



# CABINET

31 August 2022

A meeting of the CABINET will be held on Thursday, 8th September, 2022, 6.00 pm in Town Hall, Market Street, Tamworth

---

## A G E N D A

### NON CONFIDENTIAL

**1 Apologies for Absence**

**2 Minutes of Previous Meeting (Pages 5 - 8)**

**3 Declarations of Interest**

*To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.*

*When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.*

**4 Question Time:**

To answer questions from members of the public pursuant to Executive Procedure Rule No. 13

**5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules**

**6 Quarter one 2022/23 performance report (Pages 9 - 92)**

*(Report of the Leader of the Council)*

**7 Budget and Medium Term Financial Planning Process 2023/24 (Pages 93 - 126)**

*(Report of the Leader of the Council)*

- 8 Annual Report on the Treasury Management Service and Actual Prudential Indicators 2021/22** (Pages 127 - 148)  
*(Report of the Portfolio Holder for Finance, Risk and Customer Services)*
- 9 Write Offs 1 April 2022 to 30 June 2022** (Pages 149 - 158)  
*(Report of the Portfolio Holder for Finance, Risk and Customer Services)*
- 10 Statement of Community Involvement and Local Development Scheme**  
(Pages 159 - 186)  
*(Report of the Portfolio Holder for Skills, Planning, Economy & Waste)*
- 11 Local Plan Issues and Options Consultation** (Pages 187 - 218)  
*(Report of the Portfolio Holder for Skills, Planning, Economy & Waste)*

Yours faithfully

A handwritten signature in black ink, appearing to be 'AOS', followed by a long horizontal line extending to the right.

**Chief Executive**

---

### **Access arrangements**

*If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail [democratic-services@tamworth.gov.uk](mailto:democratic-services@tamworth.gov.uk). We can then endeavour to ensure that any particular requirements you may have are catered for.*

### **Filming of Meetings**

*The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.*

*If a member of the public is particularly concerned about being filmed, please contact a member of Democratic Services before selecting a seat.*

### **FAQs**

*For further information about the Council's Committee arrangements please see the FAQ page [here](#)*

To Councillors: J Oates, R Pritchard, M Bailey, T Clements, S Doyle, A Farrell and  
M Summers.

This page is intentionally left blank



## **MINUTES OF A MEETING OF THE CABINET HELD ON 11th AUGUST 2022**

**PRESENT:** Councillor J Oates (Chair), Councillors R Pritchard (Vice-Chair), M Bailey, T Clements, S Doyle, A Farrell and M Summers

The following officers were present: Andrew Barratt (Chief Executive), Wendy Smith (Head of Environmental Health), Sarah Gear (Senior Licensing Officer) and Jo Hutchison (Democratic Services, Scrutiny and Elections Officer)

Apologies received from: Councillor(s)

### **30 APOLOGIES FOR ABSENCE**

There were no apologies for absence, Councillor A Farrell arrived at 6.05pm

### **31 MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 21 July 2022 were approved as a true record.

*(Moved by Councillor M Summers and seconded by Councillor R Pritchard)*

### **32 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **33 QUESTION TIME:**

There were no Questions for Cabinet.

### **34 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES**

The Vice-Chair of the Health & Wellbeing Scrutiny Committee, Councillor D Maycock, attended Cabinet to present the Chair's Report on the recommendations of the Committee made at scrutiny on 12<sup>th</sup> July 2022 in respect of the update it received on Housing Strategy.

The Vice-Chair presented the following recommendations to Cabinet from the Health & Wellbeing Scrutiny Committee:

1. that a biannual report be prepared by Officers for presentation to the Health & Wellbeing Scrutiny Committee, every 3 months, setting out performance metrics relating to each action plan for the 4 Priorities in the Housing Strategy including data over a three year period;
2. that a presentation be prepared for consideration by the Health & Wellbeing Scrutiny Committee regarding the delivery of the Council's climate change agenda in terms of the Council's Housing stock and the impact on vulnerable Tamworth residents; and
3. that consideration be given in the development of the criteria for First Homes, for the 20% discount to market price on the initial purchase, being continued in subsequent resales, where possible.

The Chair thanked Councillor Maycock for attending the meeting

Following consideration by Cabinet, Cabinet **RESOLVED** that

1. That quarterly reports be prepared by Officers for presentation to the Health & Wellbeing Scrutiny Committee, every 3 months, setting out performance metrics relating to each action plan for the 4 Priorities in the Housing Strategy including data over a three year period;
2. that a presentation be prepared for consideration by the Health & Wellbeing Scrutiny Committee regarding the delivery of the Council's climate change agenda in terms of the Council's Housing stock and the impact on vulnerable Tamworth residents; and
3. that consideration be given in the development of the criteria for First Homes, for the 20% discount to market price on the initial purchase, being continued in subsequent resales, where possible.

*(Moved by Councillor J Oates and seconded by Councillor R Pritchard)*

### **35 APPLICATION FOR AN INCREASE TO PRESCRIBED HACKNEY CARRIAGE FARE RATES**

The Report of the Portfolio Holder for the Voluntary Sector, Evening economy, Town centre and Community Safety to consider an application from Tamworth Hackney Carriage and Private Hire Association for an increase in the prescribed Hackney Carriage fare rate.

**RESOLVED** that

1. Cabinet considered the request received from the Tamworth Hackney Carriage and Private Hire Association in relation to the increase to the current Hackney Carriage fare rates, (attached at Appendix 3)
2. Cabinet approved the issuing of Notice of the intention to increase hackney carriage fares by advertising in local press for a consultation period of 14 days.

3. Cabinet approved that if no objections are received, the Assistant Director Growth & Regeneration be authorised to bring the new fare structure into force on a day deemed suitable to re-calibrate taximeters.
4. In the event of objections being received Cabinet delegated authority to the Assistant Director Growth and Regeneration and the Chair of the Licensing Committee to consider any objections.

*(Moved by Councillor M Summers and seconded by Councillor S Doyle)*

---

Leader

This page is intentionally left blank



Thursday, 8<sup>th</sup> September 2022

## Report of the Leader of the Council

### Quarter One 2022/23 performance report

#### Exempt Information

None

#### Purpose

This report provides Cabinet with a performance update, risk and financial health-check towards achieving the strategic priorities detailed within the Corporate Plan and Medium-Term Financial Strategy. The information contained within the report covers performance for the first quarter of the financial year i.e., April to June 2022. This report was scheduled for consideration by Corporate Scrutiny Committee on 16<sup>th</sup> August, however the item was deferred to be considered by the committee on 6<sup>th</sup> September 2022.

#### Recommendations

It is recommended that Cabinet endorse the contents of the report.

#### Executive Summary

The report has now been updated to detail performance against the Council's new vision and corporate objectives. Development of this performance report will continue to include key performance indicators and in line with Scrutiny and Cabinet feedback.

The report contains the following sections:

1. Recovery and Reset Programme Summary
2. Corporate Projects Summary – June 2022
3. Key Projects at Red or Amber – June 2022
4. Corporate Projects by Priority – June 2022
5. General fund – Actual Spend Summary
6. Universal Credit Summary
7. Corporate Risk Register
8. Impact of Welfare Benefit Reform and COVID19 on Council services
9. Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, June 2022
10. Financial Health check - Period 3 June 2022

#### Resource Implications

There are no finance or human resource implications

#### Legal/Risk Implications Background

Contained within the appendix

#### Equalities Implications

There are no equalities implications

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

There are no environmental or sustainability implications

**Report Author**

Zoe Wolicki - Assistant Director

**Appendices**

Appendix 1 – Quarter 1 2022-23 Performance Report

# Quarter 1 Performance Report

## **This report contains the following sections:**

1. Recovery and Reset Programme Summary
2. Corporate Projects Summary – June 2022
3. Key Projects at Red or Amber – June 2022
4. Corporate Projects by Priority – June 2022
5. General fund – Actual Spend Summary
6. Universal Credit Summary
7. Corporate Risk Register
8. Impact of Welfare Benefit Reform and COVID19 on Council services
9. Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, June 2022
10. Financial Health check - Period 3 June 2022

## **Appendices**

1. Corporate Projects Highlight Report
  - A. Budget Variances
  - B. Capital Programme Monitoring
  - C. Treasury Management Update













# 1. Recovery and Reset Programme Summary

Recovery & Reset Programme Highlight Report				
Completed by:	Tina Mustafa		Date Complete:	01 <sup>st</sup> August 2022
Projects	Project Lead	Highlight		
<b>Programme Overview</b>	<b>Tina Mustafa/ Trueman Change</b>	<p>Board met 29<sup>th</sup> June, clear political steer resulting in ELT update 04<sup>th</sup> July. ELT agreed 20/7/22 that the R&amp;R programme continue until End of the financial year (March 31<sup>st</sup> 2023).                      Regeneration Project to be moved outside of the R&amp;R programme. This will include all related future Gungate/longer term public sector home/proposals .                      Other project impacts described below as agreed at ELT.                      Timeline to be reviewed as requested by R&amp;R board 29/6/22.                      All projects and workstreams to be reviewed as per the Board steer and agreed at the next Ops meeting 22<sup>nd</sup> August.                      Cabinet update planned for October/November to coincide with Levelling Up funding announcements.</p>		
<b>Economic &amp; Regeneration</b>	<b>Anna Miller</b>	<p>Once Cabinet confirms Board position above project implementation review to be conducted by AM from a programme perspective.                      (Project outside of R&amp;R and Levelling Up bid submitted to DLuCH end July and MH prospectus underway – future reporting to be determined by AM).</p>		
<b>Building Requirements &amp; Utilisation</b>	<b>Paul Weston</b>	<p>Rationalisation of MH to be workshopped with officers on 03<sup>rd</sup> August to review decommissioning, investment spending, mothballing to reduce space requirements and overheads.</p>		
<b>SMART Working</b>	<b>Zoe Wolicki</b>	<p>Removed from Programme June 2022. Post Implementation Review received July and discussion at R&amp;R Ops meeting 22<sup>nd</sup> August planned.</p>		
<b>Customer Services Offer (including front of house)</b>	<b>Zoe Wolicki</b>	<p>workshop 03<sup>rd</sup> August to map principles, Town Centre reception options and necessary governance required. Political steer was for a small kiosk type reception facility within the Town Centre.</p>		
<b>Service Re-design</b>	<b>Tina Mustafa</b>	<p>ELT received detailed update on the 27<sup>th</sup> July. Cabinet to agree the 3 phased approach to Service Redesign.</p>		
<b>Third Sector &amp; Vulnerability</b>	<b>Jo Sands</b>	<p>Next phase of activity – scoping, designing and delivering a VCSE offer requires key decisions around premises and customer services offer. To inform the workshop on the 03<sup>rd</sup> August.</p>		
<b>Financial Management &amp; Commerciality</b>	<b>Joanne Goodfellow</b>	<p>To consider the realignment of this project with Service Redesign framework. AD to present proposals to the Ops meeting on 22<sup>nd</sup> August.</p>		
<b>Comms and Engagement</b>	<b>Tania Phillips</b>	<p>Tania Phillips recruited. Comms scoping session planned for 02<sup>nd</sup> August to revisit comms headlines, resourcing and updates to various R&amp;R channels. Proposals to Ops meetings 22<sup>nd</sup> August.</p>		
Achievements since last period		Planned Activities for next period		
<ul style="list-style-type: none"> <li>SMART Working moved to continuous activity for delivery of policy reviews. Post Implementation Review process completed.</li> <li>07<sup>th</sup> April Cabinet paper produced. DLuCH announced Levelling Up rounds in May, resulting in changes to the needs for interim back office accommodation and a clear political steer from the Board on 29<sup>th</sup> June to delay interim moves in favour of a smaller reception facility/vulnerability offer pending that longer term opportunity at Gungate.</li> <li>Trueman Change successfully repocured.</li> <li>Planned activities mapped →</li> <li>Detailed Service Redesign proposals underway.</li> </ul>		29 <sup>th</sup> Jun	R&R Board – clear political steer	
		20 <sup>th</sup> Jul	ELT refresh of programme workstreams agreed	
		27 <sup>th</sup> Jul	ELT consider Service Redesign approach	
		02 <sup>nd</sup> Aug	Communications workshop to review stakeholder messages	
		03 <sup>rd</sup> Aug	Officer workshop to map project workstreams impacting on MH, reception and vulnerability	
		22 <sup>nd</sup> Aug	R&R Ops meeting	
		31 <sup>st</sup> Aug	ELT to agree potential Cabinet recommendations to deal with MH, reception and vulnerability	
		26 <sup>th</sup> Sep	R&R Board to consider above refreshed proposals	
		Oct /Nov	Indicative dates for Levelling Up bids/awards to be announced	
Oct / Nov	Recovery & Reset Cabinet paper to update on programme plans and Service Redesign.			
Amber/Red Areas		Risks including Stakeholder Issues		

<ul style="list-style-type: none"> <li>Stakeholder communications being revisited given the change in Government landscape around funding and the impact on the programme.</li> <li>The projects are red/amber until all the project workstreams have been remapped and agreed at the 22<sup>nd</sup> August meeting.</li> </ul>	<ul style="list-style-type: none"> <li>As per programme control log and risk management tree which continues to be shared with Audit and Governance Scrutiny committee.</li> <li>External audit have given substantial assurance around the programme discipline and management.</li> </ul>
<b>Recovery &amp; Reset Board Issues</b>	<b>Resourcing Requirements</b>
<ul style="list-style-type: none"> <li>September Board to be diarised.</li> </ul>	<ul style="list-style-type: none"> <li>Resourcing plan to be refreshed once the programme/project workstreams have been updated.</li> </ul>

The programme remains in control, The red/amber areas are as a result of the R&R Board political steer to pause an interim whilst further investigations take place. The programme milestones are in the process of being reviewed and an updated timeline and project(s) map under way for discussion at the September board, with a view to updating Cabinet on the Recovery & Reset Programme in October 2022. This will feature options around continued de-commissioning of Marmion, town centre interim reception arrangements, support for vulnerable citizens and service re-design proposals and approach once updated the programme milestones status will change.

## 2. Corporate Projects Summary – June 2022

Project	Project Status	Due Date	Managed By	Overall Project Comments
Building Requirements		31-Mar-2023	Paul Weston	.
FHSF		31-Mar-2023	Anna Miller	The programme is on track however the Market Street properties are causing issues which if not resolved soon, will lead to programme delays for that specific project.
Marmion House		31-Mar-2023	Anna Miller	.
Place Investment Strategy		31-Mar-2024	Anna Miller	Project completion date 2024
Assure		31-Mar-2023	Anna Miller; Zoe Wolicki	This project is always on the side-lines due to other work commitments however it is actually fundamental to the delivery of statutory services.
Corporation Street (Gateway Project)		31-Mar-2023	Anna Miller	Following on from LUF and work undertaken, this project needs a re-think and substantial partnership working with Arriva.
Future arrangements for the delivery of DFG		31-Mar-2023	Paul Weston	. There is a project plan in place and matters are being progress but at this time the formal agreement is not in place and as such there remain unmitigated risks within the project
Net Zero		31-Mar-2023	Anna Miller	. The Baseline Net Zero report is due to be considered at ISAG on 14/09/2022
ICT Strategy Implementation Plan		31-Mar-2023	Zoe Wolicki	.
Digital Forward Plan		31-Mar-2023	Zoe Wolicki	.
Land Charges		31-Mar-2023	Zoe Wolicki	.
New TBC Website		31-Mar-2023	Zoe Wolicki	.

Project	Project Status	Due Date	Managed By	Overall Project Comments
Communication Strategy	✔	31-Mar-2024	Zoe Wolicki	.
OD Strategy	✔	31-Mar-2024	Zoe Wolicki	.
EV charging	✔	31-Mar-2023	Anna Miller	.
Solway	✔	31-Mar-2023	Anna Miller	.
Town Centre Masterplan	✔	31-Mar-2023	Anna Miller	.
Amington Local Centre	✔	31-Mar-2023	Anna Miller	.
Car park machines installation	✔	31-Mar-2024	Anna Miller	.
Self-Assessment Compliance Framework (housing)	✔	31-Mar-2023	Tina Mustafa	.
B&B Review	✔	31-Mar-2023	Tina Mustafa	.
HRA Business Plan including Resident's Survey (STAR)	✔	31-Mar-2024	Tina Mustafa	.
Implementation of Housing Repairs Policy	✔	31-Mar-2023	Paul Weston	.
Continued consideration of implementation of Price Per Property	✔	31-Mar-2023	Paul Weston	.
Fire Risk project for High Rise/Building Safety	✔	31-Mar-2023	Paul Weston	.




Project	Project Status	Due Date	Managed By	Overall Project Comments
Garage Site Development Caledonian regeneration	✔	31-Mar-2023	Paul Weston	.
Wilnecote Cornerstone Housing Development	✔	31-Mar-2023	Paul Weston	.
Asset management Strategy	✔	31-Mar-2023	Paul Weston	.
Town Hall	✔	31-Mar-2023	Paul Weston	.
Corporate Capital Strategy	✔	31-Mar-2023	Joanne Goodfellow	.
Local Plan	✔	31-Mar-2023	Anna Miller	
Gungate	✔	31-Mar-2023	Anna Miller	.
Local Government Boundary Review (early flag – project commences Autumn 2022)	n/a	31-Mar-2024	Zoe Wolicki	Project not started
Indoor & Outdoor Sports Feasibility Study	✔	31-Mar-2023	Sarah McGrandle	.
QBR and Commonwealth Games Live Site	✔	31-Mar-2023	Sarah McGrandle	.
Review of swimming subsidy and future options	✔	31-Mar-2023	Sarah McGrandle	.
R&R Vulnerability and VCSE strand	✔	31-Mar-2023	Joanne Sands	.
Empty Homes Strategy	✔	31-Mar-2023	Joanne Sands	.







Project	Project Status	Due Date	Managed By	Overall Project Comments
Housing strategy action plans	✔	31-Mar-2023	Joanne Sands	.
Review of Partnership Policy and Database	✔	31-Mar-2023	Joanne Sands	.
Local Council Tax Reduction Banded Scheme – Review (2022/23)	✔	31-Mar-2024	Joanne Goodfellow	After discussions it has been established that to change the Local Council Tax Reduction scheme would not benefit the residents for the next financial year. We have reviewed arrangements, but it makes sense to stay as we are due to the current economic situation. We plan to undertake a review of our scheme for the financial year 2024/25. This will involve financial modelling with an options appraisal from December 2022 until March 2023 with scrutiny, member involvement and a consultation with stakeholders if approved later in 2023.
R&R Customer Engagement and CS delivery (including reception)	✔	31-Mar-2023	Zoe Wolicki	.
Smart Working	✔	31-Mar-2023	Zoe Wolicki	..
Service Redesign	✔	31-Mar-2023	Zoe Wolicki	.
Finance & Commerciality Project within R&R	✔	31-Mar-2023	Joanne Goodfellow	.
Reset and Recovery management of overall programme	⚠	31-Mar-2023	Tina Mustafa	.
Wellbeing Strategy	✔	31-Mar-2023	Joanne Sands	.

The corporate plan project highlight reports can be found at Appendix 1

### 3. Key Projects at Red or Amber

Project	Key Workstream	Assigned To	Key Workstream Status	Note
Digital Forward Plan	Digital Mailroom solution	Ali Millard		<p>Potential solution demo taken place – focus on reduction of traditional mail usage in review of postal requirements project – include training 'high volume users' within the organisation</p> <p>Postal budget significantly reduced under R&amp;R programme by £20,000</p> <p>Developing a digital first approach to mail distribution realising cost savings and support the drive towards net carbon zero</p>
Assure	Environmental Health	Anna Miller		<p>The EH team are working on moving the Taxi licensing process to Civica and if that is successful, the rest of licensing will potentially go the same way. This has an impact on Assure timing for EH – going live with Assure means licencing has to be done via Assure (can no longer be done in M3) so is effectively a prerequisite. So, if EH intend to move licensing from M3 to Civica, this will have to be completed before any Assure go live.</p> <p>ICT have asked NEC to put together a package to support us with a move to Assure for EH based on licensing not being included.</p> <p>NEC have said it's likely M3 will be de-supported in around 12 months.</p> <p>31-May-2022 The EH team reviewed their templates in 2019 but no further work on making them Assure compliant has been undertaken. There is significantly more work in the EH workstream than in the planning workstream.</p>
Corporation Street (Gateway Project)	Implementation	David Hunter		Discussions have been ongoing with Staffordshire County Council and Arriva. The delivery of this

Project	Key Workstream	Assigned To	Key Workstream Status	Note
				gateway needs to be reconsidered and alternative solutions identified
Future arrangements for the delivery of DFG	Shared Service Agreement	Paul Weston		Legal working on documents.
				Report to Cabinet in February 2022 setting out proposals
#Corporate Plan 2022-25	Building Requirements	Paul Weston		Initial phase of property identification completed. Further work likely to be needed following review of plans.
Net Zero	Scope 4	Anna Miller		As set out in the PID Scope 4 cannot be completed. This workstream was assigned after the relevant budget process had been concluded.
				It is not possible to deliver against scope 4 due to the time that has passed. Cabinet approved a 2 stage approach to Net Zero in March 2021. The delivery of an action plan which forms the second stage of the project will prioritise work streams and council investment.
Reset and Recovery management of overall programme		Tina Mustafa		The programme remains in control, The red/amber areas are as a result of the R&R Board political steer to pause an interim move for the Councils back office function, seizing opportunities presented via the Governments agenda for Levelling Up and the Councils subsequent bid for Gungate (including a council public sector hub) which was submitted at the end July 2022. The programme milestones are in the process of being reviewed and an updated timeline and project(s) map under way for discussion at the September board, with a view to updating Cabinet on the Recovery & Reset Programme in October 2022. This will feature options around continued de-commissioning of Marmion, town centre interim reception arrangements, support for vulnerable citizens and service re-

Project	Key Workstream	Assigned To	Key Workstream Status	Note
				design proposals and approach once updated the programme milestones status will change

## 4. Corporate Projects by Priority

### Priority

#### 1 Environment

Project	Project Type	Due Date	Assigned To	Managed By
EV charging	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Net Zero	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
Wellbeing Strategy	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Joanne Sands	Joanne Sands

### Priority

#### 2 Economy

Project	Project Type	Due Date	Assigned To	Managed By
Solway	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Empty Homes Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Housing strategy action plans	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Implementation of Housing Repairs Policy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Wilnecote Cornerstone Housing Development	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

### Priority

#### 3 Infrastructure

Project	Project Type	Due Date	Assigned To	Managed By
ICT Strategy Implementation Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
Digital Forward Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
New TBC Website	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
EV charging	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Amington Local Centre	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Indoor & Outdoor Sports Feasibility Study	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Sarah McGrandle	Sarah McGrandle
Garage Site Development Caledonian regeneration	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Corporate Capital Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Goodfellow	Joanne Goodfellow
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

**Priority**

**4 Living in Tamworth**

Project	Project Type	Due Date	Assigned To	Managed By
Solway	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Corporation Street (Gateway Project)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Place Investment Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Anna Miller	Anna Miller
Indoor & Outdoor Sports Feasibility Study	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Sarah McGrandle	Sarah McGrandle
QBR and Commonwealth Games Live Site	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Sarah McGrandle	Sarah McGrandle
Review of swimming subsidy and future options	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Sarah McGrandle	Sarah McGrandle
R&R Vulnerability and VCSE strand	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Empty Homes Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Housing strategy action plans	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Review of Partnership Policy and Database	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Sands	Joanne Sands
Self-Assessment Compliance Framework (housing)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Tina Mustafa	Tina Mustafa
B&B Review	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Tina Mustafa	Tina Mustafa
HRA Business Plan including Resident's Survey (STAR)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Tina Mustafa	Tina Mustafa
Implementation of Housing Repairs Policy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Continued consideration of implementation of Price Per Property	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Future arrangements for the delivery of DFG	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Fire Risk project for High Rise/Building Safety	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Wilnecote Cornerstone Housing Development	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Asset management Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Corporate Capital Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Joanne Goodfellow	Joanne Goodfellow
Local Council Tax Reduction Banded Scheme - Review (2022/23)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Joanne Goodfellow	Joanne Goodfellow
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa
Wellbeing Strategy	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Joanne Sands	Joanne Sands

**Priority**

**5 Town Centre**

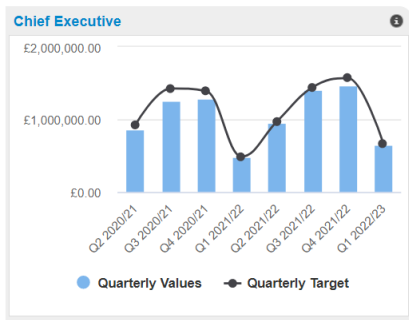
Project	Project Type	Due Date	Assigned To	Managed By
Town Centre Masterplan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
Car park machines installation	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Anna Miller	Anna Miller
Town Hall	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Local Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller	Anna Miller
FHSF	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Anna Miller	Anna Miller
Gungate	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Anna Miller	Anna Miller
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

**Priority**

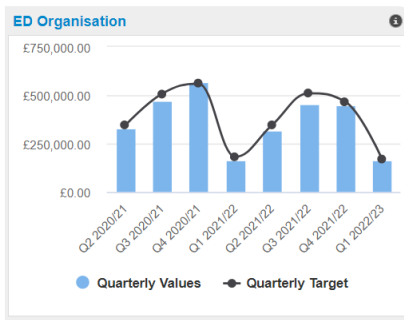
**Organisation**

Project	Project Type	Due Date	Assigned To	Managed By
Assure	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Anna Miller; Zoe Wolicki	Anna Miller; Zoe Wolicki
Land Charges	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Gareth Youlden	Zoe Wolicki
Communication Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Zoe Wolicki	Zoe Wolicki
OD Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Zoe Wolicki	Zoe Wolicki
Local Government Boundary Review (early flag – project commences Autumn 2022)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Zoe Wolicki	Zoe Wolicki
R&R Customer Engagement and CS delivery (including reception)	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
Smart Working	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
Service Redesign	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Zoe Wolicki	Zoe Wolicki
Marmion House	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Anna Miller	Anna Miller
Finance & Commerciality Project within R&R	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Joanne Goodfellow	Joanne Goodfellow
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

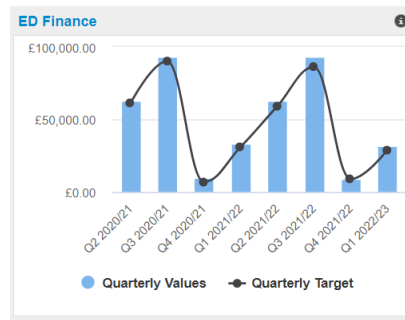
# 5. General Fund – Actual Spend Summary



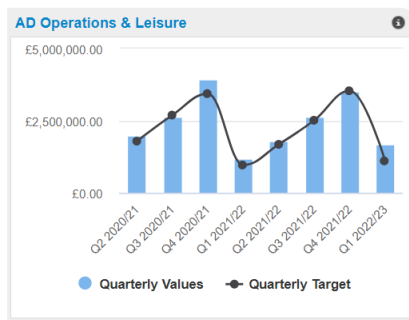
Minor variance, vacancy allowance



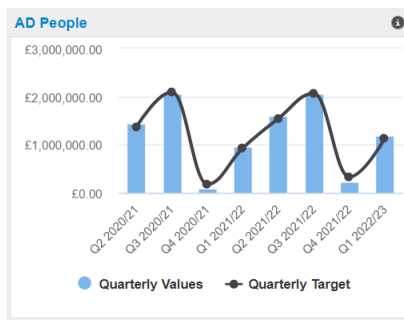
Minor variance, vacancy allowance



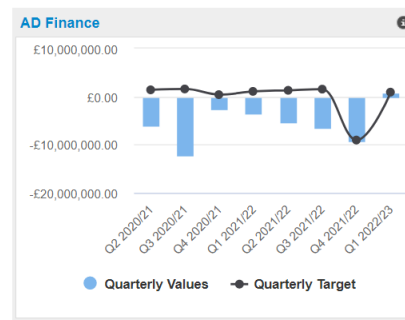
Vacancy allowance



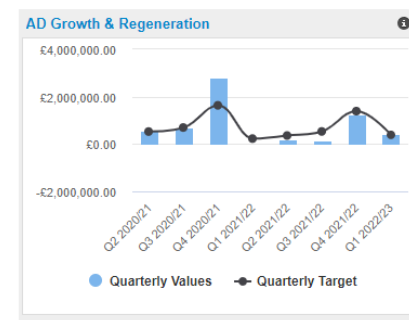
Shortfall on catering sales and ticket sales income re Castle Summer Fest & Streetscene vacancy allowance



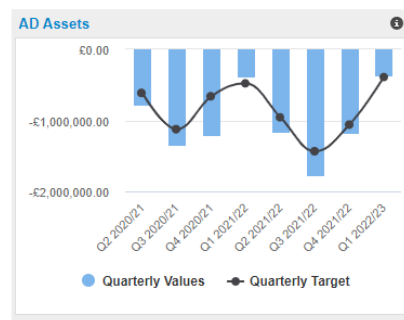
Vacancy allowance, other minor overspends



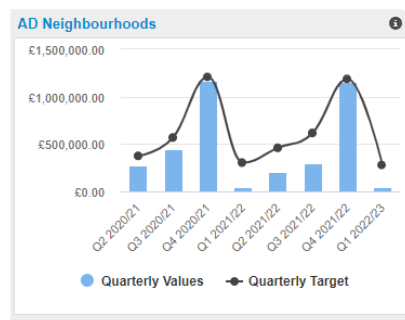
Increased treasury management investment income



Minor variances



Minor underspend



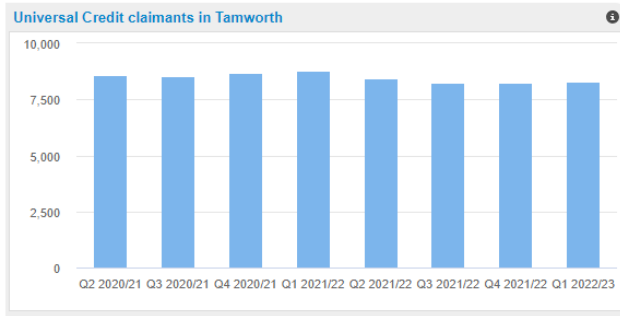
Minor overspend





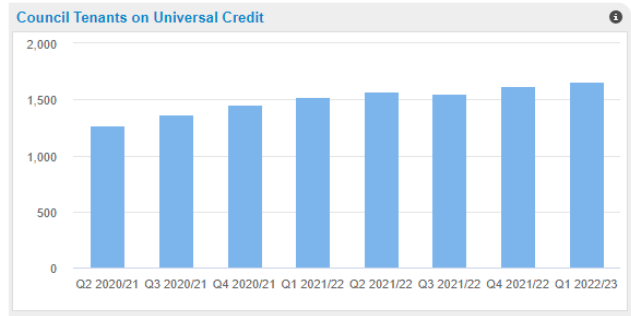
## 6. Universal Credit Summary

### ▼ Corporate Scrutiny Committee - Universal Credit Summary▼



**Commentary**

There are 8297 universal credit claimants in Tamworth.



**Commentary**

There are 1655 council tenants on universal credit

## 7. Corporate Risk Register

### Corporate Risks Summary Page

Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
Finance/Financial stability		Warning		Stefan Gamer
Modernisation and commercial agenda		Warning		Anica Goodwin
Governance		Warning		Anica Goodwin
Community Focus		Warning		Rob Barnes
Economic Growth and Sustainability		Warning		Stefan Gamer
Organisational Resilience		Warning		Rob Barnes

## Finance/Financial Viability

**Corporate Risk** To ensure that the Council is financially sustainable as an organisation

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	3
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	16	Risk Score	9	Risk Score	6
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Austerity cuts/Major variances to the level of grant/subsidy</li> <li>* The uncertainty and financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)</li> <li>* Poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities.</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Inability to plan long term due to uncertainty over future Local Government funding. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again although no timescales have been released.</li> <li>* Unplanned cost reductions / savings requirements</li> <li>* Financial issues leading to the Authority being taken over by Government appointed officers</li> </ul>	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Monthly budget management	31-Mar-2023			Joanne Goodfellow
Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members	31-Mar-2023			Joanne Goodfellow
Recovery and Reset Programme	31-Mar-2025		Highlight reports shared with corporate scrutiny as part of wider R&R reporting arrangements	Tina Mustafa

**Latest Note** The impact of the current cost pressures will be monitored and updates reported to Members on a Quarterly basis within the Quarterly Performance Report.

**Corporate Priority affected** The Economy  
Infrastructure  
Living in Tamworth  
Town Centre

## Modernisation and Commercialisation Agenda

**Corporate Risk** Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	2	Severity	3	Severity	1
Likelihood	2	Likelihood	2	Likelihood	2
Risk Score	4	Risk Score	6	Risk Score	2
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Slow or no progress on commercial investment strategy</li> <li>* Under utilisation of Assets</li> <li>* The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases.</li> <li>* Failure to have the organisational structure and a skilled and motivated workforce</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Tamworth not seen as a positive place to live or invest in</li> <li>* Lack of economic and commercial growth</li> <li>* General community malaise</li> <li>* Unable to deliver agreed strategies</li> </ul>	

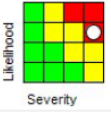
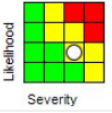
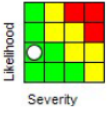
Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Delivery of Planned Commercialisation Strategy	31-Mar-2023			Joanne Goodfellow
Management of Assets – deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Dec-2022			Paul Weston
Workforce Planning	31-Mar-2023			Zoe Wolicki

**Latest Note** Severity level increased following discussion held at the A&G Cttee on the 08/06/22

**Corporate Priority affected** The Environment  
The Economy  
Infrastructure  
Living in Tamworth  
Town Centre

## Governance

<b>Corporate Risk</b>	<b>Avoid bad practices and contravention of legislative requirements and ensure the authority is held to account</b>
-----------------------	--

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	1
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	12	Risk Score	6	Risk Score	2
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Failure of democratic process</li> <li>* Non-adherence to legislation - Ultra-vires actions and decisions</li> <li>* Cyber Attack due to lack of preparedness</li> <li>* No horizon scanning of legislative changes</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Prosecution of individuals</li> <li>* Loss of reputation</li> <li>* Authority taken over by Government appointed officers</li> <li>* Increase in costs, Legal and settlement</li> </ul>	

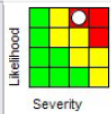
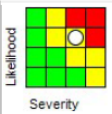
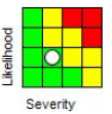
Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Audit and Scrutiny Committees	31-Mar-2023			Joanne Goodfellow
Cyber Security	31-Mar-2023			Zoe Wolicki
Data Protection	31-Mar-2023			Zoe Wolicki
Policies and Procedures	31-Mar-2023			Zoe Wolicki

Latest Note

Corporate Priority affected	<ul style="list-style-type: none"> <li>The Economy</li> <li>Living in Tamworth</li> <li>Town centre</li> </ul>
-----------------------------	--

## Community Focus

<b>Corporate Risk</b>	<b>Safety, health and wellbeing of the citizens of the borough</b>
-----------------------	--

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	2
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	4
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of Community cohesion and engagement</li> <li>* Children &amp; Adults at Risk of Abuse &amp; Neglect</li> <li>* Modern Slavery</li> <li>* Lack of Affordable homes</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Increase in crime and disorder</li> <li>* Increased tensions in the community</li> <li>* Death or serious injury</li> <li>* Poor and overcrowded housing</li> <li>* Increased demand for social housing</li> </ul>	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Training for Staff and Members	31-Mar-2023			Zoe Wolicki

Latest Note

Corporate Priority affected	<ul style="list-style-type: none"> <li>The Environment</li> <li>Infrastructure</li> <li>Living in Tamworth</li> <li>Town centre</li> </ul>
-----------------------------	--

# Economic Growth and Sustainability

<b>Corporate Risk</b>		<b>Lack of economic growth and sustainability in the Borough at the levels required</b>			
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
		Date Reviewed	21-Jul-2022	Target Date	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of investment in the Borough</li> <li>* General downturn in the economy due to factors beyond our control</li> <li>* Failure to recognise economic changes</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Economic prosperity declines</li> <li>* Deprivation</li> <li>* Reduced Business Rates income</li> </ul>	
<b>Risk Control Measure</b>	<b>Risk Control Measure Due Date</b>	<b>Risk Control Measure Status</b>	<b>Risk Control Measure Note</b>	<b>Assistant Director</b>	
Develop a Master plan for the Town Centre & delivery of a co-ordinated Town Centre Programme	31-Mar-2023			Anna Miller	
Longterm Investment / Prepare a viable deliverable plan that delivers the regeneration of Gungate	31-Mar-2023			Anna Miller	
<b>Latest Note</b>	The project for the town centre regeneration financed by the Future High street fund and being undertaken in conjunction with the Tamworth College represents a major contribution to the town centre programme and therefore a high profile risk area				
<b>Corporate Priority affected</b>	<ul style="list-style-type: none"> <li>The economy</li> <li>Infrastructure</li> <li>Living in Tamworth</li> <li>Town Centre</li> </ul>				

# Organisational Resilience

<b>Corporate Risk</b>		<b>Failure to provide services or maintain the continued wellbeing and operations within the Borough</b>			
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	4	Likelihood	3	Likelihood	1
Risk Score	12	Risk Score	9	Risk Score	1
		Date Reviewed	21-Jul-2022	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> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Services not delivered</li> <li>* Life and property put in harms way</li> <li>* Reduced 'economic attractiveness'</li> <li>* Loss of reputation</li> </ul>	
<b>Risk Control Measure</b>	<b>Risk Control Measure Due Date</b>	<b>Risk Control Measure Status</b>	<b>Risk Control Measure Note</b>	<b>Assistant Director</b>	
Business Continuity Planning	31-Mar-2023			Paul Weston	
Emergency Planning	31-Mar-2023			Tina Mustafa	
<b>Latest Note</b>					
<b>Corporate Priority affected</b>	<ul style="list-style-type: none"> <li>The Environment</li> <li>The Economy</li> <li>Infrastructure</li> <li>Living in Tamworth</li> <li>Town centre</li> </ul>				

## 8. Impact of Welfare Benefit Reform and COVID19 on Council services

Quarterly updates are presented to monitor the impact of welfare benefit reform changes 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. COVID19 has inevitably also had an impact on these matters

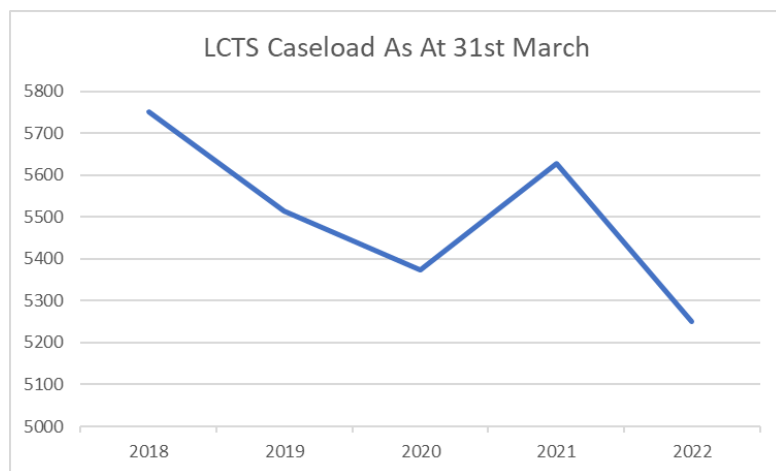
### Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £19k (£28k at 30<sup>th</sup> June 2021) with 43 successful claims from 98 applications (compared to 60 successful claims from 82 applications at 30<sup>th</sup> June 2021). There is a 1.5 week backlog (3 weeks as at 30<sup>th</sup> June 2021) of claims still to be processed.

