



# CORPORATE SCRUTINY COMMITTEE

6<sup>th</sup> August 2024

Tuesday, 13th August, 2024, 6.00 pm in Town Hall, Market Street, Tamworth

## SUPPLEMENT – ADDITIONAL DOCUMENTS

Further to the Agenda and Papers for the above meeting, previously circulated, please find attached the following further information, which was not available when the agenda was issued:

**Agenda No. Item**

- 7. **Quarter One 2024-25 Performance Report** (Pages 3 - 106)  
*(Report of the Leader of the Council)*
  
- 14. **Update on commercial lease negotiations** (Pages 107 - 122)  
*(Report of the Portfolio Holder for Infrastructure, Heritage and Local Economy)*
  
- 15. **Update on commercial lease** (Pages 123 - 140)  
*(Report of the Portfolio Holder for Infrastructure, Heritage and Local Economy)*

Yours faithfully

A handwritten signature in black ink, appearing to read 'S. C. V.'.

**Chief Executive**

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To Councillors: S Smith, G Coates, M Couchman, H Hadley, T Jay, K Norchi, B Price,  
M Summers and A Wells.

Tuesday, 13 August 2024

## Report of the Leader of the Council

### Quarter One 2024-25 Performance Report

#### Exempt Information

None

#### Purpose

This report provides the Committee with an overview of Council performance for the first quarter of the 2024-25 financial year (April to June 2024).

It reports the council's position in relation to progress with strategic corporate plan projects and updates on the financial position, corporate risks, audits, information governance and complaints. Cabinet will consider the report on 29 August 2024.

#### Recommendations

It is recommended that Corporate Scrutiny Committee endorse the content of this report for consideration by Cabinet.

#### Executive Summary

This is the first quarterly performance report for 2024/25.

Following valuable feedback, the report format has been revised to enhance user-friendliness. These changes aim to make the report more accessible and easier to navigate for all users. The updated format includes simplified language and a more organised layout to ensure information is presented in a straightforward and engaging manner.

The report attached at appendix 1 contains the following sections:

1. Quarter 1 Highlight 2024/25
2. Strategic Projects Summary
3. Finance
  - 3.1 Financial Health Check Report – Period 3 June 2024
  - 3.2 General Fund & HRA Revenue Monitoring Main Variances
  - 3.3 Capital Programme Monitoring
  - 3.4 Economic Wellbeing
  - 3.5 Medium Term Financial Strategy 2023/24 - 2027/28 Monitoring, March 2024
  - 3.6 Treasury Management Update – Period 3 – 2024/25
  - 3.7 Property Funds
  - 3.8 Liability Benchmark
4. Corporate Risk
  - 4.1 Corporate Risks Detailed Summary Quarter 1 2024/25
  - 4.2 Detailed Corporate Risk Register Summary 2024/25
5. Audit Plan update – End of Quarter 1
6. Information Governance Reports
  - 6.1 Personal Data Breaches
  - 6.2 Freedom of information (FOI) and Environmental Information Regulations (EIR) requests.
  - 6.3 Subject Access Requests
  - 6.4 Comments, Compliments and Complaints
  - 6.5 Detailed view of 2024/25 complaints up to end Quarter 1

**Resource Implications**

There are no finance or human resource implications as a direct result of this report.

**Legal/Risk Implications**

An update on corporate risk is contained within the report at appendix 1.

**Equalities Implications**

A community impact assessment is attached at appendix 2.

**Environment and Sustainability Implications (including climate change)**

There are no environmental or sustainability implications as a direct result of this report.

**Report Author**

Pardeep Kataria – Performance, Training and Information Officer

Zoe Wolicki – Assistant Director People

**Appendices**

Appendix 1 – Quarter 1 2024/25 Performance Report

Appendix 2 – Community Impact Assessment

# Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Quarter 1 Performance Report 2024-25	
Date Conducted	1 August 2024	
Name of Lead Officer and Service Area	Zoe Wolicki, Assistant Director People	
Commissioning Team (if applicable)		
Director Responsible for project /service area	Anica Goodwin, Executive Director Organisation	
Who are the main stakeholders	Corporate Management Team (CMT) and Elected Members	
Describe what consultation has been undertaken. Who was involved and what was the outcome	Corporate Management Team have reviewed and agreed the report	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	N/A	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	X
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	x
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

## Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To submit quarter 1 performance report to corporate scrutiny and cabinet for endorsement

Who will be affected and how?

The whole organisation is impacted by the report

Residents, businesses, visitors, voluntary sector and partner organisations

Are there any other functions, policies or services linked to this impact assessment?

Yes

No

If you answered 'Yes', please indicate what they are?

All services/ functions are covered by this report

## Part 3 – Impact on the Community

Thinking about each of the areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation )
Age		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Disability		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Gender Reassignment		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Marriage and Civil Partnership		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Pregnancy & Maternity		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Race		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Religion or belief		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Sexual orientation		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment

Sex		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Gypsy/Travelling Community		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those with caring/dependent responsibilities		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those having an offending past		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Children		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Vulnerable Adults		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Families		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those who are homeless		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those on low income		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those with drug or alcohol problems		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those with mental health issues		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those with physical health issues		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Social inclusion Please include refugees and asylum seekers,		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Social inclusion: Armed Forces The Armed Forces Covenant is a pledge that together we acknowledge and understand that those who have served in the armed forces, and their families, should be treated with fairness and respect and any impact should be considered		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Health and Wellbeing		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Climate Change		X	All individual strategic projects covered by this performance report has their own individual impact assessment

## Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications. this includes climate change considerations

This is the section in which to please outline any actions to mitigate negative or enhance positive impacts in terms of economic, environmental or wider societal considerations, and actions to review and monitor the overall impact of the change accordingly.

Impact Area	Details of the Impact	Action to reduce risk
CIAs will need to be undertaken on each priority area and service change identified	None specifically identified at this stage	Ensure robust evidence is gathered and used to identify priority areas and ensure any action is baselined and has a clear measure or outcome to track.



**Part 5 - Action Plan and Review**

Detail in the plan below, actions that you have identified in your Community Impact Assessment, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
n/a	Outcomes and Actions entered onto Pentana	Service Manager/ AD	31.3.2025	Strategic project impacts up to date on pentana

Date of Review (If applicable) : 23 July 2024

Guidance and form updated July 2023 following CMT approval.





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# Appendix 1 - Quarter 1 Performance Report 2024/25





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- Appendix A - Strategic Projects Highlight Reports

## 1. Quarter 1 Highlight 2024/25

 <p>Ten large scale industrial units approved at Apollo, potentially creating 100 new jobs in the area.</p>	 <p>Completion of the draft statement of accounts for 2023/24.</p>
 <p>A range of opportunities were delivered including two new rounders sessions, Zumba as part of National Wellbeing Week and walking football are all new additions to the offer for residents with wider community engagement support underway.</p>	 <p>External audit issued an unqualified opinion on our statement of accounts for 2022/23 and reported that the Council has 'appropriate arrangements in place to ensure it manages risks to its financial sustainability.</p>
 <p>Tamworth Castle retained their official approval as one of the best small visitor attractions in Staffordshire following a Visit England Assessment.</p>	 <p>Street Trading Regulation came into force across the borough.</p>
 <p>Reviewed and updated community impact assessment.</p>	 <p>Tamworth castle wins Trip Advisor award for the 9th year running.</p>
 <p>Tunstall take over from Careium delivering the 24/7 Sheltered Community Alarm service</p>	 <p>Recruitment Drive underway for volunteers for Emergency &amp; Business continuity Planning.</p>
 <p>Delivered nearly 40 Press Releases to promote and share successes.</p>	 <p>Castle advert achieved 60.5k plays on social media.</p>
 <p>Audiences seeing our social media content nearly 7.5million time in Q1.</p>	 <p>Freedom of Information I /Data Protection / Environmental Information Regulations response of 99.42% against SLA.</p>
 <p>A successful St Georges Day took place in April with an estimated 12,000 in attendance.</p>	 <p>Key upgrade to Revenues and Benefits system platform completed.</p>
 <p>Ticket sales increased by almost £21,000 when compared with Q1 2023, as the team continues to upsell.</p>	 <p>3 licensed taxi drivers issued with penalty points in the period April – June 2024 for breach of licence conditions.</p>
 <p>607 Foodbank vouchers issued, almost double the 336 issued during the same period in 2023.</p>	 <p>New depot outer fencing installed.</p>
 <p>Reviewed and updated Code of Conduct to comply with Social Housing Framework.</p>	

## 2. Strategic Projects Overview Report

Code	Project	Project Status	Due Date	Projects Highlights (Overall Project Comments)	Managed By
CP2022-25_PD_034	Asset management Strategy		31-Oct-2024	Final draft with Asset Strategy Steering Group for consideration and approval before being put of forward plan for formal approval. Cabinet report Oct 2024	Paul Weston
CP2022-25_TCP_004	FHSF		31-Mar-2025	Challenges in Q1 persist however the project is picking up pace. <ul style="list-style-type: none"> <li>• Getting the flex build into contract following demolition of the old middle entry units (contract now executed)</li> <li>• Ensuring Peel Café acute; build is completed on time and any issues and delays are mitigated (this was resolved and completion was achieved early July so was on track by end of Q1)</li> <li>• TEC2 – discovery of windows poor condition, needs additional replacements that had to be agreed and costed. Now resolved.</li> <li>• Programming of castle bridge works, discussions on when this should take place (before or after fireworks)</li> </ul>	Anna Miller
CP2022-25_PD_043	Financial Stability plan to resolve long term Medium Term Financial Strategy position		31-Mar-2025	Project being scoped	Becky Smeathers
CP2022-25_TCP_005	Gungate		31-Mar-2025	Land assembly on Gungate North is progressing well to acquire SCC land/properties. Removal of the covenant on their youth centre property is close to being removed which will allow acquisition to go ahead.	Anna Miller

Code	Project	Project Status	Due Date	Projects Highlights (Overall Project Comments)	Managed By
				Plans to split bingo hall from ATIK nightclub have been developed and negotiations with new nightclub owners are taking place. Briefing on Gungate being prepared for ELT	
CP2022-25_PD_027	Housing Revenue Account Business Plan (2024-2054)	✔	31-Mar-2025	The HRA business plan will be subject to consultation with tenants commencing with the tenants conference on 16th September. This will address protestation of work to Assess measures to increase income and reduce expenditure.	Tina Mustafa
CP2022-25_PD_008	Local Government Boundary Review	✔	31-Mar-2025	Awaiting Local Government Boundary Commission project inception. Review likely to be concluded in time for 2026 elections, with project commencing in 2024. The timetable is provided by the electoral commission. This is now likely to be later due to the UKPGE on 4 July 2024	Zoe Wolicki
CP2022-25_TCP_007	Net Zero	✔	31-Mar-2025	Consultants Aether have been commissioned to work on an Action Plan which will provide a road map for net zero activities. Climate Action Workshop was delivered successfully to Officers and AD's. The workshop included discussions on our baseline, climate adaptation and actions to reduce emissions across the organisation.	Anna Miller
CP2022-25_PD_047	Social Housing Regulatory Programme	✔	31-Mar-2025	<ul style="list-style-type: none"> <li>•Full Programme Mid-term review agreed by ELT 13/5/24</li> <li>•Draft Recommendations to agree with new Portfolio Holder for Cabinet 6/6/24</li> <li>•Comms Plan in place</li> </ul>	Tina Mustafa

Code	Project	Project Status	Due Date	Projects Highlights (Overall Project Comments)	Managed By
				<ul style="list-style-type: none"> <li>•Resourcing and business case being prepared to accelerate work related to regulatory compliance.</li> <li>•Regulatory Social Housing introductory meeting 6/6/24</li> </ul>	
CP2022-25_PD_048	Strategic Review of Leaseholder Service Charges	✔	31-Mar-2025	<p>The external consultants, Campbell Tickell have produced a draft report for consideration by the Leasehold Working Group; this will be presented to Corporate Scrutiny in August for their consideration and comments before a final report making recommendations on how to proceed with Leasehold Service Charges is considered by Cabinet.</p> <p>The report contains a number of observations and elements to consider, included in this will be updated communications, a report on specific roofing conditions and options relating to payments. Leaseholders have been written to update on the progress of the work and they will receive further updates once the various committees have had an opportunity to consider the recommendations.</p>	Paul Weston

Appendix A contains detailed highlight reports on each project.

Project Status Key

- Action completed
- Action not on track and not in control
- ⚠ Action not on track but in control
- ✓ Action on track and in control



## 3. Finance

### 3.1 Financial Health Check Report – Period 3 June 2024

#### Executive Summary

This section to the report summarises the main issues identified at the end of June 2024.

#### General Fund

##### Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000	Comment
Chief Executive	82	96	14	2	11	9	Minor variance
AD Growth & Regeneration	619	690	71	1,524	1,675	151	Minor variance, vacancy allowance
ED Organisation	221	174	(47)	601	624	23	Minor variance, vacancy allowance
AD People	1,557	1,565	8	666	820	154	Minor variance, vacancy allowance
AD Environment Culture & Wellbeing	1,928	1,944	16	6,376	6,702	326	Shortfall in Assembly Rooms ticket sales; vacancy allowance
ED Finance	32	35	3	-	10	10	Minor variance
AD Finance	339	88	(251)	(2,350)	(2,956)	(606)	Increased treasury management investment income
AD Assets	(199)	320	519	(696)	(725)	(29)	Minor underspend
AD Neighbourhoods	298	69	(229)	1,030	1,190	160	Minor variance, vacancy allowance
AD Partnerships	202	226	24	1,030	1,115	85	Minor variance, vacancy allowance
<b>Total</b>	<b>5,079</b>	<b>5,207</b>	<b>128</b>	<b>8,183</b>	<b>8,466</b>	<b>283</b>	

The General Fund has an unfavourable variance against budget at Period 3 of £128k.

The projected full year position identifies an unfavourable variance against budget of £283k or 3.5%.

This projection has highlighted several budget areas for concern, detailed at **section 3.2**

A balance of £95k was held in the General Contingency Budget at the end of June 2024 which, as part of the non-essential 'managed underspend' review, is forecast will not be required at present.

## Balances

Balances on General Fund are projected to be in the region of £9.319m at the year-end from normal revenue operations compared to £9.185m projected within the 2024/25 budget report– additional balances of £134k.

## Capital

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000
AD Growth & Regeneration	17,267	4,395	1,066	(3,329)	17,580	17,394	(186)	186	17,580
AD People	471	184	16	(168)	736	736	-	-	736
AD Environment, Culture & Wellbeing	2,686	784	939	155	3,136	3,136	-	-	3,136
AD Finance	-	11	-	(11)	45	20	(25)	-	20
AD Assets	3,037	944	200	(744)	3,776	3,776	-	-	3,776
AD Neighbourhoods	-	11	-	(11)	46	46	-	-	46
AD Partnerships	-	3	10	8	10	10	-	-	10
GF Contingency	2,250	563	-	(563)	2,250	2,000	(250)	250	2,250
<b>TOTAL GENERAL FUND</b>	<b>25,711</b>	<b>6,895</b>	<b>2,232</b>	<b>(4,663)</b>	<b>27,579</b>	<b>27,118</b>	<b>(461)</b>	<b>436</b>	<b>27,554</b>

Capital expenditure incurred was £2.232m compared to a profiled budget of £6.895m. At this point it is predicted that £27.118m will be spent by year end against a full year budget of £27.579m (this includes re-profiled schemes from 2023/24 of £25.711m).

A summary of Capital expenditure is shown at **section 3.3**.

## Treasury Management

At the end of June 2024, the Authority had £60.901m invested in the money markets. The average rate of return on these investments is 4.98% though this may change if market conditions ease (4.78% when combined with property funds).

The Authority also has property fund investments of £1.849m with Schroders UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.056m with Hermes Federated Property Unit Trust. Returns for 2023/24 on the property fund investments were 3.93% for Schroders, 4.77% for Threadneedle and 3.19% for Hermes. Quarter 1 Threadneedle and Hermes returns have not yet been received. Although the capital values of the funds did initially fall, mainly since 31<sup>st</sup> March 2020, they then recovered and as at 31<sup>st</sup> March 2022 there was an overall gain of £1.32m. However, since then capital values have fallen again, and as at 30<sup>th</sup> June 2024 the valuation stands at £10.207m, with an overall loss of £1.755m. It should be noted that investments in property are subject to fluctuations in value over the economic cycle and should yield capital growth in the longer term as the economy grows.

Borrowing by the Authority stood at £63.060m at the end of June 2024, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.

