin

Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
	Inability to deliver economic growth, sustainability and prosperity in the Borough		Warning	(1) Documental Severity	Rob Barnes

	Risk Status
	Alert
	High Risk
	Warning
②	OK
?	Unknown

1 Finance/Financial Viability 2023/24



rporate Risk Heading		Finance/Financial stability 2	nance/Financial stability 2023/24			
Corporate Risk		To ensure that the C	To ensure that the Council is financially sustainable as an organisation			
Original Matrix	Litelhood	Current Risk Matrix	Liefrood	Target Risk Matrix	Lie l nood	
Severity	Severity 4	Severity	Severity 4	Severity	Severity 3	
Likelihood	4	Likelihood	3	Likelihood	2	
Risk Score	16	Risk Score	12	Risk Score	6	
		Date Reviewed	11-Oct-2023	Target Date		
Causes	grant/subsidy * Uncertainty risk and External economic ir and current cost / inf contractual cost incre * Risk potential for poweak or ineffective C VFM not maximised liabilities. * Ongoing cost of livi risk having an impact households struggle payments, etc. If fam	d potential financial disruption from fluences - mainly on income levels flationary pressures (and potential eases) oor Procurement practices and Contract Management meaning and TBC exposed to unnecessary ing crisis and inflationary pressures on the Council's income if to pay council tax, housing rent nilies find themselves in financial o increase the demand for our	5	future Local Governmereforms, Fair Funding and the revised busing been deferred again. December 2022 outling indications for 2024/25 While this means the business rate growth for means that the uncert the Council still faces * Unplanned cost reductions *	Council will be able to retain its for 2023/24 and 2024/25, it also ainty continues and potentially losing this growth from 2025/26 actions / savings requirements ling to the Authority being taken appointed officers.	

services putting pressure on resources, for example increase in homelessness.

* Under utilisation of Assets

* Under utilisation of Assets

* Under utilisation of Assets

* Negative public perception may damage Council's reputation

* 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
Monthly Budget Monitoring	31-Mar-2024		Monthly Financial Healthcheck reports to CMT and quarterly to Cabinet	Joanne Goodfellow
Proactive and targeted cost saving analysis and review of reserve funds	31-Mar-2024		Progress against savings and income targets reported as part of quarterly performance report. Review of current levels of reserves and retained funds commenced and to be reported to Cabinet in December.	Joanne Goodfellow
Robust monitoring process for MTFS in place and Quarterly Healthcheck 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 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 outline 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 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 in progress as a potential mitigation to reduce the pressure on lowest income households, and is currently out to consultation.

Corporate Priority affected Priority2: The Economy

Priority4: Living in Tamworth

Priority5: Town Centre

2 Governance 2023/2024



oorate Risk Heading		Governance 2023			
Corporate Risk		To ensure the Coun	cil is fully compliar	nt in all legislative requ	irements
Original Matrix	poul severity	Current Risk Matrix	Severity	Target Risk Matrix	Severity
Severity	4	Severity	2	Severity	1
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	12	Risk Score	4	Risk Score	2
		Date Reviewed	09-Oct-2023	Target Date	
Causes	or changing legisla * No horizon scant * Out of date polici *Lack of capacity t priorities *Not enough capac reactive nature of t *Decisions made to planned work *Insufficient directi	tand or respond adequately to new ation or regulation ning of legislative changes les and procedures o meet changing demands and city to plan ahead proactively due to		officers * Increase in costs, Le * Potential harm to vul commercial relationsh * Legal action * Financial penalties * Reputational damage * Difficulties quantifyin objectives/priorities wi * Impede work that is a	amworth residents by Government appointed gal and settlement nerable persons, employees an ips e g what success of



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

Latest Note	Appropriate training continues to be delivered for all members.

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

3 Promoting Community Resilience and Cohesive Communities



rporate Risk Heading		Promoting community resili	Promoting community resilience and cohesive communities				
Corporate Risk			Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'				
Original Matrix	Severity	Current Risk Matrix	Severity	Target Risk Matrix	Severity		
Severity	3	Severity	2	Severity	2		
Likelihood	3	Likelihood	2	Likelihood	1		
Risk Score	9	Risk Score	4	Risk Score	2		
	·	Date Reviewed	17-Oct-2023	Target Date			
Causes	etc) . Failure to provide of vulnerable in our control Lack of communities with local communities. Lack of partnership. Failure to understate. Lack of sustainable engagement and defembraces diversity. Poor educational of	ation activity/strategy to engage ies working and initiatives	Consequences	. May be unable to sup wider demands on pub . Wider health and emp . Rise in crime or perce . Increased levels of co . Rise in environmental . Lack of civic pride Lac	oloyment inequality eption of crime ommunity tensions I crime?		

