



CABINET

15 February 2023

A meeting of the CABINET will be held on Thursday, 23rd February, 2023, 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 - 10)**
- 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 (Pages 11 - 12)**
(Report of the Chair of Corporate Scrutiny Committee)
- 6 Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2023/24 (Pages 13 - 190)**
(Report of the Leader of the Council)
- 7 Quarter three 2022/23 performance report (Pages 191 - 294)**

(Report of the Leader of the Council)

8 FHSF Quarterly Update (Pages 295 - 298)

(Report of the Leader of the Council)

9 Review of Fees and Charges 2023/24 (Pages 299 - 324)

(Report of the Leader of the Council)

10 Comments, Compliments Complaints and Managing Unreasonable Customer Behaviour Policies (Pages 325 - 368)

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

11 Write Offs 1 April 2022 to 31 December 2022 (Pages 369 - 378)

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

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. B.', 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. 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 19th JANUARY 2023

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), Anica Goodwin (Executive Director Organisation), Stefan Garner (Executive Director Finance), Joanne Goodfellow (Assistant Director Finance), Karen Moss (Community Sports Officer) and Tracey Pointon (Legal Admin & Democratic Services Manager)

Guest: Councillor T Jay Chair of Corporate Scrutiny

100 APOLOGIES FOR ABSENCE

There were no apologies for absence

101 MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting held on 15th December 2022 were approved as a correct record.

(Moved by Councillor R Pritchard and seconded by Councillor A Farrell)

102 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

103 QUESTION TIME:

None

104 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES

Councillor T Jay, Chair of Corporate Scrutiny Committee attended the meeting to update Cabinet and to make recommendations to it, following consideration of the Asset Management Strategy and related documentation by the Corporate Scrutiny Committee on 8 December 2022.

At its meeting on 8 December 2022, the Corporate Scrutiny Committee received the draft Asset Management Strategy relating to Council owned operational, investment, heritage and housing built assets, and documents covering acquisitions, disposals and the framework for the development of Asset Management Plans.

Following its consideration of the above item, the Committee agreed to make the recommendations to Cabinet as set out below.

Recommendations:

In respect of the Asset Management Strategy and accompanying documentation, the Committee recommends that Cabinet consider the following recommendations:

1. Including within the policy a link to the Asset Register
2. Adding explicitly within the Strategy how depreciation would be managed.
3. Adding a section regarding maintenance
4. Delaying the implementation of the Asset Management Strategy until the Vision had been revisited
5. Adding reference to zero carbon investment into the Asset Management Strategy
6. Adding in a glossary of terms within the Strategy and developing "How to" Guides, where relevant, to be included as website resources to support understanding of the Strategy (but not form part of it)
7. Including within the strategy that a case-by-case approach be taken for the sale of small purchases of land (with purchasers bearing the legal and administrative costs of the Council in progressing any sale)
8. Expanding the stakeholder list to include highway authorities, county council(s), relevant partnerships, voluntary sector, emergency services.

(Moved by Councillor C Cooke and seconded by Councillor M Cook)

RESOLVED: That Cabinet

Look at the 8 recommendations and report back direct to the

Scrutiny committee on each individual recommendations

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

105 DRAFT BUDGET & MEDIUM TERM FINANCIAL STRATEGY 2023/24

Report of the Leader of the Council of the draft package of budget proposals (attached at Appendix A) to consult with the Joint Scrutiny Committee (Budget) on 25th January 2023 and receive their feedback on the:

- General Fund Revenue (GF) Budget and Council Tax for 2023/24;
- Housing Revenue Account (HRA) Budget for 2023/24;
- Capital Programme – General Fund & HRA;
- Medium Term Financial Strategy (MTFS) • Annual Survey.

RESOLVED: That Cabinet

1. Approved the draft package of budget proposals including the proposed policy changes (as detailed at Appendix B)
2. As required by the Constitution of the Council, the Joint Scrutiny Committee (Budget) on 25th January 2023 be requested to consider the budget proposals contained within this report.

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

106 REVIEW OF TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS

Report of the Portfolio Holder for Finance, Risk and Customer Services to advise Members on the levels of reserves and to seek approval to re-purpose unspent reserves, following the recent review by the Executive Director Finance.

RESOLVED: That Cabinet

1. Approved the transfer of the reserves, as detailed in Appendix A, including £83,895.86 to General Fund Balances and £47,000 to Housing Revenue Account Balances (HRA) and transfer £50,000 to create a new reserve to fund defences to assist in deterring illegal encampments.
2. Acknowledged the current levels of reserves remaining.

(Moved by Councillor M Bailey seconded by Councillor T Clements)

107 BUSINESS RATES INCOME FORECAST 2023/24

Report of the Portfolio Holder for Finance, Risk and Customer Services to report to and seek endorsement from Members on the Business Rates income forecast for 2023/24.

RESOLVED: That Cabinet

1. approved the Business Rates income forecast for 2023/24 and subsequent NNDR1 form for submission to MHCLG by 31 January 2023, in line with the scheme of delegation.
2. Agreed that should material amendments be required to the forecast NNDR1, the Executive Director Finance, in consultation with the Leader of the Council, make such required amendments as necessary; and
3. noted discretionary relief granted to qualifying bodies in line with the existing policy

(Moved by Councillor M Bailey seconded by Councillor R Pritchard)

108 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

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

109 SWIMMING SUBSIDY EXTENSION

RESOLVED: That Cabinet approved the three recommendations set out in the report. Cabinet also approved two further recommendations

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

Leader

This page is intentionally left blank

23 February 2023

Report of the Chair of the Corporate Scrutiny Committee**Matters referred to Cabinet in accordance with the Overview and Scrutiny Procedure Rules****Exempt Information**

None.

Executive Summary

The following Committee has referred the following matter to Cabinet:

Scrutiny Committee	Title of Matter referred	Date of Scrutiny meeting
Corporate Scrutiny Committee	Leaseholder Charges Communication Working Group	8 th February 2023

Background

To update Cabinet and to make recommendations to it following consideration of the outcomes of the Leaseholder Charges Communications Working Group at the Committee's meeting on 8 February 2023.

At the Corporate Scrutiny Committee meeting on 8th February 2023, it was reported that there had been two meetings of the working group which comprised councillors M Cook, D Cook, C Cooke, S Goodall, J Harper and S People. The working group had sought and received information and data from Officers. Additionally residents had provided evidence and the working group had aimed to ensure they were involved as far as possible.

In terms of the numbers of properties impacted this had been confirmed as 44 leaseholder roofs and 72 roofs within council owned stock and the council was working through it's retained properties and that there would be further roofs to be considered over the coming years.

The process previously used for undertaking replacements was outlined which involved a mixture of pre inspection, condition surveys, age profiling and local knowledge based on repairs history to build up an annual list.

In respect of the properties focussed on by the working group, the process had involved s20 Consultation. It was reported that the way that stock condition assessments worked meant that a sample of around 20% of similar properties would be undertaken, followed by data analysis to determine the programme of works and timelines. Therefore, the council had potentially sent letters to leaseholders to notify them that their roofs could require replacement where an inspection of the specific roof, in advance of the notification letters being issued, had not been undertaken. It was the working group's opinion that prior to such formal notification, the council should write to request access to inspect to determine what works would be required.

The working group had reported that the procedure was a complicated and legalistic one and whilst the council had followed the procedure, it was possible that there could be some holes in the procedure which could be looked at. It was reported that currently the council consulted with leaseholders first and following that inspected the properties and that potentially this should be done the other way round. The working group also felt that the language used in communications was not sufficiently accessible and transparent to the leaseholders.

Following consideration of the feedback from the working group, the Committee agreed the recommendations set out below.

Recommendations

RESOLVED that the Committee recommended:

1. That the council look at using an independent assessor for works to confirm costs were correct.
2. That an assessment be done for all repairs in advance of leaseholders being asked to contribute to repairs.
3. To reinforce the council's communications when residents buy a council house, including what responsibilities and obligations were on the owner occupier.
4. That the communications relating to the leaseholder works be reviewed and simplified.
5. That the contractor hold at least two face-to-face consultation drop ins to enable residents to understand the process.
6. That the specific 44 leaseholder roofs be assessed straight away.
7. That the council consider a mechanism such that the affected 44 leaseholders were not faced with increased costs as a result of the delay in works being commenced.

(Moved by Councillor M Cook and seconded by Councillor S Goodall)

Options Considered

None.

Report Author

Councillor T Jay
Chair of Corporate Scrutiny Committee

CABINET

23rd February 2023

COUNCIL

28th February 2023

Report of the Leader of the Council

Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2023/24

Purpose

This is a key decision as it affects two or more Wards and involves expenditure over £100k.

- To approve the **Vision Statement, Priority Themes, Corporate Priorities and Plans** and their inclusion in the **Corporate Plan (attached at Appendix A)**.

- To approve the recommended package of budget proposals (**attached at Appendix B**) to enable the Council to agree the:
 - General Fund (GF) Revenue Budget and Council Tax for 2023/24;
 - Housing Revenue Account (HRA) Budget for 2023/24;
 - 5 Year General Fund Capital Programme (2023/28);
 - 5 Year HRA Capital Programme (2023/28);
 - 3 Year General Fund Medium Term Financial Strategy (MTFS) (2023/26); and
 - 5 Year HRA Medium Term Financial Strategy (MTFS) (2023/28).

- To comply with the requirement of the Council's Treasury Management Policy in reporting to Council the proposed strategy for the forthcoming year and the Local Government Act 2003 with the reporting of the Prudential Indicators (**attached at Appendix N**) and the requirement to prepare an annual Corporate Capital Strategy (**attached at Appendix O**).

Recommendations

That Council approve:

1. the Vision Statement, Priority Themes, Corporate Priorities and Outcomes for 2023/24 (Appendix A);
2. the proposed revisions to Service Revenue Budgets (Policy Changes) (Appendix C);
3. the sum of £59,581 be applied from Council Tax Collection Fund surpluses in reducing the Council Tax demand in 2023/24 (Appendix E);
4. the sum of £260,300 be applied to Business Rates Collection Fund deficits in 2023/24 (Appendix E);
5. that on 1st December 2022, the Cabinet calculated the Council Tax Base 2023/24 for the whole Council area as 23,376 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended (the "Act")];
6. that the Council Tax requirement for the Council's own purposes for 2022/23 is £4,602,501 (Appendix E);
7. the following amounts as calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Act:
 - a. £48,785,510 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act (Outgoings excluding internal GF Recharges);
 - b. £44,183,009 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act (Income excluding internal GF Recharges);
 - c. £4,602,501 being the amount by which the aggregate at 7(a) above exceeds the aggregate at 7(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (Item R in the formula in Section 31A(4) of the Act);
 - d. £196.89 being the amount at 7(c) above (Item R), all divided by Item T (at 5 above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year;
8. the Council Tax level for the Borough Council for 2023/24 of £196.89 (an increase of £5 (2.60%) on the 2022/23 level of £191.89) at Band D;
9. an aggregate Council Tax (comprising the respective demands of the Borough Council, Staffordshire County Council, Office of the Police and Crime Commissioner Staffordshire and Stoke-on-Trent and Staffordshire Fire and Rescue Authority) of £2,012.94 at Band D for 2023/24 be noted (£1,922.11 in 2022/23) (Appendix H);
10. the Council Tax levels at each band for 2023/24 (Appendix H);
11. the sum of £1,207,869 be transferred from General Fund Revenue Balances in 2023/24 (Appendix E);
12. the Summary General Fund Revenue Budget for 2023/24 (Appendix E);

13. the Provisional General Fund Budgets for 2024/25 to 2025/26, summarised at Appendix G, as the basis for future planning;
14. minimum level for balances of £500k to be held for each of the General Fund, Housing Revenue Account, General Capital Fund and Housing Capital Fund;
15. Cabinet be authorised to release funding from the General Contingency budget and that the release of funding for Specific Contingency items be delegated to the Corporate Management Team in consultation with the Leader of the Council;
16. proposed HRA Expenditure level of £17,517,810 for 2023/24 (Appendix D);
17. rents for Council House Tenants for 2023/24 be set at an average of £99.66 (2022/23 £93.14), over a 48 week rent year (including a capped 7% increase in line with the Governments updated Rent Standard for 2023/24);
18. rents for Council House Tenants due for 52 weeks in 2023/24 be collected over 48 weeks;
19. the HRA deficit of £823,480 be financed through a transfer from Housing Revenue Account Balances in 2023/24 (Appendix D);
20. the proposed 5 year General Fund Capital Programme of £10.809m, as detailed in Appendix I to the report;
21. the proposed 5 year Housing Capital Programme of £37.958m, as detailed in Appendix J to the report;
22. to delegate authority to Cabinet to approve/add new capital schemes to the capital programme where grant funding is received or there is no net additional cost to the Council;
23. the Treasury Management Strategy Statement, the Treasury Management Policy Statement, Minimum Revenue Provision Strategy and Annual Investment Statement 2023/24 (as detailed at Appendix N);
24. adopt the revised clauses from, and the Cipfa *Treasury Management in the Public Services Code of Practice* and *The Prudential Code for Capital Finance in Local Authorities* as updated in 2021;
25. the Prudential and Treasury Indicators and Limits for 2023/24 to 2025/26 contained within Appendix N;
26. adoption of the Treasury Management Practices contained within ANNEX 8;
27. the detailed criteria of the Investment Strategy 2023/24 contained in the Treasury Management Strategy within ANNEX 4; and
28. the Corporate Capital Strategy and associated Action Plan (as detailed at Appendix O).

Executive Summary

The headline figures for 2023/24 are:

- A General Fund Net Cost of Services of £8,806,080;
- A transfer of £1,207,869 from General Fund balances;
- The Band D Council Tax would be set at £196.89, an increase of £5 (2.60% - c.£0.10 per week) on the level from 2022/23 of £191.89;
- A General Fund Capital Programme of £10.809m for 5 years;
- a Housing Revenue Account (HRA) Expenditure level of £18,316,060 for 2023/24 (excluding interest & similar charges);
- A transfer of £823,480 from HRA balances;
- General dwelling Rent increases will be capped at a 7% increase in average rent (on the 2022/23 average rent of £93.14 based on a 48 week rent year) equating to an average rent of £99.66 based on a 48 week rent year. The increased cost pressures currently being experienced will have an impact on the level of rent increase for 2023/24. The MTFs included a forecast increase of 3% p.a. based on the formula allowed under the Rent Setting Guidance of CPI plus 1%. Given the level of CPI of 10.1% in September, the increase for 2023/24 should have been 11.1% (based on the CPI inflation rate for September 2022) in line with the maximum allowed by the Government's Rent Standard (that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation (for September of the preceding year) plus 1% for five years from 2020) - in order to support the continued investment in the housing stock. Each 1% increase would equate to additional income of c.£200k p.a. (£1m over 5 years). However, DLUHC have recently consulted on the implementation of a rent cap in 2023/24 (& potentially 2024/25) at 3%, 5% or 7% (with a preferred 5% indicated – subsequently confirmed at 7%). This will mean a rent loss to the HRA of £4.2m over 5 years based on a 7% rent cap.

The cap on maximum rent increases does not apply to existing tenants of supported housing. This means that the maximum rent increase in 2023/24 for such accommodation remains set at 11.1% (CPI in September 2022, plus 1%).

Formula rents will rise at 11.1% in 2023/24, reflecting CPI +1% (in line with previous policy). This will not affect the rent paid by an existing tenant but does mean that a new tenant will pay a higher rent – in line with the approved policy of re-letting dwellings at the formula rent.

- A Housing Capital Programme of £37.958m for 5 years.

Closing balances over 3 years for the General Fund (GF) are estimated at £1.1m – compared to the minimum approved level of £0.5m. The draft Budget and Medium Term Financial Strategy is based on a council tax increase of £5 (2.60%) for 2023/24 (the maximum permitted under the Government set limits to trigger a referendum is the greater of £5 or 2.99%) followed by increases of £5 p.a. thereafter & in line with statutory requirements.

The Summary HRA Revenue Budget for 2023/24 appears at **Appendix D** (including a summary of the resulting budgets over the 5 year period). Closing balances over 5 years for the HRA are estimated at £2.2m (compared to the minimum approved level of £0.5m).

The minimum approved level of GF capital balances is £0.5million and, should the programme progress without amendment, would mean additional borrowing of £3m over the next 5 years (£2.4m over 3 years). The current GF Capital Financing Requirement (CFR) stands at £3.937m with planned borrowing in 2022/23 of £0.175m.

There have been some changes in the Housing capital programme from that provisionally approved – with a number of new schemes proposed. It has also been updated to include the new year 5 costs for 2027/28.

It should be noted that there are no debt repayment costs for the HRA and the Government has now lifted the previous debt cap (of £79.407m). The current HRA Capital Financing Requirement (CFR) stands at £69.893m with planned borrowing in 2022/23 of £0.088m.

Key Risks

- Future Government financial support and Revenue Support Grant levels for future years - the budget setting process has faced significant constraints in Government funding in recent years - following years of austerity.

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.

On 12th December 2022, the Secretary of State for Levelling Up, Communities and Local Government published a written ministerial statement which was accompanied by a policy statement on the 2023/24 local government finance settlement and assumptions about the 2024/25 local government finance settlement.

This statement came ahead of the 2023/24 provisional local government finance settlement announcement, which was published in December 2022, detailing local authority-level figures for 2023/24.

The Government has set out some planning assumptions for the 2024/25 local government finance settlement as follows:

- The Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years.
- The council tax referendum principles will continue the same as 2023/24.
- Revenue support grant will continue and be uplifted in line with baseline funding levels (assumed now to be now based on September 2023 CPI), while social care grants will increase as set out in the table above.
- Business rates pooling will continue.
- The Government will set out the future position of New Homes Bonus ahead of the 2024/25 local government finance settlement.

This settlement represents a 'holding position' until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.

While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.

There is a high risk that these reforms will have a significant effect on the Council's funding level from 2025/26.

- There are also further uncertainties arising from current cost pressure and inflationary increases which have compounded the likely price increases for supplies that are required for building or construction/maintenance works.

In addition, and following the recent mini budget on 23rd September, there are cost pressures expected due to the financial markets' response to the contents of that budget. There is an increased likelihood of a rise in interest rates, and it can be expected that this will have a negative effect on the price of goods and services but a positive effect from the return from the Council's Treasury investments.

There will also 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.

Energy efficiency is likely to be a significant feature 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 Building cost indicator service (BCIS) 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 repairs. 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.

- In 2016/17, at the start of the four-year offer made to local government, the Government introduced a separate council tax referendum principle for shire districts, to address particular pressures on these authorities. This principle meant that districts could increase council tax by the core principle (announced as 3% for 2023/24) or £5, whichever is greater.
- For 2021/22 a 1.75% increase in Local Government pay was agreed. For 2022/23, an offer of a £1,925 increase on all pay points has been subject to union ballot and has been agreed. Future years remain uncertain but a 4.0% increase has been assumed for 2023/24 with annual increases of 2.5% p.a. from 2024/25.
- The impact of any further uncertainty over future interest rate levels and their impact on investment income / treasury management.
- 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 current economic conditions, cost pressures and uncertainty.

Background

The Medium Term Financial Planning process is being challenged by the ongoing uncertain economic conditions. The attached forecast is based on a 5 year period, but does contain a number of uncertainties.

On 12th December 2022, the Secretary of State for Levelling Up, Communities and Local Government published a written ministerial statement which was accompanied by a policy statement on the 2023/24 local government finance settlement and assumptions about the 2024/25 local government finance settlement.

This statement came ahead of the 2023/24 provisional local government finance settlement announcement, which was published in December 2022, detailing local authority-level figures for 2023/24.

This settlement represents a 'holding position' until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.

While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.

There is a high risk that these reforms will have a significant effect on the Council's funding level from 2025/26.

There are also further uncertainties arising from current cost pressure and inflationary increases which have compounded the likely price increases for supplies that are required for building or construction/maintenance works.

In addition, and following the recent mini budget on 23rd September, there are cost pressures expected due to the financial markets' response to the contents of that budget. There is an increased likelihood of a rise in interest rates, and it can be expected that this will have a negative effect on the price of goods and services but a positive effect from the return from the Council's Treasury investments.

There will also 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 October and March for units rates charged for the year commencing April.

Efficiency Statement – Recovery and Reset programme

Financial resilience is and has been the key requirement for local authorities at any time, but in the current crisis it has assumed unprecedented importance.

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. This included reviewing services, reducing waste demand on services (basically this is any action or step in a process that does not add value to the customer), exploring opportunities for income generation and identifying any further savings. The Recovery & Reset Programme package of savings originally reported in July 2022 estimated savings to be in the region of c£3.5m over 5 years; £2.8m of which was unbudgeted capital costs for continuing to occupy Marmion House.

As part of the latest update report to Cabinet on 10th November 2022, including those already built into the medium-term financial plan, the revised programme potentially delivers efficiencies of c£5.1m over the next 5-year medium term. This includes the c£3.5m already identified; plus, an additional £1.6m already delivered through the service re-design project within the programme.

In light of the base budget and MTFs forecast considered by Cabinet on 1st December 2022, following the Leaders Budget Workshop on 30th November 2022, Managers were asked to identify further areas for potential savings – which have now been included in the policy changes, amounting to c.£1.8m over 5 years.

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

The Council remains committed to promoting and stimulating economic growth and regeneration; meeting our housing needs; creating a vibrant town centre economy and protecting those most vulnerable in our communities. The Council is responding to these challenges by considering the opportunities to make further savings and /or grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents. More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation.

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.

Accurate forecasting, strong leadership and an innovative, risk aware approach have resulted in the organisation being able, in the main, to sustain a full suite of essential services albeit not without implications for the public, local politicians and the entire workforce.

By adopting this approach, supporting its implementation and measuring its progress, it will enable the Council to achieve its Vision and Priorities and fulfil its obligations.

- We will target resources upon those in most need and those most vulnerable.
- We will commission services that will both intervene/prevent future demand and reduce levels of vulnerability.
- We will, as a consequence, meet the Council's stated intention to ensure that the vulnerable are a priority (Motion to Council on 26th November, 2014 refers).

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 are submitted to Cabinet and CMT for all Policy Change submissions (Revenue and Capital).

The attached forecast is based on a 5 year period, but does contain a number of uncertainties. It is suggested that, given the uncertainty, there should be no knee jerk reactions – with a clear plan to focus on balancing the next 3 years' budget position, in compliance with the Prudential Code, by which time the impact should be clearer.

The key risks and uncertainties outlined above will inform future years budget considerations.

- a) Future Government financial support and Revenue Support Grant levels for future years - the budget setting process has faced significant constraints in Government funding in recent years - following years of austerity.

The Government has set out some planning assumptions, 2023/24 provisional local government finance settlement announcement, which was published in December 2022, for the 2024/25 local government finance settlement as follows:

- The Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years.
- The council tax referendum principles will continue the same as 2023/24.
- Revenue support grant will continue and be uplifted in line with baseline funding levels (assumed now to be now based on September 2023 CPI), while social care grants will increase as set out in the table above.
- Business rates pooling will continue.
- The Government will set out the future position of New Homes Bonus ahead of the 2024/25 local government finance settlement.

This settlement represents a 'holding position' until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.

While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.

- b) There are also further uncertainties arising from current cost pressure and inflationary increases which have compounded the likely price increases for supplies that are required for building or construction/maintenance works.
- c) In addition, and following the recent mini budget on 23rd September, there are cost pressures expected due to the financial markets' response to the contents of that budget. There is an increased likelihood of a rise in interest rates, and it can be expected that this will have a negative effect on the price of goods and services but a positive effect from the return from the Council's Treasury investments.
- d) There will also 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.
- e) Energy efficiency is likely to be a significant feature 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.
- f) 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 through grants available.

There is also likely to be a significant demand for the installation (& ongoing maintenance) of electric vehicle (EV) charging points in car parking areas and at places such as the sheltered schemes and individual residential properties (some work has started for former garage sites).

- g) An increase in the cost of repairs has been included in the MTFs due to the current market cost pressures. The RICS through their Building cost indicator service (BCIS) 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 repairs. The volume of responsive repairs is unlikely to change.
- h) Although the volume of repairs has remained fairly consistent during the pandemic as it has been in previous years we know that the average job cost is lower than previous years and is lower than industry average. It could well be that this is the new normal position and that the investment made in property over the years means has resulted

in lower repair costs. However, there is a risk that fewer repairs are being reported due to the pandemic and that at some point in the future a backlog of unidentified repairs will present itself. At the moment this is considered a low risk as it would appear that our tenants are reporting repairs as and when they occur.

- i) Budgets for remedial works associated with the Building Safety Bill have been included within the Capital Programme for higher risk properties, however, it is likely that the requirements will extend to other buildings such as the low and medium rise blocks along with sheltered schemes. A Building Safety Manager as required by the Building Safety Bill is included in the budget but if the requirement extends then additional resource is likely to be needed, including for more frequent building inspections and it is likely that these inspections will result in an increase in the number of repairs being identified.
- j) 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.
- k) In 2016/17, at the start of the four-year offer made to local government, the Government introduced a separate council tax referendum principle for shire districts, to address particular pressures on these authorities. This principle meant that districts could increase council tax by the core principle (announced as 3% for 2023/24) or £5, whichever is greater.
- l) For 2021/22 a 1.75% increase in Local Government pay was agreed. For 2022/23, an offer of a £1,925 increase on all pay points has been subject to union ballot and has been agreed. Future years remain uncertain but a 4.0% increase has been assumed for 2023/24 with annual increases of 2.5% p.a. from 2024/25.
- m) The impact of any further uncertainty over future interest rate levels and their impact on investment income / treasury management.
- n) 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 current economic conditions, cost pressures and uncertainty.

In light of these uncertainties and issues arising from the sensitivity analysis (attached at **Appendix L**), it is felt prudent to include within the budget a number of specific contingency budgets (aligned to the specific uncertainties, where appropriate) to ensure some stability in the financial planning process (as detailed at **Appendix M**).

Vision, Strategic Priorities & Plans

A new refocused vision to reflect new priorities for the Council and the associated 3 year Corporate Plan was approved at Council in February 2022.

This followed work brought together by councillors during a number of councillor-led workshops and seminars – together with more collaborative approach to budget setting with additional workshops which were held to ensure all councillors were able to have involvement in what is important to them and their residents, which have been repeated again this year.

Our vision is **‘Tamworth – celebrating our heritage, creating a better future’**

In order to achieve that vision, the 3 year Corporate Plan will be delivered with a workforce and organisation that has adapted to an unprecedented national challenge, working hand in hand with our partners and communities.

As approved in 2022, the vision, together with the 3 year Corporate Plan, details five areas of focus for the borough; including the key outcomes we are seeking to achieve and how we will work to achieve them.

Our primary areas of focus will be:

- **The Environment**
- **The Economy**
- **Infrastructure**
- **Living in Tamworth**
- **The Town Centre**

Each priority has a number of supporting areas of focus and progress will be achieved through the delivery of corporate and transformational projects; each having clearly defined objectives and outcomes.

1. The Environment

Enforcement and education with regard to litter and fly-tipping
Development of infrastructure for acting on Climate Change
Support more people to recycle and to reduce waste
Working with partners to protect, maintain and improve the green space offer

2. The Economy

Development of business initiatives to promote start up and growth
Support business growth to generate employment opportunities by working with businesses
Provision of good quality and affordable housing
Improve tourism in terms of good access to information for visitors to help local businesses and Tamworth as a destination as a whole, maximise and improve the quality of the visitor experience

3. Infrastructure

Review Local Plan to improve the transport links within Tamworth
Improve existing walkways and cycling routes
Ensure more people can access council services digitally/digital enhancement with partners and within Council housing stock

4. Living in Tamworth

Ensure adequate supply of affordable housing through the Local Plan review
Investment in Neighbourhood and Place environment
Through our Economic Development team, we will support job creation and business retention and expansion through interventions and advice, and seek to protect the local economy where we can influence this.
Improve and promote Tamworth's historic and cultural assets and events
Community Safety focus on neighbourhoods and place
Working with partners to ensure the fear of crime within Tamworth is reduced

5. Town Centre

Continue to develop street market and extend supporting events around the market to add vibrancy within the town centre
Create a branding scheme for "created in Tamworth"
Provide the infrastructure to improve evening and night time economy
Embrace Tamworth's history and culture so as to build a sense of local pride and support our children's education and understanding of the significant part Tamworth played in British history
Continue to promote all outdoor events
Development of a new Tamworth Enterprise Centre as part of the structural transformation of the town centre
Make the town centre more accessible
Provide the environment where the leisure and food offer can grow and flourish
Working with others seek to improve the night-time transport offer to support the overall night-time economy

The assumptions made in the production of the MTFS are based on the best information available at the time and are subject to change. These will be monitored and reviewed on a Quarterly basis by CMT and Cabinet.

The Treasury Management Strategy Statement and report attached at **Appendix N** outlines the Council's Prudential Indicators for 2023/24 to 2025/26 and sets out the expected Treasury operations for this period.

CIPFA published the updated Treasury Management and Prudential Codes on 20th December 2021. CIPFA has stated that after a soft introduction of the Codes, Local Authorities are expected to fully implement the required reporting changes within their TMSS/AIS reports from 2023/24.

It should also be noted that DLUHC is proposing to tighten up regulations around local authorities financing capital expenditure on investments in commercial projects for yield and has already closed access to all PWLB borrowing if such schemes are included in an authority's capital programme. The new CIPFA codes have adopted a similar outlook to discourage further capital expenditure on commercial investments for yield.

The main objective of the 2021 Codes was to respond to the major expansion of local authority investment activity over the past few years into the purchase of non-financial investments, particularly property. The Codes require an authority to ensure that: -

- it defines its risk appetite and its governance processes for managing risk.
- it sets out, at a high level, its investment policy in relation to environmental, social and governance aspects.
- it adopts a new liability benchmark treasury indicator to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained.
- it does not borrow to finance capital expenditure to invest primarily for commercial return.
- increases in the CFR and borrowing are undertaken solely for purposes directly and primarily related to the functions of the authority. Where any financial returns are related to the financial viability of the project in question, they should be incidental to its primary purpose.
- an annual review is conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt.
- its capital plans and investment plans are affordable and proportionate.
- all borrowing/other long-term liabilities are within prudent and sustainable levels.
- risks associated with commercial investments are proportionate to overall financial capacity to sustain losses.
- treasury management decisions are in accordance with good professional practice.
- reporting to members is done quarterly, including updates of prudential indicators.
- it should assess the risks and rewards of significant investments over the **LONG TERM**, as opposed to the usual three to five years that most local authority financial planning has been conducted over, to ensure the long-term financial sustainability of the authority.

