


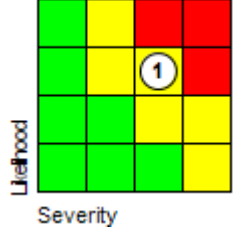
# Corporate Risks Register Summary 2024/25






Generated on: 11 September 2024

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Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
CR2024/25_1	Finance/Financial stability		Alert		Becky Smeathers
CR2024/25_2	Governance		OK		Anica Goodwin
CR2024/25_3	Promoting community resilience and cohesive communities		OK		Rob Barnes

Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
CR2024/25_4	Inability to meet social housing targets and deliver affordable housing		Warning		Rob Barnes
CR2024/25_5	Organisational Resilience		Warning		Rob Barnes
CR2024/25_6	Failure to meet climate change/meet net zero targets and plan for major weather impacts		Warning		Rob Barnes
CR2024/25_7	Information and Data Management		Warning		Anica Goodwin

Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
CR2024/25_8	Inability to deliver economic growth, sustainability, and prosperity in the Borough		Warning		Rob Barnes

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

### **Risk Scoring Key from Risk Management Strategy**

Each risk should be analysed for the likelihood it will happen and the impacts if it did happen. This assessment should be made considering controls that are already in place and working effectively. Probability assessment is applied relative to specific timeframes e.g. 'operational' risks will be assessed over a shorter timeframe than 'strategic' risks.

Likelihood Criteria:

- 4 – Very likely
- 3 - Likely
- 2 - Unlikely
- 1 – Very unlikely

The impact should be considered against the relevant objectives - corporate risks should be scored against the council's objectives; directorate risks scored against directorate objectives; service risks scored against service objectives; project risks scored against the objectives of the project. The impact relates to the potential effects on an objective, activity or function which may either be positive or negative.

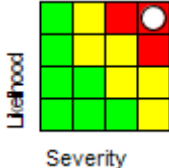
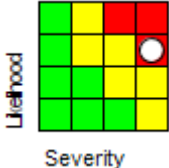
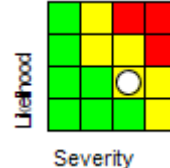
Impact Measure: There are 4 'impact descriptors' as follows:

- 4 - Major
- 3 - Serious
- 2 - Significant
- 1 - Minor

Each identified risk should be assessed at the Original (Inherent), Current (residual) and Target level.

# 1 Finance/Financial stability 2024/25



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<b>CR2024/25_1.1</b>		<b>To ensure that the Council is financially sustainable as an organisation</b>			
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>		Priority2: The Economy	
				Priority4: Living in Tamworth	
				Priority5: Town Centre	
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	4	<b>Severity</b>	4	<b>Severity</b>	3
<b>Likelihood</b>	4	<b>Likelihood</b>	3	<b>Likelihood</b>	2
<b>Risk Score</b>	16	<b>Risk Score</b>	12	<b>Risk Score</b>	6
<b>Original Risk Date</b>	15-May-2023	<b>Date Reviewed</b>	30-Apr-2024	<b>Target Date</b>	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Risk of Austerity cuts/Major variances to the level of grant/subsidy</li> <li>* Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)</li> <li>* Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised, and TBC exposed to unnecessary liabilities.</li> <li>* 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</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Inability to plan long term due to uncertainty over future Local Government funding. A new Government following the General Election in July 2024 is unlikely to be able to implement anything but a one-year settlement for 2025/26. The planned funding reforms, Fair Funding Review, business rates reset, and the revised business rates retention scheme have been repeatedly deferred and are unlikely before 2026/27 at the earliest. While this means the Council will be able to retain its business rate growth for 2025/26, it also means that the uncertainty continues, making it difficult to plan beyond one year with any certainty.</li> <li>* Unplanned cost reductions / savings requirements</li> <li>* Financial issues leading to the Authority being taken over by Government appointed officers, having to</li> </ul>	