A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **section 3.6**

## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000
HRA Summary	(6,159)	(5,871)	288	(12,775)	(12,802)	(27)
ED Communities	32	37	5	-	-	-
AD Environment Culture & Wellbeing	138	127	(11)	419	442	23
AD People	58	44	(14)	-	-	-
AD Assets	316	331	15	554	599	45
AD Neighbourhoods	761	853	92	4,191	4,250	59
Housing Repairs	(220)	846	1,066	6,557	6,557	-
<b>Total</b>	<b>(5,074)</b>	<b>(3,633)</b>	<b>1,441</b>	<b>(1,054)</b>	<b>(954)</b>	<b>100</b>

The HRA has an unfavourable variance against budget at Period 3 of £1.441m

The projected full year position identifies an unfavourable variance against budget of £100k or 9.43%. Individual significant budget areas reflecting the variance are detailed at **section 3.2**

## Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000
AD Assets	4,335	3,844	2,060	(1,784)	15,377	15,377	-	-	15,377
HRA Contingency	100	25	-	(25)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>4,435</b>	<b>3,869</b>	<b>2,060</b>	<b>(1,809)</b>	<b>15,477</b>	<b>15,477</b>	<b>-</b>	<b>-</b>	<b>15,477</b>

Housing Capital expenditure of £2.060m has been incurred as at the end of Period 3 compared to a profiled budget of £3.869m. At this point it is predicted that the full year budget of £15.477m will be spent by the year-end (including £4.435m re-profiled from 2023/24).

A summary of Capital expenditure is shown at **section 3.3**

### Balances

Balances on the Housing Revenue Account are projected to be in the region of £3.174m at the year-end compared to £3.585m projected within the 2024/25 budget report.

### 3.2 Revenue Monitoring Main Variances

#### General Fund – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Environment Culture & Wellbeing	ASSEMBLY ROOMS	PERFORMERS FEES	173,604	99,000	74,604	366,090	110,000	476,090	Post Covid more shows gone to % fees. Expenditure is 80% of tickets sales which is industry standard. Predicted outturn based on this industry standard
		TICKET SALES	(222,219)	(149,120)	(73,099)	(596,510)	0	(596,510)	Demand for tickets greater than originally anticipated when budgets set based on those which have been on offer in the first quarter
	ASSEMBLY ROOMS BAR	SALARIES	12,932	46,980	(34,048)	187,920	(40,000)	147,920	Several vacant posts covered by temp staff and or casual staff on wages
		WAGES	37,016	9,000	28,016	33,900	60,000	93,900	Being used to cover vacant posts
	PUBLIC SPACES	SALARIES	380,702	424,140	(43,438)	1,696,610	(40,000)	1,656,610	4 vacant posts up until July
		VACANCY ALLOWANCE	0	(28,890)	28,890	(115,500)	115,500	0	Vacancy Allowance
		CONTRIB FROM STAFFS C C.	(168,370)	(123,050)	(45,320)	(123,050)	(45,320)	(168,370)	Additional funding from SCC to deliver grass cutting on verges
AD People	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(10,890)	10,890	(43,600)	43,600	0	Vacancy Allowance
AD Assets	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	578,641	1,410	577,231	5,580	0	5,580	100% provision provided for 2 x unpaid Lease Rent invoices

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Neighbourhoods	HOMELESSNESS	BED AND BREAKFAST COST	69,595	38,790	30,805	155,100	70,000	225,100	Overspend on B&B cost, some will be recovered from Homelessness Prevention Grant
		BED & BREAKFAST INCOME	(20,332)	(38,770)	18,438	(155,100)	72,000	(83,100)	Benefit payments are at the LHA rate which is much lower than the actual cost of B&B
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(343,706)	(48,848)	(294,859)	(212,500)	0	(212,500)	Homelessness prevention grant still to be allocated to expenditure codes
AD Partnerships	CAR PARKING ENFORCEMENT COSTS	STANDARD CHARGES	(8,877)	(30,330)	21,453	(121,350)	56,000	(65,350)	Budget based on historical collection level which will not be achieved this year, future year's target to be considered as part of 25/26 MTFS.
AD Growth & Regeneration	OUTSIDE CAR PARKS	RATES	339	152,110	(151,771)	152,110	0	152,110	Rates to be processed as at P3, no outturn variance.
		SHORT STAY CAR PARKING	(204,799)	(287,820)	83,021	(1,107,000)	0	(1,107,000)	Delay implementing new tariffs
	CASTLE & MUSEUM	CONTRIBUTION FROM RESERVES	0	(33,218)	33,218	(132,870)	0	(132,870)	Reserves released
	ENVIRONMENTAL HEALTH	VACANCY ALLOWANCE	0	(9,690)	9,690	(38,740)	38,740	0	Vacancy Allowance
	CLIMATE CHANGE	CONSULTANTS FEES	89,025	129,720	(40,695)	129,720	0	129,720	Year to date underspend but no outturn variance predicted at this stage
		CONTRIBUTION FROM RESERVES	0	(33,180)	33,180	(132,720)	0	(132,720)	Reserves released
	TEC COLESHILL	RATES	0	83,210	(83,210)	83,210	0	83,210	Rates to be processed as at P3, no outturn variance.
		RENTS	0	(33,120)	33,120	(132,500)	0	(132,500)	No rent yet, as TEC won't be open until the end of the year

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Finance	BENEFITS	RENT ALLOWANCES	1,127,750	1,024,400	103,350	4,411,160	395,820	4,806,980	Predicted outturns based on DWP Estimate Claim as at P3
		COUNCIL TENANT RENT REBATES	1,827,393	1,727,730	99,663	6,512,180	868,290	7,380,470	
		COUNCIL TENANT GRANT	(1,946,904)	(1,705,310)	(241,594)	(6,427,700)	(910,630)	(7,338,330)	
		PRIVATE TENANT GRANT	(1,120,932)	(1,006,770)	(114,162)	(4,335,280)	(450,530)	(4,785,810)	
		OVERPAYMENT COUNCIL TENANT	(14,691)	(35,160)	20,469	(140,590)	80,000	(60,590)	Projections based on actual position at P3
		PT OVERPAYMENT RECOVERY	20,362	0	20,362	0	82,000	82,000	
	BENEFITS ADMINISTRATION	VACANCY ALLOWANCE	0	(10,770)	10,770	(43,040)	43,040	0	Vacancy Allowance
		CONT TO RESERVES	0	0	0	0	30,000	30,000	Government grant to reserves
		GOVERNMENT GRANTS	(45,892)	(14,450)	(31,442)	(14,450)	(30,000)	(44,450)	Government grant

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
	CORPORATE FINANCE	GOVERNMENT GRANTS	(193,279)	(160,740)	(32,539)	(643,000)	0	(643,000)	Year to date grants received above budget, no outturn variance to be reported as yet.
			(636,805)	(679,260)	42,455	(2,717,000)	0	(2,717,000)	S31 Business Rate Relief Grants
	TREASURY MANAGEMENT	MISC INTEREST & DIVIDENDS	(697,341)	(466,590)	(230,751)	(1,866,350)	(872,260)	(2,738,610)	Expected interest above budget due to increased interest rates

#### General Fund – Policy Changes Savings / Additional Income

Cost Centre	Account	2024/25 POLICY	2024/25 Management Budget	Predicted Outturn Variance	Predicted Outturn	Comment
		CHANGES				
ASSEMBLY ROOMS	BROADCAST INCOME	(2,500)	(18,880)	0	(18,880)	Additional income expected in year
PARTNERSHIP SUPPORT & DEV	GLASCT HTH COMM BLDG COSTS	(9,000)	0	0	0	No outturn variance projected
OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(307,000)	(1,107,000)	0	(1,107,000)	Delay implementing new tariffs, but no outturn variance projected as yet
THE FLEX BUILDING	RENTS	(64,310)	(64,310)	0	(64,310)	Income expected mid-year as building has not been opened
CORPORATE FINANCE	CONSULTANTS FEES	(50,000)	0	0	0	£6.5k committed for Link Advisory service on investment options appraisal. No further spend expected.



## Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Housing Repairs	REPAIRS CONTRACT	LIFT MAINTENANCE	(11,716)	18,750	(30,466)	75,000	0	75,000	Payments for previous year's accruals are still outstanding
		GAS HEATING SYSTMS MAINTENANCE	86,498	170,000	(83,502)	680,000	0	680,000	Majority of work will take place in the second half of the year
		DISREPAIR COSTS	(95,754)	45,000	(140,754)	180,000	0	180,000	Accrual from last year still to be settled
		RECHARGABLE WORKS	(39,440)	0	(39,440)	0	0	0	Invoices raised to tenants for damages caused to property
	REPAIRS	FIRE FIGHTING EQUIPMENT	(115,756)	25,000	(140,756)	100,000	0	100,000	Payments for previous year's accrual are still outstanding
		ASBESTOS REMOVAL	0	62,500	(62,500)	250,000	0	250,000	Glenfield asbestos removal will take place within the next month
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	189,106	92,490	96,616	370,000	0	370,000	Currently showing overspend but the figure will reduce after the rent-free weeks
		RENTS	(6,037,028)	(6,088,130)	51,102	(22,947,540)	150,000	(22,797,540)	Higher level of voids that budgeted for

### 3.3 Capital Programme Monitoring

#### Capital Programme Monitoring

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
Gungate Development	2,184	546	25	(521)	2,184	2,184	-	-	2,184	Progressing the scheme, may need to reprofile some funding if plans not completed by the year end.
FHSF Castle Gateway	5,784	1,446	251	(1,195)	5,784	5,598	(186)	186	5,784	Projection in line with latest DLUHC return
FHSF Middle Entry	5,843	1,461	274	(1,187)	5,843	5,843	-	-	5,843	Latest projection to DLUHC reported that budget would be committed in full this year
FHSF College Quarter	3,198	799	460	(340)	3,198	3,198	-	-	3,198	Latest projection to DLUHC reported that budget would be committed in full this year
Capital Repairs Programme - Castle	73	81	13	(68)	323	323	-	-	323	New project in 2023-24, will start looking for delivery
Fire and Intruder Alarm Renewals at Tamworth Castle	54	13	5	(9)	54	54	-	-	54	New project in 2023-24, will start looking for delivery
Heating Renewals at Tamworth Castle	38	9	38	28	38	38	-	-	38	New project in 2023-24, will start looking for delivery
Roofing Renewal at Tamworth Castle	94	23	1	(22)	94	94	-	-	94	New project in 2023-24, will start looking for delivery
Roofing Renewal at Tamworth TEC	-	16	-	(16)	63	63	-	-	63	New project in 2024-25, will start looking for delivery
<b>Service Area Total</b>	<b>17,267</b>	<b>4,395</b>	<b>1,066</b>	<b>(3,329)</b>	<b>17,580</b>	<b>17,394</b>	<b>(186)</b>	<b>186</b>	<b>17,580</b>	

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
<b>AD People</b>								-		
Replacement It Technology	25	21	14	(7)	85	85	-	-	85	Network refresh to be brought forward due to issue with VMWare
Endpoint & Web E-Mail Filter	12	3	-	(3)	12	12	-	-	12	Likely to extend for another 1-3 years and then plan to move to revenue budget as part of Microsoft agreement.
Asset Management Database	41	10	2	(8)	41	41	-	-	41	Consultancy and training fees expected. Unlikely to spend full budget.
R & R Smart Working IT Requirements	250	63	-	(63)	250	250	-	-	250	Remaining funds may be required for digital signage but unlikely to be spent by March 25.
ICT Audio/Visual Technology Town Hall	87	22	-	(22)	87	87	-	-	87	In contact with potential supplier. Spend still to be agreed, unlikely to be finalised by March 25.
Civica Digital Image Store	56	14	-	(14)	56	56	-	-	56	Civica software now outdated. Decision to be made whether to update as far as possible or move to new cloud-based software. May need to be repurposed into the Civica wider system upgrade.
Civica EDM System upgrade	-	37	-	(37)	150	150	-	-	150	Budget to be fully spent
CRM & Customer Portal and Contact Centre	-	5	-	(5)	20	20	-	-	20	Budget to be fully spent
Telephony schemes	-	9	-	(9)	35	35	-	-	35	Budget to be fully spent
<b>Service Area Total</b>	<b>471</b>	<b>184</b>	<b>16</b>	<b>(168)</b>	<b>736</b>	<b>736</b>	<b>-</b>	<b>-</b>	<b>736</b>	

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
<b>AD Environment Culture &amp; Wellbeing</b>								-		
Wigginton Park Section 106	11	3	-	(3)	11	11	-	-	11	Working with Staffordshire Wildlife Trust to identify projects.
Broadmeadow Nature Reserve	11	3	-	(3)	11	11	-	-	11	Delays in identifying projects due to staffing shortages unlikely to spend during the current financial year
Public Open Space Section 106	27	7	-	(7)	27	27	-	-	27	Officers working to prioritise S106 requests.
Street Lighting	303	106	31	(75)	423	423	-	-	423	Ongoing 40 year + replacement scheme, delays likely to planned works. Situation to be monitored however, EON not being very forthcoming with any information.
Local Nature Reserves	24	6	-	(6)	24	24	-	-	24	Grant funding from rural payments Agency to support works identified.
Amington Community Woodland	757	189	27	(162)	757	757	-	-	757	TBC not taken ownership of the site as yet.
Refurbishment of Play Areas	87	34	79	44	137	137	-	-	137	Rainscar play area refurbishment complete. Beauchamps Park area currently awaiting tender.
Balancing Ponds	230	83	-	(83)	330	330	-	-	330	New scheme in 2023/24 ongoing discussions with Environment Agency re disposal of silt from Falcon holding pond.

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
<b>AD Environmental, Culture &amp; Wellbeing</b>								-		
Boardwalk Warwickshire Moor	20	5	-	(5)	20	20	-	-	20	Delays to the new project in 2023-24, started to look for deliveries. Order being placed for remedial work to take place.
Snowdome Footbridge	-	20	-	(20)	80	80	-	-	80	Feasibility of costs and design underway. Full project plan to be developed upon completion of this work.
Improved security at Depot including gates, alarms and access	114	28	-	(28)	114	114	-	-	114	Outer fencing complete and upgraded security systems.
Refurbishment of Anker Valley changing rooms	250	88	-	(88)	350	350	-	-	350	New project in 2023/24, work can't start until the pitch has been completed
Installation of 3G pitches at Anker Valley	802	201	800	599	802	802	-	-	802	Construction of 3G pitch implemented
Renewal of Lighting at Depot	50	13	-	(13)	50	50	-	-	50	New project in 2023/24, dependent on security works being completed as phase 1.
Assembly Rooms Development	-	-	3	3	-	-	-	-	-	Commitment to be cleared off
<b>Service Area Total</b>	<b>2,686</b>	<b>784</b>	<b>939</b>	<b>155</b>	<b>3,136</b>	<b>3,136</b>	<b>-</b>	<b>-</b>	<b>3,136</b>	

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
<b>AD Finance</b>										
GF Capital Salaries	-	11	-	(11)	45	20	(25)	-	20	Will not be fully spent due to availability of Project Accountant resource
<b>Service Area Total</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>(11)</b>	<b>45</b>	<b>20</b>	<b>(25)</b>	<b>-</b>	<b>20</b>	
<b>AD Assets</b>										
Disabled Facilities Grant	1,700	588	200	(387)	2,350	2,350	-	-	2,350	Significant work has been put in place by the team since the service was taken back inhouse. Cases are now being triaged within six weeks of receipt. The structure has been reviewed to facilitate service delivery and grants are now being processed and approved with works commencing on a number of projects. The new IT system is due to be built by the external supplier over the next 3-6 months. Based on an initial assessment of the caseload it is anticipated that if all cases go to grant approval stage the budget will be fully allocated although as works tend to follow funds won't have been fully expended.
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	75	-	-	75	Due to new regulation we have to provide updated EPC for the re-let properties - none has been requested as yet
R & R Office Requirements	140	35	-	(35)	140	140	-	-	140	Proposal regarding Reception area will be submitted to ELT July 2024 Awaiting decision regarding future plans
Town Hall Improvements	689	172	-	(172)	689	689	-	-	689	Project on hold. Decision still to be made.
Roofing and renewal of walkways to Caledonian shop	85	22	-	(22)	88	88	-	-	88	Linked to leaseholders service charges review, will be completed by Equans

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
Roofing and renewal of walkways to Ellerbeck	56	17	-	(17)	67	67	-	-	67	Linked to leaseholders service charges review, will be completed by Equans
Commercial Lease Bolebridge	368	92	-	(92)	368	368	-	-	368	New project started in 2023-24, Acquisition completed. In the process of putting together formal documentation with Legal.
<b>Service Area Total</b>	<b>3,037</b>	<b>944</b>	<b>200</b>	<b>(744)</b>	<b>3,776</b>	<b>3,776</b>	<b>-</b>	<b>-</b>	<b>3,776</b>	

