


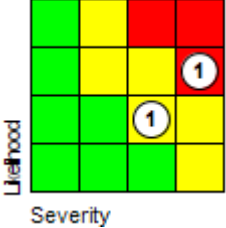

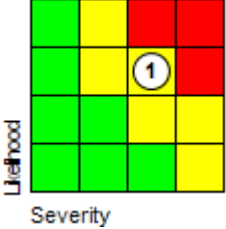

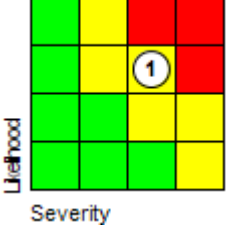

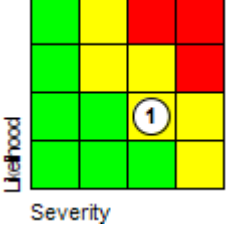
Corporate Risks Register Summary 2024/25

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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.		Alert		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.

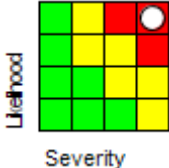
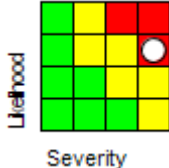
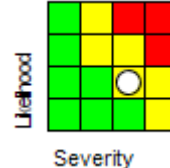
Impact Measure: There are 4 'impact descriptors' as follows:

- 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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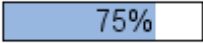
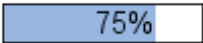
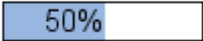
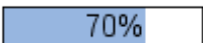
Risk details		Parent Risk	CR2024/25_1 Finance/Financial stability		
Risk Title	To ensure that the Council is financially sustainable as an organisation		Assigned To	Joanne Goodfellow	
Risk Code	CR2024/25_1.1	Corporate priorities	Priority2: The Economy Priority4: Living in Tamworth Priority5: Town Centre		
Original Risk 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	13-Dec-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 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 		Consequences	<ul style="list-style-type: none"> • Inability to plan long term due to uncertainty over future Local Government funding. The new Labour Government has now confirmed that there will be a one-year settlement for 2025/26, with some redistribution of funding to Councils with highest deprivation. There will then be a multi-year settlement with a full reset of business rates and funding reform. This means that the Council faces losing significant funding from 2026/27, any tapering or transitional relief is as yet unknown, meaning that the uncertainty continues. * Unplanned cost reductions / savings requirements 	

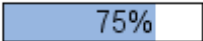
	<p>households struggle to pay council tax, housing rent payments, etc. If families find themselves in financial difficulty it could also increase the demand for our services putting pressure on resources, for example increase in homelessness.</p> <ul style="list-style-type: none"> * Underutilisation 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 pay award, plus increased NI thresholds increasing employers' costs * Financial consequences of shared services 		<ul style="list-style-type: none"> * Financial issues leading to the Authority being taken 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. *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. 	
<p>Latest Risk Note</p>	<p>The new Labour Government has confirmed a one year settlement for 2025/26, with some limited redistribution of funding as part of a 'recovery' phase. From 2026/27 there will be a multi-year settlement with long-awaited funding reform, including a full business rates reset. This will mean that the Council faces losing its retained business rate growth as it is redistributed based on needs and deprivation. The scale and likelihood of any transitional relief is as yet unknown which means that the uncertainty continues, making it difficult to plan beyond one year with any certainty.</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 MTF5 and wider</p>	<p>08 Jan 2025</p>	<p>Joanne Goodfellow</p>	