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			Hannah Peate
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			Hannah Peate

Latest Note	No change
Corporate Priority affected	Priority1: The Environment
	Priority4: Living in Tamworth
	Priority5: Town Centre

4 Lack of Resources, Capacity and right skills in place

Tamworth Borough Council

porate Risk Heading		Lack of resources, capacity	and right skills in plac	се		
Corporate Risk			Lack of resources, capacity and right skills in place (recruitment and retention) to deliver corporate objectives			
Original Matrix	Severity	Current Risk Matrix	Severity	Target Risk Matrix	Severity	
Severity	3	Severity	2	Severity	2	
Likelihood	4	Likelihood	2	Likelihood	1	
Risk Score	12	Risk Score	4	Risk Score	2	
		Date Reviewed	09-Oct-2023	Target Date		
Causes	*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			external opportunities *Costs of turnover and *Potential for non-com require accreditation of *Ability to respond to reduce to the inefficient *Working to prioritised * Unable to deliver org * Increased turnover/a Service failure leading increased compensation	egulatory/ statutory changes may work/ leader decisions ranisational strategies bsenteeism to ombudsman intervention and on claims agement and satisfaction	

- already stretched with current workloads.

 * 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 exis		Impact on	health	and	wellbeing	of	existina	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

Latest Note	HR with line managers continue to monitor the impact of all recruitment activity. In addition, training in key areas continues. Additional
	training budget for members and officers is being submitted as a policy change as part of the budget planning process.

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

5 Organisational Resilience 2023/24



Corporate Risk				the continued wellbein recedented changes o	
Original Matrix	Severity	Current Risk Matrix	Severity	Target Risk Matrix	Severity
Severity	3	Severity	3	Severity	1
Likelihood	4	Likelihood	3	Likelihood	1
Risk Score	12	Risk Score	9	Risk Score	1
		Date Reviewed	04-Oct-2023	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 * 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		ittractiveness'.

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
Delivery of People and Organisational Strategy	31-Mar-2024		Zoe Wolicki
Develop Project management skills for key staff	31-Mar-2024		Zoe Wolicki
Emergency Planning	31-Mar-2024		Tina Mustafa

Latest Note	No change
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



porate Risk Heading		Failure to meet climate cha force majeure.	nge ambitions/ meet no	et zero targets and plan for	major weather impacts and	
Corporate Risk		Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure				
Original Matrix	Severity	Current Risk Matrix	Severity	Target Risk Matrix	Severity	
Severity	4	Severity	3	Severity	3	
Likelihood	3	Likelihood	3	Likelihood	2	
Risk Score	12	Risk Score	9	Risk Score	6	
		Date Reviewed	31-Oct-2023	Target Date		
* 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 3rd parties.		Consequences	communities *Failure to have a plan support	in harms way nditions/impact on business's & for recovery/ repairs/ public people Unable to deliver service		

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 No change from previous assessment.

Corporate Priority affected Priority1: The Environment Priority4: Living in Tamworth

7 Information and Data Management



oorate Risk Heading		Information and Data Manag	nformation and Data Management -				
Corporate Risk		Challenges managing and gaining valuable insight from information and data system could impede decision making and affect systems viability.					
Original Matrix	Severity	Current Risk Matrix	Severity	Target Risk Matrix	Severity		
Severity	3	Severity	3	Severity	2		
Likelihood	3	Likelihood	2	Likelihood	1		
Risk Score	9	Risk Score	6	Risk Score	2		
		Date Reviewed	09-Oct-2023	Target Date			
*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	*Inability to drive value of de *Missed or gaps in data cou- progress of work especially *Not paying for updates to se vulnerabilities - potential for use of data available to us.	uld impede tracking with leavers systems could result in			
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		

Latest Note No change

Corporate Priority affected Priority2: The Economy

Priority: Organisation

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



porate Risk Heading		Inability to deliver econor	nic growth, sustainabilit	y and prosperity in the Boro	ough	
Corporate Risk		Lack of economic growth, sustainability and prosperity in the Borough at the levels required				
Original Matrix	Severity	Current Risk Matrix	Severity	Target Risk Matrix	Severity	
Severity	4	Severity	3	Severity	2	
Likelihood	3	Likelihood	3	Likelihood	2	
Risk Score	12	Risk Score	9	Risk Score	4	
		Date Reviewed	31-Oct-2023	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 * 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	* 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 * Government intervention * Increased customer dissatisfaction * Unrealised benefits		

*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
2A - Development of business initiatives to promote start up and growth	31-Mar-2024		The Borough Council has awarded £25,000 grant funding to Tamworth town centre businesses to support local businesses in the current economic climate. 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. This grant funding is available for a total of 3 years. The FHSF is delivering a project called the FLEX which will be entrepreneurial space/pop up space that can be flexibly managed, creating conditions for new businesses to try and	Anna Miller

		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	Asset Management Strategy in draft form with amendments due following Scrutiny Feedback. Resources in place to manage current tenancies and deal with lettings as and when properties become vacant. Key strategic risk assets identified and detailed actions plans in place to deal with potential issues.	Paul Weston

Latest Note	No change from previous assessment.
Corporate Priority affected	Priority2: The Economy
	Priority1: The Environment

Priority3: Infrastructure

Priority4: Living in Tamworth

Priority5: Town Centre

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