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	11	-	(11)	46	46	-	-	46	Purchase order to WMCA for the CCTV shared services has been raised in July.
<b>Service Area Total</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>(11)</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>46</b>	
<b>AD Partnerships</b>										
Staffordshire 3 Memorial	-	3	10	8	10	10	-	-	10	To be fully spent
<b>Service Area Total</b>	<b>-</b>	<b>3</b>	<b>10</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>10</b>	
<b>GF Contingency</b>										
Gf Contingency	100	25	-	(25)	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled if unspent
Cont-Return on Investment	20	5	-	(5)	20	-	(20)	20	20	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Plant and Equipment	100	25	-	(25)	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Castle Curtain Wall	30	8	-	(8)	30	-	(30)	30	30	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Middle Entry Costs	2,000	500	-	(500)	2,000	2,000	-	-	2,000	May not be required depending on agreement with regard to options for Middle Entry, in which case to be re-allocated to Gungate scheme
<b>Service Area Total</b>	<b>2,250</b>	<b>563</b>	<b>-</b>	<b>(563)</b>	<b>2,250</b>	<b>2,000</b>	<b>(250)</b>	<b>250</b>	<b>2,250</b>	
<b>GENERAL FUND TOTAL</b>	<b>25,711</b>	<b>6,895</b>	<b>2,232</b>	<b>(4,663)</b>	<b>27,579</b>	<b>27,118</b>	<b>(461)</b>	<b>436</b>	<b>27,554</b>	



HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Structural Works	100	75	41	(34)	300	300	-	-	300	Programme has not started yet this year, but it is expected that the full budget will be spent
Bathroom Renewals	-	144	54	(90)	575	575	-	-	575	Budget will be spent in full, work on track
Gas Central Heating Upgrades and Renewals	89	194	(291)	(484)	775	775	-	-	775	Boiler install as per programme. Heating upgrades at Sheltered scheme Ankermoor and Eringden in addition to ongoing boiler and electric heating renewal - budget will be spent in full.
Kitchen Renewals	168	217	135	(82)	868	868	-	-	868	Budget will be spent in full, work on track
Major Roofing Overhaul and Renewals	40	448	350	(98)	1,790	1,790	-	-	1,790	Work for £1.5m have been issued to Wates, £200k will be spent for Balfour Block.
Window and Door Renewals	-	100	58	(42)	400	400	-	-	400	Some of the budget will support the Eringden fire windows replacement, £360k worth work plan was issued to Wates
Neighbourhood Regeneration	6	67	52	(15)	266	266	-	-	266	Waiting for Housing to issue their requirements.
Disabled Facilities Adaptations	225	231	174	(57)	925	925	-	-	925	It is expected that the budget will be spent in full. Still dealing with previous year jobs.
Rewire	330	108	144	36	430	430	-	-	430	Awaiting stock condition surveys feedback. Budget to be used for rewiring at the properties where roofs were upgraded, in addition due to changes in best practice the plastic consumer boxes have to be upgraded to metal. Still awaiting pricing from Wates who are communicating with the Building Safety regulator regarding best approach. Some of the budget will be used for consumer unit upgrade following kitchen upgrades
CO2 / Smoke Detectors	-	16	51	35	64	64	-	-	64	Programme will be issued to Equans
Insulation	18	4	4	(1)	18	18	-	-	18	To assist with insulation of the roofing programme

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Works to Achieve zero Carbon	-	250	-	(250)	1,000	1,000	-	-	1,000	Both Wates and Equans are being invited to submit proposals for delivery of a scheme by way of a 'mini-competition', to get the most from the scheme the 2024/25 programme will roll straight into the 2025/26 programme giving an overall project of £2m. The scheme will consist of External Wall Insulation [EWI] to properties in the Hockley area following on from the Social Housing Decarbonisation Fund programme completed last year. The aim is to install some renewable heating and energy sources.
Renewal of Roofing at Eringden	185	46	37	(9)	185	185	-	-	185	This project will not commence until the outcome of the Strategic Review of Leaseholder Service Charges has been completed. The initial report has been received by the working group and it is anticipated that a report will be considered by Cabinet in September 2024. It is unlikely that works will commence until towards the end of Q3 2024.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
Renewal of Windows at Eringden	87	22	87	66	87	87	-	-	87	Will be used in full for Eringden fire windows.
Roofing and renewal of walkways to Caledonian shops (HRA)	127	33	-	(33)	132	132	-	-	132	This project will not commence until the outcome of the Strategic Review of Leaseholder Service Charges has been completed. The initial report has been received by the working group and it is anticipated that a report will be considered by Cabinet in September 2024. It is unlikely that works will commence until towards the end of Q3 2024.
Roofing and renewal of walkways to Ellerbeck (HRA)	167	50	-	(50)	200	200	-	-	200	This project will not commence until the outcome of the Strategic Review of Leaseholder Service Charges has been completed. The initial report has been received by the working group and it is anticipated that a report will be considered by Cabinet in September 2024. It is unlikely that works will commence until towards the end of Q3 2024.
Sheltered Schemes	68	17	22	5	68	68	-	-	68	Awaiting instructions from Housing to identify their requirements
Energy Efficiency Improvements	69	17	69	51	69	69	-	-	69	Linked to loft insulation and Windows replacement at Eringden. This project will not commence until the outcome of the Strategic Review of Leaseholder Service Charges has been completed. The initial report has been received by the working group and it is anticipated that a report will be considered by Cabinet in September 2024. It is unlikely that works will commence until towards the end of Q3 2024.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
Install Fire Doors High Rise	-	101	81	(20)	405	405	-	-	405	Lower rise blocks, the budget is fully allocated to fulfil the programme  A programme of works has been identified and instructions issued to our contractor Wates to commence works. These should all be complete before the end of the current financial year.
High Rise Ventilation System	-	429	343	(86)	1,715	1,715	-	-	1,715	Awaiting building safety officer to start with the project on High Rise Blocks
Fire Risk Mitigation Works	-	75	19	(56)	300	300	-	-	300	Wates quoted for High Rise work identified by Ridge and Partners report. The budget will be spent in full
Damp & Mould Works	172	68	111	43	272	272	-	-	272	Budget allocated for insulation and capital work following disrepair claims
High Rise Refuse Chute Renewals	-	38	-	(38)	150	150	-	-	150	Budget to assist with the Ventilation systems at High Rise blocks

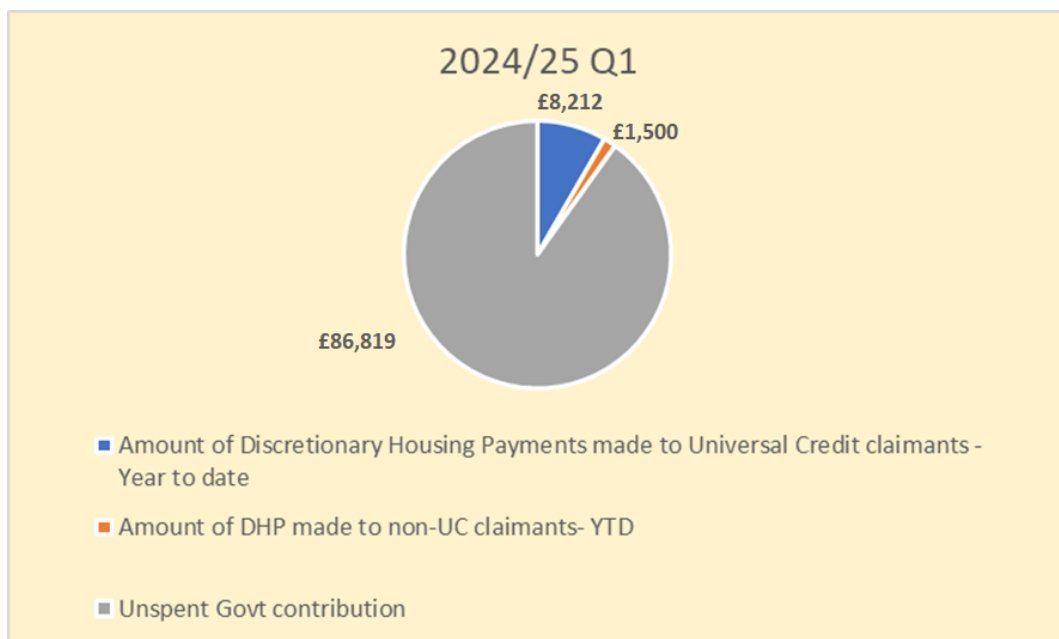
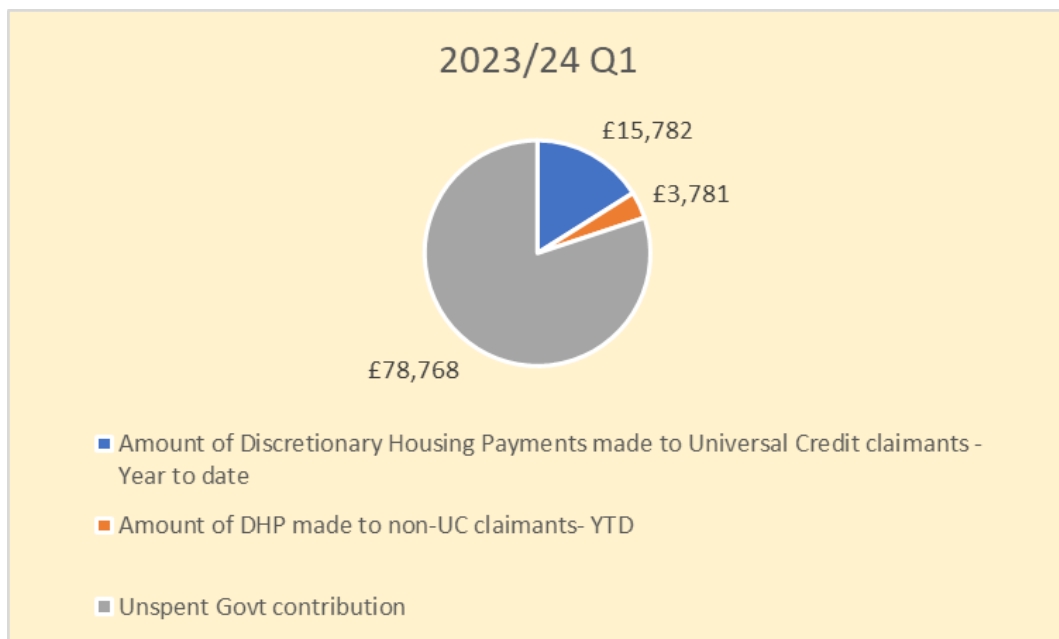
HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Sheltered Lifts and Stairlift Renewals	612	215	10	(206)	862	862	-	-	862	Looking into requirements for any replacements, some work will be required for the emergency call systems and ongoing stairlift renewal.
Fire Alarm Panel Renewals	50	13	-	(13)	50	50	-	-	50	Awaiting the design for the fire alarm systems
Upgrade Pump Room at High Rise	25	6	-	(6)	25	25	-	-	25	Will be used for Pump replacement
Internal flooring decoration at Eringden	-	23	-	(23)	90	90	-	-	90	Equans to complete after window and doors have been replaced by Wates.
Retention of Garage Sites	-	233	186	(47)	930	930	-	-	930	Budget for the garage demolition/upgrades/replacement has been fully allocated
Capital Salaries	-	50	-	(50)	200	200	-	-	200	Budget to be reviewed in year
Software Fire Safety Surveys	-	-	-	-	-	-	-	-	-	Approx £118k for the Software Fire Safety. The cost of this will be covered by reserves. Budget on this code can be considered for savings
HRA Street Lighting	392	143	32	(112)	572	572	-	-	572	This project is with Street Scene. Awaiting information from EON
Asset Management Software HRA	8	2	0	(2)	8	8	-	-	8	Additional requirement has been identified
Telecare System Upgrades	66	16	37	21	66	66	-	-	66	Digital upgrades. Tunstall provided a quote for 16 sites (2.3k per site). Work with Tunstall ongoing.
Regeneration & Affordable Housing	1,052	326	139	(187)	1,302	1,302	-	-	1,302	Looking into new development scheme which will use the full budget, no acquisitions at this point
Caledonian Depot New Build	278	70	116	46	278	278	-	-	278	Work completed. Budget for the final bill and the retention cost
<b>Service Area Total</b>	<b>4,335</b>	<b>3,844</b>	<b>2,060</b>	<b>(1,784)</b>	<b>15,377</b>	<b>15,377</b>	<b>-</b>	<b>-</b>	<b>15,377</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	25	-	(25)	100	100	-	-	100	No variance yet reported, to be re-profiled if unspent.
<b>Service Area Total</b>	<b>100</b>	<b>25</b>	<b>-</b>	<b>(25)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>4,435</b>	<b>3,869</b>	<b>2,060</b>	<b>(1,809)</b>	<b>15,477</b>	<b>15,477</b>	<b>-</b>	<b>-</b>	<b>15,477</b>	

### 3.4 Economic Wellbeing

Quarterly updates are presented to monitor economic wellbeing and the impact on Council services including customer demand via monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates.

#### Benefits

The Authority has received £98,331 Discretionary Housing Payments (DHP) grant from the DWP for 2024/25. This is allocated to those tenants (both public and private sector) most in need who fall into difficulty with their housing costs. The grant is expected to be fully allocated by the end of the financial year. A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £10k (£20k at 30th June 2023) with 14 successful claims from 47 applications (compared to 26 successful claims from 88 applications at 30th June 2023).

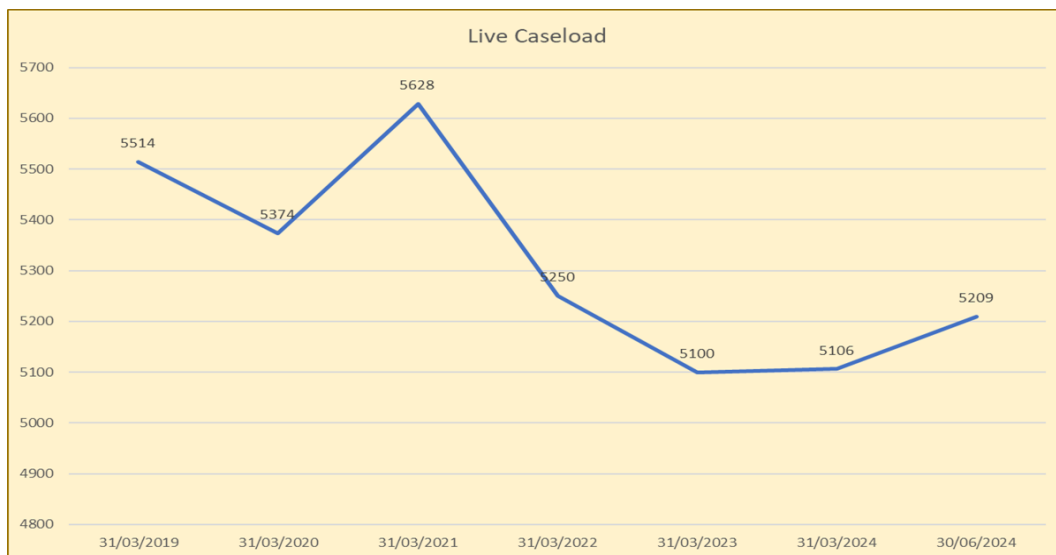


The year to date average time for processing new claims and change of circumstances to the end of June is 9.6 days against a DWP target of 18 days (11.0 for June 2023).

The Council is required by law to operate a Local Council Tax Reduction Scheme (LCTR) to provide financial support to those most in need. LCTR claims are slightly higher than 2023/24 (5,039 claimants as at 30th June 2024 compared to 4,950 at 30th June 2023). This is largely due to the introduction of the banded scheme for 2024/25 approved by [Cabinet on 12 December 2023](#).

The introduction of the scheme has led to a reduction in council tax arrears for those on universal credit from 18.8% at the end of March 24 to 6.9% at the end of June 24.

The total number of people claiming LCTR or housing benefit have increased slightly to 5,201 as at 30 June 24 compared to 5,134 as at 30 June 23. After allowing for the LCTR increase due to the introduction of the banded scheme this continues to suggest a flattening out of the general downwards trend aside from the increase in 2021 due to the pandemic.