	<p>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 Corporate peer challenge report recognised that the Council faces significant financial challenges and stated that addressing this needs to be the Council’s immediate and pressing priority. The LGA Peers found that the scale of this challenge is well understood by the senior political and managerial leadership, however they recommended that the Council urgently develops a clear savings plan incorporating tangible, costed and deliverable savings with robust senior management and member oversight. To address this, a Financial Resilience plan with clear workstreams and savings targets is being developed.</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</p>		
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	<p>of the likelihood 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 Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM1a 2024-25 Annual Fees & Charges Review for 2025/26	<input type="text" value="0%"/>	28-Feb-2025	Annual review of fees & charges as part of budget process	13-Dec-2024	Joanne Goodfellow
RCM1b 2024-25 Financial Stability Strategy & Productivity Plan	<input type="text" value="50%"/>	28-Feb-2025	<p>Financial Resilience Plan in development as part of budget process including planned savings review. EMT meetings (Cabinet and ELT) and all member budget workshops held/planned.</p> <p>Productivity plan completed and emailed to MHCLG Q2.</p> <p>The Financial Resilience plan is currently being drafted, to identify savings targets for inclusion as policy changes where possible with the Final Budget report to Council in February.</p>	08-Jan-2025	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. Training for staff with regard to the new Procurement Act in progress and report on forward plan to Cabinet to notify of new requirements and gain approval for procurement strategy, social value policy and action plans.	13-Dec-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	13-Dec-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 reported to Cabinet in December and release of unspent funds to be returned to balances. Review of all vacancies.	13-Dec-2024	Joanne Goodfellow
RCM1f 2024-25 Robust asset management strategy and plans in place		31-Mar-2025	Asset Management Strategy has now been approved. Procurement of external resource underway to carry out high-level Asset Management Planning work. Aim for completion	30-Dec-2024	Paul Weston

			by end of March 2025.		
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.	13-Dec-2024	Joanne Goodfellow

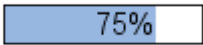
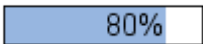
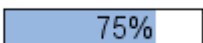
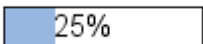
2 Governance 2024/25

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Risk details		Parent Risk	CR2024/25_2 Governance		
Risk Title	To ensure the Council is fully compliant in all legislative requirements		Assigned To	Anica Goodwin	
Risk Code	CR2024/25_2.1	Corporate priorities	Priority2: The Economy		
			Priority1: The Environment		
			Priority3: Infrastructure		
			Priority4: Living in Tamworth		
			Priority: Organisation		
			Priority5: Town Centre		
Original Risk 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	09-Jan-2025	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 		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 	

	<ul style="list-style-type: none"> • Lack of capacity to meet changing demands and priorities • Not enough capacity to plan ahead proactively due to reactive nature of business activity • Decisions made by Members could impact current planned work • Insufficient direction for strategic priorities – may not be fit for purpose which leads to lack of clarity with planning. • 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"> • Legal action • Financial penalties • Reputational damage • Difficulties quantifying what success of objectives/priorities will look like • Impede work that is underway or already planned • Additional effort if required to manage workloads from 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
Latest Risk Note	Regular updates to Cabinet members in terms of legislative updates Appointment of new Assistant Director Policy and Performance		09 Jan 2025 Anica Goodwin

RCM Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM2a 2024-25 Audit and Scrutiny Committees	<div style="width: 75%; background-color: #4f81bd; height: 15px; display: inline-block;"></div> 75%	31-Mar-2025	Regular meetings in place, training provided August 2024.	13-Dec-2024	Joanne Goodfellow

RCM2b 2024-25 Policies and Procedures		31-Mar-2025	AD Policy and Performance commenced 16 December 2024 Project continuing to develop repository of strategies and policies to enable monitoring and prompt managers when updates are due	02-Jan-2025	Zoe Wolicki
RCM2c 2024-25 Governance arrangements		31-Mar-2025	Continue to strengthen the culture of assurance and good governance across the council, including how statutory officer functions work and are distributed across the authority after review of constitution. Review of overview and scrutiny structure.	10-Jan-2025	Anica Goodwin; Nicola Hesketh
RCM2d 2024-25 Comments, Compliments and Complaints		31-Mar-2025	Improved processes for supporting complaint responses Weekly reports of outstanding complaints produced for service managers	16-Dec-2024	Zoe Wolicki
RCM2e 2024-25 Use of insight		31-Mar-2025	New AD Policy and Performance in post December 24 Mechanisms to collect and develop knowledge and insight to be progressed in 2025.	02-Jan-2025	Zoe Wolicki

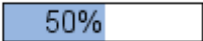


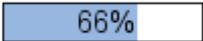
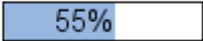
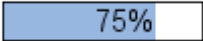
3 Promoting Community Resilience and Cohesive Communities 2024/25



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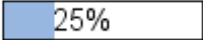
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Risk details		Parent Risk	CR2024/25_3 Promoting community resilience and cohesive communities		
Risk Title	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'		Assigned To	Rob Barnes; Hannah Peate; Joanne Sands	
Risk Code	CR2024/25_3.1	Corporate priorities	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre		
Original Risk 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	17-Dec-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 		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 	

	embraces diversity . Poor educational outcomes and job opportunities. . Failure to engage with other statutory agencies		
Latest Risk Note	Risk remains high, whilst a range of mitigations and projects underway	17 Dec 2024	Hannah Peate