	<p>for our services putting pressure on resources, for example increase in homelessness.</p> <ul style="list-style-type: none"> <li>* Underutilisation of Assets, failure to maximise income</li> <li>* Major town centre facility/source of income failing</li> <li>* New political leadership and inexperienced members</li> <li>* Not being prepared for the new Procurement Act 2023</li> </ul>		<p>make a request for additional financial support or issuing a S114 notice with the ensuing reputational damage that would entail.</p> <ul style="list-style-type: none"> <li>*Inability to plan investments into assets, assets become costly to maintain and deliver little benefit</li> <li>*Inability to diversify/maximise income streams</li> <li>*Social cohesion erosion could occur as public are adversely impacted by cost-of-living increases – potential for reputational damage for the council if unable to support effectively (or perception).</li> <li>* Procurement challenges which could have reputational and financial implications. Scrutiny from the Government.</li> </ul>
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<p><b>Latest Risk Note</b></p>	<p>A new Government following the General Election in July 2024 is unlikely to be able to implement anything but a one-year settlement for 2025/26. The planned funding reforms, Fair Funding Review, business rates reset, and the revised business rates retention scheme have been repeatedly deferred and are unlikely before 2026/27 at the earliest. While this means the Council will be able to retain its business rate growth for 2025/26, it also means that the uncertainty continues, making it difficult to plan beyond one year with any certainty. The big questions about the future of the funding system remain unaddressed.</p> <p>As part of the Local Government Finance settlement for 2024/25, councils were required to produce a productivity plan, to be submitted to DLUHC and published on the website by 19th July. TBC's productivity plan was reported to Corporate Scrutiny and Cabinet in June 2024 and includes details of how the Council will transform services to make better use of resources, identify ways to reduce wasteful spending within systems and take advantage of technological advances.</p> <p>The report to Corporate Scrutiny and Cabinet also included details of the Financial Stability Plan to support the production of a balanced MTFS and wider organisational improvement, this includes plans to implement targeted zero-based budgeting; budget holder savings reviews; the identification of spend to save projects; and opportunities for service transformation.</p> <p>The ongoing cost of living crisis and inflationary pressures continue to have an</p>	<p>09 Sep 2024</p>	<p>Emma Dyer</p>
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	<p>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 who may also present as homeless. The situation will continue to be monitored, including through the monthly budget monitoring process.</p> <p>Original Risk Score – Impact – 4 Major Likelihood 4 Very Likely. This score was given based on the likelihood of further cuts to government funding; the uncertainty of continuing one year settlement on longer term financial stability; the potential negative impact of business rate funding reform or fairer funding review, whereby funding is likely to be redistributed to unitaries or counties with social care pressures; and the ongoing impact of the cost of living crisis and potential for a significant reduction in income from commercial property.</p> <p>Current Risk Score – Impact 4 Major Likelihood 3 Likely. Some mitigation in terms of the possibility of a three-year settlement from 2026/27 giving us more certainty over the short to medium term.</p> <p>Target Risk Score – Impact 3 Serious Likelihood 2 Unlikely. In recognition that there is understanding that savings will have to be made over the next three years and that we have a financial stability plan which is being implemented with effect from the 2025/26 MTFs, giving us time to manage the process.</p>		
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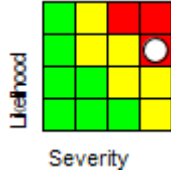
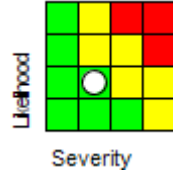
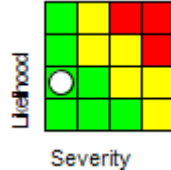
RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Annual Fees & Charges Review		31-Mar-2025	Annual review of fees & charges as part of budget process	09-Jul-2024	Joanne Goodfellow
RCM 2024-25 Financial Stability Strategy &		31-Mar-2025	Financial Stability Strategy and budget process	18-Jul-2024	Joanne Goodfellow; Becky Smeathers

Productivity Plan			including planned savings review. To include ELT/BRG meetings to support members  Productivity plan completed and emailed to MHCLG.		
RCM 2024-25 Improvements to procurement processes and contact management in line with new Public Contracts Regulations		31-Mar-2025	Procurement activity reported to CMT on a quarterly basis. Training scheduled for CMT & HOS on the new procurement act during qtr. 2 and qtr. 3.	09-Jul-2024	Joanne Goodfellow
RCM 2024-25 Monthly Budget Monitoring		31-Mar-2025	Monthly Financial Health check reports to CMT and quarterly to Corporate Scrutiny and Cabinet	09-Jul-2024	Joanne Goodfellow
RCM 2024-25 Proactive and targeted cost saving analysis and review of reserve funds		31-Mar-2025	Review of reserves and retained funds to be reported to Cabinet in December and release of unspent funds to be returned to balances.	09-Jul-2024	Joanne Goodfellow; Becky Smeathers
RCM 2024-25 Robust asset management strategy and plans in place		31-Mar-2025	Draft Asset Management Strategy with Asset Strategy Steering Group prior to formal adoption by Cabinet.	18-Jul-2024	Paul Weston
RCM 2024-25 Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members		31-Mar-2025	2024/25 Quarterly reporting to CMT, Corporate Scrutiny and Cabinet to include review of latest MTFS position.	09-Jul-2024	Joanne Goodfellow; Becky Smeathers





