

Corporate Risks Register Summary 2024/25

Generated on: 28 October 2024

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

Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
CR2024/25_4	Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.		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
CR2024/25_9	Cyber Security		Alert		Anica Goodwin

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.

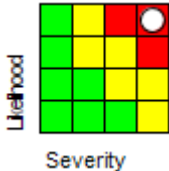
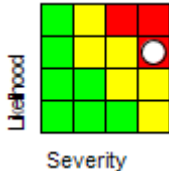
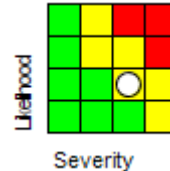
Impact Measure: There are 4 'impact descriptors' as follows:

- 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


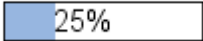
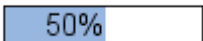
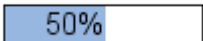
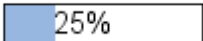
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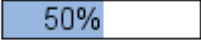
Risk Title	To ensure that the Council is financially sustainable as an organisation		Assigned To	Joanne Goodfellow	
Risk Code	CR2024/25_1.1	Categories	Priority2: The Economy Priority4: Living in Tamworth Priority5: Town Centre		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	4	Severity	3
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	16	Risk Score	12	Risk Score	6
Original Risk Date	15-May-2023	Date Reviewed	10-Oct-2024	Target Date	28-Feb-2025
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 		Consequences	<ul style="list-style-type: none"> • 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. * Unplanned cost reductions / savings requirements * Financial issues leading to the Authority being taken 	

	<p>difficulty it could also increase the demand for our services putting pressure on resources, for example increase in homelessness.</p> <ul style="list-style-type: none"> * Underutilisation of Assets, failure to maximise income * Major town centre facility/source of income failing * New political leadership and inexperienced members * Not being prepared for the new Procurement Act 2023 * Implications of the national living wage and pending pay award * Financial consequences of shared services 		<p>over by Government appointed officers, having to 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"> *Inability to plan investments into assets, assets become costly to maintain and deliver little benefit *Inability to diversify/maximise income streams *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). * Procurement challenges which could have reputational and financial implications. Scrutiny from the Government. *Increase in costs from shared services such as Joint Waste, Building Control partnership, Health & Safety. Services shared with other Councils who may also be experiencing financial difficulties or having to increase costs which impacts on TBC.
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<p>Latest Risk Note</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</p>	<p>14 Oct 2024</p>	<p>Emma Dyer</p>
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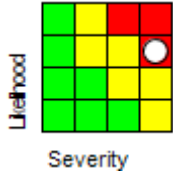
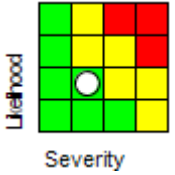
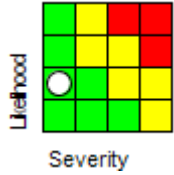
	<p>Stability Plan to support the production of a balanced MTFS and wider organisational improvement, this includes plans to implement targeted zero-based budgeting; budget holder savings reviews; the identification of spend to save projects; and opportunities for service transformation.</p> <p>The ongoing cost of living crisis and inflationary pressures continue to have an 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>The council will lobby central government and respond to consultations, & LGA surveys when applicable to influence on particular issues in the interest of better local government.</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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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM1a 2024-25 Annual Fees & Charges Review for 2025/26		28-Feb-2025	Annual review of fees & charges as part of budget process	16-Oct-2024	Joanne Goodfellow
RCM1b 2024-25 Financial Stability Strategy & Productivity Plan		28-Feb-2025	Financial Stability Strategy and budget process including planned savings review. To include ELT/BRG meetings to support members Productivity plan completed and emailed to MHCLG.	10-Oct-2024	Joanne Goodfellow
RCM1c 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, CMT briefing from CIPFA on the new Procurement Act attended during quarter 2.	16-Oct-2024	Joanne Goodfellow
RCM1d 2024-25 Monthly Budget Monitoring		28-Feb-2025	Monthly Financial Health check reports to CMT and quarterly to Corporate Scrutiny and Cabinet	16-Oct-2024	Joanne Goodfellow
RCM1e 2024-25 Proactive and targeted cost saving analysis and review of reserve funds		28-Feb-2025	Review of reserves and retained funds to be reported to Cabinet in December and release of unspent funds to be returned to balances. Review of all vacancies & vacancy allowances to identify savings is in	14-Oct-2024	Joanne Goodfellow

			process. Vacancies which have been vacant for 12 weeks or more will be frozen and only be released with approval of ED and HOPS.		
RCM1f 2024-25 Robust asset management strategy and plans in place		31-Mar-2025	Asset strategy will be going to cabinet in November 24 (RB)	17-Oct-2024	Paul Weston
RCM1g 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.	16-Oct-2024	Joanne Goodfellow