- it has access to the appropriate level of **expertise** to be able to operate safely in all areas of investment and capital expenditure, and to involve members adequately in making properly informed decisions on such investments.

CIPFA has stated that revisions need to be included in the reporting framework from the 2023/24 financial year. This Authority, therefore, has to have regard to these Codes of Practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.

The revised Treasury Management Code requires all investments and investment income to be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to an authority's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

The revised Treasury Management Code will require an authority to implement the following: -

1. **Adopt a new liability benchmark treasury indicator** to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained;
2. **Long-term treasury investments**, (including pooled funds), are to be classed as commercial investments unless justified by a cash flow business case;
3. **Pooled funds** are to be included in the indicator for principal sums maturing in years beyond the initial budget year;

4. Amendment to the **knowledge and skills register** for officers and members involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each authority;
5. **Reporting to members is to be done quarterly.** Specifically, the Chief Finance Officer (CFO) is required to establish procedures to monitor and report performance against all forward-looking prudential indicators at least quarterly. The CFO is expected to establish a measurement and reporting process that highlights significant actual or forecast deviations from the approved indicators. However, monitoring of prudential indicators, including forecast debt and investments, is not required to be taken to Full Council and should be reported as part of the authority's integrated revenue, capital and balance sheet monitoring;
6. **Environmental, social and governance (ESG)** issues to be addressed within an authority's treasury management policies and practices (TMP1).

The main requirements of the Prudential Code relating to service and commercial investments are: -

1. The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e. that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services;
2. An authority must not borrow to invest for the primary purpose of commercial return;
3. It is not prudent for local authorities to make any investment or spending decision that will increase the CFR, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose;
4. An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt;
5. A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream;
6. Create new Investment Management Practices to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

Under the requirements of the CIPFA Code of Practice and associated Guidance Notes 2021, the following four clauses have to be adopted:

- a) This Council will create and maintain, as the cornerstones for effective treasury management:

A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities; and Suitable treasury management practices (TMPs) setting out the manner in which the organisation will seek to achieve those policies and objectives, and

prescribing how it will manage and control those activities; and investment management practices (IMPs) for investments that are not for treasury management purposes.

- b) This Council will receive reports on its treasury and investment management policies, practices and activities, including as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close in the form prescribed in its TMPs and IMPs.

- c) This Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for the execution and administration of treasury management decisions to the Executive Director Finance, who will act in accordance with the organisation's policy statement, TMPs and IMPs and if they are a CIPFA member, CIPFA's Standard of Professional Practice on treasury management.

- d) This Council nominates the Audit and Governance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Options Considered

As part of the budget setting process a number of options for the council tax increase levels for 2023/24 and future years have been modelled / considered.

Council Tax	Option Modelled / Considered
Model 1	£5.00 increase in Council tax in 2023/24 (followed by increases of £5.00 p.a.)
Model 2	2.99% increase in Council tax in 2023/24 (followed by increases of 2.99% p.a.)
Model 3	£1 increase in Council tax in 2023/24 (followed by increases of £1 p.a.)
Model 4	9.9% increase in Council tax in 2023/24 (followed by increases of £5.00 p.a.)
Model 5	0% increase in Council tax in 2023/24 (followed by increases of 0% thereafter)
Model 6	1.99% increase in Council tax in 2023/24 (followed by increases of 1.99% thereafter)

Rent	Option Modelled / Considered
CPI plus 1%	The Government previously confirmed that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard
CPI	General increase in line with CPI
Cap at 3%	DLUCH have consulted on the implementation of a rent cap in 2023/24 (& potentially 2024/25) at 3%, 5% or 7% (subsequently confirmed at 7%)
Cap at 5%	
Cap at 7%	
No increase	No general increase in annual rent

These are detailed within the Base Budget report to Cabinet on 1st December 2022 and the Draft Medium Term Financial Strategy report to Cabinet on 19th January 2023 and Joint Scrutiny Committee (Budget) on 25th January 2022.

Resource Implications

A summary table of all the budget proposals is shown at the end of the report. The General Fund Summary Revenue Budget for 2023/24 appears at **Appendix E**. A summary of the resulting budgets over the 3 year period appears at **Appendix G**.

Closing balances over 3 years for the General Fund (GF) are estimated at £1.1m – compared to the minimum approved level of £0.5m. The draft Budget and Medium Term Financial Strategy is based on a council tax increase of £5 (2.60%) for 2023/24 (the maximum permitted under the Government set limits to trigger a referendum is the greater of £5 or 2.99%) followed by increases of £5 p.a. thereafter & in line with statutory requirements.

The Summary HRA Revenue Budget for 2023/24 appears at **Appendix D** (including a summary of the resulting budgets over the 5 year period). Closing balances over 5 years for the HRA are estimated at £2.2m (compared to the minimum approved level of £0.5m).

The minimum approved level of GF capital balances is £0.5million and, should the programme progress without amendment, would mean additional borrowing of £3m over the next 5 years (£2.4m over 3 years).

There have been some changes in the Housing capital programme from that provisionally approved – with a number of new schemes proposed. It has also been updated to include the new year 5 costs for 2027/28.

Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. In the view of the Executive Director Finance, the budget proposals enclosed within this report include estimates which take into account circumstances and events which are reasonably foreseeable at the time of preparing the budget. In his view, the level of reserves remains adequate for the Council based on this budget and the circumstances in place at the time of preparing it.

Legal / Risk Implications

The Council's constitution requires Cabinet publish initial proposals for the budget, having first canvassed the views of local stakeholders as appropriate - budget proposals were considered at the Joint Scrutiny Committee (Budget) meeting on 25th January 2023. In line with the constitution a Leaders Budget Workshop was held on 30th November 2022 to outline the issues affecting the MTFs arising from the base budget forecast.

The budget has been set following extensive consultation with the people of Tamworth. This includes feedback and responses from the Annual Survey consultation exercise.

Proposed amendments to the 2022/23 base budget, approved by Council on 22nd February 2022, are detailed within the report.

Approval of Prudential Indicators and an Annual Investment Strategy is a legal requirement of the Local Government Act 2003. Members are required under the CIPFA Code of Practice to have ownership and understanding when making decisions on Treasury Management matters.

Key Risks to Revenue and Capital Forecasts:

Risk	Control Measure
Major variances to the level of grant / subsidy from the Government (including specific grants e.g. Benefits administration, Business Rates Section 31 funding); (High)	Sensitivity modelling undertaken to assess the potential impact in the estimation of future Government support levels; (High / Medium)
Potential 'capping' of council tax increases by the Government or local Council Tax veto / referendum; (Medium)	Current indications are that increases of 3% risk 'capping' (3% or £5 for District Councils in 2023/24); (Low)
The achievement / delivery of substantial savings / efficiencies will be needed to ensure sufficient resources will be available to deliver the Council's objectives through years 4 to 5. Ongoing; (High)	A robust & critical review of savings proposals will be required / undertaken before inclusion within the forecast; (High/Medium)
Pay awards greater than forecast; (Medium)	An offer of £1,925 for 2022/23 has been accepted. Increases of 2.5% p.a. assumed from 2024/25 following 4% in 2023/24; (High / Medium)
Pension costs higher than planned / adverse performance of pension fund; (Medium)	Regular update meetings with Actuary; Following an option to 'freeze' the 'lump sum' element for the 3 years from 2020/21 (after the triennial review during 2019), a further freeze to 2025/26 is possible followed by 1% p.a. year on year increases included from 2026/27; (Medium/Low)
Assessment of business rates collection levels to inform the forecast / budget (NNDR1) and estimates of appeals, mandatory & discretionary reliefs, cost of collection, bad debts and collection levels; New burdens (Section 31) grant funding for Central Government policy changes – including impact on levy calculation; (High)	Robust estimates included to arrive at collection target. Ongoing proactive management & monitoring will continue; Business Rates Collection Reserve - provision of reserve funding to mitigate impact of any changes in business rate income levels; Monitoring of the situation / regular reporting; (High / Medium)
Local Council Tax Reduction scheme potential yield changes and maintenance of collection levels due to increases in unemployment caused by the pandemic; (High)	Robust estimates included. Ongoing proactive management & monitoring (including a quarterly healthcheck on the implications on the organisation – capacity / finance) will continue; (High / Medium)

Risk	Control Measure
<p>Achievement of income streams in line with targets in light of the economic conditions e.g. treasury management interest, car parking, planning, commercial & industrial rents etc.;</p> <p>(High / Medium)</p>	<p>Robust estimates using a zero based budgeting approach have been included;</p> <p>(Medium)</p>
<p>Delivery of the capital programme (GF / HRA – including Regeneration schemes) dependent on funding through capital receipts and grants (including DFG funding through the Better Care Fund);</p> <p>(High / Medium)</p>	<p>Robust monitoring and evaluation – should funds not be available then schemes would not progress;</p> <p>(Medium)</p>
<p>Dependency on partner organisation arrangements and contributions e.g. Waste Management (SCC/LDC).</p> <p>(High / Medium)</p>	<p>Memorandum of Understanding in place with LDC.</p> <p>(Medium)</p>
<p>Delivery of the planned Commercial Investment Strategy actions - recent review of the Treasury Management Investment Guidance / Minimum Revenue Provision Guidance carried out - with a potential restriction of investments by Councils given increased risk exposure.</p> <p>(High/Medium)</p>	<p>The main issue seems to be the increased risks associated with those Councils who are borrowing large sums to invest in commercial property activities. No such borrowing has been undertaken. Property Fund investment review carried out 2021.</p> <p>(Medium)</p>
<p>Maintenance and repairs backlog for corporate assets – and planned development of long term strategic plan to address such.</p> <p>(High / Medium)</p>	<p>Planned development of long term strategic corporate capital strategy and asset management plan to consider the requirements and associated potential funding streams. (Medium)</p>
<p>Significant financial penalties arising from the implementation of the General Data Protection Regulations (GDPR).</p> <p>(High / Medium)</p>	<p>Implementation plan in place with corporate commitment and good progress.</p> <p>(Medium)</p>
<p>Property funds are not risk free - as such a risk based approach will need to be adopted – to balance risk against potential yield or return. Based on past performance there is the potential for returns of c.4% p.a. but this is not guaranteed.</p> <p>The value of the funds are also subject to fluctuation – which could mean a capital loss in one year (as well as expected gains).</p>	<p>Any investment in funds which are deemed as capital expenditure will require the necessary capital programme budgets to be approved by full Council.</p> <p>Risk is inherent in Treasury Management and as such a risk based approach will need to be adopted – to balance risk against potential yield or return.</p> <p>It is suggested that risk be mitigated (although not eliminated) through investment in a diversified portfolio using a range of property funds.</p>

Risk	Control Measure
<p>The initial cost associated with the purchase of the investment in the funds is expected to be in the region of 5% - which would have to be recovered over the life of the investment (either from annual returns or capital appreciation). There is a real risk of a revenue loss therefore in the first year.</p> <p>(High/Medium)</p>	<p>The Council used the secondary market for purchases to potentially gain access to a fund at a lower level of cost than via the primary route. Mitigation regulations are in place to defer any potential principal loss for 5 years.</p> <p>Property Fund investment review carried out 2021.</p> <p>(Medium)</p>

Risk is inherent in Treasury Management and as such a risk based approach has been adopted throughout the report with regard to Treasury Management processes.

Sustainability Implications

At its meeting on 19th November 2019, Tamworth Borough Council declared a Climate Emergency together with specific actions including to ensure that all reports in preparation for the budget cycle and investment strategy will take into account the actions the Council will take to address this emergency (minute 18 refers).

Budget provision of £105k was included in the proposals for 2020/21 to fund emerging Climate Emergency initiatives, but was been deferred due to the pandemic. In addition, specific actions contained within this report including Energy Efficiency Upgrades to Commercial and Industrial Units, energy efficient street lighting and improvements to the Council’s housing stock. These include ongoing central heating upgrades and renewals, neighbourhood regeneration (including environmental works) and £3m over 3 years from 2024/25 for works to Achieve Zero Carbon & reducing energy costs including Insulation & potential Installation of Solar PV to homes.

In addition, planned spend in 2022/23 (deferred from 2019/20) includes improvements to Public Open Space, Local Nature Reserves and the Amington Community Woodland and Cycleway.

Proposals included for 2023/24 include an additional post for a period of three years to kick start activity on the net zero workstream – as well as a permanent budget of 5K for Net Zero activity, specifically referenced in the Cabinet Report dated 30 June 2022.

Report Author:

If Members would like further information or clarification prior to the meeting please contact Stefan Garner, Executive Director Finance – tel. 709242.

Background Papers:-	Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2022/23, Council 22nd February 2022
	Budget and Medium Term Financial Planning Process, Cabinet 8th September 2022
	Leaders Budget Workshop, 30th November 2022
	Draft Base Budget Forecasts 2023/24 to 2027/28, Cabinet 1st December 2022
	Treasury Management Strategy Statement & Annual Investment Strategy Mid-year Review Report 2022/23, Council 13^h December 2022
	Draft Budget and Medium Term Financial Strategy 2023/24 to 2027/28, Cabinet 19th January 2023 / Joint Scrutiny Committee (Budget) 25th January 2023
	Business Rates Income Forecast (NNDR1 return), Cabinet 19th January 2023
	Treasury Management Practices 2023/24 (Operational Detail)

Summary of Appendices

Description	Appendix
Corporate Vision for Tamworth	A
Detailed Considerations	B
Policy Changes	C
HRA Budget Summary 2023/24 – 2027/28	D
General Fund Summary Revenue Budget 2023/24	E
General Fund Technical Adjustments 2032/24 (before policy changes)	F1
HRA Technical Adjustments 2023/24 (before policy changes)	F2
General Fund 3 Year Revenue Budget Summary	G
Council Tax Levels at each Band 2023/24	H
General Fund 5 Year Capital Programme 2023/24 – 2027/28	I
Housing 5 Year Capital Programme 2023/24 – 2027/28	J
Main Assumptions	K
Sensitivity Analysis	L
Contingencies	M
Treasury Management Strategy Statement, Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Statement 2023/24	N
Corporate Capital Strategy	O
Community Impact Assessment	P

'Corporate Plan – On a Page'

TAMWORTH BOROUGH COUNCIL: VISION*'Tamworth - celebrating our heritage, creating a better future'*

OUR PRIORITIES	AREAS OF FOCUS
1. The Environment	<ul style="list-style-type: none"> • Enforcement and education with regard to litter and fly-tipping • Development of infrastructure for acting on climate change • Support more people to recycle and to reduce waste • Working with partners to protect, maintain and improve the green space offer
2. The Economy	<ul style="list-style-type: none"> • Development of business initiatives to promote start up and growth • Support business growth to generate employment opportunities by working with businesses • Provision of good quality and affordable housing • Improve tourism in terms of good access information for visitors to help local businesses and Tamworth as a destination as a whole, maximise and improve the quality of the visitor experience
3. Infrastructure	<ul style="list-style-type: none"> • Review Local Plan to improve the transport links within Tamworth • Improve existing walkways and cycling routes • Ensure more people can access council services digitally / digital enhancement with partners and within Council housing stock

<p>4. Living in Tamworth</p>	<ul style="list-style-type: none"> • Ensure adequate supply of affordable housing through the Local Plan review • Investment in Neighbourhood and Place environment • Through our Economic Development team, we will support job creation and business retention and expansion through interventions and advice, and seek to protect the local economy where we can influence this. • Improve and promote Tamworth’s historic and cultural assets and events • Community safety focus on neighbourhoods and place • Working with partners to ensure the fear of crime within Tamworth is reduced
<p>5. Town Centre</p>	<ul style="list-style-type: none"> • Continue to develop street market and extend supporting events around the market to add vibrancy within the town centre • Create a branding scheme for “created in Tamworth” • Provide the infrastructure to improve evening and night time economy • Embrace Tamworth’s history and culture so as to build a sense of local pride and to support our children education and understanding of the significant part Tamworth played in British history • Continue to promote all outdoor events • Development of a new Tamworth Enterprise Centre as part of the structural transformation of the town centre • Make the town centre more accessible • Improve leisure and food offer • Improve night time transport

Our plan also includes short to medium term projects as well as longer term transformational and change projects:

Short to Medium Term Projects	Transformational Change and longer term projects
<ul style="list-style-type: none"> • Development of an Organisational Development Strategy 	<ul style="list-style-type: none"> • Future High Street Funds
<ul style="list-style-type: none"> • Town Centre Masterplan 	<ul style="list-style-type: none"> • Gungate Development
<ul style="list-style-type: none"> • Place investment Strategy 	<ul style="list-style-type: none"> • Medium Term Financial Strategy and delivery plan
<ul style="list-style-type: none"> • Corporation Street Gateway Project 	<ul style="list-style-type: none"> • Reset and Recovery Programme
<ul style="list-style-type: none"> • Development of Housing Revenue Account Business Plan 	
<ul style="list-style-type: none"> • Garage Site Development 	
<ul style="list-style-type: none"> • Asset Management Strategy 	
<ul style="list-style-type: none"> • Town Hall Development 	
<ul style="list-style-type: none"> • Completion of the Local Government Boundary Review 	
<ul style="list-style-type: none"> • Development of Tourism Strategy 	

Detailed Considerations

Introduction

The Council's approach to medium term planning aims to integrate the Council's Corporate and financial planning processes. In accordance with that approach this report contains firm proposals for 2023/24 and provisional proposals for the following years.

It is intended that all aspects of the budget should be agreed by Members and so this report details each amendment which is proposed to the 2022/23 budget to arrive at the starting point for 2023/24. The report deals in turn with each of the key elements and towards the end of each section is a summary table. Each of these tables is brought together in the summary and conclusions section at the end of the report.

The Council's MTFS used as the basis for the 2023/24 budget, aimed both to deal with a challenging financial position and to find resources to address the Council's corporate priorities. The approved package was based upon:

- The need to compensate for reduced income levels arising from the continuing economic uncertainty and austerity measures;
- Injecting additional resources into Corporate Priorities;
- Increasing income from council tax and fees and charges;
- Making other savings and efficiencies.

Financial Background

The medium term financial planning process is being challenged by the uncertain economic conditions. The forecast grant reductions and continuing uncertainty have put significant pressure on the ability of the Council to publish a balanced MTFS.

It is suggested that, given the uncertainty, there should be no knee jerk reactions – with a clear plan to focus on balancing the next 3 years' budget position, in compliance with the Prudential Code (minimum balances of £0.5m) by which time the impact should be clearer.

There are a number of other challenges affecting the Medium Term Financial Planning process for the period from 2023/24 which add a high level of uncertainty to budget projections.

In light of these uncertainties and issues arising from the sensitivity analysis (attached at **Appendix L**), it is felt prudent to include within the budget a number of specific contingency budgets (aligned to the specific uncertainties, where appropriate) to ensure some stability in the financial planning process (as detailed at **Appendix M**).

Following review of the sensitivity of the factors within the forecasts, pay award & inflation, interest rate movements together with changes in Government Grant support could all significantly affect the forecast as follows:

Effect of x% movement:	% + / -	Impact over 1 year +/-	Impact over 3 years +/-	Impact over 5 years + / -	Risk
		£'000	£'000	£'000	
Pay Award / National Insurance (GF)	1.0%	106	649	1,658	H
Pension Costs	1.0%	-	-	465	L
Council Tax	0.5%	19	134	362	L
Inflation / CPI	1.0%	138	842	2,135	H
Government Grant	1.0%	44	251	574	L
Investment Interest	1.0%	336	1,432	3,036	H
Key Income Streams	10%	168	1,030	2,623	H
Business Rates	1.0%	148	900	2,281	H

GENERAL FUND

Future Revenue Support Grant & Business Rate income

On 6th February 2023, the Secretary of State for the Department for Levelling Up, Housing and Communities (DLUHC), Rt. Hon. Michael Gove MP, released a written statement to Parliament regarding the final local government finance settlement 2023/24.

The updated National Core Spending Power figures are detailed below and include the Settlement Funding Assessment (SFA); Council Tax; the Improved Better Care Fund; New Homes Bonus (NHB); Transitional Grant; Rural Services Delivery Grant; the Lower Tier Services Grant and the Adult Social Care Support Grant. The table shows the national changes to Core Spending Power between 2015/16 and 2023/24. It shows an increase of 9.4% for 2023/24 and an overall increase for the period 2015/16 to 2023/24 of 32.9%.

Core Spending Power	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
National Position	£m	£m	£m	£m	£m	£m	£m	£m	£m
Settlement Funding Assessment	21,250	18,602	16,633	15,574	14,560	14,797	14,810	14,882	15,671
Under-indexing business rates multiplier	165	165	175	275	400	500	650	1,275	2,205
Council Tax	22,036	23,247	24,666	26,332	27,768	29,227	30,327	31,922	33,928
Improved Better Care Fund	-	-	1,115	1,499	1,837	2,077	2,077	2,140	2,140
New Homes Bonus	1,200	1,485	1,252	947	918	907	622	556	291
Rural Services Delivery Grant	16	81	65	81	81	81	85	85	95
Lower Tier Services Grant	-	-	-	-	-	-	111	111	-
Services Grant	-	-	-	-	-	-	-	822	484
Transition Grant	-	150	150	-	-	-	-	-	-
Adult Social Care Support Grant	-	-	241	150	-	-	-	-	-
Winter pressures Grant	-	-	-	240	240	-	-	-	-
Social Care (Support) Grant	-	-	-	-	410	1,410	1,710	2,346	3,852
Market Sustainability & Fair Cost of Care	-	-	-	-	-	-	-	162	-
ASC Market Sustainability & Improvement Fund	-	-	-	-	-	-	-	-	562
ASC Discharge Fund	-	-	-	-	-	-	-	-	300
Grants Rolled In	209	257	248	239	232	232	238	239	-
Funding Guarantee	-	-	-	-	-	-	-	-	133
Core Spending Power	44,876	43,986	44,544	45,337	46,445	49,231	50,611	54,541	59,661
Change %		(2.0)%	1.3%	1.8%	2.4%	6.0%	2.8%	7.8%	9.4%
Cumulative change %		(2.0)%	(0.7)%	1.0%	3.5%	9.7%	12.8%	21.5%	32.9%

Whilst the provisional settlement only shows figures for 2023/24, there will be scope to forecast 2024/25 amounts, given what is known regarding the 2024/25 control totals for funding and the certainty provided regarding the delay to reform to the system (i.e. Fair Funding review and the Business Rates Reset).

However, there remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation. The planned reforms were due to be in place by 2019/20 (after the deferral from 2022/23) have been deferred again, until 2025/26.

The Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years..

It has now been announced that the business rates multiplier will be frozen again for 2023/24 at 49.9p. Whilst it will remain unchanged, it is important to understand that, whilst the result is net zero change, there are actually three changes to the multiplier for 2023/24.

Change 1 – A reduction in the multiplier of equal and opposite magnitude to offset the impact of the national change in Rateable Value due to Revaluation 2023 (assumed to reduce it to 46.5p).

Change 2 – The allowance for subsequent appeals from Revaluation 2023 (estimated 3.3%, taking the multiplier to 48.0p).

Change 3 – An element for inflation, assumed at 3.74%, taking the multiplier back to 49.9p.

These changes therefore mean that the inflation within the business rates system is 3.74%, resulting in the corresponding changes to Baseline Need, NNDR Baselines and therefore Top Up /Tariff amounts.

The business rates tariff for Tamworth has been revised to £10,686,850 – which means that due to the retention of business rates growth since 2013 of c.£2m, the Council will benefit from net additional funds for 2023/24 and 2024/25.

While this means the Council will be able to retain its business rate growth, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.

There is a high risk that these reforms will have a significant effect on the Council's funding level from 2025/26.

The 2023/24 local government finance settlement is for one year only and is based on the Spending Review 2021 (SR21) funding levels, updated for the 2022 Autumn Statement announcements. The main points are set out below.

- Council Tax – As previously announced, the council tax referendum limit will be 2.99% for local authorities, with social care authorities allowed an additional 2%

social care precept. The provisional settlement confirmed that districts will be allowed to apply the higher of the referendum limit or £5.

- Business Rates Retention – the government has changed the inflation measure used to increase the local government funding amount within the Settlement Funding Amount (SFA). CPI (September increase of 10.1%) has been used, instead of RPI (September increase of 12.6%).

The increase of 10.1% is split between the business rates system (+3.74%) and the compensation grant for under-indexing (+6.36%). The under-indexing multiplier grant has increased (by £930m), in order that local authorities do not lose what would have been the increase to the multiplier.

- Revenue Support Grant £302,008 – this has been increased by 10.1%, in line with what would have been the increase to the multiplier; there have also been existing grants worth £78m rolled into the RSG amounts.
- Local Government Funding Reform – As per the previously published Policy Statement, the Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years.

Specific Grants

- Reduced: Services Grant (Previously the 2022/23 Services Grant) £94,579 – This grant has been reduced from £822m to £464m. This reduction is due to the cancellation of the increase in National Insurance Contributions and to move funding to the Supporting Families programme. The methodology for the grant remains unchanged.
- Reduced: New Homes Bonus £347,127 - The 2023/24 allocations have been announced at £291m; a reduction of £265m on 2022/23. There have been no changes to the design of the scheme for 2023/24, with a single year's new allocation. The large reduction in funding from the scheme is due to all prior years' legacy payments having now been paid.
- Abolished: Lower Tier Services Grant – This grant (worth £111m in 2022/23, £106,980) has been removed and replaced by the Minimum Funding Guarantee of 3% for 2023/24.
- New: Funding Guarantee £636,382 – This £136m grant replaces the Lower Tier Services Grant. This grant is intended to provide a funding floor for all local authorities, so that no local authority would see an increase in Core Spending Power that is lower than 3% (before assumptions on council tax rate increases, but includes those on Council Tax base).

For future years, it has been assumed that there will be an inflationary increase in Revenue Support Grant following the planned reforms, as detailed below (after 'rolling in' the Local Council Tax Support Administration grant from 2023/24 of £88k).

BASE BUDGET	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£	£	£	£	£	£
Revenue	194,648	302,008	308,289	314,455	320,744	327,159
Support Grant						
% Increase / (Reduction)	3.2%	55.2%	2.1%	2.0%	2.0%	2.0%

However, it has been assumed that the remaining grants will cease from 2025/26, following the planned reforms.

Business Rates

The 2023/24 finance settlement represents the eleventh year in which the Business Rates Retention (BRR) scheme is the principal form of local government funding. As in the previous years, the provisional settlement provides authorities with a combination of provisional grant allocations and their baseline figures within the BRR scheme.

Additional monthly monitoring has been implemented since the implementation of business rate retention from 2013/14 – following approval of the NNDR1 form (Business Rates estimates) by Cabinet in January each year.

The Council received additional business rates during 2013/14 (above forecast / baseline) and had to pay a levy of £356k to the Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP). No levy was payable for 2014/15 due to the significant increase in appeals during March 2015 – which meant an increase in the provision from £1m to almost £4m. The Council received additional business rates during 2015/16, 2016/17, 2017/18 and 2018/19 (above forecast / baseline) and had to pay a levy of £534k, £612k, £1.17m and £992k respectively. For 2019/20, due to the pilot arrangement, no levy was payable although growth over baseline was £1.97m. For 2020/21, this level was reduced due to the pandemic – with a levy payable of £495k. For 2021/22 a levy of c.£1.356m was payable.

The latest estimates for 2022/23 indicate additional business rates receivable above the baseline – of which the Council will receive 40% less the Government set tariff payment of c.£10.4m (plus an agreed share of the surplus from the Staffordshire pool arrangement - after deduction of the 25% Central Share, 9% County & 1% Fire & Rescue Authority shares).

For 2025/26 onwards, it has been assumed that the retained growth will be redistributed as part of the business rates reset and therefore business rates received will be equivalent to the tariff payable – meaning the Council will retain the Government assessed Business Rates Baseline.

New Burdens (Section 31) Grant is receivable for additional reliefs given by the Government relating to business rates from 1st April 2013 e.g. Small Business Rate Relief – of which 50% of any in excess of the baseline will be payable in levy to the pool. A prudent approach has been taken in respect of any new burdens funding – and, due to uncertainties & risk, the creation of an associated Business Rates Collection reserve to

mitigate fluctuation in income. The forecast Section 31 Grants and levy payments included within the base budget forecasts are detailed below.

Levy / Section 31 Grant	2023/24 £	2024/25 £	2025/26 £
NNDR Levy payment	1,476,160	1,506,860	-
Section 31 Grant income	(2,483,920)	(2,535,590)	-

For future years, the Government assessed Business Rates Baseline is detailed below:

BASELINE	2023/24 £	2024/25 £	2025/26 £
Provisional LGFS (December 2022):			
Retained Business Rates	13,112,868	13,385,616	13,653,328
Less: Tariff payable	(10,686,850)	(10,909,136)	(11,127,319)
Total SFA	2,426,018	2,476,480	2,526,009
% Increase	3.7%	2.1%	2.0%
Final LGFS (December 2022):			
Retained Business Rates	13,112,868	13,385,616	13,653,328
Less: Tariff payable	(10,686,850)	(10,909,136)	(11,127,319)
Total SFA	2,426,018	2,476,480	2,526,009
% Increase	3.7%	2.1%	2.0%
Increase / (Decrease)	-	-	-

Due to the variable nature of the BRR element of local authority funding, the provisional settlement no longer provides the absolute funding level for authorities. The Government's assessed Business Rates Baseline for the authority is only based on an adjusted average income figure, and therefore is not representative of the actual Business Rates Baseline.