## 2 Governance 2024/25

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<b>CR2024/25_2.1</b>		<b>To ensure the Council is fully compliant in all legislative requirements</b>			
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>		Priority2: The Economy	
				Priority4: Living in Tamworth	
				Priority: Organisation	
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	4	<b>Severity</b>	2	<b>Severity</b>	1
<b>Likelihood</b>	3	<b>Likelihood</b>	2	<b>Likelihood</b>	2
<b>Risk Score</b>	12	<b>Risk Score</b>	4	<b>Risk Score</b>	2
<b>Original Risk Date</b>	09-Sep-2020	<b>Date Reviewed</b>	02-Sep-2024	<b>Target Date</b>	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Failure of democratic process</li> <li>* Failure to understand or respond adequately to new or changing legislation or regulation</li> <li>* No horizon scanning /awareness of legislative changes</li> <li>* Out of date/unclear policies, procedures, and documentation</li> <li>*Lack of capacity to meet changing demands and priorities</li> <li>*Not enough capacity to plan ahead proactively due to reactive nature of business activity</li> <li>*Decisions made by Members could impact current planned work</li> <li>*Insufficient direction for strategic priorities – may not be fit for purpose which leads to lack of clarity with planning</li> <li>*Inadequate training</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Prosecution of individuals</li> <li>* Loss of reputation</li> <li>* Adverse impact on Tamworth residents</li> <li>* Authority taken over by Government appointed officers</li> <li>* Increase in costs, Legal and settlement as well as potential rectification of non-compliance</li> <li>* Potential harm to vulnerable persons, employees, and commercial relationships</li> <li>* Legal action</li> <li>* Financial penalties</li> <li>* Reputational damage</li> <li>* Difficulties quantifying what success of objectives/priorities will look like</li> <li>* Impede work that is underway or already planned</li> </ul>	

	<ul style="list-style-type: none"> <li>*Poor communication</li> <li>*Insufficient resources (budget constraints/understaffing/inadequate technology)</li> <li>*Ineffective leadership</li> <li>*Lack of accountability</li> <li>*Weak risk management</li> <li>*Organisational culture is resistant to change</li> </ul>		<ul style="list-style-type: none"> <li>* Additional effort if required to manage workloads from already stretched services</li> <li>*Unable to effectively priorities objectives and workloads</li> <li>*Potential to mis-align resources</li> <li>*Breach of statutory duties</li> <li>*Disruption of services</li> <li>*Media scrutiny</li> <li>*Employee morale decline</li> <li>*Government intervention</li> </ul>
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<b>Latest Risk Note</b>	<p>**The updated assessment of this current risk profile remains as is.</p> <p>This assessment is made on the basis of the council was not to be compliant with regards to legislative requirements it could assessed as 'significant' (see 'consequences'). However, due to the amount of governance arrangements, procedures, resources, training, access to legal expertise, audits, budgetary controls, document management processes, Whistle Blowing policy, regular communications, and a proactive compliance culture, significantly mitigate the likelihood of this happening and therefore, is assessed as 'unlikely'.</p>	02 Sep 2024	Anica Goodwin
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Audit and Scrutiny Committees		31-Mar-2025	<p>Regular meetings in place, training plan for Audit Committee members being developed.</p> <p>Some training provided and another session planned in August 2024.</p>	18-Jul-2024	Joanne Goodfellow
RCM 2024-25 Policies and Procedures		31-Mar-2025	<p>Ensure legal compliance though proactive horizon scanning.</p>	02-Sep-2024	Zoe Wolicki

			New legislation, worker protection amendment to the equality act 2010 act 2023		
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### 3 Promoting Community Resilience and Cohesive Communities 2024/25