2 Governance 2024/25

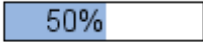
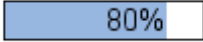
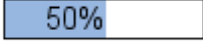
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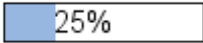
Risk Title	To ensure the Council is fully compliant in all legislative requirements		Assigned To	Anica Goodwin	
Risk Code	CR2024/25_2.1	Categories	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority: Organisation Priority5: Town Centre		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	2	Severity	1
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	12	Risk Score	4	Risk Score	2
Original Risk Date	09-Sep-2020	Date Reviewed	10-Oct-2024	Target Date	31-Mar-2025
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 /awareness of legislative changes • Out of date/unclear policies, procedures and documentation • Lack of capacity to meet changing demands and priorities • Not enough capacity to plan ahead proactively due to reactive nature of business activity 		Consequences	<ul style="list-style-type: none"> • Prosecution of individuals • Adverse impact on Tamworth residents • Increase in costs, Legal and settlement as well as potential rectification of non-compliance • Potential harm to vulnerable persons, employees and commercial relationships • Legal action • Financial penalties • Reputational damage 	

	<ul style="list-style-type: none"> • 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. • Inadequate training • Poor communication • Insufficient resources (budget constraints/understaffing/inadequate technology • Ineffective leadership • Lack of accountability • Weak risk management • Organisational culture is resistant to change • Lack of clarity of roles and responsibilities 		<ul style="list-style-type: none"> • 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 already stretched services • Unable to effectively priorities objectives and workloads • Potential to mis-align resources • Breach of statutory duties • Disruption of services • Media scrutiny • Employee morale decline • Increase in staff turnover leading to loss of knowledge & experience • Government intervention • Regulatory enforcement • Loss of partnership working • Restricted funding opportunities • Poor inspection / audit ratings • Increased scrutiny
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Latest Risk Note	Risk measure updated but the risk remains as significant but unlikely. Causes and Consequences reviewed.	14 Oct 2024	Pardeep Kataria
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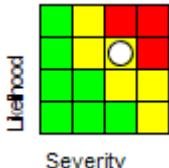
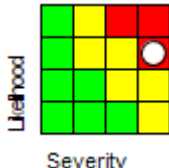
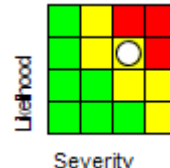
Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM2a 2024-25 Audit and Scrutiny Committees	<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4f81bd; color: white; display: inline-block; padding: 2px;">50%</div>	31-Mar-2025	Regular meetings in place, training plan for Audit Committee members being developed.	16-Oct-2024	Joanne Goodfellow

			Training session provided August 2024.		
RCM2b 2024-25 Policies and Procedures		31-Mar-2025	AD Policy and Performance recruitment underway Project to compile a central repository of policies and strategies underway	22-Oct-2024	Zoe Wolicki
RCM2c 2024-25 Governance arrangements		31-Mar-2025	Title changed of RCM2c to "Governance arrangements" Annual review of the constitution to audit and governance committee Feb 2025 (and full council May 2025) Clearly defined Roles and responsibilities for statutory roles Member and officer protocol Annual governance statement Committee report templates	14-Oct-2024	Anica Goodwin; Nicola Hesketh
RCM2d 2024-25 Comments, Compliments and Complaints		31-Mar-2025	Ombudsman accepted submission and confirmed compliant Action plan developed to improve compliance with statutory timescales	22-Oct-2024	Zoe Wolicki

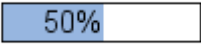

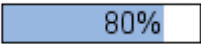
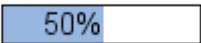
<p>RCM2e 2024-25 Use of insight</p>		<p>31-Mar-2025</p>	<p>Model and systems for data collection and analysis to be developed.</p> <p>System for learning from complaints to be developed improved data analysis around complaints.</p> <p>new AD Policy and Performance to be recruited with a focus on data and insight</p>	<p>14-Oct-2024</p>	<p>Zoe Wolicki</p>
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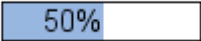