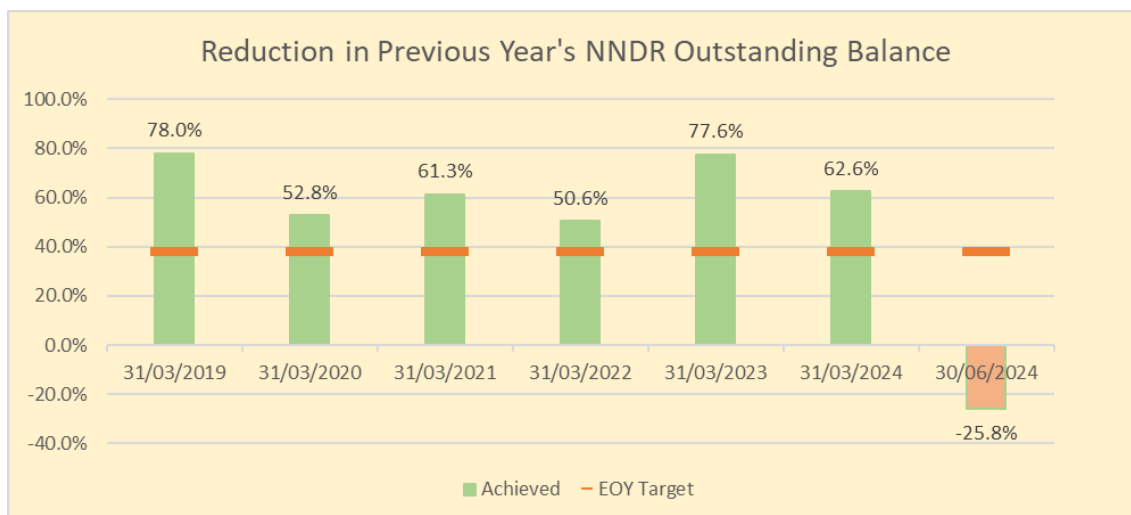
## **Business Rates (National Non Domestic Rates – NNDR)**

Business Rates collection level to 30 June 24 is 28.3% of the annual total, below target by 0.1% at 30th June (28.3% as at 30th June 2023).

Reminders (397 for 2024/25) are at similar levels to 2023/24 levels (362) but with summons at higher levels than 2023/24. There have been 119 summonses in the first quarter compared to 98 in the same quarter for 2023/24. There have been 9 enforcement agent referrals in 2024/25 (15 referrals in 2023/24).

Where the collection of arrears results in court action, the Council aims to recover its court costs. £4,100 were recovered in court costs in the 3 months to the end of June 24 which is above the year-to-date target of £1.2k (end of year target is £6.0k). This can vary depending on the amount of court time available.

The collection of arrears outstanding as 31/03/24 is showing as a negative balance following a number of valuation amendments resulting in backdated fresh liabilities (so more is owed at as at the end of June compared to the balance at the end of March). It is expected that the Council will be able to collect the increased amounts by the end of the financial year.





## Council Tax

Reminders in Q1 are at a lower level than 2023/24 (4,782 at 30th June 2024 compared to 5,925 for 2023/24) with liability orders also at lower levels (1,475 summonses compared to 2,256 in 2023/24 with 1,279 liability orders compared to 1,497, however the summons figure is lower as His Majesty's Courts and Tribunal Services (HMCTS) have no time available for us to conduct Liability Order hearings in July 2024, so no summonses have taken place in June). Attachment of earnings are at slightly higher levels (87 attachments compared to 77 in 2023/24) meanwhile there were 883 enforcement agent referrals compared to 1,106 in 2023/24.

The Revenues Billing Team backlog has reduced from 519 outstanding items at the end of March 2024 to 82 at the end of June 2024 (38 items at 30th June 2024).

The current year collection level of 29.8% is below the target of 30.1%, this is just behind the 2023/24 collection performance of 29.9%. Performance is impacted by the cost of living increases that customers face as well as higher arrears levels leading to reduced current year collection.

Court cost income is well ahead of target by £11k at £48k. The end of year target is £175k, lower than previous years due to anticipated reduced recovery because of the new banded LCTR scheme causing less account adjustments and more bills with zero charge.

Arrears collection in respect of 2023/24 stands at 16.1%, behind the target of 22.6% and the Q1 equivalent last year of 18.4%.

As at 30th June 2024 there were 2,403 live Council Tax universal credit cases. The collection rate for universal credit cases was 29.0% (of a £455k collectable debit) compared to our overall collection rate of 29.8%. The difference shows universal credit collection approximately £4k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 31.2% compared to 75.2% overall. In addition, 511 reminders have been sent in respect of the 2,403 universal credit cases (4,452 for 34,924 overall liabilities). 7.0% of live cases have received a summons for non-payment, compared to a figure of 3.0% overall.

## Housing

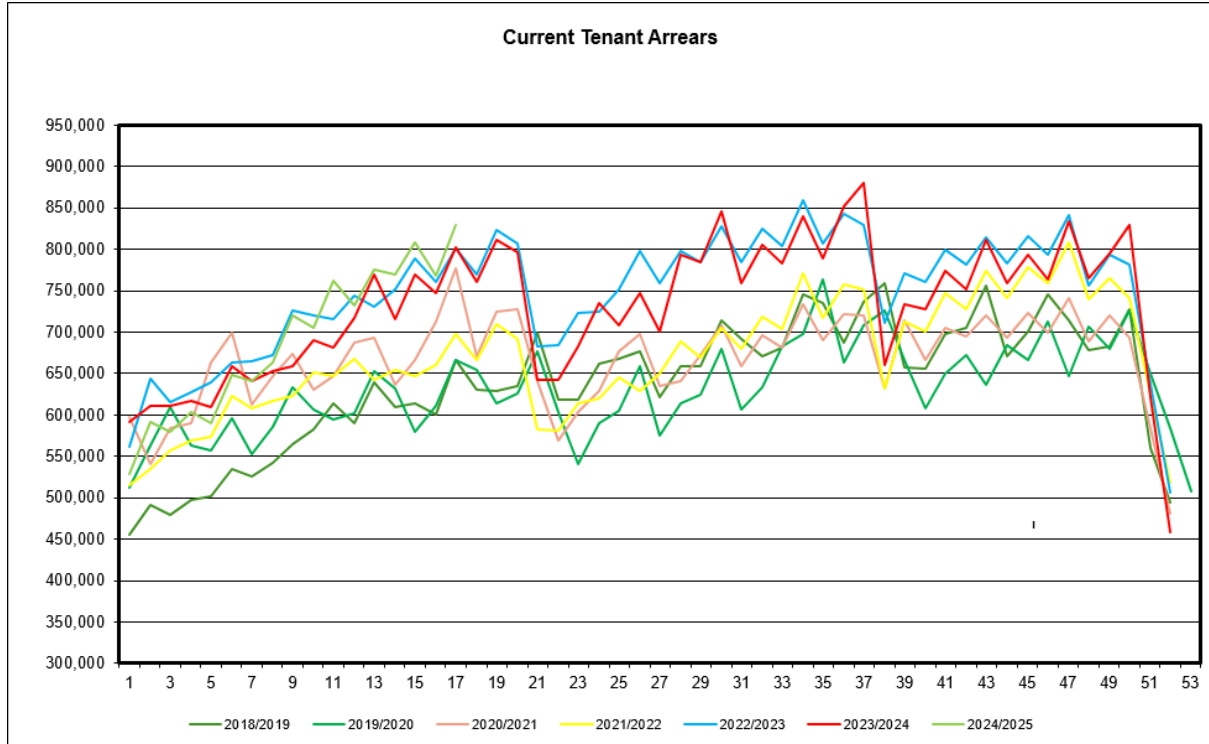
Total **Rent** arrears (excluding former tenants) at 30th June 2024 were £776k compared to £770k at 30th June 2023.

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.38m at 30th June 2024, compared to £2.06m at 31st March 2024, an increase of £320k (compared to a £300k increase between 31st March 2023 and 30th June 2023).

There has been 1 eviction since 1st April 2024. 65 applications for hardship funding have been received to 30th June 2024 of which 33 have been approved and 5 are ongoing.

## Arrears comparison graph year on year performance

The comparison chart below clearly illustrates that whilst arrears generally continue to increase, the general pattern of data across the years arrears remains consistent.



## Write Offs

The Assistant Directors and Heads of Service are responsible for the regular review of debts and consider the need for write off and authorise where necessary appropriate write offs in line with the Corporate Credit Policy.

The position for the financial year to date is shown below.

Type	01/04/24 –30/06/24
Council Tax	£6,694.52
Business Rates	£54,539.71
Sundry Income	£6,845.75
Housing Benefit Overpayments	£10,878.04
Housing	£48,370.94

Many of our residents/customers continue to be financially impacted post pandemic and now by the cost of living crisis but it should be noted that at present we would not consider the write off of debts unless we have pursued them to the fullest extent (and as a last resort). In cases where extreme hardship has been identified discretionary housing payments and additional council tax reductions have been made as noted elsewhere in this report, as well as writing off accumulated previous year debt.

The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off in accordance with the schemes of delegation prescribed in the Corporate Credit Policy.

The Council views such cases very much as exceptions. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt together with any factors that it feels are relevant to the individual case.

## Universal Credit

With regard to the roll out of universal credit, the number of universal credit claimants in Tamworth have increased from 8,705 at the end of 2022/23 to 10,137 at 30 June 2024. This is expected to increase further as the roll out of universal credit continues.

Currently, 68.9% of universal credit claimants who are council tenants are behind with their rent, although this does tend to drop at the end of the financial year due to tenants using their rent free weeks to catch up on payments (43.7% at the end of March 24).

The percentage of Council Tax payers on universal credit and in arrears has fallen from 420 at the end of March 24 to 166 at the end of June. This is largely due to the introduction of the Local Council Tax reduction scheme, which demonstrates its success in targeting those least able to pay. More detailed information can be found in the table below.

Indicator	2022/23	Qtr 1 2023/24	Qtr 2 2023/24	Qtr 3 2023/24	Qtr 4 2023/24	Qtr 1 2024/25
Number of Universal Credit claimants in Tamworth	8,705	8,774	8,998	9,325	9,783	10,137
<b>Council Tenants</b>						
Number of Council Tenants on Universal Credit	1,722	1,743	1,776	1,794	1,860	1,962
Number of Council Tenants on Universal Credit and in Rent Arrears	779	1,190	1,211	1,184	813	1,352
Percentage of Council Tenants on Universal Credit and in Rent Arrears	45.2%	68.3%	68.2%	66.0%	43.7%	68.9%
<b>Council Tax</b>						
Number of Council Tax Payers on Universal Credit	2,065	2,140	2,194	2,176	2,236	2,403
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	396	371	469	489	420	166
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	19.1%	17.3%	21.4%	22.5%	18.8%	6.9%

### 3.5 Medium Term Financial Strategy 2023/24 - 2027/28 Monitoring, March 2024

At its meeting on 27 February 2024, the Council approved a 2.95% increase in Council Tax (to £202.70 for a Band D property) alongside the 2024/25 budget and Medium Term Financial Strategy (MTFS). The 2024/25 to 2028/29 General fund budget is shown in the table below.

	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000
<b>Net Cost of Services</b>	<b>8,183</b>	<b>11,605</b>	<b>12,795</b>	<b>13,144</b>	<b>13,605</b>
Financing:					
RSG	(322)	(328)	(335)	(342)	(349)
Collection Fund (Surplus) / deficit Council Tax	(27)	(27)	(27)	(27)	(27)
Collection Fund (Surplus) / deficit Business Rates	1,152	-	-	-	-
Business Rates Tariff	11,173	12,361	13,139	13,401	13,669
Business Rates net income	(14,265)	(15,407)	(15,715)	(16,030)	(16,350)
Council Tax	(4,759)	(4,941)	(5,130)	(5,326)	(5,528)
Gross Financing	(7,048)	(8,343)	(8,069)	(8,323)	(8,585)
<b>(Surplus) / Deficit</b>	<b>1,135</b>	<b>3,262</b>	<b>4,726</b>	<b>4,822</b>	<b>5,020</b>
<b>Balances Remaining (-) / Overdrawn</b>	<b>(9,185)</b>	<b>(5,923)</b>	<b>(1,197)</b>	<b>3,625</b>	<b>8,645</b>

The 2024/25 budget of £8.183m requires the use of £1.135m use of reserves. The use of reserves is currently projected to increase to unsustainable levels in future years and it will be necessary to deliver savings through the Financial Stability Plan to enable the Council to move towards a balanced budget.

The process for setting the 2025/26 to 2029/30 budget has started with the planning process being presented to Cabinet on 29 August 24.

There are known additional financial pressures for 2025/26 for both General Fund and the Housing Revenue Account (HRA) which are not included in the table above. These include additional costs of £243k relating to the waste contract considered by Cabinet on 8 August 24. Other pressures include anticipated reduction in town centre rental income and anticipated increases in repairs and maintenance costs in Council Housing.

The current economic climate remains uncertain with many external influences. Local Government is expected to receive a one year settlement for 2025/26 making it difficult to plan longer term. However, it is likely that a multi year settlement will be made for 2026/27 and beyond.

The Business Rate Reset will see the national redistribution of business rates so that any retained growth (since 2013/14) will be consumed into the national pot for redistribution. When setting the 2024/25 budget, these reforms were expected to be in place by 2026/27, but this is now considered more likely that this will now be 2027/28 at the earliest. It is expected that Tamworth BC will lose significant growth when this occurs.

### **Housing Revenue Account (HRA)**

A rent increase of 7.7% was approved by the Council on 27 February 2024 in line with CPI+1% allowed by the Government's rent setting guidance.

The Housing Revenue Account is projected to be in a surplus position over the next 5 years with balances expected to be £6.1m at the end of 2026/27 and £9.6m by the end of 2028/29. Whilst these balances would appear to be significant, they are required to build up reserves in order to meet the long term costs of the capital programme included in the 30 year HRA business plan.

### 3.6 Treasury Management Update – Period 3 – 2024/25

Following revisions to the Treasury Management and Prudential Codes in 2021/22, it is now a requirement to report further treasury and prudential indicators to Members on a quarterly basis.

#### Prudential Indicator for Capital Expenditure

This table below shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

<b>Capital Expenditure</b>	<b>2023/24 Original Programme</b>	<b>Budget B'fwd from 2023/24</b>	<b>Virements in Year</b>	<b>Total 2024/25 Budget</b>	<b>Actual Spend @ Period 3</b>	<b>Predicted Outturn</b>	<b>2024/25 Revised Estimate *</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
General Fund	1.868	25.711	-	27.579	2.232	27.118	27.554
HRA	11.043	4.435	-	15.477	2.060	15.477	15.477
<b>Total</b>	<b>12.911</b>	<b>30.146</b>	<b>-</b>	<b>43.057</b>	<b>4.292</b>	<b>42.596</b>	<b>43.032</b>

## Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of the Capital Financing Requirement (CFR) in the preceding year plus the estimates of any additional CFR for 2024/25 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

	2023/24	2024/25 Original	2024/25 Projected	2024/25 Budget
	Outturn	Estimate	Outturn	
	£m	£m	£m	£m
<b>Gross borrowing</b>	63.060	63.060	63.060	63.060
<b>Less investments</b>	66.813	16.293	50.889	50.428
<b>Net borrowing</b>	-3.753	46.768	12.172	12.633
<b>CFR (year end position)</b>	74.600	79.190	74.419	78.812

A further prudential indicator controls the overall level of borrowing. This is the **Authorised Limit** which represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised Limit for External Debt	2024/25 Original Indicator	Current Position	2024/25 Revised Indicator
Borrowing	89.436	89.436	89.436
Total	89.436	89.436	89.436



## Borrowing

The following table shows the Capital Financing Requirement (CFR), which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary.

Capital financing Requirement	2023/24	2024/25	2024/25	2024/25
	Outturn	Capital Programme	Projected Outturn	Budget
	£m	£m	£m	£m
CFR – Non Housing	4.092	7.029	3.911	6.653
CFR – Housing	70.507	72.160	70.507	72.159
Total CFR	74.600	79.190	74.396	78.812
<b>Net movement in CFR</b>	<b>0.325</b>	<b>4.254</b>	<b>(0.181)</b>	<b>4.212</b>
Operational Boundary				
Expected Borrowing	63.060	63.060	63.060	63.060
Other long term liabilities	-	-	-	-
<b>Total Debt 31st March</b>	<b>63.060</b>	<b>63.060</b>	<b>63.060</b>	<b>63.060</b>

The Council's estimated revised capital financing requirement (CFR) for 2024/25 is £74.396m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. The table shows the Council has borrowings of £63.060m and plans to utilise £11.336m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevails.