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<b>CR2024/25_3.1</b>		<b>Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'</b>			
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>		Priority1: The Environment	
				Priority4: Living in Tamworth	
				Priority5: Town Centre	
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	3	<b>Severity</b>	2	<b>Severity</b>	2
<b>Likelihood</b>	3	<b>Likelihood</b>	2	<b>Likelihood</b>	1
<b>Risk Score</b>	9	<b>Risk Score</b>	4	<b>Risk Score</b>	2
<b>Original Risk Date</b>	09-Sep-2021	<b>Date Reviewed</b>	23-May-2024	<b>Target Date</b>	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of strong local leadership (political, community etc)</li> <li>* Failure to provide or signpost support for the most vulnerable in our communities</li> <li>* Lack of communication activity/strategy to engage with local communities</li> <li>* Lack of partnership working and initiatives</li> <li>* Failure to understand local issues</li> <li>* Lack of sustainable approach to community engagement and development which is inclusive and embraces diversity</li> <li>* Poor educational outcomes and job opportunities</li> <li>Failure to engage with other statutory agencies</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* May be unable to support the vulnerable leading to wider demands on public services</li> <li>* Wider health and employment inequality</li> <li>* Rise in crime or perception of crime</li> <li>* Increased levels of community tensions</li> <li>* Rise in environmental crime?</li> <li>* Lack of civic pride Lack of aspiration</li> </ul>	

<b>Latest Risk Note</b>	<p>Strong community safety partnership working.</p> <p>Looking to reconvene the Tamworth Strategic Partnership (TSP). TSP planned for 10th September, with a range of key theme working groups to feed into a TSP board structure.</p> <p>Proactive approach to migration</p> <p>Widened engagement across the Health &amp; Wellbeing Partnership to support addressing the wider determinants of health.</p> <p>Risk score generated through assessing the causes and consequences as identified above and current status assessed in Q1 April-July 2024. Feedback from local partners is positive towards the partnership approach for supporting community cohesion, with further proactive work planned in Q2 for the reestablishment of the Tamworth Strategic Partnership.</p>	10 Sep 2024	Emma Dyer
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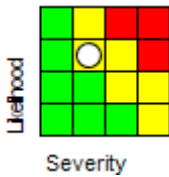
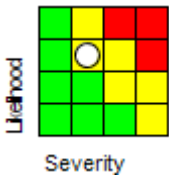
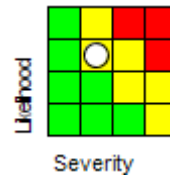
RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Comments, Compliments and Complaints		31-Mar-2025	Approval of updated policy and annual report by cabinet on 29 August 2024  Submission to Housing Ombudsman made by deadline of 5 September.	02-Sep-2024	Zoe Wolicki
RCM 2024-25 Commissioning of debt/advice services		31-Mar-2025	To be reviewed and renewed from April 2025	18-Jul-2024	Joanne Sands
RCM 2024-25 Quality open spaces		31-Mar-2025	Ongoing work through Operational Services and partners such as Staffordshire Wildlife Trust	18-Jul-2024	Hannah Peate

			to maintain / enhance the array of green spaces in the borough.		
RCM 2024-25 Strong Community Safety Partnership in place		31-Mar-2025	Partnership in place. CSP plan in place 2023-2026 and Community Safety Strategic Assessment refreshed annually with report to IS&G scrutiny committee	18-Jul-2024	Joanne Sands
RCM 2024-25 Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.		31-Mar-2025	Links to all relevant community safety groups, priority working areas including Directors Health Inequalities group.	18-Jul-2024	Joanne Sands
RCM 2024-25 Support for the Voluntary Sector		31-Mar-2025	Voluntary sector pledge signed 2021. Community and councillor grants schemes in place administered by Staffordshire community foundation.	18-Jul-2024	Joanne Sands
RCM 2024-25 Use of insight		31-Mar-2025	Model and systems for data collection and analysis to be developed. System for learning from complaints to be developed improved data analysis around complaints.	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Wellbeing Strategy		31-Mar-2025	on hold pending the publication of the Strategic Outcomes Planning Model,	02-Jul-2024	Joanne Sands

			health inequalities strategy and JSNA		
RCM 2024-25 Wide range of arts, sporting, and community events		31-Mar-2025	<p>Outdoor Theatre, Summer Concerts and range of events being hosted through the Events Team, Castle Team and support provided to external event hirers too, with significant planning for these in Q1.</p> <p>New wellbeing opportunities being provided / planned to include walking football, activities for national wellbeing week. planning in progress to start rounders sessions with Rounders England and working in conjunction with Staffordshire County Council for summer bike ability delivery and promotion of Holiday Activity and Food initiatives.</p>	18-Jul-2024	Hannah Peate