3 Promoting Community Resilience and Cohesive Communities 2024/25

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Risk Title	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'		Assigned To	Rob Barnes; Hannah Peate; Joanne Sands	
Risk Code	CR2024/25_3.1	Categories	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	4	Severity	3
Likelihood	3	Likelihood	3	Likelihood	3
Risk Score	9	Risk Score	12	Risk Score	9
Original Risk Date	09-Sep-2021	Date Reviewed	24-Sep-2024	Target Date	31-Mar-2025
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 	

Latest Risk Note	Community recovery fund plan to be formulated - Cabinet proposal 21 November 2024	18 Oct 2024	Joanne Sands
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM3a 2024-25 Wellbeing Strategy		31-Mar-2025	Further work to be done on JSNA now published, Agenda item for the TSP on 14th November	18-Oct-2024	Joanne Sands
RCM3b 2024-25 Commissioning of debt/advice services		31-Oct-2024	Contract in place until March 2027 with citizens advice Mid Mercia. (JS)	15-Oct-2024	Joanne Sands
RCM3b 2024-25 Development of a new equality and diversity strategy		31-Dec-2024	Equality Strategy in draft, consultation with /heads of Service and CMT undertaken. On forward plan for cabinet in November and full council in December for approval.	14-Oct-2024	Zoe Wolicki
RCM3c 2024-25 Quality open spaces		31-Mar-2025	The Street Scene team continue to work hard to delivery quality open spaces for our residents. Staffordshire Wildlife Trust continue to support the range of volunteer networks who so diligently help to maintain the Local Nature Reserves in the borough.	14-Oct-2024	Hannah Peate

RCM3d 2024-25 Strong Community Safety Partnership in place		31-Oct-2024	Updated community safety partnerships in place in place as per the launch of the strategic partnership in Sep 2024 (JS)	15-Oct-2024	Joanne Sands
RCM3d 2024-25 Wide range of arts, sporting and community events		31-Mar-2025	We Love Tamworth events along with bandstand concerts, and the use of the castle grounds by a range of external partners have all taken place within this last quarter. The Comedy Festival attracted a range of both local and nationally well-known comedians.	14-Oct-2024	Hannah Peate
RCM3e 2024-25 Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.		31-Mar-2025	Continued links to all relevant community safety groups, priority working areas including Directors Health Inequalities group. (JS)	15-Oct-2024	Joanne Sands
RCM3f 2024-25 Support for the Voluntary Sector		31-Mar-2025	Ongoing community and councillor grants schemes in place administered by Staffordshire community foundation. (JS)	15-Oct-2024	Joanne Sands

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

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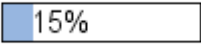
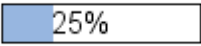

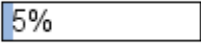
Risk Title	Failure to deliver a new Local Plan by 2031 and failure to deliver affordable housing.		Assigned To	Rob Barnes; Anna Miller; Paul Weston	
Risk Code	CR2024/25_4.1	Categories	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	2	Severity	3	Severity	2
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	6	Risk Score	6	Risk Score	4
Original Risk Date	11-Sep-2024	Date Reviewed	16-Oct-2024	Target Date	31-Mar-2025
Causes	<ul style="list-style-type: none"> Lack of available land Limited finances for investment in affordable housing Lack of effective partnerships with other Social Housing providers Lack of engagement with funders and strategic partners including Homes England Staff resources within the team Lack of experience within the team Inability to procure consultants to collect critical 		Consequences	<ul style="list-style-type: none"> Programme slippage Loss of local control over managing change through the planning applications process Inability to support other corporate priorities e.g. climate change, adaptation and delivery of affordable housing. Missed opportunities to work with partners to deliver infrastructure. Changes to approach lead to challenging policy decision making including using greenbelt land and 	