RCM Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM3a 2024-25 Community Wellbeing Strategy	 50%	31-Mar-2025	Work will evolve following final outcome of Strategic Outcome Planning Model work to produce a Community Wellbeing Strategy. Item deferred at this time	17-Dec-2024	Hannah Peate; Joanne Sands
RCM3b 2024-25 Commissioning of debt/advice services	 100%	31-Oct-2024	Contract in place until March 2027 with citizens advice Mid Mercia. (JS)	15-Oct-2024	Joanne Sands
RCM3d 2024-25 Strong Community Safety Partnership in place	 100%	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
RCM3e 2024-25 Strong partnership working with Staffordshire County Council around strategic community cohesion issues affecting Tamworth communities.	 66%	31-Mar-2025	Work with Staffordshire county council on all issues of community safety, community cohesion, early help, health inequalities and asylum dispersal.	17-Dec-2024	Joanne Sands
RCM3f 2024-25 Support for the Voluntary Sector	 55%	31-Mar-2025	UKSPF projects commissioned and grants given. Spacehive Community Crowdfunding platform commissioned.	17-Dec-2024	Joanne Sands
RCM3g 2024-25 Wide	 75%	31-Mar-2025	Fireworks event held in	31-Dec-2024	Hannah Peate

<p>range of arts, sporting and community events</p>			<p>November with an estimated crowd of 18,000 in attendance.</p> <p>Unfortunately due to two storms the Christmas Lights events was unable to take place.</p> <p>Formal opening of the 3G pitch with Hope Powell first full time Lionesses Manager and Rachel Pavlou FA Women's Development Manager, EDI, History & Heritage.</p> <p>Halloween Events and Ghost events hosted at the Castle, along with the Castle by Candlelight and a range of Castle Light up events to mark a range of occasions.</p> <p>Range of shows at The Assembly Rooms including Ballet through to Tribute acts and cinema events.</p> <p>Remembrance Parade Supported.</p>		
<p>RCM3h 2024-25 Development of a new equality and diversity strategy</p>		<p>31-Dec-2024</p>	<p>Strategy approved by full council on 10 December</p>	<p>02-Jan-2025</p>	<p>Zoe Wolicki</p>
<p>RCM3i 2024-25</p>		<p>31-Mar-2025</p>	<p>Belong commissioned and</p>	<p>18-Dec-2024</p>	<p>Hannah Peate; Joanne</p>

<p>Commissioning of Honest Conversations community cohesion project and also Development of spend plan for Community Recovery Fund</p>			<p>project work underway. Report expected March 2025. Cabinet update and plan 27 April 2025.</p> <p>Recovery spend outline in planning stage</p>		<p>Sands</p>
<p>RCM3j 2024-25 Development of spend plan for Asylum Dispersal Funding</p>		<p>31-Mar-2025</p>	<p>Grants received - £198,000.</p> <p>50% community cohesion officer to 31 March 2026. Volunteer coordinator in place CT CIC.</p> <p>Cabinet report in January 2025 - delegation of spend to ED and Sect 151 officer</p>	<p>18-Dec-2024</p>	<p>Joanne Sands</p>


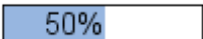

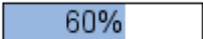
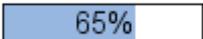

4 Inability to meet social housing targets and deliver affordable housing 2024/25

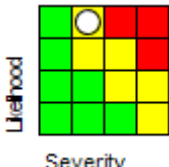
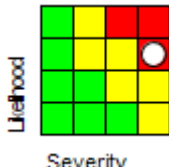
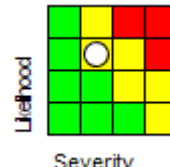
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Risk details		Parent Risk	CR2024/25_4 Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.		
Risk Title	Failure to deliver a new Local Plan by 2031 and failure to deliver affordable housing.		Assigned To	Rob Barnes; Anna Miller; Paul Weston	
Risk Code	CR2024/25_4.1	Corporate priorities	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre		
Original Risk 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	06-Jan-2025	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 		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. 	