## 4 Inability to meet social housing targets and deliver affordable housing 2024/25

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<b>CR2024/25_4.1</b>	<b>Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.</b>				
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>	Priority4: Living in Tamworth		
			Priority: Organisation		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	2	<b>Severity</b>	2	<b>Severity</b>	2
<b>Likelihood</b>	3	<b>Likelihood</b>	3	<b>Likelihood</b>	3
<b>Risk Score</b>	6	<b>Risk Score</b>	6	<b>Risk Score</b>	6
<b>Original Risk Date</b>	11-Sep-2024	<b>Date Reviewed</b>	11-Sep-2024	<b>Target Date</b>	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of land in Tamworth for development of new social housing.</li> <li>* Limited capacity within the HRA budget</li> <li>* Significant financial challenges to meeting the Social Housing Regulations</li> <li>* Lack of greenfield land for general market housing of which affordable homes provide a component</li> <li>* Delivering affordable homes on brownfield land is challenged by the viability of bringing these sites forwards</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Failure to meet social housing regulatory standards.</li> <li>* Reputational impact</li> <li>* Inability to meet housing targets</li> </ul>	

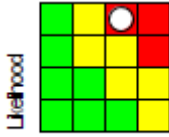
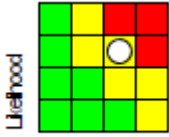
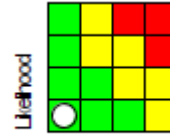


<b>Latest Risk Note</b>	Risk of earlier than anticipated inspection increased via Regulator Feedback.	23 Jul 2024	Pardeep Kataria
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<b>RCM linked action Code and Title</b>	<b>Status</b>	<b>RCM linked action Due date</b>	<b>RCM linked action Latest note</b>	<b>RCM linked Action Latest note date</b>	<b>RCM linked action AD</b>
RCM 2024-25 Comprehensive Project in place to address compliance with Social Housing Regulations		31-Mar-2025			Tina Mustafa
RCM 2024-25 HRA Capital Programme to increase supply of council housing		31-Mar-2025	Programme to make use of right to buy monies to increase supply of council housing.	11-Sep-2024	Paul Weston



## 5 Organisational Resilience 2024/25

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<b>CR2024/25_5.1</b>		<b>Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future. Lack of resources, capacity, and right skills in place to deliver corporate objectives</b>			
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>		Priority2: The Economy	
				Priority4: Living in Tamworth	
				Priority: Organisation	
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	3	<b>Severity</b>	3	<b>Severity</b>	1
<b>Likelihood</b>	4	<b>Likelihood</b>	3	<b>Likelihood</b>	1
<b>Risk Score</b>	12	<b>Risk Score</b>	9	<b>Risk Score</b>	1
<b>Original Risk Date</b>	09-Sep-2020	<b>Date Reviewed</b>	30-Apr-2024	<b>Target Date</b>	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Significant event outside of our control e.g. major disaster, pandemic etc.</li> <li>* Staff not aware of action to be taken in the event of an emergency/disaster</li> <li>* Lack of sufficient agile operational options</li> <li>* Lack of corporate overview to understand and effectively prioritise workloads, resource allocation and understand where cross-function collaboration stands.</li> <li>* National and local political interference may impede planning and priorities</li> <li>* Executive staff turnover may lead to experience/ knowledge loss</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Services not delivered</li> <li>* Reduced 'economic attractiveness.'</li> <li>* Loss of reputation</li> <li>* Potential to misalign resources</li> <li>* Governance does not provide the full picture</li> <li>* Negative public perception may damage Council's reputation</li> <li>* Difficulties retaining staff – they may look more external opportunities</li> <li>* Costs of turnover and retraining new starters</li> <li>* Potential for noncompliance with specific roles that require accreditation or specific skills</li> </ul>	