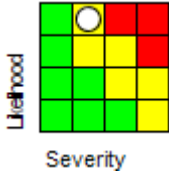
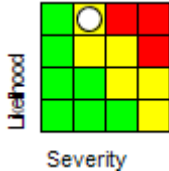
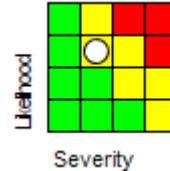
	<p>evidence to support the development of the plan</p> <ul style="list-style-type: none"> • Introduction of new plan-making system by Government • Revisions to National Planning Policy Framework • New administration/political inexperience • Strategies and policies not in line with corporate objectives • Cross-boundary co-operation failure • Lack of engagement from partners • Capacity of PINS and other agencies to deal with demand • Legal Challenge • Insufficient budget • Additional budget is not authorised • Lack of greenfield land for general market housing of which affordable homes provide a component • Delivering affordable homes on brownfield land is challenged by the viability of bringing these sites forwards 		<p>where to locate housing to meet Tamworth's need</p> <ul style="list-style-type: none"> • Inability to meet affordable housing needs and targets • Increase in unmet demand
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Latest Risk Note	<p>The risk around the Local Plan is if the situation arises when the Local Authority doesn't have a Local Plan. This eventuality would only arise if the new Local Plan is not prepared and adopted in advance of the existing Local Plan expiring, the date for which is 2031.</p> <p>The severity associated with the Local Authority not having a Local Plan is 3. The reason it is not higher is because the decision-making default position is to rely on national policies and statements which will provide the up-to-date policy position.</p> <p>In addition, the further a new Local Plan goes through the preparation process, the more weight can be attached to decision making. A plan that's not adopted but has been through examination, for example, would have substantial weight.</p> <p>The Likelihood of not adopting a new Local Plan before the expiry of the current</p>	16 Oct 2024	Pardeep Kataria
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	<p>one is considered to be 1. The reason for this is because a new Local Plan is already under review and there are 7 years until the existing Local Plan expires.</p> <p>Work is underway to increase partnership working with other provider.</p> <p>The Council is also engaging with Home England to open discussions in relation to the opportunities for new affordable housing within the borough.</p>		
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM4.1a 2024-25 Preparation of new Local Plan	<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;"> 10% </div>	31-Mar-2025	<p>The current Local Development Scheme (LDS) does not reflect the delay introduced by the Government with their consultation on the NPPF. A new LDS will be adopted at Cabinet in the new year following the Governments response to the consultation.</p> <p>In accordance with the new transitional arrangements, the Local Plan is on track to meet the Government deadlines.</p> <p>The preparation of the new Local Plan is also on track to be adopted in advance of the expiry of the existing Local Plan.</p>	16-Oct-2024	Anna Miller

RCM4.1b 2024-25 Local Plan Communications Plan		31-Mar-2025	Preparation underway for the plan (AM)	18-Oct-2024	Anna Miller
RCM4.1c 2024-25 Local Plan Monitoring Report		31-Mar-2025	This is prepared annually (AM)	16-Oct-2024	Anna Miller
RCM4.1d 2024-25 Housing Strategy		31-Mar-2025	Trueman Change have been commissioned to undertake this work. (JS)	16-Oct-2024	Joanne Sands
RCM4.1e 2024-25 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. (PW)	16-Oct-2024	Paul Weston
RCM4.1f 2024-25 Continued coordination with neighbouring authorities to deliver Tamworth's housing need		31-Mar-2025	At a strategic level Local Planning Authorities are expected to discuss strategic planning matters where there are cross-border implications (AM)	16-Oct-2024	Anna Miller

Risk Title	Failure to meet the Regulator Social housing consumer standards		Assigned To	Tina Mustafa	
Risk Code	CR2024/25_4.2	Categories	Priority2: The Economy		
			Priority1: The Environment		
			Priority3: Infrastructure		
			Priority4: Living in Tamworth		
			Priority: Organisation		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
	Severity		2		Severity
Likelihood	4	Likelihood	4	Likelihood	3
Risk Score	8	Risk Score	8	Risk Score	6
Original Risk Date	16-Oct-2024	Date Reviewed	16-Oct-2024	Target Date	31-Mar-2025
Causes	• Capacity to delivery key requirements		Consequences	• Reputational risk • Regulatory intervention by the RSH	