Local Council Tax Reduction Scheme claims are lower than 2021/22 (4,916 claimants as at 30th June 2022 compared to 5,345 at 30th June 2021) with a total scheme cost of £4.6m (£4.7m in 2021/22).

Live caseload figures are currently 5,198 compared to 5,575 at 30<sup>th</sup> June 2021, 5,628 at 31<sup>st</sup> March 2021, 5,374 at 31<sup>st</sup> March 2020 and 5,514 at 31<sup>st</sup> March 2019. This reflects the general downwards trend aside from the increase in 2021 due to the pandemic.

The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 10.3 days to June 2022 (8.5 days to June 2021).

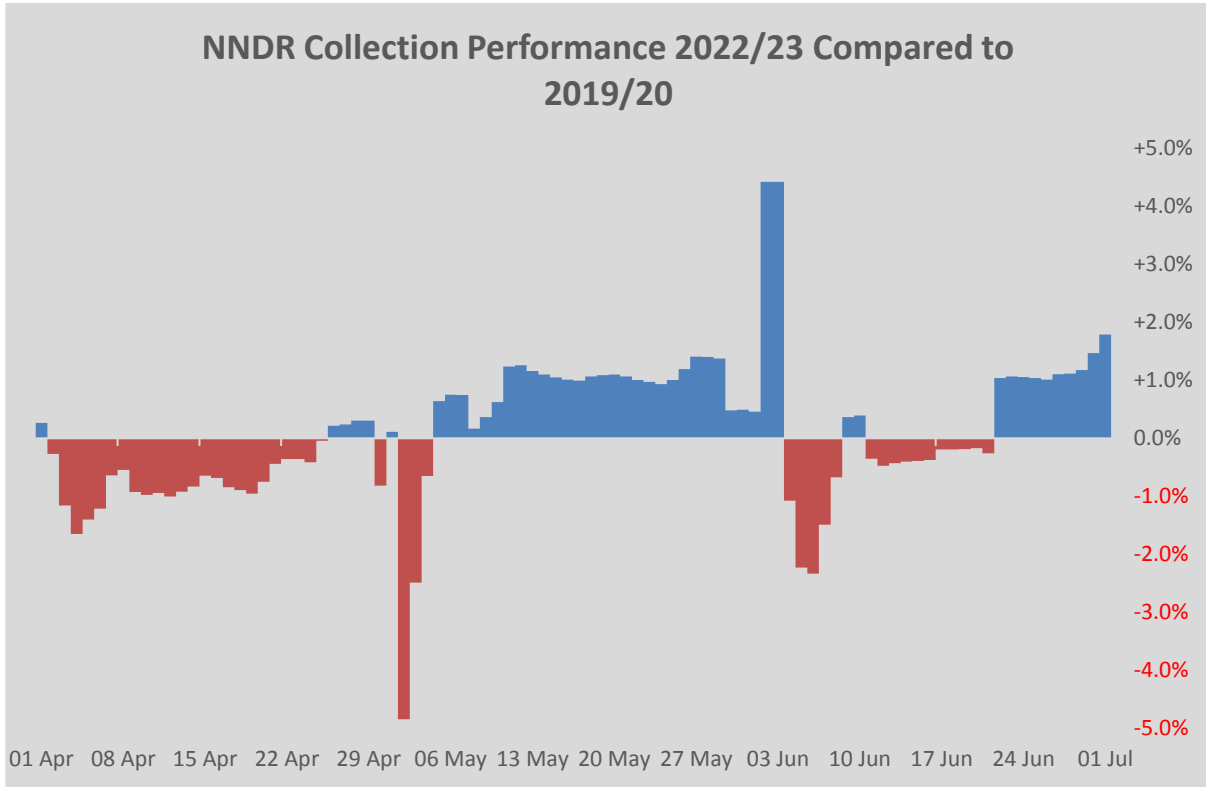


### Revenues

Recovery actions have been eased to a degree due to the pandemic with a more generous approach to arrangements to pay. Also court time has been limited so instead of one hearing per month there were just four hearings in 2020/21 commencing in December and nine hearings in 2021/22. In addition recovery in Q1 of 2022/23 was delayed while energy rebate payments were administered.

## NDR

Collection performance is ahead of target - current year collection levels are at 30.4%, above target by 2.5% at 30<sup>th</sup> June (25.4% as at 30<sup>th</sup> June 2020 and 28.1% as at 30<sup>th</sup> June 2021), indeed collection levels as at 30<sup>th</sup> June are the highest they have been since 2010/11. Court costs are £1.1k, slightly above the anticipated level of £1.0k.



**NB** The extreme variance at the start of May and June is due to the dates direct debit collection has been reported in each year

Reminders (423 for Q1 of 2022/23) are at higher levels than 2019/20 levels (382) with summons also at higher levels than 2019/20. There have been 73 summons compared to 62. The first major court of 2022/23 was delayed to 5 July due to ongoing difficulties in being allocated court time. There have been 5 enforcement agent referrals in Q1 of 2022/23 (28 referrals in 2019/20) due to the first court hearing for 2022/23 debts being delayed as mentioned above as well as a more generous approach adopted for arrangements.

In December 2021 the Department for Levelling Up, Housing & Communities announced funding for an additional relief in respect of 2021/22 business rates, called the COVID-19 Additional Relief Fund (CARF) an amount of £1.6M has been made available for Tamworth Borough Council to grant as rates relief to businesses that have been adversely affected by COVID-19 that have not received relief under the existing rates relief schemes. The scheme is devised locally and has been reported on separately.

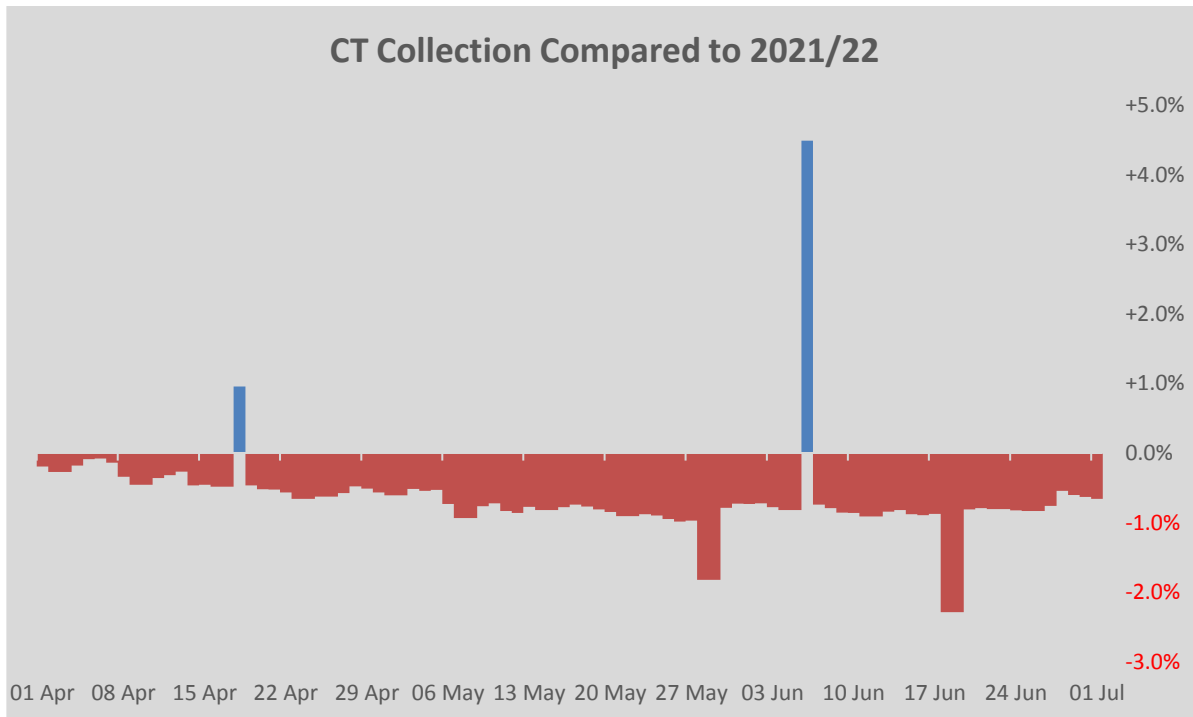
Arrears reduction in respect of 2021/22 debt stands at 31.0% compared to a target of 27.0%.

## Council Tax

Reminders are significantly lower than 2019/20 levels due to delayed recovery while the energy rebate is administered (2,114 at 30<sup>th</sup> June 2022 compared to 6,204 for Q1 of 2019/20) with summonses and liability orders also at lower levels (1,118 summonses compared to 1,648 in Q1 of 2019/20 with 173 liability orders compared to 1,164, due to the first major court of the year being delayed to 05<sup>th</sup> July). Attachment of earnings and enforcement agent referrals are at also lower levels (27 attachments compared to 127 in Q1 of 2019/20 and 71 referrals compared to 256 in Q1 of 2019/20) however there were also 153 cases passed to Enforcement Agents for pre-compliance action which may have subsequently led to further action by the agents.

There remains a backlog in processing of correspondence due to additional workload created by the payment of significant levels of grants and reliefs to local businesses arising from the pandemic as well as reduced resources within Revenues due to illness and vacant posts. The Revenues Billing Team backlog has increased from 32 working days at the end of March 2022 to 41 working days at the end of June 2022 (3 working days at 0<sup>th</sup> June 2020).

The current year collection level of 29.5% is lower than the target of 30.2%, this is also behind the 2019/20 collection performance of 30.1%.



**NB** the extreme variance shown in the above chart reflect Direct Debit collection being reflected on different dates due to weekends and Bank Holidays.

Court cost income is behind that anticipated by £15k at £29k. Arrears collection in respect of 2021/22 of 17.8% is ahead of the Q1 target of 12.8%.

As at 30<sup>th</sup> June 2022 there were 1,976 live Council Tax universal credit cases. The collection rate for universal credit cases was 25.6% (of a £628k collectable debit) compared to our overall collection rate of 29.5%. The difference shows universal credit collection approximately £24k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.9% compared to 74.0% overall, while roughly 2% are subject to arrangements compared to an overall figure of 1%. In addition, 122 reminders have been sent in respect of the 1,976 universal credit cases (1,974 for 34,155 overall liabilities). 2% of live cases have received a summons for non-payment, compared to a figure of 2% overall.



## Housing

Summary information provided below explains the increase in numbers of tenants in receipt of Universal Credit.

### **Tenants in receipt of Universal Credit:**

Indicator	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22	Qtr 1 2022/23
Number of Council Tenants on Universal Credit	1,449	1,519	1571	1556	1617	1655
Number of Council Tenants on Universal Credit in Rent Arrears	680	954	987	1077	749	1063
Percentage of Council Tenants on Universal Credit in Rent Arrears	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%
Number of Council Tenants on Universal Credit not in Rent Arrears	769	565	584	479	868	592
Percentage of Council Tenants on Universal Credit not in Rent Arrears	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%

Total **Rent** arrears (excluding former tenants) at 30<sup>th</sup> June 2022 were £731k compared to £519k at 31<sup>st</sup> March 2022 – an increase of £212k (compared to a £161k decrease in Quarter 1 of the preceding year).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.07m at 30<sup>th</sup> June 2022, compared to £1.83m at 31<sup>st</sup> March 2022, an increase of £241k (compared to a £123k increase between 31<sup>st</sup> March 2021 and 30<sup>th</sup> June 2022).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) were £1.83m at 31 March 2022, compared to £1.78m at 31<sup>st</sup> March 2021, an increase of £45k (compared to a reduction of £64k between 31<sup>st</sup> March 2020 and 31<sup>st</sup> March 2021).

There have been 2 evictions since 1<sup>st</sup> April 2022. No applications for hardship funding have been received to 30<sup>th</sup> June 2022.

## 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 fourth quarter of the financial year reported to Cabinet on 21<sup>st</sup> July 2022 is shown below together with the position for the first quarter of 2022/23.

Type	01/04/21-31/03/22	01/04/22 – 30/06/22
Council Tax	£37,232.71	£6,263.35
Business Rates	£2,581.53	(£51.02)
Sundry Income	£802.72	£0.00
Housing Benefit Overpayments	£30,579.02	£1,924.56
Housing	£103,457.08	(£188.51)

It is still too early to know what effect the pandemic will ultimately have on the economy and residents ability to pay in the future. It should also be noted that collection levels for prior year debts have returned close to normal levels.

The pandemic has affected people in a number of ways and many of our residents/customers continue to be financially impacted by the 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 current indicators show:

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22	Qtr 1 2022/23
live caseload figure	5,514	5,374	5,628	5,575	5,465	5,288	5,055	5,198
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788	8,423	8,263	8,228	8,297
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519	1,571	1,556	1,617	1,655
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954	987	1,077	749	1,063
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565	584	479	868	592
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024	2,010	1,986	1,973	1,976
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425	458	507	420	33
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.0%	22.8%	25.5%	21.3%	1.67%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,599	1,552	1,479	1,553	1,943
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	79.0%	77.2%	74.5%	78.7%	98.3%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	6,010,269	5,836,961	5,731,629	5,627,616	5,594,314
Discretionary Housing Payments made - Year to date	140,303	135,782	171576	28,083	61,532	105,690	138,331	19,107
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148625	24,317	58,695	92,536	121,294	16,019

## 9. Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, June

When Council approved the 2022/23 Budget and Medium Term Financial Strategy in February 2022, the ongoing impact of the Covid-19 pandemic on the economy and ultimately the impact for the Council's finances was uncertain - including any lasting effects for individual businesses and their employees.

It also outlined that the government has only held single-year Spending Reviews over the past 2 years, with 2019 being a single year due to the political turbulence around Brexit, and 2020 being a single year, given the COVID-19 pandemic. On 7th September 2021, the Chancellor wrote to Secretaries of State to confirm the government's intention to complete a multi-year Spending Review (SR2021), setting revenue and capital budgets for 2022/23 to 2024/25.

However, as part of the Spending Review carried out in 2021, no announcement was made about the government's plans for funding reform or a reset of the Business Rates Retention (BRR) system, both of which were originally expected to be implemented in 2019/20, but which have been delayed a number of times.

The 2022/23 local government finance settlement was published in December 2021 (& confirmed in February 2022), is for one year only and is based on the Spending Review 2021 (SR21) funding levels. This is the first time since 2015 that, in the context of a multi-year Spending Review, the government has only provided local authorities with a single-year settlement.

No detailed announcements are made on funding reform, though the following statement was made:

*Government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources. The data used to assess this has not been updated in a number of years, dating from 2013-14 to a large degree, and even as far back as 2000.*

***Over the coming months, we will work closely with the sector and other stakeholders to update this and to look at the challenges and opportunities facing the sector before consulting on any potential changes.***

*As part of this we will look at options to support local authorities through transitional protection. Councils should note the one-off 2022/23 Services Grant provided in the Local Government Finance Settlement in 2022/23 will be excluded from potential transitional protections.*

While this means the Council will be able to retain its business rate growth for 2022/23, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2023/24 as, over the coming months, the Government have stated that they will work with the sector before consulting on funding reform.

### Latest Update

On 28 June 2022, the then Secretary of State for Levelling Up, Housing & Communities gave an address at the Local Government Association conference.

Along with thanking the sector and highlighting various key policies relating to and delivered by local government, the speech confirmed that from next year there will be a two-year settlement (assumed to mean for 2023/24 and 2024/25), **and that a consultation would follow over the summer.** We wait to hear if this will now take place.

There is also an intention to reduce the number of individual and bid based funding streams.

The speech also confirms that further devolution deals will be offered to all parts of England that want them by 2030. These will be under a new "coherent" framework, offering counties and districts a chance to agree a deal, and suggests that these will not necessarily require an elected mayor:

"While I'm an unabashed admirer of the mayoral model, I also recognise it won't be right everywhere."

In addition, the speech announced the creation of a new Office for Local Government. This is intended to "shine a light on how local authorities are performing and delivering", covering key services, progress towards net zero and so on."

There are also further uncertainties arising from the finalisation of the Brexit process following the transition period. The national shortage of HGV drivers has had a direct impact on services but it is likely that it could

compound the likely price increases for supplies that are required for building or construction/maintenance works – which both the Government and the Bank of England consider to be a temporary issue.

There are also likely to be price rises for the Council's energy supplies. This will not have an immediate effect as supplies are bought in market price 'baskets' negotiated between Oct and March for units rates charged for the year commencing April. It is likely that the basket rates will experience a significant increase unless the current situation changes.

Energy efficiency is likely to be a significant future across all of our property portfolio including Council Housing. The commitment to achieve zero carbon within our own operations will present difficulties when considering our historic buildings like the Assembly Rooms, Castle and Town Hall. It is likely that investment in the property portfolio will be needed which has not yet been quantified and will need to be considered in future, in line with the Corporate Capital Strategy objectives.

It is anticipated that amendments to the Decent Homes Standard will look at building safety and energy efficiency for Council Housing. The cost is likely to be significant and could mean exploration of new ways of funding such as the application of service charges and as included within the 2022/23 capital programme, through grants available.

An increase in the cost of repairs has been included in the MTFs due to the current market cost pressures. The RICS through their BCIS cost indicator service are predicting increasing tender prices over the next 5 years so this is likely to impact on existing contracts. There is the risk that if costs continue to increase in excess of CPI contractors will seek further uplifts. The impact on planned work is that less work will be done, this will extend the renewal period for key components which will increase demand on responsive. The volume of responsive repairs is unlikely to change.

Income from the commercial/industrial portfolio has held up during the pandemic, but underlying market issues and the increase in online shopping (increased by the pandemic) mean that there is an immediate risk in relation to the income achievable from the Council's commercial property portfolio including the Ankerside Shopping Centre and NCP car park, while not known at present, could result in a significant loss of income.

## **Recovery and Reset Programme**

Cabinet on 22<sup>nd</sup> October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges facing the council as a result of the coronavirus pandemic. An update including recommendations for the next steps was approved at Cabinet 29<sup>th</sup> July 2021 including the continuing work the agreed actions to address the financial position in future years:

1. Financial Management and Commerciality – Seeking to remove historic underspends and adopt an in-service approach to rigorous and controlled spending.
2. Smart Working – Exploration of the business impacts around current levels of home working and what the future is for AGILE working.
3. Building Requirements and Utilisation – Consideration of the best use of all our property assets to ensure the council's resources are focused on front line service delivery.
4. Front Reception and Customer Service Offer – Exploration of customer service models to assess the impact of front reception closing during the pandemic and how acceleration of digitising services can be delivered whilst ensuring our most vulnerable customers retain face to face services.
5. Service Re-design and Review – An organisational wide review of each service to identify short, medium and longer-term opportunities to improve delivery of services central to the council's core purpose and strategic aims.
6. Third Sector Support and Vulnerability Strategy – Recognising that one of the most positive outcomes to the Pandemic is the overwhelming ability of 'anchor organisations and communities' to mobilise and support each other, this project will explore how the Council's commissioning framework can be aligned to build on these foundations going forward and how we define and develop our vulnerability strategy, building on the baseline assessment commissioned over the summer.
7. Economy and Regeneration - Work has continued on the future of our high street and alongside this the economic recovery and regeneration of Tamworth is central to our future Recovery and Reset.

Together with any opportunities arising from the response to the Covid-19 pandemic, for Member consideration during the budget process.

The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community.

As a result of the updated forecast in July 2022, the Central Case forecast projections now identify General Fund balances of £2.1m over 3 years – with a shortfall of £1.6m by 2025/26 and £5.2m over the 5 years to 2026/27, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFS, following receipt of the Local Government Finance Settlement and the updated forecast in February 2022, the MTFS projections identified General Fund balances of £2.8m over 3 years – with a shortfall of £1m by 2025/26 and £4.6m over the 5 years to 2026/27, including the minimum approved level of £0.5m).

## Housing Revenue Account

With regard to the Housing Revenue Account, a 5 year MTFS was approved by Council including significant investment in meeting future housing needs to sustain the HRA in the longer term.

For the HRA, the Central Case forecast projections at July 2022 now identify HRA balances of £1.9m over 3 years, £1.3m by 2025/26 and £0.9m over the 5 years to 2026/27, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFS approved by Council in February 2022, which identified HRA balances of £2.4m over 3 years with a balances of £2m over the 4 years to 2025/26 reducing to £1.8m in 2026/27, including the minimum approved level of £0.5m).

## General Fund

	General Fund					
MTFS Projections 2022/23 - 2026/27	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2022	(8,691)	(8,434)	(5,669)	(2,796)	488	4,104
<b>Revised Stress Tested Forecasts:</b>						
Best Case Revised Forecast Balances - July 2022	(9,158)	(8,507)	(6,186)	(4,109)	(906)	2,646
Worse Case Revised Forecast Balances - July 2022	(9,158)	(8,507)	(4,774)	(891)	3,317	7,968
Central Case Revised Forecast Balances - July 2022	(9,158)	(8,507)	(5,186)	(2,109)	1,094	4,646
Central Case (Improvement) / deterioration - July 2022	(467)	(73)	483	687	606	542

As a result of the updated forecast in July 2022, the Central Case forecast projections now identify General Fund balances of £2.1m over 3 years – with a shortfall of £1.6m by 2025/26 and £5.2m over the 5 years to 2026/27, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFS, following receipt of the Local Government Finance Settlement and the updated forecast in February 2022, the MTFS projections identified General Fund balances of £2.8m over 3 years – with a shortfall of £1m by 2025/26 and £4.6m over the 5 years to 2026/27, including the minimum approved level of £0.5m). Under the Worse Case forecast, there would be a shortfall in balances of £4.3m in 2025/26 rising to £9m by 2026/27.

**Further savings of around £1.1m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.4m over 5 years.**

The forecast has been updated to include:

Change:

**Savings / increased income**

Budget Impact

**Change:**

- Additional balances brought forward due to a higher than projected outturn underspend of £467k for 2021/22;
- Anticipated savings arising from a review of underspent budgets
- Additional interest from Treasury management investments due to rising interest rates (earlier than forecast)
- Forecast savings arising from lower pensions cost increases following actuarial review

**Additional costs / reduced income**

- The projected outturn overspend of £31k for 2022/23 (as at Period 3);
- Anticipated continued impact on car parking and events income levels for 2023/24 only
- Reduction in council tax & court costs income due to ongoing effects of the current cost pressure
- Delay in achieving anticipated savings from decommissioning of Marmion House
- Delay in implementation of recovery and reset savings targets
- Allowance for Inflationary cost pressures arising from current high inflation levels
- Cost of indicative pay award for 2022/23

**Budget Impact**

- £(467)k for 2021/22 only
- £(250)k p.a. from 2023/24
- £(483)k over 3 years from 2023/24
- c.£2m over 4 years from 2023/24
- £31k for 2022/23 only
- £200k for 2023/24
- £45k p.a. from 2023/24
- £160k p.a. for 2 years from 2023/24
- c.£135k in 2023/24 (£115k p.a. thereafter)
- £250k p.a. from 2023/24
- c.£400k p.a. from 2023/24

Balances also held within earmarked reserves for Transformation and Business rates retention will also be available to support the budget and MTFS.

**Housing Revenue Account**

	Housing Revenue Account					
MTFS Projections 2022/23 - 2026/27	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2022	(5,335)	(3,384)	(2,875)	(2,401)	(2,041)	(1,833)
<b>Revised Stress Tested Forecasts:</b>						
Best Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,635)	(1,905)	(1,332)	(908)
Worse Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,485)	(1,605)	(882)	(308)

Central Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,635)	(1,905)	(1,332)	(908)
Central Case (Improvement) / deterioration - July 2022	(382)	(74)	240	496	709	925

For the HRA, the Central Case forecast projections at July 2022 now identify HRA balances of £1.9m over 3 years, £1.3m by 2025/26 and £0.9m over the 5 years to 2026/27, including the minimum approved level of £0.5m (compared to the 5 year projections within the approved MTFs approved by Council in February 2022, which identified HRA balances of £2.4m over 3 years with a balance of £2m over the 4 years to 2025/26 reducing to £1.8m in 2026/27, including the minimum approved level of £0.5m). Under the Worse Case forecast, balances would be reduced to just £309k by 2026/27.

The forecast has been updated to include:

**Change:**

**Savings / increased income**

- Additional balances brought forward due to a higher than projected outturn underspend of £382k for 2021/22;
- Anticipated savings arising from a review of underspent budgets
- Additional interest from Treasury management investments due to rising interest rates (earlier than forecast)
- Forecast savings arising from lower pensions cost increases following actuarial review

**Additional costs / reduced income**

- The projected outturn overspend of £189k for 2022/23 (as at Period 3);
- Reduction in rent income due to ongoing effects of the current cost pressure
- Allowance for Inflationary cost pressures arising from current high inflation levels
- Cost of indicative pay award for 2022/23

**Budget Impact**

£(382)k for 2021/22 only

£(50)k p.a. from 2023/24

£(114)k over 3 years from 2023/24

c.£0.6m over 4 years from 2023/24

£189k for 2022/23 only

£100k p.a. from 2023/24

£250k p.a. from 2023/24

c.£130k p.a. from 2023/24



## 10. Financial Health check – Period 3 June 2022

### Executive Summary

This section to the report summarises the main issues identified at the end of June 2022.

### 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	669	659	(10)	2,023	2,054	31	Minor variance, vacancy allowance
AD Growth & Regeneration	386	442	56	1,359	1,359	-	
ED Organisation	171	165	(6)	492	510	18	Minor variance, vacancy allowance
AD People	1,132	1,184	52	207	340	133	Vacancy allowance, other minor overspends
AD Operations & Leisure	1,103	1,671	568	3,338	3,703	365	Shortfall on catering sales and ticket sales income re Castle Summer Fest & Streetscene vacancy allowance
ED Finance	29	32	3	-	9	9	Vacancy allowance
AD Finance	915	789	(126)	(1,679)	(2,192)	(513)	Increased treasury management investment income
AD Assets	(390)	(365)	25	(874)	(903)	(29)	Minor underspend
AD Neighbourhoods	279	49	(230)	959	976	17	Minor overspend
AD Partnerships	202	157	(45)	755	755	-	
Total	4,496	4,783	287	6,580	6,611	31	

The General Fund has an unfavourable variance against budget at Period 3 of £287k.

The projected full year position identifies an unfavourable variance against budget of £31k or 0.47%.

This projection has highlighted several budget areas for concern (detailed at **APPENDIX A**).

A balance of £169k was held in the General Contingency Budget at the end of June 2022 which, as part of the non-essential 'managed underspend' review, is forecast will not be required at present.

## Capital

GENERAL FUND	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000
Chief Executive	95	95	-	(95)	95	95	-	-	95
AD Growth & Regeneration	12,864	1,303	490	(813)	22,859	15,259	(7,600)	7,600	22,859
AD People	132	309	40	(270)	842	842	-	-	842
AD Operations & Leisure	1,169	610	58	(552)	1,204	1,204	-	-	1,204
AD Finance	4,000	-	-	-	4,000	4,000	-	-	4,000
AD Assets	849	1,068	170	(898)	1,724	1,724	-	-	1,724
AD Neighbourhoods	-	11	-	(11)	46	46	-	-	46
<b>GF Contingency</b>	120	-	-	-	250	250	-	-	250
<b>TOTAL GENERAL FUND</b>	<b>19,230</b>	<b>3,397</b>	<b>757</b>	<b>(2,640)</b>	<b>31,020</b>	<b>23,420</b>	<b>(7,600)</b>	<b>7,600</b>	<b>31,020</b>

Capital expenditure incurred was £757k compared to a profiled budget of £3.397m. At this point it is predicted that £23.42m will be spent by year end against a full year budget of £31.02m (this includes re-profiled schemes from 2021/22 of £19.23m). Re-profiling of £7.6m into 2023/24 with regard to FHSF schemes is predicted, in line with the latest spend projections reported to DLUHC.

A summary of Capital expenditure is shown at **APPENDIX B**.

### Treasury Management

At the end of June 2022 the Authority had £73.967m invested in the money markets. The average rate of return on these investments is 0.69% though this may change if market conditions ease (1.10% 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. The year to date returns on the property fund investments are 3.73% for Schroders, 3.68% for Threadneedle and estimated 3.42% for Hermes. Quarter 1 Hermes returns have not yet been received so the estimated return percentage is based off the 21-22 figures.

Borrowing by the Authority stood at £63.060m at the end of June 2022, 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 **APPENDIX C**.

### Balances

Balances on General Fund are projected to be in the region of £8.867m at the year-end from normal revenue operations compared to £8.434m projected within the 2022/23 budget report– additional balances of £433k.

## 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	(5,136)	(5,088)	48	(9,371)	(9,305)	66
ED Communities	30	31	1	-	-	-
AD Operations & Leisure	73	58	(15)	280	280	-
AD People	48	35	(13)	-	-	-
AD Assets	229	546	317	414	414	-
AD Neighbourhoods	568	635	67	3,478	3,601	123
Housing Repairs	1,596	827	(769)	7,149	7,149	-
<b>Total</b>	<b>(2,592)</b>	<b>(2,956)</b>	<b>(364)</b>	<b>1,950</b>	<b>2,139</b>	<b>189</b>

The HRA has a favourable variance against budget at Period 3 of £364k.

The projected full year position identifies an unfavourable variance against budget of £189k or 9.7%. Individual significant budget areas reflecting the variance are detailed at **APPENDIX A**.

### Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2020/21 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2022/23 (memo only) £000	Outturn £000
AD Assets	5,241	11,797	12,319	523	21,912	21,912	-	-	21,912
HRA Contingency	-	-	-	-	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>5,241</b>	<b>11,797</b>	<b>12,319</b>	<b>523</b>	<b>22,012</b>	<b>22,012</b>	<b>-</b>	<b>-</b>	<b>22,012</b>

Housing Capital expenditure of £12.319m has been incurred as at the end of Period 3 compared to a profiled budget of £11.797m.

At this point it is predicted that the full year budget of £22.012m will be spent by the year-end (including £5.241m re-profiled from 2021/22).


A summary of Capital expenditure is shown at **APPENDIX B**.

### Balances

Balances on the Housing Revenue Account are projected to be in the region of £3.577m at the year-end compared to £3.384m projected within the 2022/23 budget report – additional balances of £193k.


**Corporate Projects Highlight Report****Amington Local Centre**


Generated on: 04 August 2022

<b>Amington Local Centre</b>	Purpose: Planning obligation for the Borough Council to provide a local centre to comply with Section 106 agreement resulting from the development of the former golf course for housing by Redrow Homes Scope: The Section 106 agreement stipulated the following: `The Borough Council agrees to construct or procure the construction of a local centre on the Local Centre Land no later than five years from the date of the transfer of the Local Centre Land to the Borough Council in accordance with Paragraph 1 of this Schedule`.	Overall Project Status		Managed By	Anna Miller
Activities since last period		Planned Activities for next period	A business case will be going to committee in October setting out progress made on delivering the site.	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	An offer has been made for part of the site.	Resourcing Requirements	Site marketing will be required Legal advice on any sale will be required. David Hunter was leading on this project and he left the authority in May. It has been difficult to move forwards as a result.	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Business case for convenience store owner / operator			Business case going to October Cabinet 2022.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Business case for remaining site		Matthew Fletcher; <del>David Hunter</del>	This will be covered in the October Cabinet report. An offer has been received from a later living provider.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Market testing of development opportunities/red book valuation		Matthew Fletcher; <del>David Hunter</del>	The EDR team have been in discussions regarding potential future uses including a GP surgery and local convenience store. Soft market testing, using consultant LSP, specialists in the sector, has identified significant interest in a convenience store. A red book valuation is underway based on an assumed use of a convenience store at 4,000 sq ft, as per the masterplan for the site and consultant recommendations.  Red book valuation due to be completed December 2021.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Transfer of land to TBC		Matthew Fletcher; <del>David Hunter</del>	Completed May 21


# Asset management Strategy

Generated on: 04 August 2022

<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.	Overall Project Status		Managed By	Paul Weston
Activities since last period	Surveys completed Gap analysis completed Additional surveys quoted	Planned Activities for next period	Draft strategy document Draft plans	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	None	Resourcing Requirements	External resource in place for surveys	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
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	Key Workstream Status	Workstream Lead	Highlights
Development of new Strategy and Plans		Paul Weston	Draft documents produced and circulated to Asset Strategy Steering Group for discussion at October meeting.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Review of existing Strategy		Paul Weston	Review completed by external consultants with Gap Analysis produced.

<b>Assure</b>	Purpose: To upgrade from M3 to Assure which is the latest version by December 2022 Scope: Upgrade the planning and environmental health software to the latest version of Assure which will deliver process efficiencies and create a better end user experience. As the system is web based there is potential for additional functionality to support improved service delivery. Planning and EH modules.	Overall Project Status		Managed By	Anna Miller; Zoe Wolicki
Activities since last period		Planned Activities for next period		Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing	The current planning M3 system is GIS based. It is extremely out of date and is no longer supported by Northgate/NEC	Resourcing Requirements	This project needs a dedicated project manager to move it forwards. Capacity does not exist within either EH or planning to make any significant progress.	Decisions required from CMT	Dedicated project management and officer resource required to manage across both workstreams

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Environmental Health		Anna Miller	<p>The EH team are working on moving the Taxi licensing process to Civica and if that is successful, the rest of licensing will potentially go the same way. This has an impact on Assure timing for EH - going live with Assure means licencing has to be done via Assure (can no longer be done in M3) so is effectively a prerequisite. So, if EH intend to move licensing from M3 to Civica, this will have to be completed before any Assure go live.</p> <p>ICT have asked NEC to put together a package to support us with a move to Assure for EH based on licensing not being included.</p> <p>NEC have said it's likely M3 with be de-supported in around 12 months.</p>


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Planning		Anna Miller	Planning were due to have a training session on the new Assure document production system a few weeks ago but NEC cancelled due to an issue with the test system.


			ICT have chased so hopefully we will be able to reschedule the training soon.
--	--	--	---





## B&B Review

Generated on: 04 August 2022

<b>B&amp;B Review</b>	Purpose: To write off former B&B arrears and collect former B&B tenant arrears since 2018 Scope: To prepare a report for Cabinet/ Full Council as agreed with TM and RB	<b>Overall Project Status</b>		<b>Managed By</b>	Tina Mustafa
<b>Activities since last period</b>	Preliminary legal advice on B&B – need for specialist support	<b>Planned Activities for next period</b>	Commission specialist advice around HB regs and B&B charging going forward to inform policy development	<b>Amber/Red Areas</b>	Risks of writing legacy
<b>Risks including Stakeholder Issues, budget and timing</b>	nONE	<b>Resourcing Requirements</b>	Specialist legal advice	<b>Decisions required from CMT</b>	None


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Data Cleanse of system Collect former arrears from 2018		Sarah Finnegan	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Desk top review of current position		Sarah Finnegan	HB, legal, accountants advice

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Report for Cabinet/ Full Council		Sarah Finnegan	Write off likely to be a recommendation surrounding legacy arrears estimated at c£250K


## Building Requirements


Generated on: 04 August 2022


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Building Requirements		Paul Weston	Initial phase of property identification completed. Further work likely to be needed following review of plans.