	<p>partners including Homes England</p> <ul style="list-style-type: none"> • Staff resources within the team • Lack of experience within the team • Inability to procure consultants to collect critical evidence to support the development of the plan • 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 		<ul style="list-style-type: none"> • Missed opportunities to work with partners to deliver infrastructure. • Changes to approach lead to challenging policy decision making including using greenbelt land and where to locate housing to meet Tamworth's need • Inability to meet affordable housing needs and targets • Increase in unmet demand 	
<p>Latest Risk Note</p>	<p>Report to January committee on Local Plan project plan.</p> <p>Work progressing well on a communications plan.</p> <p>Housing strategy - Draft strategy produced for comment. Due at Infrastructure Safety & Growth on 29 Jan 2025 and Cabinet on 20 Feb 2025</p> <p>Management of assets, Asset Management Strategy has now been approved. Procurement of external resource underway to carry out high-level Asset Management Planning work. Aim for completion by end of March 2025.</p>		<p>10 Jan 2025</p>	<p>Pardeep Kataria</p>

	Work underway to develop council owned garage sites in consultation with homes England.		
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RCM Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM4.1a 2024-25 Preparation of new Local Plan		31-Dec-2026	Report to January committee on Local Plan project plan.	06-Jan-2025	Anna Miller
RCM4.1b 2024-25 Local Plan Communications Plan		31-Mar-2025	Work progressing well on a communications plan.	16-Dec-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 draft strategy produced for comment. Due at IS&G on 29 Jan 2025 and Cabinet on 20 Feb 2025	17-Dec-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	Change in progress reflects the fact that whilst the Strategy has been approved there are still local Asset Plans to be produced.	16-Jan-2025	Paul Weston
RCM4.1f 2024-25 Continued coordination with neighbouring authorities to deliver Tamworth's housing need		31-Dec-2026	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

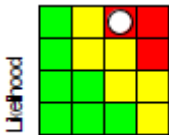
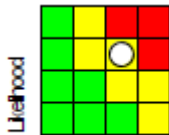
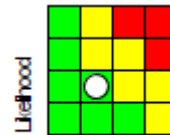
Risk details		Parent Risk	CR2024/25_4 Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.		
Risk Title	Failure to meet the Regulator Social housing consumer standards		Assigned To	Tina Mustafa	
Risk Code	CR2024/25_4.2	Corporate priorities	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority: Organisation Priority5: Town Centre		
Original Risk Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	2	Severity	4	Severity	2
Likelihood	4	Likelihood	3	Likelihood	3
Risk Score	8	Risk Score	12	Risk Score	6
Original Risk Date	16-Oct-2024	Date Reviewed	15-Jan-2025	Target Date	31-Mar-2025
Causes	<ul style="list-style-type: none"> Capacity to delivery key requirements 		Consequences	<ul style="list-style-type: none"> Reputational risk Regulatory intervention by the RSH 	
Latest Risk Note	Resourcing of the Social Housing Regulatory Programme remains temporary		15 Jan 2025	Tina Mustafa	

RCM Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM4.2a 2024-25 Social	<input type="text" value="51%"/>	31-Mar-2025	There is a Social Housing	15-Jan-2025	Tina Mustafa

<p>Housing Regulatory Programme</p>			<p>Regulatory Programme coordinated across the Organisation by AD Neighbourhoods. A performance dashboard with all associated KPIs and Project progress forms part of corporate performance monitoring. Regulatory monitoring is ongoing with the next visit due 28/2/25 led by TMM</p>		
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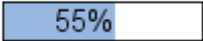
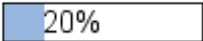
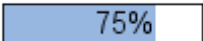

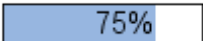
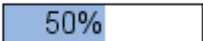
5 Organisational Resilience 2024/25



Generated on: 20 January 2025

Risk details		Parent Risk	CR2024/25_5 Organisational Resilience		
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; Anica Goodwin	
Risk Code	CR2024/25_5.1	Corporate priorities	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation		
Original Risk 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	06-Jan-2025	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 		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 	