The business rates forecast income was approved by Cabinet on 19th January 2023:

FINAL MTFS	2023/24	2024/25	2025/26
	£	£	£
Provisional LGFS (December 2022):			
Retained Business Rates	14,797,200	15,104,982	15,407,081
Less: Tariff payable	(10,686,850)	(10,909,136)	(£12,881,072)
Total	4,110,350	4,195,846	2,526,009
% Increase	44.4%	2.1%	(39.8)%
Final NNDR1 Forecast (January 2023):			
Retained Business Rates	13,581,271	13,863,761	15,407,082
Less: Tariff payable	(10,686,850)	(10,909,136)	12,881,073)
Total	2,894,421	2,954,625	2,526,009
% Increase	1.7%	2.1%	(14.5)%
Increase / (Decrease)	(1,215,929)	(1,241,220)	-

Based on this Government financial support will change as shown below:

FINAL MTFS	2023/24	2024/25	2025/26
	£	£	£
Provisional LGFS (December 2022):			
Revenue Support Grant	302,008	308,289	314,455
Retained Business Rates	14,797,200	15,104,982	15,407,081
Less: Tariff payable	(10,686,850)	(10,909,136)	(12,881,072)
Total	4,412,358	4,504,135	2,840,464
% Increase	45.1%	2.1%	(36.9)%
% RSG Increase / (Decrease)	55.2%	2.1%	2.0%
Final NNDR1 Forecast (January 2023):			
Revenue Support Grant	302,008	308,289	314,455
Retained Business Rates	13,581,271	13,863,761	15,407,082
Less: Tariff payable	(10,686,850)	(10,909,136)	(12,881,073)
Total	3,196,429	3,262,914	2,840,464
% Increase	5.1%	2.1%	(12.9)%
% RSG Increase / (Decrease)	55.2%	2.1%	2.0%
Increase / (Decrease)	(1,215,929)	(1,241,220)	-

The table shows that funding should be c.£1.2m lower than expected in 2023/24.

The retained Business Rates forecast is based on the statutory NNDR1 return – approved by Cabinet on 19th January 2023 – prior to final sign off by the statutory deadline of 31st January 2023.

The estimated net yield of £13,581,271 retained by the Council (after the Preceptors and Central Share) is held within the Collection Fund. This is reduced by the tariff payable of £10,686,850 in 2023/24 and the 50% levy on business rates in excess of the Government assessed baseline.

A net increase in funding of £634,536 is reported when compared to the Draft MTFS forecast.

Increased S.31 Grant income of £2,483,923 is reported (due to additional, more generous & continuing business rates reliefs), offset by the associated reduced collectable business rates income of £1,215,929 and an increase in the levy payment of £633,997. In addition, a deficit of £260,300 is forecast for 2022/23 - £539 lower than the MTFS forecast

There are still significant uncertainties - specifically the treatment of:

- Forecast levels of growth / contraction in business rates – including the level of void properties and unpaid business rates for 2023/24 following the impact of the current economic conditions on local businesses;
- The estimated level of mandatory and discretionary reliefs;
- The estimated level of refunds of Business Rates following the Appeal process (especially following the national revaluation when CCA levels can increase);
- the treatment of Section 31 grant funding (including Small Business Rate Relief Grant) – which could affect the calculation of any levy payment and thereby reduce retained Business Rate income; and
- The impact of the Business Rates Retention scheme review, Baseline reset (the Council's baseline need level), the Fair Funding Review and the Spending Review on the likely tariff levels for future years.

New Homes Bonus (NHB)

There remains significant uncertainty over the ongoing funding for the New Homes Bonus scheme, as it has been 'rolled over' for another year, with allocations made for 1 year only. There is no planned legacy payment for 2023/24 (as in 2020/21, 2021/22 and 2022/23).

The Government consulted on the future of the New Homes Bonus in 2021 and set out its intention to hold a consultation on the future of the New Homes Bonus, with a view to implementing reform in 2023/24. No New Homes Bonus income had been forecast for 2023/24 pending the consultation.

However, following the announcement of additional funding for 2023/24, forecasts have subsequently been updated:

BASE BUDGET NHB	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27	2027/28 £
Base Budget Forecast (November 2022)	212,700	-	-	-	-	-
Revised MTFS forecast (December 2022)	917,070	347,127	-	-	-	-
Increased / (Reduced) income	704,370	347,127	-	-	-	-

This results in an overall gain to the MTFS of £0.3m for 2023/24, resulting from the growth in new homes in the borough to October 2022.

The national baseline for housing growth below which New Homes Bonus will not be paid was unchanged at 0.4% (reflecting a percentage of housing that would have been built anyway).

The future of the New Homes Bonus remains uncertain. The Government has not made a commitment to a new round of payments in 2024/25, but has again committed to set out the future position in the year ahead.

Extended Producer Responsibility funding

For 2024/25 the settlement will include a new funding stream, subject to successful delivery of the Extended Producer Responsibility for packaging (EPR) scheme as soon as is feasible within this financial year. Local authorities can expect to receive additional income from the scheme whilst being asked to submit data relevant to their waste collection services.

Alongside HM Treasury and the Department for Environment, Food and Rural Affairs, the Department for Levelling Up, Housing and Communities will be assessing the impact of additional EPR income on the relative needs and resources of individual local authorities in the coming year.

It is too early to know the impact for the Council as the Government still plan to review and identify the 2024/25 position on funding for lower tier authorities particularly given the possible interactions with the EPR scheme.

Technical Adjustments

Revisions have been made to the 2022/23 base budget in order to produce an adjusted base for 2023/24 and forecast base for 2024/25 onwards. These changes, known as technical adjustments have been calculated to take account of:

- virements approved since the base budget was set;
- the removal of non-recurring budgets from the base;
- the effect of inflation;
- changes in payroll costs and annual payroll increments;
- changes in expenditure and income following decisions made by the Council;
- other changes outside the control of the Council such as changes in insurance costs and reduction in grant income;
- a 'Zero base budgeting' review of income levels.

They are summarised in **Appendix F1** and the main assumptions made during this exercise are shown in **Appendix K**.

They have been separated from the policy changes, as they have already been approved or are largely beyond the control of the Council, and are summarised below:

Technical Adjustments	2023/24 £'000	2024/25 £'000	2025/26 £'000
Base Budget B/Fwd	6,580	9,767	11,277
Committee Decisions	2,390	36	57
Inflation	219	71	75
Other	(675)	986	120
Pay Adjustments (Including pay award / 7.5% reduction for vacancy allowance)	1,253	417	342
Revised charges for non-general fund activities	0	0	0
Virements	0	0	0
Total / Revised Base Budget	9,767	11,277	11,871

* () denotes saving in base budget

Policy Changes

The policy changes provisionally agreed by Council in February 2022 have been included within the technical adjustments for 2023/24 onwards. **A list of the proposed new policy changes for 2023/24 is summarised below:**

Item No	Proposal/(Existing Budget)	Budget Change	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000
PE1	To retain the provision of Customer Service Advisor (CSA) resource with the Customer Experience Team for the period April 2023 to March 2024	73.54	(73.54)	-
PE2	Reduction of 1 FTE CSO once temporary contract ends March 2023 to account for service for Staffs CC staff in Marmion House no longer being required	(28.35)	-	-
PE3	Removal of income budget relating to services recharged to Staffs CC	16.23	-	-
PE4	New post of Security Officer Gr D plus provision for cover during periods of annual leave (previously provided via contract with SSG but budgetary funding not ongoing - to be recharged in part to HRA)	17.50	-	-
PE5	New Temporary Post of Electoral Services Administrator, to add resource to enable the implementation of the Elections Act which comes into force January 2023. Post initially temp for 1 year as the true impact on workload is not yet known.	25.00	(25.00)	-
PE6	Increase grade of current Electoral services Assistant from Grade D to Grade E, to reflect additional responsibilities and duties the post holder will now undertake	6.50	-	-
PE7	Income up to £1,000 per annum limited by town hall now being used as municipal base	(1.00)	-	-
PE8	Savings from Healthcare cash plan following tender / new provider	(8.00)	-	-
OPS 1	Increased budget for salaries at the Assembly Rooms, to be reviewed during year 1	158.6	(158.6)	-
	Temporary staff to stay permanent. Cover 10% shift allowance and First Aid	41.4	-	-

Item No	Proposal/(Existing Budget)	Budget Change	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000
OPS 2	An additional £17k per annum (£85k over 5 years) will be required for additional contract hire over 5 years and the infrastructure to support electric vehicles within the fleet. This may fluctuate further dependant of interest rates.	17.00	-	-
OPS 3	£30k provide the infrastructure for charging the new electric vehicles.	30.00	(30.00)	-
OPS 3	Establishment of a 3-year budget plan for annual Castle Summer events.	50.00	-	-
OPS 4	An additional £43,225 for the revenue budget for the purchase/maintenance of mowing equipment for the authority.	43.30	-	-
OPS 5	£2k to provide an annual revenue budget to support the delivery of the Tamworth Civic Pride Awards.	2.00	-	-
OPS 6	Additional funding to be provided for GX0609 Outdoor Summer Events and Fireworks for Tamworth	3.00	-	-
	St Georges Day – increase of £3k to £12,500			
	Theatre & Bandstand - increase of £2,160 to £11k	2.16	-	-
	Fireworks – increase of £6k to £39,000	6.00	-	-
OPS 7	The WAMITAB qualification (this is the name given to the legal requirement of having a technically competent person on site) is a legal requirement for the Councils depot to be able to operate and store and transfer waste.	15.00	(15.00)	-
OPS 8	The request is to create an additional budget to create defences to assist in deterring illegal encampments, and to help reduce future disruption from traveller encampments on public open spaces, together with reducing the associated clean up costs.	50.00	(50.00)	-
OPS 9	Cease Free public swimming at Wilnecote Leisure Centre as not been operational since 2019 and now Wilnecote are delivering an external hire only model	(17.58)	-	-
OPS 10	Income for woodchip around £20 to £35 a tonn. For timber around £35 to £45 tonn.	(5.00)	-	-
OPS 11	Live Show Contra's - £110 increased income per 'Split Profit' Show (based on 100 live shows)	(11.00)	-	-

Item No	Proposal/(Existing Budget)	Budget Change	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000
OPS 12	Live Show Ticket fee - 50p per ticket sold, live show only (based on 20,000 live tix sold)	(10.00)	-	-
OPS 13	Sponsorship for Outdoor Theatre; MNMC	(4.00)	-	-
FIN1	Creation of a Project Accountant post to provide sufficient capacity to deliver ongoing financial management information and advice relating to the significant number of corporate and regeneration projects	45.00	-	-
	Funding from recharge to capital schemes	(45.00)	-	-
FIN2	Contingency provision required due to uncertainty over future income levels - Income levels have held up well during the past 3 years, however the current economic situation means that there is a significant risk to future income levels	460.00	-	-
FIN3	Reduce General Contingency	(32.00)	-	-
	Inclusion of contingency budget for HM King Charles III Coronation Celebrations 2023	50.00	(50.00)	-
FIN4	Remove contribution to Business Rates Volatility Reserve	(150.00)	-	-
FIN5	Remove car allowances no longer required	(2.99)	-	-
FIN6	Cash Collection Payment Cards aving due to Internet banking / direct debit increase following covid	(5.00)	-	-
FIN7	New Homes Bonus following confirmation of continuation of scheme for 2023/24 pending review for 2024/25	(347.13)	347.13	-
FIN8	Business Rates Levy payment following deferral of the Business Rates reset	1,476.16	30.70	(1,506.86)
FIN9	Lower Tier Funding Guarantee Grant notified for 2023/24	(636.38)	-	636.38
FIN10	Business Rates Relief Section 31 Grant for Government scheme to reduce business rates charges following deferral of the reset	(2,483.92)	(51.67)	2,535.59
FIN11	Local Government Services grant notified for 2023/24	(94.58)	-	94.58
FIN12	Revenue Implications of Capital Programme Repayment of debt on unsupported borrowing / lost investment income	140.95	42.80	9.60

Item No	Proposal/(Existing Budget)	Budget Change	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000
	Reduced Item 8 DR recharge to HRA	193.79	27.33	34.17
FIN13	Reduced grant income - Local Council Tax Support Administration Subsidy consolidated into the local government finance settlement	85.28	-	-
NEI 1	Annual cost of BT Redcare telephone lines which are still required as part of the Council's CCTV infrastructure with potential to phase out the use of these BT Redcare lines over the next year.	17.00	(17.00)	-
NEI 2	HPG is determined annually with settlements based on prevention and delivery of homelessness strategy staffing	(100.00)	-	-
PAR1	To continue to maintain the level of potential income on car park enforcement at agreed pandemic level of £57,750 plus inflation for 2023/24	59.19	(59.19)	-
G&R 1	Additional salary to budget to underpin the costs of making the new Senior Licensing Officer post permanent which was approved earlier in the year originally for 18 months. The position is currently financed until January 2024. The request is for ongoing budget.	11.60	40.00	3.00
	Funding from Community Safety Grant in year 1 and additional fees and charges income from year 2	(5.00)	(46.60)	(3.00)
G&R 2	Request a permanent budget of 5K for Net Zero activity, specifically referenced in the Cabinet Report dated 30 June 2022	5.00	-	-
	Request an additional post for a period of three years to kick start activity on the net zero workstream	47.60	2.70	5.90
	Car allowance	1.25	-	-
G&R 3	To create a budget for the delivery of a programme of large-scale heritage and educational events in the Castle and Grounds	20.00	(20.00)	-
	Contribution from Shared Prosperity Funding	(20.00)	20.00	-

Item No	Proposal/(Existing Budget)	Budget Change	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000
G&R 4	To allocate an additional £10,000 per annum to GX1501 10025 (Maintenance and Security) to increase and enhance pest control to provide a cleaner and safer working and visitor environment	10.00	-	-
G&R 5	To cover the operating budget for TEC 2, for five years, which will be delivered by November 2023 as part of the Future High Street Fund programme of regeneration	43.14	63.09	-
	Contribution from income	(25.00)	(120.00)	-
G&R6	Contribution from Shared Prosperity Fund to staff costs	-	(25.00)	-
	Total New Items / Amendments	(808.74)	(167.85)	1,809.36
	Cumulative	(808.74)	(976.59)	832.77

Capping / Local Referendum

In the past, the Government had the power under the Local Government Act 1999 to require councils to set a lower budget requirement if it considered the budget requirement and council tax had gone up by too much. The Localism Act 2011 abolished the capping regime but introduced new requirements on a Council to hold a local referendum if it increases its council tax by an amount exceeding principles determined by the Secretary of State and agreed by the House of Commons.

The principles for 2023/24 require authorities to seek the approval of their local electorate in a referendum if, compared with 2022/23, they set council tax increases that are equal to or exceed the greater of 3% or £5. Consideration of the likely level of Council Tax increases over the 5-year period is needed to avoid the potential costs of holding a referendum and to ensure that balances are maintained at the minimum approved level of £0.5m. The indications are that a potential threshold will be the greater of 2% or £5 in future years - the impact of a £5 p.a. increase is outlined below.

Council Tax

Last year's medium term financial plan identified ongoing increases of £5 per annum from 2023/24 - following a freeze in 2011/12 & 2012/13 and a below 2% increase from 2013/14 to 2016/17 (followed by c.3% or £5 p.a. to 2022/23).

Each £1 increase in the band D Council Tax would raise approximately £22k per annum. For each 1% increase in Council Tax, the Council will receive c. £40k additional income per annum. The Council's provision for collection losses for 2023/24 has been approved at 2.1% (the same level as 2022/23). In order to meet the on-going expenditure requirements the Council will have to increase the underlying income base.

The Band D Council Tax would increase to £196.89 for 2023/24 (£191.89 – 2022/23). Future levels of Council Tax and the projected impact on the General Fund revenue account forecast would be as follows:

Year:	2023/24	2024/25	2025/26
Forecast:	£'000	£'000	£'000
Surplus (-) /Deficit	1,206	2,096	4,765
Balances Remaining (-) / Overdrawn	(7,966)	(5,870)	(1,105)
£ Increase	5.00	5.00	5.00
% Increase	2.61%	2.54%	2.48%
Note: Resulting Band D Council Tax	196.89	201.89	206.89

which indicates potential balances of £1.1m (compared to the minimum approved level of £0.5m) is forecast as remaining over the 3 year period. As current capping guidance indicates a 'capping' threshold of 3% or £5, this is considered a low risk option.

Also available to the Council to support expenditure otherwise funded from Council Tax are surpluses arising from the Council's share of surpluses within the Council Tax or Business Rates elements of the Collection Fund – subject to the projected impact of the pandemic these may be significantly reduced or could mean a deficit position which would have to be funded in 2023/24 by the preceptors.

It is proposed that surpluses / deficits be included (and that the relevant amounts be made available to the other precepting authorities – the County Council, Fire & Rescue and Office of the Police & Crime Commissioner (OPCC).

These were impacted in 2020/21 by the effects of the pandemic resulting in a deficit position which was funded in 2021/22 by the preceptors (& subject to the Government requirement to allow any deficit arising from the pandemic to be spread over 3 years).

It is estimated that there will be a surplus of £0.60m for Council Tax.

For NNDR, a forecast deficit of £0.65m is reported for 2023/24. This will be reduced by additional section 31 grant (received in the General Fund) for the extended retail relief in 2023/24 due to the pandemic.

The resulting surplus/deficits for the Council are as follows.

Year:	2023/24	2024/25	2025/26
Council Tax	£'000	£'000	£'000
Council Tax Income	(4,603)	(4,760)	(4,919)
Collection Fund (Surplus) / Deficit (Council Tax)	(60)	(33)	(33)
Collection Fund (Surplus) / Deficit (Business Rates)	260	-	-

The County Council, Staffordshire OPCC and Staffordshire Commissioner Fire & Rescue Authority are due to finalise their budgets for 2023/24 during February 2022. The impact of the Borough Council tax proposals is shown for each Council Tax Band in **Appendix H**.

Balances

At the Council meeting on 29th February 2000 Members approved a minimum working level of balances of £0.5m. At 31st March 2023 General Fund Revenue Balances are estimated to be £9.2m, compared with £8.4m anticipated a year ago. The minimum level of balances for planning purposes will remain at £0.5m.

Summary and Conclusions

These budget proposals reflect the need to compensate for reduced income levels arising from the economic uncertainty (arising from the pandemic) and potential significant reductions in Government funding, a desire to continue to address the Council's priorities / issues identified by Members and at the same time to seek continuous improvement in service delivery.

In addition, there remains a degree of uncertainty in a number of areas including future income levels following the pandemic, local authority pay settlements, the potential for interest rate changes and the future local government finance settlements. A summary of all the budget proposals is shown in the table below. The summary Revenue Budget for 2023/24 appears at **Appendix E**. A summary of the resulting budgets over the 3 year period appears at **Appendix G**.

GF Summary	2023/24 £'000	2024/25 £'000	2025/26 £'000
Estimated Net Cost of Services	9,767	11,277	11,871
Proposed Policy Changes	(809)	(977)	833
Change in Recharges	(153)	(153)	(153)
Inflationary impact of policy changes	-	5	6
Net Expenditure	8,805	10,152	12,557
Financing:			
RSG	(302)	(308)	(314)
Collection Fund (Surplus) / Deficit – Council Tax	(60)	(33)	(33)
Collection Fund Surplus / Deficit – Business Rates	260	-	-
Non Domestic Ratepayers	(13,581)	(13,864)	(15,407)
Tariff Payable	10,687	10,909	12,881
Council Tax Income (Model 1)	(4,603)	(4,760)	(4,919)
Gross Financing	(7,599)	(8,056)	(7,792)
Surplus(-)/Deficit	1,206	2,096	4,765
Balances Remaining (-) / Overdrawn	(7,966)	(5,870)	(1,105)
Per Council, 22nd February 2022	(5,669)	(2,796)	-
Band D Equivalents	23,376	23,576	23,776

Indicating potential General fund balances of approx. £1.1m over 3 years - including the minimum approved level of £0.5m.

HOUSING REVENUE ACCOUNT

Technical Adjustments

The 2022/23 approved budget has been used as a base to which amendments have been made reflecting the impact of technical adjustments. The impact of the policy led changes, will be added to this figure to produce the HRA budget for 2023/24.

The following table illustrates the current position before the effect of policy led changes:

Technical Adjustments	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Base Budget B/Fwd	1,951	419	(109)	219	103
Committee Decisions	(1,226)	108	50	50	0
Inflation	548	244	251	259	266
Other	(1,273)	(988)	(82)	(533)	(553)
Pay Adjustments (Including pay award / reduction of 7.5% for vacancy allowance)	419	108	109	108	102
Revised charges for non-general fund activities	0	0	0	0	0
Virements	0	0	0	0	0
Total / Revised Base Budget	419	(109)	219	103	(82)

Revisions have been made to the 2022/23 base budget in order to produce an adjusted base for 2023/24 and forecast base for 2024/25 onwards. These changes, known as technical adjustments, are largely beyond the control of the Council and have been calculated to take account of:

- virements approved since the base budget was set;
- the removal of non-recurring budgets from the base;
- the effect of inflation;
- changes in payroll costs and annual payroll increments;
- changes in expenditure and income following decisions made by the Council;
- other changes outside the control of the Council such as changes in insurance costs, reduction in grant income and the impact of the HRA determinations which are set annually by Central Government; and
- The 'Zero base budgeting' review of income levels.

and are summarised in **Appendix F2**.

Proposals

The proposed policy changes for inclusion in the base budget for the next 5 years are detailed at **Appendix C** and are highlighted below:

Item No	Proposal/(Existing Budget)	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
HRA1	DLUCH recently consulted on the implementation of a rent cap in 2023/24 (& potentially 2024/25) at 3%, 5% or 7% (with a preferred 5% indicated - subsequently confirmed as 7%).	798.25	0.31	39.57	20.66	21.13
HRA2	Reduced Revenue Contribution to Capital	(520.00)	-	-	-	-
HRA3	Reduced Item 8 DR recharge to HRA	(193.79)	(27.33)	(34.17)	-	-
HASS1	Updated Stock Condition Survey and options appraisal	-	20.00	(20.00)	-	-
HNEI1	Permanent budget provision to cover the costs of the `Housing Regulatory & High Rise Co-ordinator` which has been a temporary post over the last 2 years	38.00	-	-	-	-
	This post delivers key tenancy management services to all high rise flatted accommodation and the landlord compliance against regulatory standards Recharges to capital / repairs	(38.00)	-	-	-	-
HNEI2	Resident Support Worker – Eringden Block - Budget provision to cover the cost of extending the temporary post `Resident Support Worker` at Eringden Block for a further year until March 2024, pending review and impact assessment	38.00	(38.00)	-	-	-
HNEI3	Budget provision to cover the cost of a wide range of neighbourhood works required; eviction storage of items, contaminated rubbish removals, clean following estate incidents etc.	15.00	-	-	-	-
HNEI4	Budget provision to cover the cost of a temporary post "Housing solutions advisor" from April 2023 until March 2025	34.00	-	(34.00)	-	-
HNEI5	Resourcing the self-assessment programme for the regulation of its HRA and council housing service	100.00	-	(100.00)	-	-

Item No	Proposal/(Existing Budget)	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
HNEI6	Budget provision to cover the cost of a green bin pull out service at the 10 Sheltered Warden Schemes across the Borough.	12.60	-	-	-	-
HNEI7	New post of Security Officer Gr D plus provision for cover during periods of annual leave (previously provided via contract with SSG but budgetary funding not ongoing - to be recharged in part to HRA)	17.50	-	-	-	-
HOPS 1	Request for an additional circa £98k of HRA funding to ensure future delivery of an additional environmental cleansing improvement programme within the HRA areas	37.90	-	-	-	-
	2 members of staff to operate the vehicle and deliver the added value HRA cleansing service	60.10	-	-	-	-
Total New Items / Amendments		399.56	(45.02)	(148.60)	20.66	21.13
Cumulative		399.56	354.54	205.94	226.60	247.73

This includes the additional cost pressures of £1.4m over 5 years identified in the proposed HRA policy changes but it does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30 year HRA business plan. Early indications from the modelling are a potential shortfall over 30 years of £42m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £200m over 30 years).

The increased cost pressures currently being experienced will also have an impact on the level of rent increase for 2023/24. The MTFs included a forecast increase of 3% p.a. based on the formula allowed under the Rent Setting Guidance of CPI plus 1%. Given the level of CPI of 10.1% for September, the increase for 2023/24 would have been at 11.1% (based on the CPI inflation rate for September 2022) in line with the maximum allowed by the Government's Rent Standard (that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation (for September of the preceding year) plus 1% for five years from 2020) - in order to support the continued investment in the housing stock. Each 1% increase would equate to additional income of c.£200k p.a. (£1m over 5 years). However, DLUCH have consulted on the implementation of a rent cap in 2023/24 (& potentially 2024/25) at 3%, 5% or 7% (with a preferred 5% indicated – subsequently confirmed at 7%). This will mean a rent loss to the HRA of £4.2m over 5 years based on a 7% rent cap which has also been included within the policy changes cost pressures.

The cap on maximum rent increases does not apply to existing tenants of supported housing. This means that the maximum rent increase in 2023/24 for such accommodation remains set at 11.1% (CPI in September 2022, plus 1%).

Formula rents will rise at 11.1% in 2023/24, reflecting CPI +1% (in line with previous policy). This will not affect the rent paid by an existing tenant but does mean that a new tenant will pay a higher rent – in line with the approved policy of re-letting dwellings at the formula rent.

Assuming increases as allowed by the Government’s recent revised Rent Standard consultation , the proposals will mean that balances will remain above the approved minimum level of £0.5m over the five year period.

Summary	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Estimated Net (Surplus) / Deficit	419	(109)	219	103	(82)
Proposed Policy Changes	400	355	206	227	248
Change in recharges / inflationary costs Identified	5	31	57	86	116
Surplus (-) / Deficit	824	277	482	416	282
Balances Remaining (-) / Overdrawn	(3,605)	(3,328)	(2,846)	(2,430)	(2,148)
Per Council, 22 nd February 2022	(2,875)	(2,401)	(2,041)	(1,833)	-

Indicating Housing Revenue Account (HRA) balances of £2.8m over 3 years (with balances of £2.2m over 5 years) including the minimum recommended balances of £0.5m.

Rent Setting Policy

The introduction of rent restructuring in April 2003 required the Council to calculate rents in accordance with a formula on a property by property basis and account separately for rental payments and payments which are for services (for example grounds maintenance, upkeep of communal areas, caretaking) within the total amounts charged.

This framework removed the flexibility to independently set rent levels from Social Landlords and replaced it with a fixed formula (RPI plus 0.5% plus £2.00) based on the value of the property and local incomes.

The aim of the framework was to ensure that by a pre-set date all social landlord rents have reached a 'target rent' for each property that will reflect the quality of accommodation and levels of local earnings. In achieving this target rent councils were also annually set a "limit rent" which restricted the level of rent increase in any one year.

From 2015/16, Councils could decide locally at what level to increase rents. Government Guidance suggested an increase of CPI plus 1%, however, the Council agreed to vary this level, and applied the formula CPI plus 1% plus £2 (capped at formula rent) **for 2015/16 only**, to generate additional funding to support increased maintenance costs and the regeneration of key housing areas within the Borough.

The effect of the reduction in Social Housing Rents announced in the Summer Budget 2015 means that rents were reduced by 1% a year for the four years from 2016/17.

The Government has now confirmed that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard.

On 30th November 2017, Cabinet considered and approved amendments to the Council's Rent Setting Policy to include arrangements to charge affordable rents on new and affordable housing.

The policy provides a framework within which Tamworth Borough Council will set rents and service charges and draws on the Department for Communities and Local Government Guidance on Rent Setting for Social Housing.

In setting the rent setting policy the Council had full regard to legislation, regulations and associated rent setting guidance including the Welfare Reform and Work Act 2016 which gave effect to the Government's 1% rent reduction for four years up to 2020/21.

For 2023/24 (and in the medium term), should rents be set in line with the approved policy including a general increase of the consumer price index (CPI) measure of inflation of plus 1% - this would equate to a 11.1% increase (followed by forecast increases of 3% p.a.), due to the increased cost pressures currently being experienced. The MTFs included a forecast increase of 3% p.a. based on the formula allowed under the Rent Setting Guidance of CPI plus 1%. Given the current level of CPI of 10.1% (September 2022), the forecast increase for 2023/24 will be 11.1% in line with the maximum allowed by the Government's Rent Standard (that social housing rents can

increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation (for September of the preceding year) plus 1% for five years from 2020) - in order to support the continued investment in the housing stock. Each 1% increase would equate to additional income of c.£200k p.a. (£1m over 5 years).

However, DLUCH have consulted on the implementation of a rent cap in 2023/24 (& potentially 2024/25) at 3%, 5% or 7% (with a preferred 5% indicated – subsequently confirmed at 7%). This would mean a rent loss to the HRA of £4.2m over 5 years based on a 7% rent cap.

The cap on maximum rent increases does not apply to existing tenants of supported housing. This means that the maximum rent increase in 2023/24 for such accommodation remains set at 11.1% (CPI in September 2022, plus 1%).

Formula rents will rise at 11.1% in 2023/24, reflecting CPI +1% (in line with previous policy). This will not affect the rent paid by an existing tenant but does mean that a new tenant will pay a higher rent – in line with the approved policy of re-letting dwellings at the formula rent.