## Car park machines installation


Generated on: 04 August 2022


<b>Car park machines installation</b>	Purpose: To upgrade current car parking infrastructure Scope: Procurement and delivery of new payment machines.	Overall Project Status		Managed By	Anna Miller
Activities since last period	Contract signed November 2021	Planned Activities for next period	Installation of machines	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	None	Resourcing Requirements	None	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Installation of new payment machines		Matthew Fletcher; Michael Osborne	Machine install was completed in May 2022

<b>Communication Strategy</b>	Purpose: Create a new Communications and Engagement Strategy to inform our work for the 2022-25 period. Scope: A corporate strategy for the whole council, this project will ensure we have a consistent, centralised approach to promote the work of the council and its services and protect/enhance the authority's reputation. The strategy will set out our goals and ambitions and how we can go about achieving them. How we communicate and engage with our customers, residents, partners and stakeholders is a key ingredient to the success of our corporate communications and our approach to this will be included in the strategy. This will be underpinned by the data and insight we already hold as a council, how we can ensure this is centralised and best utilised to inform the work of the council and how we gather and co-ordinate this intelligence going forward.	Overall Project Status		Managed By	Zoe Wolicki
Activities since last period	Initial meeting of new insight/engagement group established.	Planned Activities for next period	Analyse what data sets we already have. Identify some objectives for what we want from our data. Continue to gather background information and research.	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Resource capacity to carry out the work needed.	Resourcing Requirements	None	Decisions required from CMT	None


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Communication s •Compiling background information •Identify goals		Tania Phillips	Continue process of gathering data to set the scene for 'where we are now'. Collate information from the Residents' Survey to help define goals we want to achieve over the strategy period.  This to include a campaign diary, social media stats, outline of existing PR and marketing activity and major project work.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Engagement •A framework for engagement •How insight will be gathered		Tania Phillips	To become a more 'listening' council where conversation is two-way, we need to establish clearer, centralised means of communication. This will involve looking at our current approach and setting out how this can evolve in the future. To include exploration of software and solutions to create a possible 'consultation hub'  Also identify approach to consulting with stakeholders and partners.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Insight •Identify how we will gather data and what we want from it.		Gareth Youlden	It is recognised that different departments across the council hold different data sets, which could lead to duplication of work, or projects being carried out without key insight being considered. This workstream will seek to identify what data we need and how we will collect/store and analyse it to ensure intelligence can be fed into all decision making.


# Digital Forward Plan

Generated on: 04 August 2022

<b>Digital Forward Plan</b>	Purpose: To continue to drive the digital first agenda utilising the most appropriate technology to enhance customer experience and reduce waste in processes. Scope: Moving high volume low value tasks to a self-service platform where possible for both customer facing and back office tasks. Build resilience and support business continuity by developing access channels to meet the differing needs of our community Further develop the customer portal to support service areas in improving services by the use of technology Improve telephony provision utilising the latest technology to enhance the customer experience Re-procure digital mailroom solution to meet the changing needs of the organisation and realise savings by more effective use of postage.	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	Audit of postage usage carried out	<b>Planned Activities for next period</b>	Develop PID for each workstream to identify objectives, responsibilities, risks and time scales	Amber/Red Areas	Not at present
<b>Risks including Stakeholder Issues, budget and timing</b>	Not at present	<b>Resourcing Requirements</b>	Within current resources	Decisions required from CMT	None at present

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Digital Mailroom solution		Ali Millard	Demo of potential solution - focus on reduction of traditional mail usage in review of postal reqts project - include training 'high volume users' within the organisation  Budget significantly reduced under R&R programme

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Portal Development		Ali Millard	Digital Dev Working Group established since Jan 22 and meet every 2 wks  over 500 accounts registered to date  Identified and resolved issue with document upload on housing apps  Next priorities - digital taxi licensing process, anti social behaviour case management and tenancy changes - alongside this we continue to identify high volume processes for portal development across the organisation

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Telephony Development			

# ICT Strategy Implementation Plan

Generated on: 04 August 2022

<b>ICT Strategy Implementation Plan</b>	Purpose: Delivery of the 5-year ICT Strategy Scope: Implementation of associated activities to deliver the ICT Strategy 5 key strategic themes.	<b>Overall Project Status</b>	✔	<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	N/A	<b>Planned Activities for next period</b>	As above	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	Graphics Team availability to deliver Drupal 9	<b>Resourcing Requirements</b>	ICT, Graphics team and 3rd party support required.	<b>Decisions required from CMT</b>	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Modernisation of Infrastructure and Application estate	✔	Gareth Youlden	New backup solution implementation scheduled for 11th – 12th January. Drupal 9 website upgrade in progress (timeline TBA) Home working equipment upgrades nearing completion Dec 22 Redundant SIP and Internet connectivity provisioned, implementation planned Feb 22

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Office 365 and Cloud Services Adoption	✔	Gareth Youlden	All mailboxes moved to cloud.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Stronger Security and Governance	✔	Gareth Youlden	Implementation of Microsoft Intune device management for home working devices in progress. Allows security patches and updates to desktop software remotely improving security compliance for remote working – Feb 22 Quarterly internal vulnerability testing now carried out to improve cyber security posture and reduce effort required for PSN compliance. On-going/Dec 22 (PSN renewal)



## Land Charges

Generated on: 04 August 2022


<b>Land Charges</b>	-- enter action details here --	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
Activities since last period	N/A	Planned Activities for next period	Resolution of expiry dates issue identified with LC/planning records	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Budget required for Assure/M3/Oracle upgrades	Resourcing Requirements	Possible reliance on Assure Planning implementation and associated resource requirements in Planning.	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Data preparation/cleaning and testing		Laura Gilbert	Training has been delivered to enable work to be carried out system updates and testing ongoing


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
M3/Assure application and database upgrades and HMLR tools installation/testing		Gareth Youlden	work has been completed and in live


## New TBC Website


Generated on: 04 August 2022


<b>New TBC Website</b>	<p>Purpose: The current software which the TBC main corporate website runs on (Drupal 7) reaches the end of its life in Nov 28, 22. Therefore the site needs to be upgraded to the latest version – Drupal 9. This will be more accessible, more mobile-friendly and more user-friendly.</p> <p>Scope: This upgrade is a significant project which requires a new website to be built in order to meet the requirements of Drupal 9. The current TBC website was launched in Nov 2013 and is therefore long overdue an upgrade. This provides the opportunity to carry out an in-depth audit of the content to see what's needed, what can be removed, whether accessibility requirements are being met and how user friendly it is. It can also be given a fresh new look and design.</p> <p>To ensure the website meets the needs of residents, in support of the digital first agenda, is accessible to all and easy to use and navigate.</p>	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	Test template installed	<b>Planned Activities for next period</b>	Explore/test template Choose theme/branding Set up project group to begin	<b>Amber/Red Areas</b>	None

			scoping content requirements.		
Risks including Stakeholder Issues, budget and timing	Resource/impact on the communications and IT teams to deliver this project. Lack of co-operation from other teams in providing required information/input. Content transfer needs to be quick to avoid having to enter information onto two websites. Website security will be at risk beyond Nov 28, 2022, if upgrade is not completed in time. Security and other upgrades will not be possible. Current site does not meet 100% of accessibility requirements.	Resourcing Requirements	content transfer window – will require resource from all departments along with possible suspension of webupdates other than urgent items. Dedicated resource required for duration of project	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Accessibility			Develop accessibility guide for staff to ensure documents are accessible. Although Drupal 9 does automate more of the accessibility requirements and processes. Engage with relevant stakeholder groups (eg disability forums) to ensure new site is accessible to all.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Content audit – what can go, what should stay, what needs to be added.			Create project group of key influencers – Comms, IT and CS – to ensure content/design meets needs of other departments.  Consult with managers/teams/CS on content audit.  Incorporate feedback from Residents Survey to ensure content/design meets needs of residents.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Install new Drupal 9 on server – choose themes and templates for new-look.			RV has created test template, need to explore and test, before installing version that we will use.  TBC graphics and web team to have a look at designs and themes available.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
User Testing			<p>Arrange focus groups and user testing. Internally first and then with stakeholder groups/vulnerability partners, those with additional needs/special accessibility requirements.</p> <p>Community Champions/Citizens Panel.</p>


## OD Strategy

Generated on: 04 August 2022

<b>OD Strategy</b>	<p><b>Purpose:</b> To ensure that our employees have the right skills, knowledge and culture to support our residents, visitors, businesses and stakeholders to deal with the challenges we currently face and those we are likely to encounter in the future</p> <p><b>Scope:</b> The People and Organisational Development Strategy is a new strategy that is designed to recognise the Smart Working Model.</p>	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	Consultant carried out organisational research Stakeholder Meetings carried out with CE, ELT, AD's and AD Direct Reports	<b>Planned Activities for next period</b>	HR Workshop by end November Consultant review meeting with ED Organisation, AD People and Head of HR and OD by 7th December Development of draft strategy by 31st December	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	Impact of R&R – development of implementation plan is achievable assuming a smooth transition to Smart Working	<b>Resourcing Requirements</b>	None	<b>Decisions required from CMT</b>	None


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Consultation and Approval of Strategy		Zoe Wolicki	Consultation meetings took place with stakeholders to inform the strategy. Draft has been circulated to AD Direct reports, CMT and HR for final feedback

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Design & Development of Strategy		Jackie Noble	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Implementation Plan		Jackie Noble	Plan developed Activities contained within HR business plan 2022-25

# Place Investment Strategy

Generated on: 04 August 2022


<b>Place Investment Strategy</b>	To set out how the Council intends to use its services, influence and relationships to promote Tamworth as a place for people and businesses to visit, live and invest in Scope: To deliver a strategy to encourage investment and development in Tamworth by setting a framework of activity and messages so that the Council is clear on what it will deliver and the associated outcomes, with all services working towards the same coordinate objectives.	<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>		<b>Planned Activities for next period</b>	Commission a consultant to deliver a tourist strategy that also includes place investment. This will be undertaken by March 2023.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>	UK SPF will pick up the costs of delivering the strategy.	<b>Decisions required from CMT</b>	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Approve and adopt strategy?		Matthew Fletcher	Strategy not formally approved through corporate Governance structures.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Write and consult on a place investment strategy		Matthew Fletcher	The due date for this work is March 2024.

## QBR and Commonwealth Games Live Site


Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
QBR and Commonwealth Games Live Site		Sarah McGrandle	




**R&R Customer Engagement and CS delivery (including reception)**

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
R&R Customer Engagement and CS delivery (including reception)		Zoe Wolicki	


## R&R Vulnerability and VCSE strand

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
R&R Vulnerability and VCSE strand		Joanne Sands	


## Reset and Recovery management of overall programme

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Reset and Recovery management of overall programme		Tina Mustafa	Comprehensive reported via Recovery & reset Board and appropriate scrutiny committees


## Review of Partnership Policy and Database

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Review of Partnership Policy and Database		Joanne Sands	


## Review of swimming subsidy and future options


Generated on: 04 August 2022


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Review of swimming subsidy and future options		Sarah McGrandle	

## Self-Assessment Compliance Framework (housing)


Generated on: 04 August 2022

<b>Self-Assessment Compliance Framework (housing)</b>	Purpose: To evidence how the Council is currently performing against the Regulatory Standards and how it needs to improve to streamline compliance across the Council, whilst ensuring delivery of high quality housing that responds to the local needs in Tamworth. Scope: To ensure a prioritised and risk based assessment of the councils housing service	Overall Project Status		Managed By	Tina Mustafa
Activities since last period	QQ out on intend Savills presented to Housing & Homelessness committee and CMT (presentation available)	Planned Activities for next period	Evaluation of QQ Selection of contractors Commencement of Corporate team Review and document request	Amber/Red Areas	Resource intensive; organisational commitment prerequisite
Risks including Stakeholder Issues, budget and timing	Ownership and accountability – no single point of contact	Resourcing Requirements	Consultancy support required	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Commission Consultancy support for self-assessment – phase 1			Procurement of housing based specialists to complete desk top / gap analysis across all consumer standards as referenced above. Corporate Project team to be established and evaluation to be completed Jan 2022


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery of 3-year improvement plan		Lee Birch	Resources to be detailed once extent of the improvement plan is known

Key Workstream	Key Workstream Status	Workstream Lead	Highlights

Gap Analysis and improvement plan produced and agreed – phase 1		Lee Birch	Cabinet and member review of action plan ensuring corporate ownership across all key areas
---	---	-----------	--

## Service Redesign


Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Service Redesign		Zoe Wolicki	



## Smart Working

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Smart Working		Jackie Noble; Zoe Wolicki	research complete. Staff assigned, consulted and new contracts are in place. Circa 15 draft policies are being consulted on. Outstanding actions - wellbeing policy and implement draft policies once consultation complete and approved by A&S. Review of SMART Working scheduled at 6 and 12 months post implementation.


Solway	Purpose: To deliver development using the Borough Council's trading company at Solway Close. Scope: To investigate the potential for delivering Private Rented Sector (PRS) housing on the Solway Close site and to determine the approach for the delivery/disposal of the site.	Overall Project Status		Managed By	Anna Miller
Activities since last period	Corporate Scrutiny Paper/Cabinet March have recommended that Solway is disposed of and that the receipts are used to support regeneration.	Planned Activities for next period	The regen team are looking at a framework/procurement route for the disposal of the site.	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	There is potential to package the site with MH - there may be VFM in doing so, however the value may exceed procurement thresholds therefore Solway may have to be disposed of separately, which may cost more money.	Resourcing Requirements		Decisions required from CMT	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Corporate Scrutiny recommendations from March 2021: •Assessment of Private Rented Sector development (operating mechanisms and costs of managing) •soft market testing		Matthew Fletcher; Joanne Goodfellow	

with local agents •soft market testing with a house builder			
--	--	--	--

# Town Centre Masterplan


Generated on: 04 August 2022


<b>Town Centre Masterplan</b>	Purpose: Preparation of a plan which seeks to coordinate physical regeneration activity across the town centre and sets out the general principles for how that area should be developed. Scope: Key town centre regeneration sites	Overall Project Status		Managed By	Anna Miller
Activities since last period	Further discussions with Homes England. Meeting in July clarified that a masterplan prepared jointly to capture wider town centre regeneration activity would be useful.	Planned Activities for next period	Further discussions with Homes England	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	No allocated budget.	Decisions required from CMT	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Preparation of Masterplan.		Matthew Fletcher; Anna Miller	This work will form part of a regeneration masterplan that includes the town centre. This work will be completed with Homes England.


## Town Hall

Generated on: 04 August 2022

<b>Town Hall</b>	Purpose: Bring the Town Hall back into use as the main Civic Building. Scope: Review of space within Town Hall and development of a scheme to bring it back into use as the Council's main Civic Building.	<b>Overall Project Status</b>		<b>Managed By</b>	Paul Weston
<b>Activities since last period</b>	Initial meeting has taken place with consultants and Members to scope out essential and desirable items Initial set of proposals received and reviewed. More work to be done.	<b>Planned Activities for next period</b>	Prepare costed report for Members to consider. Develop budget proposal for scheme	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	No budget has been identified for this project beyond the initial consultancy work. Planning and heritage issues could impact on deliverability.	<b>Resourcing Requirements</b>	External consultants already appointed	<b>Decisions required from CMT</b>	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Communications		Tania Phillips	Consultation with Cabinet Members and production of draft proposals complete.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction phase delivery		Alan Marshall	Dependent upon scheme and budgets being approved

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of maintenance plan for building.		Alan Marshall	Costed condition survey received. Maintenance plan will take account of condition survey and any works that take place.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of project brief.	✔	Paul Weston	Designs agreed with Members and with consultants for pricing in readiness for future capital bids.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement	✔	Paul Weston	Dependent upon scheme and budgets being approved


## Wellbeing Strategy

Generated on: 04 August 2022

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Wellbeing Strategy		Joanne Sands	


# Wilnecote Cornerstone Housing Development

Generated on: 04 August 2022

<b>Wilnecote Cornerstone Housing Development</b>	Purpose: Acquire new homes on the former Wilnecote Day Centre Site Scope: Work with developer to bring forward and acquire the land and properties on the former Wilnecote Day Centre site	Overall Project Status		Managed By	Paul Weston
Activities since last period	Initial report approved by Full Council Legal appointed to work through formal agreements. Planning consent obtained by developer Budget in place	Planned Activities for next period	Formalise contract with developer	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Contract not yet formalised Potential for costs to increase Step-in arrangements to be included in contract but if invoked would impact on resources.	Resourcing Requirements	External legal support in place. External developer delivering project.	Decisions required from CMT	None

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Lettings			Lettings to commence upon handover of properties in 2023

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Negotiate terms of agreement.		Paul Weston	Legal agreement complete and project on site.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Oversight of construction phase and timing of transfers, payments and acquisition.		Paul Weston	Contract on site and progressing.



**APPENDIX A**

**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 Operations & Leisure	ASSEMBLY ROOMS	PRIVATE HIRE TICKET SALES	(47,937)	(13,140)	(34,797)	(52,530)	0	(52,530)	Income above year to date budget
		SPLIT PROFIT EVENT INCOME	(149,250)	(73,260)	(75,990)	(293,000)	0	(293,000)	Income above year to date budget
	ASSEMBLY ROOMS BAR	CATERING SALES	(11,630)	(46,410)	34,780	(185,660)	0	(185,660)	Sales below current target
	SUMMER ACTIVITY 2022	CONTRIBUTION FROM RESERVES	0	0	0	(81,000)	(500,000)	(581,000)	Contribution from transformation reserve.
		CATERING SALES	0	(16,125)	16,125	(64,500)	54,500	(10,000)	No income due under arrangements now in place
		TICKET SALES	(215,283)	(319,718)	104,434	(1,278,870)	679,000	(599,870)	Sales lower than expected at this stage
	PUBLIC SPACES	VACANCY ALLOWANCE	0	(96,010)	96,010	(96,010)	96,010	0	Vacancy Allowance
		BRITAIN IN BLOOM	44,468	0	44,468	0	0	0	No specific budget for Britain in Bloom costs - no bottom line variance reported on the cost centre
		CONTRIB FROM STAFFS C C .	0	(119,000)	119,000	(119,000)	0	(119,000)	Invoices for grass cutting to be raised
AD People	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(9,210)	9,210	(36,870)	36,870	0	Vacancy allowance
AD Assets	MARMION HOUSE	CONTRIBUTION-COMMON SERVICES	86,764	0	86,764	(32,640)	(54,124)	(86,764)	Service Charges invoices to SCC for occupation of 4th & 5th floors not yet raised. Service Charges income higher than budget as SCC were due to vacate 5th floor 01/04/21 but are still there

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	21,857	55,740	(33,883)	222,990	(132,000)	90,990	Will need to review budgets - possible Policy Change to reduce the budget as currently set up based on historical data.
		BED & BREAKFAST INCOME	(4,953)	(55,740)	50,787	(222,980)	180,000	(42,980)	Will need to review budgets - possible policy change.
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(251,688)	(30,125)	(221,563)	(135,500)	0	(135,500)	Subject to the grant allocation across the expenditure codes
	COMMUNITY WARDENS	SALARIES	22,698	42,660	(19,962)	170,600	(60,000)	110,600	2 vacant posts
AD Partnerships	SAFER STRONGER COMMUNITIES FND	GOVERNMENT GRANTS	(32,741)	0	(32,741)	0	0	0	Unbudgeted government grant
AD Growth & Regeneration	DEVELOPMENT CONTROL	FEES & CHARGES PLANNING APP	(87,199)	(45,720)	(41,479)	(182,860)	0	(182,860)	Income to date above budget
AD Finance	BENEFITS	RENT ALLOWANCES	1,047,413	1,158,510	(111,097)	5,020,060	(456,514)	4,563,546	Based on current activity levels
		NON-HRA RENT REBATES	1,205	10,660	(9,455)	42,760	(37,128)	5,632	Based on current activity levels
		COUNCIL TENANT RENT REBATES	1,775,947	1,826,500	(50,553)	6,743,790	(238,446)	6,505,344	Based on current activity levels
		COUNCIL TENANT GRANT	(1,749,596)	(1,814,670)	65,074	(6,700,420)	240,372	(6,460,048)	Based on current activity levels
		PRIVATE TENANT GRANT	(1,021,606)	(1,124,100)	102,494	(4,871,110)	455,449	(4,415,661)	Based on current activity levels
		NON-HRA RENT REBATE GRANT	(1,205)	(8,710)	7,505	(34,910)	30,090	(4,820)	Based on current activity levels
		OVERPAYMENT PRIVATE TENANT	(54,896)	(30,990)	(23,906)	(123,970)	(30,654)	(154,624)	Based on current activity levels
		OVERPAYMENT COUNCIL TENANT	(24,293)	(22,500)	(1,793)	(90,050)	20,103	(69,947)	Based on current activity levels

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 ADMINISTRATION	VACANCY ALLOWANCE	0	(9,120)	9,120	(36,520)	36,520	0	Vacancy allowance
		GOVERNMENT GRANTS	(64,060)	0	(64,060)	0	0	0	Unbudgeted government grant
	CORPORATE FINANCE	CONT TO RESERVES	0	0	0	150,000	580,280	730,280	Increased reserve contribution arising from additional NNDR section 31 grant income
		NNDR LEVY PAYMENTS	(0)	0	(0)	1,262,640	1,053,330	2,315,970	Increased levy due to higher than expected NNDR income projected at Qtr 1
	TREASURY MANAGEMENT	MISC INTEREST & DIVIDENDS	(147,000)	(30,180)	(116,820)	(120,710)	(600,000)	(720,710)	Expected interest above budget due to increased interest rates.
	COVID-19	GOVERNMENT GRANTS	0	0	0	0	(1,633,610)	(1,633,610)	Additional Section 31 grant income due to additional business rate reliefs forecast as at Qtr 1

## 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
AD Assets	SERVICE CHARGES	SERVICE CHARGE	306,553	(10,140)	316,693	(37,400)	0	(37,400)	Leaseholder Section 20 invoices have not yet been raised
AD Neighbourhoods	GENERAL	HOUSE CONDITIONS SURVEY	59,072	0	59,072	24,000	0	24,000	Funds will be released from reserves
Housing Repairs	REPAIRS CONTRACT	COVID 19 COSTS	88,078	39,060	49,018	96,000	0	96,000	Covid related repairs - ongoing discussions with contractor
		RESPONSIVE REPAIRS	272,132	425,000	(152,868)	1,700,000	0	1,700,000	Currently indicating underspend but later in the year the expenditure will catch up and the budget will be spent in full
		VOIDS	278,379	400,000	(121,621)	1,600,000	0	1,600,000	Currently indicating underspend but later in the year the expenditure will catch up and the budget will be spent in full
		BRICKWORK & SPALLING	0	71,200	(71,200)	284,800	0	284,800	Committing expenditure from some of the dis-repair works
		WALL FINISHING & LINTELS	0	235,375	(235,375)	941,500	0	941,500	Delayed start to this type of work
		GAS HEATING SYSTEMS MAINTENANCE	101,010	155,000	(53,990)	620,000	0	620,000	The budget will be spent in full, the majority of work will be carried out later in the year
		PERIODIC ELECTRICAL TESTING	28,354	101,250	(72,896)	405,000	0	405,000	Still processing invoices for last year accruals
		PLANNED MAINTENANCE	645	35,000	(34,355)	140,000	0	140,000	Looking into external cladding project
		HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	119,147	46,350	72,797	185,400	72,000
RENTS	(5,288,882)			(5,264,475)	(24,407)	(19,431,480)	0	(19,431,480)	Lower level of voids compared with budget calculation & rent free weeks yet to take place

# APPENDIX B

## Capital Programme Monitoring

GENERALFUND	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
<b>Chief Executive</b>										
Joint Waste Service Additional Bins	95	95	-	(95)	95	95	-	-	95	
<b>Service Area Total</b>	<b>95</b>	<b>95</b>	<b>-</b>	<b>(95)</b>	<b>95</b>	<b>95</b>	<b>-</b>	<b>-</b>	<b>95</b>	
<b>AD Growth</b>										
Gungate Development	718	-	-	-	718	718	-	-	718	
Castle Mercian Trail	27	27	2	(25)	27	27	-	-	27	
Gateways	400	400	3	(397)	400	400	-	-	400	Further design and public consultation to be undertaken in Q1 22/23
Repairs to Castle Elevation	429	429	27	(402)	429	429	-	-	429	
Off Street Car Parking Infrastructure Update	22	22	22	-	22	22	-	-	22	
FHSF Castle Gateway	2,621	165	164	(1)	5,083	2,183	(2,900)	2,900	5,083	Majority of spend expected in final quarter of 2022/23, with £2.9m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
FHSF Middle Entry	2,067	60	61	1	2,067	367	(1,700)	1,700	2,067	Majority of spend expected in final quarter of 2022/23, with £1.7m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
FHSF College Quarter	6,580	200	211	11	14,113	11,113	(3,000)	3,000	14,113	Majority of spend expected in final quarter of 2022/23, with £3m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
<b>Service Area Total</b>	<b>12,864</b>	<b>1,303</b>	<b>490</b>	<b>(813)</b>	<b>22,859</b>	<b>15,259</b>	<b>(7,600)</b>	<b>7,600</b>	<b>22,859</b>	
<b>ED Organisation</b>										
<b>AD People</b>										
Replacement It Technology	24	39	6	(32)	84	84	-	-	84	Previously planned spend eg on network refresh may be delayed pending R & R/Marmion House de-commissioning

GENERALFUND	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
New Time Recording System 17/18	15	15	-	(15)	15	15	-	-	15	Commencement of project subject to Recovery & Reset
Self Service Customer Portal	27	27	14	(13)	27	27	-	-	27	Portal 'soft launch' go live achieved in January, remaining funds for further development.
Member Device Refresh	2	2	-	(2)	2	2	-	-	2	Remaining budget to be used for replacement kit
Endpoint & Web E-Mail Filter	-	10	-	(10)	40	40	-	-	40	
Asset Management Database	42	42	-	(42)	42	42	-	-	42	Additional modules required
V13 Income Management Systems & 3D Secure	23	23	20	(3)	23	23	-	-	23	System upgrade and move to Cloud - expected go live Oct 22
R & R Smart Working IT Requirements	-	131	-	(131)	523	523	-	-	523	
ICT Audio/Visual Technology Town Hall	-	22	-	(22)	87	87	-	-	87	
<b>Service Area Total</b>	<b>132</b>	<b>309</b>	<b>40</b>	<b>(370)</b>	<b>842</b>	<b>842</b>	<b>-</b>	<b>-</b>	<b>842</b>	
<b>AD Operations &amp; Leisure</b>								-		
Wigginton Park Section Section 106	11	11	-	(11)	11	11	-	-	11	Volunteers groups slowly returning post pandemic, work will be undertaken as per management plan
Broadmeadow Nature Reserve	11	11	-	(11)	11	11	-	-	11	Volunteers groups slowly returning post pandemic, work will be undertaken as per management plan
Public Open Space Section 106	27	27	-	(27)	27	27	-	-	27	Plan to use this for play area improvements at Rainscar, to be confirmed
Street Lighting	69	69	31	(38)	69	69	-	-	69	Ongoing 40+ replacement scheme, works to plan
Local Nature Reserves	24	24	-	(24)	24	24	-	-	24	Grant funding HLS from Rural Payments Agency
Amington Community Woodland	757	189	27	(162)	757	757	-	-	757	On hold due to issues on site with levels - with Planning
Refurbishment Castle Grounds Tennis Courts	120	120	-	(120)	120	120	-	-	120	Currently out to tender
Refurbishment of Play Areas	50	59	-	(59)	85	85	-	-	85	Contract to be awarded

GENERALFUND	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
Assembly Rooms Development	-	-	-	-	-	-	-	-	-	
Indoor and Outdoor Sports Feasibility	100	100	-	(100)	100	100	-	-	100	Contract awarded and works underway, completion planned for 2023.
<b>Service Area Total</b>	<b>1,169</b>	<b>610</b>	<b>58</b>	<b>(552)</b>	<b>1,204</b>	<b>1,204</b>	<b>-</b>	<b>-</b>	<b>1,204</b>	
<b>ED Finance</b>										
<b>AD Finance</b>										
Solway Tamworth LTD LATC	4,000	-	-	-	4,000	4,000	-	-	4,000	Review underway to confirm viability of scheme post pandemic
<b>Service Area Total</b>	<b>4,000</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>4,000</b>	
<b>ED Communities</b>										
<b>AD Assets</b>										
Disabled Facilities Grant	849	1,012	170	(842)	1,499	1,499	-	-	1,499	Intention is to spend the budget in full
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	75	-	-	75	External works, will start soon and it is expected it would finish in October 2022
R & R Office Requirements	-	38	-	(38)	150	150	-	-	150	Looking into options
<b>Service Area Total</b>	<b>849</b>	<b>1,068</b>	<b>170</b>	<b>(398)</b>	<b>1,724</b>	<b>1,724</b>	<b>-</b>	<b>-</b>	<b>1,724</b>	
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	11	-	(11)	46	46	-	-	46	Awaiting invoice from West Midlands Combined Authority
<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>GF Contingency</b>										
Gf Contingency	-	-	-	-	100	100	-	-	100	
Cont-Return On Investment	20	-	-	-	20	20	-	-	20	
GF Contingency Plant and Equipment	100	-	-	-	100	100	-	-	100	
GF Contingency Castle Curtain Wall	-	-	-	-	30	30	-	-	30	
<b>Service Area Total</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>250</b>	
<b>GENERAL FUND TOTAL</b>	<b>19,230</b>	<b>3,397</b>	<b>757</b>	<b>(2,540)</b>	<b>31,020</b>	<b>23,420</b>	<b>(7,600)</b>	<b>7,600</b>	<b>31,020</b>	

Service Area	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
<b>HOUSING REVENUE ACCOUNT</b>										
<b>ED Communities</b>										
<b>AD Assets</b>										
Structural Works	8	77	239	162	283	283	-	-	283	Survey in process to identify any structural work, intention is to spend the full budget, showing overspend as at p3 due to Purchase order raised in advance
Bathroom Renewals	5	149	430	281	580	580	-	-	580	Contract split between Wates and Equans. Wates will commence work on this project in September, overspend as at p3 is due to the commitment raised in advance
Gas Central Heating Upgrades and Renewals	639	811	557	(254)	1,325	1,325	-	-	1,325	Boiler replacement programme issued to the contractor - the budget will be spent in full
Kitchen Renewals	209	384	511	127	909	909	-	-	909	Contract split between Wates and Equans. Wates will commence work on this project in September, overspend in p3 due to commitment raised in advance
Major Roofing Overhaul and Renewals	-	375	1,069	694	1,500	1,500	-	-	1,500	Work in progress, aim is to spend the budget in full
Window and Door Renewals	-	100	318	218	400	400	-	-	400	Work identified for the full budget, full list passed on to the contractor (Wates), commitment raised in advance
Neighbourhood Regeneration	267	392	403	10	767	767	-	-	767	Work identified for the full budget
Disabled Facilities Adaptations	460	522	258	(265)	710	710	-	-	710	Meeting with contractor to establish the requirements for this year, there is a significant backlog of work not completed by Millbrook, aiming to spend the budget in full
Rewire	30	68	120	53	180	180	-	-	180	Meeting with the contractor to agree the workstream, commitment raised in advance
CO2 / Smoke Detectors	124	140	93	(47)	188	188	-	-	188	Work has started on replacement battery operated smoke detectors to the hard wired



Service Area	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
Insulation	18	4	-	(4)	18	18	-	-	18	Budget to be utilised for the energy efficiency project
Renew High Rise Lifts	243	61	181	120	243	243	-	-	243	Contractor on site, est completion date Sept
Replace High Rise Soil Stacks	1,741	435	10	(425)	1,741	1,741	-	-	1,741	Work starting soon, will be doing 1 block at a time with 8 weeks time scale to complete each, the budget will be spent in full
Sheltered Schemes	113	138	82	(56)	213	213	-	-	213	Work identified for this year, budget will be spent in full
Energy Efficiency Improvements	-	18	56	39	70	70	-	-	70	
Install Fire Doors High Rise	493	123	376	253	493	493	-	-	493	Project will be completed within next few months, commitment in advance
High Rise Ventilation System	120	30	-	(30)	120	120	-	-	120	
Fire Risk Mitigation Works	-	75	240	165	300	300	-	-	300	
Damp & Mould Works	-	25	80	55	100	100	-	-	100	
Decarbonisation	-	800	2,560	1,760	3,200	3,200	-	-	3,200	
High Rise Refuse Chute Renewals	-	38	120	83	150	150	-	-	150	
Sheltered Lifts and Stairlift Renewals	-	90	288	198	360	360	-	-	360	
Fire Alarm Panel Renewals	-	13	40	28	50	50	-	-	50	
Scooter Storage at High Rise	-	8	24	17	30	30	-	-	30	
Upgrade Pump Room at High Rise	-	6	20	14	25	25	-	-	25	
Retention of Garage Sites	640	828	618	(209)	1,390	1,390	-	-	1,390	So far 29 garages identified for demolition
Capital Salaries	-	50	-	(50)	200	200	-	-	200	
Software Fire Safety Surveys	90	23	-	(23)	90	90	-	-	90	At the stage of evaluation received quotations
HRA Street Lighting	42	10	32	21	42	42	-	-	42	PO raised in advance

Service Area	Budget Reprofiled from 2021/22 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2023/24 (memo only) £000	Outturn £000	Comments
Asset Management Software HRA	-	7	9	2	26	26	-	-	26	Will be spent in full
Telecare System Upgrades	-	43	-	(43)	66	66	-	-	66	Project with Tunstall, upgrades to digital systems
Kerria Estate Project	-	88	5	(83)	130	130	-	-	130	CPO to be settled in July
Other Acquisitions	-	58	0	(58)	58	58	-	-	58	Budget from the slippage will be vired to Regeneration and Affordable Hsg
Regeneration & Affordable Housing	-	4,305	3,526	(778)	4,450	4,450	-	-	4,450	order raised for Wilnecote Project
Caledonian Depot New Build	-	1,506	55	(1,451)	1,506	1,506	-	-	1,506	Awaiting documentation form the framework to assist appointing the contractor, aiming to finish the project this year
<b>Service Area Total</b>	<b>5,241</b>	<b>11,797</b>	<b>12,319</b>	<b>523</b>	<b>21,912</b>	<b>21,912</b>	<b>-</b>	<b>-</b>	<b>21,912</b>	
<b>HRA Contingency</b>										
HRA Contingency	-	-	-	-	100	100	-	-	100	
<b>Service Area Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>5,241</b>	<b>11,797</b>	<b>12,319</b>	<b>523-</b>	<b>22,012</b>	<b>22,012</b>	<b>-</b>	<b>-</b>	<b>22,012</b>	

## APPENDIX C

### Treasury Management Update – Period 3 - 2022/23

Investments held as at 30<sup>th</sup> June 2022:

Borrower	Deposit £	Rate %	From	To	Notice
Thurrock Council	5,000,000	0.65%	09-Oct-20	07-Oct-22	-
Thurrock Council	5,000,000	0.20%	15-Jul-21	15-Jul-22	-
Slough Council	5,000,000	0.15%	06-Oct-21	05-Oct-22	-
NatWest	5,000,000	0.54%	11-Jan-22	11-Jul-22	-
NatWest	5,000,000	0.85%	07-Feb-22	08-Aug-22	-
Goldman Sachs	5,000,000	1.20%	14-Feb-22	12-Aug-22	-
Goldman Sachs International Bank	5,000,000	1.60%	29-Apr-22	28-Oct-22	-
Lloyds Bank	5,000,000	1.55%	11-May-22	11-Nov-22	-
Standard Chartered	10,000,000	1.50%	13-May-22	11-Nov-22	-
Santander	10,000,000	0.67%	-	-	180 day
MMF – Aberdeen	2,622,000	0.99%*	-	-	On call
MMF – PSDF	10,000,000	1.04%*	-	-	On call
MMF – Federated	1,345,000	1.125%*	-	-	On call
<b>Total</b>	<b>73,967,000</b>	<b>0.69%</b>	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.73%	-	-	-
Threadneedle Property Unit Trust	6,056,785	3.68%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.42%	-	-	-
<b>Total</b>	<b>85,929,218</b>	<b>1.10%</b>	-	-	-

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

Fund	Initial Investment	Fund Value 30/06/2022	2022/23 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£2,173,484.08	£17,210.38	3.73%	Inclusive of June-22
Threadneedle Property Unit Trust	£6,056,785.32	£6,766,704.90	£55,605.90	3.68%	Returns Received Quarterly.
Hermes Federated Property Unit Trust	£4,056,499.57	£4,651,181.76	£0.00	3.42%	Returns Received Quarterly. Apr-Jun Returns due in August.
<b>Total</b>	<b>£11,962,217.92</b>	<b>£13,591,370.74</b>	<b>£72,816.28</b>	<b>3.61%</b>	

External Borrowing as at 30<sup>th</sup> June 2022:

<b><u>Borrowing from PWLB</u></b>				
<b><u>Loan Number</u></b>	<b><u>Rate</u></b>	<b><u>Principal</u></b>	<b><u>Start</u></b>	<b><u>Maturity</u></b>
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>		

Thursday, 8 September 2022

## Report of the Leader of the Council

### Budget and Medium Term Financial Planning Process 2023/24

#### Purpose

To seek agreement to the Proposed Budget and Medium Term Financial Planning Process for General Fund and the Housing Revenue Account for 2023/24.