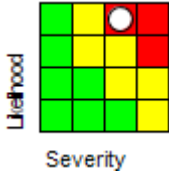
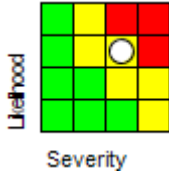
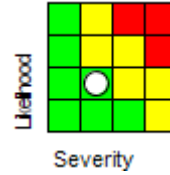
Latest Risk Note	Notes: Detailed risk map forms part of the programme and is reported to the housing board (TM)	16 Oct 2024	Pardeep Kataria
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM4.2a 2024-25 Social Housing Regulatory Programme	<div style="width: 26%; background-color: #4f81bd; border: 1px solid black;"></div> 26%	31-Mar-2025	There is a comprehensive Social Housing Regulatory Programme organisational wide with external support	18-Oct-2024	Tina Mustafa

			driving a robust and focused improvement plan. Internal audit is set to review December 2024 with mock inspection programmed also (TM)		
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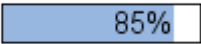
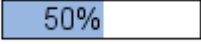
5 Organisational Resilience 2024/25

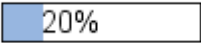
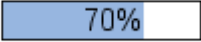
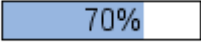
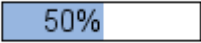
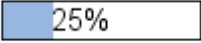
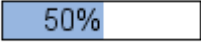

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Risk Title	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future. Lack of resources, capacity and right skills in place to deliver corporate objectives		Assigned To	Rob Barnes	
Risk Code	CR2024/25_5.1	Categories	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	2
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	4
Original Risk Date	09-Sep-2020	Date Reviewed	14-Oct-2024	Target Date	31-Mar-2025
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 * Executive staff turnover may lead to experience/ 		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 * Difficulties retaining staff – they may look more external opportunities * Costs of turnover and retraining new starters * Potential for noncompliance with specific roles that 	

	<p>knowledge loss</p> <ul style="list-style-type: none"> *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 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 		<p>require accreditation or specific skills</p> <ul style="list-style-type: none"> *Ability to respond to regulatory/ statutory changes may be inefficient *Working to prioritised work/ leader decisions * Unable to deliver organisational strategies * Increased turnover/absenteeism <p>Service failure leading to ombudsman intervention and increased compensation claims</p> <ul style="list-style-type: none"> * Decreased staff engagement and satisfaction resulting in poor performance. Impact on health and wellbeing of existing staff
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Latest Risk Note	<p>Updating of the Corporate plan underway to provide strategic direction and objectives. Local plan in development. Peer Challenge will be completed in October, to identify organisational strengths and to support future planning. Emergency planning and business continuity plans in place. A range of other strategic plans are in development including asset management strategy.</p>	21 Oct 2024	Pardeep Kataria
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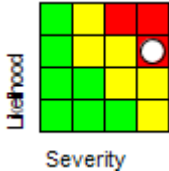
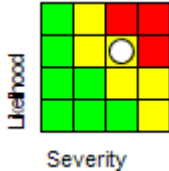
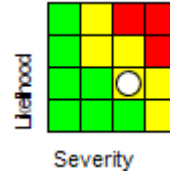
Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM5a 2024-25 Business Continuity Planning		31-Mar-2025	Initial plans have been drafted and work continues to develop through to final completed plan. Once completed testing will be needed.	21-Oct-2024	Paul Weston
RCM5b 2024-25 Delivery of People and Organisational Strategy		31-Mar-2025	Strategy and action plan to be refreshed 2024/25 aligned to the new	14-Oct-2024	Zoe Wolicki

			corporate plan and to take into account learning from corporate peer challenge.		
RCM5c 2024-25 Develop Project management skills for key staff		31-Mar-2025	procurement to take place in Q3	14-Oct-2024	Zoe Wolicki
RCM5d 2024-25 Effective employee relations		31-Mar-2025	Ombudsman accepted submission and confirmed compliant Action plan developed to improve compliance with statutory timescales	22-Oct-2024	Anica Goodwin; Zoe Wolicki
RCM5e 2024-25 Emergency Planning		31-Mar-2025	CCU continue to accelerate the emergency planning improvement plan with routine reports to CMT.	16-Oct-2024	Hamid Khan; Tina Mustafa
RCM5f 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	22-Oct-2024	Anica Goodwin; Zoe Wolicki
RCM5g 2024-25 Training plan resourced		31-Mar-2025	Head of HR and OD met with ADs to prioritise for service areas Procurement commenced for priority requirements	22-Oct-2024	Zoe Wolicki
RCM5h 2024-25 Workforce plan in place		31-Mar-2025	Plan to be developed by 31 March 2025.	14-Oct-2024	Zoe Wolicki
RCM5i 2024-25 Personal		31-Mar-2025	Over 90% now completed	14-Oct-2024	Zoe Wolicki