The following options have been modelled:

	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Option 1: CPI + 1%						
Rent (52 Weeks)	85.98	95.52	98.38	101.34	104.38	107.51
Rent (48 Weeks)	93.14	103.48	106.58	109.78	113.07	116.47
% Increase	4.1%	11.1%	3.0%	3.0%	3.0%	3.0%
Option 2: CPI						
Rent (52 Weeks)	85.98	94.66	96.55	98.48	100.45	102.46
Rent (48 Weeks)	93.14	102.55	104.60	106.69	108.82	111.00
% Increase	0.04	0.10	0.02	0.02	0.02	0.02
Reduced Rent compared to Option 1		194,690	420,240	639,330	874,660	1,118,970
5 year impact						<u>3,247,890</u>
Option 3: No increase						
Rent (52 Weeks)	85.98	85.98	85.98	85.98	85.98	85.98
Rent (48 Weeks)	93.14	93.14	93.14	93.14	93.14	93.14
% Increase	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Reduced Rent compared to Option 1		2,161,100	2,847,360	3,442,560	4,102,450	4,775,470
5 year impact						<u>17,328,940</u>
Inflation at CPI + 1%	4.1%	11.1%	3.0%	3.0%	3.0%	3.0%

Effect of the cap:

	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2026/27 £
CAP 3%						
Rent (52 Weeks)	85.97	88.55	91.34	93.94	96.76	99.66
Rent (48 Weeks)	93.13	95.92	98.80	101.77	104.82	107.96
% Increase	4.1%	3.0%	3.0%	3.0%	3.0%	3.0%
	0	1,579,000	1,615,260	1,657,900	1,698,750	1,740,540
		5 year impact				8,291,450
CAP 5%						
Rent (52 Weeks)	85.98	90.27	93.13	95.77	98.65	101.60
Rent (48 Weeks)	93.14	97.80	100.73	103.75	106.87	110.07
% Increase	4.1%	5.0%	3.0%	3.0%	3.0%	3.0%
	0	1,187,630	1,205,870	1,246,980	1,277,700	1,309,150
		5 year impact				6,227,330
CAP 7%						
Rent (52 Weeks)	85.98	91.99	94.90	97.60	100.52	103.54
Rent (48 Weeks)	93.14	99.66	102.65	105.73	108.90	112.17
% Increase	4.1%	7.0%	3.0%	3.0%	3.0%	3.0%
	0	798,250	798,560	838,130	858,790	879,920
		5 year impact				4,173,650

Balances

The forecast level of balances at 31st March 2022 is £4.4m. The impact on balances of the adjustments outlined in this report would be as follows:

Balances	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Proposed Withdrawal from / Addition to (-) Balances	824	277	482	416	282
Balances Remaining (-) / Overdrawn	(3,605)	(3,328)	(2,846)	(2,430)	(2,148)

This would mean that closing balances, over the 5 year period, would be over the approved minimum level of £0.5m.

The analysis at **Appendix D** details the overall Housing Revenue Account budget resulting from the recommendations contained within this report.

CORPORATE CAPITAL STRATEGY

The Council has an ongoing capital programme of over £53m for 2022/23 and an asset base valued at £301m (as at 31st March 2022).

The strategy sets out the Council's approach to capital investment and the approach that will be followed in making decisions in respect of the Council's Capital assets.

Capital investment is an important ingredient in ensuring the Council's vision is achieved and given that capital resources are limited it is critical that the Council makes best use of these resources.

This Strategy sets the policy framework for the development, management and monitoring of this investment and forms a key component of the Council's planning alongside the Medium Term Financial Strategy.

The Capital Strategy will:

- Reflect Members' priorities as set out in the Corporate Plan;
- Balance the need to maintain the Council's existing asset base against its future ambition and associated long term asset needs and consolidate assets where appropriate;
- Recognise that growth is the strategic driver for financial self-sufficiency;
- Be affordable in the context of the Council's MTFS;
- Seek to ensure value for money through achieving a return on investment or by supporting service efficiency and effectiveness;
- Be flexible to respond to evolving service delivery needs;
- Seek to maximise investment levels through the leveraging of external investment;
- Recognise the value of assets for delivering long-term growth as opposed to being sold to finance capital expenditure;
- Recognise the financial benefits and risks from growth generated through investment to support investment decisions; and
- Reflect the service delivery costs associated with growth when assessing the level of resources available for prudential borrowing.

The capital strategy feeds into the annual revenue budget and MTFS by informing the revenue implications of capital funding decisions. The implications for the MTFS are fully considered before any capital funding decisions are confirmed.

Equally, the availability of prudential borrowing means that capital and revenue solutions to service delivery can be considered, and ranked, alongside each other as part of an integrated revenue and capital financial strategy.

The Capital Strategy further sets out the Council's approach to the allocation of its capital resources and how this links to its priorities at a corporate and service level. It describes how the Council has responded to the opportunities provided by prudential borrowing and other new sources of finance.

All proposed schemes requiring capital investment should have as a minimum the following information:

- A description of the scheme;
- The estimated financial implications, both capital and revenue;
- The expected outputs, outcomes and contribution to corporate objectives;
- The nature and outcome of consultation with stakeholders and customers (as applicable);
- Any impacts on efficiency and value for money;
- Risk assessment implications and potential mitigations; and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

All capital bids should be prepared in light of the following list of criteria, and the proposed investment should address and be assessed with regard to:

- the contribution its delivery makes towards the achievement of the Council's Corporate Priorities;
- the achievement of Government priorities and grant or other funding availability;
- the benefits in terms of the contribution to the Council's Corporate Objectives and compliance with the Corporate Capital Strategy requirements of:
 1. Invest to save
 2. Maintenance of services and assets
 3. Protection of income streams
 4. Avoidance of cost.

The current de-minimis for capital expenditure is £10k per capital scheme.

It is important that capital investment decisions are not made in isolation and instead are considered in the round through the annual budget setting process.

Corporate Management Team and Service Managers identify the potential need for capital investment. This will take account of issues including the condition of council owned assets (including reference to the Council's Asset Management Plan), health and safety requirements, statutory obligations of the Council, operational considerations and emerging opportunities for investment including possible sources of external financing.

Corporate Management Team (CMT) and the Asset Strategy Steering Group (ASSG) review capital bids. Once capital bids have been prioritised, Executive Management Team will review the outcome of the deliberations of CMT / ASSG and will make recommendations to Cabinet through an updated Medium Term Financial Strategy (MTFS) report on a proposed budget package which will include capital budget proposals.

The MTFS report (including capital budget proposals) will ultimately be considered by Budget Setting Council each year.

Following a review of the Capital Programme approved by Council on 22nd February 2022, a revised programme has been formulated including additional schemes which have been put forward for inclusion.

A schedule of the capital scheme appraisals for the General Fund (GF) & Housing Revenue Account (HRA) received for consideration is attached at **Appendix I – General Fund Services (GF) and Appendix J – Housing (HRA)**, together with the likely available sources of funding (capital receipts / grants / supported borrowing etc).

The minimum approved level of GF capital balances is £0.5million and, should the programme progress without amendment, would mean additional borrowing of £3m over the next 5 years (£2.4 over 3 years). The current GF Capital Financing Requirement (CFR) stands at £3.937m with planned borrowing in 2022/23 of £0.175m.

There has been some changes in the Housing capital programme from that provisionally approved – with a number of new schemes proposed. It has also been updated to include the new year 5 costs for 2027/28.

It should be noted that there are no debt repayment costs for the HRA and the Government has now lifted the previous debt cap (of £79.407m). The current HRA Capital Financing Requirement (CFR) stands at £69.893m with planned borrowing in 2022/23 of £0.088m.

With regard to the contingency schemes/allocation **£350k** remains in current year contingency funds (£250k GF/ £100k HRA) - which will be re-profiled into 2023/24 to provide General Contingency funding.

Policy Changes Summary

SERVICE AREA	Sheet No.	Budget Changes 23/24 £'000	Budget Changes 24/25 £'000	Budget Changes 25/26 £'000
EXECUTIVE DIRECTOR ORGANISATION		-	-	-
PEOPLE	1	101.42	(98.54)	-
OPERATIONS AND LEISURE	2	370.88	(253.60)	-
EXECUTIVE DIRECTOR FINANCE		-	-	-
FINANCE	3	(1,345.82)	346.29	1,803.46
EXECUTIVE DIRECTOR COMMUNITIES		-	-	-
NEIGHBOURHOODS	4	(83.00)	(17.00)	-
PARTNERSHIPS	5	59.19	(59.19)	-
ASSETS		-	-	-
CHIEF EXECUTIVE		-	-	-
GROWTH & REGENERATION	6	88.59	(85.81)	5.90
TOTAL		(808.74)	(167.85)	1,809.36
Cumulative Cost / (Saving)		(808.74)	(976.59)	832.77

HOUSING REVENUE ACCOUNT	Sheet No.	Budget Changes 23/24 £'000	Budget Changes 24/25 £'000	Budget Changes 25/26 £'000	Budget Changes 26/27 £'000	Budget Changes 27/28 £'000
HRA - SUMMARY	7	84.46	(27.02)	5.40	20.66	21.13
HRA - ASSETS	8	-	20.00	(20.00)	-	-
HRA - NEIGHBOURHOODS	9	217.10	(38.00)	(134.00)	-	-
HRA - OPERATIONS	10	98.00	-	-	-	-
HRA - PEOPLE		-	-	-	-	-
TOTAL		399.56	(45.02)	(148.60)	20.66	21.13
Cumulative Cost / (Saving)		399.56	354.54	205.94	226.60	247.73

Policy Changes Summary Staffing Implications

SERVICE AREA	Sheet No.	Budget Changes 23/24 FTE	Budget Changes 24/25 FTE	Budget Changes 25/26 FTE
EXECUTIVE DIRECTOR ORGANISATION		-	-	-
PEOPLE	1	3.1	(3.6)	-
OPERATIONS AND LEISURE EXECUTIVE DIRECTOR FINANCE	2	-	-	-
FINANCE	3	1.0	-	-
EXECUTIVE DIRECTOR COMMUNITIES		-	-	-
NEIGHBOURHOODS	4	-	-	-
PARTNERSHIPS	5	-	-	-
ASSETS		-	-	-
CHIEF EXECUTIVE		-	-	-
GROWTH & REGENERATION	6	2.0	-	-
TOTAL		6.1	(3.6)	-

HOUSING REVENUE ACCOUNT - ASSETS	Sheet No.	Budget Changes 22/23 FTE	Budget Changes 23/24 FTE	Budget Changes 24/25 FTE	Budget Changes 25/26 FTE	Budget Changes 26/27 FTE
HRA - SUMMARY	7	0.5	-	-	-	-
HRA - ASSETS	8	-	-	-	-	-
HRA - NEIGHBOURHOODS	9	3.0	(1.0)	(1.0)	-	-
HRA - OPERATIONS	10	2.0	-	-	-	-
HRA - PEOPLE		-	-	-	-	-
TOTAL		5.5	(1.0)	(1.0)	-	-

PEOPLE

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			23/24 £'000	24/25 £'000	25/26 £'000
PE1	To retain the provision of Customer Service Advisor (CSA) resource with the Customer Experience Team for the period April 2023 to March 2024	Extension of temp staff contracts which were due to end March 2023, 2.63 FTE in total	73.54	(73.54)	-
PE2	Reduction of 1 FTE CSO once temporary contract ends March 2023 to account for service for Staffs CC staff in Marmion House no longer being required.		(28.35)	-	-
PE3	Removal of income budget relating to services recharged to Staffs CC		16.23	-	-
PE4	New post of Security Officer Gr D plus provision for cover during periods of annual leave (previously provided via contract with SSG but budgetary funding not ongoing - to be recharged in part to HRA)		17.5	-	-
PE5	New Temporary Post of Electoral Services Administrator, to add resource to enable the implementation of the Elections Act which comes into force January 2023. Post initially temp for 1 year as the true impact on workload is not yet known.		25.0	(25.0)	-
PE6	Increase grade of current Electoral services Assistant from Grade D to Grade E, to reflect additional responsibilities and duties the post holder will now undertake.		6.50	-	-
PE7	Income up to £1,000 per annum limited by town hall now being used as municipal base	Hire may mean town hall not available for short notice municipal and civic events	(1.00)	-	-
PE8	Savings from Healthcare cash plan	Following tender / new provider	(8.00)	-	-
Total New Items / Amendments			101.42	(98.54)	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	23/24	24/25	25/26
			FTE	FTE	FTE
PE1	To retain the provision of Customer Service Advisor (CSA) resource for the period April 2023 to March 2024		2.63	(2.63)	-
PE2	Reduction of 1 FTE CSO to account for service for Staffs CC staff in Marmion House no longer being required.		(1.00)	-	-
PE4	New post of Security Officer Gr D		0.50	-	-
PE5	New post of Electoral Services Administrator Gr B		1.00	(1.0)	-
TOTAL			3.13	(3.63)	-

OPERATIONS AND LEISURE

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			23/24 £'000	24/25 £'000	25/26 £'000
OPS 1	Increased budget for salaries at the Assembly Rooms, to be reviewed during year 1	Temporary staff to stay permanent. Cover 10% shift allowance and First Aid.	158.6	(158.60)	-
			41.40	-	-
OPS 2	An additional £115k will be required for additional contract hire over 5 years and the infrastructure to support electric vehicles within the fleet. This may fluctuate further dependant of interest rates.	An additional £17k per annum (£85k over 5 years) will be require to completed the acquisition of the vehicles as required to undertake operational duties (both statutory and non statutory)	17.00	-	-
		£30k provide the infrastructure for charging the new electric vehicles.	30.00	(30.00)	-
OPS 3	Establishment of a 3-year budget plan for annual Castle Summer events.	Estimated costs	50.00	-	-
OPS 4	An additional £43,225 for the revenue budget for the purchase/maintenance of mowing equipment for the authority.		43.30	-	-
OPS 5	£2k to provide an annual revenue budget to support the delivery of the Tamworth Civic Pride Awards.		2.00	-	-
OPS 6	Additional funding to be provided for GX0609 Outdoor Summer Events and Fireworks for Tamworth	St Georges Day – increase of £3k to £12,500	3.00	-	-
		Theatre & Bandstand - increase of £2,160 to £11k	2.16	-	-
		Fireworks – increase of £6k to £39,000	6.00	-	-
OPS 7	The WAMITAB qualification (this is the name given to the legal requirement of having a technically competent person on site) is a legal requirement for the Councils depot to be able to operate and store and transfer waste.	£15k for the next year until training for the depot technically competent person is complete	15.00	(15.00)	-
OPS 8	The request is to create an additional budget to create defences to assist in deterring illegal encampments, and to help reduce future disruption from traveller encampments on public open spaces, together with reducing the associated clean up costs.		50.00	(50.00)	-
OPS 9	Cease Free public swimming at Wilnecote Leisure Centre	Not been operational since 2019 and now Wilnecote are delivering an external hire only model	(17.58)	-	-
OPS 10	Income for woodchip around £20 to £35 a tonn, For timber around £35 to £45 tonn, The more waste we generate the more income TBC receives,	Use wood chip and round wood for waste/bio-mass Improve TBC's green credentials	(5.00)	-	-
OPS 11	Live Show Contra's	£110 increased income per 'Split Profit' Show (based on 100 live shows)	(11.00)	-	-
OPS 12	Live Show Ticket fee	50p per ticket sold, live show only (based on 20,000 live tix sold)	(10.00)	-	-
OPS 13	Sponsorship for Outdoor Theatre; MNMC	Approx £2.5k for Outdoor Theatre; £1.5k for MNMC	(4.00)	-	-
TOTAL			370.88	(253.60)	-

FINANCE

Item	Proposal/(Existing Budget)	Implications	Budget	Budget	Budget
			23/24	24/25	25/26
			£'000	£'000	£'000
FIN1	Creation of a Project Accountant post	To provide sufficient capacity to deliver ongoing financial management information and advice relating to the significant number of corporate and regeneration projects	45.00	-	-
		Part funding from recharge to capital schemes	(45.00)	-	-
FIN2	Contingency provision required due to uncertainty over future income levels	Income levels have held up well during the past 3 years, however the current economic situation means that there is a significant risk to future income levels	460.00	-	-
FIN3	GC0501 35006 General Contingency	Reduced contingency budget available	(32.00)	-	-
		Inclusion of contingency budget for HM King Charles III Coronation Celebrations 2023	50.00	(50.00)	-
FIN4	GC0501 36030 £150k contribution to reserve	Lack of resilience should business rates fall	(150.00)	-	-
FIN5	GG0201 25010 £1.44k GG0206 25010 £1.55k car allowances	£2.99k total budgets no longer required re home working contract	(2.99)	-	-
FIN6	GG0304 30319 Cash Collection Payment Cards	£5k saving/underspend due to Internet banking / direct debit increase following covid	(5.00)	-	-
FIN7	New Homes Bonus	Updated NHB grant notification following confirmation of continuation of scheme for 2023/24 pending review for 2024/25	(347.13)	347.13	-
FIN8	Business Rates Levy payment	Inclusion of budget for levy payment following deferral of the Business Rates reset	1,476.16	30.70	(1,506.86)
FIN9	Lower Tier Funding Guarantee Grant	Inclusion of income budget for Lower Tier Funding Guarantee grant notified for 2023/24	(636.38)	-	636.38
FIN10	Business Rates Relief Section 31 Grant	New Burdens funding for Government scheme to reduce business rates charges following deferral of the reset	(2,483.92)	(51.67)	2,535.59
FIN11	Local Government Services grant	Inclusion of income budget for new, one-off Services grant notified for 2023/24	(94.58)	-	94.58

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			23/24 £'000	24/25 £'000	25/26 £'000
FIN12	Revenue Implications of Capital Programme	Repayment of debt (4%) on unsupported borrowing / lost investment income	140.95	42.80	9.60
	Revenue Implications of Capital Programme	Reduced Item 8 DR recharge to HRA	193.79	27.33	34.17
FIN13	Reduced grant income - Local Council Tax Support Administration Subsidy	Four grants consolidated into the local government finance settlement with their existing distributions: Independent Living Fund' Council Tax Discounts – Family Annexe; Local Council Tax Support Administration Subsidy; and Natasha's Law	85.28	-	-
				-	-
				-	-
Total New Items / Amendments			(1,345.82)	346.29	1,803.46

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	23/24	24/25	25/26
			FTE	FTE	FTE
FIN1	Creation of a Project Accountant post		1.0		
TOTAL			1.0	-	-

NEIGHBOURHOODS

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			23/24 £'000	24/25 £'000	25/26 £'000
NEI 1	Annual cost of BT Redcare telephone lines which are still required as part of the Council's CCTV infrastructure.	The Council together with West Midlands Combined Authority are continuing to review the infrastructure and there is a potential to phase out the use of these BT Redcare lines over the next year.	17.00	(17.00)	-
NEI 2	HPG is determined annually with settlements based on prevention and delivery of homelessness strategy	£100k p.a. HPG grant used to fund staffing	(100.00)	0.00	-
Total New Items / Amendments			(83.00)	(17.00)	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	23/24	24/25	25/26
			FTE	FTE	FTE
TOTAL			-	-	-

PARTNERSHIPS

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
			23/24 £'000	24/25 £'000	25/26 £'000
PAR1	To continue to maintain the level of potential income on car park enforcement at agreed pandemic level of £57,750 plus inflation for 2023/24		59.19	(59.19)	-
Total New Items / Amendments			59.19	(59.19)	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	23/24	24/25	25/26
			FTE	FTE	FTE
TOTAL			-	-	-

GROWTH & REGENERATION

Item No	Proposal/(Existing Budget)	Implications	Budget	Budget	Budget
			23/24	24/25	25/26
			£'000	£'000	£'000
G&R 1	Additional salary to budget to underpin the costs of making the new Senior Licensing Officer post permanent which was approved earlier in the year originally for 18 months. The position is currently financed until January 2024. The request is for ongoing budget.		11.60	40.00	3.00
	Funding from Community Safety Grant in year 1 and additional fees and charges income from year 2		(5.00)	(46.60)	(3.00)
G&R 2	Request a permanent budget of 5K for Net Zero activity, specifically referenced in the Cabinet Report dated 30 June 2022		5.00	-	-
	Request an additional post for a period of three years to kick start activity on the net zero workstream	Salary & on costs Car allowance	47.60 1.25	2.70 -	5.90 -
G&R 3	To create a budget for the delivery of a programme of large-scale heritage and educational events in the Castle and Grounds		20.00	(20.00)	-
		Contribution from Shared Prosperity Funding	(20.00)	20.00	-
G&R 4	To allocate an additional £10,000 per annum to GX1501 10025 (Maintenance and Security) to increase and enhance pest control to provide a cleaner and safer working and visitor environment		10.00	-	-
G&R 5	To cover the operating budget for TEC 2, for five years, which will be delivered by November 2023 as part of the Future High Street Fund programme of regeneration	Expenditure budgets	43.14	63.09	-
		Contribution from income	(25.00)	(120.00)	-
G&R6	Contribution from Shared Prosperity Fund to staff costs		-	(25.00)	-
Total New Items / Amendments			88.59	(85.81)	5.90

STAFFING IMPLICATIONS

			23/24	24/25	25/26
			FTE	FTE	FTE
G&R1	Additional salary to budget to underpin the costs of making the new Senior Licensing Officer post permanent which was approved earlier in the year originally for 18 months. The position is currently financed until January 2024 . The request is for ongoing budget.	One FTE to start using GW0101 budget from 4th Jan 2024 after finishing job under COMF	1.00	-	-
G&R2	Request an additional post for a period of three years to kick start activity on the net zero workstream	One FTE at Grade G	1.00	-	-
TOTAL			2.00	-	-

2023/24 Budget Process - Policy Changes						Sheet	7
HOUSING REVENUE ACCOUNT - SUMMARY							
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
HRA1	DLUCH recently consulted on the implementation of a rent cap in 2023/24 (& potentially 2024/25) at 3%, 5% or 7% (with a preferred 5% indicated - subsequently confirmed as 7%).	For 2023/24 (and in the medium term), should rents be set in line with the approved policy including a general increase of the consumer price index (CPI) measure of inflation of plus 1% - this would equate to a 11.1% increase (followed by forecast increases of 3% p.a.), due to the increased cost pressures currently being experienced. Each 1% increase would equate to additional income of c.£200k p.a. (£1m over 5 years).	798.25	0.31	39.57	20.66	21.13
HRA2	Reduced Revenue Contribution to Capital		(520.00)	-	-	-	-
HRA3	Revenue Implications of Capital Programme	Reduced Item 8 DR recharge to HRA	(193.79)	(27.33)	(34.17)	-	-
Total New Items / Amendments			84.46	(27.02)	5.40	20.66	21.13
STAFFING IMPLICATIONS							
Item No	Proposal/(Existing Budget)	Implications	23/24 FTE	24/25 FTE	25/26 FTE	26/27 FTE	27/28 FTE
HRA2	Reduced Revenue Contribution to Capital		0.50	-	-	-	-
TOTAL			0.50	-	-	-	-

HOUSING REVENUE ACCOUNT - ASSETS

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
HASS1	Updated Stock Condition Survey and options appraisal	Options appraisal to inform future capital programme spending	-	20.00	(20.00)	-	-
			-	-	-	-	-
Total New Items / Amendments			-	20.00	(20.00)	-	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	23/24 FTE	24/25 FTE	25/26 FTE	26/27 FTE	27/28 FTE
HASS20				-	-	-	-
TOTAL			-	-	-	-	-

2023/24 Budget Process - Policy Changes				Sheet	9			
HOUSING REVENUE ACCOUNT - NEIGHBOURHOODS								
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change	
			23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	
HNEI1	Permanent budget provision to cover the costs of the `Housing Regulatory & High Rise Co-ordinator` which has been a temporary post over the last 2 years	Given the Council are accelerating its plans to undertake a comprehensive self-assessment action plan against the social housing regulatory consumer standards and the proposals set out in the social housing white paper, then this additional staffing resource will be needed more now than ever	38.00	-	-	-	-	
	This post delivers key tenancy management services to all high rise flatted accommodation and the landlord compliance against regulatory standards		(38.00)					
HNEI2	Resident Support Worker – Eringden Block - Budget provision to cover the cost of extending the temporary post `Resident Support Worker` at Eringden Block for a further year until March 2024, pending review and impact assessment	In consultation with partners including the Police the Council has implemented a very successful pilot whereby a `Resident Support Worker` position has been created. This post holder is located full time at the Eringden Block with the aim of addressing such problems, supporting residents and day to day management of the building.	38.00	(38.00)	-	-	-	
HNEI3	Budget provision to cover the cost of a wide range of neighbourhood works required; eviction storage of items, contaminated rubbish removals, clean following estate incidents etc.	To ensure our Council Housing estate communal areas are kept clean/safe and to ensure compliance with the social housing regulatory standards around Health & Safety/Neighbourhood Management. In the past these types of jobs have ordinarily been picked up by the Council's caretaking team, however due to health & safety this team deem it no longer safe to carry out these types of works.	15.00	-	-	-	-	
HNEI4	Budget provision to cover the cost of a temporary post "Housing solutions advisor" from April 2023 until March 2025	Required due to significant increase in demand via new digital channels to reduce significant backlogs in applications, external email boxes	34.00	-	(34.00)	-	-	
HNEI5	Resourcing the self-assessment programme for the regulation of its HRA and council housing service	It is anticipated that under the co-ordination of the Assistant Director Neighbourhoods a Project lead; Tenant & Leaseholder Regulatory Manager and dedicated ICT resources will be required for up to two years	100.00	-	(100.00)	-	-	

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
HNEI6	Budget provision to cover the cost of a green bin pull out service at the 10 Sheltered Warden Schemes across the Borough.	To ensure that the green bins across the sheltered schemes are readily pulled out to the curb side to enable them to be emptied as part of the Councils green bin collection service. This function cannot be undertaken by either residents or staff due to health & safety implications. In the past this service was, on occasion, carried out by the Council's Caretaking Team as well as residents and staff also pulling the green bins out. However due to health & safety concerns this team no longer deem it safe to carry out this function nor is it safe to expect residents or staff to carry out this duty. Neighbourhoods Service have also been advised that the Caretaking service is unable to assist with this function as there is no capacity with the HMOs as they are fully committed with black, blue and flatted bins.	12.60	-	-	-	-
HNEI7	New post of Security Officer Gr D plus provision for cover during periods of annual leave (previously provided via contract with SSG but budgetary funding not ongoing - to be recharged in part to HRA)		17.50	-	-	-	-
Total New Items / Amendments			217.10	(38.00)	(134.00)	-	-

STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	23/24	24/25	25/26	26/27	27/28
			FTE	FTE	FTE	FTE	FTE
HNEI1	Permanent budget provision to cover the costs of the `Housing Regulatory & High Rise Co-ordinator` which has been a temporary post over the last 2 years This post delivers key tenancy management services to all high rise flatted accommodation and the landlord compliance against regulatory standards		1.0	-	-	-	-
HNEI2	Resident Support Worker – Eringden Block - Budget provision to cover the cost of extending the temporary post `Resident Support Worker` at Eringden Block for a		1.0	(1.0)	-	-	-
HNEI4	Budget provision to cover the cost of a temporary post "Housing solutions advisor" from April 2023 until March 2025		1.0	-	(1.0)	-	-
TOTAL			3.0	(1.0)	(1.0)	-	-

HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2023/24

	Base Budget 2022/23	Technical Adjustments	Policy Changes	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28
	£	£	£	£	£	£	£	£
Income								
Dwelling Rents	(19,516,380)	(2,114,110)	798,250	(20,832,240)	(21,767,470)	(21,824,660)	(22,337,000)	(22,860,590)
Non-Dwelling Rents	(370,340)	17,730	-	(352,610)	(360,940)	(369,470)	(378,220)	(387,190)
Charges for Services and Facilities	(832,870)	(167,060)	-	(999,930)	(1,016,430)	(1,033,570)	(1,050,890)	(1,067,470)
Contributions Towards Expenditure	(1,370,180)	229,980	(38,000)	(1,178,200)	(1,378,230)	(1,378,260)	(1,378,290)	(1,378,320)
Subtotal	(22,089,770)	(2,033,460)	760,250	(23,362,980)	(24,523,070)	(24,605,960)	(25,144,400)	(25,693,570)
Expenditure								
Repairs and Maintenance	7,251,980	(716,960)	-	6,535,020	6,652,250	6,869,060	7,091,750	7,318,950
Supervision and Management	6,471,190	652,250	353,100	7,476,540	7,613,820	7,614,970	7,808,520	7,989,670
Rents, Rates, Taxes and Other Charges	38,060	2,410	-	40,470	41,260	42,060	42,900	43,780
Increase in Provision for Bad Debts	185,400	167,600	-	353,000	288,300	305,000	323,500	343,700
Depreciation and impairment of non-current assets	2,933,430	152,370	-	3,085,800	3,085,800	3,085,800	3,085,800	3,085,800
Debt Management Costs	26,980	-	-	26,980	26,980	26,980	26,980	26,980
Subtotal	16,907,040	257,670	353,100	17,517,810	17,708,410	17,943,870	18,379,450	18,808,880
Net cost of HRA Services per Authority I&E	(5,182,730)	(1,775,790)	1,113,350	(5,845,170)	(6,814,660)	(6,662,090)	(6,764,950)	(6,884,690)
Corporate and Democratic Core	25,170	4,350	-	29,520	30,410	31,320	32,260	33,230
Net Cost of HRA Services	(5,157,560)	(1,771,440)	1,113,350	(5,815,650)	(6,784,250)	(6,630,770)	(6,732,690)	(6,851,460)
Interest Payable and Similar Charges	2,683,800	330,450	(193,790)	2,820,460	2,793,130	2,808,960	2,858,960	2,858,960
Interest Receivable and Similar Income	(36,270)	(85,780)	-	(122,050)	(72,850)	(36,940)	(51,640)	(66,190)
Surplus/ Deficit for the year	(2,510,030)	(1,526,770)	919,560	(3,117,240)	(4,063,970)	(3,858,750)	(3,925,370)	(4,058,690)

Statement of Movement on the HRA Balance

Surplus or Deficit for the year	(2,510,030)	(1,526,770)	919,560	(3,117,240)	(4,063,970)	(3,858,750)	(3,925,370)	(4,058,690)
Additional Items required to be taken into account:								
Capital Expenditure funded by the HRA	4,460,720	-	(520,000)	3,940,720	4,340,720	4,340,720	4,340,720	4,340,720
(Increase)/ Decrease in HRA Balances	1,950,690	(1,526,770)	399,560	823,480	276,750	481,970	415,350	282,030

General Fund Summary Budgets – 2023/24

<i>Figures exclude internal recharges which have no bottom line impact.</i>	Base Budget 2022/23 £	Technical Adjustments £	Policy Changes £	Budget 2023/24 £
Chief Executive	2,150,460	(260,040)	-	1,890,420
AD Growth & Regeneration	749,460	107,820	88,590	945,870
ED Organisation	496,070	114,210	-	610,280
AD People	1,850,180	493,580	101,420	2,445,180
AD Operations & Leisure	2,920,120	533,980	370,880	3,824,980
ED Finance	85,280	5,350	-	90,630
AD Finance	(1,730,250)	437,350	(1,345,820)	(2,638,720)
ED Communities	-	-	-	-
AD Assets	(528,960)	403,350	-	(125,610)
AD Neighbourhoods	767,150	191,100	(83,000)	875,250
AD Partnerships	760,280	68,330	59,190	887,800
	-	-	-	-
Total Cost of Services	7,519,790	2,095,030	(808,740)	8,806,080
Transfer from Business Rates Reserve	(939,380)	939,380	-	-
Net Cost	6,580,410	3,034,410	(808,740)	8,806,080
Transfer to / (from) Balances	(257,591)	(950,278)	-	(1,207,869)
Revenue Support Grant	(194,648)	(107,360)	-	(302,008)
Retained Business Rates	(13,252,313)	(328,958)	-	(13,581,271)
Less: Tariff payable	10,405,841	281,009	-	10,686,850
Collection Fund Surplus (Council Tax)	(74,584)	15,003	-	(59,581)
Collection Fund Surplus (Business Rates)	1,200,215	(939,915)	-	260,300
Council Tax Requirement	(4,407,330)	(1,003,911)	808,740	(4,602,501)

General Fund – Technical Adjustments 2023/24 (before policy changes)

	Budget 2022/23	Technical Adjustments						Total Adjustments £	Total Adjusted Base 2023/24
		Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	Changes in Recharges £		
Chief Executive	2,150,460	(15,680)	31,870	(9,700)	(50)	44,830	-	51,270	2,201,730
AD Growth & Regeneration	749,460	-	(268,380)	17,730	154,430	204,760	-	108,540	858,000
ED Organisation	496,070	35,750	20,500	33,720	10,550	36,650	-	137,170	633,240
AD People	1,850,180	16,930	(87,940)	42,930	67,080	196,070	-	235,070	2,085,250
AD Operations & Leisure	2,920,120	38,730	(83,440)	61,820	184,200	345,960	-	547,270	3,467,390
ED Finance	85,280	-	-	180	(500)	9,510	-	9,190	94,470
AD Finance	(2,669,630)	(37,000)	2,951,280	12,510	(1,614,090)	208,620	-	1,521,320	(1,148,310)
ED Communities	-	-	-	-	-	-	-	-	-
AD Assets	(528,960)	(38,730)	(199,230)	54,540	545,510	38,990	-	401,080	(127,880)
AD Neighbourhoods	767,150	-	80,000	7,760	(7,820)	60,960	-	140,900	908,050
AD Partnerships	760,280	-	(55,000)	(2,480)	(13,820)	106,530	-	35,230	795,510
Grand Total	6,580,410	-	2,389,660	219,010	(674,510)	1,252,880	-	3,187,040	9,767,450

* Base budget figures before recharge & inflationary adjustments after inclusion of Policy Changes.