#### Recommendations

It is recommended that the proposed process for the General Fund and Housing Revenue Account Budget and Medium Term Financial Planning Process for 2023/24 be adopted.

#### Executive Summary

When Council approved the 2022/23 Budget and Medium Term Financial Strategy in February 2022, the ongoing impact of the Covid-19 pandemic on the economy and ultimately the impact for the Council's finances was uncertain - including any lasting effects for individual businesses and their employees.

It outlined that the government has only held single-year Spending Reviews over the past 2 years, with 2019 being a single year due to the political turbulence around Brexit, and 2020 being a single year, given the COVID-19 pandemic. On 7th September 2021, the Chancellor wrote to Secretaries of State to confirm the government's intention to complete a multi-year Spending Review (SR2021), setting revenue and capital budgets for 2022/23 to 2024/25.

However, as part of the Spending Review carried out in 2021, no announcement was made about the government's plans for funding reform or a reset of the Business Rates Retention (BRR) system, both of which were originally expected to be implemented in 2019/20, but which have been delayed a number of times.

The 2022/23 local government finance settlement was published in December 2021 (& confirmed in February 2022), is for one year only and is based on the Spending Review 2021 (SR21) funding levels. This is the first time since 2015 that, in the context of a multi-year Spending Review, the government has only provided local authorities with a single-year settlement.

No detailed announcements are made on funding reform, though the following statement was made:

Government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources. The data used to assess this has not been updated in a number of years, dating from 2013-14 to a large degree, and even as far back as 2000.

Over the coming months, we will work closely with the sector and other stakeholders to update this and to look at the challenges and opportunities facing the sector before consulting on any potential changes.

As part of this we will look at options to support local authorities through transitional protection. Councils should note the one-off 2022/23 Services Grant provided in the Local Government Finance Settlement in 2022/23 will be excluded from potential transitional protections.

While this means the Council will be able to retain its business rate growth for 2022/23, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2023/24 as, over the coming months, the Government have stated that they will work with the sector before consulting on funding reform.

#### Latest Update

On 28 June 2022, the then Secretary of State for Levelling Up, Housing & Communities gave an address at the Local Government Association conference.

Along with thanking the sector and highlighting various key policies relating to and delivered by local government, the speech confirmed that from next year there will be a two-year settlement (assumed to mean for 2023/24 and 2024/25), and that a consultation would follow over the summer. We wait to hear if this will now take place.

There is also an intention to reduce the number of individual and bid based funding streams.

The speech also confirms that further devolution deals will be offered to all parts of England that want them by 2030. These will be under a new "coherent" framework, offering counties and districts a chance to agree a deal, and suggests that these will not necessarily require an elected mayor:

"While I'm an unabashed admirer of the mayoral model, I also recognise it won't be right everywhere."

In addition, the speech announced the creation of a new Office for Local Government. This is intended to "shine a light on how local authorities are performing and delivering", covering key services, progress towards net zero and so on."

There are also further uncertainties arising from the finalisation of the Brexit process following the transition period and the current cost pressures and associated likely price increases for supplies that are required for building or construction/maintenance works – which both the Government and the Bank of England consider to be a temporary issue.

There are also likely to be price rises for the Council's energy supplies. This will not have an immediate effect as supplies are bought in market price 'baskets' negotiated between Oct and March for units rates charged for the year commencing April. It is likely that the basket rates will experience a significant increase unless the current situation changes.

Energy efficiency is likely to be a significant future across all of our property portfolio including Council Housing. The commitment to achieve zero carbon within our own operations will present difficulties when considering our historic buildings like the Assembly Rooms, Castle and Town Hall. It is likely that investment in the property portfolio will be needed which has not yet been quantified and will need to be considered in future, in line with the Corporate Capital Strategy objectives.

It is anticipated that amendments to the Decent Homes Standard will look at building safety and energy efficiency for Council Housing. The cost is likely to be significant and could mean exploration of new ways of funding such as the application of service charges and as included within the 2022/23 capital programme, through grants available.

An increase in the cost of repairs has been included in the MTFs due to the current market cost pressures. The RICS through their BCIS cost indicator service are predicting increasing tender prices over the next 5 years so this is likely to impact on existing contracts. There is the risk that if costs continue to increase in excess of CPI contractors will seek further uplifts. The

impact on planned work is that less work will be done, this will extend the renewal period for key components which will increase demand on responsive. The volume of responsive repairs is unlikely to change.

Income from the commercial/industrial portfolio has held up during the pandemic, but underlying market issues and the increase in online shopping (increased by the pandemic) mean that there is an immediate risk in relation to the income achievable from the Council's commercial property portfolio including the Ankerside Shopping Centre and NCP car park, while not known at present, could result in a significant loss of income.

## Recovery and Reset Programme

Cabinet on 22nd October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges facing the council as a result of the coronavirus pandemic. An update including recommendations for the next steps was approved at Cabinet 29th July 2021 including the continuing work the agreed actions to address the financial position in future years:

1. Financial Management and Commerciality – Seeking to remove historic underspends and adopt an in-service approach to rigorous and controlled spending.
2. Smart Working – Exploration of the business impacts around current levels of home working and what the future is for AGILE working.
3. Building Requirements and Utilisation – Consideration of the best use of all our property assets to ensure the council's resources are focused on front line service delivery.
4. Front Reception and Customer Service Offer – Exploration of customer service models to assess the impact of front reception closing during the pandemic and how acceleration of digitising services can be delivered whilst ensuring our most vulnerable customers retain face to face services.
5. Service Re-design and Review – An organisational wide review of each service to identify short, medium and longer-term opportunities to improve delivery of services central to the council's core purpose and strategic aims.
6. Third Sector Support and Vulnerability Strategy – Recognising that one of the most positive outcomes to the Pandemic is the overwhelming ability of 'anchor organisations and communities' to mobilise and support each other, this project will explore how the Council's commissioning framework can be aligned to build on these foundations going forward and how we define and develop our vulnerability strategy, building on the baseline assessment commissioned over the summer.
7. Economy and Regeneration - Work has continued on the future of our high street and alongside this the economic recovery and regeneration of Tamworth is central to our future Recovery and Reset.

Together with any opportunities arising from the response to the Covid-19 pandemic, for Member consideration during the budget process.

The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community.

This approach will change the organisation and how it works; will require Members to put evidence and insight at the heart of our decision making to ensure that we are transparent about the rationale for our decisions and plans; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reducing.

Corporate Management Team (CMT) and Cabinet review the most up-to-date budget forecasts on a quarterly basis, and discuss the delivery of the planned savings to support our Medium Term Financial Strategy (MTFS).

As part of the budget process, Policy Changes are required in order to amend base budget provision. As grant and other income levels are reducing, where increased costs are unavoidable then managers should identify compensatory savings. Where savings are

identified they must be accompanied by a robust implementation plan. Robust business case templates will have to be submitted to Cabinet and CMT for all Policy Change submissions (Revenue and Capital).

The attached Project Plan at Appendix A lists the stages, deadlines and the responsible officers for the production of the budget and medium term financial plan. Appendix B contains an outline of the process whilst Appendix C shows the flow of key stages over the process period.

**Draft 2022 annual residents survey – The Tamworth Conversation**

To help elected members set the council budget and priorities we consult residents every year on spending and savings options in line with the council priorities. We also conduct a resident’s survey to hear what people think about Tamworth as a place to live.

Usually these are separate consultations, however, to avoid duplication and make an efficient use of resources, this year we intend to combine these consultations into one ‘Tamworth Conversation’ in late summer/early autumn.

In order to benchmark with wider local government, we are proposing to use the Local Government Associations recommended question set. These were also used in the 2021 Tamworth residents’ survey. This will allow us to analyse the local results over time and benchmark across local government. To use these appropriately, these questions need to be at the beginning of the survey (detailed at **Appendix E**), to reduce bias when answering.

**Outline timetable**

Action	Date
Cabinet	8 Sept 2022
Launch survey	12 Sept 2022
All members’ budget seminar	Late Sept 2022
Survey close	19 Oct 2022
Survey results to CMT	Nov 2022
Survey results to elected members to inform budget setting decisions	End Nov 2022

**Outline methodology**

This will be an online survey and will run for nearly six weeks.

The digital by default is the most environmentally friendly and cost-effective approach to delivering this survey, however we recognise that not everyone in the town has digital access so other options will be made available.

It is a voluntary survey, so we’ll promote the survey through media and social media encouraging people to take part.

Specific groups will also be contacted directly and invited to have their say:

- Citizens’ panel
- Community & Voluntary Groups
- Tamworth Businesses
- Lichfield & Tamworth Chamber of Commerce
- Housing tenants
- Tamworth Borough Council staff (many of which are residents)

Paper copies of the surveys will be made available in the TIC, and, subject to County Council approval, Tamworth Library.

Our customer services staff will seek to carry out this survey as a telephone interview, particularly for those who are less likely to engage or have digital access.



We also aim to write to a random sample of Tamworth address specifically inviting them to take part.

Elected members will also be invited to share the survey with their constituents

### **Timetable**

Significant milestones in the process, detailed at **Appendix A**, are planned as:

- a) Budget Consultation Members Seminar – by 30<sup>th</sup> September;
- b) Emerging Policy Changes / Capital Programme bids Members Seminar (by 31<sup>st</sup> October);
- c) Consultation process - results to Cabinet 10<sup>th</sup> November;
- d) Base budget and technical adjustments to Cabinet 1<sup>st</sup> December;
- e) Cabinet to consider Council Taxbase calculation on 15<sup>th</sup> December and Business Rates Forecast on 19<sup>th</sup> January;
- f) Cabinet proposals to a Leaders Budget Workshop 30<sup>th</sup> November;
- g) Provisional RSG settlement assessment to Corporate Management Team and EMT in December;
- h) Joint Scrutiny Committee (Budget) to be held on 25<sup>th</sup> January 2023;
- i) Final Budget and Medium Term Plan reports to Cabinet 22<sup>nd</sup> February 2022;
- j) Budgets set at Council 28<sup>th</sup> February 2022.

It should be noted that the complexity of some of the issues and the reliance on the Government for Business Rates Retention and RSG data to report will mean that some reports have to be treated as urgent items and/or are considered at a later meeting.

Members are asked to endorse the process to be followed.

### **Options Considered**

None

### **Resource Implications**

There are no financial or resource implications arising from the implementation of the Budget and Medium Term Planning Process.

### **Legal/Risk Implications Background**

It is considered that a Medium Risk to the achievement of the planned timetable exists due to the potential for a delay in the:

- Provision of information from managers; and
- Publication of the Local Government Finance Settlement information for each individual authority by the Department for Levelling Up, Housing & Communities (DLUHC).

There also remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation - arising from the Fair Funding Review, review of the Business Rates Retention (BRR) scheme, reset of the Business Rates baseline and the ongoing uncertainty over the funding for the New Homes Bonus scheme.

While we are aware of these forthcoming change, little to no information is available on the potential impact for individual Councils' finances.

We will therefore need to consider the approach to forecasting and planning for these uncertainties balancing the risk to the MTFs against the need for savings and potential service reductions.

The Key Risks are:

- The lasting effect of the pandemic on the economy, current cost pressures and ultimately the impact for the Council's finances – including any lasting effects for individual businesses and their employees.

There are further uncertainties arising from the finalisation of the Brexit process following the transition period. The national shortage of HGV drivers has not had a direct impact on services but it is likely that it could compound the likely price increases for supplies that are required for building or construction/maintenance works – which both the Government and the Bank of England consider to be a temporary issue.

There are also likely to be further price rises for the Council's energy supplies. This will not have an immediate effect as supplies are bought in market price 'baskets' negotiated between Oct and March for units rates charged for the year commencing April. It is likely that the basket rates next year will experience a significant increase unless the current situation changes.

- For two years, the government has only held single-year Spending Reviews, with 2019 being a single year due to the political turbulence around Brexit, and 2020 being a single year, given the COVID-19 pandemic. However, on 7<sup>th</sup> September 2021, the Chancellor wrote to Secretaries of State to confirm the government's intention to complete a multi-year Spending Review (SR2021), setting revenue and capital budgets for 2022/23 to 2024/25.

As part of the recent Spending Review, no announcement was made about the government's plans for funding reform or a reset of the Business Rates Retention (BRR) system, both of which were originally expected to be implemented in 2019/20, but which have been delayed a number of times.

The 2022/23 local government finance settlement has now been published, for one year only and is based on the Spending Review 2021 (SR21) funding levels. This is the first time since 2015 that, in the context of a multi-year Spending Review, the government has only provided local authorities with a single-year settlement.

No detailed announcements are made on funding reform, though the following statement is made:

*Government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources. The data used to assess this has not been updated in a number of years, dating from 2013-14 to a large degree, and even as far back as 2000.*

*Over the coming months, we will work closely with the sector and other stakeholders to update this and to look at the challenges and opportunities facing the sector before consulting on any potential changes.*

*As part of this we will look at options to support local authorities through transitional protection. Councils should note the one-off 2022/23 Services Grant provided in the Local Government Finance Settlement in 2022/23 will be excluded from potential transitional protections.*

While this means the Council will be able to retain its business rate growth for 2022/23, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2023/24 as, over the coming months, the Government have stated that they will work with the sector before consulting on funding reform.

**There is a high risk that these reforms will have a significant effect on the Council's funding level from 2023/24.**

- Uncertainty over the ongoing funding for the **New Homes Bonus scheme**, as it has been 'rolled over' for another year, with allocations made and the final 2019/20 legacy payment honoured. There is no planned legacy payment for 2022/23 (as in 2020/21 and 2021/22).

The Government consulted on the future of the New Homes Bonus in 2021 and plan to publish their response early in 2022. The Government remains committed to reform and will use the additional year to carefully consider how to ensure the incentive is more focused and targeted on ambitious housing delivery and which complements wider Government priorities.

- Challenge to continue to achieve high collection rates for council tax, business rates and housing rents – in light of the welfare benefit reforms and the impact of the pandemic on economic conditions and uncertainty.

### **Equalities Implications**

None

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

None

### **Background Information**

- a) The Government's **Fair Funding Review (FFR)** of the distribution methodology includes:
  - a. changes to the needs assessment (which will determine each Council's share of the national funding for Local Government – it is likely that this will reflect the impact of Social Care demands and that funding will be redistributed to Unitary and County Councils to the detriment of District Councils);
  - b. treatment of relative resources (to determine how much each Council can fund locally through income from fees and charges and council tax);
  - c. any transitional arrangements to protect Councils from significant reductions in funding – and the impact from their unwinding.
- b) **Spending Review** – where the total spending allocation for Government Departments will be set – including national control totals for Local Government spending. It sets UK Government departments' resource budgets.
- c) The ongoing **review of the Business Rates Retention (BRR) scheme** –work on the design of the new system including the impact of 'rolling in' grants such as Housing Benefit administration and New Homes Bonus.

- d) The planned **reset of the Business Rates baseline** for each Council could mean redistribution of the growth, or a proportion of such, achieved since 2013.
- e) **New Homes Bonus scheme** - review planned on operation of the scheme included local growth in housing numbers and share of the national pool (including o the 'deadweight' for which Councils no longer receive grant).
- f) National **Business Rates Revaluation** – latest indications are that the Government will also aim to introduce a **centralised system for business rate appeals** at the same time to cover future changes arising from the next valuation list in 2023.

#### **Report Author**

Stefan Garner – Executive Director Finance, Joanne Goodfellow - Assistant Director Finance

#### **List of Background Papers**

Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2022/23, Council 22nd February 2022.

#### **Appendices**

##### **Appendix A**

Project Plan for the Budget and Medium Term Financial Planning Process for the year 2023/24

##### **Appendix B**

Outline of the Budget and Medium Term Financial Planning Process

##### **Appendix C**

Flowchart of the Budget & Medium Term Financial Planning Process

##### **Appendix D**

Methodology for the Annual residents survey – The Tamworth Conversation

##### **Appendix E**

Draft 2022 annual residents survey – The Tamworth Conversation

Budget and Medium Term Financial Planning Process for 2023/24			
	Project Plan	Deadline	Responsible Officer/s
1	Review of the 2022/23 process, formulation of 2023/24 process and report, to Cabinet 8 <sup>th</sup> September, including:	31/08/2022	Executive Director Finance (EDF)
	<ul style="list-style-type: none"> <li>Review of potential budget issues;</li> </ul>	31/08/2022	EDF / Assistant Director Finance (ADF)
	<ul style="list-style-type: none"> <li>The Consultation process.</li> </ul>	31/08/2022	EDF / ADP / Public Relations Manager
	<ul style="list-style-type: none"> <li>Members Seminar - Annual Survey, September 2022</li> </ul>	30/09/2022	Head of Communications
2	Policy Changes		
	<ul style="list-style-type: none"> <li>Circulation to Directors of provisionally approved policy changes for 2022/23 onwards - for confirmation or otherwise;</li> </ul>	31/08/2022	Accountants
Page 101	<ul style="list-style-type: none"> <li>Any unavoidable cost increases arising from, for example, legislative or demand led changes (e.g. reduced income), be identified and included together with completion of 2021/22 outturn review;</li> </ul>	30/09/2022	CMT/Accountants
	<ul style="list-style-type: none"> <li>Return of responses with Business Cases completed for new proposals, to Corporate Accountancy for collation;</li> </ul>	30/09/2022	CMT/Accountants
	<ul style="list-style-type: none"> <li>Meeting of CMT to review all Revenue Policy Changes proposals on 20<sup>th</sup> October;</li> </ul>	15/10/2022	EDF / Accountants
	<ul style="list-style-type: none"> <li>Members Seminar to consider emerging policy changes, October 2022</li> </ul>	15/10/2022	EDF / Assistant Director Finance (ADF)
	<ul style="list-style-type: none"> <li>Responses to be presented to Executive Management Team 14<sup>th</sup> November for initial consideration.</li> </ul>	21/10/2022	EDF / Accountants
3	Corporate Capital Strategy and Capital Programme		
	<ul style="list-style-type: none"> <li>Directors to review &amp; confirm the provisionally approved capital schemes already contained within the 5 year capital programme (including a 'block allocation' for Cabinet approval of new schemes during the year);</li> </ul>	30/09/2022	CMT/Accountants
	<ul style="list-style-type: none"> <li>Impact of any updated Stock Condition data assessed</li> </ul>	30/09/2022	Assistant Director Assets
	<ul style="list-style-type: none"> <li>Formulation of new 5 year programme including appraisal forms to be submitted to the Asset Strategy Steering Group (ASSG) 5<sup>th</sup> October, prior to submission to Executive Management Team;</li> </ul>	30/09/2022	CMT/Accountants
	<ul style="list-style-type: none"> <li>Members Seminar to consider emerging Capital scheme proposals, October 2022</li> </ul>	31/10/2022	EDF / Assistant Director Finance (ADF)

	<b>Project Plan</b>	<b>Deadline</b>	<b>Responsible Officer/s</b>
	<ul style="list-style-type: none"> <li>Capital Programme report to CMT 20<sup>th</sup> October, Executive Management Team 14<sup>th</sup> November.</li> </ul>	15/10/2022	CMT/Accountants
4	Charges for Services – Updated recharges basis adjusted for any structural issues, proposals to be circulated to CMT by 31 <sup>th</sup> October, base recharges to be completed by 31 <sup>st</sup> October to allow consultation period (to December 2022).	31/10/2022	CMT/Accountants
5	Consideration of responses – including an analysis of the impact of such on the overall financial position of the Council at CMT 20 <sup>th</sup> October, Executive Management Team 14 <sup>th</sup> November, Leaders Budget Workshop review 30 <sup>th</sup> November and Cabinet 1 <sup>st</sup> December, to formulate/consider budget proposals in detail.	15/10/2022	CMT/Accountants
6	Consideration of the adjusted base budget, at CMT 20 <sup>th</sup> October / Executive Management Team 14 <sup>th</sup> November / Cabinet 1 <sup>st</sup> December.	15/10/2022	EDF/ADF/Accountants
7	Annual Survey 2022 – Cabinet receive 1 <sup>st</sup> December, the results of the consultation process.	25/10/2022	Public Relations Manager
8	Approval of the Council Tax Base Calculation for 2022/23 - to Cabinet 15 <sup>th</sup> December.	30/11/2022	Head of Revenues & Benefits
9	Leaders Budget Workshop 30 <sup>th</sup> November.	30/11/2022	Leader
10	A meeting of Cabinet on 1 <sup>st</sup> December to receive/confirm budget proposals.	01/12/2022	EDF/ADF
11	Local Government Finance Settlement (LGFS) implications - to CMT / Executive Management Team 22 <sup>nd</sup> December.	22/12/2022	EDF/Accountants
12	Draft Budget & MTFs Report to Executive Management Team 9 <sup>th</sup> January / Cabinet 19 <sup>th</sup> January and Joint Scrutiny Committee (Budget) 25 <sup>th</sup> January.	06/01/2023	EDF/ADF
13	Final Business Rates forecast for 2022/23 - to Cabinet 19 <sup>th</sup> January.	13/01/2023	EDF/ADF/ Head of Revenues & Benefits
14	Implications of the final Business Rates forecast & LGFS information to be considered/built into the budget proposals (as soon as available).	January 2023	EDF/ADF/Accountants
15	Final Budget & MTFs Report to CMT on 2 <sup>nd</sup> February / Executive Management Team 6 <sup>th</sup> February.	31/01/2023	EDF/ADF
16	Final budget reports considered by Cabinet on 22 <sup>nd</sup> February who would recommend a budget to the Council meeting on 28 <sup>th</sup> February.	14/02/2023	EDF/ADF

## Outline of the Budget and Medium Term Financial Planning Process

### Reasons for Producing Budgets

Budgets are required to plan for forthcoming activities in meeting the objectives of the Council as a whole. Legally, the Council is required by legislation to set its budget (balanced funding/spend) and the associated Council Tax by 11<sup>th</sup> March each year.

The budget represents the Council's plans in financial terms and acts as a method of measuring performance against the achievement of these objectives. Variances from the budget are highlighted to Senior Management on a monthly basis and Members Quarterly.

Budgets assist in bringing together views, opinions and decisions of all stakeholders such as Members, Local Residents, Focus Groups and the Business Community.

### The Budget Process

The budgets for the next financial year are compiled in the 'budget process' that runs mainly from September to March each year (some preparatory work / forecasts are prepared from July).

Day to day responsibility for setting budgets and financial performance monitoring may be delegated to appropriate line managers/senior officers, as appropriate.

A brief summary of the stages involved in the budget process are as follows:

- **Review / Formulation of Budget Process**

Following a review of the previous year's process, the outline process to be followed is formulated / agreed by the Corporate Management Team and Cabinet.

- **Consideration of Policy Changes**

Planned changes to services (provisionally approved during the previous budget process) are issued for confirmation. Budget Managers are also required to consider any unavoidable increased costs (arising from, for example, legislative or demand led changes e.g. reduced income) and targets for budget savings. They will be aware of the objectives of the Council as a whole within the Corporate Plan and should therefore be looking to incorporate changes or additions into their future plans.

As grant and other income levels are reducing, where increased costs are unavoidable then managers should identify compensatory savings. Where savings are identified they must be accompanied by a robust implementation plan. Robust business case templates will have to be submitted to Cabinet and CMT for all Policy Change submissions (Revenue and Capital).

- **Capital Programme**

Managers are asked to review provisionally approved schemes (within the medium term capital programme) and submit new / revised capital appraisal forms for consideration, and prioritisation within available resources, by CMT, the Asset Strategy Steering Group and Cabinet.

- **Consultation**

To help elected members set the council budget and priorities we consult residents every year on spending and savings options in line with the council priorities. We also conduct a resident's survey to hear what people think about Tamworth as a place to live.

Usually these are separate consultations, however, to avoid duplication and make an efficient use of resources, this year we intend to combine these consultations into one 'Tamworth Conversation' in late summer/early autumn.

In order to benchmark with wider local government, we are proposing to use the Local Government Associations recommended question set. These were also used in the 2021 Tamworth residents' survey. This will allow us to analyse the local results over time and benchmark across local government. To use these appropriately, these questions need to be at the beginning of the survey (detailed at **Appendix E**), to reduce bias when answering.

Specific groups will also be contacted directly and invited to have their say:

Citizens' panel

Community & Voluntary Groups

Tamworth Businesses

Lichfield & Tamworth Chamber of Commerce

Housing tenants

Tamworth Borough Council staff (many of which are residents)

Paper copies of the surveys will be made available in the TIC, and, subject to County Council approval, Tamworth Library.

Our customer services staff will seek to carry out this survey as a telephone interview, particularly for those who are less likely to engage or have digital access.

We also aim to write to a random sample of Tamworth address specifically inviting them to take part.

Elected members will also be invited to share the survey with their constituents

- **Formulation of Budget Forecast & Base Budgets**

Managers should consider their future activities and spending requirements before discussions with their Accountant. Managers should identify any minor changes in expenditure or income or highlight other areas of concern with their Accountant prior to the finalisation of the base budget working papers. Regular review / monitoring during the year assist in this process.

It is important that managers assess budget figures carefully and do not merely increase the original budgets by the given inflation percentage. Managers should consider the previous year's level of expenditure when looking at budgets and decide if this is to be a normal level or an exception. A zero based budgeting approach to deliver service needs is required especially in a period of resource constraints.



For 2023/24, the budget process will need to reflect the consequences of the current inflationary cost pressures, and the measures to contain and mitigate its effects. Consideration of the impact on future income levels will be needed including Council Tax, Non domestic (business) rates, fees and charges, rents and investment returns which have, to a greater or lesser extent, been subject to reduction since April 2020.

In the main, the recalculation of the base budget involves changes that have already been approved or are outside the control of managers (e.g. inflation, pay award etc). Major alterations to budgets or proposals involving significant changes in service delivery need to be raised and submitted for approval through the policy changes process.

It should be borne in mind that financial guidance requires Budget Managers to be consulted (by the relevant Accountant) in the preparation of the budgets for which they will be held responsible and that they are required to accept accountability for their budgets and the service to be delivered.

As part of the Governance process, there is a responsibility for Budget Managers to ensure that they are consulted and confirm that their budgets are accurate, complete and acceptable.

- **Compilation of Overall Budget figures**

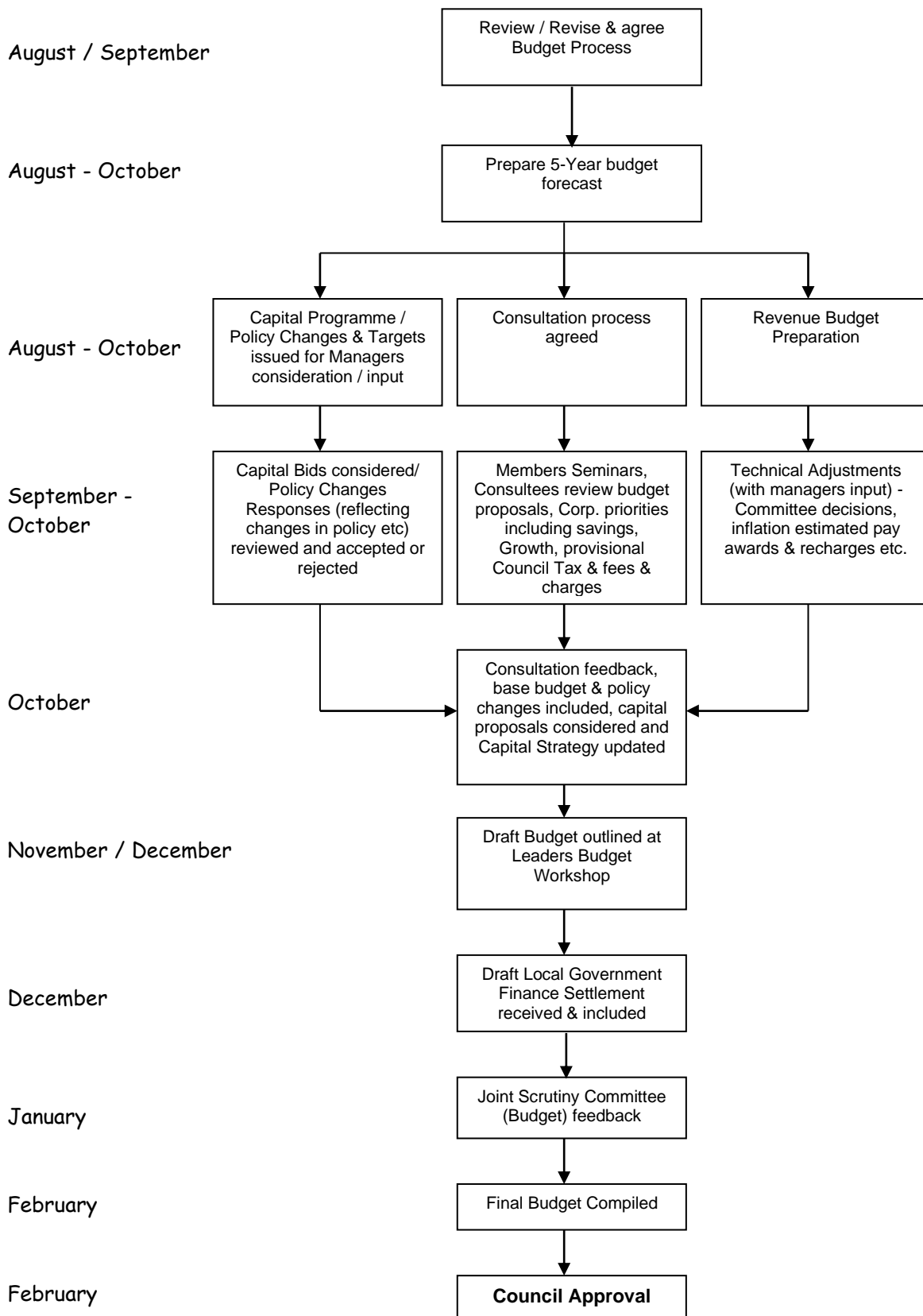
Once all the budget working papers have been prepared, an overall net expenditure figure for the Council can be assessed in terms of affordability and whether funding for these levels of expenditure is available. It may be that Managers would be required to identify savings in their budgets, dependent on guidance from Senior Managers and Members.

- **Final Budget Approved by the Council in February**

The final budgets are approved by Members at the Cabinet meeting, usually in February. No further amendments can be made after this point. The full Council approves the budget at its meeting in February.

This page is intentionally left blank

The Budget & Medium Term Financial Planning Process 2023/28



This page is intentionally left blank

## Draft 2022 annual residents survey – The Tamworth Conversation

**August 2022**

### Background

To help elected members set the council budget and priorities we consult residents every year on spending and savings options in line with the council priorities. We also conduct a resident's survey to hear what people think about Tamworth as a place to live.

Usually these are separate consultations, however, to avoid duplication and make an efficient use of resources, this year we intend to combine these consultations into one 'Tamworth Conversation' in late summer/early autumn.

In order to benchmark with wider local government, we are proposing to use the Local Government Associations recommended question set. These were also used in the 2021 Tamworth residents' survey. This will allow us to analyse the local results over time and benchmark across local government. To use these appropriately, these questions need to be at the beginning of the survey, (detailed at **Appendix E**) to reduce bias when answering.

### Outline timetable

Action	Date
Cabinet	8 Sept 2022
Launch survey	12 Sept 2022
All members' budget seminar	Late Sept 2022
Survey close	19 Oct 2022
Survey results to CMT	Nov 2022
Survey results to elected members to inform budget setting decisions	End Nov 2022

### Outline methodology

This will be an online survey and will run for nearly six weeks. *Note, there is a small budget available to support this consultation.*

The digital by default is the most environmentally friendly and cost-effective approach to delivering this survey, however we recognise that not everyone in the town has digital access so other options will be made available.

It is a voluntary survey, so we'll promote the survey through media and social media encouraging people to take part.

Specific groups will also be contacted directly and invited to have their say:

Citizens' panel

Community & Voluntary Groups

Tamworth Businesses

Lichfield & Tamworth Chamber of Commerce

Housing tenants

Tamworth Borough Council staff (many of which are residents)

Paper copies of the surveys will be made available in the TIC, and, subject to County Council approval, Tamworth Library.

Our customer services staff will seek to carry out this survey as a telephone interview, particularly for those who are less likely to engage or have digital access.

We also aim to write to a random sample of Tamworth address specifically inviting them to take part.

Elected members will also be invited to share the survey with their constituents.

**Incentives**

As an incentive to encourage people to take part in the survey, we're proposing to offer all those completing the survey the opportunity to enter a prize draw to win one of five £30 gift voucher prizes.



# TBC Annual Residents Survey

## 1. Tamworth Borough Council Annual Residents Survey

Throughout this survey we ask you to think about 'your local area. When answering, please consider your local area to be the area within 15 – 20 minutes walking distance from your home.

### 1. Satisfaction with the local area

**Overall, how satisfied or dissatisfied are you with your local area as a place to live? \***

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Don't know

### 2. Satisfaction with the local authority

Your local area receives services from two councils, Tamworth Borough Council and Staffordshire County Council.

This survey asks about Tamworth Borough Council which is responsible for services such as refuse collection, street cleaning and planning.

**Overall, how satisfied or dissatisfied are you with the way Tamworth Borough Council runs things? \***

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Don't know

### 3. Value for money

In considering the next question, please think about the range of services Tamworth Borough Council provides to the community as a whole, as well as the services your household uses.

It does not matter if you do not know all of the services Tamworth Borough Council provides to the community. We would like your general opinion.

To what extent do you agree or disagree that Tamworth Borough Council provides value for money? \*

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know

### 4. Council responsiveness

To what extent do you think Tamworth Borough Council acts on the concerns of local residents? \*

- A great deal
- A fair amount
- Not very much
- Not at all
- Don't know

### 5. Informed about the council

Overall, how well informed do you think Tamworth Borough Council keeps residents about the services and benefits it provides? \*

- Very well informed
- Fairly well informed
- Not very well informed
- Not well informed at all
- Don't know



**6. Advocacy**

**On balance, which of the following statements comes closest to how you feel about Tamworth Borough Council? \***

- I speak positively of the council without being asked
- I speak positively of the council if I am asked about it
- I have no views one way or another
- I speak negatively about the council if I am asked about it
- I speak negatively about the council without being asked
- Don't know

**7. Community identity**

**How strongly do you feel you belong to your local area? \***

- Very strongly
- Fairly strongly
- Not very strongly
- Not at all strongly
- Don't know

**8. Community Safety \***

	Very safe	Fairly safe	Neither safe nor unsafe	Fairly unsafe	Very unsafe	Don't know
How safe or unsafe do you feel when outside in your local area after dark?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How safe or unsafe do you feel when outside in your local area during the day?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9. Trust in the council**

**How much do you trust Tamworth Borough Council? \***

- A great deal
- A fair amount
- Not very much
- Not at all
- Don't know

## 10. Satisfaction with services \*

	Response scale:	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know	
Waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street cleaning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sport and leisure services (castle, assembly rooms, castle ground events etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks and green spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 11. Community cohesion (ethnicity)

To what extent do you agree or disagree that your local area is a place where people from different ethnic backgrounds get on well together?

By getting on well together, we mean treating each other with respect. \*

- Definitely agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Definitely disagree
- Don't know
- Too few people in local area
- All the same ethnic background

## 12. Community cohesion

To what extent would you agree or disagree that people in this local area pull together to improve the local area? \*

- Definitely agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Definitely disagree
- Nothing needs improving
- Don't know

### 13. Anti-social behaviour

Thinking about this local area, how much of a problem do you think each of the following are.... \*

	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	Don't know/No opinion
a) Noisy neighbours or loud parties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Rubbish or litter lying around	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Vandalism, graffiti and other deliberate damage to property or vehicles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) People using or dealing drugs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) People being drunk or rowdy in public places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Groups hanging around the streets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 14. How do you find out about

How do you currently find out about Tamworth Borough Council and the services it provides, including events in the Castle Grounds, at the Assembly Rooms and Castle? \*

- Council website
- Arts and Events website
- Castle Website
- Printed information from the council posted to your house
- Council texts
- Council emails and e-newsletters
- Arts and events emails
- Castle emails
- Direct contact (e.g. contact with council staff, public meetings and events)
- Council's social media (e.g. Facebook, Twitter, Instagram, TikTok)
- Arts and Events social media (e.g. Facebook, Twitter, Instagram, TikTok)

- Castle social media (e.g. Facebook, Twitter, Instagram, TikTok)
- Social media pages not run by the council
- Advertising on billboards/buses etc.
- From your local councillor
- Local media (e.g. newspapers, TV, radio, social media pages)
- Word of mouth (e.g. friends, neighbours, relations)
- Do not find out any information
- Other (please specify):

**15. Did you know? \***

	Yes	No	Not sure
That the assembly rooms and all the performances are run and managed by Tamworth Borough Council?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
That Tamworth Castle is run and managed by Tamworth Borough Council?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
That many of the events in the Castle Grounds (Summer Castle Fest, annual Fireworks display, St George's event etc) are run and managed by Tamworth Borough Council?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**16. Perception of facilities and amenities in Tamworth**

**How satisfied are you with the leisure, entertainment, and shopping, facilities and amenities that are available in and around Tamworth? \***

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Don't know

### 17. Priorities for the council

Our Tamworth Borough Council vision is 'Tamworth – celebrating our heritage, creating a better future'

This vision describes what we're aiming to achieve in the long term.