	<p>planning and priorities</p> <ul style="list-style-type: none"> *Executive staff turnover may lead to experience/ knowledge loss *Inability to drive public engagement and manage increase in demand/ expectations *Lack of succession planning *Aging profile of organisation *Lack of incentive for young people to work for council *Competitive salary market impedes finding right candidates including not enough applicants for vacant roles *Increased workloads may not leave enough capacity to complete all in a timely manner *Lack of capacity to respond to changes regulations due to delays in releasing from the Gov and staff 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 		<ul style="list-style-type: none"> *Costs of turnover and retraining new starters *Potential for noncompliance with specific roles that require accreditation or specific skills *Ability to respond to regulatory/ statutory changes may be inefficient *Working to prioritised work/ leader decisions * Unable to deliver organisational strategies * Increased turnover/absenteeism <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
Latest Risk Note	<p>Service level Business Continuity Plan (BCPs) largely complete. Corporate level BCP to follow. Data is being gathered for the corporate level BCP. Aim for completion March 2025.</p> <p>Continued regular meetings with trade union liaison group. Staff AGM held and feedback sought and employee survey underway. Results of which will be shared widely and discussed with trade unions and managers to ensure wellbeing, work environment, employment processes and procedures are all up to date, effective, transparent, fair and equitable. HR policies and procedures continue to be updated and assessed accordingly.</p>	10 Jan 2025	Pardeep Kataria

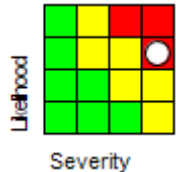
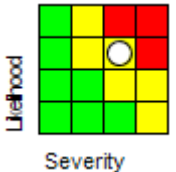
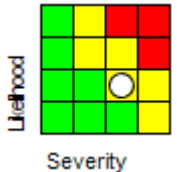
RCM Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM5a 2024-25 Business Continuity Planning	<div style="background-color: #4f81bd; width: 85%; height: 15px; margin: 0 auto;"></div> <p>85%</p>	31-Mar-2025	Service level BCPs largely complete. Corporate level BCP to follow. Data is	30-Dec-2024	Paul Weston

			being gathered for the corporate level BCP. Aim for completion March 2025.		
RCM5b 2024-25 Delivery of People and Organisational Strategy		31-Mar-2025	Work to update strategy to commence Jan 2025.	02-Jan-2025	Zoe Wolicki
RCM5c 2024-25 Develop Project management skills for key staff		31-Mar-2025	Review of training needs analysis taking place January 2025 to take into account MTFS pressures	02-Jan-2025	Zoe Wolicki
RCM5d 2024-25 Effective employee relations		31-Mar-2025	Staff conferences held 3 & 4 December, working group established for to plan for April 2025 conference	06-Jan-2025	Anica Goodwin; Zoe Wolicki
RCM5e 2024-25 Emergency Planning		31-Mar-2025	in 2024/2025 additional funding was provided for 1 year to increase CCU capacity from 2 days to 4. The Emergency and Business Continuity work planning is reported to CMT and the overall improvement plan is being reviewed for 2025/2026	15-Jan-2025	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	09-Jan-2025	Anica Goodwin; Zoe Wolicki
RCM5g 2024-25 Training plan resourced		31-Mar-2025	Training for some priority areas delivered in Q3	09-Jan-2025	Zoe Wolicki

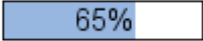

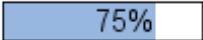
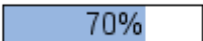


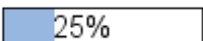
			<p>others will be in Q4</p> <p>A review of training needs to take place in Q4 taking into account MTFS pressure and organisational priorities</p>		
RCM5h 2024-25 Workforce plan in place		31-Mar-2025	work continues which will be aligned to CPC, new corporate plan and factor in MTFS pressures	09-Jan-2025	Zoe Wolicki
RCM5i 2024-25 Personal Development Reviews (Annual Appraisals)		31-Mar-2025	<p>Six month reviews now in progress</p> <p>Non completed PDR's only for seasonal staff, those on maternity leave or long term sickness</p>	02-Jan-2025	Zoe Wolicki



6 Failure to meet climate change ambitions / meet net zero targets and plan for major weather impacts 5

Generated on: 20 January 2025

Risk details		Parent Risk	CR2024/25_6 Failure to meet climate change/meet net zero targets and plan for major weather impacts		
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	Corporate priorities	Priority1: The Environment Priority4: Living in Tamworth		
Original Risk 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	06-Jan-2025	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 	