HRA Technical Adjustments – 2023/24 (before policy changes)

	Budget 2022/23	Technical Adjustments						Total Adjusted Base 2023/24	
		Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	Changes in Recharges £		Total Adjustments £
HRA Summary	(2,306,580)	-	(1,132,640)	411,070	(1,677,070)	-	-	(2,398,640)	(4,705,220)
ED Communities	53,120	-	-	150	(480)	9,510	-	9,180	62,300
AD People	266,770	-	-	520	(3,040)	20,510	-	17,990	284,760
AD Operations & Leisure	280,300	-	(12,000)	1,270	(9,290)	21,120	-	1,100	281,400
AD Assets	53,790	-	2,000	18,910	141,330	133,620	-	295,860	349,650
AD Neighbourhoods	3,603,290	-	(83,020)	116,170	275,490	234,260	-	542,900	4,146,190
Housing Repairs	-	-	-	-	-	-	-	-	-
Grand Total	1,950,690	-	(1,225,660)	548,090	(1,273,060)	419,020	-	(1,531,610)	419,080

* Base budget figures before recharge & inflationary adjustments after inclusion of Policy Changes.

General Fund 3 Year Revenue Budget Summary

<i>Figures exclude internal recharges which have no bottom line impact.</i>	Base Budget 2022/23 £	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £
Chief Executive	2,150,460	1,890,420	1,920,160	1,914,890
AD Growth & Regeneration	749,460	945,870	905,800	960,980
ED Organisation	496,070	610,280	647,640	674,290
AD People	1,850,180	2,445,180	2,370,020	2,502,840
AD Operations & Leisure	2,920,120	3,824,980	3,691,540	3,793,600
ED Finance	85,280	90,630	93,720	96,890
AD Finance	(1,730,250)	(2,638,720)	(1,314,280)	691,410
ED Communities	-	-	-	-
AD Assets	(528,960)	(125,610)	(93,100)	(58,750)
AD Neighbourhoods	767,150	875,250	875,020	898,610
AD Partnerships	760,280	887,800	1,055,860	1,081,960
Total Cost of Services	7,519,790	8,806,080	10,152,380	12,556,720
Transfer from Business Rates Reserve	(939,380)	-	-	-
Net Cost	6,580,410	8,806,080	10,152,380	12,556,720
Transfer to / (from) Balances	(257,591)	(1,207,869)	(2,096,707)	(4,764,239)
Revenue Support Grant	(194,648)	(302,008)	(308,289)	(314,455)
Retained Business Rates	(13,252,313)	(13,581,271)	(13,863,761)	(15,407,082)
Less: Tariff payable	10,405,841	10,686,850	10,909,136	12,881,073
Collection Fund Surplus (Council Tax)	(74,584)	(59,581)	(33,000)	(33,000)
Collection Fund Surplus (Business Rates)	1,200,215	260,300	-	-
Council Tax Requirement	(4,407,330)	(4,602,501)	(4,759,759)	(4,919,017)

Council Tax levels at each band for 2023/24

Authority:	Tamworth Borough Council Tax 2022/23	Tamworth Borough Council	* Staffordshire County Council	* Office of the Police & Crime Commissioner (OPCC) Staffordshire	* Staffordshire Commissioner Fire and Rescue Authority	Total 2023/24	Total Council Tax 2022/23
	£	£	£	£	£	£	£
Demand/Precept on Collection Fund		4,602,501	34,391,472	6,091,084	1,969,428	47,054,485	
Council Tax Band							
A	127.93	131.26	980.82	173.71	56.17	1,341.96	1,281.41
B	149.25	153.14	1,144.29	202.67	65.53	1,565.63	1,494.97
C	170.57	175.01	1,307.76	231.62	74.89	1,789.28	1,708.54
D	191.89	196.89	1,471.23	260.57	84.25	2,012.94	1,922.11
E	234.53	240.64	1,798.17	318.47	102.97	2,460.25	2,349.25
F	277.17	284.40	2,125.11	376.38	121.69	2,907.58	2,776.38
G	319.82	328.15	2,452.05	434.28	140.42	3,354.90	3,203.52
H	383.78	393.78	2,942.46	521.14	168.50	4,025.88	3,844.22
% increase	2.83%	2.61%	4.99%	4.83%	4.85%	4.73%	3.07%

*
Staffordshire County Council Cabinet 25th January 2023, Medium Term Financial Strategy 2023 / 2028 Budget and Council Tax (County Council, 9th February 2023)

Staffordshire Police, Fire, and Crime Panel – 6th February 2023, Proposed Police Budget and Precept 2023/24

Staffordshire Police, Fire, and Crime Panel – 13th February 2023, Proposed Fire and Rescue Budget and Precept 2023/24

General Fund Capital Programme 2023/24 to 2027/28

General Fund Capital Programme	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Future High Streets Fund	1,848,810	-	-	-	-	1,848,810
Capital Repairs Programme – Castle	100,000	275,000	-	-	-	375,000
Replacement PC's, Servers and Printers	50,000	60,000	60,000	60,000	60,000	290,000
Endpoint Protection and Web-Email Filter	-	-	40,000	-	-	40,000
Town Hall Improvements	688,800	-	-	-	-	688,800
Civica Digital Image Store	56,100	-	-	-	-	56,100
Street Lighting	233,600	120,000	50,960	-	-	404,560
Refrubishment of Play Areas	20,000	-	-	-	-	20,000
Balancing Ponds	230,000	100,000	300,000	220,000	-	850,000
Boardwalk Warwickshire Moor	20,000	-	-	-	-	20,000
Snowdome Footbridge	-	80,000	-	-	-	80,000
Play Area Refurbishment	90,000	50,000	50,000	50,000	50,000	290,000
Disabled Facilities Grant	650,000	650,000	650,000	650,000	650,000	3,250,000
Energy Efficiency Upgrades to Commercial and Industrial Units	75,000	75,000	75,000	75,000	75,000	375,000
Improved security at Depot including gates, alarms and access	120,000	-	-	-	-	120,000
Roofing and renewal of walkways to Caledonian shops	85,000	-	-	-	-	85,000
Roofing and renewal of walkways to Ellerbeck	56,000	-	-	-	-	56,000
Refurbishment of Anker Valley changing rooms to improve facility and address water storage/heating issues.	250,000	100,000	-	-	-	350,000
Installation of 3G pitches at Anker Valley (grant funded)	900,000	-	-	-	-	900,000
Fire and Intruder Alarm Renewals at Tamworth Castle	60,000	-	-	-	-	60,000
Heating Renewals at Tamworth Castle	36,000	-	-	-	-	36,000
Roofing Renewal at Tamworth Castle	110,000	-	-	-	-	110,000
Renewal of Lighting at Depot	50,000	-	-	-	-	50,000
CCTV Upgrades	45,710	45,710	45,710	45,710	45,710	228,550
GF Capital Salaries	45,000	45,000	45,000	45,000	45,000	225,000
Total General Fund Capital	5,820,020	1,600,710	1,316,670	1,145,710	925,710	10,808,820

General Fund Capital Programme	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<u>Proposed Financing:</u>						
Grants - Disabled Facilities	546,890	546,890	546,890	546,890	546,890	2,734,450
Capital Grants	30,000	-	-	-	-	30,000
Section 106 Receipts	-	-	-	-	-	-
General Fund Capital Receipts	170,900	4,400	49,400	59,400	45,000	329,100
Golf Course Receipts	1,848,810	-	-	-	-	1,848,810
Sale of Council House Receipts	307,520	270,420	251,420	242,420	-	1,071,780
General Fund Capital Reserve	230,000	220,000	324,960	20,000	-	794,960
Other Contributions	924,000	24,000	24,000	24,000	24,000	1,020,000
Unsupported Borrowing	1,761,900	535,000	120,000	253,000	309,820	2,979,720
Total	5,820,020	1,600,710	1,316,670	1,145,710	925,710	10,808,820

Housing Revenue Account Capital Programme 2023/24 to 2027/28

<u>Housing Revenue Account Capital Programme</u>	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
	£	£	£	£	£	£
Structural Works	200,000	200,000	200,000	200,000	200,000	1,000,000
Bathroom Renewals	575,000	575,000	575,000	575,000	575,000	2,875,000
Gas Central Heating Upgrades and Renewals	685,500	685,500	685,500	685,500	685,500	3,427,500
Kitchen Renewals	700,000	700,000	700,000	700,000	700,000	3,500,000
Major Roofing Overhaul and Renewals	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Window and Door Renewals	400,000	400,000	400,000	400,000	400,000	2,000,000
Neighbourhood Regeneration	200,000	200,000	200,000	200,000	200,000	1,000,000
Disabled Facilities Adaptations	250,000	250,000	250,000	250,000	250,000	1,250,000
Rewire	150,000	100,000	100,000	100,000	100,000	550,000
CO2 / Smoke Detectors	64,000	64,000	64,000	64,000	64,000	320,000
Sheltered Schemes	70,000	-	-	-	-	70,000
Fire Risk Mitigation Works	300,000	300,000	-	-	-	600,000
Damp and Mould Works	100,000	100,000	100,000	100,000	100,000	500,000
High Rise Refuse Chute Renewals	150,000	150,000	-	-	-	300,000
Works to Achieve Zero Carbon & reducing energy costs including Insulation, Installation of Solar PV to homes	-	1,000,000	1,000,000	1,000,000	-	3,000,000
Sheltered Lifts and Stairlift Renewals	360,000	250,000	50,000	50,000	50,000	760,000
Upgrade Pump Rooms at High Rise	25,000	-	-	-	-	25,000
Retention of Garage Sites	500,000	-	-	-	-	500,000
Works associated with renewal of drainage at High Rise	600,000	-	-	-	-	600,000
Renewal of Roofing at Eringden	185,000	-	-	-	-	185,000
Renewal of Windows at Eringden	255,000	-	-	-	-	255,000
Internal flooring and decoration at Eringden	-	90,000	-	-	-	90,000
Roofing and renewal of walkways to Caledonian shops (HRA)	127,000	-	-	-	-	127,000
Roofing and renewal of walkways to Ellerbeck (HRA)	167,000	-	-	-	-	167,000
Capital Salaries	200,000	200,000	200,000	200,000	200,000	1,000,000
Street Lighting	350,400	180,000	76,440	-	-	606,840
Regeneration & Affordable Housing	250,000	250,000	1,750,000	1,750,000	1,750,000	5,750,000
Total HRA Capital	8,363,900	7,194,500	7,850,940	7,774,500	6,774,500	37,958,340

<u>Housing Revenue Account</u> <u>Capital Programme</u>	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
	£	£	£	£	£	£
<u>Proposed Financing:</u>						
Major Repairs Reserve	2,978,500	2,858,500	2,857,500	2,858,500	3,060,500	14,613,500
HRA Capital Receipts	350,400	150,000	200,000	-	-	700,400
Regeneration Revenue Reserves	3,815,000	3,566,000	3,437,000	2,916,000	2,800,000	16,534,000
Capital Receipts from Additional Council House Sales (1-4-1)	100,000	100,000	700,000	700,000	700,000	2,300,000
Regeneration Reserve	200,000	270,000	446,440	1,300,000	214,000	2,430,440
Affordable Housing Reserve	920,000	250,000	210,000	-	-	1,380,000
Unsupported Borrowing	-	-	-	-	-	-
Total	8,363,900	7,194,500	7,850,940	7,774,500	6,774,500	37,958,340

Key:



Capital appraisal received with New Scheme for 2023/24 or adjusted figures supplied

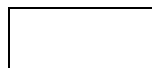


Figure agreed to previous years report or ongoing scheme assumed at same amount



No appraisal received



Confirmation still required



Amended since Base Budget report

Main Assumptions

Inflationary Factors	2023/24	2024/25	2025/26	2026/27	2027/28
Inflation Rate - Pay Awards	4.00%	2.50%	2.50%	2.50%	2.50%
National Insurance	10.25%	10.25%	10.25%	10.25%	10.25%
Superannuation	22.1%	22.1%	22.1%	22.1%	22.1%
Inflation Rate (RPI)	7.00%	3.00%	3.00%	3.00%	3.00%
Inflation Rate (CPI)	5.00%	2.50%	2.50%	2.50%	2.50%
Investment Rates	4.40%	3.30%	2.60%	2.50%	2.80%
Base Interest Rates	3.40%	3.00%	2.50%	2.50%	2.50%

1. For 2021/22 a 1.75% increase in Local Government pay was agreed. For 2022/23, an offer of a £1,925 increase on all pay points has been subject to union ballot and has been agreed. Future years remain uncertain but a 4.0% increase has been assumed for 2023/24 with annual increases of 2.5% p.a. from 2024/25.
2. Overall Fees and Charges will rise generally by 2.5% annually except where a proposal has otherwise been made (car parking charges, corporate & industrial property rental income, statutory set planning fees, leisure fees);
3. Revised estimates for rent allowance / rent rebate subsidy levels have been included;
4. At this stage no changes to the level of recharges between funds has been included;
5. Revenue Support Grant will increase annually by CPI from 2023/24 after an inflationary increase for 2022/23, following the deferral of the funding reforms. The impact for the Council was confirmed by MHCLG as part of the *Local Government Finance Settlement* with a provisional announcement in December 2022.
6. The New Homes Bonus scheme ends in 2023/24 pending decisions the future of the scheme;
7. An increase of £5 p.a. in Council Tax - current indications are that increases of 3% or £5 and above risk 'capping' (£5 for District Councils for 2022/23 was confirmed);
8. The major changes to the previously approved policy changes are included within this forecast – Assistant Directors were issued with the provisional information in August to review, confirm & resubmit by the end of September;
9. Future Pension contribution levels – following an option to 'freeze' the 'lump sum' element for the 3 years from 2020/21 (after the triennial review during 2019), a further overall freeze has been assumed in line with the Actuary's indications for the 3 years from 2023/24 (together with a pre-payment of the 3 year contributions in April 2023). The primary contribution rate will rise to 22.1% from 2023/24 (16.5% 2022/23) with a

corresponding reduction in the lump sum element – better reflecting the split between future costs (funded by the primary contribution) which are expected to rise in line with inflation and past service costs (funded by the lump sum element). 1% p.a. year on year increases have been included from 2026/27;

10. Increase in rent levels capped at 7% - the Government had previously confirmed that social housing annual rent increases can rise by up to the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard. However, DLUHC have consulted on the implementation of a rent cap in 2023/24 (& potentially 2024/25) at 3%, 5% or 7% (with a preferred 5% indicated – subsequently confirmed at 7%). This will mean a rent loss to the HRA of £4.2m over 5 years based on a 7% rent cap. Current indications that sales of council houses will be approximately 30 per annum.
11. Forecasts have been informed by the Bank of England Inflation report (August 2022), HM Treasury – Forecasts for the UK Economy (August 2022), Office for Budget Responsibility Economic & Fiscal Outlook (March 2022). Any significant variances will be considered later in the budget setting process.

Sensitivity Analysis (3 years)

Sensitivity Analysis

	Risk	2023/24 £'000	2024/25 £'000	2025/26 £'000
Pay Award / National Insurance (GF)				
Impact +/- 1.0% Variance £'000	L	106	215	328
Budget Impact over 1 year	L	106		
Budget Impact over 3 years	M	649		
Budget Impact over 5 years	H	1658		
Pay Award / National Insurance (HRA)				
Impact +/- 1.0% Variance £'000	L	34	69	105
Budget Impact over 1 years	L	34		
Budget Impact over 3 years	L	208		
Budget Impact over 5 years	M	532		
Pension Costs				
Impact +/- 1.% Variance £'000	L	0	0	0
Budget Impact over 1 year	L	0		
Budget Impact over 3 years	L	0		
Budget Impact over 5 years	M	465		
Council Tax				
Impact on Council Tax income £'000		19	44	71
Budget Impact over 1 year	L	19		
Budget Impact over 3 years	L	134		
Budget Impact over 5 years	M	362		
Inflation / CPI				
Impact +/- 1.0% Variance £'000	L	138	279	425
Budget Impact over 1 year	L	138		
Budget Impact over 3 years	M	842		
Budget Impact over 5 years	H	2135		
Government Grant				
Impact +/- 1.0% Variance £'000	L	44	89	118
Budget Impact over 1 year	L	44		
Budget Impact over 3 years	M	251		
Budget Impact over 5 years	H	574		

	Risk	2023/24 £'000	2024/25 £'000	2025/26 £'000
Investment Interest				
Impact +/- 1.0% Variance £'000	M	336	487	609
Budget Impact over 1 year	M	336		
Budget Impact over 3 years	H	1432		
Budget Impact over 5 years	H	3036		
Key Income Streams (GF)				
Impact +/- 10% Variance £'000	L	168	342	520
Budget Impact over 1 year	L	168		
Budget Impact over 3 years	L	1030		
Budget Impact over 5 years	L	2623		
Key Income Streams (HRA)				
Impact +/- 1.0% Variance £'000	L	209	427	646
Budget Impact over 1 years	L	209		
Budget Impact over 3 years	H	1282		
Budget Impact over 5 years	H	3252		
Business Rates				
Impact +/- 1.0% Variance £'000	L	148	299	453
Budget Impact over 1 year	L	148		
Budget Impact over 3 years	M	900		
Budget Impact over 5 years	H	2281		

Contingencies 2023/24 – 2027/28

Revenue	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Specific Earmarked &	£'000	£'000	£'000	£'000	£'000	£'000
General						
General Fund						
HM King Charles III Coronation	-	50	-	-	-	-
General Contingency						
<i>General Contingency</i>	169	100	100	100	100	100
Total General Contingency	169	100	100	100	100	100
Total GF Revenue	169	150	100	100	100	100
Housing Revenue Account						
<i>HRA - General Contingency</i>	130	130	130	130	130	130
Total HRA Revenue	130	130	130	130	130	130

Capital	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Specific Earmarked &	£'000	£'000	£'000	£'000	£'000	£'000
General						
General Fund						
General Contingency	100	-	-	-	-	-
Return on Investment	20	-	-	-	-	-
Plant & Equipment	100	-	-	-	-	-
Castle Curtain Wall	30	-	-	-	-	-
Total GF Capital*	250	-	-	-	-	-
Housing Revenue Account						
General Contingency	100	-	-	-	-	-
Total HRA Capital*	100	-	-	-	-	-

* Forecast to be re-profiled from 2022/23 Capital Programme

This page is intentionally left blank

TREASURY MANAGEMENT STRATEGY STATEMENT, TREASURY MANAGEMENT POLICY STATEMENT, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2023/24

Purpose

To comply with the requirement of the Council's Treasury Management Policy in reporting to Council the proposed strategy for the forthcoming year and the Local Government Act 2003 with the reporting of the Prudential Indicators.

Executive Summary

The Local Government Act 2003 requires the Council to produce prudential indicators in line with the Prudential Code.

This report outlines the Council's prudential indicators for 2023/24 – 2025/26 and sets out the expected Treasury operations for this period. This report and associated tables fulfil the statutory requirement of the Local Government Act 2003 by:

- Reporting the prudential indicators as required by the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities;
- Setting the Council's Minimum Revenue Provision (MRP) Policy, which defines how the Council will pay for capital assets through revenue contributions each year (as required by Regulation under the Local Government and Public Involvement in Health Act 2007);
- Setting the Treasury Management Strategy in accordance with the CIPFA Code of Practice on Treasury Management;
- Adopting the Council's Treasury Management Policy Statement as recommended within the CIPFA Code of Practice 2021;
- Setting the Investment Strategy (in accordance with the Ministry of Housing, Communities and Local Government (MHCLG) investment guidance); and
- Affirming the effective management and responsibility for the control of risk and clearly identifying our appetite for risk. The Council's risk appetite is low in order to give priority to **Security**, **Liquidity** then **Yield** (or return on investments).

Under the requirements of the CIPFA Code of Practice and associated Guidance Notes 2021, the following four clauses have been adopted:

1. This Council will create and maintain, as the cornerstones for effective treasury and investment management:

- a. A treasury management policy statement stating the policies, objectives and approach to risk management of its treasury management activities
 - b. Suitable treasury management practices (TMPs) setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities
 - c. Investment management practices (IMPs) for investments that are not for treasury management purposes.
2. This Council will receive reports on its treasury and investment management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close in the form prescribed in its TMPs and IMPs.
 3. This Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for the execution and administration of treasury management decisions to the Executive Director Finance, who will act in accordance with the organisation's policy statement, TMPs and IMPs, and, as a CIPFA member, CIPFA's Standard of Professional Practice on treasury management.
 4. This organisation nominates the Audit and Governance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Equalities Implications

There are no equalities implications arising from the report.

Legal Implications

Approval of Prudential Indicators and an Annual Investment Strategy is a legal requirement of the Local Government Act 2003. Members are required under the CIPFA Code of Practice to have ownership and understanding when making decisions on Treasury Management matters.

Resource and Value for Money Implications

All financial resource implications are detailed in the body of this report which links to the Council's Medium Term Financial Strategy and Capital Strategy.

Risk Implications

Risk is inherent in Treasury Management and as such a risk based approach has been adopted throughout the report with regard to Treasury Management processes.

A Glossary of terms utilised within the report can be found at **ANNEX 9**.

Report Author Please contact Omotayo Lawal, Head of Finance, ext 246 or Stefan Garner, Executive Director Finance, ext 242.

Background Papers:-	<i>Budget & Medium Term Financial Strategy 2023/24</i>
	<i>Mid-year Treasury Report 2022/23 Council, 13/12/22</i>
	<i>Annual Treasury Report 2021/22 Council 27/09/22</i>
	<i>Treasury Management Strategy Statement, Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement & Annual Investment Statement 2022/23 Council 22/02/22</i>
	<i>Treasury Management Training slides 20th November 2019</i>
	<i>CIPFA Code of Practice on Treasury Management in Public Services 2017</i>
	<i>CIPFA Code of Practice on Treasury Management in Public Services 2021</i>
	<i>CIPFA Prudential Code for Capital Finance in Local Authorities 2021</i>
	<i>DCLG Guidance on Local Government Investments March 2010</i>
	<i>Local Government Act 2003</i>
	<i>Treasury Management Practices 2023/24 (Operational Detail)</i>

1. INTRODUCTION

1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the Treasury Management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the Treasury Management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities.

1.2 Updated Treasury Management and Prudential Codes

CIPFA released new editions of the Treasury Management Code and Prudential Code on 20th December 2021, with reporting requirements effective from 2023/24 financial year. The main objective of the 2021 Codes was to respond to the major expansion of local authority investment activity over the past few years into the purchase of non-financial investments, particularly property. The Codes require an authority to ensure that: -

- it defines its risk appetite and its governance processes for managing risk.
- it sets out, at a high level, its investment policy in relation to environmental, social and governance aspects.
- it adopts a new liability benchmark treasury indicator to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained.
- it does not borrow to finance capital expenditure to invest primarily for commercial return.

- increases in the CFR and borrowing are undertaken solely for purposes directly and primarily related to the functions of the authority. Where any financial returns are related to the financial viability of the project in question, they should be incidental to its primary purpose.
- an annual review is conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt.
- its capital plans and investment plans are affordable and proportionate.
- all borrowing/other long-term liabilities are within prudent and sustainable levels.
- risks associated with commercial investments are proportionate to overall financial capacity to sustain losses.
- treasury management decisions are in accordance with good professional practice.
- reporting to members is done quarterly, including updates of prudential indicators.
- it should assess the risks and rewards of significant investments over the **LONG TERM**, as opposed to the usual three to five years that most local authority financial planning has been conducted over, to ensure the long-term financial sustainability of the authority.
- it has access to the appropriate level of **expertise** to be able to operate safely in all areas of investment and capital expenditure, and to involve members adequately in making properly informed decisions on such investments.

The revised Treasury Management Code requires all investments and investment income to be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to an authority's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

1.3 Reporting Requirements

1.3.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a capital strategy report which will provide the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- an overview of how the associated risk is managed;
- the implications for future financial sustainability.

The aim of the capital strategy is to ensure that all elected members on the full Council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

The capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset.

1.3.2 Treasury Management Reporting

The Council is currently required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and Treasury Indicators and Treasury Strategy (this report) –

The first, and most important, report is forward looking and covers:

- the capital plans (including prudential indicators);
- a Minimum Revenue Provision (MRP) Policy (how residual capital expenditure is charged to revenue over time);
- the Treasury Management Strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an Investment Strategy (the parameters on how investments are to be managed).

A Mid Year Treasury Management Report

This is primarily a progress report and will update Members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.

An Annual Treasury Report

This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Audit and Governance Committee.

Quarterly reports – In addition to the three major reports detailed above, from 2023/24 quarterly reporting (end of June/ September/ December) is also required. However, these additional reports do not have to be reported to Full Council but do require to be adequately scrutinised. This role will be undertaken by the Corporate Scrutiny Committee as part of their review of the quarterly Performance Healthcheck.

1.4 Treasury Management Strategy for 2023/24

The strategy for 2023/24 covers two main areas:

Capital Issues

- the capital expenditure plans and the associated Prudential Indicators;
- the Minimum Revenue Provision (MRP) policy.

Treasury Management Issues

- the current treasury position;
- treasury indicators which will limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, DLUHC Investment Guidance, DLUHC MRP Guidance, the CIPFA Prudential Code, and the CIPFA Treasury Management Code.

1.5 Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that Members with responsibility for treasury management receive adequate training in treasury management. This especially applies to Members responsible for scrutiny.

Furthermore, the Code states that they expect all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.

The scale and nature of this will depend on the size and complexity of the organisation's treasury management needs. Organisations should consider how to assess whether treasury management staff and Council members have the required knowledge and skills to undertake their roles and whether they have been able to maintain those skills and keep them up to date.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and board/council members.
- Require treasury management officers and Council members to undertake self-assessment against the required competencies.
- Have regular communication with officers and board/council members, encouraging them to highlight training needs on an ongoing basis.”

In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a self-assessment by members responsible for the scrutiny of treasury management, with a template available which will be taken to Audit and Governance Committee and used to inform Member training requirements.

Training on Treasury Management issues was most recently delivered for Members in February 2022, with training on the Corporate Capital Strategy in February 2020, and will be provided as and when required. Further training is planned in February 2023. The training needs of Treasury Management officers are regularly reviewed. A formal record of the training received by officers central to the Treasury function will be maintained by the AD Finance. Similarly, a formal record of the treasury management/capital finance training received by members will also be maintained by the AD Finance.

1.6 Treasury Management Consultants

The Council uses Link Group, Treasury Solutions as its external treasury management advisors.

The Council recognises that responsibility for Treasury Management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisors.

It also recognises that there is value in employing external providers of Treasury Management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

2. THE CAPITAL PRUDENTIAL INDICATORS 2023/24 – 2025/26

The Council’s Capital Expenditure plans are the key driver of Treasury Management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members’ overview and confirm capital expenditure plans.

2.1 Capital Expenditure

This prudential Indicator is a summary of the Council's Capital Expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecast.