It is not anticipated that any additional borrowing will be undertaken during 2024/25

## Investments held as at 30th June 2024:

<i>Borrower</i>	<i>Deposit £</i>	<i>Rate %</i>	<i>From</i>	<i>To</i>	<i>Notice</i>
NatWest Bank	5,000,000	6.15%	10-Jul-23	08-Jul-24	-
NatWest Bank	5,000,000	5.85%	08-Aug-23	08-Aug-24	-
Birmingham City Council	5,000,000	5.80%	29-Jan-24	29-Jul-24	-
LB of Barking & Dagenham	5,000,000	5.60%	15-Jan-24	15-Jul-24	-
Oadby & Wigston	4,000,000	5.60%	12-Jan-24	12-Jul-24	-
Lancashire Council	5,000,000	5.35%	01-May-24	01-Nov-24	-
Crawley Council	5,000,000	5.00%	10-May- 24	11-Nov-24	-
LB of Newham	5,000,000	5.40%	10-May-24	11-Nov-24	-
Medway Council	5,000,000	5.40%	24-May-24	25-Nov-24	-
Southampton Council	5,000,000	5.35%	18-Jun-24	18-Dec-24	-
MMF – Aberdeen	0	5.18%	-	-	On call
MMF – PSDF	2,328,000	5.21%	-	-	On call
MMF – Federated	9573000	5.23%	-	-	On call
<b>Total</b>	<b>60,901,000</b>	<b>4.98%</b>	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.47%	-	-	-
Threadneedle Property Unit Trust	6,056,785	4.27%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.14%	-	-	-
<b>Total</b>	<b>72,863,218</b>	<b>4.78%</b>	-	-	-

*\* Interest rate fluctuates daily dependant on the funds investment portfolio, rate quoted is approximate 7 day average.*

<b>Fund</b>	<b>Initial Investment</b>	<b>Fund Value 30/06/2024</b>	<b>2024/25 Return to Date</b>		
Schroders UK Real Estate Fund	£1,848,933.03	£1,554,216.50	£16,554.69	3.59%	Returns Received Monthly. Received up to Jun-24.
Threadneedle Property Unit Trust	£6,056,785.32	£5,185,589.82	0	4.72%	Returns Received Quarterly. Received up to Mar-24
Hermes Federated Property Unit Trust	£4,056,499.57	£3,467,313.52	0	3.19%	Returns Received Quarterly. Received up to Mar-24
<b>Total</b>	<b>£11,962,217.92</b>	<b>£10,207,119.84</b>	<b>£16,554.69</b>	<b>4.09%</b>	

### 3.7 Property Funds

To date, the Council has invested £1.85m with Schrodgers UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.057m with Hermes Federated Property Unit Trust, total investment £11.962m.

Fund Valuations	Investment	Valuation 31/03/2020	Valuation 31/03/2021	Valuation 31/03/2022	Valuation 31/03/2023	Valuation 31/03/2024	Valuation 30/06/2024
Schrodgers UK Real Estate Fund	1,848,933	1,884,412	1,848,933	2,139,618	1,727,176	1,567,521	1,554,217
Valuation Increase / (reduction)		35,479	0	290,685	(121,757)	(281,412)	(294,716)
Threadneedle Property Unit Trust	2,000,249	1,836,032	1,794,439	2,097,097	1,732,373	1,648,601	1,671,933
Valuation Increase / (reduction)		(164,216)	(205,810)	96,848	(267,875)	(351,648)	(328,316)
Threadneedle Property Unit Trust	4,056,536	-	-	4,407,163	3,640,676	3,464,625	3,513,657
Valuation Increase / (reduction)				350,627	(415,860)	(591,912)	(542,879)
Hermes Federated Property Unit Trust	4,056,500			4,450,808	3,741,712	3,462,647	3,467,314
Valuation Increase / (reduction)				394,308	(314,788)	(593,853)	(589,186)
Total	11,962,218	3,720,444	3,643,372	13,094,687	10,841,938	10,143,394	10,207,120
Valuation Increase / (reduction)		(128,738)	(205,810)	1,132,469	(1,120,280)	(1,818,824)	(1,755,098)
Annual Revenue % Return		-2.6%	-1.2%	12.5%	-15.8%	-12.3%	3.5%

The following table details the dividend returns achieved from the property fund investments, which support the revenue budget. The Council received £487k in dividends from its property fund investments in 2023/24 (£458k in 2022/23) and has received £17k for the current financial year as at 30<sup>th</sup> June 2024. This figure will increase as the Q1 dividends have not yet been received from either Threadneedle and Hermes.

Fund Valuations	Investment	Dividend Returns 31/03/20	Dividend Returns 31/03/21	Dividend Returns 31/03/22	Dividend Returns 31/03/23	Dividend Returns 31/03/24	Dividend Returns 30/06/24
Schroders UK Real Estate Fund	1,848,933	56,638	52,898	61,655	71,962	72,644	16,555
Threadneedle Property Unit Trust	2,000,249	90,274	75,452	79,231	83,373	92,111	Q1 Returns not yet received
Threadneedle Property Unit Trust	4,056,536	-	-	70,417	175,213	193,576	Q1 Returns not yet received
Hermes Federated Property Unit Trust	4,056,500	-	-	57,352	127,182	129,515	Q1 Returns not yet received
<b>Total</b>		<b>146,911</b>	<b>128,350</b>	<b>268,655</b>	<b>457,730</b>	<b>487,846</b>	<b>16,555</b>
<b>Annual Revenue % Return</b>		3.8%	3.3%	2.2%	4.2%	4.2%	0.1%

## External Borrowing as at 30<sup>th</sup> June 2024:

### Borrowing from Public Works Loans Board (PWLB)

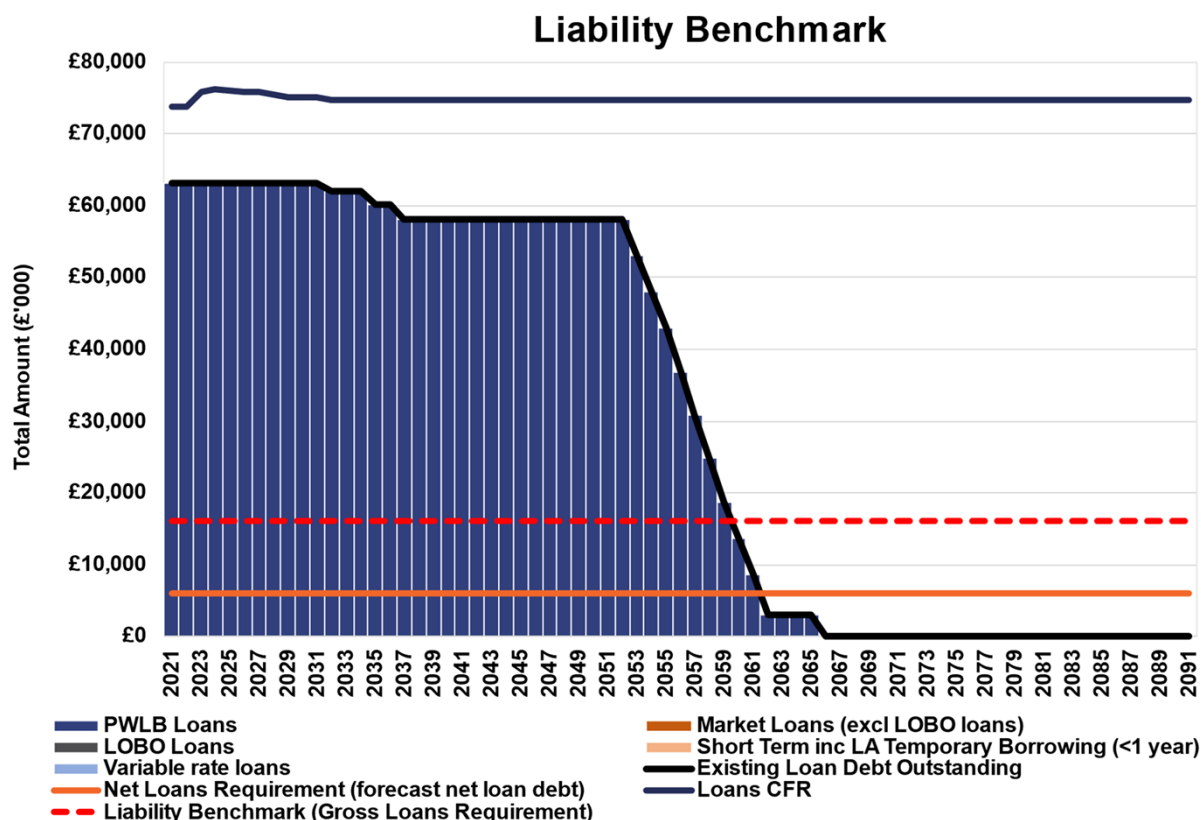
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087	5.625%	3,000,000	22/06/1998	22/06/2058
481641	4.500%	1,400,000	09/10/1998	09/10/2058
483694	4.875%	92,194	21/12/1999	18/10/2059
488835	5.000%	2,000,000	01/07/2004	01/07/2034
490815	4.250%	1,000,000	24/11/2005	24/05/2031
494265	4.430%	2,000,000	21/01/2008	01/01/2037
494742	4.390%	700,000	15/08/2008	15/08/2058
500759	3.520%	5,000,000	28/03/2012	28/03/2053
500758	3.510%	5,000,000	28/03/2012	28/03/2054
500757	3.510%	5,000,000	28/03/2012	28/03/2055
500761	3.510%	5,000,000	28/03/2012	28/03/2056
500755	3.500%	5,000,000	28/03/2012	28/03/2057
500756	3.500%	3,000,000	28/03/2012	28/03/2058
500753	3.500%	1,000,000	28/03/2012	28/03/2059
500760	3.490%	5,000,000	28/03/2012	28/03/2060
500762	3.490%	5,000,000	28/03/2012	28/03/2061
500754	3.480%	5,668,000	28/03/2012	28/03/2062
504499	3.230%	3,000,000	30/11/2015	30/11/2065
Total	4.05%	<b>63,060,194</b>		

### 3.8 Liability Benchmark

CIPFA recommends that the optimum position for external borrowing should be at the level of the Liability Benchmark. This is effectively the Council’s net borrowing requirement plus a liquidity allowance.

It is calculated by deducting the amount of investable resources available on the balance sheet (reserves, cash flow balances) from the amount of outstanding external debt and then adding the minimum level of investments required to manage day-to-day cash flow.

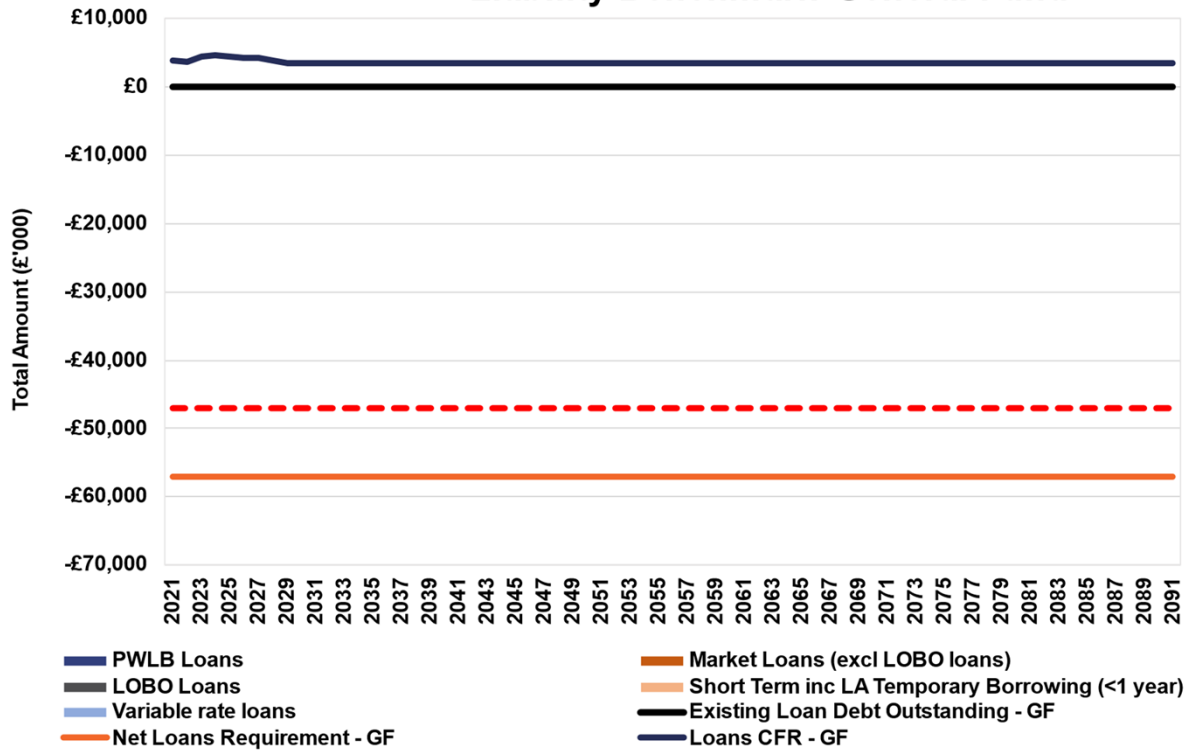
The liability benchmark chart below shows the existing loan debt outstanding, the capital financing requirement, net loans requirement and liability benchmark indicator.



The difference between the loans capital financing requirement and existing debt indicates internal borrowing. Prior to any new borrowing, the Council will have regard to underlying assumptions of liability benchmark analysis as part of prudent treasury management.

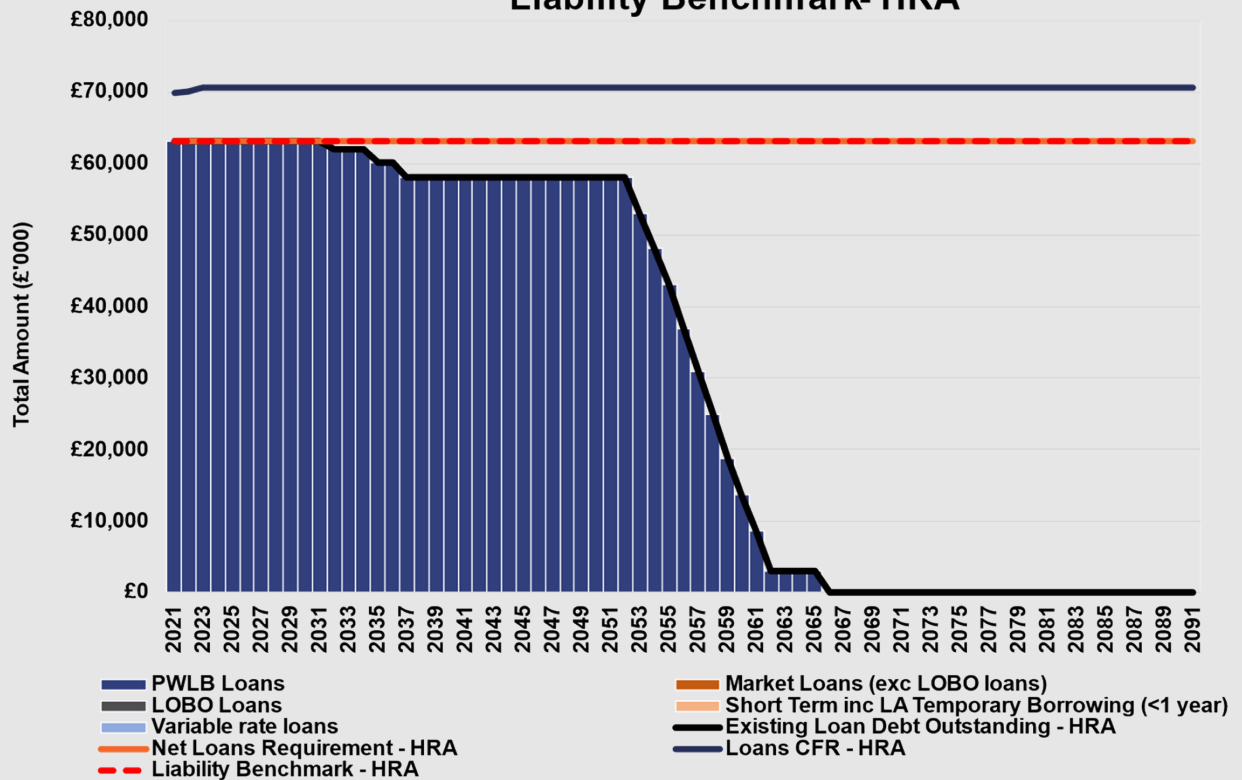
The net loans requirement and liability benchmark for the General Fund as shown below is negative as this is reflective of the balance of GF treasury investments held.

## Liability Benchmark- General Fund



The liability benchmark for the HRA is set at the same level as the net loans requirement (£63m reflecting PWLB loans outstanding) as there is no need to maintain additional borrowing to meet liquidity needs as this falls to the General Fund.