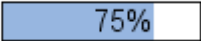
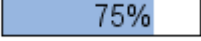
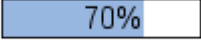
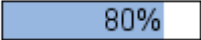

Development Reviews (Annual Appraisals)					
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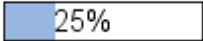
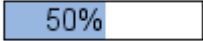
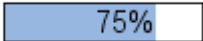
6 Failure to meet climate change ambitions / meet net zero targets and plan for major weather impacts and force majeure 2024/25

Generated on: 28 October 2024

Risk Title	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts		Assigned To	Rob Barnes	
Risk Code	CR2024/25_6.1	Categories	Priority1: The Environment Priority4: Living in Tamworth		
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
Original Risk Date	19-Aug-2023	Date Reviewed	14-Oct-2024	Target Date	31-Mar-2025
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 3rd parties. * Lack of funding/finance 		Consequences	<ul style="list-style-type: none"> * Life and property put in harms 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 	
Latest Risk Note	The Borough Council has declared a climate change emergency and appointed a		21 Oct 2024	Pardeep Kataria	

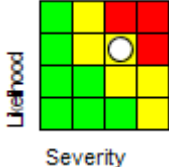
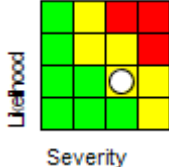
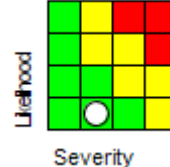
	<p>climate change officer in February 2024 to accelerate efforts towards meeting net zero targets and addressing bad weather events. Following a 2022 baseline report, an action plan and a climate change adaptation plan are being prepared, with workshops held to inform these efforts. Both reports will be available by the end of the year.</p> <p>The climate change officer has also formed a working group and started community engagement. Climate change is now a key consideration in procurement processes. With resources allocated and a better understanding of the tasks ahead, the risk is rated 3 for both severity and likelihood.</p> <p>The Council is also working with the environment agency on flood defence plans.</p>		
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM6a2024-25 Deliver against the Nature Recovery Declaration		31-Mar-2025	The Nature Recovery update report was tabled at ISAG in August with the Biodiversity Consideration being adopted by Cabinet in early October.	14-Oct-2024	Hannah Peate
RCM6b 2024-25 Delivery of a communications plan for climate change		01-Feb-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM6c 2024-25 Delivery of Climate Adaptation Plan		01-Feb-2025	Going to scrutiny in December (AM)	15-Oct-2024	Anna Miller
RCM6d 2024-25 Delivery of training and induction into climate change		31-Mar-2025	Ongoing, still working on this action (AM)	15-Oct-2024	Anna Miller
RCM6e 2024-25 Development of infrastructure for acting on Climate Change		31-Mar-2025	No change from last note, Imminent delivery of EV charging hub at Riverdrive (AM)	15-Oct-2024	Anna Miller
RCM6f 2024-25 Embed climate change into		31-Dec-2024	Climate change has gone into Procurement	15-Oct-2024	Anna Miller

procurement processes			processes, awaiting committee. (AM)		
RCM6g 2024-25 Embed climate change into the Local Plan review		31-Mar-2025	Work ongoing with Local plan team (AM)	15-Oct-2024	Anna Miller
RCM6h 2024-25 Severe Weather Emergency Protocol		31-Mar-2025	The protocol used routinely reported to the portfolio holder as part of the winter relief and homelessness prevention actions by TMM and SF (TM)	16-Oct-2024	Hamid Khan; Tina Mustafa
RCM6i 2024-25 Delivery of Climate Change Action Plan		01-Feb-2025	Going to Scrutiny in December (AM)	15-Oct-2024	Anna Miller