Capital Expenditure £m	2021/22 Actual	2022/23 Predicted Outturn*	2022/23 Budget	2022/23 Re- profiling	2023/24 Estimate**	2024/25 Estimate	2025/26 Estimate
Non-HRA	3.740	5.805	26.431	20.550	5.820	1.601	1.317
HRA	9.993	15.695	22.012	6.249	8.364	7.194	7.851
Commercial Activities/Non- Financial Investments ***	4.083	0.100	4.718	4.618	-	-	-
Total	17.816	21.600	53.162	31.417	14.184	8.795	9.168

* Actual Projected at Period 9

** excludes projected slippage from 2022/23

*** commercial activities/non-financial investments relate to investments in property funds.

The projected slippage into 2023/24 of £31.4m relates mainly to Future High Street Funds (FHSF) schemes, Solway LATC, and Regeneration & Affordable Housing schemes.

Other long-term liabilities - the above financing need excludes other long-term liabilities, such as PFI and leasing arrangements which already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Capital Financing (GF/HRA)	2021/22 Actual	2022/23 Predicted Outturn*	2022/23 Budget	2022/23 Re- profiling	2023/24 Estimate**	2024/25 Estimate	2025/26 Estimate
Capital Receipts	6.997	2.922	8.938	6.871	2.778	0.525	1.201
Capital Grants	3.082	5.509	21.410	15.826	1.501	0.571	0.571
Capital Reserves	4.403	7.856	13.183	4.402	5.165	4.306	4.418
Revenue Reserves	2.784	5.050	6.617	1.567	2.979	2.859	2.858
Revenue Contributions	0.066	-	-	-	-	-	-
Net financing need for the year	0.483	0.264	3.015	2.751	1.762	0.535	0.120
Total	17.816	21.600	53.162	31.417	14.184	8.795	9.168

* Actual Projected at Period 9

** excludes projected slippage from 2022/23

The net financing need for commercial activities/non-financial investments included in the above table against expenditure is shown below:

Commercial Activities/Non-Financial Investments	2021/22 Actual	2022/23 Predicted Outturn*	2022/23 Budget	2022/23 Re- profiling	2023/24 Estimate**	2024/25 Estimate	2025/26 Estimate
Capital Expenditure	4.083	0.100	4.718	4.618	-	-	-
Financing Costs	(4.083)	(0.100)	(4.718)	(4.618)	-	-	-
Net financing need for the year	-	-	-	-	-	-	-
Percentage of total net financing need %	-	-	-	-	-	-	-

2.2 The Council's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the Minimum Revenue Provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has no such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£m	2021/22 Actual	2022/23 Revised Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Capital Financing Requirement					
CFR – non housing	3.937	3.909	6.608	6.729	6.419
CFR – housing	69.893	69.982	71.582	71.582	71.582
CFR - commercial activities	-	-	-	-	-
Total CFR	73.831	73.890	78.190	78.310	78.000
Movement in CFR	0.325	0.060	4.299	0.121	(0.310)

Movement in CFR represented by					
Net financing need for the year (above)	0.483	0.264	4.513	0.535	0.120
Less MRP/VRP and other financing movements	(0.158)	(0.204)	(0.214)	(0.414)	(0.430)
Movement in CFR	0.325	0.060	4.299	0.121	(0.310)

* CFR 2021/22 £73.831m

A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the Council's overall financial position. The capital expenditure figures shown in 2.1 and the details above demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the Council's remaining activity.

2.3 Liability Benchmark

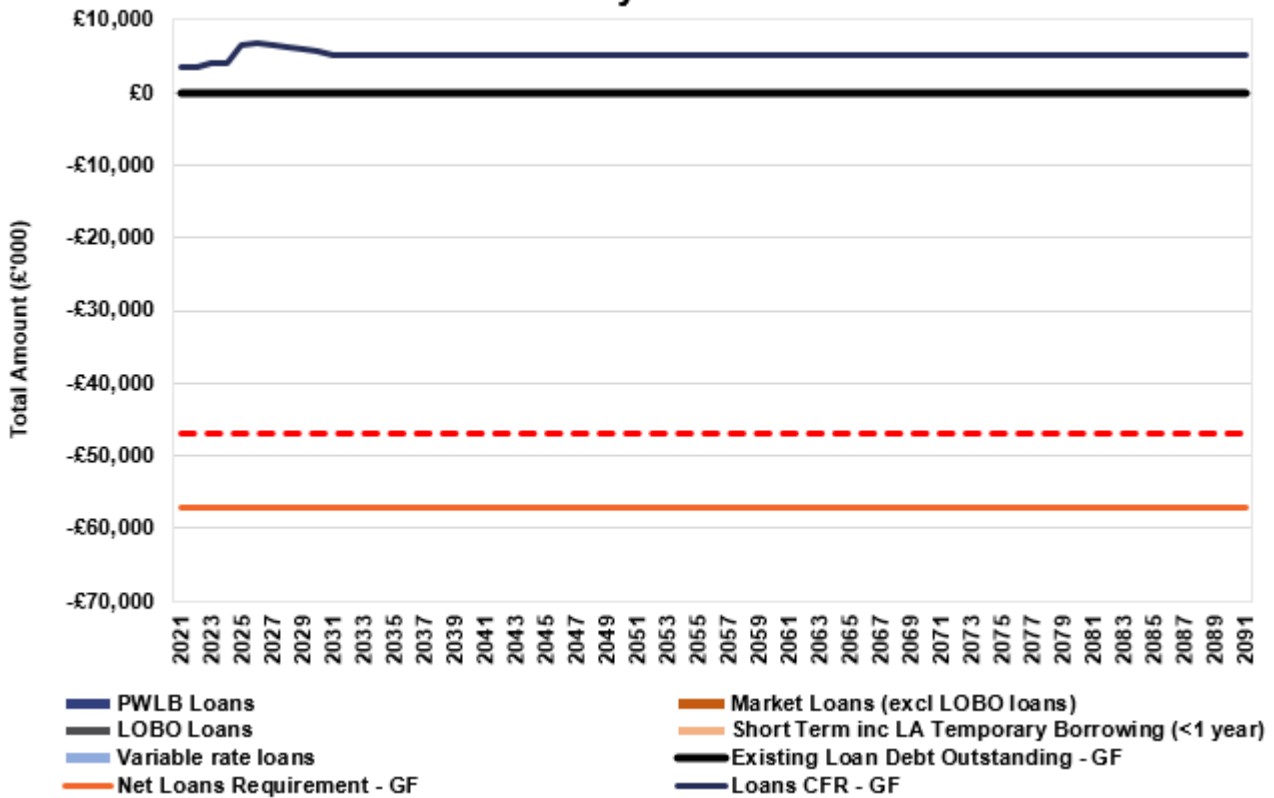
A third and new prudential indicator for 2023/24 is the Liability Benchmark (LB). The Council is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum. The liability benchmark analysis should be seen as a tool which will assist the Council with its future borrowing requirements and it highlights the Council's optimum position for external borrowing.

There are four components to the LB: -

1. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
2. **Loans CFR:** this is calculated in accordance with the loans Capital Financing Requirement definition in the Prudential Code, reflecting the Council's borrowing need and projected into the future based on approved prudential borrowing and planned MRP.
3. **Net loans requirement:** this will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark (or gross loans requirement):** this is a forecast of the level of gross loan debt the Council will require in line with its budget plans. It is based on the net loans requirement, plus a liquidity allowance for treasury management investments, which is an estimate of the level of short-term investments needed to provide an adequate level of liquidity for daily cash flow management. We have estimated our liquidity allowance at £10m.

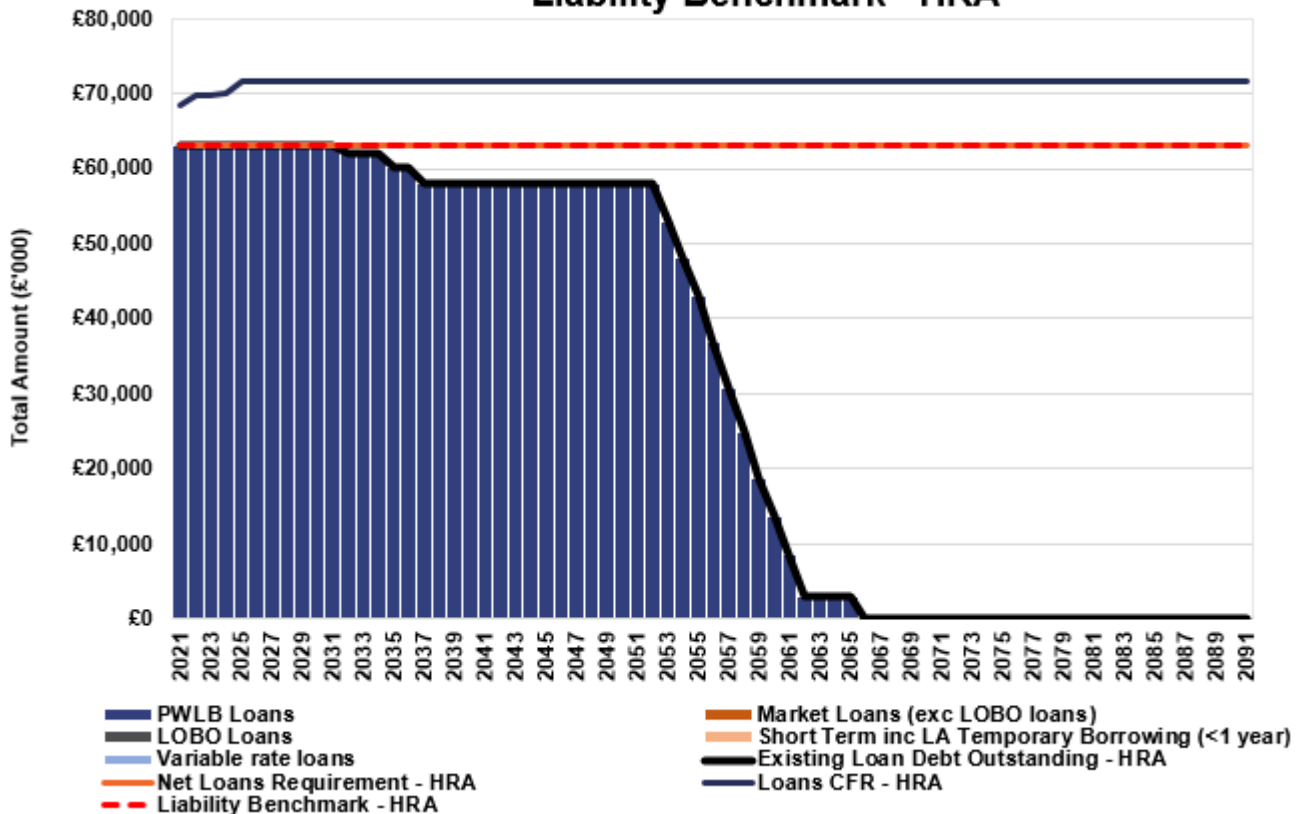
The following graphs detail the liability benchmark for each of the General Fund and HRA, and then the combined position.

Liability Benchmark - General Fund

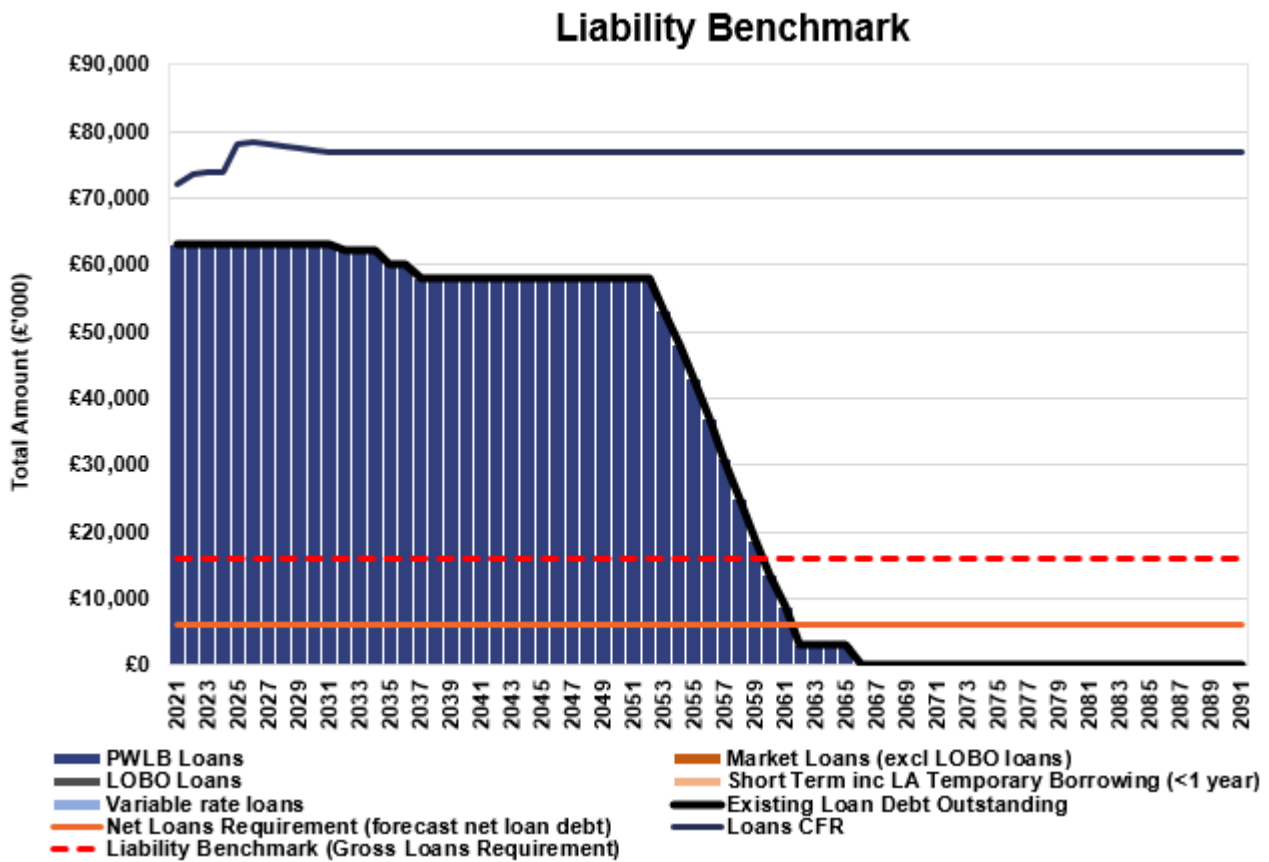


The net loans requirement and liability benchmark for the General Fund is negative as this is reflective of the balance of GF treasury investments held.

Liability Benchmark - HRA



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



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

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

2.4 Core Funds and Expected Investment Balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Year End Resources £m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Fund Balances/Reserves	42.366	36.875	11.699	8.841	3.785
Capital Receipts	14.804	13.092	6.554	7.124	7.218
Provisions*	1.916	1.916	1.916	1.916	1.916
Other	-	-	-	-	-
Total Core Funds	59.086	51.883	20.169	17.881	12.919
Working Capital**	32.004	20.211	10.154	4.771	9.358
(Under)/Over Borrowing	(10.770)	(10.830)	(15.129)	(15.250)	(14.940)
Expected Investments	80.320	61.264	15.194	7.402	7.336

* Includes full provision for NNDR appeals

** Working capital balances shown are estimated year end; these may be higher mid year.

2.5 Minimum Revenue Provision (MRP) Policy Statement

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Council has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).

The Authority is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2018) gives four ready-made options for calculating MRP, but the Authority can use any other reasonable basis that it can justify as prudent.

The MRP policy statement requires full council approval (or closest equivalent level) in advance of each financial year.

For Capital Expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

- **Existing practice** - MRP will follow the existing practice outlined in former DLUHC regulations (option 1)

This option provides for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

- **Asset Life Method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

This option provides for a reduction in the borrowing need over approximately the asset's life.

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place). Repayments included in annual PFI or finance leases are applied as MRP.

MRP Overpayments – Under the MRP guidance, any charges made in excess of the statutory MRP can be made, known as voluntary revenue provision (VRP).

VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. The Council has made no VRP overpayments.

3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The Treasury Management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current Portfolio Position

The overall Treasury Management portfolio as at 31st March 2022 and for the position as at 31st December 2022 are shown below for both borrowing and investments.

	TREASURY PORTFOLIO			
	ACTUAL AT 31/3/22		CURRENT AT 31/12/22	
	£m	%	£m	%
Treasury Investments				
Banks	38.767	48.36	54.000	60.51
Building Societies	-	-	-	-
Local Authorities	15.000	18.71	15.000	16.81
DMADF (H M Treasury)	-	-	-	-
Money Market Funds	13.299	16.59	9.260	10.38
Certificates of Deposit	-	-	-	-
Total Managed in-House	67.066	83.66	78.260	87.69
Bond Funds	-	-	-	-
Property Funds	13.095	16.34	10.984	12.31
Total Managed Externally	13.095	16.34	10.984	12.31
Total Treasury Investments	80.160	100	89.244	100
Treasury External Borrowing				
Local Authorities	-	-	-	-
PWLB	63.060	100	63.060	100
Total External Borrowing	63.060	100	63.060	100
Net Treasury Investments/(Borrowing)	17.100		26.184	

The Council's forward projections for borrowing are summarised below. The table shows the actual

external debt, against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

Treasury Portfolio	2021/22 Actual £000's	2022/23 Estimate £000's	2023/24 Estimate £000's	2024/25 Estimate £000's	2025/26 Estimate £000's
External Debt					
Debt at 1st April	63.060	63.060	63.060	63.060	63.060
Expected change in Debt	-	-	-	-	-
Actual gross debt at 31st March	63.060	63.060	63.060	63.060	63.060
The Capital Financing Requirement	73.831	73.890	78.190	78.310	78.000
Under / (over) borrowing	10.770	10.830	15.129	15.250	14.940

Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Executive Director Finance (the Section 151 Officer) reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.2. Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary - This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

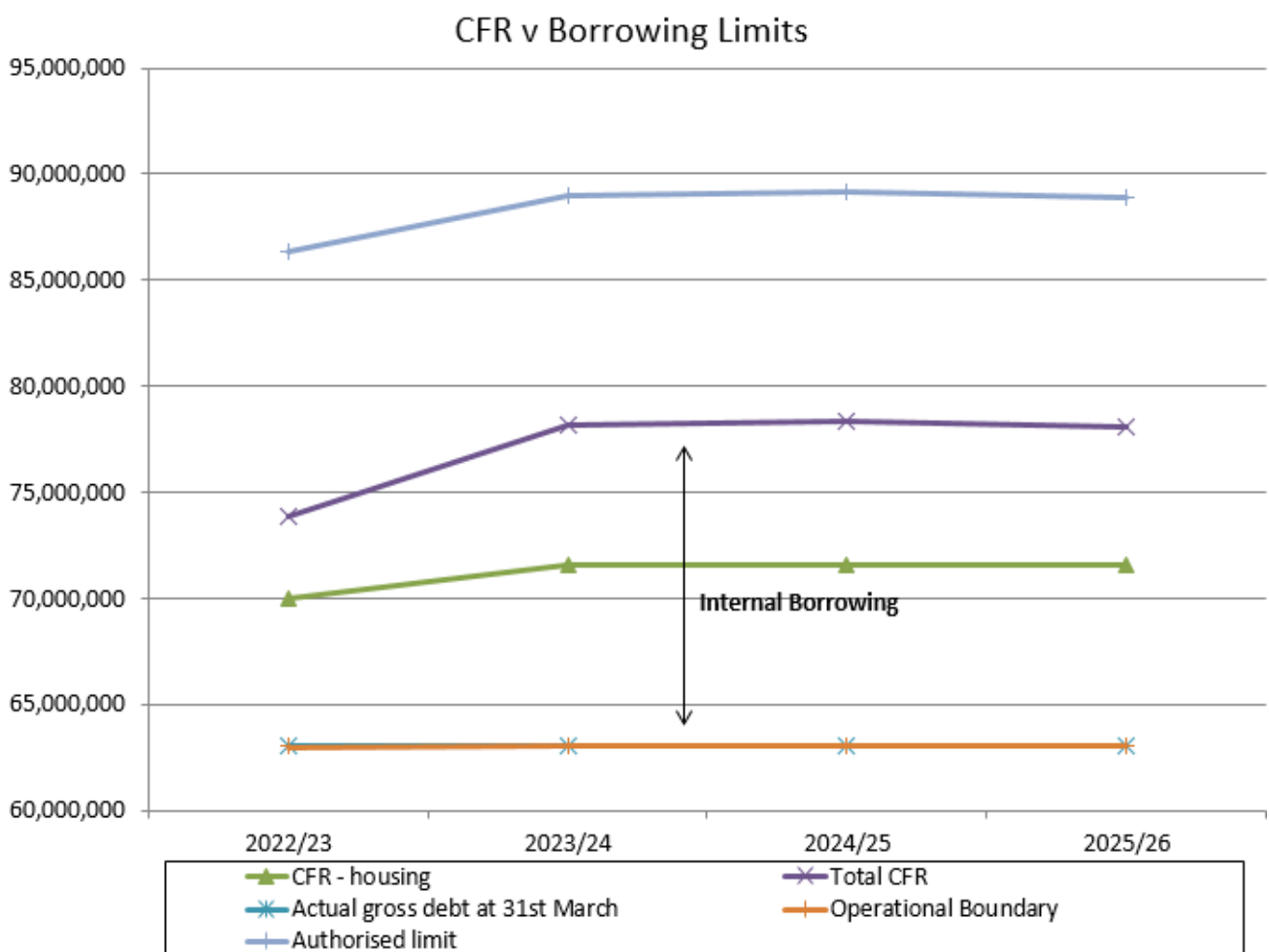
Operational Boundary	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Borrowing	63.060	63.060	63.060	63.060
Other long term liabilities	-	-	-	-
Commercial Activities/non-financial Investments	-	-	-	-
Total	63.060	63.060	63.060	63.060

The Authorised Limit for external debt – This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

The Council is asked to approve the following Authorised Limit:

Authorised limit	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Borrowing	86.316	89.015	89.136	88.826
Total	86.316	89.015	89.136	88.826



3.3. Prospects for Interest Rates

The Council has appointed Link Group as its Treasury Advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 7th February 2023. These are forecasts for certainty rates, gilt yields plus 80bps:

Link Group Interest Rate View	07.02.23												
	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
BANK RATE	4.25	4.50	4.50	4.25	4.00	3.75	3.25	3.00	2.75	2.75	2.50	2.50	2.50
3 month ave earnings	4.30	4.50	4.50	4.30	4.00	3.80	3.30	3.00	2.80	2.80	2.50	2.50	2.50
6 month ave earnings	4.40	4.50	4.40	4.20	3.90	3.70	3.20	2.90	2.80	2.80	2.60	2.60	2.60
12 month ave earnings	4.50	4.50	4.40	4.20	3.80	3.60	3.10	2.70	2.70	2.70	2.70	2.70	2.70
5 yr PWLB	4.00	4.00	3.90	3.80	3.70	3.60	3.50	3.40	3.30	3.20	3.10	3.10	3.10
10 yr PWLB	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.50	3.40	3.30	3.30	3.20
25 yr PWLB	4.60	4.60	4.40	4.30	4.20	4.10	3.90	3.80	3.70	3.60	3.50	3.40	3.40
50 yr PWLB	4.30	4.30	4.20	4.10	3.90	3.80	3.60	3.60	3.40	3.30	3.20	3.20	3.10

Additional notes by Link on this forecast table: -

Our central forecast for interest rates was updated on 19 December and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by delivering a succession of rate increases. This has happened but the Government's continued policy of emphasising fiscal rectitude will probably mean Bank Rate will not need to increase to further than 4.5%.

Further down the road, we anticipate the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures are behind us – but that timing will be one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged. Our best judgment is that there will be scope for an early Christmas present for households with a December rate cut priced in, ahead of further reductions in 2024 and 2025.

The CPI measure of inflation looks to have peaked at 11.1% in Q4 2022 (currently 10.5%). Despite the cost-of-living squeeze that is still taking shape, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market.

Regarding the plan to sell £10bn of gilts back into the market each quarter (Quantitative Tightening), this has started and will focus on the short, medium and longer end of the curve in equal measure.

In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but the on-going conflict between Russia and Ukraine. (More recently, the heightened tensions between China/Taiwan/US also have the potential to have a wider and negative economic impact.)

On the positive side, consumers are still estimated to be sitting on significant excess savings left over from the pandemic so that will cushion some of the impact of the above challenges. However, most of those are held by more affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

PWLB RATES

- The yield curve movements have become less volatile of late and PWLB 5 to 50 years Certainty Rates are, generally, in the range of 3.75% to 4.75%.
- We view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate and the elevated inflation outlook.

The balance of risks to the UK economy: -

- The overall balance of risks to economic growth in the UK is to the downside.

Downside risks to current forecasts for UK gilt yields and PWLB rates include: -

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).
- **The Bank of England** acts too quickly, or too far, over the next year to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Geopolitical risks**, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates: -

- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project or even necessitates a further series of increases in Bank Rate later in the year or in 2024.
- **The pound weakens** because of a lack of confidence in the UK Government's fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer term **US treasury yields** rise strongly if inflation remains more stubborn than the market currently anticipates, pulling gilt yields up higher consequently.
- Projected **gilt issuance, inclusive of natural maturities and QT**, could be too much for the markets to comfortably digest without higher yields consequently.

Borrowing advice: Our long-term (beyond 10 years) forecast for Bank Rate stands at 2.5%. As all PWLB certainty rates are currently above this level, borrowing strategies will need to be reviewed in that context. Better value can generally be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should be considered. Temporary borrowing rates are likely, however, to remain near Bank Rate and may also prove attractive whilst the market waits for inflation, and therein gilt yields, to drop back later in 2023.

Our suggested budgeted earnings rates for investments up to about three months' duration in each financial year are rounded to the nearest 10bps as follows: -

Average earnings in each year	
2022/23 (remainder)	4.30%
2023/24	4.30%
2024/25	3.20%
2025/26	2.60%
2026/27	2.50%
Years 6 to 10	2.80%
Years 10+	2.80%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

3.4 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2023/24 treasury operations. The Executive Director Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- * *if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then borrowing will be postponed.*
- * *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, perhaps arising from an acceleration 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 will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported to Council at the next available opportunity.

3.5 Policy on Borrowing in Advance of Need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.6. Debt Rescheduling

Rescheduling of current borrowing in our debt portfolio is unlikely to occur as there is still a very large difference between premature redemption rates and new borrowing rates. If rescheduling was to be done, it will be reported to the Council at the earliest meeting following its action.

3.7 New Financial Institutions as a Source of Borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points for both HRA and non-HRA borrowing. Where appropriate, consideration will be given to sourcing funding at cheaper rates from the following in order to finance capital expenditure for non-HRA and infrastructure purposes:

- Local authorities (primarily shorter dated maturities out to 3 years or so – still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years)
- Municipal Bonds Agency
- UK Infrastructure Bank

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

3.8 Approved Sources of Long and Short term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
Municipal bond agency	●	●
Local authorities	●	●
Banks	●	●
Pension funds	●	●
Insurance companies	●	●
UK Infrastructure Bank	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock issues	●	●
Local temporary	●	●

Local Bonds	●	
Local authority bills	●	●
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Finance leases	●	●

4. ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy – Management of Risk

The Department of Levelling Up, Housing and Communities (DLUHC – this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

The Council’s investment policy has regard to the following:-

- DLUHC’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2021

The Council’s investment priorities will be security first, portfolio liquidity second, and then yield (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council’s risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider “laddering” investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated.

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This Council has adopted a prudent approach to managing risk and defines its risk appetite by the following means:-

- 1) Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.
- 2) **Other Information:** Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the

markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.

- 3) **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 4) This Council has defined the list of **types of investment instruments** that the Treasury Management team are authorised to use. There are two lists in Annex 4 under the categories of ‘specified’ and ‘non-specified’ investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year, or have less than a year left to run to maturity if they were originally classified as being non-specified investments solely due to the maturity period exceeding one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
- 5) **Non-specified investments limit.** The Council has determined that it will limit the maximum total exposure to non-specified investments as being 35% of the total investment portfolio (see paragraph 4.3)
- 6) **Lending limits** (amounts and maturity) for each counterparty will be set though applying the matrix table in paragraph 4.2
- 7) **Transaction limits** are set for each type of investment in 4.2
- 8) This Council will set a limit for the amount of its investments which are invested for **longer than 365 days** (see paragraph 4.4)
- 9) Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating** (see paragraph 4.3)
- 10) This Council has engaged **external consultants** (see paragraph 1.5) to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this Council in the context of the expected level of cash balances and need for liquidity throughout the year.
- 11) All investments will be denominated in **sterling**.
- 12) As a result of the change in accounting standards for 2022/23 under IFRS 9, this Authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23.. The Department for Levelling Up, Housing and Communities (DLUHC) has announced that the IFRS 9 statutory override in local government will be extended for another two years until 31 March 2025.

- 13) This Council will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

Changes in risk management policy from last year. The above criteria are unchanged from last year.

4.2 Creditworthiness Policy

This Council applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- 'watches' and 'outlooks' from credit rating agencies;
- CDS spreads that may give early warning of changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned watches and outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years *
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council uses will be a short term rating (Fitch or equivalents) of F1 and a Long Term rating of A -. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored on a daily basis/as and when notified. The Council is alerted to changes to ratings of all three agencies through its use of the Link creditworthiness service:

- if a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately;
- in addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, as well as information on any external support for banks, to help support its decision making process.

Counterparty	Colour (and long term rating where applicable)	Money and/or % Limit	Time Limit
Banks/Building Societies *	Yellow	£10m	5yrs
Banks/Building Societies	Purple	£10m	2 yrs
Banks/Building Societies	Orange	£10m	1 yr
Banks – part nationalised	Blue	£10m	1 yr
Banks/Building Societies	Red	£10m	6 mths
Banks/Building Societies	Green	£10m	100 days
Banks/Building Societies	No colour	Not to be used	
Council's banker (where "No Colour")	No colour	£2m	1 day
DMADF	UK sovereign	£10m	6 months

	rating		
Local authorities	n/a	£10m	5yrs
	Fund Rating **	Money and/or % Limit	Time Limit
Money Market Funds CNAV	AAA	£10m	Liquid
Money Market Funds LVNAV	AAA	£10m	Liquid
Money Market Funds VNAV	AAA	£10m	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark pink / AAA	£10m	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.50	Light pink / AAA	£10m	Liquid

* The yellow colour category is for UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt – see Annex 4.