	<ul style="list-style-type: none"> <li>*Inability to drive public engagement and manage increase in demand/ expectations</li> <li>*Lack of succession planning</li> <li>*Aging profile of organisation</li> <li>*Lack of incentive for young people to work for council</li> <li>*Competitive salary market impedes finding right candidates including not enough applicants for vacant roles</li> <li>*Increased workloads may not leave enough capacity to complete all in a timely manner</li> <li>*Lack of capacity to respond to changes regulations due to delays in releasing from the Gov and staff already stretched with current workloads.</li> <li>* Failure to have the organisational structure and a skilled and motivated workforce</li> <li>* Ineffective project management and governance</li> <li>* Ineffective performance management</li> </ul>		<ul style="list-style-type: none"> <li>*Ability to respond to regulatory/ statutory changes may be inefficient</li> <li>*Working to prioritised work/ leader decisions</li> <li>* Unable to deliver organisational strategies</li> <li>* Increased turnover/absenteeism</li> <li>Service failure leading to ombudsman intervention and increased compensation claims.</li> <li>* Decreased staff engagement and satisfaction resulting in poor performance. Impact on health and wellbeing of existing staff</li> </ul>
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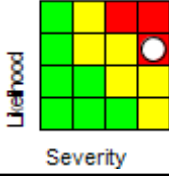
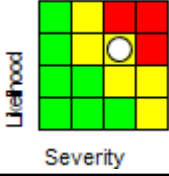
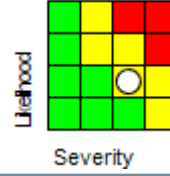
<b>Latest Risk Note</b>	Vacancies continue to be monitored. Where pressure points are identified these are being kept under review.	10 Jul 2024	Emma Dyer
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Business Continuity Planning		31-Mar-2025	Initial plans have been drafted and work continues to develop through to final completed plan. Once completed testing will be needed.	18-Jul-2024	Paul Weston
RCM 2024-25 Delivery of People and Organisational Strategy		31-Mar-2025	Strategy and action plan to be refreshed 2024/25 aligned to the new corporate plan and to take into account learning from peer review.	18-Jul-2024	Zoe Wolicki



RCM 2024-25 Develop Project management skills for key staff		31-Mar-2025	Staff requiring training identified via PDR process. Training to be delivered by 31 March 2025	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Effective employee relations		31-Mar-2025	AGM held. Further AGM to be reorganised. CE held staff meeting post riots 4 sept	02-Sep-2024	Anica Goodwin; Zoe Wolicki
RCM 2024-25 Emergency Planning		31-Mar-2025	CCU updated ELT on the 17 July 24 with the emergency planning improvement plan agreed new proposals around policy, training, and service development.	19-Jul-2024	Hamid Khan; Tina Mustafa
RCM 2024-25 Monitoring of staff turnover		31-Mar-2025	6 monthly updates to appointments and staffing committee on starters, leavers, transfers, secondments etc. Staffing turnover reported annually on pentana	02-Sep-2024	Anica Goodwin; Zoe Wolicki
RCM 2024-25 Training plan resourced		31-Mar-2025	Head of HR and OD met with AD's to prioritise for service areas	02-Sep-2024	Zoe Wolicki
RCM 2024-25 Workforce plan in place		31-Mar-2025	Work continues to be completed by 31 March 2025.	18-Jul-2024	Zoe Wolicki







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

Generated on: 11 September 2024

<b>CR2024/25_6.1</b>		<b>Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts</b>			
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>	Priority1: The Environment Priority4: Living in Tamworth		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	4	<b>Severity</b>	3	<b>Severity</b>	3
<b>Likelihood</b>	3	<b>Likelihood</b>	3	<b>Likelihood</b>	2
<b>Risk Score</b>	12	<b>Risk Score</b>	9	<b>Risk Score</b>	6
<b>Original Risk Date</b>	19-Aug-2023	<b>Date Reviewed</b>	30-Apr-2024	<b>Target Date</b>	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Staff not aware of action to be taken in the event of an emergency/disaster</li> <li>* Global warming/climate change - severe weather impacts to the Borough</li> <li>* Failure to plan ahead financially for cost implications</li> <li>* Not having the specialist skills in place to develop adverse climate resistant infrastructure</li> <li>* Lack of trained staff to deal with emergencies and over reliance on 3rd parties.</li> <li>* Lack of funding/finance</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Life and property put in harm's way</li> <li>* Extreme weather conditions/impact on business's &amp; communities</li> <li>* Failure to have a plan for recovery/ repairs/ public support</li> <li>* Impact on vulnerable people Unable to deliver services</li> </ul>	

<b>Latest Risk Note</b>	<p>In quarter 4 a new climate change officer started. Also, the Climate Change Action Plan was started with external consultants Aether.</p> <p>The Borough Council declared a climate change emergency recognising that it needs to respond to this global concern. The appointment of a climate change officer in February 2024 has accelerated work to understand what the Borough Council needs to do meet net zero targets and bad weather events. Following a baseline report in 2022 an action plan is being prepared and a climate change adaptation plan which will provide actions and a road map for the Borough Council to be able to deliver against this risk. Workshops have been held with Members to inform the work and both reports will be available at the end of the year.</p> <p>In parallel with these workstreams the climate change officer has established an officer working group to support the delivery of actions. The officer has also started to engage with the wider community. To support procurement processes climate change is one of three social values that will now feature in our procurement expectations.</p> <p>Given that we are starting to be a in position to understand the task at hand, resource is allocated to it in the form of a climate change officer and engagement is underway, this risk score 3 for severity and 3 for likelihood. Our understanding of what need to be achieved to be prepared for climate change is better than it was.</p>	11 Sep 2024	Emma Dyer
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Deliver against the Nature Recovery Declaration		31-Mar-2025	Cross organisational work taking place to deliver on aspects of this work for the authority. With a paper being drafted for ISG Committee in August 2024, which will provide the updated position of this work to Members.	18-Jul-2024	Hannah Peate
RCM 2024-25 Delivery of a communications plan for climate change		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller

RCM 2024-25 Delivery of Climate Adaptation Plan		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Climate Change Action Plan		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of training and induction into climate change		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Development of infrastructure for acting on Climate Change		31-Mar-2025	Imminent delivery of EV charging hub at Riverdrive.	18-Jul-2024	Anna Miller
RCM 2024-25 Embed climate change into procurement processes		31-Mar-2025	Climate change forms one of the strands of social value that will be incorporated into procurement processes. This work is at a draft stage.	11-Aug-2024	Anna Miller
RCM 2024-25 Embed climate change into the Local Plan review		31-Mar-2025	Local Plan Review underway	09-Jul-2024	Anna Miller

# 7 Information and Data Management 2024/25



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<b>CR2024/25_7.1</b>		<b>Lack of insight from information and data systems could impede effective decision making and affect systems viability.</b>			
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>	Priority2: The Economy		
			Priority: Organisation		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	3	<b>Severity</b>	3	<b>Severity</b>	2
<b>Likelihood</b>	3	<b>Likelihood</b>	2	<b>Likelihood</b>	1
<b>Risk Score</b>	9	<b>Risk Score</b>	6	<b>Risk Score</b>	2
<b>Original Risk Date</b>	19-Aug-2023	<b>Date Reviewed</b>	02-Sep-2024	<b>Target Date</b>	
<b>Causes</b>	<ul style="list-style-type: none"> <li>*Isolated systems may not support sharing information.</li> <li>*Lack of joined up systems</li> <li>*Non-user-friendly systems may inhibit competency/confidence</li> <li>*Unable to keep up with costs of updating systems</li> <li>*System obsolescence</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>*Inability to drive value of decision making from data</li> <li>*Missed or gaps in data could impede tracking progress of work and / or lead to inaccurate decisions being made</li> <li>*Not paying for updates to systems could result in vulnerabilities - potential for cyber-attacks. Not making use of data available to us</li> <li>*Reduced operational efficiency (leading to a lack of responsiveness, inability to forecast</li> <li>*Financial consequences (e.g. missed revenue opportunities)</li> <li>*Regulatory and compliance risks</li> <li>*Loss of stakeholder trust</li> <li>*Organisational stagnation (lack of innovation/missed opportunities)</li> </ul>	



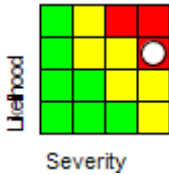
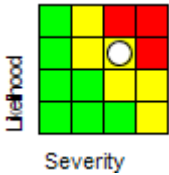
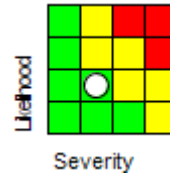
<b>Latest Risk Note</b>	This risk has been assessed as serious as the impact of this risk as TBC relies heavily on information and data systems to make decisions from pay to benefits to collection of revenue. However, the likelihood of this happening is assessed as unlikely due to the number of ICT and data management processes and procedures in places as well as a high level of controls (information, document management and budgetary)	02 Sep 2024	Anica Goodwin
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Cyber Security		31-Mar-2025	<p>ICT monitor cyber security measures, latest threats, perform regular vulnerability scans and remediation activities and are signed up to the NCSC Active Cyber Defence programme.</p> <p>Regular information to staff via newsletters and Infozone updates.</p> <p>Cyber e-learning mandatory training for all staff.</p>	23-Jul-2024	Zoe Wolicki
RCM 2024-25 Data Protection		31-Mar-2025	Policies and procedures for DP on Astute and available as hard copies.	18-Jul-2024	Zoe Wolicki