7 Information and Data Management 2024/25

Generated on: 28 October 2024

Risk Title	Effective data management		Assigned To	Anica Goodwin	
Risk Code	CR2024/25_7.1	Categories	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority: Organisation Priority5: Town Centre		
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
Original Risk Date	19-Aug-2023	Date Reviewed	10-Oct-2024	Target Date	31-Mar-2025
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 System obsolescence 		Consequences	<ul style="list-style-type: none"> Lack of insight from information and data systems could impede effective decision making and affect systems viability Missed or gaps in data could impede tracking progress of work and / or lead to inaccurate decisions being made Not paying for updates to systems could result in vulnerabilities and non-compliance Potential for cyber-attacks Reduced operational efficiency (leading to a lack of 	

			<p>responsiveness, inability to forecast</p> <ul style="list-style-type: none"> • Financial consequences (e.g. missed revenue opportunities) • Regulatory and compliance risks (i.e. Data breach) • Loss of stakeholder trust • Organisational stagnation (lack of innovation/missed opportunities) • Poor service delivery and impact on reputation • Sanction from regulatory body • Ineffective use of resources
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Latest Risk Note	This risk remains as serious in terms of impact but unlikely. It is anticipated that with the recruitment of the new Assistant Director Policy and Performance that the impact of this risk will be reduced.	14 Oct 2024	Pardeep Kataria
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM7a 2024-25 Data Protection	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; display: flex; align-items: center; justify-content: center;"> 50% </div>	31-Mar-2025	<p>Policies and procedures in place for data protection.</p> <p>Clearly defined roles and responsibilities.</p> <p>Record of Processing Activity (RoPA) Information Asset register and retention schedule.</p> <p>Internal procedure for incident management and data protection complaints process and associated systems to ensure they remain up to date.</p>	14-Oct-2024	Zoe Wolicki

			Review of Data Protection Impact Assessment process. Review of Privacy notices.		
RCM7b 2024-25 Appointment of new policy & performance director	50%	31-Dec-2024	Scoping current position with regard to data management	14-Oct-2024	Zoe Wolicki

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

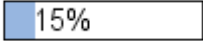
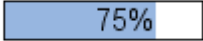
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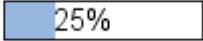
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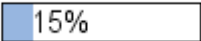
Risk Title	Lack of economic growth, sustainability and prosperity in the Borough at the levels required		Assigned To	Rob Barnes; Anna Miller	
Risk Code	CR2024/25_8.1	Categories	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre		
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
Original Risk Date	21-Aug-2023	Date Reviewed	14-Oct-2024	Target Date	31-Mar-2025
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 	

	<p>* Lack of economic development strategy</p> <p>* Reliance on small number large income generators/operators/town centre facilities* community cohesion and a negative perception of Tamworth as a place to do business</p> <p>*Uncertainty around the opportunities/risks associated with devolution deal proposals.</p> <ul style="list-style-type: none"> • 		<p>* Government intervention</p> <p>* Increased customer dissatisfaction</p> <p>* Unrealised benefits</p> <p>*Negative public perception may damage Council's reputation</p>
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Latest Risk Note	<p>The Council is commissioning a town centre regeneration strategy which includes engagement with elected members and others to develop a vision of the future town centre.</p> <p>In addition, the council is commissioning an economic development strategy which will be completed by end of March 2025.</p>	21 Oct 2024	Pardeep Kataria
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM8a 2024-25 3A - Local plan to improve infrastructure, evening economy and transport links		31-Mar-2025	Work ongoing for local plan preparation for draft plan. (AM)	15-Oct-2024	Anna Miller
RCM8b 2024-25 Delivery of Future High Streets Fund		31-Mar-2025	<p>Peel Cafe is well advanced with Nationwide completing the fit out works in December.</p> <p>TEC 2 is progressing well with likely TBC occupation from early 2025.</p> <p>The Flex building has started following</p>	15-Oct-2024	Anna Miller

			<p>demolition with a likely TBC occupation Spring 2025.</p> <p>The remaining projects are all now in contract.</p> <p>Enabling works have been completed for the Market Street properties. (AM)</p>		
RCM8c 2024-25 Delivery of Gungate project (North and South)		31-Mar-2025	<p>Acquisition of Gungate North likely by the end of 2024. Discussions have resumed with ATIK following a change of ownership.</p> <p>On Gungate South there has been developer interest in the site.(AM)</p>	15-Oct-2024	Anna Miller
RCM8d 2024-25 Development of business initiatives to promote start up and growth		31-Mar-2025	<p>The Borough Council has a business grant combined with UKSPF funding to deliver town centre 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</p>	15-Oct-2024	Anna Miller

			establish themselves in the town. (AM)		
RCM8e 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 on the 21st of November 2024	21-Oct-2024	Paul Weston
RCM8f 2024-25 Economic Development Strategy		31-Mar-2025	This workstream is out to tender, due November 24 (AM)	15-Oct-2024	Anna Miller