To help us achieve this, we have five priorities:

**1 The Environment** Reducing litter and fly tipping Working to reduce the impact of climate change Supporting people to recycle and reduce waste Working to protect, maintain and improve our green spaces

**2 The Economy** Support businesses to promote business growth and new businesses in Tamworth Support businesses to generate local employment opportunities Make sure Tamworth has good quality and affordable housing Encourage people to come and visit Tamworth and enjoy the attractions of our town

**3 Infrastructure** Update local plans to improve transport links within Tamworth Improve existing walkways and cycle routes Make sure people can access our services digitally

**4 Living in Tamworth** Make sure there is adequate supply of affordable housing Invest in neighbourhoods and local areas Support job creation and seek to protect the local economy Improve and promote Tamworth's events and historic and cultural heritage Help everyone feel safe in their neighbourhood and with others reduce the fear of crime

**5 Town Centre** Develop the street markets and events Create a scheme for 'created in Tamworth' Work to improve the night-time economy, including improving night-time transport options Encourage local people to be proud of Tamworth and it's rich history Develop a new Tamworth Enterprise Centre as part of plans to improve and transform the town centre Make the town more accessible Encourage the growth of the food and leisure choices in the town

How important do you think are each of these priorities are, on a scale of 1-5? \*

	1 = Very important	2 = Fairly Important	3 = Important	4 = Slightly Important	5 = Not at all important	
1 The Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 The Economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Living in Tamworth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Town Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 18. Council Spending

Financial stability is and has been the key requirement for local authorities. Following the national response to the pandemic, it is likely that Government funding to local councils will reduce in the future.

At the same time, the current cost pressures we're all facing will increase our running costs and reduce income, so we must make plans to reduce costs and make financial efficiencies.

We would like your views on how or where you think it could make efficiencies and reduce costs.

**For the following services, do you think we should spend more, the same or less?**

**The planned spend for the current financial year for each service appears in brackets \***

	More	Same	Less	No opinion
Sports & Leisure (£448,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heritage/Castle (£679,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arts, Assembly Room & Events (£1,541,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refuse collection & recycling (£3,289,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks, open spaces & street cleaning (£2,579,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tackling anti-social behaviour (£444,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving the economic, physical, social and environmental condition of Tamworth (£261,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grants for voluntary organisations and charities (£147,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commissioning (buying) services from voluntary organisations and charities (£332,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing (excluding Council Housing) (£184,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing advice, grants and homelessness (£519,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business support and advice (£411,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved access to information/customer services (£888,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**19. Where should we reduce costs?**

**From the services listed below, if we had to make savings or reduce costs, which services do you think we should look at?**

**Please choose three. \***

- Sports & Leisure (£448,000)
- Heritage/Castle (£679,000)
- Arts, Assembly Room & Events (£1,541,000)

- Refuse collection & recycling (£3,289,000)
- Parks, open spaces & street cleaning (£2,579,000)
- Tackling anti-social behaviour (£444,000)
- Improving the economic, physical, social and environmental condition of Tamworth (£261,000)
- Grants for voluntary organisations and charities (£147,000)
- Commissioning (buying) services from voluntary organisations and charities (£332,000)
- Housing (excluding Council Housing) (£184,000)
- Housing advice, grants and homelessness (£519,000)
- Business support and advice (£411,000)
- Improved access to information/customer services (£888,000)

## 20. Should we increase charges?

Along with making savings, we could look at increasing how much we charge for things like parking, commercial property rental and leisure activities.

If we were to increase the amount we charge residents and business, please choose two areas we should consider?

The expected income in for the current financial year appears in brackets \*

- Car parking (£599,000)
- Public charges for leisure and other activity (£1,112,000)
- Waste management (£1,597,000)
- Public spaces (£687,000)
- Commercial property (£1,780,000)

## 21. Council Tax

We do not believe our residents want to see any Council services cut, but we also understand that tax increases are a burden to us all. This is why we are asking you to tell us your broad priorities for Council services.

The Government have suggested small councils like Tamworth, can increase their council tax by 2%, or £5 per year or more. This is based on a Band D council tax property.

Our three-year budget plan included a £5 increase in 2022/23 with a further £5 per year every year.

However, given the rising costs, a bigger increase needs to be considered.

What would you consider to be an acceptable Council Tax increase (based on a band D council tax property)? \*

- £1.00 Option A (0.52%)

- £3.82 Option B (1.99%)
- £5.00 Option C (2.61%)
- £10.00 Option D (5.21%)
- £19.00 Option E (9.90%)

**22. Further comments**

**If you have any further comments about how Tamworth Borough Council could reduce spending, please let us know for each of the services. \***

Comments boxes for each

Sports & Leisure

Heritage/Castle

Arts, Assembly Room & Events

Refuse collection & recycling

Parks, open spaces & street cleaning

Tackling anti-social behaviour

Improving the economic, physical, social and environmental condition of Tamworth

Grants for voluntary organisations and charities

Commissioning (buying) services from voluntary organisations and charities

Housing (excluding Council Housing)

Housing advice, grants and homelessness

Business support and advice

Improved access to information/customer services

**23. Making a complaint, comment of compliment**

**As a Council, we want to offer a service that is right first time – every time. However, we accept that things do not always go as planned.**

**We aim to resolve all issues at the first point of contact. We may need to make some further investigations as we're doing this, but we'll keep the customer informed as we make the relevant enquiries.**

**If we can't reach a resolution, customers are invited to make a formal complaint.**



**Have you complained to the council?**

**Have you made a formal complaint to Tamworth Borough Council in the last three years?**

\*

- Yes
- No
- Don't know

**24. Thinking about the handling of your complaint, do you agree or disagree with the following? \***

	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Not applicable
The process was clearly explained to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I knew what was happening in my case	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was contacted in a way which suited me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I felt I had my say in the process and I was listened to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I felt my complaint was understood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff I spoke to were courteous and helpful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**25. We're updating our complaints policy**

**We are currently reviewing the way we handle complaints to make sure our policy meets new requirements issued by the Housing Ombudsman, and we'd welcome your thoughts on our approach.**

**What is a complaint?**

**In our new policy a complaint is:**

**An expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents**

**The following are complaints:**

- Where something has been reported to us and the work has not been completed,
- Where something has been reported to us and it has taken longer than we said it would to sort,
- When we've not provided a service to the standard stated,
- Not answering a customer's question or delivering a service,
- Not following our own policies, rules or procedures,
- Discrimination or harassment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation
- A delay in taking in action without a good reason,
- Giving incorrect or misleading information.

**Do you agree with these? \***

- Yes
- No
- Don't Know
- No opinion

**26. When it's not a complaint**

There are times when we cannot investigate a complaint, this is usually because there are other separate independent appeal processes or procedures that should be followed.

In our new policy, we're making it clearer on when something isn't a complaint that we can't investigate as part of our policy, please tell us if you agree with our list.

**What isn't a complaint that we can investigate?**

- Complains about something that happened over six months ago,
- A request for something, for example reporting an issue with litter, fly-tipping, graffiti. These are counted as requests for work and not a failure, Request for support from environmental health, such as with a noisy neighbour, dirty restaurants,
- Reporting a social housing repair, or when the target date hasn't been reached,
- Issues about licenses, permits, approvals, consents, permissions or registrations or any related enforcement actions (these are dealt with under other procedures),
- Complaints that are following a judicial process or legal process (such as a planning decision),
- An appeal against a Planning application, a Housing application, a Benefit award decision, a parking ticket or statutory notices (these are dealt with under other procedures)
- Complaints about staffing appointments, dismissals, pay, conduct and other Human Resource policy and procedures,
- Complaints made by members of staff against other members of staff that are covered under other policies,
- Complaints against members/councilors conduct (these are covered under a separate code of conduct).
- Anything where legal proceedings have been started.

**Do you agree with this list? \***

- Yes
- No
- Don't know
- No opinion
- If No, please tell us why.

**27. Updates to the complaint process**

**At Tamworth Borough Council we have a two-stage complaint process.**

**This is where there are significant changes to our policy. We still have a two-stage process, however we're proposing to change the timescales at each stage.**

**If the customer remains dissatisfied, they can then refer their complain to either the Local Government and Social Care or the Housing Ombudsman.**

**Thinking about the complaint process, do you agree or disagree with the following? \***

	Agree	Somewhat Agree	Somewhat Disagree	Disagree	Not applicable
This proposed process is an improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The time taken at each stage is an improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The process is fair and reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please share with us any other comments you'd like to make about our complaints policy.

## About you

Please describe yourself.

**28. Which of the following best describes you? \***

Male

Female

Prefer not to say

Other (please describe):

**29. What is your age? \***

18-24

25-34

35-44

- 45-54
- 55-64
- 65-74
- 75+
- Prefer not to say

**30. What is your Ethnic group \***

- I do not wish to disclose my ethnic origin

**White**

- English, Welsh, Scottish, Northern Irish, British
- Irish
- Gypsy or Irish Traveller
- Any other White background (please specify below)

**Asian or Asian British**

- Indian
- Pakistani
- Bangladeshi
- Nepalese
- Chinese
- Any other Asian background (please specify below)

**Black, African, Caribbean or Black British**

- British
- African
- Caribbean
- Any other black background (please specify below)

**Mixed or Multiple ethnic**

- White and Black Caribbean
- White and black African
- White and Asian
- Any other mixed background (please specify below)

**Other Ethnic Group**

- Arab
- Any other Ethnic Group (please specify below)
- Other (please specify):

**31. Please enter your postcode? \***

**32. Are you: \***

- A local resident
- Representing a local community or voluntary organisation
- Responding as a local business
- Local Councillor
- Someone who works in the borough but a resident elsewhere
- Other (please specify):

**33. Please tell us your email address if you'd like to:**

**Join our citizens panel, a group we send regular surveys and consultations to for views.**

**Be entered into a prize draw for one of five £30 worth of gift vouchers for a local shop of your choice.**

**Winners will be chosen at random from all valid entries limited to one entry per person. \***

This page is intentionally left blank

## CABINET

THURSDAY 8<sup>TH</sup> SEPTEMBER 2022

## COUNCIL

TUESDAY 20<sup>TH</sup> SEPTEMBER 2022

### REPORT OF THE PORTFOLIO HOLDER FOR FINANCE, RISK AND CUSTOMER SERVICES

### ANNUAL REPORT ON THE TREASURY MANAGEMENT SERVICE AND ACTUAL PRUDENTIAL INDICATORS 2021/22

#### EXEMPT INFORMATION

None

#### PURPOSE

The Annual Treasury report is a requirement of the Council's reporting procedures. It covers the Treasury activity for 2021/22, and the actual Prudential Indicators for 2021/22.

The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes in accordance with Regulations issued under the Local Government Act 2003. It also provides an opportunity to review the approved Treasury Management Strategy for the current year and enables Members to consider and approve any issues identified that require amendment.

#### RECOMMENDATIONS

That Cabinet ask Council to;

- 1. Approve the actual 2021/22 Prudential and Treasury Indicators within the report and shown at Appendix 1; and**
- 2. Accept the Annual Treasury Management Report for 2021/22.**

#### EXECUTIVE SUMMARY

This report covers Treasury operations for the year ended 31<sup>st</sup> March 2022 and summarises:

- the Council's Treasury position as at 31<sup>st</sup> March 2022; and
- Performance Measurement

The key points raised for 2021/22 are:

1. The Council's Capital Expenditure and Financing 2021/22
2. The Council's Overall Borrowing Need

3. Treasury Position as at 31<sup>st</sup> March 2022
4. The Strategy for 2021/22
5. Borrowing Outturn for 2021/22
6. Investment Outturn for 2021/22
7. Performance Measurement
8. The Economy and Interest Rates
9. Property Funds
10. Other Issues

The Treasury Function has achieved the following favourable results:

- The Council has complied with the professional codes, statutes and guidance;
- There are no issues to report regarding non-compliance with the approved prudential indicators;
- The Council maintained an average investment balance externally invested of £75.3m and achieved an average return of 0.28% (budgeted at £34.484m and an average return of 0.25%).
- This result compares favourably with the Council's own Benchmarks of the average 7 day and the 3 month SONIA rates for 2021/22 of 0.139% and 0.0617%;
- The closing weighted average internal rate on borrowing is 4.05% (4.05% for 2020/21);
- The Treasury Management Function has achieved an outturn investment income of £212k compared to an original budget of £95k. Investment balances were higher than budgeted throughout the year, however average interest rates started to rise.
- We also received £269k in dividends from our property fund investments (£128k in 2020/21), compared to a budget of £300k. The net value of the investments has risen by £1.132m as at 31<sup>st</sup> March 2022. At the meeting on 14<sup>th</sup> December 2021, Members considered the Treasury Management Strategy Statement and Annual Investment Strategy Mid-Year Review Report 2021/22. In October 2021, an additional £8.1m was invested in Property Funds; £4.05m as a capital fund, and £4.05m as a revenue fund.

During 2021/22 the Council complied with its legislative and regulatory requirements.

The Executive Director Finance confirms that there was no overall increase in borrowing within the year and the Authorised Limit was not breached.

At 31<sup>st</sup> March 2022, the Council's external debt was £63.060m (£63.060m at 31<sup>st</sup> March 2021) and its external investments, excluding property funds and bank account, totalled £68.299m (£57.002m at 31<sup>st</sup> March 2021).

## **RESOURCE IMPLICATIONS**

There are no financial implications or staffing implications arising directly from the report.



## **LEGAL/RISK IMPLICATIONS BACKGROUND**

The Council is aware of the risks of passive management of the Treasury Portfolio and with the support of Link Asset Services, the Council's current Treasury advisers, has proactively managed its debt and investments during the year.

## **EQUALITIES IMPLICATIONS**

None

## **SUSTAINABILITY IMPLICATIONS**

None

## **REPORT AUTHOR**

If Members would like further information or clarification prior to the meeting please contact Joanne Goodfellow, telephone 01827 709242 or email [joanne-goodfellow@tamworth.gov.uk](mailto:joanne-goodfellow@tamworth.gov.uk)

## **LIST OF BACKGROUND PAPERS**

- Local Government Act 2003;
- Statutory Instruments: 2003 No 3146 & 2007 No 573;
- CIPFA Code of Practice on Treasury Management in Public Services;
- Treasury Management Strategy 2021/22 (Council 23rd February 2021);
- Treasury Management Mid-Year Review 2021/20 (Council 14th December 2021);
- Treasury Outturn Report 2020/21 (Council 21<sup>st</sup> September 2021).

## **APPENDICES**

**Appendix 1 – Prudential and Treasury Indicators**

**Appendix 2 – Borrowing and Investment Rates**

## Annual Treasury Management Review 2021/22

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2021/22. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2021/22 the minimum reporting requirements were complied with:

- an annual treasury strategy in advance of the year (Council 23rd February 2021)
- a mid-year (minimum) treasury update report (Council 14<sup>th</sup> December 2021)
- an annual review following the end of the year describing the activity compared to the strategy (this report).

In addition, Cabinet has received quarterly Treasury management updates as part of the Financial Healthcheck Reports.

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members. This Council confirms that it has complied with the requirement under the Code to provide scrutiny of all of the above Treasury Management Reports to the Audit and Governance Committee. Member training on Treasury Management issues was provided in February 2022 and further training is planned during 2022/23.

During 2021/22, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows.

Prudential & Treasury Indicators	2020/21 Actual £m	2021/22 Estimate £m	2021/22 Actual £m
Capital Expenditure			
Non HRA	1.133	29.910	<b>7.823</b>
HRA	8.396	14.895	<b>9.993</b>
<b>Total</b>	9.529	44.805	<b>17.816</b>
Capital Financing Requirement			
Non HRA	3.612	4.736	<b>3.937</b>
HRA	69.893	70.396	<b>69.893</b>
<b>Total</b>	73.506	75.132	<b>73.831</b>
Gross Borrowing			
External Debt	63.060	63.060	<b>63.060</b>
Investments			
Longer than 1 year	3.643	-	<b>13.095</b>
Less than 1 year	57.972	27.197	<b>67.215</b>
<b>Total</b>	61.615	27.197	<b>80.310</b>
<b>Net Borrowing</b>	1.445	35.863	<b>-17.250</b>

It should be noted that **£30.5m** of Capital scheme spend has been re-profiled into 2022/23 (also including re-profiling from previous years) which has increased investment balances.

Other prudential and treasury indicators are to be found further in this report. The Executive Director Finance confirms that there was no overall increase in borrowing in year and the statutory borrowing limit (the authorised limit) was not breached.

The financial year 2021/22 continued the challenging investment environment of previous years, namely low investment returns.

**1. The Council’s Capital Expenditure and Financing 2021/22**

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council’s borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply internal funds, the capital expenditure would give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

General Fund	2020/21 Actual £m	2021/22 Estimate £m	2021/22 Actual £m
Capital Expenditure	1.133	29.910	<b>7.823</b>
Financed in year	0.933	28.928	<b>7.340</b>
<b>Unfinanced capital expenditure</b>	0.199	0.982	<b>0.483</b>
HRA	2020/21 Actual £m	2021/22 Estimate £m	2021/22 Actual £m
Capital Expenditure	8.396	14.895	<b>9.993</b>
Financed in year	7.035	14.820	<b>9.993</b>
<b>Unfinanced capital expenditure</b>	1.361	0.076	<b>-</b>

**2. The Council’s Overall Borrowing Need**

The Council’s underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council’s indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2021/22 unfinanced capital expenditure (see above table), and prior years’ net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council’s treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council’s cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, through the Public

Works Loan Board [PWLB] or the money markets), or utilising temporary cash resources within the Council.

**Reducing the CFR** – the Council's (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of the non-Housing Revenue Account (HRA) borrowing need (there is no statutory requirement to reduce the HRA CFR). This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

the application of additional capital financing resources (such as unapplied capital receipts); or

charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Council's 2021/22 MRP Policy (as required by DLUHC Guidance) was approved as part of the Treasury Management Strategy Report for 2021/22 on 23rd February 2021.

The Council's CFR for General Fund and the HRA for the year are shown below, and represent a key prudential indicator.

CFR: General Fund	31st March 2021 Actual £m	31st March 2022 Budget £m	31st March 2022 Actual £m
Opening balance	3.523	3.865	<b>3.612</b>
Add unfinanced capital expenditure (as above)	0.199	0.982	<b>0.483</b>
Less MRP/VRP	(0.110)	(0.187)	<b>(0.158)</b>
Less PFI & finance lease repayments	-	-	-
<b>Closing balance</b>	3.612	4.660	<b>3.937</b>

CFR: HRA	31st March 2021 Actual £m	31st March 2022 Budget £m	31st March 2022 Actual £m
Opening balance	68.532	70.396	<b>69.893</b>
Add unfinanced capital expenditure (as above)	1.361	0.076	-
Less MRP/VRP	-	-	-
Less PFI & finance lease repayments	-	-	-
<b>Closing balance</b>	69.893	70.472	<b>69.893</b>

Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

**Gross borrowing and the CFR** - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2021/22) plus the estimates of any additional capital financing requirement for the current (2022/23) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2021/22. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

Gross borrowing and the CFR	31st March 2021 Actual £m	31st March 2022 Budget £m	31st March 2022 Actual £m
Gross borrowing position	63.060	63.060	63.060
CFR	73.506	75.132	73.831
Under / Over funding of CFR	-10.445	-12.072	-10.770

The lower than estimated CFR reflects re-profiling of spend within the capital programme to 2022/23 and lower than forecast borrowing.

**The Authorised Limit** - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2021/22 the Council has maintained gross borrowing within its authorised limit.

**The Operational Boundary** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

**Actual Financing Costs as a Proportion of Net Revenue Stream** - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

Borrowing Limits	GF £m	HRA £m	Total £m
Authorised limit	7.736	79.407	87.143
Maximum gross borrowing position	-	63.060	63.060
Operational boundary	-	63.060	63.060
Average gross borrowing position	-	63.060	63.060
Budgeted financing costs as a proportion of net revenue stream %	(0.17)	28.09	27.91
Actual financing costs as a proportion of net revenue stream %	(6.74)	28.16	21.42

### 3. Treasury Position as at 31<sup>st</sup> March 2022

The Council's debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the beginning and the end of 2021/22 the Council's treasury (excluding borrowing by finance leases) position was as follows:

General Fund	31st March 2021 Principal £m	Rate/ Return %	Average Life yrs	31st March 2022 Principal £m	Rate/ Return %	Average Life yrs
<b>Total debt</b>	-	-	-	-	-	-
<b>CFR</b>	<b>3.612</b>	-	-	<b>3.937</b>	-	-
<b>Over / (under) borrowing</b>	<b>(3.612)</b>	-	-	<b>(3.937)</b>	-	-
Investments:						
- in house	40.779	0.62	-	45.761	0.54	-
<b>Total investments</b>	<b>40.779</b>	<b>0.62</b>	-	<b>45.761</b>	<b>0.54</b>	-

HRA	31st March 2021 Principal £m	Rate/ Return %	Average Life yrs	31st March 2022 Principal £m	Rate/ Return %	Average Life yrs
Fixed rate funding:						
-PWLB	63.060	4.05	33.73	63.060	4.05	32.73
-Market	-	-	-	-	-	-
Variable rate funding:						
-PWLB	-	-	-	-	-	-
-Market	-	-	-	-	-	-
<b>Total debt</b>	<b>63.060</b>	<b>4.05</b>	<b>33.73</b>	<b>63.060</b>	<b>4.05</b>	<b>32.73</b>
<b>CFR</b>	<b>69.893</b>	-	-	<b>69.893</b>	-	-
<b>Over / (under) borrowing</b>	<b>(6.833)</b>	-	-	<b>(6.833)</b>	-	-
Investments:						
- in house	17.193	0.62	-	21.454	0.54	-
<b>Total investments</b>	<b>17.193</b>	<b>0.68</b>	-	<b>21.454</b>	<b>0.54</b>	-

## Maturity Structures

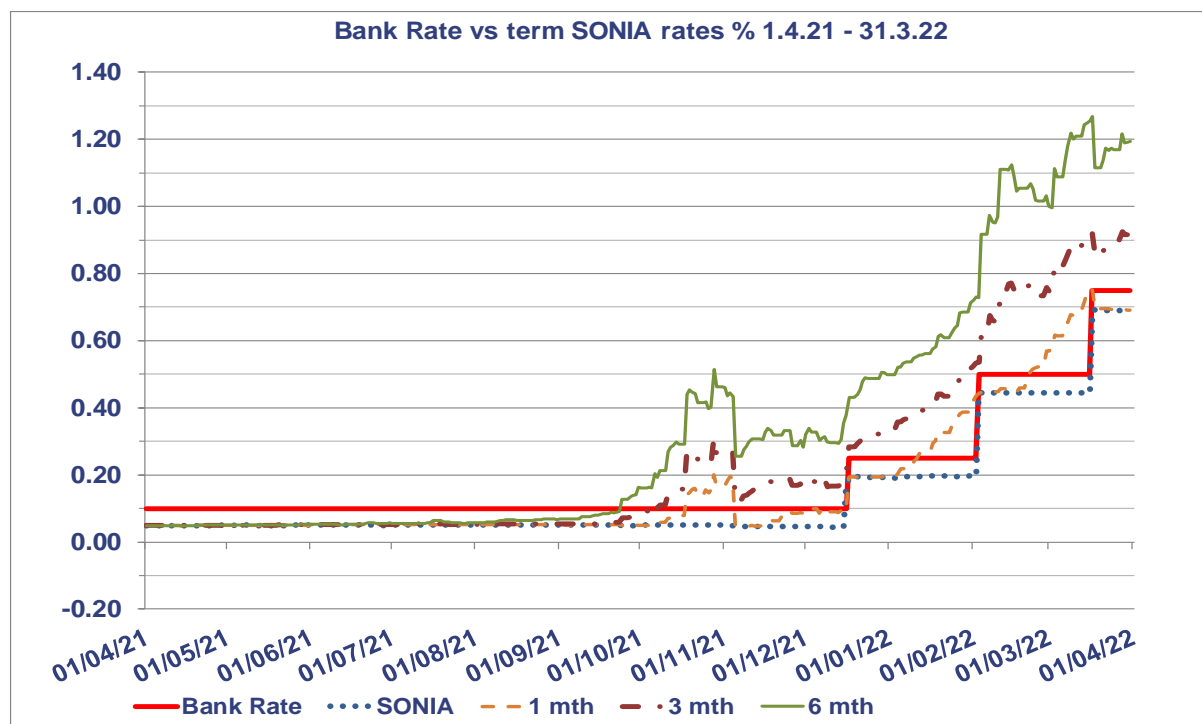
The maturity structure of the debt portfolio was as follows:

Duration	31st March 2021 Actual £m	2021/22 original limits %	31st March 2021 Actual £m
Under 12 months	-	20	-
12 months and within 24 months	-	20	-
24 months and within 5 years	-	25	-
5 years and within 10 years	-	75	<b>1</b>
10 years and within 15 years	5	100	<b>4</b>
15 years and within 50 years	58	100	<b>58</b>

All investments held by the Council were invested for up to one year, with the exception of £11.962m invested in property funds, which are held for the longer-term, 5 – 10 years.

### 4. The Strategy for 2021/22

#### 4.1 Investment strategy and control of interest rate risk



	Bank Rate	SONIA	1 mth	3 mth	6 mth
<b>High</b>	0.75	0.69	0.75	0.93	1.27
<b>High Date</b>	17/03/2022	18/03/2022	16/03/2022	28/03/2022	17/03/2022
<b>Low</b>	0.10	0.05	0.05	0.05	0.05
<b>Low Date</b>	01/04/2021	15/12/2021	10/11/2021	14/04/2021	09/04/2021
<b>Average</b>	0.19	0.14	0.17	0.24	0.34
<b>Spread</b>	0.65	0.65	0.71	0.88	1.22

Investment returns remained close to zero for much of 2021/22. Most local authority lending managed to avoid negative rates and one feature of the year was the growth of inter local authority lending. The expectation for interest rates within the treasury management strategy for 2021/22 was that Bank Rate would remain at 0.1% until it

was clear to the Bank of England that the emergency level of rates introduced at the start of the Covid-19 pandemic were no longer necessitated.

The Bank of England and the Government also maintained various monetary and fiscal measures, supplying the banking system and the economy with massive amounts of cheap credit so that banks could help cash-starved businesses to survive the various lockdowns/negative impact on their cashflow. The Government also supplied huge amounts of finance to local authorities to pass on to businesses. This meant that for most of the year there was much more liquidity in financial markets than there was demand to borrow, with the consequent effect that investment earnings rates remained low until towards the turn of the year when inflation concerns indicated central banks, not just the Bank of England, would need to lift interest rates to combat the second-round effects of growing levels of inflation (CPI was 6.2% in February).

While the Council has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates as illustrated in the charts shown above and below. Such an approach has also provided benefits in terms of reducing the counterparty risk exposure, by having fewer investments placed in the financial markets.

#### **4.2 Borrowing strategy and control of interest rate risk**

During 2021/22, the Council maintained an under-borrowed position. This meant that the capital borrowing need (the Capital Financing Requirement), was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were very low and minimising counterparty risk on placing investments also needed to be considered.

A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances and incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.

The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when the Council may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Executive Director Finance therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks



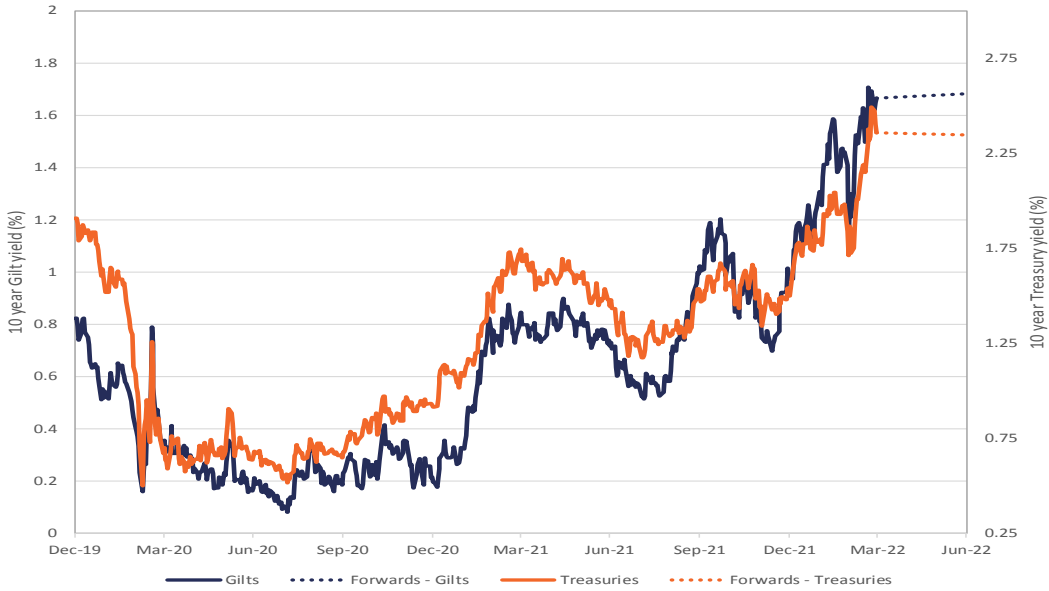
- if it had been felt that there was a significant risk of a sharp FALL in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
- if it had been felt that there was a significant risk of a much sharper RISE in long and short term rates than initially expected, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

Interest rate forecasts expected only gradual rises in medium and longer term fixed borrowing rates during 2021/22 and the two subsequent financial years until the turn of the year, when inflation concerns increased significantly. Internal, variable, or short-term rates, were expected to be the cheaper form of borrowing until well in to the second half of 2021/22.

### **PWLB Borrowing Rates**

PWLB rates are based on, and are determined by, gilt (UK Government bonds) yields through H.M.Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields. Inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years. We have seen over the last two years, many bond yields up to 10 years in the Eurozone turn negative on expectations that the EU would struggle to get growth rates and inflation up from low levels. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. Recently, yields have risen since the turn of the year on the back of global inflation concerns.

### Graph of UK gilt yields v. US treasury yields



Gilt yields fell sharply from the spring of 2021 through to September and then spiked back up before falling again through December. However, by January sentiment had well and truly changed, as markets became focussed on the embedded nature of inflation, spurred on by a broader opening of economies post the pandemic, and rising commodity and food prices resulting from the Russian invasion of Ukraine.

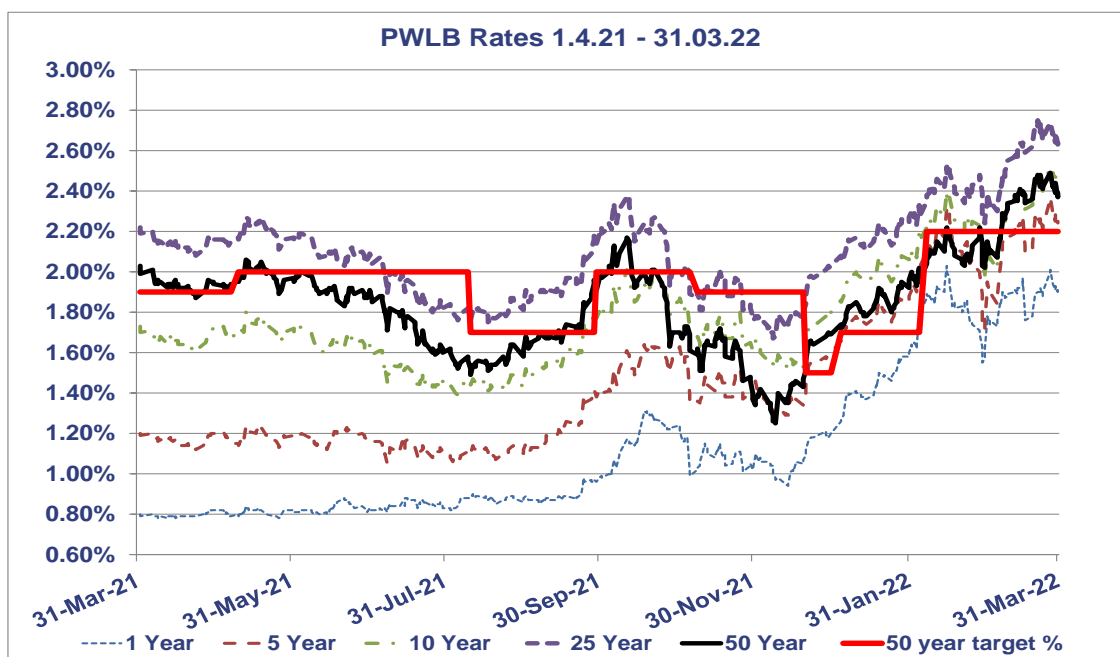
At the close of the day on 31 March 2022, all gilt yields from 1 to 5 years were between 1.11% – 1.45% while the 10-year and 25-year yields were at 1.63% and 1.84%.

Regarding PWLB borrowing rates, the various margins attributed to their pricing are as follows: -

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

There is likely to be a further rise in short dated gilt yields and PWLB rates over the next three years as Bank Rate is forecast to rise from 0.75% in March 2022 to 1.25% later this year, with upside risk likely if the economy proves resilient in the light of the cost-of-living squeeze. Medium to long dated yields are driven primarily by inflation concerns but the Bank of England is also embarking on a process of Quantitative Tightening when Bank Rate hits 1%, whereby the Bank’s £895bn stock of gilt and corporate bonds will be sold back into the market over several years. The impact this policy will have on the market pricing of gilts, while issuance is markedly increasing, is an unknown at the time of writing.

The graph and tables for PWLB rates below and in Appendix 2 show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.



## 5. Borrowing Outturn for 2021/22

### Treasury Borrowing

Due to investment concerns, both counterparty risk and low investment returns, no borrowing was undertaken during the year.

### Borrowing in Advance of Need

The Council has not borrowed more than, or in advance of, its needs, purely in order to profit from the investment of the extra sums borrowed.

### Rescheduling

No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

## 6. Investment Outturn for 2021/22

**Investment Policy** – the Council’s investment policy is governed by DLUHC investment guidance, which has been implemented in the annual investment strategy approved by the Council on 23rd February 2021. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

**Resources** – the Council’s cash balances comprise revenue and capital resources and cash flow monies. The Council’s core cash resources comprised the following:

Balance Sheet Resources General Fund	31 <sup>st</sup> March 2021 £m	31 <sup>st</sup> March 2022 £m
Balances	8.002	<b>9.155</b>
Earmarked Reserves	18.108	<b>15.505</b>
Provisions	2.637	<b>1.916</b>
Usable Capital Receipts	17.307	<b>13.23</b>
Capital Grants Unapplied	0.295	<b>0.420</b>
<b>Total GF</b>	<b>46.349</b>	<b>40.226</b>

Balance Sheet Resources HRA	31 <sup>st</sup> March 2021 £m	31 <sup>st</sup> March 2022 £m
Balances	5.611	<b>5.717</b>
Earmarked Reserves	11.251	<b>11.989</b>
Provisions	-	-
Usable Capital Receipts	2.68	<b>1.153</b>
<b>Total HRA</b>	<b>19.542</b>	<b>18.859</b>

<b>Total Authority Resources</b>	<b>65.891</b>	<b>59.085</b>
----------------------------------	---------------	---------------

**Investments held by the Council** – the Council maintained an average balance of £75.3m of internally managed funds. The internally managed funds earned an average rate of return of 0.28%. The comparable performance indicator is the average 7-day SONIA rate which was 0.139%. This compared with a budget assumption of £34.484m investment balances earning an average rate of 0.25%.

## 7. Performance Measurement

One of the key requirements in the Code is the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide (as incorporated in the table in section 3). The Council's performance indicators were set out in the Annual Treasury Management Strategy Statement.

This service has set the following local performance indicator:

➤ *Average external interest receivable in excess of 3 month SONIA rate;*

Whilst the assumed benchmark for local authorities is the 7 day SONIA rate, a higher target is set for internal performance.

The actual return of 0.28% compared to the average 3 month SONIA of 0.0617% (0.218% above target).

## 8. The Economy and Interest Rates

**UK. Economy.** Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16<sup>th</sup> December 2021, 0.50% at its meeting of 4<sup>th</sup> February 2022 and then to 0.75% in March 2022.

The UK economy has endured several false dawns through 2021/22, but with most of the economy now opened up and nearly back to business-as-usual, the GDP numbers have been robust (9% y/y Q1 2022) and sufficient for the MPC to focus on tackling the second-round effects of inflation, now that the CPI measure has already risen to 6.2% and is likely to exceed 8% in April.