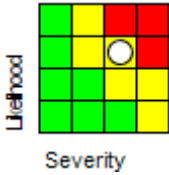
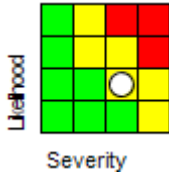
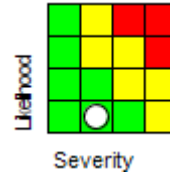
<p>Latest Risk Note</p>	<p>The Biodiversity Consideration which is part of the Nature Declaration work has been to ISAG and subsequently adopted at Cabinet on the 10th October 2024.</p> <p>Communications plan for climate change for adoption by Cabinet in January 2025.</p> <p>Climate Adaptation Plan reports went to ISAG in December. Sign off from Cabinet in January 2025.</p> <p>Delivery of Riverdrive EV hub , for 8 vehicles, Dec 2024.</p> <p>Climate Change Action Plan awaiting Cabinet approval in January.</p> <p>Flood risks and Risk Control Measure are considered in the Climate Change Action Plan and Climate Change Adaptions Plan.</p> <p>The Council is in the process of writing an internal flood plan to support our response to incidents. Currently any response would use the generic Incident Response Guide (IRG) and the Evacuation and Shelter plan, along with a recently created flooding action card to act as an aide memoire for responding officers. The new flood plan will continue to be supported by these current documents, whilst setting out in further detail Tamworth Borough Council (TBC) actions in preparation for an event, warning and informing, response and recovery after an incident.</p> <p>TBC are working closely with Staffordshire County Council (SCC) to produce a TBC tactical flooding plan. Each local authority (LA) in Staffordshire is completing one and this will be used by SCC to support LAs in the event of a flooding incident. SCC are responsible for some services that could be affected by flooding – highways, schools etc - so to support us, SCC will have a plan with Tamworth Specific details, authorised and verified by TBC.</p> <p>Updates are provided by the CCU Liaison Officer to Directors on Call from the Environmental Agency and MET Officer regarding flood/weather warnings.</p> <p>The Environmental Agency is working with relevant TBC officers to put a Business Case/Plan together to support with our flood control measures and mitigate issues in the future.</p>	<p>17 Jan 2025</p>	<p>Emma Dyer</p>
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RCM Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM6a2024-25 Deliver against the Nature Recovery Declaration	 65%	31-Mar-2025	This work will be ongoing across a number of financial years. The Biodiversity Consideration which is part of the Nature Declaration work has been to ISAG and subsequently adopted at Cabinet on the 10th October 2024.	17-Dec-2024	Hannah Peate
RCM6b 2024-25 Delivery of a communications plan for climate change	 95%	01-Feb-2025	For adoption by Cabinet in January.	16-Dec-2024	Anna Miller
RCM6c 2024-25 Delivery of Climate Adaptation Plan	 75%	01-Feb-2025	Reports went to ISAG in December. Sign off from Cabinet in January.	06-Jan-2025	Anna Miller
RCM6d 2024-25 Delivery of training and induction into climate change	 70%	31-Mar-2025	Work ongoing. To be completed by March 2025.	16-Dec-2024	Anna Miller
RCM6e 2024-25 Development of infrastructure for acting on Climate Change	 100%	31-Mar-2025	Delivery of Riverdrive EV hub, for 8 vehicles, Dec 2024.	16-Dec-2024	Anna Miller
RCM6f 2024-25 Embed climate change into procurement processes	 100%	31-Dec-2024	Climate change has gone into Procurement processes, awaiting committee. (AM)	15-Oct-2024	Anna Miller
RCM6g 2024-25 Embed climate change into the Local Plan review	 25%	31-Dec-2026	Work ongoing with Local plan team (AM). Flood Risk Assessments completed to support Local Plan Production to ensure	16-Jan-2025	Anna Miller

			that housing/employment sites are not built on the flood plain.		
RCM6h 2024-25 Severe Weather Emergency Protocol	 100%	31-Mar-2025	The Severe Weather Emergency Protocol is reported as part of Cabinet updated on homelessness. It is a statutory requirement triggered in inclement weather and remains under close review	15-Jan-2025	Tina Mustafa
RCM6i 2024-25 Delivery of Climate Change Action Plan	 95%	01-Feb-2025	Awaiting Cabinet approval in January.	16-Dec-2024	Anna Miller