9 Cyber Security 2024/25

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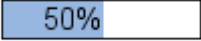
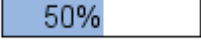
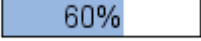
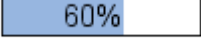
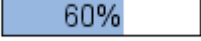
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Risk Title	To ensure the council is resilient against Cyber security threats		Assigned To	Anica Goodwin	
Risk Code	CR2024/25_9.1	Categories	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority: Organisation Priority5: Town Centre		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	4	Severity	4
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	12	Risk Score	8
Original Risk Date	10-Oct-2024	Date Reviewed	10-Oct-2024	Target Date	10-Oct-2025
Causes	<ul style="list-style-type: none"> • Network compromise/external attack • Denial of service • Data Leaks • Credential compromise • Cloud supplier compromised • Malware/phishing attack • Lost device/mobile media • Insider Threat (staff) 		Consequences	<ul style="list-style-type: none"> • Loss of sensitive data, financial loss, reputational damage. • Risk to confidentiality and integrity of data (data breach). • Data encryption/corruption causing operational disruption. • Unauthorized access to data. • Service downtime. • Personal harm. 	

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Latest Risk Note	This risk remains high given the current climate, macro events, frequency of cyber-attacks, and the evolving threat landscape. The impact also remains high given the reliance on technology and information to provide statutory services. There are robust cybersecurity and data management measures, processes and procedures in place along with associated controls (data and budgetary), but the risk remains likely given the current climate. (GY)	11 Oct 2024	Pardeep Kataria
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM9a 2024-25 Regular, mandatory cyber security training and cyber security awareness updates to Infozone	<div style="width: 30%;"><div style="width: 30%;"></div></div>	31-Mar-2025	Cyber security training updated and issued annually. Cyber Security awareness updated on InfoZone bi-monthly using various trusted sources	11-Oct-2024	Zoe Wolicki
RCM9b 2024-25 Network penetration testing, proactive vulnerability management policy and processes and Phishing tests. PSN Compliance	<div style="width: 60%;"><div style="width: 60%;"></div></div>	31-Mar-2025	Pen test completed April 24, associated mitigation approaching completion. Patch management processes in place. PSN compliance on-going.	11-Oct-2024	Zoe Wolicki
RCM9c 2024-25 Network backups, disaster recovery testing	<div style="width: 50%;"><div style="width: 50%;"></div></div>	31-Mar-2025	Network backups performed nightly. Selective backup recovery testing performed monthly	11-Oct-2024	Zoe Wolicki
RCM9d 2024-25 Strong password policy with multi	<div style="width: 60%;"><div style="width: 60%;"></div></div>	31-Mar-2025	Password policy updated following cyber audit. MFA	11-Oct-2024	Zoe Wolicki

factor authentication enforced where necessary			enforced for all remote connections		
RCM9e 2024-25 Anti-virus/anti-malware software in place with regular signature updates		31-Mar-2025	AV/anti-malware installed on all endpoints; updates applied immediately as available	11-Oct-2024	Zoe Wolicki
RCM9f 2024-25 Appropriate access controls with least privilege approach, regular access reviews		31-Mar-2025	Access controls for applications and data in place based on least privilege	11-Oct-2024	Zoe Wolicki
RCM9g 2024-25 Utilise NCSC Active Cyber Defence tools		31-Mar-2025	TBC signed up to all NCSC cyber defence services	11-Oct-2024	Zoe Wolicki
RCM9h 2024-25 Information security policies, distributed to all staff and DR/BC/cyber incident response plans in place		31-Dec-2024	All associated policies in place, up to date and distributed	11-Oct-2024	Zoe Wolicki
RCM9i 2024-25 Physical security controls in place for data centre access		31-Mar-2025	Restricted access in place for data centre to ICT technical staff only	11-Oct-2024	Zoe Wolicki

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