** 'Fund' ratings are different to individual counterparty ratings, coming under either specific 'MMF' or 'Bond Fund' rating criteria.

Creditworthiness

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, more recently the UK sovereign debt rating has been placed on Negative Outlook by the three major rating agencies in the wake of the Truss/Kwarteng unfunded tax-cuts policy. Although the Sunak/Hunt government has calmed markets, the outcome of the rating agency reviews is unknown at present, but it is possible the UK sovereign debt rating will be downgraded. Accordingly, when setting minimum sovereign debt ratings, this Authority will not set a minimum rating for the UK.

CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards at the end of March/early April 2020 due to the heightened market uncertainty and ensuing liquidity crisis that affected financial markets, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS

prices as part of their creditworthiness service to local authorities and the Council has access to this information via its Link-provided Passport portal.

4.3 Other Limits

Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

- a) **Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure to non-specified investments as being 35% of the total investment portfolio.
- b) **Country limit.** The Council has determined that it will only use approved counterparties from the UK and from countries with a minimum sovereign credit rating of 'AA-' from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Annex 5. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.
- c) **Other limits.** In addition:-
 - no more than 25% will be placed with any non-UK country at any time;
 - a limit of £14m per group will apply to a group of companies;
 - sector limits will be monitored regularly for appropriateness.

4.4 Investment Strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flows, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Investment Returns Expectations

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to reach 4.5% in Q2 2023

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows: -

Average earnings in each year	
2022/23 (remainder)	4.30%
2023/24	4.30%
2024/25	3.20%
2025/26	2.60%
2026/27	2.50%
Years 6 to 10	2.80%
Years 10+	2.80%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

Investment Treasury Indicator and Limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit: -

Upper limit for principal sums invested for longer than 365 days			
	2023/24 £m	2024/25 £m	2025/26 £m
Principal sums invested > 365 days	5.318	2.591	2.568
Current investments as at 31.12.22 in excess of 1 year maturing in each year	-	-	-

4.5 Investment Performance/Risk Benchmarking

This Council will use an investment benchmark to assess the investment performance of its investment portfolio of 3 month SONIA.

4.6 End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

5. ANNEXES

1. Prudential and Treasury Indicators
2. Interest Rate Forecasts
3. Economic Background
4. TMP 1 Credit & Counterparty Risk Management
5. Approved Countries for investments
6. Treasury Management Scheme of Delegation
7. The Treasury Management Role of the Section 151 Officer
8. Treasury Management Practices
9. Treasury Management Glossary of Terms
10. Prudential Indicators – Definitions/Interpretation

ANNEX 1

THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2023/24 – 2025/26

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

1 Capital expenditure

A breakdown of capital expenditure by Directorate is detailed within the Performance Healthcheck reported quarterly to Cabinet.

2 Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

a) Ratio of financing costs to 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 (net cost of services).

Ratio of financing costs to net revenue stream.	2021/22 Actual %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %
Non-HRA	(6.74)%	(6.40)%	(18.17)%	(6.17)%	(3.66)%
HRA	28.16%	27.33%	26.48%	25.46%	25.39%
Commercial Activities/non-Financial Investments	(6.65)%	(7.99)%	(5.97)%	(5.18)%	(4.19)%

The estimates of financing costs include current commitments and the proposals in this budget report.

Commercial Activities/non-Financial Investments includes investments in property funds.

b) Housing Revenue Account Debt Ratios

HRA Debt to Revenues Ratio	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
HRA Debt £m	69.893	69.982	71.582	71.582	71.582
HRA Revenues £m	19.241	20.071	21.404	22.348	22.414
Ratio of Debt to Revenues %	363	349	334	320	319

HRA Debt per Dwelling	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
HRA Debt £m	69.893	69.982	71.582	71.582	71.582
Number of HRA Dwellings	4,122	4,080	4,050	4,020	3,990
Debt per Dwelling £'000	16.956	17.152	17.674	17.806	17.940

4 Maturity Structure of Borrowing

These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

Maturity structure of Fixed Interest Rate borrowing 2023/24		
Timeline	Lower	Upper
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to 5 years	0%	25%
5 years to 10 years	0%	75%
10 years and above	0%	100%

Maturity structure of Variable Interest Rate borrowing 2023/24		
Timeline	Lower	Upper
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to 5 years	0%	25%
5 years to 10 years	0%	75%
10 years and above	0%	100%

5. Control of Interest Rate Exposure

Please see paragraphs 3.3, 3.4 and 4.4

ANNEX 2 INTEREST RATE FORECASTS

Link Group Interest Rate View	07.02.23													
	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	
BANK RATE	4.25	4.50	4.50	4.25	4.00	3.75	3.25	3.00	2.75	2.75	2.50	2.50	2.50	
3 month ave eamings	4.30	4.50	4.50	4.30	4.00	3.80	3.30	3.00	2.80	2.80	2.50	2.50	2.50	
6 month ave eamings	4.40	4.50	4.40	4.20	3.90	3.70	3.20	2.90	2.80	2.80	2.60	2.60	2.60	
12 month ave earnings	4.50	4.50	4.40	4.20	3.80	3.60	3.10	2.70	2.70	2.70	2.70	2.70	2.70	
5 yr PWLB	4.00	4.00	3.90	3.80	3.70	3.60	3.50	3.40	3.30	3.20	3.10	3.10	3.10	
10 yr PWLB	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.50	3.40	3.30	3.30	3.20	
25 yr PWLB	4.60	4.60	4.40	4.30	4.20	4.10	3.90	3.80	3.70	3.60	3.50	3.40	3.40	
50 yr PWLB	4.30	4.30	4.20	4.10	3.90	3.80	3.60	3.60	3.40	3.30	3.20	3.20	3.10	

PWLB forecasts are based on PWLB certainty rates.

ANNEX 3 ECONOMIC BACKGROUND

Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022.

Market commentators' misplaced optimism around inflation has been the root cause of the rout in the bond markets with, for example, UK, EZ and US 10-year yields all rising by over 200bps in 2022. The table below provides a snapshot of the conundrum facing central banks: inflation is elevated but labour markets are extra-ordinarily tight, making it an issue of fine judgment as to how far monetary policy needs to tighten.

	UK	Eurozone	US
Bank Rate	4.0%	2.5%	4.5%-4.75%
GDP	-0.3%q/q Q3 (1.9%/y/y)	+0.3%q/q Q3 (2.3%/y/y)	2.9% Q4 Annualised
Inflation	10.5%/y/y (Dec)	8.5%/y/y (Jan)	6.5%/y/y (Dec)
Unemployment Rate	3.7% (Nov)	6.6% (Dec)	3.5% (Dec)

Q2 of 2022 saw UK GDP revised upwards to +0.2% q/q, but this was quickly reversed in the third quarter, albeit some of the fall in GDP can be placed at the foot of the extra Bank Holiday in the wake of the Queen's passing. Nevertheless, CPI inflation has picked up to what should be a peak reading of 11.1% in October, although with further increases in the gas and electricity price caps pencilled in for April 2023, and the cap potentially rising from an average of £2,500 to £3,000 per household, there is still a possibility that inflation will face some further upward pressures before dropping back slowly through 2023 to finish the year in the range of 4% - 5%.

The UK unemployment rate fell to a 48-year low of 3.6%, and this despite a net migration increase of c500k. The fact is that with many economic participants registered as long-term sick, the UK labour force actually shrunk by c500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at over 6% the MPC will be concerned that wage inflation will prove just as sticky as major supply-side shocks to food and energy that have endured since Russia's invasion of Ukraine on 22nd February 2022.

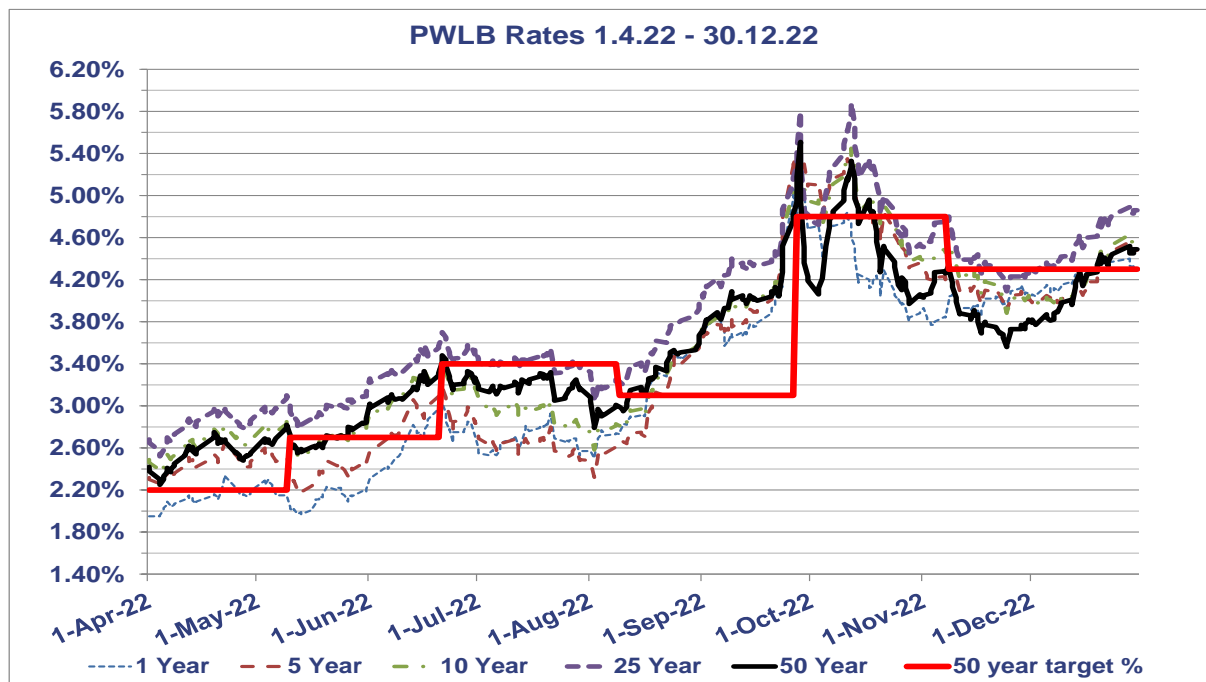
Throughout Q3 Bank Rate increased, finishing the quarter at 2.25% (an increase of 1%). Q4 has seen rates rise to 3.5% in December and 4% in February and the market currently expects Bank Rate to hit 4.5% by June 2023.

Following a Conservative Party leadership contest, Liz Truss became Prime Minister for a tumultuous seven weeks that ran through September and October. Put simply, the markets did not like the unfunded tax-cutting and heavy spending policies put forward by her Chancellor, Kwasi Kwarteng, and their reign lasted barely seven weeks before being replaced by Prime Minister Rishi Sunak and Chancellor Jeremy Hunt. Their Autumn Statement of 17th November gave rise to a net £55bn fiscal tightening, although much of the "heavy lifting" has been left for the next Parliament to deliver. However, the markets liked what they heard, and UK gilt yields have almost completely reversed the increases seen under the previous tenants of No10/11 Downing Street.

Globally, though, all the major economies are expected to struggle in the near term. The fall below 50 in the composite Purchasing Manager Indices for the UK, US, EZ and China all point to at least one, if not more, quarters of GDP contraction in 2023. In November, the MPC projected eight quarters of negative growth for the UK lasting throughout 2023 and 2024, but with Bank Rate set to peak at lower levels than previously priced in by the markets and the fiscal tightening deferred to some extent, it is not clear that things will be as bad as first anticipated by the Bank. Indeed, their February Monetary Policy Report suggests five quarters of negative growth, albeit a shallow recession with GDP expected to shrink 0.5% in 2023 and 0.25% in 2024.

The £ has remained resilient of late, recovering from a record low of \$1.035, on the Monday following the Truss government’s “fiscal event”, to \$1.22. Notwithstanding the £’s better run of late, 2023 is likely to see a housing correction of some magnitude as fixed-rate mortgages have moved above 5% and affordability has been squeezed despite proposed Stamp Duty cuts remaining in place.

In the table below, the rise in gilt yields, and therein PWLB rates, through the first nine months of 2022/23 is clear to see.



However, the peak in rates on 28th September as illustrated in the table covering April to December 2022 below, has been followed by the whole curve shifting lower. PWLB rates at the front end of the curve are generally over 1.25% lower now whilst the 50 years is over 1% lower.

HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.22 – 30.12.22

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.95%	2.18%	2.36%	2.52%	2.25%

Date	01/04/2022	13/05/2022	04/04/2022	04/04/2022	04/04/2022
High	5.11%	5.44%	5.45%	5.88%	5.51%
Date	28/09/2022	28/09/2022	12/10/2022	12/10/2022	28/09/2022
Average	3.26%	3.41%	3.57%	3.85%	3.51%
Spread	3.16%	3.26%	3.09%	3.36%	3.26%

The S&P 500 and FTSE 100 have climbed in the early weeks of 2023, albeit the former finished 19% down in 2022 whilst the latter finished up 1%.

CENTRAL BANK CONCERNS – DECEMBER 2022 & FEBRUARY 2023

In December, the Fed decided to push up US rates by 0.5% to a range of 4.25% to 4.5%, whilst the MPC followed by raising Bank Rate from 3% to 3.5%, in line with market expectations. EZ rates have also increased to 2% with further tightening in the pipeline.

Having said that, the sentiment expressed in the press conferences in the US and the UK were very different. In the US, Fed Chair, Jerome Powell, stated that rates will be elevated and stay higher for longer than markets had expected. Governor Bailey, here in the UK, said the opposite and explained that the two economies are positioned very differently so you should not, therefore, expect the same policy or messaging.

At the start of February, US rates have further increased by 0.25% to a range of 4.5% - 4.75%, whilst UK Bank Rate increased 0.5% to 4%.

Regarding UK market expectations, although they now expect Bank Rate to peak within a lower range of 4.25% - 4.5%, caution is advised as the Bank of England Quarterly Monetary Policy Reports have carried a dovish message over the course of the last year, only for the Bank to have to play catch-up as the inflationary data and labour market have proven stronger than expected.

In addition, the Bank's central message that GDP will fall for five quarters starting with Q1 2023 may prove to be a little pessimistic. Will the excess savings accumulated by households through the Covid lockdowns provide a spending buffer for the economy – at least to a degree? Ultimately, however, it will not only be inflation data but also employment data that will mostly impact the decision-making process, although any softening in the interest rate outlook in the US may also have an effect (just as, conversely, greater tightening may also).

ANNEX 4 TREASURY MANAGEMENT PRACTICE (TMP1) CREDIT AND COUNTERPARTY RISK MANAGEMENT

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable. (Non-specified investments which would be specified investments apart from originally being for a period longer than 12 months, will be classified as being specified once the remaining period to maturity falls to under twelve months.)

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. A maximum of 35% will be held in aggregate in non-specified investments.

A variety of investment instruments will be used, subject to the credit quality of the institution, and, depending on the type of investment made, it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Counterparty	Minimum credit criteria / colour band	£ limit per institution	Max. maturity period
DMADF – UK Government	Yellow	£10m	6 months (max is set by the DMO*)
UK Government gilts	Yellow	£10m	5 years
UK Government Treasury bills	Yellow	£10m	364 days (max is set by the DMO*)
Bonds issued by multilateral development banks	Yellow	£10m	5 years
Money Market Funds CNAV	AAA	£10m	Liquid
Money Market Funds LVNAV	AAA	£10m	Liquid
Money Market Funds VNAV	AAA	£10m	Liquid
Local authorities	Yellow	£10m	5 years
Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark pink / AAA	£10m	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.50	Light pink / AAA	£10m	Liquid

Counterparty	Minimum credit criteria / colour band	£ limit per institution	Max. maturity period
Term deposits with banks and building societies	Blue	£10m	12 months
	Orange		12 months
	Red		6 months
	Green		100 days
	No Colour		Not for use
CDs or corporate bonds with banks and building societies	Blue	£10m	12 months
	Orange		12 months
	Red		6 months
	Green		100 days
	No Colour		Not for use
Gilt funds	UK sovereign rating	£10m	
Non-Specified Investments			
Property Funds - the use of these instruments can be deemed as capital expenditure and as such will be an application (spending) of capital resources		£10m	Limit will be set based on level of reserves and balances going forward and appropriate due diligence will be undertaken before investment of this type
Wider Investment Funds - the use of these instruments can be deemed as capital expenditure and as such will be an application (spending) of capital resources		£10m	Limit will be set based on level of reserves and balances going forward and appropriate due diligence will be undertaken before investment of this type

* DMO – is the Debt Management Office of HM Treasury

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

ANNEX 5 APPROVED COUNTRIES FOR INVESTMENT

This list is based on those countries which have sovereign ratings of AA- or higher (showing the lowest rating from Fitch, Moody's and S&P) and also (except - at the time of writing – for Hong Kong and Luxembourg) have banks operating in sterling markets which have credit ratings of green or above in the Link credit worthiness service.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France

AA-

- Belgium
- Qatar
- UK *

(Per Link 07/02/23)

* At its meeting of the 15th September 2009, full Council approved a recommendation that;

'authorises the use of institutions currently supported by the UK Government should its Sovereign rating be downgraded below the current requirement for a 'AAA' rating by all three rating agencies'

this approval continues to form part of the strategy in 2023/24.

ANNEX 6 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Council

- receiving and reviewing reports on Treasury Management policies, practices and activities.
- approval of annual strategy.
- approval of/amendments to the organisation's adopted clauses, Treasury Management Policy statement and Treasury Management practices.
- budget consideration and approval.
- approval of the division of responsibilities.
- receiving and reviewing regular monitoring reports and acting on recommendations.

(ii) Cabinet

- receiving and reviewing Treasury Management policy statement and Treasury Management practices and making recommendations to the full Council.
- receiving and reviewing regular monitoring reports and making recommendations to the full Council.
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Audit and Governance Committee

- reviewing the Treasury Management policy and procedures and making recommendations to the Cabinet.
- receiving and reviewing regular monitoring and making recommendations to the Cabinet.

ANNEX 7 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) Officer is responsible for

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- recommending the appointment of external service providers
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe
- ensuring that the capital strategy is sustainable, affordable and prudent in the long-term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensuring that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following -
 - Risk management (TMP1), including investment and risk management criteria for any material non-treasury investment portfolios;
 - Performance measurement and management (TMP2), including methodology and criteria for assessing the performance and success of non-treasury investments;
 - Decision making, governance and organisation (TMP5), including a statement of the governance requirements for decision making in relation to non-treasury

investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;

- Reporting and management information (TMP6), including where and how often monitoring reports are taken;
- Training and qualifications (TMP10), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

ANNEX 8 TREASURY MANAGEMENT PRACTICES

The Treasury Management Practices document (TMPs) forms detailed operational procedures and processes for the Treasury Management function. This document can be found on the Council's Internet by following the following link;

<http://www.tamworth.gov.uk/treasury-practices>

and clicking on the TMPs folder.

The items below are summaries of the individual TMPs which the Council has to produce and adopt under the Treasury Code of Practice.

TMP1 : RISK MANAGEMENT

General Statement

The Section 151 Officer will design, implement and monitor all arrangements for the identification, management and control of Treasury Management risk; will report at least annually on the adequacy/suitability of the arrangements and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the Council's objectives. The reports will be in accordance with the procedures contained in TMP6.

1.1 Credit and Counterparty Risk Management

Credit and counter-party risk is the risk of failure by a counterparty to meet its contractual obligations to the organisation under an investment, borrowing, capital project or partnership financing, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or current (revenue) resources.

This organisation regards a key objective of its Treasury Management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with which funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved Instruments Methods and Techniques and detailed in the TMP Operational document.

It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

The Council's prime consideration when assessing the suitability of counterparties and investments is Security, Liquidity and then Yield. Environmental, social and governance (ESG) factors will then be considered. The Council does not invest in bond or equity markets, therefore there is currently a lack of data available on which to base ESG considerations relevant to the Council's investments. The main ratings agencies are increasingly including ESG risks alongside more traditional financial risk metrics when assessing counterparty ratings. Therefore the incorporation of ESG risks is already being considered, to an extent, by the use of mainstream rating agencies. Our treasury advisors Link also continue to look at ways in which ESG factors can be incorporated into their creditworthiness assessment service, and they have advised clients that they will review the options and will update clients as progress is made. As the Council develops its environmental and climate

change policies, including the net zero strategy, ESG investment policies and procedures will then be developed to align with these.

1.2 Liquidity Risk Management

This is the risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional unbudgeted costs, and that the organisation's business/service objectives will be thereby compromised.

This organisation will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives. This organisation will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities or to ensure an adequate level of short-term investments to provide liquidity for the organisation.

1.3 Interest Rate Risk Management

The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

This organisation will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 Reporting requirements and management information arrangements.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, if required, approval of any policy or budgetary implications.

1.4 Exchange Rate Risk Management

The risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

The Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

1.5 Inflation Rate Risk Management

Inflation risk, also called purchasing power risk, is the chance that cash flows from an investment won't be worth as much in the future because of changes in purchasing power due to inflation.

The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation, and will seek to manage the risk accordingly in the context of the whole organisation's inflation exposures.

1.6 Refinancing Risk Management

The risk that maturing borrowings, capital, project or partnership financings cannot be refinanced on terms that reflect the provisions made by the organisation for those refinancings, both capital and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time.

The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised is managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over reliance on any one source of funding if this might jeopardise achievement of the above.

1.7 Legal and Regulatory Risk Management

The risk that the organisation itself, or an organisation with which it is dealing in its Treasury Management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly.

The Council will ensure that all of its Treasury Management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1[1] credit and counterparty risk management, it will ensure that there is evidence of counterparties' powers, and compliance in respect of the transactions they may effect with the organisation, particularly with regard to duty of care and fees charged.

This organisation recognises that future legislative or regulatory changes may impact on its Treasury Management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

1.8 Fraud, Error and Corruption, and Contingency Management

The risk that an organisation fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its Treasury Management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. It includes the area of risk commonly referred to as operational risk.

This organisation will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its Treasury Management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

The Council will therefore:-

- a) Seek to ensure an adequate division of responsibilities and maintenance at all times of an adequate level of internal check which minimises such risks.

- b) Fully document all its Treasury Management activities so that there can be no possible confusion as to what proper procedures are.
- c) Ensure that staff will not be allowed to take up Treasury Management activities until they have had proper training in procedures and are then subject to an adequate and appropriate level of supervision.

Records will be maintained of all Treasury Management transactions so that there is a full audit trail and evidence of the appropriate checks being carried out.

1.9 Price Risk Management

The risk that, through adverse market fluctuations in the value of the principal sums an organisation borrows and invests, its stated Treasury Management policies and objectives are compromised, against which effects it has failed to protect itself adequately.

The Council will seek to ensure that its stated Treasury Management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

TMP2 : PERFORMANCE MEASUREMENT

The Council is committed to the pursuit of best value in its Treasury Management activities, and to the use of performance methodology in support of that aim, within the framework set out in the Treasury Management Policy Statement.

The Treasury Management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal, grant or subsidy incentives, and the scope for other potential improvements. The performance of the Treasury Management function will be measured using the criteria set out in the detailed TMP Operational document.

TMP3 : DECISION-MAKING AND ANALYSIS

The Council will maintain full records of its Treasury Management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued in reaching decisions are set out in the detailed TMP Operational document.

TMP4 : APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

The Council will undertake its Treasury Management activities by employing only those instruments, methods and techniques set out in the detailed TMP Operational document and within the limits and parameters defined in TMP1.

TMP5 : ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

The Council considers it essential, for the purposes of the effective control and monitoring of its Treasury Management activities, for the reduction of risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times clarity of Treasury Management responsibilities.

The principle on which this will be based is the clear distinction between those charged with setting Treasury Management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of Treasury Management decisions and the audit and review of the Treasury Management function.

If and when this organisation intends, as a result of lack of resources or other circumstances, to depart from these principles, the Section 151 Officer will ensure that the reasons are properly reported in accordance with TMP6 and the implications properly considered and evaluated.

The Section 151 Officer will ensure that there are clear written statements of the responsibilities for each post engaged in Treasury Management, and the arrangements for absence cover. He will also ensure that at all times those engaged in Treasury Management will follow the policies and procedures set out. The present arrangements are set out in the detailed TMP Operational document.

The Section 151 Officer will ensure that there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are set out in the detailed TMP Operational document.

The delegations to the Section 151 Officer in respect of Treasury Management are set out in the detailed TMP Operational document. He will fulfil all such responsibilities in accordance with the Council's policy statement and TMPs and, if a CIPFA member, the Standard of Professional Practice on Treasury Management.

TMP6 : REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

The Council will ensure that regular reports are prepared and considered on the implementation of its Treasury Management policies; on the effects of decisions taken and transactions executed in pursuit of those policies; implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its Treasury Management activities; and on the performance of the Treasury Management function.

As a minimum Cabinet and Council will receive:

- An annual report on the planned strategy to be pursued in the coming year and the reporting of Prudential Indicators.
- A mid-year review

- An annual report on the performance of the Treasury Management function including the performance against the Prudential Indicators, the effects of the decisions taken and the transactions executed in the past year and on any circumstances of non-compliance with the Council's Treasury Management policy statement and TMPs.

Cabinet will receive regular monitoring reports on Treasury Management activities and risks.

The Audit and Governance Committee will have responsibility for the scrutiny of Treasury Management policies and practices.

The Treasury Management indicators will be considered together with the Treasury Management indicators in the Prudential Code as part of the budget approval process.

The present arrangements and the form of these reports are set out in the detailed TMP Operational document.

TMP7 : BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

The Section 151 Officer will prepare and Council will approve and, if necessary from time to time, will amend, an annual budget for Treasury Management, which will bring together all of the costs involved in running the Treasury Management function together with associated income. The matters to be included will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1, TMP2 and TMP4.

The Section 151 Officer will exercise effective controls over this budget and report upon and recommend any changes required in accordance with TMP6.

The Council will account for its Treasury Management activities, for decisions made and transactions executed in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

TMP8 : CASH AND CASH FLOW MANAGEMENT

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Section 151 Officer and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis and the Section 151 Officer will ensure that these are adequate for the purpose of monitoring compliance with TMP1. The present arrangements for preparing cash flow projections, and their form, are set out in the detailed TMP Operational document.

TMP9 : MONEY LAUNDERING

The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. The Council will, therefore, maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that all staff involved are properly trained. The present arrangements, including the name of the officer to whom reports should be made, are set out in the detailed TMP Operational document.

TMP10 : TRAINING AND QUALIFICATIONS

The Council recognises the importance of ensuring that all staff involved in the Treasury Management function are fully equipped to undertake the duties and responsibilities allocated to them. It will seek to appoint individuals, who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Section 151 Officer will recommend and implement the necessary arrangements.

The Section 151 Officer will ensure that Council members tasked with Treasury Management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

TMP11 : USE OF EXTERNAL SERVICE PROVIDERS

The Council recognises that responsibility for the Treasury Management decisions remains with the Council at all times. It recognises that there may be potential value in employing external providers of Treasury Management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which will have been submitted to a full evaluation of the costs and benefits. Terms of appointment will be properly agreed, documented and subject to regular review. It will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed.

The monitoring of such arrangements rests with the Section 151 Officer, and details of the current arrangements are set out in the detailed TMP Operational document.

TMP12 : CORPORATE GOVERNANCE

The Council is committed to the pursuit of proper corporate governance throughout its services, and to establishing the principles and practices by which this can be achieved. Accordingly the Treasury Management function and its activities will be undertaken with openness, transparency, honesty, integrity and accountability.

The Council has adopted and implemented the key recommendations of the Code. This, together with the other arrangements are set out in the detailed TMP Operational document and are considered vital to the achievement of proper governance in Treasury Management, and the Section 151 Officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

TMP 13: MANAGEMENT PRACTICES FOR NON-TREASURY INVESTMENTS

This Council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios.

The Council will ensure that all of its investments are covered in the capital strategy and/or investment strategy, and will set out, where relevant, the Council's risk appetite and specific policies and arrangements for non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management.

The Council maintains a schedule setting out a summary of existing material investments, subsidiaries, joint ventures and liabilities including financial guarantees and the Council's risk exposure.

The following TMPs will apply with regard to non-treasury management investments:-

TMP1 - Risk management - including investment and risk management criteria for material non-treasury investment portfolios

TMP2 - Performance measurement and management - including methodology and criteria for assessing the performance and success of non-treasury investments

TMP5 - Decision making and analysis - including a statement of the governance requirements for decision-making in relation to non-treasury investments, and arrangements to ensure that appropriate professional due diligence is carried out to support decision making

TMP6 - Reporting and management information - including where and how often monitoring reports are taken

TMP10 - Training and qualifications - including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

ANNEX 9 Treasury Management Glossary of Terms

Bank Rate	The Official Bank rate paid on commercial bank reserves i.e. reserves placed by commercial banks with the Bank of England as part of the Bank's operations to reduce volatility in short term interest rates in the money markets.
Base Rate	Minimum lending rate of a bank or financial institution in the UK.
Capital Financing Requirement	The Council's underlying need for borrowing for a capital purpose.
Counterparty	The organisations responsible for repaying the Council's investment upon maturity and for making interest payments.
Credit Default Swap (CDS)	A specific kind of counterparty agreement which allows the transfer of third party credit risk from one party to the other. One party in the swap is a lender and faces credit risk from a third party, and the counterparty in the credit default swap agrees to insure this risk in exchange for regular periodic payments (essentially an insurance premium). If the third party defaults, the party providing insurance will have to purchase from the insured party the defaulted asset. In turn, the insurer pays the insured the remaining interest on the debt, as well as the principal.
Credit Rating	This is a scoring system that lenders issue organisations with, to determine how credit worthy they are.
Gilts	These are issued by the UK Government in order to finance public expenditure. Gilts are generally issued for a set period and pay a fixed rate of interest for the period.
iTraxx	This is an index published by Markit who are a leading company in CDS pricing and valuation. The index is based on an equal weighting of the CDS spread of 25 European financial companies.