7 Information and Data Management 2024/25

Generated on: 20 January 2025


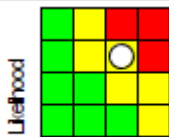
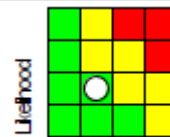
Risk details		Parent Risk	CR2024/25_7 Information and Data Management		
Risk Title	Effective data management		Assigned To	Anica Goodwin	
Risk Code	CR2024/25_7.1	Corporate priorities	Priority2: The Economy		
			Priority1: The Environment		
			Priority3: Infrastructure		
			Priority4: Living in Tamworth		
			Priority: Organisation		
			Priority5: Town Centre		
Original Risk 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	16-Jan-2025	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 	

			<ul style="list-style-type: none"> • Potential for cyber-attacks • Reduced operational efficiency (leading to a lack of responsiveness, inability to forecast • Financial consequences (e.g. missed revenue opportunities) • Regulatory and compliance risks (ie 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 	
Latest Risk Note	<p>The likelihood of this risk remains unchanged, work continues on ensuring data management processes are adhered to, policies have been updated and circulated to all staff via the policy management system for acceptance to mitigate the likelihood of this risk.</p> <p>The impact of this risk also remains unchanged due to the nature of the data held by the council</p>		16 Jan 2025	Anica Goodwin

RCM Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM7a 2024-25 Data Protection	<div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div>	31-Mar-2025	Line managers continue to monitor completion rates for reviewing and accepting understanding of policies and strategies	02-Jan-2025	Zoe Wolicki
RCM7b 2024-25 Appointment of new policy & performance director	<div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div>	31-Dec-2024	Postholder appointed and commenced December 2024.	08-Jan-2025	Zoe Wolicki

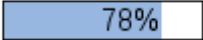
8 Inability to deliver economic growth, sustainability and prosperity in the Borough 2024/25


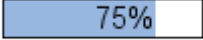
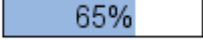
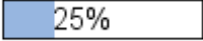
Generated on: 20 January 2025

Risk details		Parent Risk	CR2024/25_8 Inability to deliver economic growth, sustainability and prosperity in the Borough		
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	Corporate priorities	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre		
Original Risk 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	06-Jan-2025	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 		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 	

	<p>pressures (and potential contractual cost increases</p> <ul style="list-style-type: none"> * Changes in Job market * Inadequate business continuity plans * Lack of economic development strategy * 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 * Uncertainty around the opportunities/risks associated with devolution deal proposals. Could impact on recruitment and retention due to the uncertainties. 		<ul style="list-style-type: none"> * Unable to recruit key/essential skills * Failure to deliver project outcomes * Failure to deliver corporate plan * Government intervention * Increased customer dissatisfaction * Unrealised benefits * Negative public perception may damage Council's reputation
Latest Risk Note	<p>Council has commissioned external consultants to develop a town centre regeneration strategy who commenced their work in December 2024. The strategy will be completed by March 2025.</p> <p>Work has commenced on the developments of an economic development strategy which will be completed in draft by March 2025.</p> <p>Future high streets fund programme progressing well. Changes to the programme in relation to Middle entry due to be considered by full council Jan 2025.</p> <p>Procurement of external resource underway to carry out high-level Asset Management Planning work. Aim for completion by end of March 2025.</p> <p>The Council took ownership of Ankerside Shopping Centre at the end of quarter 3. There are potential risks with this e.g. costs exceeding income, condition of the building, long term sustainability. The Council are working closely with external experts Knight Frank and New River to mitigate against these risks. Further updates will follow in quarter 4.</p>	20 Jan 2025	Paul Weston

RCM Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM8a 2024-25 3A - Local plan to improve infrastructure , evening economy and transport links	<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #d9e1f2; display: flex; align-items: center; justify-content: center;"> <div style="background-color: #4f81bd; width: 10%;"></div> 10% </div>	31-Dec-2026	Report to January committee on Local Plan project plan.	06-Jan-2025	Anna Miller