Gilt yields fell towards the back end of 2021, but despite the war in Ukraine gilt yields have shot higher in early 2022. At 1.38%, 2-year yields remain close to their recent 11-year high and 10-year yields of 1.65% are close to their recent six-year high. These rises have been part of a global trend as central banks have suggested they will continue to raise interest rates to contain inflation.

Historically, a further rise in US Treasury yields will probably drag UK gilt yields higher. There is a strong correlation between the two factors. However, the squeeze on real household disposable incomes arising from the 54% leap in April utilities prices as well as rises in council tax, water prices and many phone contract prices, are strong headwinds for any economy to deal with. In addition, from 1<sup>st</sup> April 2022, employees also pay 1.25% more in National Insurance tax. Consequently, inflation will be a bigger drag on real incomes in 2022 than in any year since records began in 1955.

**Average inflation targeting.** This was the major change in 2020/21 adopted by the Bank of England in terms of implementing its inflation target of 2%. The key addition to the Bank's forward guidance in August 2020 was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and *achieving the 2% target sustainably*". That mantra now seems very dated. Inflation is the "genie" that has escaped the bottle, and a perfect storm of supply side shortages, labour shortages, commodity price inflation, the impact of Russia's invasion of Ukraine and subsequent Western sanctions all point to inflation being at elevated levels until well into 2023.

**USA.** The flurry of comments from Fed officials following the mid-March FOMC meeting – including from Chair Jerome Powell himself – hammering home the hawkish message from the mid-March meeting, has had markets pricing in a further 225bps of interest rate increases in 2022 on top of the initial move to an interest rate range of 0.25% - 0.5%.

In addition, the Fed is expected to start to run down its balance sheet. Powell noted that the rundown could come as soon as the next meeting in May.

The upward pressure on inflation from higher oil prices and potential knock-on impacts on supply chains all argue for tighter policy (CPI is estimated at 7.8% across Q1), but the hit to real disposable incomes and the additional uncertainty points in the opposite direction.

More recently, the inversion of the 10y-2y Treasury yield spread at the end of March led to predictable speculation that the Fed's interest rate hikes would quickly push the US economy into recession. Q1 GDP growth is likely to be only between 1.0%

and 1.5% annualised (down from 7% in Q4 2021). But, on a positive note, the economy created more than 550,000 jobs per month in Q1, a number unchanged from the post-pandemic 2021 average. Unemployment is only 3.8%.

**EU.** With euro-zone inflation having jumped to 7.5% in March it seems increasingly likely that the ECB will accelerate its plans to tighten monetary policy. It is likely to end net asset purchases in June – i.e., earlier than the Q3 date which the ECB targeted in March. And the market is now anticipating possibly three 25bp rate hikes later this year followed by more in 2023. Policymakers have also hinted strongly that they would re-start asset purchases if required. In a recent speech, Christine Lagarde said “we can design and deploy new instruments to secure monetary policy transmission as we move along the path of policy normalisation.”

While inflation has hit the headlines recently, the risk of recession has also been rising. Among the bigger countries, Germany is most likely to experience a “technical” recession because its GDP contracted in Q4 2021, and its performance has been subdued in Q1 2022. However, overall, Q1 2022 growth for the Eurozone is expected to be 0.3% q/q with the y/y figure posting a healthy 5.2% gain. Finishing on a bright note, unemployment fell to only 6.8% in February.

**China.** After a concerted effort to get on top of the virus outbreak in Q1 of 2020, economic recovery was strong in the rest of the year; however, 2021 has seen the economy negatively impacted by political policies that have focussed on constraining digital services, restricting individual freedoms, and re-establishing the power of the One-Party state. With the recent outbreak of Covid-19 in large cities, such as Shanghai, near-term economic performance is likely to be subdued. Official GDP numbers suggest growth of c4% y/y, but other data measures suggest this may be an overstatement.

**Japan.** The Japanese economic performance through 2021/22 is best described as tepid. With a succession of local lockdowns throughout the course of the year, GDP is expected to have risen only 0.5% y/y with Q4 seeing a minor contraction. The policy rate has remained at -0.1%, unemployment is currently only 2.7% and inflation is sub 1%, although cost pressures are mounting.

**World growth.** World growth is estimated to have expanded 8.9% in 2021/22 following a contraction of 6.6% in 2020/21.

**Deglobalisation.** Until recent years, world growth has been boosted by increasing globalisation i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last 30 years, which now accounts for 18% of total world GDP (the USA accounts for 24%), and Russia’s recent invasion of Ukraine, has unbalanced the world economy. In addition, after the pandemic exposed how frail extended supply lines were around the world, both factors are now likely to lead to a sharp retrenchment of economies into two blocs of western democracies v. autocracies. It is, therefore, likely that we are heading into a period where there will be a reversal of world globalisation and a decoupling of western countries from dependence on China (and to a much lesser extent Russia) to supply products and vice versa. This is likely to reduce world growth rates.

**Central banks’ monetary policy.** During the pandemic, the governments of western countries have provided massive fiscal support to their economies which has resulted in a big increase in total government debt in each country. It is therefore very important that bond yields stay low while debt to GDP ratios slowly subside under the impact of economic growth. This provides governments with a good reason to amend

the mandates given to central banks to allow higher average levels of inflation than we have generally seen over the last couple of decades. Both the Fed and Bank of England have already changed their policy towards implementing their existing mandates on inflation, (and full employment), to hitting an average level of inflation. Greater emphasis could also be placed on hitting subsidiary targets e.g. full employment before raising rates. Higher average rates of inflation would also help to erode the real value of government debt more quickly.

## 9. Investment in Property Funds

Investment in property funds was included within the Commercial Investment Strategy, with the aim of generating improved returns of c.4-5% p.a. (plus asset growth) being long term investments of between 5 – 10 years (minimum) in order to make the necessary returns (after set up costs). Utilising the capital receipt proceeds of the sale of the Golf Course, a budget of £12m was allocated to long-term investment in a number of property funds. To date, the Council has invested £1.85m with Schrodgers UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.057 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 30/06/2022
Schrodgers UK Real Estate Fund	1,848,933	1,884,412	1,848,933	2,139,618	2,173,484
Valuation Increase / (reduction)		35,479	0	290,685	324,551
Threadneedle Property Unit Trust	2,000,249	1,836,032	1,794,439	2,068,632	2,181,714
Valuation Increase / (reduction)		(164,217)	(205,810)	68,383	181,465
Threadneedle Property Unit Trust	4,056,536	N/A	N/A	4,407,163	4,584,991
Valuation Increase / (reduction)				350,627	528,454
Hermes Federated Property Unit Trust	4,056,536	N/A	N/A	4,450,808	4,651,182
Valuation Increase / (reduction)				394,271	594,645
Total	11,962,255	3,720,444	3,643,372	13,066,221	13,591,371
Valuation Increase / (reduction)		(128,738)	(205,810)	1,103,966	1,629,116

The Council received £269k in dividends from its property fund investments in 2021/22 (£128k in 2020/21), £544k in total since 2018/19, in addition to the valuation increase of £1.104m over the same period.

## 10. Other Issues

### International Financial Reporting Standard (IFRS) 9 – Financial Instruments.

The 2018/19 Accounting Code of Practice introduced changes in way investments are valued and disclosed in the Council's Statement of Accounts. Key considerations are:-

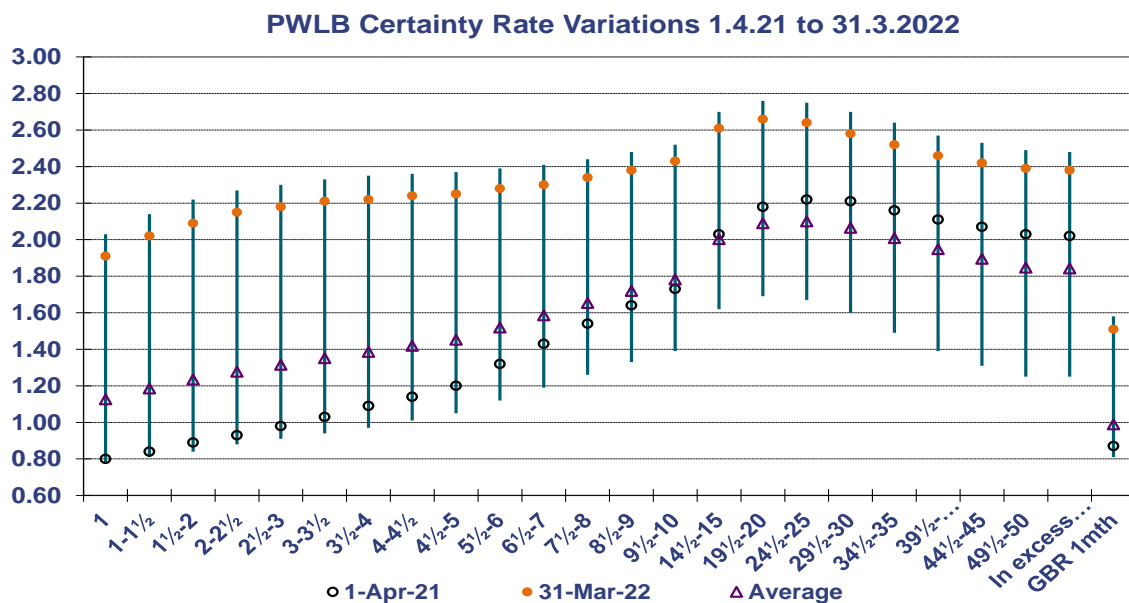
- Expected credit loss model. Whilst not material for vanilla treasury investments such as bank deposits, this does impact our investment in property funds
- The valuation of investments previously valued under the available for sale category e.g. equity related to the “commercialism” agenda, property funds, equity funds and similar, will be changed to **Fair Value through the Profit and Loss (FVPL)**.

Following the consultation undertaken by the Ministry of Housing, Communities and Local Government [MHCLG] on IFRS9, the Government has introduced a mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds. This was effective from 1<sup>st</sup> April 2018, and applies for five years from this date. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency.



<b>1. PRUDENTIAL INDICATORS</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>
<b>Extract from budget and rent setting report</b>	<b>Actual</b>	<b>Original</b>	<b>Actual</b>
<b>Capital Expenditure</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Non - HRA	1.133	29.910	7.823
HRA	8.396	14.895	9.993
<b>TOTAL</b>	<b>9.529</b>	<b>44.805</b>	<b>17.816</b>
<b>Ratio of financing costs to net revenue stream</b>	<b>%</b>	<b>%</b>	<b>%</b>
Non - HRA	(5.44)	(0.17)	(6.74)
HRA	28.20	28.09	28.16
<b>Gross borrowing requirement General Fund</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
brought forward 1 April	3.523	3.865	3.612
carried forward 31 March	3.723	4.847	4.095
in year borrowing requirement	0.199	0.982	0.483
<b>Gross borrowing requirement HRA</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
brought forward 1 April	68.532	70.396	69.893
carried forward 31 March	69.893	70.472	69.893
in year borrowing requirement	1.361	0.076	-
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Gross debt</b>	<b>63.060</b>	<b>63.060</b>	<b>63.060</b>
<b>Capital Financing Requirement</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Non – HRA	3.612	4.660	3.937
HRA	69.893	70.472	69.893
<b>TOTAL</b>	<b>73.506</b>	<b>75.132</b>	<b>73.831</b>
<b>Annual change in Capital Financing Requirement</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Non – HRA	0.089	0.795	0.325
HRA	1.361	0.076	-
<b>TOTAL</b>	<b>1.450</b>	<b>0.871</b>	<b>0.325</b>

<b>2. TREASURY MANAGEMENT INDICATORS</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2021/22</b>
	<b>Actual</b>	<b>Original</b>	<b>Actual</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Authorised Limit for external debt - General Fund</b>			
borrowing	5.806	7.736	7.736
other long term liabilities	0.000	-	-
TOTAL	5.806	7.736	7.736
<b>Authorised Limit for external debt - HRA</b>			
borrowing	79.407	79.407	79.407
other long term liabilities	-	-	-
TOTAL	79.407	79.407	79.407
<b>Operational Boundary for external debt - General Fund</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
borrowing	-	-	-
other long term liabilities	-	-	-
TOTAL	-	-	-
<b>Operational Boundary for external debt - HRA</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
borrowing	63.060	63.060	63.060
other long term liabilities	-	-	-
TOTAL	63.060	63.060	63.060
<b>Actual external debt</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
	63.060	63.060	63.060



**HIGH/LOW/AVERAGE PWLB RATES FOR 2021/22**

	1 Year	5 Year	10 Year	25 Year	50 Year
<b>01/04/2021</b>	0.80%	1.20%	1.73%	2.22%	2.03%
<b>31/03/2022</b>	1.91%	2.25%	2.43%	2.64%	2.39%
<b>Low</b>	0.78%	1.05%	1.39%	1.67%	1.25%
<b>Low date</b>	08/04/2021	08/07/2021	05/08/2021	08/12/2021	09/12/2021
<b>High</b>	2.03%	2.37%	2.52%	2.75%	2.49%
<b>High date</b>	15/02/2022	28/03/2022	28/03/2022	23/03/2022	28/03/2022
<b>Average</b>	1.13%	1.45%	1.78%	2.10%	1.85%
<b>Spread</b>	1.25%	1.32%	1.13%	1.08%	1.24%

This page is intentionally left blank

8 September 2022

## Report of the Portfolio Holder for Finance, Risk and Customer Services

## Write Offs 1 April 2022 to 30 June 2022

## Exempt Information

None

## Purpose

That Members endorse the amount of debt written off for the period 1<sup>st</sup> April 2022 to 30<sup>th</sup> June 2022.

## Recommendations

It is recommended that Members:

- 1) Endorse the amount of debt written off for the period of 1<sup>st</sup> April 2022 to 30<sup>th</sup> June 2022 – **Appendix A-E** and approve the write off of irrecoverable debt for Housing Benefit Overpayments of £16,589.88 – **Appendix F** respectively.

## Executive Summary

The 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 first part of this report shows the position for the first quarter of the financial year. Further updates will continue to be produced on a quarterly basis.

Type	01/04/22 – 30/06/22 £ p
Council Tax	£6,263.35
Business Rates	(£51.02)
Sundry Income	£0.00
Housing Benefit Overpayments	£1,924.56
Housing	(£188.51)

## Options Considered

A revised approach to the calculation of Business Rates bad debt has been developed which involves a review of all of the outstanding debts to ascertain whether they are likely to be collectable. This has then been used to determine the balance to apply the usual aged debtor percentage.

Business Rates	01/04/22 – 30/06/22 £ p
Bad Debt provision	(£942,985.29)
Add back reversed write off	(£51.02)

Whilst reported collection rates are marginally ahead of target at the moment, it is too early to know what effect the pandemic will ultimately have on the economy and residents ability to pay in the future.

The pandemic has affected people in a number of ways and many of our residents/customers continue to be financially impacted by the 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).

The second part of the report is in respect of debts which are in excess of £10k.

Under Financial Regulations, debts for write-off greater than £10k require Cabinet authorisation and this report details such accounts. The amount for Housing Benefit Overpayments is attached in **Appendix F**.

### **Resource Implications**

The write offs detailed are subject to approval in line with the Corporate Credit Policy/Financial Regulations and have been provided for under the bad debt provision calculation.

### **Legal/Risk Implications Background**

Not applicable

### **Equalities Implications**

Not applicable

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

Not applicable

### **Background Information**

This forms part of the Council's Corporate Credit Policy and effective management of 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.

### Debt Write Off

Authorisations are needed to write off debt:

<b>Authority</b>	<b>Account Value</b>
Executive Director/Assistant Director (or authorised delegated officer)	up to £5,000
Executive Director Finance	£5,001 - £10,000
Cabinet	over £10,000

### Bad Debt Provision

The level of the provision must be reviewed jointly by the unit and Accountancy on at least a quarterly basis as part of the management performance review, and the table below gives the mandatory calculation. Where the debt is less than 6 months old it will be written back to the service unit.

Debt Outstanding Period	Debt Outstanding Provision (net of VAT) %
Between 6 and 12 months old	50%
Between 12 and 24 months old	75%
Over 24 months old	100%

The financial effects of providing for Bad Debts will be reflected in the Council's accounts at Service Unit level.

### **Report Author**

Michael Buckland – Interim Head of Revenues and Benefits, Tel 709523  
e-mail [michael-buckland@tamworth.gov.uk](mailto:michael-buckland@tamworth.gov.uk)

### **List of Background Papers**

Corporate Credit Policy - effective management of debt

### **Appendices**

**Appendices A to E** give details of write offs completed for Revenues and Benefits Services and Housing for 01 April 2022 to 30 June 2022.

**Appendix F** gives details of Housing Benefit Overpayments write offs for approval.

This page is intentionally left blank



Appendix A

Summary of Council Tax Write Offs 01/04/2022-30/06/2022

Date of Write Off	Head of Revenues			Assistant Director of Finance	Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)	(£2,000.01-£5,000)	(£5,000.01-£10,000.00)	(£10,000.01 and Over)						
04/04/2022			£1,916.51							£1,916.51	1	Hardship
07/04/2022									(£40.52)	(£40.52)		Dividend receivec
08/04/2022				£3,911.18						£3,911.18	1	Hardship
20/06/2022		£476.18								£476.18	1	Hardship
<b>Q1 Totals</b>	<b>£0.00</b>	<b>£476.18</b>	<b>£1,916.51</b>	<b>£3,911.18</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£40.52)</b>	<b>£6,263.35</b>	<b>3</b>	

Appendix B

Summary of NDR Write Offs 01/04/2022-30/06/2022

Date of Write Off	Head of Revenues			Assistant Director of Finance (£2,000.01-£5,000)	Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)									
07/04/2022									(£51.02)	(£51.02)		Dividend received
Q1 Totals	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£51.02)	(£51.02)	0	

Appendix C

Summary of Sundry Income Write Offs 01/04/2022-30/06/2022

Date of Write Off	Assistant Director of Assets up to £5,000.00	Assistant Director Growth & Regeneration up to £5,000.00	Assistant Director People up to £5,000.00	Assistant Director Operations & Leisure (up to £5,000.00)	Assistant Director Neighbourhoods (up to £5,000.00)	Head of Revenues (£0.00-£2,000.00)	Assistant Director of Finance (£2,000.01 -£5,000.00)	Assistant Director Partnerships (up to £5,000.00)	Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 +)	Total	No. of Accounts	Reason(s)
Page 155													
Q1 Totals	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	

No write offs in Q1

Appendix D

Summary of Benefit Overpayment Write Offs 01/04/2022-30/06/2022

Date of Write Off	Head of Benefits				Executive Director of Finance (£2,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Reversed Write Off	Total	No. of Accounts	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)	(£1,000.01-£2,000)						
30/04/2022	£19.19						£19.19	1	Not financially viable	
"		£88.04					£88.04	1	<2 wks o/s due to death	
31/05/2022	£0.05						£0.05	1	Small balance	
"		£121.67					£121.67	1	<2 wks o/s due to death	
"				£1,032.92			£1,032.92	1	Bankruptcy	
30/06/2022	£7.23						£7.23	1	Discretionary housing payment	
"	£101.56	£87.18					£188.74	3	not financially viable	
"		£466.72					£466.72	3	<2 wks o/s due to death	
<b>Q1 Totals</b>	<b>£128.03</b>	<b>£763.61</b>	<b>£0.00</b>	<b>£1,032.92</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£1,924.56</b>	<b>12</b>		

# Appendix E

## Summary of Housing Write Offs 01/04/2022-30/06/2022

Date of Write Off	Assistant Director - Neighbourhoods				Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off (Write On)	Total	No. of Accounts (dr Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)	(£2,000.01-£5,000)								
18/05/2022	£41.23	£283.25							£324.48	3	Deceased. No estate or under £250	
"	£161.34	£3,691.69	£1,720.15						£5,573.18	27	Over 6 years old statute barred, no contact during at least last 6 years	
"							(£6,086.17)		(£6,086.17)		332 Supporting People credits over 6 years old and under £100 where it is not practical for it be allocated to another account or refunded. This forms part of a cleansing exercise of Supporting People in accordance with good practice	
<b>Q1 Totals</b>	<b>£202.57</b>	<b>£3,974.94</b>	<b>£1,720.15</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£6,086.17)</b>	<b>£0.00</b>	<b>(£188.51)</b>	<b>30</b>	

Appendix F

WRITE OFF REQUEST – DEBTS >£10,000 (CABINET APPROVAL REQUIRED)

Academy Reference: [REDACTED]

Name: [REDACTED]

Address: [REDACTED]

Invoice: [REDACTED] Raised: 25 Jan 16 Period: 16.04.2007 – 29.10.2013

Amount Outstanding: £16589.88

History/Action Recovery Taken:

Reason for w/o – [REDACTED] passed away 20/2/22

Supporting evidence – ‘Tell Us Once’ form completed 2/3/22 by daughter. Copy of death Certificate – attached below

Liaison with family requesting information regarding any monies left in the estate. A payment of £1894.00 was received 06.06.2022 in this regard.

Write Off requested by: ... [REDACTED] ..... Date: 16.06.2022

Authorised by: ... [REDACTED] .....  
Date: ...20/06/22.....

Authorised by: [REDACTED] Date: 09/08/2022

Page 158

Thursday, 08 September 2022

## Report of the Portfolio Holder for Skills, Planning, Economy & Waste

### Statement of Community Involvement and Local Development Scheme

#### Exempt Information

None.

#### Purpose

To seek Cabinet approval for the adoption and publication of a new Statement of Community Involvement and Local Development Scheme.

#### Recommendations

It is recommended that:

1. Cabinet consider increasing the number of speakers, and the time limit for each speaker, at Planning Committee meetings in line with the recommendations of the Infrastructure, Safety, and Growth Scrutiny Committee;
2. Cabinet resolve to approve the publication of the new Statement of Community Involvement, as included at Appendix A, subject to any changes resulting from recommendation 1;
3. Cabinet resolve to approve the publication of the new Local Development Scheme, as included at Appendix B.
4. Authority is delegated to the Planning Policy and Delivery Team Leader to make any minor typographical amendments to the documents before or after publication.

#### Executive Summary

The Council is required by legislation to publish and keep up to date a number of documents that sit alongside the local plan and provide information to the public and other stakeholders.

- A Statement of Community Involvement (SCI) which sets out a strategy for engagement with the local community and other relevant parties in producing a local plan and determining planning applications.
- A Local Development Scheme (LDS) which enables the local community and other interested parties to keep track of the progress of development plan documents and to identify points in the process where they are able to get involved.

The current SCI was published in November 2018 and a temporary Covid-19 addendum was added in October 2020. The current LDS was published in 2021 and sets out a work programme up to the end of 2024. It is important to ensure that both of these documents kept as up to date as possible, particularly when a new local plan is being prepared.

The existing documents have been reviewed and updated, and the new documents are appended to this report. The new SCI (included at Appendix A) and LDS (included at Appendix B) have been reviewed by the Infrastructure, Safety, and Growth Scrutiny Committee and incorporate the recommendations made by that committee. Recommendation 1 has also been added at the suggestion of the scrutiny committee.

Cabinet approval is sought for the adoption and publication of the new Local Development Scheme and Statement of Community Involvement (subject to any amendments required as a result of Cabinet's consideration of recommendation 1). The documents will be adopted from September 2022 to coincide with the publication of the Issues and Option Local Plan Consultation.

## **Options Considered**

The alternative option for both the SCI and the LDS is to not revise the existing documents and to continue to use them both as they are. This option is not considered appropriate for the SCI as legislation requires that the document is updated every five years, and so to not do so by November 2023 would leave the Council not in compliance with the legislation. This could lead to difficulties in preparing local plan documents and making decisions on planning applications. Although there is some time remaining before the legislative deadline, the new local plan is in its early stages of preparation, and it is important to have an updated SCI prior to the commencement of any associated consultation periods.

It is also not considered appropriate to continue to use the current LDS. The existing document requires multiple amendments to reflect an updated timeframe. As the LDS is intended to enable the public and other interested parties to keep track of development plan progress, it would be beneficial for them to have access to the most up-to-date version which reflects the most accurate timeline at the point of publication.

## **Resource Implications**

There are no resource implications associated with the recommendations contained within this report.

The resource implications associated with the work programme set out within the LDS are included within the document at Appendix B. The main resource required to deliver the work programme is officer time. There is a budget identified for the development of a new local plan of £10,000 per year for the period covered by this LDS. Due to the work commencing later than expected, there remains £244,159 held in a retained fund from previous years that will be used to supplement the existing budget.

The budget setting process for 2025/26 and beyond will need to include appropriate consideration of resources required to deliver the later stages of the local plan, including the examination in public. The costs associated with an examination are not easy to estimate as this point because they will depend on the complexity of the issues raised during the process.

## **Legal/Risk Implications Background**

The requirements to have a Statement of Community Involvement and Local Development Scheme are set out in Regulations 18 and 15 respectively of the Planning and Compulsory Purchase Act 2004 (as amended) and the requirement to update the SCI every five years is set out within the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended).

Section 3A of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) also makes provision for the Secretary of State to prepare an LDS on behalf of any local authority who does not have an up-to-date one, and to direct the authority to bring that LDS into effect. Therefore, the risk associated with not having an up-to-date LDS is the possibility of having one imposed on the Council by the Secretary of State.

## **Equalities Implications**

There are no direct equalities implications resulting from the proposals set out in this report.

The work programme set out in the LDS will involve the undertaking of an equalities impact assessment at each relevant stage of local plan production to ensure compliance with the Equality Act 2010 and the Council's own policies on diversity and equality.

A Community Impact Assessment has been carried out for the approach set out in the SCI and no negative impacts were identified.

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

Any sustainability implications are set out in other areas of the report.



## **Background Information**

### Statement of Community Involvement (SCI)

Regulation 18 of the Planning and Compulsory Purchase Act 2004 (as amended) places a duty on local planning authorities to prepare an SCI, which should explain how they will engage the local community and other interested parties when producing a local plan and determining planning applications. The Council's current SCI was adopted in November 2018.

Under Regulation 10A of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), local planning authorities are required to review their SCI at least every five years, starting from the date of adoption of the document. As the current SCI was adopted in November 2018, the Council is required to have completed a review of the SCI by November 2023.

Although this legislative deadline has not yet been reached, Regulation 10A permits the document to be updated prior to this point in time if it is deemed necessary. The Council are currently in the early stages of preparing the new local plan, which will involve numerous instances of consultation with the general public and other interested parties. In light of this, and the changes associated with the impacts of COVID-19, it has been determined that the process would be better supported by the publication of an updated SCI. The SCI has been revised to reflect these changes, with the updated processes and procedures set out in Appendix A.

It was confirmed prior to the publication of the current SCI that no consultation period would be required in the instance of any document update and/or replacement. It is therefore recommended that Cabinet determine that the revised document takes effect from September 2022.

### Local Development Scheme (LDS)

Regulation 15 of the Planning and Compulsory Purchase Act 2004 (as amended) requires a local planning authority to prepare and maintain a scheme (the LDS) that sets out the following:

- The local development documents which are to be development plan documents.
- The subject matter and geographical area to which each development plan document is to relate.
- Which development plan documents (if any) are to be prepared jointly with one or more other local planning authorities.
- The timetable for the preparation and revision of the development plan documents.
- Such other matters as are prescribed.

The purpose of the LDS is to allow the local community and other interested parties to keep track of progress on development plan documents. It should be made available publicly and kept up-to-date. There is no specific timeframe for review of the LDS, but the legislation states that local planning authorities should revise the LDS at such time as they consider appropriate. The current LDS was adopted in 2021 and covers the period up to 2024. Whilst the timeline set out in this current version has not yet reached its conclusion, it does include allowance for an annual review. Upon review, it was concluded that the timescales for individual projects have changed significantly enough to warrant the publication of an updated Local Development Scheme. The LDS has therefore been updated to reflect a revised programme for the development of the new local plan for Tamworth. The updated LDS is included in Appendix B.

### Consideration by Infrastructure, Safety, and Growth Scrutiny Committee

Both documents were considered by the Infrastructure, Safety, and Growth Scrutiny Committee (IS&G) at the meeting of 23 August 2022 and a number of recommendations were made.

In relation to the SCI, it was recommended that Cabinet consider extending the time limit for, and number of public speakers at meetings of the Planning Committee. A recommendation has been included within this report to reflect that. If Cabinet resolve to extend the number and/or duration of public speakers, the draft LDS will be updated accordingly prior to publication.

In relation to the LDS, it was recommended that a specific reference to the relevant highway authorities (Staffordshire County Council and Warwickshire County Council) be added to the section on joint working. This has been reflected in the draft document that is recommended for publication.

**Report Author**

Laura Massey - Planning Policy and Delivery Officer; Richard Powell – Planning Policy and Delivery Team Leader

**List of Background Papers**

None.

**Appendices**

Appendix A – Draft Tamworth Borough Statement of Community Involvement

Appendix B – Draft Tamworth Borough Local Development Scheme 2022-2025

**Tamworth Borough Council  
Statement of Community  
Involvement  
September 2022**

## Table of Contents

Part A - Introduction .....	3
Our approach to engagement.....	3
Who will we look to engage with?.....	3
How you can get involved.....	4
The role of Planning Officers .....	4
The role of Councillors.....	4
Part B - Local Plans.....	6
Preparing new planning documents .....	6
When you can get involved.....	6
How we'll engage with you .....	7
How we'll make documents available .....	8
Neighbourhood Plans .....	8
Part C - Planning Applications.....	10
How you can find out about planning applications .....	10
How you can comment on an application .....	11
What we'll do with your comments .....	12
Consultation by applicants.....	12
Decision making and Planning Committee.....	13
Notification after Planning Committee .....	14
Planning appeals .....	14

## **Part A - Introduction**

This statement sets out our approach to involving the community in planning decisions in Tamworth. It aims to explain when and how you can get involved in both the development of a new local plan and decisions on individual planning applications.

The statement is split into three parts. The rest of Part A contains general principles and information; Part B covers the local plan and other planning policy work; and Part C relates to planning applications.

### **Our approach to engagement**

Whenever we engage with you, we will try to:

- **Keep things simple**, by using plain English and explaining any technical terms that we need to use.
- **Communicate clearly**, by explaining why we're engaging with you.
- **Make it easy for you to get involved**, by explaining when and how you can get involved, and by using a variety of approaches where appropriate.
- **Make sure your involvement is effective**, by clearly explaining what we can and can't take into account and making sure you have enough time and notice of opportunities to get involved.
- **Be inclusive**, by providing information in an accessible format where possible and giving clear advice on how the planning system works when requested. We will also encourage involvement from groups that have traditionally not been involved in the planning process.
- **Be consistent** so that you know what to expect, and to ensure fairness for all applicants and residents.
- **Be reasonable and respectful** by treating everyone with respect.

### **Who will we look to engage with?**

Government planning regulations require us to make sure that certain groups are consulted at key stages in preparing the local plan or determining planning applications. This includes, for example, the Environment Agency, Highways England, Historic England and Staffordshire County Council. The full list is updated periodically and is available online on the Government's planning system website.

As well as those groups we have to consult with, we would like anyone who is interested to have the chance to be involved in the preparation of the local plan. To help with this, we have a list of people who have expressed an interest in staying informed about planning matters in Tamworth, and we use this list to help us engage with a wider audience where appropriate. If you would like to be added to the list, please contact the Planning Policy and Delivery team at [developmentplan@tamworth.gov.uk](mailto:developmentplan@tamworth.gov.uk)

### **How you can get involved**

We will keep you informed through various ways including by letter or e-mail, through our website ([www.tamworth.gov.uk](http://www.tamworth.gov.uk)) and social media channels, and notices in the local newspaper where appropriate. The methods we use to engage with people will vary depending on the particular document being produced or planning application being considered, and may also include public consultation events. When deciding on the best approach in any situation, we will always try to make sure that the process is proportionate and provides value for money.

### **The role of Planning Officers**

The Council's planning officers are split into two teams:

- **The Planning Policy and Delivery Team** produces the local plan and other development plan documents and administer the Community Infrastructure Levy.
- **The Development Management Team** validates and assesses planning applications and investigate alleged breaches of planning control.

### **The role of Councillors**

Councillors have a key role to play in the planning process:

- Councillors are responsible for approving and adopting all development plan documents such as the local plan.

- Our planning committee is made up of 13 councillors who make decisions on all major planning applications and applications that are called in by a ward councillor or there is a wider public interest.
- Councillors who aren't on the planning committee may also speak at committee meetings on behalf of residents where the development is in their ward. You can contact them to discuss applications in their wards and neighbouring wards where there may be an impact. You can find your local councillor on our website at:  
<https://modgov.tamworth.gov.uk/mgMemberIndex.aspx?bcr=1>

The role of councillors in representing the views and concerns of residents is very important, but your views can only be formally taken into account when you make them in writing to planning officers.

## **Part B - Local Plans**

The local plan sets out a vision and objectives for the future development of Tamworth and contains the policies we use to make decisions on planning applications. The current plan for Tamworth is made up of the Tamworth Borough Council Local Plan 2006 – 2031 and a number of other supplementary documents. You can find the current plan and related documents on our website at: <https://www.tamworth.gov.uk/local-plan>

We are currently working on a new local plan for Tamworth. Information on the stages of that process and the ways that you can get involved is set out below. The timetable for the development of the new plan is included in our Local Development Scheme which will be updated throughout the process and can be found on our website at: <https://www.tamworth.gov.uk/local-development-scheme>

### **Preparing new planning documents**

#### **When you can get involved**

##### The new local plan

There are a number of key stages involved in producing a local plan, and there are a number of stages along the way where you can get involved.

##### *Stage 1: Issues and Options*

Where we try to identify the key issues that the local plan needs to address and what we can do about them. We'll ask for your input on what those issues and options might be.

##### *Stage 2: Preferred Options*

Where we'll use what we've learned from the issues and options stage to set out what we think are the key issues facing Tamworth and what we think is the best approach to tackling them. We don't have to consult at this stage, but we'll be asking for input anyway.

##### *Stage 3: Pre-submission*

Where we'll have a draft version of the plan with policies and site allocations based on evidence collected and feedback from the previous stages. We'll be asking for further input at this stage, before we submit the plan for examination.

##### *Stage 4: Examination in Public*



Where an independent planning inspector will examine the plan to check if it is 'sound' and able to be adopted by the Council. Comments received at the previous stages will be considered by the inspector and people who have commented may be invited to take part in the examination.

### Other related documents

Sometimes we produce other planning policy documents, like Supplementary Planning Documents, which give extra information about the policies in the plan. We'll often ask for your views on these documents too, but how we engage with you will depend on what the document is about.

### **How we'll engage with you**

- **Website** – our website is the main point of access for all planning information. We will use it to keep you informed about the plan making process and to provide opportunities for you to review information and tell us what you think;
- **Press and social media** – we'll use our social media channels, and sometimes press releases too, to put out information about progress on preparing planning documents and to let you know about opportunities to get involved;
- **Letters and emails** – where appropriate, we may write out directly to interested parties to seek their views. This will usually involve contacting individuals whose details are included on the list of interested parties referred to in Part A above;
- **Exhibitions and workshops** – when it's appropriate, we might put on exhibitions and workshops to give you the chance to look at plans and proposals and to speak to planning officers and other members of the community in an informal setting. These sessions may be online or in person depending on topic and who we're trying to engage with.
- **Statutory notices** – where we're required to do so, we'll publish notices in a local newspaper to notify you of certain key events and milestones;
- **Other methods** – there may be times when there are opportunities to use an approach that we haven't listed above. As part of our commitment to make it easy for you to get involved,

we'll try to take these opportunities where they are appropriate and cost-effective.

### **How we'll make documents available**

We'll use our website as the main place for sharing documents and other information that we want your input on because it is accessible and allows you to look at the information in your own time. Because we know not everybody has access to the internet, we'll also try to make paper copies available to look at. These will usually be available at the places listed below during their normal opening hours, but those places may not always be available, and we may have to make alternative arrangements sometimes.

Tamworth Information Centre Tamworth Assembly Rooms Corporation Street Tamworth B79 7DN.	Tamworth Library Corporation Street Tamworth B79 7DN
Glascote Library Caledonian Glascote Tamworth B77 2ED	Wilnecote Library Wilnecote High School Tinkers Green Road Wilnecote Tamworth B77 5LF

### **Neighbourhood Plans**

Neighbourhood planning is another way for communities to have a say in the planning of their area. The process is usually led by parish or town councils, but in places where there are none (as in Tamworth) local residents can form a neighbourhood forum to produce a plan for their area.

Although the Council doesn't prepare neighbourhood plans, we do have a duty to provide advice and assistance to forums wishing to produce one and to take plans through the legal publication, examination, referendum and adoption processes

You can find out more about what's involved in neighbourhood planning online at <https://www.gov.uk/guidance/neighbourhood-planning--2> or <https://neighbourhoodplanning.org/>

There are currently no neighbourhood plans being prepared in Tamworth. In the event that any come forward, we will update this document to include information on how you can get involved.