# 8 Inability to deliver economic growth, sustainability, and prosperity in the Borough 2024/25





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<b>CR2024/25_8.1</b>		<b>Lack of economic growth, sustainability, and prosperity in the Borough at the levels required</b>			
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>		Priority2: The Economy	
				Priority1: The Environment	
				Priority3: Infrastructure	
				Priority4: Living in Tamworth	
				Priority5: Town Centre	
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	4	<b>Severity</b>	3	<b>Severity</b>	2
<b>Likelihood</b>	3	<b>Likelihood</b>	3	<b>Likelihood</b>	2
<b>Risk Score</b>	12	<b>Risk Score</b>	9	<b>Risk Score</b>	4
<b>Original Risk Date</b>	21-Aug-2023	<b>Date Reviewed</b>	30-Apr-2024	<b>Target Date</b>	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of investment in the Borough</li> <li>* General downturn in the economy due to factors beyond our control</li> <li>* Failure to recognise economic changes</li> <li>* The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases</li> <li>* Changes in Job market</li> <li>* Inadequate business continuity plans</li> <li>* Lack of economic development strategy</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Economic prosperity declines</li> <li>* Deprivation</li> <li>* Reduced Business Rates income</li> <li>* Tamworth not seen as a positive place to live or invest in</li> <li>* Lack of economic and commercial growth</li> <li>* Unable to recruit key/essential skills</li> <li>* Failure to deliver project outcomes</li> <li>* Failure to deliver corporate plan</li> <li>* Government intervention</li> </ul>	

	<ul style="list-style-type: none"> <li>* Reliance on small number large income generators/operators/town centre facilities</li> <li>* Community cohesion and a negative perception of Tamworth as a place to do business</li> </ul>		<ul style="list-style-type: none"> <li>* Increased customer dissatisfaction</li> <li>* Unrealised benefits</li> <li>* Negative public perception may damage Council's reputation</li> </ul>
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<p><b>Latest Risk Note</b></p>	<p>FHSF construction work gathering pace. Decisions taken to support FHSF project to enable completion. Decisions taken around a road map for Local Plan production.</p> <p>Many of the factors that can cause economic uncertainty lies outside the control of Tamworth Borough Council. That said, a number of significant interventions are underway to bring about substantial change in Tamworth that will act as a catalyst and underpin future prosperity. A total of £40m of investment in the FHSF and new South Staffordshire College will transform the town centre. Increased footfall and a new demographic using the town centre will generate business opportunities. The St Editha's Sq. transformation is designed to pull people into the heart of the town where activities will take place including the market and events run either by the Borough Council or external providers. The relationship of the Castle with the town centre businesses will be improved along with the public realm to make the space inviting and accessible. Heritage refurbishments will provide new rental units for businesses and entrepreneurial opportunities.</p> <p>Other regeneration opportunities exist within the town and Tamworth Borough Council are assembling land and meeting with potential developers to discuss opportunities.</p> <p>In relation to the wider Tamworth Borough the Council are bringing forwards development at Solway Close and a new Local Centre in Amington. The Council Asset Management Strategy has the potential to identify further regeneration opportunities within the town's estates. The Local Plan which seeks to manage change over a 20-year timeframe, it being reviewed. This document will align with the Corporate Plan and the Asset Management Strategy to ensure that priorities are met, and opportunities are identified.</p> <p>This risk scores 3 for severity and 3 for likelihood because there are many plans and programmes in place to mitigate the current economic climate.</p>	<p>11 Sep 2024</p>	<p>Emma Dyer</p>
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 3A - Local plan to improve infrastructure, evening economy and transport links		31-Mar-2025	Local plan preparation underway for draft plan.	18-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Future High Streets Fund		31-Mar-2025	Peel Cafe is well advanced with Nationwide starting the fit out works. TEC 2 is progressing well with likely TBC occupation from early 2025. The Flex building has started following demolition with a likely TBC occupation Spring 2025. The remaining projects are close to contract close-out. Enabling works have been completed for the Market Street properties.	11-Aug-2024	Anna Miller
RCM 2024-25 Delivery of Gungate project (North and South)		31-Mar-2025	Acquisition of Gungate North likely by the end of 2024. Discussions have resumed with ATIK following a change of ownership.  On Gungate South there has been developer interest in the site.	11-Aug-2024	Anna Miller
RCM 2024-25 Development of business initiatives to promote start up and growth		31-Mar-2025	The Borough Council has a business grant combined with UKSPF funding to deliver town centre	18-Jul-2024	Anna Miller

			<p>activities that increase footfall across the town and support the town centre economy.</p> <p>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 establish themselves in the town.</p>		
RCM 2024-25 Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions		31-Mar-2025	Draft strategy with Asset Strategy Steering Group awaiting approval before submission to Cabinet for formal adoption.	18-Jul-2024	Paul Weston

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