## Liability Benchmark- HRA

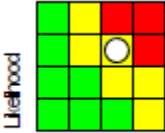

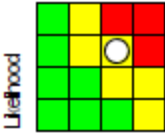

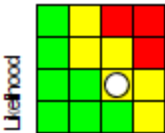








## 4. Corporate Risk

### 4.1 Corporate Risks Detailed Summary Quarter 1 2024/25

Code	Risk	Parent Risk Title	Current Risk Matrix	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	Risk Assigned To
CR2024/25_1	To ensure that the Council is financially sustainable as an organisation	Finance/Financial stability		30-Apr-2024	4	3	12		Becky Smeathers
CR2024/25_2	To ensure the Council is fully compliant in all legislative requirements	Governance		17-Jul-2024	2	2	4		Anica Goodwin
CR2024/25_3	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'	Promoting community resilience and cohesive communities		23-May-2024	2	2	4		Rob Barnes
CR2024/25_4	Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.	Inability to meet social housing targets and deliver affordable housing		23-Jul-2024	3	3	9		Rob Barnes



CR2024/25_5	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	Organisational Resilience		30-Apr-2024	3	3	9		Rob Barnes
CR2024/25_6	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure		30-Apr-2024	3	3	9		Rob Barnes
CR2024/25_7	Lack of insight from information and data systems could impede effective decision making and affect systems viability.	Information and Data Management		30-Apr-2024	3	2	6		Anica Goodwin
CR2024/25_8	Lack of economic growth, sustainability and prosperity in the Borough at the levels required	Inability to deliver economic growth, sustainability and prosperity in the Borough		30-Apr-2024	3	3	9		Rob Barnes

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

## 4.2 Detailed Corporate Risk Register Summary 2024/25




### 1 Finance/Financial stability 2024/25



CR2024/25_1.1		To ensure that the Council is financially sustainable as an organisation			
Categories Code & Description		Corporate Priority affected		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	30-Apr-2024	Target Date	
Causes	<ul style="list-style-type: none"> <li>* Risk of Austerity cuts/Major variances to the level of grant/subsidy</li> <li>* Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)</li> <li>* Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities.</li> <li>* Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's income if households struggle to pay council tax,</li> </ul>		Consequences	<ul style="list-style-type: none"> <li>• Inability to plan long term due to uncertainty over future Local Government funding. A new Government following the General Election in July 2024 is unlikely to be able to implement anything but a one year settlement for 2025/26. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme have been repeatedly deferred and are unlikely before 2026/27 at the earliest. While this means the Council will be able to retain its business rate growth for 2025/26, it also means that the uncertainty continues, making it difficult to plan beyond one year with any certainty.</li> <li>* Unplanned cost reductions / savings requirements</li> </ul>	

	<p>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"> <li>* Under utilisation of Assets, failure to maximise income</li> <li>* Major town centre facility/source of income failing</li> <li>* New political leadership and inexperienced members</li> </ul>		<ul style="list-style-type: none"> <li>* 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.</li> <li>*Inability to plan investments into assets, assets become costly to maintain and deliver little benefit</li> <li>*Inability to diverse/maximise income streams</li> <li>*Social cohesion erosion could occur as public are adversely impacted by cost of living increases – potential for reputable damage for the council if unable to support effectively (or perception).</li> </ul>
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<p><b>Latest Risk Note</b></p>	<p>A new Government following the General Election in July 2024 is unlikely to be able to implement anything but a one year settlement for 2025/26. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme have been repeatedly deferred and are unlikely before 2026/27 at the earliest. While this means the Council will be able to retain its business rate growth for 2025/26, it also means that the uncertainty continues, making it difficult to plan beyond one year with any certainty. The big questions about the future of the funding system remain unaddressed.</p> <p>As part of the Local Government Finance settlement for 2024/25, councils were required to produce a productivity plan, to be submitted to DLUHC and published on the website by 19th July. TBC's productivity plan was reported to Corporate Scrutiny and Cabinet in June 2024 and includes details of how the Council will transform services to make better use of resources, identify ways to reduce wasteful spending within systems and take advantage of technological advances.</p> <p>The report to Corporate Scrutiny and Cabinet also included details of the Financial Stability Plan to support the production of a balanced MTFs and wider organisational improvement, this includes plans to implement targeted zero-based budgeting; budget holder savings reviews; the identification of spend to save projects; and opportunities for service transformation.</p> <p>The ongoing cost of living crisis and inflationary pressures continue to have an impact on the Council's finances. At the same time as rising supply costs there is</p>	<p>09 Jul 2024</p>	<p>Emma Dyer</p>
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	<p>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>		
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Annual Fees & Charges Review		31-Mar-2025	Annual review of fees & charges as part of budget process	09-Jul-2024	Joanne Goodfellow
RCM 2024-25 Financial Stability Strategy & Productivity Plan		31-Mar-2025	<p>Financial Stability Strategy and budget process including planned savings review. To include ELT/BRG meetings to support members</p> <p>Productivity plan completed and emailed to MHCLG.</p>	18-Jul-2024	Joanne Goodfellow; Becky Smeathers
RCM 2024-25 Improvements to procurement processes and contact management in line with new Public Contracts Regulations		31-Mar-2025	Procurement activity reported to CMT on a quarterly basis	09-Jul-2024	Joanne Goodfellow

RCM 2024-25 Monthly Budget Monitoring		31-Mar-2025	Monthly Financial Health check reports to CMT and quarterly to Corporate Scrutiny and Cabinet	09-Jul-2024	Joanne Goodfellow
RCM 2024-25 Proactive and targeted cost saving analysis and review of reserve funds		31-Mar-2025	Review of reserves and retained funds to be reported to Cabinet in December and release of unspent funds to be returned to balances.	09-Jul-2024	Joanne Goodfellow; Becky Smeathers
RCM 2024-25 Robust asset management strategy and plans in place		31-Mar-2025	Draft Asset Management Strategy with Asset Strategy Steering Group prior to formal adoption by Cabinet.	18-Jul-2024	Paul Weston
RCM 2024-25 Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members		31-Mar-2025	2024/25 Quarterly reporting to CMT, Corporate Scrutiny and Cabinet to include review of latest MTFS position.	09-Jul-2024	Joanne Goodfellow; Becky Smeathers

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

			* Additional effort if required to manage workloads from already stretched services *Unable to effectively priorities objectives and workloads *Potential to mis-align resources
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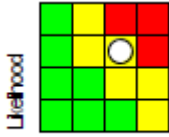
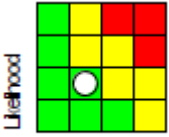
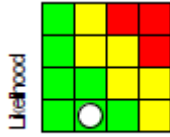
<b>Latest Risk Note</b>	Member induction training and support for officers and members provided by Demo Services Production of timely reports, agenda and minutes and Forward Plan MO support and guidance sought where applicable	17 Jul 2024	Anica Goodwin
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Audit and Scrutiny Committees		31-Mar-2025	Regular meetings in place, training plan for Audit Committee members being developed.  Some training provided and another session planned in August 2024.	18-Jul-2024	Joanne Goodfellow
RCM 2024-25 Policies and Procedures		31-Mar-2025	HR policies and procedures to be updated in line with schedule.  Policy management audit recommendations to be actioned namely centralised repository of policies ensuring regular reviews are undertaken.	18-Jul-2024	Zoe Wolicki





			<p>Heads of service reminded of their responsibility to update policies within their service area.</p> <p>Standardisation of policy template.</p>		
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### 3 Promoting Community Resilience and Cohesive Communities 2024/25

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

<b>Latest Risk Note</b>	Strong community safety partnership working.	23 May 2024	Hannah Peate
	Looking to reconvene the Tamworth Strategic Partnership		
	Proactive approach to migration		
	Widened engagement across the Health Partnership		

RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Comments, Compliments and Complaints		31-Mar-2025	Policy reviewed in line with housing ombudsman code to be presented to cabinet for formal approval and publication.	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Commissioning of debt/advice services		31-Mar-2025	To be reviewed and renewed from April 2025	18-Jul-2024	Joanne Sands
RCM 2024-25 Quality open spaces		31-Mar-2025	Ongoing work through Operational Services and partners such as Staffordshire Wildlife Trust to maintain / enhance the array of green spaces in the borough.	18-Jul-2024	Hannah Peate
RCM 2024-25 Strong Community Safety Partnership in place		31-Mar-2025	Partnership in place.  CSP plan in place 2023-2026 and Community Safety Strategic Assessment refreshed annually with report to IS&G scrutiny committee	18-Jul-2024	Joanne Sands

RCM 2024-25 Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.		31-Mar-2025	Links to all relevant community safety groups, priority working areas including Directors Health Inequalities group.	18-Jul-2024	Joanne Sands
RCM 2024-25 Support for the Voluntary Sector		31-Mar-2025	Voluntary sector pledge signed 2021. Community and councillor grants schemes in place administered by Staffordshire community foundation.	18-Jul-2024	Joanne Sands
RCM 2024-25 Use of insight		31-Mar-2025	Model and systems for data collection and analysis to be developed. System for learning from complaints to be developed improved data analysis around complaints.	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Wellbeing Strategy		31-Mar-2025	on hold pending the publication of the Strategic Outcomes Planning Model, health inequalities strategy and JSNA	02-Jul-2024	Joanne Sands
RCM 2024-25 Wide range of arts, sporting and community events		31-Mar-2025	Outdoor Theatre, Summer Concerts and range of events being hosted through the Events Team, Castle Team and support provided to external event hirers too, with significant planning for these in Q1.	18-Jul-2024	Hannah Peate

			New wellbeing opportunities being provided / planned including walking football, activities for national wellbeing week. planning in progress to start rounders sessions with Rounders England and working in conjunction with Staffordshire County Council for summer Bikeability delivery and promotion of Holiday Activity and Food initiatives.		
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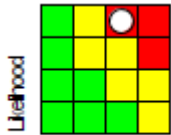
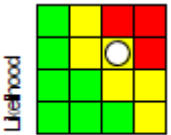
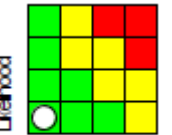
## 4 Inability to meet social housing targets and deliver affordable housing 2024/25

<b>CR2024/25_4.1</b>		<b>Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.</b>			
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>	Priority4: Living in Tamworth		
			Priority: Organisation		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>		<b>Severity</b>	3	<b>Severity</b>	2
<b>Likelihood</b>		<b>Likelihood</b>	3	<b>Likelihood</b>	1
<b>Risk Score</b>		<b>Risk Score</b>	9	<b>Risk Score</b>	2
<b>Original Risk Date</b>		<b>Date Reviewed</b>	23-Jul-2024	<b>Target Date</b>	
<b>Causes</b>	CAUSES		<b>Consequences</b>	CONSEQUENCES	





<b>Latest Risk Note</b>	Risk of earlier than anticipated inspection, increased via Regulator Feedback.	23 Jul 2024	Pardeep Kataria
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<b>RCM linked action Code and Title</b>	<b>Status</b>	<b>RCM linked action Due date</b>	<b>RCM linked action Latest note</b>	<b>RCM linked Action Latest note date</b>	<b>RCM linked action AD</b>





## 5 Organisational Resilience 2024/25

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


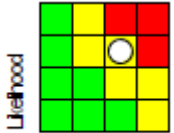
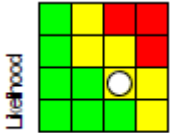
	<ul style="list-style-type: none"> <li>*Executive staff turnover may lead to experience/ knowledge loss</li> <li>*Inability to drive public engagement and manage increase in demand/ expectations</li> <li>*Lack of succession planning</li> <li>*Aging profile of organisation</li> <li>*Lack of incentive for young people to work for council</li> <li>*Competitive salary market impedes finding right candidates including not enough applicants for vacant roles</li> <li>*Increased workloads may not leave enough capacity to complete all in a timely manner</li> <li>*Lack of capacity to respond to changes regulations due to delays in releasing from the Gov and staff already stretched with current workloads.</li> <li>* Failure to have the organisational structure and a skilled and motivated workforce</li> <li>* Ineffective project management and governance *</li> <li>Ineffective performance management</li> </ul>		<ul style="list-style-type: none"> <li>*Potential for noncompliance with specific roles that require accreditation or specific skills</li> <li>*Ability to respond to regulatory/ statutory changes may be inefficient</li> <li>*Working to prioritised work/ leader decisions</li> <li>* Unable to deliver organisational strategies</li> <li>* Increased turnover/absenteeism</li> <li>Service failure leading to ombudsman intervention and increased compensation claims</li> <li>* Decreased staff engagement and satisfaction resulting in poor performance. Impact on health and wellbeing of existing staff</li> </ul>
<p><b>Latest Risk Note</b></p>	<p>Vacancies continue to be monitored. Where pressure points are identified these are being kept under review.</p>	<p>10 Jul 2024</p>	<p>Emma Dyer</p>

RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Business Continuity Planning		31-Mar-2025	Initial plans have been drafted and work continues to develop through to final completed plan. Once completed testing will be needed.	18-Jul-2024	Paul Weston
RCM 2024-25 Delivery of People and Organisational Strategy		31-Mar-2025	Strategy and action plan to be refreshed 2024/25 aligned to the new corporate plan and to take into account learning from peer review.	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Develop Project management skills for key staff		31-Mar-2025	Staff requiring training identified via PDR process Training to be delivered by 31 March 2025	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Effective employee relations		31-Mar-2025	Trade Union Meetings held on regular basis at least quarterly. All policies and procedures compliant with legislation with 3 yearly reviews or earlier if legislation dictates. Regular communications with staff via monthly newsletter and everyone emails, staff conference and chat with the chief.	18-Jul-2024	Anica Goodwin; Zoe Wolicki











RCM 2024-25 Emergency Planning		31-Mar-2025	CCU updated ELT on the 17 July 24 with the emergency planning improvement plan agreed new proposals around policy, training and service development.	19-Jul-2024	Tina Mustafa
RCM 2024-25 Monitoring of staff turnover		31-Mar-2025	Update to Statutory Officers Group on a quarterly basis. 6 monthly update to appointments and staffing committee.	18-Jul-2024	Anica Goodwin; Zoe Wolicki
RCM 2024-25 Training plan resourced		31-Mar-2025	PDR process embedded and undertaken in quarter 1. Analysis of training will be undertaken in quarter 2. Priority training to be identified. Procurement processes to be undertaken.	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Workforce plan in place		31-Mar-2025	Work continues to be completed by 31 March 2025.	18-Jul-2024	Zoe Wolicki

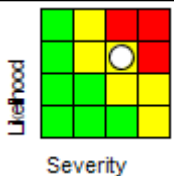
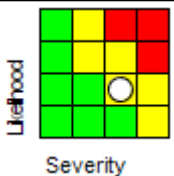
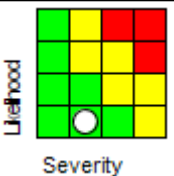
**6 Failure to meet climate change ambitions / meet net zero targets and plan for major weather impacts and force majeure 2024/25**

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

<b>Latest Risk Note</b>	In quarter 4 a new climate change officer started. Also, the Climate Change Action Plan was started with external consultants Aether.	30 May 2024	Pardeep Kataria
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<b>RCM linked action Code and Title</b>	<b>Status</b>	<b>RCM linked action Due date</b>	<b>RCM linked action Latest note</b>	<b>RCM linked Action Latest note date</b>	<b>RCM linked action AD</b>
RCM 2024-25 Deliver against the Nature Recovery Declaration		31-Mar-2025	Cross organisational work taking place to deliver on aspects of this work for the authority. With a paper being drafted for ISG Committee in August 2024, which will provide the updated position of this work to Members.	18-Jul-2024	Hannah Peate
RCM 2024-25 Delivery of a communications plan for climate change		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Climate Adaptation Plan		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Climate Change Action Plan		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of training and induction into climate change		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Development of infrastructure for acting on Climate Change		31-Mar-2025	Imminent delivery of EV charging hub at Riverdrive.	18-Jul-2024	Anna Miller
RCM 2024-25 Embed climate change into procurement processes		31-Mar-2025	This work is underway and will be completed 24/25.	10-Jul-2024	Anna Miller
RCM 2024-25 Embed climate change into the Local Plan review		31-Mar-2025	Local Plan Review underway	09-Jul-2024	Anna Miller

## 7 Information and Data Management 2024/25

<b>CR2024/25_7.1</b>		<b>Lack of insight from information and data systems could impede effective decision making and affect systems viability.</b>			
<b>Categories Code &amp; Description</b>		<b>Corporate Priority affected</b>	Priority2: The Economy		
			Priority: Organisation		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	3	<b>Severity</b>	3	<b>Severity</b>	2
<b>Likelihood</b>	3	<b>Likelihood</b>	2	<b>Likelihood</b>	1
<b>Risk Score</b>	9	<b>Risk Score</b>	6	<b>Risk Score</b>	2
<b>Original Risk Date</b>	19-Aug-2023	<b>Date Reviewed</b>	30-Apr-2024	<b>Target Date</b>	
<b>Causes</b>	<ul style="list-style-type: none"> <li>*Isolated systems may not support sharing information.</li> <li>*Lack of joined up systems</li> <li>*Non-user-friendly systems may inhibit competency/confidence</li> <li>*Unable to keep up with costs of updating systems</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>*Inability to drive value of decision making from data</li> <li>*Missed or gaps in data could impede tracking progress of work especially with leavers</li> <li>*Not paying for updates to systems could result in vulnerabilities - potential for cyber-attacks. Not making use of data available to us.</li> </ul>	