DRAFT

## **Part C - Planning Applications**

All applications for planning permission and related consents (such as works to listed buildings and display of advertisements) are assessed by our Development Management team. They are responsible for determining most applications in line with the Council's Constitution, but some applications are determined by the Council's Planning Committee. The types of application that are determined by Planning Committee are Major applications, applications raising issues of considerable public interest, or where a Ward member has requested that the application is 'called in'.

All decisions on planning applications will be made in accordance with the adopted development plan, unless material considerations, including national planning policies and guidance or site specific matters, indicate otherwise.

Whether the decision is made by planning officers or the Planning Committee, your views are important and will be taken into consideration where appropriate. Information on how you can get involved in planning decisions is set out below.

### **How you can find out about planning applications**

You can view the details of planning applications, including supporting documents, plans, and drawings on our website at <http://www.tamworth.gov.uk/planning.aspx>. In exceptional circumstances, we may be able to make paper copies of documents available for viewing. If you are having difficulty viewing the information online, please contact us on 01827 709709 or by email at [planningadmin@tamworth.gov.uk](mailto:planningadmin@tamworth.gov.uk) to ask about alternative ways to view the documents or to arrange a time to discuss the details with a planning officer.

Government regulations and guidance set out how we're required to publicise different types of application. Those requirements are set out in the table below.

	Letters	Press Advert	Site Notice
<b>Application Type</b>			
Major	x	x	x
Listed Building	x	x	x
Minor application in conservation area	x	x	x
Other Minor application	x		x (where neighbours unknown)
Householder developments in a Conservation Area	x	x	x
Other Householder developments	x		x (where neighbours unknown)
Prior approval	x		x (where neighbours unknown)
Works to TPO trees			x

### **How you can comment on an application**

Once we've sent a letter, or posted a press and/or site notice, you'll have 23 days to send us any comments you'd like to make on the application. If a press and site notice are published on different days, the 23 days starts from the date of whichever is posted later.

23 days is a longer period than we're required to do by the regulations, but we do this to make sure that any public holidays that might fall within the publicity period are taken into account.

It's important that you submit any comments within the 23 day period because we might not be able to take them into account if they are received after that.

If an applicant submits additional information, or significantly changes their proposal, we may carry out an extra period of publicity and consultation to make sure that the full extent of the proposal is known and to allow you time to submit additional comments.

Who we notify about any additional or amended information will depend on the scale of the changes and how significant they are, and that decision will be made by the planning officers on a case by case basis. Any additional or amended information will be made available on our website though, so if you are interested in any particular application you

should check the website occasionally in case any new information has been added.

If you want to make a comment on any planning application, you can send us an email or write to us using the information below. We would recommend using email where you can. If you do choose to send your comments by post, please allow enough time for the letter to arrive within the consultation period.

- **E-mail** – [planningadmin@tamworth.gov.uk](mailto:planningadmin@tamworth.gov.uk)
- **Post** – Tamworth Borough Council  
Marmion House  
Lichfield Street  
Tamworth  
B79 7BZ

### **What we'll do with your comments**

All comments received on applications are considered by a planning officer and, where they are relevant to the application being considered, they will be taken into account when we make a decision. Your comments are only one of the considerations however, and they will be weighed against other considerations (such as local and national planning policies and guidance).

All planning application documents are available online and only information exempt under the Freedom of Information Act 2000 and the Data Protection Act 1998 is withheld from public view. Comments received on planning applications will be summarised in the officer's report and will be published in their entirety on our website with the exception of telephone numbers, email addresses and signatures, which will be redacted.

### **Consultation by applicants**

We encourage applicants to engage with neighbouring landowners and the community before submitting any application for planning permission or other forms of consent. This engagement should be proportionate to the scale of the proposed development and for larger scale developments, these consultations should be carried out at an early stage in the process, to make sure feedback can be incorporated into the submitted proposal. Our local list of validation requirements sets out the types of application which should be accompanied by a statement of community involvement.

Our planning officers would not normally participate in these public meetings or exhibitions.

### **Decision making and Planning Committee**

Most planning applications are determined by planning officers under delegated powers (as set out in the Council's Constitution and Scheme of Delegation). Where decisions are made by the Planning Committee, people who have commented on the application have the opportunity to speak at the committee meeting.

Planning Committee is a public meeting, and anyone can attend, but you (or a representative speaking on your behalf) will only be allowed to speak at the committee meeting if you have commented on the application, in writing, within the appropriate time period mentioned above.

When you submit comments on any application, please make it **very clear** that you may wish to speak at the meeting if the application is determined by committee. We will then let you know the meeting date by email and provide guidance on speaking at the meeting if you would still like to do so.

The Assistant Director - Growth and Regeneration has the discretion to refuse a request to address the Planning Committee but, if this happens, they will write to you letting you know the reason for their decision.

A maximum of two objectors to a planning application are allowed to speak and are allowed a maximum of 3 minutes each.

A maximum of two supporters (one slot reserved for the agent/applicant) of a proposal will also be allowed to speak for a maximum of 3 minutes each.

Councillors for the wards affected by the proposal will, subject to giving prior notification to the Assistant Director - Growth and Regeneration, be allowed to speak either in favour or against planning applications for a total of 3 minutes each.

There may be exceptional cases where the time allowed for public speaking may be extended at the discretion of the committee chair. If this happens every speaker's slot will be extended by the same amount of time.

There may be cases where there are more people who wish to speak than slots available. If this happens, we will encourage you to nominate a spokesperson to speak on behalf of everyone.

If, after the speakers have had chance to address the committee, a decision on the application is deferred to a later meeting, public speaking will not usually be allowed at the later meeting, unless significant changes are made to the planning application. Then a further opportunity may be given to people who spoke at the original meeting and, if there are any free slots available, new speakers may also be allowed.

Planning Committee agendas are usually published five days before the meeting on our website at:  
<https://democracy.tamworth.gov.uk/mgCalendarMonthView.aspx?GL=1&bcr=1>

### **Notification after Planning Committee**

We will not usually write out to people who have submitted representations to let them of a decision. Decisions on all planning applications, including those made by the Planning Committee, are published on our website as soon as possible following the decision.

### **Planning appeals**

If a planning application is refused, or conditions are put on a permission that an applicant is unhappy with, the applicant can appeal to the Planning Inspectorate (PINS) against the decision. If this happens, we'll let those people who were notified on the original application, and anyone else who commented on it, know that the appeal has been lodged. Any comments received on the application will be forwarded to PINS and, in some cases, you may have the opportunity to make further comments directly to them.

If the appeal will include a public inquiry, we'll also post a site notice to let the public know.



**Tamworth Borough Council**  
**Local Development Scheme 2022-2025**  
Published XXXXXXXXX

## Contents

<b>1. Introduction</b> .....	2
<b>2. Summary of current Local Development Documents</b> .....	2
<i>Development Plan Documents</i> .....	2
Tamworth Borough Council Local Plan 2006-2031 .....	2
Saved Policies of the Tamworth Local Plan 2001-2011 .....	2
<i>Other Local Development Documents and Supplementary Planning Documents</i> .....	3
Statement of Community Involvement (SCI).....	3
<b>3. New Local Development Documents</b> .....	4
<i>Development Plan Documents</i> .....	4
<i>Other Local Development Documents and Supplementary Planning Documents</i> .....	5
<b>4. Joint working/duty to cooperate</b> .....	5
<b>5. Resources</b> .....	5
<b>8. Programme Management and Responsibilities</b> .....	6
<b>9. Council Procedures and Reporting Protocols</b> .....	7
<b>10. Risk Assessment</b> .....	7
Appendix A – Indicative Timetable.....	i

## 1. Introduction

This Local Development Scheme (LDS) forms part of the Development Plan for Tamworth and sets out our programme for the preparation of Local Development Documents (LDDs) between 2022 and 2025. The purpose of this document is to let you know about our progress with the plan-making process and upcoming opportunities to get involved.

Producing an LDS is currently a requirement under the Planning & Compulsory Purchase Act 2004 (as amended). Guidance on their preparation states that the LDS should specify the development plan documents, and other documents, which will be part of the development plan for the area. The LDS should be kept up to date, so that local communities and interested parties can keep track of progress, and should be published on the Council's website.

## 2. Summary of current Local Development Documents

### ***Development Plan Documents***

The following documents are considered to be Development Plan Documents.

#### **Tamworth Borough Council Local Plan 2006-2031**

The local plan was adopted in February 2016 and, along with the proposals map, is the main document of Tamworth's development plan. It sets out the policies and guidance that help to shape new development in Tamworth up to 2031 and allocates parts of the town for new homes and employment land required to meet local needs.

#### **Saved Policies of the Tamworth Local Plan 2001-2011**

The majority of the policies in the old local plan (Local Plan 2001-2011) have been superseded by the policies contained within the current local plan (2006-2031) with the exception of policy EMP7 Working from Home which remains in effect.

The Local Plan and saved policy apply to the whole of the borough.

A review of the local plan was undertaken in 2020 and it was determined that, although the plan is generally still in accordance with national policy and is performing relatively well, some changes would be needed to make sure it continues to comply with national policy and to reflect changes in local priorities. It was therefore determined that the level of changes required were significant enough to warrant producing a new plan rather than a partial update to the existing Plan.

Work has begun on a new local plan and an indicative timetable for work on that plan up to 2025 is set out later in this document.

### ***Other Local Development Documents and Supplementary Planning Documents***

The following documents are not considered to be Development Plan Documents but are still an important part of the development plan for Tamworth.

#### **Statement of Community Involvement (SCI)**

The SCI sets out our approach to involving the community and other stakeholders in producing Local Development Documents and assessing planning applications.

The SCI must be reviewed at least every five years. The previous version was published in November 2018 and in October 2020, as a result of the global COVID-19 pandemic, an addendum to the SCI was published setting out temporary changes to the way consultations are carried out as a result of social distancing measures.

Although it has been less than five years since the previous version was published, we have recently reviewed and updated the document in advance of consulting on the first stage of a new local plan. The latest version was published in September 2022.

The SCI applies to the whole of the borough.

The SCI will be kept under review to ensure it remains relevant and up to date.

#### **Planning Obligations Supplementary Planning Document**

The latest Planning Obligations Supplementary Planning Document (SPD) was adopted on 01 August 2018.

The document is intended to provide greater clarity and certainty to developers, landowners, the community and the Council by setting out how we will seek to collect contributions from developers to support the delivery of appropriate infrastructure in Tamworth.

However, the Government published the revised National Planning Policy Framework (NPPF) around the same time, and policies contained within that document affect the content of the SPD. Therefore a review of the SPD may be required within the timeframe of this LDS to ensure that it remains in compliance with national planning policy and guidance.

The document applies to the whole of the borough.

An updated version of the document will be included as part of the work to develop the new local plan, but the document will be kept under review in case an earlier update is needed.

### **Design Supplementary Planning Document**

The production of the Design SPD was included in the 2018 – 2021 LDS and the document was adopted in July 2019.

The document sets out key guidelines to be followed when developing in Tamworth and seeks to raise the quality of the built environment (including the historic environment) by ensuring that high standards of design are achieved. It also provides guidance to assist applicants in complying with the requirements of historic environment policies set out in the local plan and provides guidance on how the Council expects the historic environment to be taken into account in the development management process.

The document applies to the whole of the borough.

An updated version of the document will be included as part of the work to develop the new local plan, but the document will be kept under review in case an earlier update is needed.

### **Community Infrastructure Levy (CIL)**

The CIL Charging Schedule came into effect on 01 August 2018 and sets out the various chargeable rates for development on which the levy is collected. Money collected through the levy will contribute to the costs of infrastructure projects to support the development of Tamworth. The CIL is closely linked to the Planning Obligations SPD and the Infrastructure Delivery Plan and applies to the whole of the borough with geographical exceptions applying to certain forms of development.

The CIL Charging Schedule should be subject to periodic review and this will take place as part of the wider process of delivering the new local plan. A period of consultation and an examination in public will be required before changes can be made to the rates set out in the CIL Charging Schedule, and this is likely to happen at a similar time to the examination of the new local plan.

## **3. New Local Development Documents**

### ***Development Plan Documents***

During the timeframe covered by this LDS, we don't intend to produce any new DPDs, however work will continue on the production of a new local plan for Tamworth, and this will include a number of stages of public consultation.

Setting out a future timetable is not straightforward as the time it takes to move from one stage to the next depends upon the number and type of comments received during consultation and how long it takes to process them. It is also possible that further evidence will need to be gathered which could cause later stages to be delayed.

The indicative timetable in Appendix A is based on the best information available at this time and will be updated at a later date if more up to date information becomes available.

### ***Other Local Development Documents and Supplementary Planning Documents***

It is not currently proposed to produce any new LDDs or SPDs during the period covered by the LDS, however the existing Design SPD and Planning Obligations SPD will be kept under review and may require some changes that could trigger a period of public consultation.

## **4. Joint working/duty to cooperate**

It is the Councils intention to continue to engage with both Lichfield and North Warwickshire councils to address any issues that can't be dealt with within the borough. The three local authorities have already committed to co-operate on strategic planning issues to deliver the unmet housing and employment needs identified in the adopted local plan through a statement of common ground.

Where there are opportunities to work with the neighbouring councils (or other relevant bodies, such as Staffordshire County Council and Warwickshire County Council) to collect evidence to support the new local plan, we'll look to take them, especially where it would save money.

The Council is also a non-constituent member of the West Midlands Combined Authority and so will be required to work with other members of the Combined Authority on issues which could affect the wider Combined Authority area.

## **5. Resources**

The main resource required to deliver the work programme is officer time. The following table sets out the proportion of their time that the existing officers will contribute towards delivering the programme.

<b>Officer Role</b>	<b>% of officer time</b>
Assistant Director Growth and Regeneration	5%

Planning Policy and Delivery Team Leader	80%
Planning Policy and Delivery Officer	90%
Monitoring and Information Officer	70%
Development management Service team	Input as required

Due to the small size of the existing Planning Policy and Delivery team, there is currently limited capacity within the team to carry out the local plan development work alongside other commitments and there is no capacity to deal with any unexpected absences. There will therefore be a need to explore options for temporarily increasing the size of the team to meet demand and be more resilient.

Consultants will also need to be engaged on specific projects where there is a requirement for specialist skills or knowledge.

There is a budget identified for the development of a new local plan of £10,000 per year for the period covered by this LDS. Due to the work commencing later than expected, there remains £244,159 held in a retained fund from previous years that will be used to supplement the existing budget.

The budget setting process for 2025/26 and beyond will need to include appropriate consideration of resources required to deliver the later stages of the local plan, including the examination in public. The costs associated with an examination are not easy to estimate as this point because they will depend on the complexity of the issues raised during the process.

## **8. Programme Management and Responsibilities**

Management responsibilities for all areas of work are:

Assistant Director Growth and Regeneration (programme overview)

Planning Policy and Delivery Team Leader (day to day programme, staff & resource management).

The LDS and preparation of LDDs is reported to the Corporate Management Team meetings as appropriate.

Regular meetings are held between the Assistant Director Growth and Regeneration and the Planning Policy and Delivery Team Leader to ensure lines of communication are working and to review progress. E-mail and shared work directories are used to facilitate joint working and link all officers engaged on the project and a project team meeting is held on a regular basis.

## 9. Council Procedures and Reporting Protocols

The Council's procedures and reporting protocols are set out in the Tamworth Borough Council Constitution which is updated periodically and is available to view online at <https://democracy.tamworth.gov.uk/ecCatDisplayClassic.aspx?sch=doc&cat=13229&path=0>.

## 10. Risk Assessment

In preparing the Local Development Scheme, it is considered that the main areas of risk relate to:

### Staff resources

Having regard to the current staff levels there is a risk to the delivery of the work programme set out in the LDS should the Council be unable to recruit appropriately qualified/experienced staff or where existing staff leave or there is a prolonged absence. The Council has established good working relationships over the years with specialist consultants who have an understanding of the town but their support is subject to available budget allocations and procurement processes. As set out in the resources section above, consideration will need to be given to temporarily expanding the team to increase both capacity and resilience.

### Political conflicts

In an effort to reduce any potential conflict a cross-party working group has been established to seek early input from members and to guide the development of Development Plan Documents including the new local plan.

### Capacity of PINS and other agencies to cope with demand nation-wide

Lack of availability of the Planning Inspectorate (PINS) or any other outside agency required to have input into the delivery of any aspects of the work programme has the potential to cause delays. This is not something which the Council can influence, however early warning will be given to PINS of any part of the work programme which is required to go through an examination.

### Legal challenge

The risk of legal challenge will be minimised by ensuring that DPDs are "sound" and founded on a robust evidence base and well-audited stakeholder & community engagement systems.

### Programme slippage

This will be affected if resources are not secured or they are reduced. Slippage of any planned part of the programme could have a knock-on effect on later parts of the programme. The programme attempts to ensure that the key milestones are not affected should there be a need to put contingency arrangements in place.



The impact of local elections and the associated purdah period has already caused delays in the programme up to this point. The overall programme should remain unaffected, but the time between stages has been affected. The indicative timetable included in Appendix A has been updated to take account of this.

*Changes to relevant legislation and guidance*

The Government have announced a number of proposals that may have an impact on the contents of local plans and how they are prepared. At this point, it is too early to say exactly what impact this may have on the planned programme, because the timeframe for implementation of any changes and any transitional arrangements are not currently known. There is however significant potential for delay and/or changes to the work programme. Any changes will be reflected in a future update to the LDS if required.

DRAFT

## Appendix A – Indicative Timetable

Document	Preparation Stage	LDS Target Date
New Local Plan	Issues & Options consultation	September 2022
	Preferred Option Consultation (non-statutory stage)	Early 2024
	Pre-Submission (Regulation 19) consultation	Early 2025
	Submission to PINS	Late 2025
Obligations Supplementary Planning Document	Update	As required, by early 2025 at the latest
Design Supplementary Planning Document	Update	As required, by early 2025 at the latest
Statement of Community Involvement	Review/update	As required, by August 2027 at the latest

Thursday, 08 September 2022

## Report of the Portfolio Holder for Skills, Planning, Economy & Waste

### Local Plan Issues and Options Consultation

#### Exempt Information

None.

#### Purpose

To seek Cabinet approval to launch an issues and options consultation as part of the development of the new local plan for Tamworth.

#### Recommendations

It is recommended that:

1. Cabinet approve the launch of the issues and options public consultation based on the document set out in Appendix A; and
2. Cabinet delegate authority to the Assistant Director – Growth and Regeneration to make any final typographical and formatting amendments to the document prior to publication.

#### Executive Summary

Progress on the new local plan for Tamworth has now reached the stage where it is intended to run the first of a number of public consultations to seek input from local residents and other stakeholders. The document in Appendix A has been written by planning officers in consultation with a cross-party working group of councillors, and sets out the issues that the new plan will need to address and, where appropriate, potential options for achieving that.

It is intended to publish a version of the document in Appendix A (subject to final formatting and typographical amendments) for consultation for a period of approximately seven weeks during September and October 2022. Feedback received through the consultation exercise will then be used to inform the next stage of the plan making process.

The document has been reviewed by the Infrastructure, Safety, and Growth Scrutiny Committee and has been amended according to the feedback received where appropriate.

#### Options Considered

The possible alternatives to the proposed approach are either to not carry out the public consultation; to carry out the public consultation at a later date; or to carry out the public consultation based on different proposals to those set out in Appendix A.

The consultation forms an important part of the early stages of the development of the new local plan for Tamworth and is required by the relevant regulations, as set out later in this report. Without undertaking the public consultation, the Council would be unable to progress to the next stage of development of the plan. Similarly, if the public consultation were to be delayed, the timetable for the development of the new plan would be affected and the adoption of the new plan could be significantly delayed.

The document in Appendix A was drafted by officers based on available evidence, current national planning policy and guidance, and the Council's corporate plan vision and

objectives. The proposals within it have been drawn up by officers in consultation with a cross-party working group of members and so are considered to be the most appropriate option at this time.

### **Resource Implications**

The consultation will be open to the general public as well as other stakeholders including neighbouring councils, landowners, and developers. It will be publicised so as to attract the best possible response, as any input at this stage will be valuable for the next stage of production of the plan. This could potentially draw a significant number of responses, and each response will need to be appropriately processed. An amount of additional officer time may therefore be required to carry out the work.

A review of existing resources is currently underway, taking into account the whole local plan timetable including this consultation stage. If additional resource requirements are identified, the appropriate procurement and budget setting processes will be followed.

With regards to the new plan itself, whilst at this time it would not be possible to quantify the potential financial costs and benefits, it is possible that there would be additional income to the Council associated with the Community Infrastructure Levy or other infrastructure payments. There may also be additional business rates income from economic growth and additional council tax income from new housing, however there will also be potential additional funding pressures from additional service demands arising from new development.

### **Legal/Risk Implications Background**

The relevant regulations to the actions proposed are the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). Regulation 18 of those regulations states that a local planning authority must notify certain consultation bodies of the subject of a local plan which the local planning authority propose to prepare, and invite them to make representations about what that plan ought to contain. Any representations made should then be taken into

The consultation bodies referred to are:

- such of the “specific consultation bodies” listed in the regulations as the local planning authority consider may have an interest in the subject of the proposed local plan;
- such of the “general consultation bodies” listed in the regulations as the local planning authority consider appropriate; and
- such residents or other persons carrying on business in the local planning authority’s area from which the local planning authority consider it appropriate to invite representations.

The full list of “specific consultation bodies” is set out in regulation 2 of the above regulations and contains such bodies as the Coal Authority, the Environment Agency and Natural England. The full list of “general consultation bodies” is also set out within regulation 2 and contains such bodies as voluntary groups whose activities benefit any part of the local planning authority’s area, and bodies which represent the interests of persons carrying on business in the local planning authority’s area.

The consultation exercise proposed is therefore required by legislation as part of the plan making process. Failure to carry out an appropriate consultation, and take account of the responses received, could potentially lead to any proposed new local plan not being found sound at examination, or being open to legal challenge. In both instances there would be a financial implication for the Council as a result of having to redo some parts of the process in order to make sure the plan was compliant with the regulations. It could also lead to the Council not having an adopted local plan in place to guide development of the borough.

### **Equalities Implications**

There are no direct equalities implications resulting from the proposals set out in this report. The consultation document contains broad proposals that may form the basis of policies that

are eventually adopted by the Council. At this stage it is not possible to properly assess any impact as the proposals are not clearly defined. At each appropriate stage later in the plan making process, an equalities impact assessment will be carried out to ensure compliance with the Equality Act 2010 and the Council's own policies on diversity and equality.

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

There are no direct sustainability implications resulting from the proposals set out in this report.

With regard to the wider development of a new local plan, the National Planning Policy Framework (NPPF) sets out the presumption in favour of sustainable development and the need for sustainable economic growth on which local plans are to be based and includes clear policies that guide how the presumption should be applied locally. Sustainability is therefore at the heart of plan making and will be appropriately assessed at each stage of the process.

### **Background Information**

At the meeting of 19 March 2020, Cabinet resolved to begin work on a new local plan for Tamworth. The process of developing a new local plan involves a number of stages, ending with an independent examination by a Planning Inspector and, ultimately, the adoption of the plan by the Council.

Work has begun on collecting evidence and to establish the potential issues faced by the borough over approximately the next 20 years. Work is also underway to consider the possible options open to the Council for addressing the identified issues through the new local plan. This work forms the basis of the draft Issues and Options consultation document in Appendix A. Although the document is currently in a rough draft form, the fundamentals of the proposals are included, and the formatting will be finalised prior to the consultation being launched.

The document has been developed by planning officers in consultation with members through a cross-party working group. It is intended to put the finalised version of this document out to public consultation for a period of approximately seven weeks to gather the views of the public and other stakeholders to help develop the next stages of the new local plan.

Further information on the timeline for the development of the plan is included in the Council's Local Development Scheme, an updated version of which is also being considered (under a separate report) at this meeting.

A draft of the consultation document was considered by the Infrastructure, Safety, and Growth Scrutiny Committee at the meeting of 23 August 2022. The committee made a number of suggestions for amendments to the document and those changes have been incorporated into a revised draft where appropriate. The changes include additional wording being included in section 6.2.6 to clarify that the additional policy approach relating Gypsy and Traveller provision relates only to permanent residential sites and not to provision for groups who want to stop in the area only temporarily. Section 6.1.3 has also been updated to include the protection of existing biodiversity (including hedgerows), not just the 10% net gain requirement.

### **Report Author**

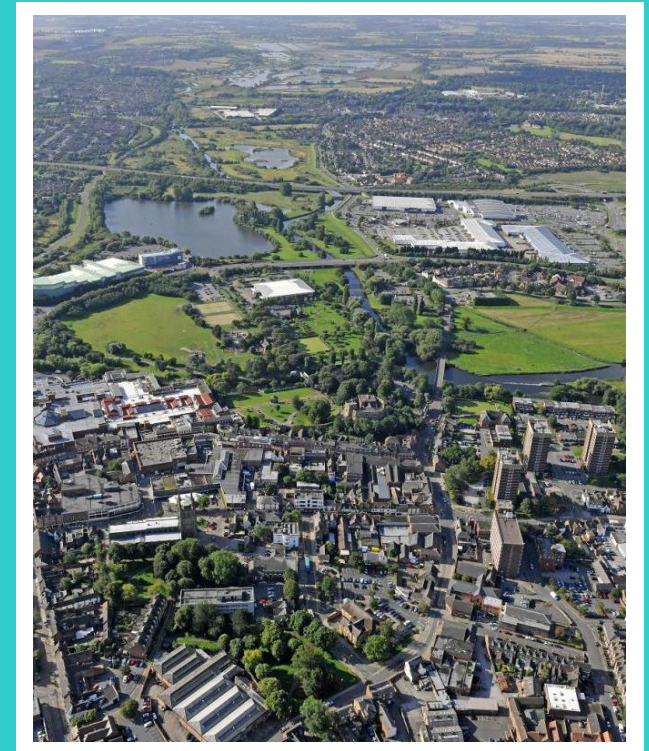
Richard Powell – Planning Policy and Delivery Team Leader

### **List of Background Papers**

19 March 2020 - Report of the Portfolio Holder for Regulatory & Community Safety – Local Plan Review

**Appendices**

Appendix A – Draft Issues and Options Consultation Document



# Local Plan 2043 Issues and Options Document

# Contents

**Section 1** Introduction

**Section 2** How to get involved

**Section 3** Tamworth at a Glance

**Section 4** Our Proposed Timeline

**Section 5** Vision and Objectives

**Section 6** Issues and Options

DRAFT



# Section 1: Introduction

## What is the purpose of this document?

This document is the first consultation stage in the Local Plan process. It provides an opportunity for you to get involved in developing our future Local Plan, and offer comments on how we should seek to address some of the key issues that our Borough faces.

Section 3 contains a spatial portrait, which builds a picture of our Borough today and forecasts what it may look like in the future. The spatial portrait helps to identify some of the key **issues** our Borough may face in the period up to 2043. Section 6 sets out these key issues and suggests ways in which they can be addressed through the Local Plan. These are regarded as the **options**.

This consultation invites your views on how these issues should be addressed by proposing a series of questions throughout the document.

193

## What is a Local Plan?

The Government requires all local councils to produce a long-term plan which sets out a vision for their area. It should identify where and how development should take place in the future. This document is known as a **Local Plan**.

A Local Plan sets out all the planning policies and proposals for an area. It addresses needs and opportunities in relation to housing and the economy, whilst ensuring that we have sufficient community facilities and infrastructure to support the growing population. It also contains policies to safeguard the environment, mitigate and adapt to climate change, and achieve well-designed neighbourhoods. Local Plans are an essential part of the planning system because they are the basis against which applications for planning permission are assessed.

The current Local Plan for Tamworth was adopted in 2016. It sets out the vision and framework for development up to 2031.

## Why does Tamworth need a new Local Plan?

Over the last six years, our current Local Plan (2016) has helped to deliver new homes and job opportunities in sustainable locations across the Borough, whilst ensuring that we make the most efficient use of our limited land supply. In 2018, the Government introduced a requirement for all Councils to review their Local Plans every five years.

In March 2020, we carried out a review of our current Local Plan. This review process concluded that, although the Plan remained generally in accordance with national policy and was performing relatively well, a number of changes would be required to ensure continued compliance.

The extent of changes identified by the 2020 review are significant enough to warrant the production of a new Local Plan. The new Local Plan will set out where and how new development will take place in Tamworth over the period to 2043.

## Section 2: How to get involved

---

### What do we want your comments on?

This document will suggest various ways that the new Local Plan can help to address some of the Borough's key issues. We would like to hear your views on these proposals, and have posed some questions along the way to help focus the discussion.

The issues and options are arranged by topic area. You are welcome to comment on every issue, or alternatively, you can just focus on the ones that specifically interest you.

### How can you submit your comments?

You can submit your comments:

- ✓ **Online**  
Complete the form online using the link on our website. Alternatively, click [here](#) to access the form directly.
- ✓ **By Email**  
Download and complete the Microsoft Word version of the form. Return this by email to us at [developmentplan@tamworth.gov.uk](mailto:developmentplan@tamworth.gov.uk).
- ✓ **By Post**  
Download and complete the Microsoft Word version of the form, either electronically or by hand. Return this by post to us at:

*Development Plan Team  
Tamworth Borough Council  
Marmion House  
Lichfield Street  
Tamworth  
B79 7BZ*

The closing date for responses is **Monday 31st October 2022 at 5pm**. Any responses which are received after this time may not be taken into account at this stage.

### What happens next?

This Issues and Options Document is part of Stage 1 of the Local Plan Development Process. Your feedback will be collated and analysed to inform the next stage of the process, where Tamworth's new Local Plan will begin to take shape. There will be further opportunities for you to get involved at each stage. A timetable for the various stages of Local Plan development is included in our Local Development Scheme, which is available on our website at: <https://www.tamworth.gov.uk/local-development-scheme>.

## Section 3: Tamworth at a Glance

---

This brief spatial portrait takes a look at Tamworth in the past, present and future. It identifies some of the potential issues that our Borough faces, and sets the scene to begin considering how they could be addressed.

This section is only a quick snapshot of Tamworth. If you fancy a more detailed insight into our Borough, then the full version of our spatial portrait can be found online at [www.tamworth.gov.uk/local-plan](http://www.tamworth.gov.uk/local-plan).

### Our Geography

The Borough of Tamworth is situated within the south-eastern corner of Staffordshire, extending across approximately 12 square miles. Such a compact urban area establishes our Borough as one of the smallest local authority districts in England.

### Our Wards

Tamworth comprises of ten wards, all of which are unique in both character and spatial features. Each ward is home to different strengths, opportunities, and challenges, against which a range of issues and options must be considered.

### Our Origins

Our Borough has strong historical links with Birmingham as an overspill settlement, which has had a lasting effect on our urban form, population, and housing provision. The overspill agreement prompted the relocation of Birmingham residents into the Borough, creating significant urban growth during the 1960s. To accommodate the Borough's sudden growth in population, former rural land was transformed into a series of planned neighbourhoods. Such historic growth patterns have shaped a Borough which is almost exclusively urban, with limited instances of rural space.

DRAFT

## Our Population

Tamworth is home to approximately 76,454 residents (2020). There is a higher proportion of over 65s compared to the regional and national average, with the ageing population accounting for 19.6% of all residents. The ageing population has grown by 5.5% in the last decade, with differences in concentration across wards. By 2030, the ageing population is projected to account for 23% of all residents. Such growth in the ageing population means that the working population is getting smaller. Residents aged between 16 and 64 currently represent 62.3% of the total population. By 2030, this share is expected to fall to 60.2%.

## Our Housing

The average house price in the Borough is £220,000 (September 2021), which is the same as the average for Staffordshire. Although the average Tamworth house price has consistently fallen below the regional (West Midlands) average over the last decade, housing affordability remains an issue in the Borough. House price inflation has led to a housing market that first time buyers find difficult to access, with the lowest quartile house price 7.61 times the lowest quartile income (2021). This is higher than housing affordability in both Staffordshire (7.12) and the wider West Midlands (7.55). This shows how challenging it is to purchase a house within the Borough, especially for first time buyers.

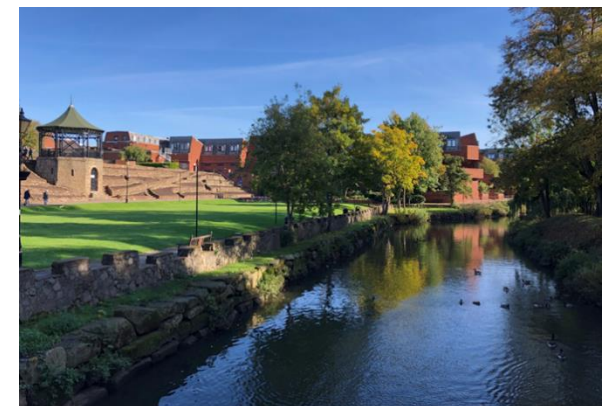
Page 196

## Our Historic Environment

Tamworth has a rich legacy of historic buildings and landscapes, boasting a compact urban area concentrated with conserved history. The Borough possesses a wealth of historic assets, which have moulded a local identity defined by its unique tapestry of architectural styles. There are seven conservation areas, a large number of listed buildings and a selection of nationally-significant Scheduled Monuments. Tamworth is particularly renowned for its motte and bailey castle which sits at the heart of the town centre. The conservation of these historic sites and their settings is of significant importance as they contribute to the distinctive character of Tamworth and its vibrant tourism economy.

## Our Natural Environment

The Borough boasts an extensive green and blue infrastructure network, including fourteen wildlife sites and seven local nature reserves. The south of Tamworth is home to approximately 210 hectares of the West Midlands Green Belt, covering around 6.8% of the Borough's total land area. A large proportion of the Borough is located within designated Flood Zone areas, with particular spatial concentration along the western boundary and to the northeast. As such, much of the town's essential infrastructure is prone to flood vulnerability, and large areas of both residential and industrial properties are at risk.





## Our Employment

The Borough's unemployment levels have significantly improved over the last decade. Currently, approximately 4.1% of the total population currently out of work, compared to 10.8% in 2010-2011. Now, a lower proportion of our working population are unemployed compared to the West Midlands (5.0%) and Great Britain (4.4%) averages.

Just under 17% of all VAT-registered businesses in the Borough are in the construction industry, with approximately 13% of firms related to either professional, scientific or technical services.

## Our Town Centre

Our town centre is home to a range of services and facilities, all which help to support both the Borough and its surrounding rural areas.

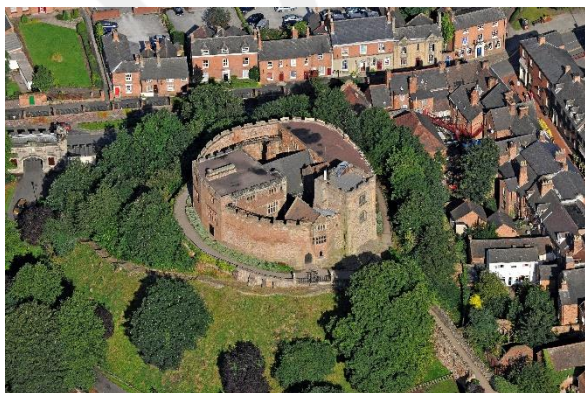
Over recent years, our town centre has experienced some changes to both its composition and use. Between 2008 and 2019, the annual comparison goods spend has fallen from £117.28 million to £37.2 million, meaning that Tamworth's ranking compared to other town centres in the UK has fallen from 219 to 782. Over the same period of time, the town centre's market share from its primary catchment area decreased from 34% to 12%, whilst Ventura Retail Park's market share has increased from 21% to 58%. Footfall has also significantly decreased in recent years. Data from Ankerside Shopping Centre shows that the annual footfall fell between 2005 and 2018 from 7.3 million to 4.1 million.

Our town centre is due to undergo extensive regeneration following the Council's award of £21.65 million from the Government's Future High Street Fund. This will be filtered into a variety of projects, including the Gungate redevelopment after the Council's purchase of the vacant site.

## Our Connectivity

Tamworth's compact urban form offers an opportunity for strong transport connectivity within the Borough and with the wider West Midlands region.

The Borough is well-connected by road and rail, as well boasting infrastructure to support more sustainable travel methods, such as cycling and walking. Although Tamworth is well connected, the use of public transport and sustainable travel methods to commute to work remain low. The most recent available data (based on the 2011 census) suggests that just under 65% of residents use vehicular means to get to work, which falls short in contributing towards a sustainable lifestyle.



## Section 4:

# Our Proposed Timeline

---

Local Plans must be equipped to anticipate and respond to long-term requirements and opportunities. To ensure that this can be achieved, they should look ahead over a minimum of 15 years from their point of adoption.

In the case of Tamworth Borough, we are still in the early stages of developing our new Local Plan. As such, we need to determine an end date that not only looks 15 years ahead, but also takes into account an additional time allowance to complete and adopt the new Plan.

We are therefore proposing to set the end date of the new Plan to 2043.

Have your say...

### Feedback Point 1

Do you agree that 2043 is an appropriate end point for the plan?  
If not, what alternative end point would you suggest?