<p>RCM8b 2024-25 Delivery of Future High Streets Fund</p>		<p>31-Dec-2025</p>	<p>Traction on all projects.</p> <p>Discussions around the Middle Entry project continue to determine a way forwards, in terms of logistics and tenant disruption.</p> <p>All other projects are moving forwards. Planning consent has been received for St Editha's square and this project has mobilised. Planning consent has been received for the gateways project - the programming of which has been reevaluated due to the delays with Nationwide finishing of the works to the Peel Cafe.</p> <p>Planning consent has been received for significant enabling works to Market street to make the building water tight and pigeon proof. Work is underway.</p> <p>The TEC is nearing completion, enabling occupation early in the New Year and the Flex building has steels in place with completion May 25.</p>	<p>16-Dec-2024</p>	<p>Anna Miller</p>
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RCM8c 2024-25 Delivery of Gungate project (North and South)		31-Mar-2026	<p>Charities commission have agreed to SCC disposing of Gungate North to TBC. Need to press ahead with legals. A couple of issues need resolving around a valuation, vacant possession, and rights of way legal matter.</p> <p>Some initial discussion with new ATIK owners around split of building with Buzz Bingo. #</p> <p>Preparing tenders to support regeneration of Gungate with external legal and programme management specialisms.</p>	16-Dec-2024	Anna Miller
RCM8d 2024-25 Development of business initiatives to promote start up and growth		31-Mar-2025	Looking at new Business Grant - working with portfolio holder on content and purpose.	06-Jan-2025	Anna Miller
RCM8e 2024-25 Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions		31-Mar-2025	Change in progress reflects the fact that whilst the Strategy has been approved there are still local Asset Plans to be produced.	16-Jan-2025	Paul Weston
RCM8f 2024-25 Economic Development Strategy		31-Mar-2025	A consultant's has been appointed. Draft strategy by March 25.	16-Dec-2024	Anna Miller

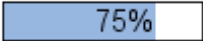
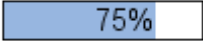
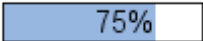
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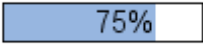
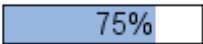
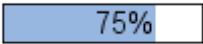
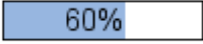

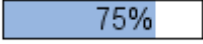
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Risk details		Parent Risk	CR2024/25_9 Cyber Security		
Risk Title	To ensure the council is resilient against Cyber security threats		Assigned To	Anica Goodwin	
Risk Code	CR2024/25_9.1	Corporate priorities	Priority2: The Economy		
			Priority1: The Environment		
			Priority3: Infrastructure		
			Priority4: Living in Tamworth		
			Priority: Organisation		
			Priority5: Town Centre		
Original Risk 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	09-Jan-2025	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 		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. 	

	<ul style="list-style-type: none"> Insider Threat (staff) 		<ul style="list-style-type: none"> Service downtime. Personal harm.
Latest Risk Note	<p>This risk remains high given the frequency of cyber-attacks and the continuing threat globally.</p> <p>The impact also remains high given the reliance on technology and information to provide council services.</p> <p>The risk control measures are constantly under review to reflect the national and international context.</p>	09 Jan 2025	Zoe Wolicki

RCM Mitigating action	Progress	Due date	Latest note	Latest note date	Assigned to
RCM9a 2024-25 Regular, mandatory cyber security training and cyber security awareness updates to Infozone		31-Mar-2025	<p>Bi monthly cyber update to all staff in employee newsletter, including latest news and threats</p> <p>Mandatory cyber security training updated, and requirement increased to annual completion</p>	03-Jan-2025	Zoe Wolicki
RCM9b 2024-25 Network penetration testing, proactive vulnerability management policy and processes and Phishing tests. PSN Compliance		31-Mar-2025	<p>continued to proactively scan on a monthly basis and associated remediation work</p> <p>no significant issues identified</p>	03-Jan-2025	Zoe Wolicki
RCM9c 2024-25 Network backups, disaster recovery testing		31-Mar-2025	<p>Network backups performed nightly including integrity test</p>	03-Jan-2025	Zoe Wolicki

			Selective backup recovery testing performed monthly		
RCM9d 2024-25 Strong password policy with multi factor authentication enforced where necessary		31-Mar-2025	MFA enforced for all remote connections	03-Jan-2025	Zoe Wolicki
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	03-Jan-2025	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, system administrators in service areas review access to applications	03-Jan-2025	Zoe Wolicki
RCM9g 2024-25 Utilise NCSC Active Cyber Defence tools		31-Mar-2025	Cyber Assessment Framework - Successfully met all requirements of the "Get CAF ready Programme", now eligible for £15,000 grant. Full assessment to take place in 2025	16-Dec-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	policies now included in central policy/ strategy database.	02-Jan-2025	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	03-Jan-2025	Zoe Wolicki

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