<b>Latest Risk Note</b>	Improvements to systems are being delivered through ICT strategy.	30 Apr 2024	Becky Smeathers
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<b>RCM linked action Code and Title</b>	<b>Status</b>	<b>RCM linked action Due date</b>	<b>RCM linked action Latest note</b>	<b>RCM linked Action Latest note date</b>	<b>RCM linked action AD</b>
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RCM 2024-25 Cyber Security		31-Mar-2025	ICT monitor cyber security measures, latest threats, perform regular vulnerability scans and remediation activities and are signed up to the NCSC Active Cyber Defence programme.  Regular information to staff via newsletters and InfoZone updates.  Cyber e-learning mandatory training for all staff.	23-Jul-2024	Zoe Wolicki
RCM 2024-25 Data Protection		31-Mar-2025	Policies and procedures for DP on Astute and available as hard copies.	18-Jul-2024	Zoe Wolicki


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

CR2024/25_8.1	Lack of economic growth, sustainability and prosperity in the Borough at the levels required				
Categories Code & Description		Corporate Priority affected		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	30-Apr-2024	Target Date	
Causes	<ul style="list-style-type: none"> <li>* Lack of investment in the Borough</li> <li>* General downturn in the economy due to factors beyond our control</li> <li>* Failure to recognise economic changes</li> <li>* The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases</li> <li>* Changes in Job market</li> <li>* Inadequate business continuity plans</li> <li>* Lack of economic development strategy</li> </ul>		Consequences	<ul style="list-style-type: none"> <li>* Economic prosperity declines</li> <li>* Deprivation</li> <li>* Reduced Business Rates income</li> <li>* Tamworth not seen as a positive place to live or invest in</li> <li>* Lack of economic and commercial growth</li> <li>* Unable to recruit key/essential skills</li> <li>* Failure to deliver project outcomes</li> <li>* Failure to deliver corporate plan</li> <li>* Government intervention</li> <li>* Increased customer dissatisfaction</li> </ul>	







	* Reliance on small number large income generators/operators/town centre facilities		* Unrealised benefits *Negative public perception may damage Council's reputation
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<b>Latest Risk Note</b>	FHSF construction work gathering pace. Decisions taken to support FHSF project to enable completion. Decisions taken around a road map for Local Plan production.	09 Jul 2024	Emma Dyer
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 3A - Local plan to improve infrastructure, evening economy and transport links		31-Mar-2025	Local plan preparation underway for draft plan.	18-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Future High Streets Fund		31-Mar-2025	Final year of delivery of the programme	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Gungate project (North and South)		31-Mar-2025	Land assembly/acquisition stage. Removal of key constraints to allow for sites to be master planned successfully.	09-Jul-2024	Anna Miller
RCM 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</p>	18-Jul-2024	Anna Miller

			up space that can be flexibly managed, creating conditions for new businesses to try and establish themselves in the town.		
RCM 2024-25 Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions		31-Mar-2025	Draft strategy with Asset Strategy Steering Group awaiting approval before submission to Cabinet for formal adoption.	18-Jul-2024	Paul Weston

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Risk Control Measure Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	On track and in control
	Completed



## 5. Audit Plan update – End of Quarter 1

The internal audit plan for 2024/25/ approved by the Audit & Governance Committee at its meeting in March 2024. The plan was for a total of 16 audits. To the end of quarter 1 2024/2025 we have completed 12% of the audit plan. In addition we have fully completed the 4 audits rolled forward from 2023/24 and await management agreement to 2 audits from 2023/24. An analysis of audit plan completion and indicatively planned audits is shown in the table below.

	Q1	Q2	Q3	Q4
Number of audits allocated per quarter	4	4	6	3
% of plan	25	25	37	13
Cumulative 2024/25 audit plan % completed	12			
Completed and finalised 2023/24 audits	4			
Audits drafted and awaiting management agreement 2023/24	2			

Planned work continues to be monitored and reviewed. Due to a number of audits 6 from 2023/24 (requiring completion work during Q1 of 2024/25) this has led to the section underperforming for Q1 as outlined in the table above.

### Outstanding Audit Recommendations

The total outstanding actions at the end of Quarter 1 are 57 (8 high, 33 medium, 16 low). During 2024/25 the Audit Manager held quarterly meetings with all Assistant Directors to review all outstanding recommendations, for Quarter 1 these meetings will be undertaken during July/August 2024.

Priority of Recs	High	Medium	Low	Total
Number of O/S recs – 31 March 2024	9	26	12	47
Number of recs closed during period Apr 24 – June 24	2	3	0	5
Number of additional recs made during Quarter 1	1	10	4	15
Number of O/S recs at 30 June 2024	8	33	16	57
Overall movement of rec numbers during Quarter 4	-1	+7	+4	+10

As at 30 June 2024 there were 8 high priority recommendations, all were overdue and these have been followed up with Assistant Directors.

## 6. Information Governance Reports

The Information Governance Team is responsible for investigating and providing responses on behalf of the organisation for a number of statutory requirements.

### 6.1 Personal Data Breaches

Part 3 of the DPA 2018 introduces a duty on the Council to report certain types of personal data breaches to the Information Commissioner (ICO). The Council must do this within **72 hours** of becoming aware of the breach, where feasible.

A personal data breach means a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data. This means that a breach is more than just losing personal data.

The Council only has to notify the ICO of a breach if it is *likely to result in a risk to the rights and freedoms of individuals*.

The table below provides a summary of statistics for Quarter 1 2024/25

01 April 2024 – 30 <sup>th</sup> June 2024 Number of personal data breaches recorded	5
01 April 2023 – 30 <sup>th</sup> June 2023 Number of personal data breaches recorded	3
Increase / decrease of % compared to same time last year	66.66% increase
Highest amount received Quarter 1 2024	May – 3
Lowest amount received Quarter 1 2024.	April – 0
Reported to the Information Commissioner (ICO)	0
Reported within statutory the timeframe of 72 hours %	N/A
Breach Category	N/A
ICO Findings	N/A

## 6.2 Freedom of information (FOI) and Environmental Information Regulations (EIR) requests.

The Freedom of Information Act 2000 provides public access to information held by public authorities, and this is done in two ways:

- publishing certain information about the Council activities; and
- where members of the public are entitled to request information from the Council.

Recorded information includes printed documents, computer files, letters, emails, photographs, and sound or video recordings.

The table below provides a summary of statistics for Quarter 1 2024.

01 April 2024 – 30 <sup>th</sup> June 2024 – total requests received	173
01 April 2023 – 30 <sup>th</sup> June 2023 - total requests received	145
Increase of % compared to same period last year	19.31%
Highest monthly requests received	74 – April 24
Lowest monthly requests received	40 – June 24
Responded to within statutory requirement of 20 working days	172
Percentage responded to within statutory requirement of 20 working days	99.42%

### High Demand Service Areas

Service Areas for FOI/EIR requests the last 3 months.

Planning	28
Housing	25
Transfer to SCC & Multi Service	20

### Request Trends

Top 3 topics for FOI / EIR requests in quarter one were:

Property CIL Charge Schedules
Temporary Accommodation
Adult and child social care.

## Internal reviews

Under FOI/EIR, the requester has the right to appeal about the way their request has been handled. This is known as an Internal Review.

The table below provides a summary of statistics for Quarter 1 2024

01 <sup>st</sup> April 2024 – 30 <sup>th</sup> June 2024– Number of Internal review requests received	0
01 <sup>st</sup> April 2023 – 30 <sup>th</sup> June 2023- Number of Internal review requests received	1
Increase or decrease of % compared to same period last year	Decrease
Responded to within statutory requirement of 20 working days	N/A
Percentage responded to within statutory requirement of 20 working days	N/A

## Information Commissioner

If, following an internal review, a requestor remains dissatisfied with the response they can approach the Information Commissioners Office (ICO) to ask them to review the decision.

The table below provides a summary of statistics for Quarter 1 2024

01 <sup>st</sup> April 2024 – 30 <sup>th</sup> June 2024 – Number of Enquiries received by ICO	0
01 <sup>st</sup> April 2024 – 30 <sup>th</sup> June 2024 - Number of Enquiries received by ICO	0
01 <sup>st</sup> April 2024 – 30 <sup>th</sup> June 2024 – ICO Findings	N/A

## 6.3 Subject Access Requests

Under Data Protection legislation (DP), primarily the UK General Data Protection Regulation (UK-GDPR) and the Data Protection Act 2018 (DPA 2018), individuals have rights in relation to the information the Council holds about them. This includes the right to be provided with a copy of the information the Council holds about them, a 'subject access request' (SAR).

SAR requests are facilitated centrally through Council's Information Governance Team (IGT). They triaged and allocated to individual services for review and response. The IGT review and issue responses, in addition, supporting service areas with any relevant exemptions/exceptions that may apply.

SAR's requests must be answered within one calendar month from the date the request was received.

The table below provides a summary of statistics for Quarter 1 2024.

01 <sup>st</sup> April 2024 – 30 <sup>th</sup> June 2024 – total requests received	9
01 <sup>st</sup> April 2023 – 30 <sup>th</sup> June 2023 - total requests received	7
Increase / decrease of % compared to same time last year	28.57% increase
highest amount received Quarter 1 2024	June – 4
lowest amount received Quarter 1 2024	April - 2
Responded to within statutory timeframe of one calendar month	6 (3 still require response)
Responded to within statutory timeframe of one calendar month %	100% of those due a response have been responded to.

If a requestor is dissatisfied with the response under, they can approach the Information Commissioners Office (ICO) to ask them to review the decision.

The table below provides a summary of statistics for Quarter 1 2024

01 <sup>st</sup> April 2024 – 30 <sup>th</sup> June 2024 – Number of Enquiries received by ICO	0
01 <sup>st</sup> April 2023 – 30 <sup>th</sup> June 2023 - Number of Enquiries received by ICO	1
01 April 2024 – 30 <sup>th</sup> June 2024 – ICO Findings	N/A

## 6.4 Comments, Compliments and Complaints

This update provides a summary of the council's quarter one performance in handling complaints effectively, resolving complaints in a timely manner and identifying areas for improvement when our service is found to be below expectation.

The update covers the period from **1 April 2024 – 30 June 2024**.

In this period the council received a total 47 complaints. This broken down to:

- 38 Stage 1
- 9 Stage 2

Complaints					
Number of Stage 1 complaints received		38			
Number of Stage 2 complaints received		9			
<b>Complaints (Overall Total)</b>		<b>47</b>			

Of the 38 stage 1 complaints processed:

- 19 were responded to with the statutory timeframe of 10 working days.
- 6 were responded to outside the statutory timeframe of 10 working days
- 13 are awaiting response from the department (outside the statutory timeframe)
- 0 are awaiting response from the department (inside the statutory timeframe)

Responses (Stage 1)					
Responded to with the statutory timeframe of 10 working days		19			
Responded to after the statutory timeframe of 10 working days		6			
Awaiting response from department (outside of statutory timeframe)		13			
Awaiting response from department (within statutory timeframe)		0			
<b>Total</b>		<b>38</b>			

Of the 9 stage 2 complaints processed:

- 3 were responded to within the statutory timeframe of 20 working days.
- 2 were responded to after the statutory timeframe of 20 working days
- 4 are awaiting responses from the department (outside the statutory timeframe)
- 0 are awaiting response from the department (inside the statutory timeframe)

<b>Responses (Stage 2)</b>					
Response statutory timeframe of 20 workings days		3			
Responded to after the statutory timeframe of 20 workings days		2			
Awaiting response from department (outside of statutory timeframe)		4			
Awaiting response from department (within statutory timeframe)		0			
<b>Total</b>		<b>9</b>			

Overall, this provides a percentage of 50% for stage 1 and 44% for stage 2.

		<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
<b>Complaints (%) Qtr 1</b>					
Stage 1 - within SLA		50%			
Stage 1 - outside SLA		50%			
Stage 2 - within SLA		44%			
Stage 2 - outside SLA		56%			

All complaints received in quarter 1 were acknowledged within 5 working days.

### **Other enquiries**

The department processed:

- 227 service requests/updates,
- 137 member enquiries and
- recorded 30 compliments.

### **Learning from complaints**

By recording and analysing complaint data we can identify and address the causes of complaints and, where appropriate, identify training opportunities and introduce service improvements.

A review of data collected is underway and this will assist in:

- identifying areas where further training or guidance can be provided resulting in improved complaint response times
- identifying trends
- improving the data provided in the performance reports

Overall, the Information Governance team processed 441 contacts for the period: 1 April 2024 – 30 June 2024 with a summary of the data shown below.

2024/2025	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>Complaints</b>					
Number of Stage 1 complaints received		38			
Number of Stage 2 complaints received		9			
<b>Complaints (Overall Total)</b>		<b>47</b>			
<b>Responses (Stage 1)</b>					
Responded to with the statutory timeframe of 10 workings days		19			
Responded to after the statutory timeframe of 10 workings days		6			
Awaiting response from department (outside of statutory timeframe)		13			
Awaiting response from department (within statutory timeframe)		0			
<b>Total</b>		<b>38</b>			
<b>Responses (Stage 2)</b>					
Response statutory timeframe of 20 workings days		3			
Responded to after the statutory timeframe of 20 workings days		2			
Awaiting response from department (outside of statutory timeframe)		4			
Awaiting response from department (within statutory timeframe)		0			
<b>Total</b>		<b>9</b>			
<b>Number of Compliments</b>		<b>30</b>			
<b>Number of Service Requests / Enquiries / Service Request Updates received</b>		<b>227</b>			
<b>Overall Total</b>	<b>304</b>	<b>304</b>		<b>0</b>	<b>0</b>
	<b>Year Total</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
<b>Member Enq</b>					
Number of Member Enquiries Received		137			
Responses provided (including signposting)		110			
No response required		27			
<b>Total</b>	<b>137</b>	137			
<b>Complaints (%) Qtr 1</b>					
Stage 1 - within SLA		50%			
Stage 1 - outside SLA		50%			
Stage 2 - within SLA		44%			
Stage 2 - outside SLA		56%			
<b>Overall Contact Total</b>		<b>441</b>			




## 6.5 Detailed view of 2024/25 complaints up to end Quarter 1


Breakdown of Data (Service Area) Qtr 1	Number of Stage 1 complaints received	Responded within the statutory timeframe of 10 working days	Responded after the statutory timeframe of 10 working days	Awaiting response from department (Stage 1 - outside of statutory timeframe)	Awaiting response from department (Stage 1 - within statutory timeframe)	Number of Stage 2 complaints received	Responded within the statutory timeframe of 20 working days	Responded after the statutory timeframe of 20 working days	Awaiting response from department (Stage 2 - outside of statutory timeframe)	Awaiting response from department (Stage 2 - within statutory timeframe)	Complaints (Overall Total)	Total Service Requests/Service request updates / General Enquiries	Total Compliments
ASB	1			1							1	4	1
Benefits												1	
Car Parks	1			1							1	7	
Castle CCTV													
Commercial Assets												2	
Council Tax & Revenues	6	6									6	12	
Customer Services											0	8	1
Democratic Services											0	2	
Elections											0	2	
Environmental Health											0	9	
Housing Repairs	15	4	3	8		5	0	1	4		20	23	
Housing Repairs Gas	2	2									2	2	
Housing Repairs Planned	3	3				1	1				4	1	1
Housing Solutions	4	2	1	1							4	13	3
Joint Waste											0	21	
Land Charges / Legal (Right to Buy)											0	1	
Multiple Depts											0	1	
Partnerships											0	2	
Planning & Development											0	2	
Private Sector											0	1	
Rental Income											0		
Sheltered Housing											0	1	4
Street Scene	4	1	2	1		1	1				5	61	6
Tenacy Management	2	1		1		2	1	1			4	31	13
Tenancy Involvement Group											0		
Theatre											0	2	1
Wardens											0		
SCC											0	17	
ICT											0	1	
<b>Total</b>	<b>38</b>	<b>19</b>	<b>6</b>	<b>13</b>		<b>9</b>	<b>3</b>	<b>2</b>	<b>4</b>		<b>47</b>	<b>227</b>	<b>30</b>
<b>Overall Total</b>	<b>304</b>												
Complaints Ack within SLA (5 working days) (Qtr 1) %	100												


## Appendix A - Strategic Projects Highlight Reports


### Asset management Strategy


<b>Asset management Strategy</b>	Purpose: Development of Asset Management Strategy to guide future of built assets owned by the council. Scope: Review of existing strategy, costed stock condition survey, development of overarching strategy, development of asset management plans.	<b>Overall Project Status</b>		<b>Managed By</b>	Paul Weston
<b>Activities since last period</b>	<ul style="list-style-type: none"> <li>• Surveys completed.</li> <li>• Gap analysis completed.</li> <li>• Additional surveys quoted.</li> <li>• Final draft circulated to Asset Strategy Steering Group for review.</li> </ul>	<b>Planned Activities for next period</b>	<ul style="list-style-type: none"> <li>• Collate amendments from Asset Strategy Steering Group</li> <li>• Finalise Document</li> <li>• Forward Plan for approval</li> <li>• Identify resources for implementation</li> </ul>	<b>Amber/Red Areas</b>	Amber - project progressing and at final draft stages.
<b>Risks including Stakeholder Issues, budget and timing</b>	<ul style="list-style-type: none"> <li>• Needs to ensure there are links with SHRP project.</li> <li>• Needs to link to CPC process.</li> </ul>	<b>Resourcing Requirements</b>	Resources for implementation phase to be considered	<b>Decisions required from CMT</b>	None.
<b>Note</b>	Final draft of document is with the Asset Strategy Steering Group for approval before being put on forward plan for final approval.  Final draft to be presented to Asset Strategy Steering Group before proceeding to Cabinet [May 24].  Finalising document to reflect Scrutiny Committee comments.	<b>Date</b>	16-Jul-2024  16-May-2024  14-Jul-2023	<b>Author</b>	Paul Weston  Paul Weston  Paul Weston

	Existing policy review completed. Draft policy reviewed by Scrutiny. Amendments to reflect Member comments are in progress with final draft to be presented to Cabinet for approval. Detailed Asset Management Plans will follow on from the strategy.		11-May-2023		Paul Weston
	Final amendments to be made in readiness for sign off by Members.		31-Mar-2023		Paul Weston
	Draft document has been reviewed by the Asset Strategy Steering Group and Scrutiny. Some Amendments are required. The initial process of Asset Management Plan development has commenced.		03-Jan-2023		Paul Weston

Key Workstream	KW Status	KW Assigned To	KW Notes
Costed condition survey		Paul Weston	Condition survey of housing and non-housing complete. Additional surveys of high-rise and non-traditional properties complete.