DRAFT

# Section 5

## Our Vision and Objectives

---

In February 2022, the Council adopted a new vision. This sets out our overarching aspiration for the Borough as we look towards the future. The vision applies to all functions of the Council, and as such, it is proposed that it be used as the starting point for the new Local Plan. The proposed vision is: **“Celebrating our heritage, creating a better future.”**

To deliver this, we are proposing to set the following 11 objectives. These are intended to cover a range of issues and topics, and will form the basis for the policies in our new Local Plan.

Objective 1: **Tackle the causes and adapt to the effects of climate change.**

Objective 2: **Make the most efficient and sustainable use of the Borough’s limited supply of land.**

Objective 3: **Provide a supply of high quality and affordable homes to meet the needs of all sections of our community.**

Objective 4: **Support the existing local economy whilst being flexible enough to respond positively to new economic opportunities.**

Objective 5: **Regenerate and diversify the town centre to create a thriving destination and vibrant evening economy.**

Objective 6: **Protect and enhance the Borough’s heritage including through facilitating appropriate reuse of heritage assets.**

Objective 7: **Deliver sustainable neighbourhoods through the provision and protection of local services and facilities.**

Objective 8: **Encourage active and healthier lifestyles by providing accessible green and blue linkages and open spaces, as well as formal indoor and outdoor recreation facilities.**

Objective 9: **Promote sustainable transport modes for all journeys through improving walking, cycling, public transport, and electric vehicle facilities.**

Objective 10: **Protect and enhance ecological and biodiversity assets.**

Objective 11: **Ensure that appropriate infrastructure is in place to support new development across the Borough including digital infrastructure.**

### Feedback Point 2

Do you agree that these are the right vision and objectives for the Local Plan? If not, what changes would you like to see and why?

Have your say...

# Section 6

## Issues and Options

This section sets out what we consider to be the key issues for our Local Plan. Each key issue is related to an objective, and focuses on the matters where we need your input to help us agree a way forward.

Each sub-section will be generally set out in this format:

### 6.1. Topic

#### 6.1.1. Issue

An **Option** box that relates to that issue and supporting questions. We want to hear from you about which of the options you prefer. This will help us decide the policy that will go in the Local Plan.

Page 200

Have your say...

#### Feedback Point

These boxes indicate an opportunity for you to provide your views on either an issue or set of options. You can respond with your feedback through our online or paper form, as explained in Section 2.

A list of **additional policy approaches** relating back to the Objective. These are policy approaches that we intend to include in the Local Plan. We ask a question about whether you agree with these.

### Before you continue to the next section...

#### Feedback Point

At the end of each subsection, you will be given the opportunity to provide any further comments before you move on.

DRAFT



# 6.1. Climate Change and Biodiversity

**Objective:** Tackle the causes and adapt to the effects of climate change.

**Objective:** Protect and enhance ecological and biodiversity assets.

Staffordshire is exposed to a number of climate-related risks, in particular flooding. Climate change is expected to exacerbate these risks, and is expected to result in warmer, wetter winters and hotter, drier summers, with an increase in the frequency and intensity of extreme weather events (Aecom baseline report 2020). In November 2019 the Council declared a climate emergency and set a target of making our own activities net-zero carbon by 2050 with an aspiration to achieve it by 2030 if possible. Through the local plan, we will also look to reduce the impact of new development on climate change.

## 6.1.1. Issue: Achieving carbon reduction from new development.

National Government introduced new Building Regulations which came into effect in June 2022 requiring a 30% reduction on carbon emissions from new homes and a 27% cut in carbon emissions from non-residential buildings. The Government also intends to publish Future Homes and Buildings Standards by 2025 with the intention of reducing carbon emissions further, to 75-80% below the levels allowed by current standards.

As the current 27% and 30% reduction are set by other regulations outside of the planning system, those requirements don't need to be reproduced in the local plan. We could look to include requirements that go beyond that level of reduction, but it's likely that the Future Homes and Buildings Standards will be introduced before the new local plan is adopted, and those standards would then be the new minimum standards.

**Option 6.1 (a):** Achieving carbon reduction from new development.

Rely on national standards and building regulations to set the carbon reduction levels for new buildings;

Look to set our own reduction standards that are stricter than the national requirements (acknowledging that the introduction of any Future Homes and Buildings Standards will set a new minimum standard).

**Have your say...**

### Feedback Point 3

Which of the above do you feel is the most appropriate option? If we were to set our own standards, what levels should they be, or what evidence should we be using to do this?

## 6.1.2 Issue: Mitigating impacts of flooding

An increase in the frequency and intensity of extreme weather events as a result of the climate emergency gives rise to a greater risk of flooding. This poses an increasing threat to new and existing development close to the areas which are at risk from river flooding. As part of the plan making process, we will be updating our Strategic Flood Risk Assessment to ensure we avoid siting new development in areas of greatest flood risk.

**Have your say...**

### Feedback Point 4

Are there any specific measures that you would like to see that could help to mitigate the impact of flooding?

### 6.1.3 Issue: Protection and enhancement of existing biodiversity

Biodiversity refers to the variety of living species on Earth, including plants, animals, bacteria, and fungi. Biodiversity is essential for the processes that support all life on Earth, including humans. Without a wide range of animals, plants and microorganisms, we cannot have the healthy ecosystems that we rely on to provide us with the air we breathe and the food we eat.

National planning policy requires local planning authorities to protect and enhance biodiversity, especially where there are sites of national or international biodiversity importance. Tamworth has one Site of Special Scientific Interest (SSSI) and a number of other designated sites of regional and local significance that we propose to continue to protect.

Smaller scale areas of vegetation can also be important to biodiversity as well as being important for other reasons. Trees, hedges and grassed areas naturally slow down water and help soil to absorb rainfall. When they are removed it can increase flooding. Trees, hedges and other plants clean the air we breathe and help us tackle the global challenge of climate change by absorbing carbon dioxide. We propose to include policies to require existing vegetation to be retained unless there are very good reasons why they should be removed.

#### Have your say...

##### Feedback Point 5

- Do you agree with our approach towards biodiversity protection and enhancement? If not, what alternative approach(es) would you suggest and why?
- Are there any specific local biodiversity issues that you would like to see addressed through the Local Plan?

### 6.1.4 Issue: Achieve 10% biodiversity net gain on all developments

Our natural environment is of huge value to local people in terms of health, well-being and recreation but is at risk due to a number of reasons, including the cumulative effects of development. National planning policy also now requires net gains in biodiversity from new development, and so our new local plan will need to make sure that new developments can achieve that either on-site, or through off-site contributions. We will also look to work with other relevant bodies, such as Staffordshire Wildlife Trust, to identify any opportunities to improve biodiversity in the area.

#### Have your say...

##### Feedback Point 6

Are there any specific measures that you would like to see new developments deliver to improve biodiversity locally?

## 6.1.5 Issue: Delivering low carbon and renewable energy infrastructure

Although Tamworth has the lowest greenhouse gas emissions per person in Staffordshire, around 68% of those emissions come from fuel use within buildings. The introduction of stricter standards for new buildings should help to reduce this in future, but there are also opportunities to improve existing buildings and to generate more renewable energy.

Given the limited amount of land available in the borough and the competition from other uses, large scale renewable energy developments (like solar farms and wind farms) not considered to be feasible. Instead, we intend to focus on encouraging small scale energy generation as well as other opportunities to reduce fossil fuel consumption in buildings.

### Have your say...

#### Feedback Point 7

Page 203

- Do you agree that we should focus on small scale energy generation, rather than looking for opportunities for larger developments like solar farms?
- Do you agree that we should look to encourage alternative ways of heating buildings to reduce carbon emissions?
- Are there any other ways that we could look to reduce carbon emissions and tackle climate change?

### Before you continue to the next section...

#### Feedback Point 8

Do you have any further comments that you wish to make on any aspect relating to climate change and/or biodiversity?

## 6.2. New and Affordable Homes

**Objective:** Provide a supply of high quality and affordable homes to meet the needs of all sections of our community.

Housing is one of the key elements of any local plan, and we will need to include policies that provide for the right amount of new housing, in the right locations, and of the right type to meet the needs of residents both now and in the future.

### 6.2.1. Issue: Setting the right level of housing need.

Government policy requires local authorities to use the Standard Method to calculate how much new housing they will need. The Standard Method uses the expected change in the number of households over time as the starting point and adjusts that figure to take account of how affordable homes are in the Borough. The Standard Method calculates that we would need to deliver 141 new homes per year. This would mean a total of 2,961 homes would be required by 2043.

However, Government policy also permits local authorities to set an alternative target if they want to plan for growth. This may include instances where new employment developments would lead to a need for more housing, for instance.

The current adopted plan identified a need that was not able to be met within Tamworth, and that unmet need is being delivered through the local plans of Lichfield and North Warwickshire. On that basis, we propose to use the standard method figure of 2,961 as the starting point for this plan. However, to make sure the number is considered up to date when the plan reaches examination, it will need to be updated later in the process.

#### Option 6.2 (a): Setting the right level of housing need.

These are the options that we propose to ensure that we set the right level of housing need for our Borough:

- i) Use the Standard Method figure as a starting point and aim to provide at least 2,961 new homes by 2043. This option acknowledges that this figure may change at a later date.
- ii) Use a higher figure than Option i). This figure would be determined following further work informed by:
  - Economic growth strategies;
  - The need to support strategic infrastructure improvements;
  - Existing delivery rates.

#### Have your say...

##### Feedback Point 9

Do you agree that the standard method figure of 2,961 should be used as the starting point for setting our housing need? If not, what alternative figure do you think should be used, and why?

## 6.2.2 Issue: Delivering the housing need

We are currently carrying out a Strategic Housing Land Availability Assessment (SHLAA) to establish where there is land available for new housing to be built and we will publish the results of that assessment once it's completed.

However, our borough covers a small geographic area of only 12 square miles, and development in recent years has seen many of the larger, more easily developable sites come forward for development. This means our options for accommodating an extra 2,961 homes are likely to be limited.

### Option 6.2 (b): Delivering the housing need

These are the options that we propose to ensure that we deliver the housing need for our Borough:

- i) Look to make the best use of previously developed land before allocating any greenfield land for housing.
- ii) Increase housing density for new developments, especially in more sustainable locations such as the town centre and close to existing local and neighbourhood centres.
- iii) Look for support from neighbouring councils to deliver any need that is unable to be met within the Borough.
- iv) Look to release land from the Green Belt to meet housing need. This option acknowledges that national planning policy views this as a last resort.

### Have your say...

#### Feedback Point 10

Which approach, or combination of approaches, detailed above do you think would be most appropriate?

## 6.2.3 Issue: Providing enough affordable homes

Despite the number of new homes currently being built in the Borough, housing in Tamworth remains relatively unaffordable for local people. The current local plan seeks a minimum of 20% affordable housing on qualifying developments, and 25% on some sites where it was considered viable. This approach aimed to strike a balance between providing affordable homes and contributions towards other types of infrastructure, such as schools, open spaces, and leisure facilities.

We will need to consider what amount of affordable housing will be appropriate to deliver through the new plan. Providing affordable housing affects the viability of a development and can impact what other types of infrastructure can be delivered. Therefore, if we wanted to maximise the amount of affordable housing we deliver, then it may have to come at the expense of other infrastructure funding or provision.

### Option 6.2 (c): Providing affordable homes

These are the options that we propose for the delivery of affordable homes in the Borough:

- i) Maximise the amount of affordable housing delivered at the expense of collecting some of the contributions towards other infrastructure.
- ii) Continue to try and strike a balance between providing affordable housing and contributions towards other infrastructure.
- iii) Allocate appropriately sized sites specifically for the development of affordable housing.

### Have your say...

#### Feedback Point 11

- Should we look to maximise affordable housing over other forms of infrastructure, or take a more balanced approach?
- Do you think we should look to allocate certain sites specifically to provide affordable housing?

## 6.2.4 Issue: Providing the right type of homes

The population of Tamworth is ageing, and older people have different needs when it comes to housing. Not only that, but the Covid-19 pandemic has changed the way that people use their homes with many people now working from home significantly more than in the past. We will be collecting some evidence to help us identify the types of housing that we need to be delivering in the Borough to reflect these changing needs. We'll also be exploring ways in which people's homes can be more flexible, to suit their changing needs over time.

### Have your say...

#### Feedback Point 12

- Are there any particular housing needs that you think can or should be addressed through the plan?
- Do you agree that we should explore ways in which housing can be more flexible to meet people's needs?

## 6.2.5 Issue: Providing custom and self-build opportunities

The Government expects us to give suitable permission to deliver enough plots of land to meet the demand for custom and self-build identified through the register. Up to now, all of the custom and self-build plots in Tamworth have been delivered by individuals looking to build their own home without any intervention from the Borough Council. This has led to the number of plots delivered being lower than the demand identified through the register.

### Option 6.2 (d): Providing custom and self-build opportunities

These are the options that we propose to ensure that we are able to provide custom and self-build opportunities:

- i) Continue to leave the housing market to deliver plots as and when demand arises, but include policies that encourage the delivery of self-build opportunities.
- ii) Allocate sites exclusively for custom and self-build development.
- iii) Require a proportion of plots on larger sites to be reserved for custom and self-build development.

### Have your say...

#### Feedback Point 13

Should we look to allocate sites and/or make sure a percentage of housing developments are for self-build plots for people wanting to build their own homes?

## 6.2.6. Additional Policy Approaches

We propose these additional policy approaches to meet our objectives relating to new and affordable homes.

- i) No specific provision for permanent residential\* Gypsy and Traveller sites to be included because the most recent needs assessment identified no need; but include policies to deal with any applications that are received.
- ii) Require a mix of dwelling sizes to reflect need.
- iii) Set an appropriate tenure mix for affordable dwellings including First Homes.
- iv) Include internal space standards within policy.
- v) Policies on design to guide development.
- vi) Policies related to running a business from home

Page 207

*Permanent residential Gypsy and Traveller sites* refer to sites for individuals who are seeking a permanent residential base in Tamworth. This does not include those in transit who stop temporarily the Borough before moving on.

### Have your say...

#### Feedback Point 14

Do you agree with the additional policy approaches proposed? If not, why not? Are there any additional policy approaches that you think we should include?

### Before you continue to the next section...

#### Feedback Point 15

Do you have any further comments that you wish to make on any aspect relating to our housing?

## 6.3. Economy

**Objective:** Support the existing local economy whilst being flexible enough to respond positively to new economic opportunities.

Planning policies should help create the conditions in which existing businesses can adapt and grow, as well as providing opportunities for new and innovative businesses to develop.

### 6.3.1 Issue: Ensuring the right amount of land is available for growth.

The Housing and Economic Development Needs Assessment (HEDNA) assesses the amount of employment land that Tamworth will need in the future. In 2019, this study projected that we would require 8.8ha of new employment land between 2018 and 2036. This is shown in the table below. This figure is significantly less than the requirement included in the current local plan.

Acknowledging that this information is pre-pandemic and only covers the period up to 2036, it is still the most up to date information that we currently have available. We therefore propose to use this target as the starting point with an updated assessment to be carried out in the future.

Use	Floorspace (sqm)	Land requirement (ha)
B1a/b (now class E)	8,000	2.0
B1c/B2	12,400	3.1
B8	13,500	2.7
Total	33,900	8.8

Table 1: HEDNA Employment Land Need

#### Have your say...

##### Feedback Point 16

Do you agree with the proposal to use HEDNA employment land requirements as a starting point? If not, what other information should we use, and why?



### 6.3.2 Issue: Existing employment allocations

Our current local plan allocated approximately 18 hectares of land for employment development across the Borough. A number of these sites have since been developed, but there still remains enough undeveloped employment land to meet the needs identified in the 2019 HEDNA.

As the Borough's employment needs continues to evolve, it is important that we make sure we have an up-to-date picture a of the amount and type of land needed. We will do this by undertaking a new assessment of Tamworth's employment need. Once complete, we may find that the existing allocations provide us with more land than we need. If this is the case, we will need to decide what to do with any surplus land. We could retain the additional land for future employment use, or we could look to allocate the land for a different use (where appropriate and subject to landowner intentions).

#### Option 6.3 (a): Allocating land to meet employment need

These are the options that we propose to ensure that we are allocating the right amount and type of land to meet our employment needs:

- i) Retain all currently allocated employment sites.
- ii) Allow the loss of specific sites for alternative uses, but retain a buffer of land above the identified need to allow flexibility.
- iii) Allow the loss of specific sites for alternative uses, but remove any buffer. This would mean that we would not retain as many allocated employment sites.
- iv) Retain our existing allocations, but develop a flexible policy which permits the loss of any proposed employment site to an alternative use, subject to specific criteria.

### Before you continue to the next section...

#### Feedback Point 18

Do you have any further comments that you wish to make on any aspect relating to the economy?

#### Have your say...

#### Feedback Point 17

Which approach do you think we should use? Are there any alternative approaches that you think should be considered?

## 6.4. Retail, Town Centre, Local and Neighbourhood Centres

**Objective:** Regenerate and diversify the town centre to create a thriving destination and vibrant evening economy.

**Objective:** Promote sustainable transport modes for all journeys through improving walking, cycling, public transport, and electric vehicle facilities.

The National Planning Policy Framework (NPPF) states that planning policies should support the role that centres play at the heart of local communities, by taking a positive approach to their growth, management, and adaptation. The retail landscape has changed significantly since the current local plan was adopted, and the new local plan will need to reflect those changes.

### 6.4.1 Issue: Defining the town centre boundary and primary shopping area

The NPPF requires us to define the extent of the town centre and primary shopping area, and make clear the range of uses permitted in such locations, as part of a positive strategy for the future of each centre.

The primary shopping area is the area where retail development is concentrated, and the town centre is defined as the primary shopping area and areas predominantly occupied by 'main town centre uses' within or adjacent to the primary shopping area. 'Main town centre uses' are the types of use that would attract visiting members of the public, such as retail, leisure, offices, food and drink, and arts, culture and tourism uses.

Based on these definitions, we propose to define the primary shopping area as the area of Church Street, Colehill, George Street and Market Street, as identified on the map in Figure 1. We also propose to define the town centre as the area shown on the map in Figure 2.

### Have your say...

#### Feedback Point 19

Do you agree with the proposed boundaries for the primary shopping area and town centre? If not, what streets do you think should and/or should not be included in either of the areas?

Figure 1: Map of Proposed Primary Shopping Area

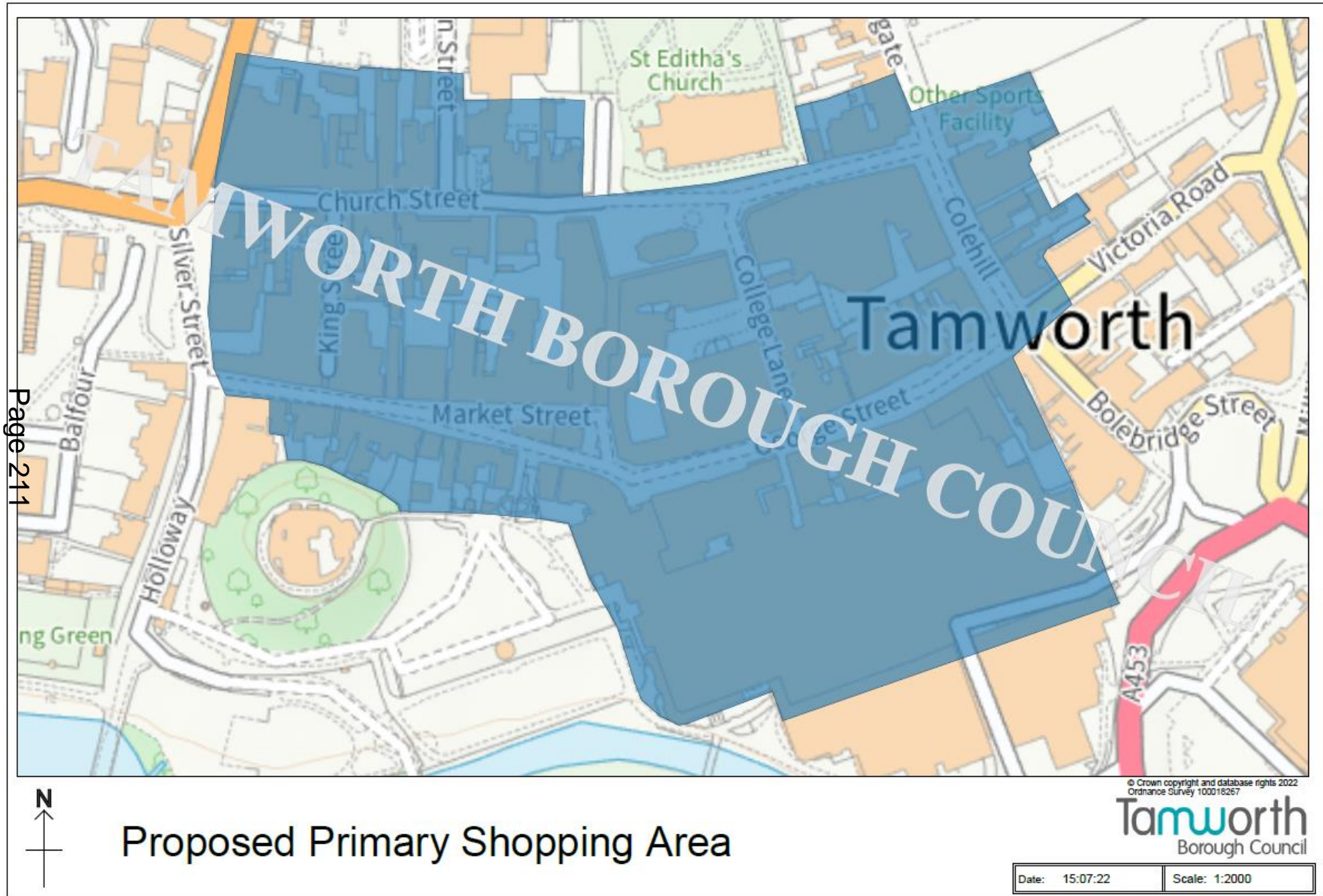
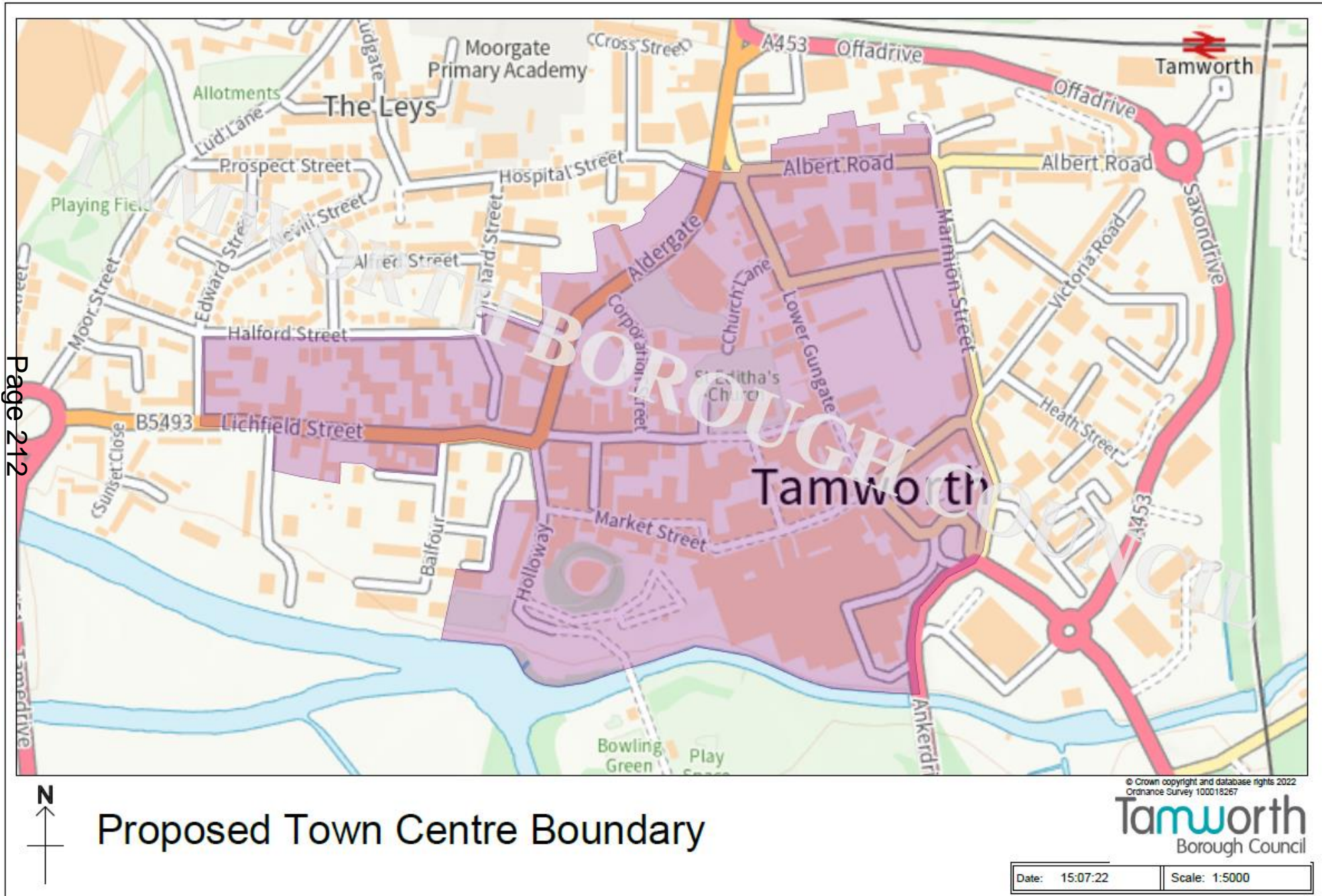


Figure 2: Map of Proposed Town Centre Boundary



## 6.4.2 Issue: Providing local shops and services

Access to local shops and services is an important part of creating and maintaining sustainable neighbourhoods. The effects of the Covid-19 pandemic have further demonstrated the need to have an effective provision of shops and services available to our local communities. It is therefore important that we provide the right types of shops and services in the right locations, to make sure that everyone has access to the things that they need.

Tamworth town centre is supported by a network of local and neighbourhood centres which deliver shops and services within an accessible distance of our neighbourhoods and which can meet residents' day-to-day needs.

There are 9 local centres and 16 neighbourhood centres allocated in the current local plan:

**Local centres** typically provide a convenience food store plus a range of other services such as a post office, hot food takeaway, newsagents, library, pharmacy, community centre or doctor's surgery. A local centre is larger in size than a neighbourhood centre, and as such typically serve more residents.

### Tamworth's Local Centres

<b>LC1</b>	Fontenaye Road, Coton Green
<b>LC2</b>	Masefield Drive, Leyfields
<b>LC3</b>	Amington Road, Bolehall
<b>LC4</b>	Caledonian Centre, Glascote
<b>LC5</b>	High Street, Dosthill
<b>LC6</b>	Ellerbeck, Stonydelph
<b>LC7</b>	Glascote Road
<b>LC8</b>	Tamworth Road, Amington
<b>LC9</b>	Exley, Field Farm Road

**Neighbourhood centres** are typically a small cluster of shops, one which is a convenience food store, with a limited range of associated shops or services.

### Tamworth's Neighbourhood Centres

<b>NC1</b>	Chartwell	<b>NC9</b>	Scott Road
<b>NC2</b>	Cedar Drive	<b>NC10</b>	Glascote Road
<b>NC3</b>	Lakenheath	<b>NC11</b>	Tinkers Green
<b>NC4</b>	Kerria	<b>NC12a</b>	Hockley Road
<b>NC5</b>	Fazeley Road	<b>NC12b</b>	Beauchamp Road
<b>NC6</b>	Tamworth Road, Two Gates	<b>NC13</b>	Wilnecote Lane
<b>NC7</b>	Park Farm Road	<b>NC14</b>	Watling Street, Wilnecote
<b>NC8</b>	Penny Moor Road	<b>NC15</b>	Bowling Green Avenue

As part of the local plan process, we will be undertaking a review of all of our allocated local and neighbourhood centres. Each centre will be assessed individually, with an evaluation of viability and vitality made through looking at their composition and performance. Our priority is to continue to protect and promote these centres, to the best of our ability. However, once this review is complete, it may be appropriate to remove a centres status. We will also be assessing the rest of the Borough to see if there are any other areas which could be allocated as a new centre.

### Have your say...

#### Feedback Point 20

- Do you agree with our approach to protecting and enhancing, as far as possible, our current local and neighbourhood centres?
- Are there any areas of the Borough that you feel should be considered a local or neighbourhood centre that isn't already allocated?

### 6.4.3 Issue: The impact of existing retail parks

Ventura Park and the adjacent Jolly Sailor Retail Park contain a significant amount of retail floorspace outside the town centre and is also a destination in its own right, drawing visitors in from the wider region. There are also a number of smaller out of centre retail areas in the borough that have the potential to negatively impact on the viability of the town centre.

#### Option 6.4 (a): The impact of existing retail parks

These are the options that we propose to ensure that we take the correct approach to managing our existing retail parks:

- i) Give the existing out of centre retail areas their own designation and policies within the plan to mitigate their impact on the town centres.
- ii) Rely on national policy and other, more broad, local policies when determining planning applications in the out-of-town retail areas.

Page  
214

#### Have your say...

##### Feedback Point 21

Do you think that we should have a specific designation and set of policies for the out-of-town retail areas?

#### Before you continue to the next section...

##### Feedback Point 22

Do you have any further comments that you wish to make on any aspect relating to retail, our town centre, local centres and/or neighbourhood centres?

## 6.5. Heritage

**Objective:** Protect and enhance the Borough's heritage, including through facilitating appropriate reuse of heritage assets.

Tamworth is home to a wealth of historic buildings and landscapes, with our heritage offering an invaluable contribution to the Borough's distinct identity and sense of place. Our historic environment includes individual buildings, groups of buildings and areas of interest, some of which have been designated as conservation areas.

Our heritage assets are a significant economic driver and contribute towards a healthy tourism economy, with the town centre a particular focal point for historic character. Collectively, our built heritage plays a crucial role in attracting people into the Borough, with Tamworth Castle a notable destination for major tourism.

**5.1. Issue: Protecting the vitality of our historic environment without restricting its use unnecessarily.**

The conservation and enhancement of our heritage assets is critical in sustaining Tamworth's cultural, economic and social vitality. As such, our historic environment is highly valued, and should be protected from unauthorised demolition, alteration or extension.

The current Local Plan, in conjunction with National Policy, actively supports the conservation of heritage assets, seeking to enhance the value that they bring to our wider society. As we look towards the future, we need to consider how our heritage can continue to be conserved, but also adapt to, and thrive within, modern society.

Heritage-led regeneration will play a significant role in this approach. The new Local Plan will promote greater flexibility in how heritage assets can be used, ensuring that any appropriate use is not restricted unnecessarily. Our priority is for heritage assets to be actively integrated within the urban environment, and serving the most effective purpose for society whilst retaining their historic character. Any proposed use must be in line with both local and

national policy, and sympathetically enhance the vitality of both the individual asset and the wider historic environment.

The Government is quite prescriptive in how local authorities must manage their built heritage, as detailed in Section 16 of the NPPF (2021). Whilst we should not be reproducing these requirements in our new Local Plan, we can consider whether there are any further measures that we wish to implement in Tamworth, that go above and beyond those outlined by the Government.

The current framework that we have in place to protect and enhance our heritage assets has proven successful. It implements national policy, but looks to identify any local issues which may fall outside of this remit. On account of this, we would welcome your thoughts on any additional measures which you feel would specifically benefit our local heritage.

Have your say...

### Feedback Point 23

- Considering the prescriptiveness of national policy, do you agree with our current approach? If not, what alternative approach would you like to see?
- Do you feel that there are any specific local heritage matters that you would like to see addressed through the new Local Plan?

### Before you continue to the next section...

#### Feedback Point 24

Do you have any further comments that you wish to make on any aspect relating to our heritage?

## 6.6. Open Spaces and Green Infrastructure

**Objective:** Encourage active and healthier lifestyles by providing accessible green and blue linkages and open spaces, as well as formal indoor and outdoor recreation facilities.

Our Borough has an expansive network of green infrastructure, including parks, open spaces and natural habitats. Collectively, these spaces are a crucial resource for our residents and wildlife. They offer attractive environments for outdoor recreation and exercise, encouraging healthier lifestyles and improved wellbeing. They equip the Borough with pleasant areas for residents to relax and socialise, which helps to strengthen our community relationships and sense of place.

Our network of open spaces also support the existence and protection of a range of species and wider biodiversity. They offer invaluable habitat enhancement opportunities, whilst assisting in improving our air quality, mitigating climate change and reducing the likelihood of flooding.

### 6.6.1. Issue: Managing, protecting and enhancing our green infrastructure network.

Our key aim is to manage and protect our existing network of green spaces, to ensure that they all remain functional, of high quality, and both socially and environmentally beneficial.

We are currently in the process of undertaking a review of all of our open spaces located within the Borough. This will assess how many green spaces we currently have allocated, how well they are performing and how significantly they contribute to our social and environmental vitality.

This review will inform the next steps that we take with our open space. If the review finds that any individual pieces of open space are under performing, or of particularly low quality, then they may be subject to further consideration. We may look at whether the quality of the open space can be enhanced through intervention, or

alternatively, whether it may need to be released and reallocated for a more appropriate purpose.

#### Have your say...

##### Feedback Point 25

- Are there any particular types of open space that you feel should be specifically reevaluated?
- If particular examples of open space are found to be under performing or of low quality, would you prefer to see them enhanced and retained as open space, or released and reallocated for a new purpose.
- If quality enhancement works were either unfeasible or ineffective, and the open space was reallocated for another purpose, what would you wish to see that land used for instead?

#### Before you continue to the next section...

##### Feedback Point 26

Do you have any further comments that you wish to make on any aspect relating to open spaces and/or other green infrastructure?



## 6.7. Infrastructure

**Objective:** Ensure that appropriate infrastructure is in place to support new development across the Borough including digital infrastructure.

The term 'infrastructure' encompasses a broad range of examples. It relates to things like transport, health, education, leisure, community facilities and the digital network. They are the services and facilities that are required to meet the day to day needs of our residents.

### 6.7.1 Issue: Ensuring the timely delivery of the right infrastructure to meet community needs.

A key role of the new Local Plan is to ensure that the correct types of infrastructure are provided at the right time. Our aim is to create healthy and sustainable neighbourhoods which offer an accessible range of services and facilities to its residents. It is essential that these services are planned in a coordinated manner, in partnership with the relevant infrastructure providers and other local authorities.

When development occurs, developers are expected to deliver the necessary infrastructure that will be required by future occupiers. This commitment can be met in two ways: either the provision of infrastructure on-site, or the payment of an equitable contribution to the Council. These contributions are collected either through the Community Infrastructure Levy (CIL) or Section 106 Legal Agreements:

- a. CIL is a fixed charge which is collected when a development commences. This money is then pooled by the Council and put into funding the infrastructure which is needed to support new homes and businesses in the Borough. This may involve either the funding of new infrastructure, or the maintenance and improvement of our existing provision.

- b. Section 106 payments are made to fund specific types of infrastructure that are required to make individual developments acceptable. Examples of this include affordable housing, access improvements and the provision of children's play spaces. They are secured through a legal agreement and must be paid at the time specified within that agreement.

Our current Local Plan only permits development where it can be demonstrated that there is either a sufficient amount of existing infrastructure to meet arising needs, or that any new or improved facilities will be provided at the time they are needed. Our new Local Plan will continue this approach, looking at providing the right type of new infrastructure and improving our existing provision.

Have your say...

#### Feedback Point 27

Are there any current deficits that you feel exist in our current infrastructure provision?

## 6.7.2 Issue: Ensuring that our policy requirements do not impact the financial viability of developments.

When development takes place, housebuilders are expected to deliver the necessary services and infrastructure that will be required by future occupiers. These can be provided on-site by the developer, or alternatively, an appropriate cash contribution will be calculated and paid to the Council.

There are many types of infrastructure that the Council could require developers to provide. There may be some types of infrastructure that are required across the Borough, and some that are only needed in specific neighbourhoods. It is important that we achieve the right balance between what we would like to see in our Borough, and what developers can feasibly afford to deliver.

A key factor which influences the amount of infrastructure which the Council can require is financial viability. In this context, this is how much infrastructure a developer can afford to deliver. If we require too much, then we risk making a development financially unviable.

In the new Local Plan, we must continue to be transparent about what we expect from new development, both in terms of on-site infrastructure and financial contributions. This will prevent developers from paying too much for a piece of land and then calculating that they cannot afford to meet our policy requirements. We will be commissioning viability assessments to help us set any new policy requirements at a level that is viable for development to go ahead.

All of the Council's planning policy requirements are important, but no requirement should be so high that it makes a development unviable. Consequently, if one policy requirement is raised, another may need to be reduced. The Council wants to understand what type of infrastructure you feel is most important to our Borough, and which you would like to see prioritised. Over time, our priorities may change as the Borough evolves, and the new Local Plan must be flexible enough to allow any future changes to requirements.

### Have your say...

#### Feedback Point 28

- Looking to the future, which type(s) of infrastructure would you like to see given the highest priority, and why?
- Which type(s) of infrastructure do you think we should give the lowest priority, and why?

### Before you finish...

#### Feedback Point 29

Do you have any further comments that you wish to make on any aspect relating to infrastructure?