Key Workstream	KW Status	KW Assigned To	KW Notes
Development of new Strategy and Plans		Paul Weston	Final draft of document is with the Asset Strategy Steering Group for approval before being put on forward plan for final approval.

Key Workstream	KW Status	KW Assigned To	KW Notes
Review of existing Strategy		Paul Weston	Review completed by external consultants with Gap Analysis produced.

<b>FHSF</b>	Delivery of £21.65m project to renew the town centre	<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>	Flex contract has been signed. Work continues on Middle Entry design options and Middle Entry and St Editha's costs. Progress made in construction of former Peel Café.	<b>Planned Activities for next period</b>	Engross and sign the Nationwide Agreement. Start on site for Market Street enabling and opening up works.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>	RAAC and liabilities. Market Street properties and their condition. Continued protracted discussions on middle entry scope risk programme issues.	<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
<b>Note</b>	Work has started at the Peel Cafe and TEC. Report to go to Full Council to request Capital Money in February. Work on the FLEX/ME entry project is awaiting a Full Council decision on budget, to be able to move forwards. Awaiting Govt to approve extensions to spend deadlines to allow commitment of spend by September and actual spend by end March 2025.	<b>Date</b>	03-Jun-2024	<b>Author</b>	Pardeep Kataria
	Costs emerging from the contractor following further design and survey work, coupled with increased costs has led to challenging discussions. The original grant fund from Government will not cover the increased costs and discussions are ongoing around how to mitigate the increases. A report will go to Full Council to request capital money to support the project.		31-Oct-2023		Anna Miller
	Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. A number of applications have		14-Jul-2022		Anna Miller

	<p>been approved by planning committee with the college application submitted and awaiting determination. Challenges persist, the biggest one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Sub committee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.</p>				
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<p><b>Gungate</b></p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders. Scope: Development of land north and south of Spinning School Lane into a mixed use site which will support the town centre by delivering uses that complement the existing offer and increase footfall, choice and prosperity.</p>	<p><b>Overall Project Status</b></p>		<p><b>Managed By</b></p>	<p>Anna Miller</p>
<p><b>Activities since last period</b></p>	<p>Space and place commissioned and work in draft format to determine feasibility of split with ATIK. Work underway on understanding rights of way constraint on Gungate North.  Agreed NCP legals. Contract signed.</p>	<p><b>Planned Activities for next period</b></p>	<p>Rights of way issues to continue to be explored. Highways advice to be sought. Contact with the new Atik owner has been made and discussions will continue.</p>	<p><b>Amber/Red Areas</b></p>	
<p><b>Risks including Stakeholder Issues, budget and timing</b></p>	<p>Legal issue around rights of way access and the police station - needs resolution. Rekom, the owners of ATIK have gone into administration with a number of the companies that they own. New owners have been in contact and they have yet to decide what happens to ATIK long</p>	<p><b>Resourcing Requirements</b></p>	<p>The Gungate capital pot has been substantially reduced as a result of Full Council decision (27/2/24) wrt to the FHSF budget issues</p>	<p><b>Decisions required from CMT</b></p>	<p>Briefing to ELT on Gungate north and South projects in the Autumn with likely Cabinet report to follow.</p>

	term. Risk to project to be able to split the building with Buzz.				
<b>Note</b>		<b>Date</b>		<b>Author</b>	

Key Workstream	KW Status	KW Assigned To	KW Notes
Delivery north site	✔	Anna Miller	Space and Place inception meeting to design ATIK/Buzz split.


Key Workstream	KW Status	KW Assigned To	KW Notes
Delivery south site	✔	Joanne Goodfellow; Thomas Hobbs; Karen Moss	Work underway to acquire NCP lease and take back the car park.

Key Workstream	KW Status	KW Assigned To	KW Notes
Land Assembly north site	✔	Thomas Hobbs	SCC have met with occupants of Tam youth centre to set out that a termination notice for vacant possession is imminent.  SCC are in the final throes of satisfying the Charities Commission requests to allow them to dispose of the site to TBC.

Key Workstream	KW Status	KW Assigned To	KW Notes
Land Assembly south site	✔	Joanne Goodfellow; Thomas Hobbs	NCP is now in TBC control. There is a question mark around the Bennetts Taxi site and should this be purchased to round off the site. Work is underway to establish a value/negotiating start point to be able to make a decision.

Key Workstream	KW Status	KW Assigned To	KW Notes
Partnership with Homes England - Governance	✔	Thomas Hobbs	The Borough Council has a MOU with Homes England.

## HRA Business Plan (2024-2054)

<b>HRA Business Plan (2024-2054)</b>	Purpose: This plan will detail our ambitions over the next 30 years as to how we manage and look to improve our housing stock. Specifically reviewing the GF contribution to the HRA as part of EMT agreed financial sustainability planning Scope: Reviewing the HRA financial planning around the business plan and how it contributes to the corporate agenda	<b>Overall Project Status</b>		<b>Managed By</b>	Tina Mustafa
<b>Activities since last period</b>	External consultant engaged as part of financial modelling and already working with Chief Accountant on scenario planning to inform development	<b>Planned Activities for next period</b>	Cabinet report due 22/2/24 following several sessions at Homeless & Housing Advisory Board and financial workshops with Portfolio Holder and Leader  PW commissioned ARK to review repairs cost which will significantly impact on the HRA plan	<b>Amber/Red Areas</b>	longer-term financial challenges
<b>Risks including Stakeholder Issues, budget and timing</b>	Carbon neutral targets will significantly impact on HRA resources (i.e. EPC c+ and electric charging; fuel poverty) HRA currently showing funding gap	<b>Resourcing Requirements</b>	Consultancy support and corporate project team involving finance. Given alignment with self-assessment likely to require project manager	<b>Decisions required from CMT</b>	None
<b>Note</b>	HRA consultation plan on spending priorities is due to be launched at the tenant conference on the 16 Sep 2024. The HRA Business plan was reported to cabinet on the 22 Feb 2024 and the associated delivery plan is reflected in the 2023/24 work programme.	<b>Date</b>	19-Jul-2024	<b>Author</b>	Pardeep Kataria
	HRA Business plan modelling on track with Cabinet report planned 22/2/24. Portfolio Holder		23-Jan-2024		Tina Mustafa



	and Leader involved in briefings to Board and associated workshops. HRA showing balanced position over MTFS with longer term challenges from horizon scanning				
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Key Workstream	KW Status	KW Assigned To	KW Notes
Commission work on HRA business plan drafting and ambitions	✔	Lee Birch; Tina Mustafa	HRA Business Plan modelling complete by external consultants

Key Workstream	KW Status	KW Assigned To	KW Notes
Financial Update and Scenario Planning	✔	Joanne Goodfellow	Reported to Cabinet 22/2/24 with full scenario and stress financial testing completed. Consultation with tenants to start


Key Workstream	KW Status	KW Assigned To	KW Notes
Update HRA business plan to members (prospectus and adopted plan)	✔	Lee Birch; Tina Mustafa	Will require statutory consultation and alignment with self-assessment

Key Workstream	KW Status	KW Assigned To	KW Notes
HRA Business Planning Tenant Leaseholder Engagement		Tina Mustafa	


## Local Government Boundary Review


<b>Local Government Boundary Review</b>	An electoral review of Tamworth Borough Council. Purpose: is to consider the number of councillors elected to the council, the names, number and boundaries of the wards, and the number of councillors to be elected to each ward.	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	awaiting formal communication from boundary commission for project inception as at 30/6/24	<b>Planned Activities for next period</b>	in line with boundary commission requirements	<b>Amber/Red Areas</b>	none
<b>Risks including Stakeholder Issues, budget and timing</b>	none	<b>Resourcing Requirements</b>	none	<b>Decisions required from CMT</b>	none
<b>Note</b>	awaiting contact from boundary commission	<b>Date</b>	17-Jul-2024	<b>Author</b>	Zoe Wolicki
	Still awaiting communications from commission.		16-May-2024		Pardeep Kataria
	still awaiting communications from commission		24-Jan-2024		Zoe Wolicki
	Still awaiting boundary commission notification		30-Oct-2023		Pardeep Kataria


# Net Zero

<p><b>Net Zero</b></p>	<p>Purpose: Make the Council's activities net-zero carbon by 2050 with aspiration to achieve 2030 should the council be financially able to do so          Scope:          1) Ensure that political and chief officers leadership teams embed this work in all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the council's activities.          2) The Council (including the Executive and Scrutiny Committee) consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies.          3) Receive a report to the relevant scrutiny committee regarding the level of investment in the fossil fuel industry that any of our investments have.          4) Ensure that all reports in preparation for the 2021/2022 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency:</p>	<p><b>Overall Project Status</b></p>	<p style="text-align: center;"></p>	<p><b>Managed By</b></p>	<p>Anna Miller</p>
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<b>Activities since last period</b>	Officer workshop has been completed.	<b>Planned Activities for next period</b>	Member workshop will be in August.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
<b>Note</b>	New Climate Change Officer Starts at the end of February, who will be tasked with moving the project forwards.	<b>Date</b>	24-Jan-2024	<b>Author</b>	Anna Miller

<b>Key Workstream</b>	<b>KW Status</b>	<b>KW Assigned To</b>	<b>KW Notes</b>
Scope 1 - 3		Anna Miller	Policy change approved for additional resource to support Scope 1.

<b>Key Workstream</b>	<b>KW Status</b>	<b>KW Assigned To</b>	<b>KW Notes</b>
Scope 4		Anna Miller	<p>Following a discussion at CMT the following were noted:</p> <p>Information / budgets were included in the 2020/21 MTFS &amp; report ensuring <i>'that all reports in the preparation for the 2021/22 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency'</i>.</p> <p>Budget provision of £105K for 20/21 budget to fund emerging climate change initiatives was made.</p>


<b>Key Workstream</b>	<b>KW Status</b>	<b>KW Assigned To</b>	<b>KW Notes</b>
Stage 2		Anna Miller	<p>Building Energy Audits completed.</p> <p>Baseline assessment of greenhouse gas emissions completed.</p>

## Social Housing Regulatory Programme

<b>Social Housing Regulatory Programme</b>	The Social Housing Regulatory Programme is the Councils organisational wide approach to ensuring compliance with the Social Housing (Regulation) Act 2023. It is focused on RSH inspection preparedness and there is 8 projects across the programme with complex interdependencies highlighted.	<b>Overall Project Status</b>		<b>Managed By</b>	Tina Mustafa
<b>Activities since last period</b>	<ul style="list-style-type: none"> <li>• Programme now established</li> <li>• Diary of meetings now completed</li> <li>• Projects Scoped</li> <li>• Intensive governance arrangements providing scrutiny (Corporate scrutiny)</li> </ul>	<b>Planned Activities for next period</b>	<ul style="list-style-type: none"> <li>• Programme mid-term review completed with ELT 13/5/24</li> <li>• Cabinet paper being drafted 06/06/24</li> </ul>	<b>Amber/Red Areas</b>	<ul style="list-style-type: none"> <li>• Self-referral being considered by ELT</li> <li>• As per individual Project Plans</li> <li>• Risk Map to be shared with Audit &amp; Governance</li> </ul>
<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>	Resourcing plan being prepared by Programme lead to support improvement plan organisationally with scaling up of resourcing on key programme areas	<b>Decisions required from CMT</b>	ELT agreed draft Cabinet aims on 13/5/24
<b>Note</b>	TMM updated ELT on 17 July 2024 with programme progress. Associated risks have been captured in the corporate risk register. Reports are due to the homelessness and housing advisory board on the 30 July 2024 and Cabinet 29 Aug 2024.	<b>Date</b>	19-Jul-2024	<b>Author</b>	Pardeep Kataria
	Programme actions on track - red risk areas identified as part of the Programme control		23-Jan-2024		Tina Mustafa
	<ul style="list-style-type: none"> <li>• Cabinet approved latest update 26/10/23 with next cabinet report planned for 14/03/24</li> </ul>		23-Jan-2024		Tina Mustafa

	<ul style="list-style-type: none"><li>• Homelessness &amp; Housing Advisory Board to consider 13/2/24 latest performance on TSMS Satisfaction survey and self-referral options</li><li>• Programme OPs meetings diarised until year end</li><li>• Internal infrastructure supporting the Programme established with all meeting/agenda framework</li><li>• Tenant Consultative Group - Options paper on additional advocacy to be considered March 2024</li><li>• Communication Strategy to be scoped</li></ul>				
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## Strategic Review of Leaseholder Service Charges

<b>Strategic Review of Leaseholder Service Charges</b>	The key outcomes will be: <ul style="list-style-type: none"> <li>• Review of the processes used to identify properties for inclusion in programmes</li> <li>• Review of communications relating to leasehold service charges</li> <li>• Review of the legal position related to service charges</li> <li>• Review of contractors and contract pricing</li> <li>• Proposals for interacting with Leaseholders</li> <li>• Assessment of Tamworth Borough Council practices against Best Practice in the sector.</li> </ul>	<b>Overall Project Status</b>		<b>Managed By</b>	Paul Weston
<b>Activities since last period</b>	<ul style="list-style-type: none"> <li>• Consultant has presented draft report</li> <li>• Draft report considered by the working group</li> <li>• Next steps document outlined</li> <li>• Update letter has been sent to leaseholders.</li> </ul>	<b>Planned Activities for next period</b>	<ul style="list-style-type: none"> <li>• Report on consultant report and proposals to be presented to Corporate Scrutiny in August</li> <li>• Leaseholder policy to be developed to address outcome of consultant report</li> </ul>	<b>Amber/Red Areas</b>	None at this time
<b>Risks including Stakeholder Issues, budget and timing</b>	None at this time	<b>Resourcing Requirements</b>	<ul style="list-style-type: none"> <li>• Need to consider the resources that will be required to deliver the enhanced levels</li> </ul>	<b>Decisions required from CMT</b>	

			of service outlined in the report. • Likely to have ongoing staffing and consultancy requirements.		
<b>Note</b>	Report complete and presented to working group. Draft report on outcomes and wider policy to be presented to Scrutiny Committee in August 2024.	<b>Date</b>	16-Jul-2024	<b>Author</b>	Paul Weston

Key Workstream	KW Status	KW Assigned To	KW Notes
1.Procurement of external resources	✔	Trevor Wylie	Consultant in place and work has now commenced with initial meetings having taken place.

Key Workstream	KW Status	KW Assigned To	KW Notes
2.Technical Assessment	✔	Trevor Wylie	All work complete and outline in consultant report.


Key Workstream	KW Status	KW Assigned To	KW Notes
3.Legal Assessment	✔	Trevor Wylie	All work complete and outlined in consultant report

Key Workstream	KW Status	KW Assigned To	KW Notes
4.Financial Assessment	✔	Trevor Wylie	All work complete and findings set out in consultants report

Key Workstream	KW Status	KW Assigned To	KW Notes
5.Customer Engagement	✔	Trevor Wylie	Initial engagement required to complete report has been completed. Further engagement will be required in relation to the policy.



## Sustainability Strategy to resolve long term MTFS position

<b>Financial Stability plan to resolve long term MTFS position</b>		<b>Overall Project Status</b>		<b>Managed By</b>	Becky Smeathers
<b>Activities since last period</b>	Project being scoped	<b>Planned Activities for next period</b>	Productivity Plans to Cabinet June 2024	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
<b>Note</b>	Productivity Plans to Cabinet June 24	<b>Date</b>	22-May-2024	<b>Author</b>	Rob Barnes

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