	<p>Clients can use the iTraxx to see where an institution's CDS spread is relative to that of the market and judge its creditworthiness in that manner, as well as looking at the credit ratings.</p>
Liquidity	<p>An asset is perfectly liquid if one can trade immediately, at a price not worse than the uninformed expected value, the quantity one desires.</p>
Long term	<p>A period of one year or more.</p>
Maturity	<p>The date when an investment is repaid or the period covered by a fixed term investment.</p>
Minimum Revenue Provision	<p>Capital expenditure is generally expenditure on assets which have a life expectancy of more than one year e.g. buildings, vehicles, machinery etc. It would be impractical to charge the entirety of such expenditure to revenue in the year in which it was incurred therefore such expenditure is spread over several years in order to try to match the years over which such assets benefit the local community through their useful life. The manner of spreading these costs is through an annual Minimum Revenue Provision.</p>
Monetary Policy Committee (MPC)	<p>Interest rates are set by the Bank's Monetary Policy Committee. The MPC sets an interest rate it judges will enable the inflation target to be met. Their primary target (as set by the Government) is to keep inflation at or around 2%.</p>
Security	<p>An investment instrument, issued by a corporation, government, or other organization which offers evidence of debt or equity.</p>
Short Term	<p>A period of 364 days or less</p>
Supranational Bonds	<p>A supranational entity is formed by two or more central governments with the purpose of promoting economic development for the member countries. Supranational institutions finance their activities by issuing debt, such as supranational bonds. Examples of supranational institutions include the European Investment Bank and the World Bank.</p> <p>Similar to government bonds, the bonds issued by</p>

	these institutions are considered very safe and have a high credit rating.
Treasury Management	The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
Working Capital	Cash and other liquid assets needed to finance the everyday running of a business such as the payment of salaries and purchases.
Yield	The annual rate of return on an investment, expressed as a percentage.

ANNEX 10 PRUDENTIAL INDICATORS – DEFINITIONS / INTERPRETATION

CIPFA's Prudential Code for Capital Finance requires local authorities to prepare Prudential Indicators of their intended capital spending plans for the forthcoming and future years. The indicators are intended to help the decision making process within an authority and must be approved by the full Council before the beginning of the financial year. The indicators are neither comparative statistics nor performance indicators. Different Councils will have different figures reflecting their history and local circumstances.

1. **Estimate of total capital expenditure to be incurred** – This summarises the Council's current plans for the total capital expenditure over the next 3 years. Details of individual schemes are contained within the capital estimate pages.

2. **Estimates of Capital Financing Summary** – This details the capital financing sources for the next 3 years.

3. **Estimated Ratio of financing costs to net revenue stream** - This indicator has been calculated as debt interest, borrowing refinancing costs, minimum revenue provision, depreciation for HRA, net of investment income and divided by the General Fund (GF) budget requirement for the GF element of costs and the total of HRA income for the HRA costs. For GF Account, the indicator has been calculated gross of government support in the form of RSG for the proportion of capital expenditure funded from supported level of borrowing.

4. **Capital Financing Requirement** – This represents the Council's underlying need to borrow to finance historic capital expenditure and is derived by aggregating specified items from the Council's balance sheet. The actual **net borrowing** is lower than this because of the current strategy to use internal borrowing rather than replace maturing debt.

5. **Actual External Debt** – This is a key indicator and Section 3 of the Local Government Act 2003 requires the Council to ensure that gross external debt does not, except in the short term, exceed the total of the Capital Financing Requirement in the preceding year plus estimates of any additional capital financing requirement for the current and next two financial years.

6. **Authorised Borrowing Limit for external debt** - This indicator represents the maximum amount the Council may borrow at any point in time in the year and has to be set at a level the Council considers is **prudent**. It allows for uncertain cash flow movements and borrowing in advance for future requirements. The Council does not currently have any finance lease liabilities.

The recommended authorised limits for external debt are gross of investments and are consistent with the Council's current commitments, existing plans and the current treasury management policy and strategy. The authorised limit determined for 2021-22 is the statutory limit determined under section 3(1) of the Local Government Act 2003.

7. **Operational Boundary for external debt** - The proposed operational boundary for external debt is calculated on the same estimates as the authorised limit but reflects estimates of the most likely, prudent but not worst case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate. Within the operational boundary, figures for borrowing and other long term liabilities are separately identified.

8. **Treasury Management** – these indicators form part of the treasury management strategy and policy statement approved by the Council each year before the beginning of the financial year. The main indicators are:

(a) The adoption of **CIPFA Code of Practice for Treasury Management**, which the Council adopted before the current Prudential System was introduced.

(b) **Interest Rate Exposure** - The approved Treasury Policy Statement and Strategy contains upper and lower limits for fixed and variable interest rate exposure for net outstanding principal sums.

(c) **Maturity Structure of Borrowing** – The approved treasury management strategy also sets out the maturity structure of the Council's borrowing to ensure the Council is not exposed to risks of having to refinance large level of debt at a time in future when interest rates may be volatile or uncertain.

(d) **Investments longer than 365 days** – The approved treasury management strategy includes a limit of £20m for investments maturing beyond 365 days.

CORPORATE CAPITAL STRATEGY

PURPOSE

This strategy sets out the Council's approach to capital investment and the approach that will be followed in making decisions in respect of the Council's Capital assets.

Capital investment is an important ingredient in ensuring the Council's vision is achieved and given that capital resources are limited it is critical that the Council makes best use of these resources.

The Strategy sets the policy framework for the development, management and monitoring of this investment and forms a key component of the Council's planning alongside the Medium Term Financial Strategy (MTFS).

It sets out the strategic influences on the Council's capital investment plan and how the Council is going to work with these influences to bring about the best advantage to meet local needs – including working with Partners:

- the Local Enterprise Partnerships (Greater Birmingham and Solihull and Staffordshire and Stoke-on-Trent) of which the council is a Member;
- the West Midlands Combined Authority as a Non-Constituent member;
- Staffordshire Commissioner for Police, Fire and Rescue and Crime;

with the aim to drive economic regeneration, deliver local plan objectives and access inward investment to support the delivery of local capital priorities.

The Council plans to update its approach to Asset Management and long term asset planning to improve the way strategic property objectives can be delivered. This will enable the development of a longer term plan for the management and maintenance of its assets, whilst identifying the funding ambition gap to maximise inward investment opportunities for funding from Partners.

It also demonstrates that the Council has regard to the Prudential Code for Capital Finance by giving a clear and concise view of how much it can afford to borrow and its risk appetite. It is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

Summary Capital Investment Plan

The General Fund capital programme will require unsupported borrowing of £3m over the next 5 years subject to the exploration and availability of alternative funding.

Key Schemes include:

- Future High Street Fund, £1.8m;
- Disabled Facilities Grants, £650k p.a. (including £547k p.a. BCF grant);
- Balancing Ponds, £850k;

- Town Hall improvements £688.8k
- Installation of 3G pitches at Anker Valley £900k and works to changing rooms of £350k;
- £581k various capital works at the Castle including Heating, roofing ,alarms and general repairs
- Energy Efficiency Upgrades-Commercial and Industrial Units, £75k p.a.
- Street lighting, £405k;
- Technology upgrades, £290k;
- Play area refurbishment, £310k;
- CCTV, £229k.

Key HRA Schemes:

- HRA Business plan works to dwellings, £21.73m;
- Neighbourhoods £1.0m;
- Disabled Facilities Adaptations £1.25m;
- Street lighting £607k;
- High Rise works £925k;
- Retained Garage Sites, £500k;
- Regeneration & Affordable Housing, £5.75m;
- Sheltered schemes including lifts £830k;
- Fire Risk mitigation works, £600k;
- Damp & Mould works, £500k;
- Decarbonisation works to achieve Zero Carbon, £3.0m.

Impact on Medium Term Financial Plan

The General Fund capital programme will require unsupported borrowing of £3m over the next 5 years which will be funded through internal borrowing (with an associated loss of investment interest) and will require provision for debt repayment.

Summary of Risk Assessment

Risks specific to the capital programme and the capital strategy are managed in accordance with the Council's Risk Management Policy and are recorded and monitored through the Pentana Performance Management system. Risks are monitored on an ongoing basis as part of routine risk management practices and are reviewed and updated where appropriate as part of the refresh of the Capital Strategy. Risks specific to the capital strategy are included in a table at **Annex C**. They align with other corporate risk registers and are informed by project/ programme level risks to ensure risks are monitored and managed from operational through to strategic level.

The Capital Strategy

The Capital Strategy is a 'live' and dynamic document, which will update and evolve as strategic influences and priorities change. The Corporate Capital Strategy will be reviewed annually and an update presented to Council in February each year as part of the MTFs report. However should a significant situation arise, whether it be a policy matter, an investment opportunity or a new risk for example, an update to the Capital Strategy will be presented to Members as part of the quarterly performance report.

The Capital Strategy will:

- Reflect Members' priorities as set out in the Corporate Plan including the approach to the allocation of its capital resources and how this links to its priorities at a corporate and service level;
- Balance the need to maintain the Council's existing asset base against its future ambition and associated long term asset needs, and consolidate assets where appropriate;
- Recognise that growth is the strategic driver for financial self-sufficiency;
- Be affordable in the context of the Council's MTFS;
- Seek to ensure value for money through achieving a return on investment or by supporting service efficiency and effectiveness;
- Be flexible to respond to evolving service delivery needs;
- Seek to maximise investment levels through the leveraging of external investment through working with regional/County partners;
- Recognise the value of assets for delivering long-term growth as opposed to being sold to finance capital expenditure;
- Recognise the financial benefits and risks from growth generated through investment to support investment decisions; and
- Reflect the service delivery costs associated with growth when assessing the level of resources available for prudential borrowing.

The capital strategy informs the strategic direction of capital investment through consideration of strategic priorities and objectives. It feeds into the annual revenue budget and MTFS by informing the revenue implications of capital funding decisions. The implications for the MTFS are fully considered before any capital funding decisions are confirmed.

The Strategy is supported by the leadership of the Council, including the Chief Executive and the Leader of the Council. The CIPFA Prudential Code requires that 'the chief finance officer should report explicitly on the affordability and risk associated with the capital strategy and where appropriate have access to specialised advice to enable them to reach their conclusions.' The statement below is the response of the Executive Director Finance:-

Affordability and risk are key considerations within this capital strategy. The key principles articulated are that the strategy must support the financial viability of the Council, and that payback should be a key consideration of the strategy.

The capital investments detailed within the strategy provide for a number of regeneration opportunities. Robust risk management is also a requirement of our strategy. Business cases for new schemes are required to ensure that risks are adequately considered. The most significant risks are currently the potential for increasing costs due to the impact of inflationary pressures in the current economic climate; capacity to deliver individual projects; and adequately identifying resources required at the commencement of projects.

Over the next five years the strategy is expected to see c.£48.8m of capital expenditure (both General Fund and HRA). The HRA capital programme is a key element of the

30 year HRA Business Plan. Within this financial context and considering the Council's balance sheet and asset base, and its track record in acquiring, managing and disposing of assets where required to support its objectives, the capital strategy as a whole is proportionate to the Council's overall activities and financial position.

Specialised external advice is obtained where required with regard to specific schemes, for example to support commercial acquisitions or in considering the financial implications of major schemes included within the strategy. The Council also utilises our treasury management advisors, Link Asset Services, to consider the implications of the Prudential Code and the impact on the treasury management strategy.

The strategy articulates a wide range of new and existing activities. This includes regeneration ambitions, new infrastructure and significant investment in Housing as well as smaller schemes. The strategy also leaves space for consideration of new income streams that fit with our ambitions as a Council and support areas in which we already have skills and knowledge.

Background

The Council has an ongoing capital programme of over £53.2m for 2022/23 and an asset base valued at £301.3m (as at 31st March 2022).

Traditionally the Council's capital programme has been set and approved for a five year period, with a 30 year HRA business plan setting out future plans for the Council's housing stock. In order to improve longer term strategic planning, so that the Council can better prioritise spending and align with local, regional and national priorities, it is recognised that the current capital programme needs to have a longer-term focus for the purposes of the capital strategy, ideally looking to a 20-30 year timeframe.

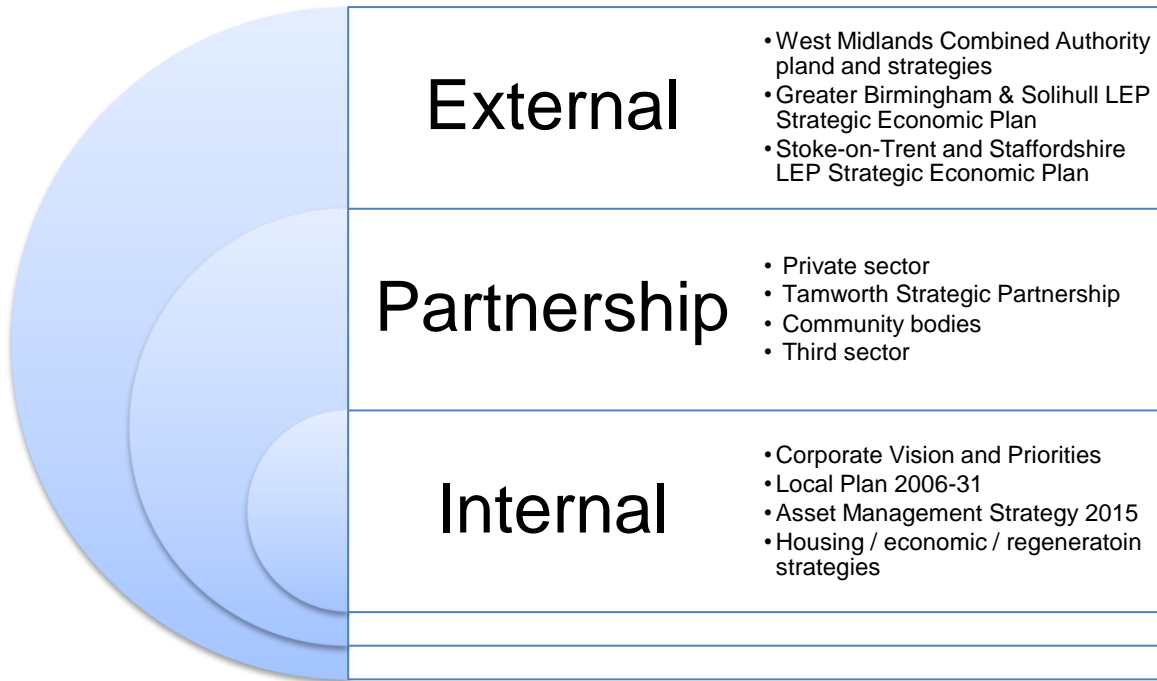
As a result, the following 2019/20 action plan item was implemented through the development of a 30 year whole life costing model:-

The process for the consideration of capital expenditure within the MTFS process has been reviewed and refined to ensure that there are provisional plans for expenditure out to a 10 year timeframe, with an indication of requirements out to 20-30 years.

A number of actions/improvements have been identified throughout this capital strategy, and they are summarised in an action plan, with target completion dates and responsible officers, at **Annex B**.

Influences

The following diagram illustrates some of the main internal and external influences on the Council's capital strategy, including our partners. Consideration of these plans and strategies in the context of our own capital ambitions is important because it may provide new opportunities for investment or funding.



The Council's corporate priorities are an integral influence in informing the Capital Strategy and set the scene for how capital projects and individual proposals are assessed.

The Council is committed to working with its public, peers and partners in order to:

- a) Sustain essential services at agreed standards for those in greatest need;
- b) Deliver a programme of projects, planned initiatives and work streams designed to achieve outcomes against the Corporate Priorities;
- c) Adopt a commercial approach to growth and investment designed to generate a sustainable income to support a) and b); and
- d) Continue its excellent performance in financial planning, management and investment. By being 'Risk Aware' rather than 'Risk Averse', the Council will consider all opportunities to improve and/or sustain services.

The Capital Appraisal Process

The capital appraisal process is important as it helps to prioritise schemes in order to target spending in a challenging funding climate, and to ensure that the Council is spending on projects which help to deliver its strategic priorities.

As part of the Council's business planning process, managers and Assistant Directors are required to consider the capital resources needed to deliver their services now and into the future (5 year timeframe). The asset management plan and HRA business plan also inform the capital strategy.

All capital bids should be prepared in light of the following list of criteria, and the proposed investment should address and be assessed with regard to:

- the contribution its delivery makes towards the achievement of the Council's Corporate Priorities;
- the achievement of Government priorities and grant or other funding availability;
- the benefits in terms of compliance with the Corporate Capital Strategy requirements of:
 1. Invest to save
 2. Maintenance of services and assets
 3. Protection of income streams
 4. Avoidance of cost.

The current de-minimis for capital expenditure is £10k per capital scheme.

It is important that capital investment decisions are not made in isolation and instead are considered in the round through the annual budget setting process.

All proposed schemes requiring capital investment should have as a minimum the following information:

- A description of the scheme;
- The expected outputs, outcomes and contribution to corporate objectives;
- The estimated financial implications, both capital and revenue;
- Any impacts on efficiency and value for money;
- The nature and outcome of consultation with stakeholders and customers (as applicable);
- Risk assessment implications and potential mitigations; and
- Any urgency considerations (e.g. statutory requirements or health and safety issues).

Corporate Management Team and Service Managers identify the potential need for capital investment, in light of external influences, internal strategies and plans, service delivery plans and, in particular, the Asset Management plan. This is seen as a core influence on the Capital Strategy, and informs the priorities and schemes considered as it takes account of issues such as the condition of council owned assets and future maintenance requirements. Other key considerations are health and safety requirements, statutory obligations of the council, operational considerations and emerging opportunities for investment including possible sources of external financing.

The Asset Strategy Steering Group (ASSG) review capital bids prior to consideration by Members. Once capital bids have been prioritised, Executive Management Team will review the outcome of the deliberations of the ASSG and will make recommendations to Cabinet through an updated Medium Term Financial Strategy (MTFS) report on a proposed budget package which will include capital budget proposals. The MTFS report (including capital budget proposals) will ultimately be considered by Budget Setting Council each year.

It was recognised last year that further action is required to fully embed the capital appraisal process, including proper consideration of options and risk, into the capital strategy and planning processes at Tamworth, and ensure that this is not just a 'tick-box' exercise. Therefore the following action plan task has been implemented:-

- 1) Consideration of service units' capital requirements now form part of the business planning process and a template has been drawn up to ensure this is properly considered and captured on Pentana, the performance management system;**
- 2) The capital appraisal process and associated documentation has been reviewed and updated to ensure proper consideration given to whole life costs of scheme. Further work is needed to further improve the consideration of alternative options; risk management, etc, and to address the concerns outlined on completion of the CIPFA Property Capital Strategy Self-Assessment Checklist.**

Monitoring of Approved Capital Schemes

Each capital scheme has a budget holder/project manager who is responsible for ensuring progress against scheme in line with agreed timescales and for ensuring adherence to the approved budget. The Collaborative Planning (CP) system is used to monitor spend against budget and to inform the projected outturn position. The budget holder/project manager will hold monthly meetings with his/her Accountant to update budget monitoring information on the system and provide a brief commentary as to the progress of each project. Projected capital slippage and potential re-profiling of associated budgets is also reported. The monitoring of progress on individual schemes is reported to Corporate Management Team on a monthly basis and to Cabinet quarterly as part of Financial and Performance Healthcheck reports.

An annual Capital Outturn report is prepared for Cabinet in June each year which details the final outturn for the year, the latest project update from the Service Manager and any proposals to re-profile spend to future financial years for Cabinet approval.

A post implementation review is not appropriate or necessary for all capital projects. They should be prepared where learning is identified which could assist future projects or where there is a significant financial or political impact. Directors should encourage the collation of data during the project and identify any lessons learned which will assist in improving the process in the future.

As part of the approved Strategy, the following action plan tasks have been implemented:

- a) A post implementation review is completed for each scheme where learning is identified which could assist future projects or where there is a significant financial or political impact;**
- b) The Asset Strategy Steering Group now meet on a Quarterly basis to:**
 - i. scrutinise the completed post implementation reports;**
 - ii. review the management and monitoring of the capital programme; with appropriate feedback and challenge – identifying improvements to improve the future management of the capital programme.**

The full capital appraisal and monitoring process and guidance for managers can be found on the intranet at this link:-

<http://infozone.tamworth.gov.uk:901/financial-guidance>

A review of the guidance to reflect changes implemented is planned for 2022/23.

Review of Asset Management Plan

The Council's Asset Management Plan will be reviewed on an ongoing basis. This will identify any assets held by the Council that are no longer either required or fit for purpose and appropriate recommendations made regarding retention for alternative use or disposal.

During 2021/22, the Council contracted Michael Dyson Associates to undertake a review of our Corporate Asset Management Strategy, which had previously been updated in 2015, in order to identify potential areas for improvement. Their subsequent report found that we had a robust asset management strategy in place in 2015 with a relatively small number of improvements required to meet the general conditions of good practice as outlined by CIPFA. The main areas identified for improvement were evidence based policies and procedures to underwrite a new asset management strategy. As a result, an overarching draft asset strategy, draft acquisitions policy, draft disposals policy, and draft asset management plan were considered by Corporate Scrutiny Committee in December 2022. These are currently being developed following feedback and will be presented to Cabinet for approval in due course.

The draft Corporate Asset Management Strategy identifies the following non-Housing assets:

Asset Description	Value (31/03/22)
Heritage & Leisure	£3.7m
Land and Buildings	£23.5m
Total	£27.2m

An updated survey was carried out by Michael Dyson Associates during 2021 to determine the current condition and extent of repair and maintenance required. The overall planned maintenance cost for the assets in the next 30-year period amounts to £5,611,576, an average of £37,916 per surveyed asset (over the portfolio of 178 non-HRA properties which include a mix of commercial premises, shops and corporate properties).

It has been identified that the Council, through this strategy and through the development of a long term strategic plan, needs to take a longer-term view of the assets required to deliver its Corporate Plan priorities and to support its Medium Term Financial Strategy (MTFS), including spend required (and associated potential funding streams) to address the identified maintenance and repairs backlog for corporate assets. This could include the option to invest in or dispose of current asset holdings or make further acquisitions.

Significant work has been undertaken in this area in order to deliver a robust capital strategy, and the following action is to be completed by March 2023:-

The Asset Management Plan is to be reviewed and updated, with an up to date stock condition survey. This should set out the detailed capital resources/expenditure required to maintain assets, together with the associated timeframe, to inform options appraisal and feed into the capital strategy for ASSG/CMT review of potential schemes.

HRA BUSINESS PLAN

The Local Plan to 2031 has a target of 177 units of new housing, of which only 40 units per year are likely to be delivered by private developers. This represents only 21% of the total required number of new affordable homes – leaving 79% of need unmet.

The HRA Business Plan has the potential to address some of this unmet need. However the extent to which it can make up a shortfall depends on the resources available within the HRA. The 30 year business plan is currently under review following the decision by the Government to cap social housing rent increases at 7% for 2023/24, and in light of the net zero/carbon reduction agenda which would require significant capital spend on the housing stock. Early indications from the modelling are a potential shortfall over 30 years of £42m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £200m over 30 years).

The current draft Asset Management strategy identifies HRA housing stock and garages with a value of £242m as at 31st March 2022. This includes 2,784 houses and bungalows, 666 high and medium rise flats and 886 low rise flats. The latest stock condition survey report received from Michael Dyson Associates as at April 2019 surveyed 850 properties and identified overall planned maintenance costs over the 30 year period of £27.5m, equating to an average of £32k per surveyed property. When this was extrapolated across the entire housing stock, the planned maintenance profile increased to a total estimated cost of £128m over the 30 year period.

As at April 2018, the Council's stock comprised 4,269 homes, 390 leasehold properties and 1,454 garages. Of the 4,269 homes, 2,391 (56%) are houses, 1,278 (30%) flats or maisonettes, 235 (5.5%) are bungalows. A further 365 properties (8.5%) are sheltered accommodation located in 10 separate schemes and comprising a mixture of flats and bungalows. 1,029 properties (24%) are of non-traditional construction. The construction type, location and mix of properties in Tamworth have implications for the Investment Programme and Business Plan.

We know that resources within the Business Plan are unlikely to allow the Council to achieve all that it wants to do. However, over the course of the next thirty years opportunities may arise and there may be scope to progress these if the Business Plan has capacity at the time.

Three areas in particular will continue to be actively considered as priorities if additional resources become available:

- New affordable housing
- Regeneration of additional estates
- Investment in early help and preventative based strategies

Where savings are achieved when delivering existing Business Plan commitments, these may be used on the priority areas above.

DEBT AND BORROWING AND TREASURY MANAGEMENT

Details of the Council's borrowing need (Capital Financing Requirement – CFR), current and forecast debt, and other prudential indicators, as required by the CIPFA Prudential Code for Capital Finance, will be set out in the Treasury Management Strategy Statement, Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2023/24.

Capital Funding Streams

Decisions on capital investment should be made in the context of limited resources. The capital programme is currently reliant on funding from capital receipts and third party contributions/external grants. Other potential funding opportunities for future consideration include external borrowing and direct revenue funding (from other sources such as revenue contribution).

External Grants – external grant allocations are received from central government, for example Disabled Facilities Grant, and also other organisations such as the Heritage Lottery Fund (which part-funded the Assembly Rooms project).

Section 106, CIL and External Contributions – S106 contributions from developers can support Leisure and open space programmes in the Borough.

Capital Receipts – the Council is able to generate capital receipts through the sale of surplus assets such as land and buildings and has benefitted from £24m as a result of the sale of the Golf Course at Amington, which is earmarked for investment under the Council's Commercial Strategy. The potential for future sales will be determined as part of the Council's Asset Management Strategy, to be refreshed as per the action plan detailed previously. Any further capital receipts generated will be reinvested in the capital programme.

Reserves – the Council has a level of reserves which are earmarked to be used to support delivery of the Corporate Plan or Invest to Save projects.

Revenue Funding – the Council can use revenue resources to fund capital projects by making a 'revenue contribution to capital,' however continuing revenue budgetary constraints mean this option is limited.

Prudential Borrowing – the introduction of the Prudential Code in 2004 allows Councils to undertake unsupported borrowing which is subject to the requirements of the Prudential Code for Capital Expenditure. The Council must ensure that unsupported borrowing is affordable, prudent and cost effective. This type of borrowing has revenue implications for the Council in the form of financing costs.

APPROACH TO RISK MANAGEMENT

The Council is committed to the culture of Risk Management ensuring that its reputation is not tarnished by an unforeseen event nor is it financially or operationally affected by the occurrence. The risks considered in the capital strategy are considered with reference to the corporate risk management policy and practices. The Risk Management Strategy and further information can be accessed at the following link:-

<http://infozone.tamworth.gov.uk:901/risk-management>

Risk Appetite

The risk appetite is “the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time” (CIPFA). The Council will manage the risks by reducing, preventing, transferring, eliminating or accepting the risk.

Whilst the Council acknowledges that it will have “severe” (red) risks from time to time, it will endeavour to reduce those to an acceptable level either through controls or ceasing the activity (if applicable). Sometimes risks are identified and even though managed, may still remain “severe” (red risk).

Risk Management Roles and Responsibilities

The importance of establishing roles and responsibilities within the risk management framework is pivotal to successful delivery. Considering risks must be embedded into corporate policy approval and operational service delivery.

The agreed roles and responsibilities within the risk management framework are outlined in the table below:

Group /Individual	Role
Corporate Management Team	<ul style="list-style-type: none">• Provide leadership for the process to manage risks effectively.• Review and revise the Risk Management Policy and Strategy in accordance with the review period.• Monitor and review the Corporate Risk Register on a quarterly basis including the identification of trends, upcoming events and potential new corporate risks.
Audit & Governance Committee	<ul style="list-style-type: none">• Monitor the effectiveness of the Authority’s risk management arrangements, including the actions taken to manage risks and to receive regular reports on risk management.• To monitor the actions being taken to mitigate the impact of potentially serious risks
Cabinet	<ul style="list-style-type: none">• To provide strategic direction with regard to risk management.
Directors / Assistant Directors	<ul style="list-style-type: none">• To provide leadership for the process of managing risks.

Group /Individual	Role
	<ul style="list-style-type: none"> • To ensure that risk management methodology is applied to all service plans, projects, partnerships and proposals. • To identify and manage business /operational risks. • To ensure that the management of risk is monitored as part of the performance management process.
Directors / Assistant Directors	<ul style="list-style-type: none"> • To ensure that all risks are identified, recorded and effectively managed in their area or responsibility. • To review and update their risk register on at least an annual basis but appropriate to the risk. • To determine the method of controlling the risk. • To delegate responsibility if appropriate for the control of the risk. • To notify the Director of new risks identified for consideration for inclusion on the corporate risk register.
All staff	<ul style="list-style-type: none"> • To ensure that risk is effectively managed in their areas. • To ensure that they notify their managers of new and emerging risks.
Assistant Director – Finance	<ul style="list-style-type: none"> • To ensure that the risk management strategy is regularly reviewed and updated. • Promote and support the risk management process throughout the Authority. • Advise and assist managers in the identification of risks.

The Audit & Governance Committee will regularly review the Risk Management Policy and Strategy to ensure their continued relevance to the Borough. They will also assess performance against the aims and objectives.

Specific capital risks are contained within a register at **Annex C** to the Capital Strategy, alongside mitigating actions.

COMMERCIAL ACTIVITY

The Council's Commercial Investment Strategy set out a number of alternative investment options to generate improved returns of c. 4% p.a. (plus asset growth) including:

- Set up of trading company to develop new income streams;
- Local investment options – Lower Gungate development including the potential to drawdown funding from the Local Growth Fund/ Local Enterprise Partnerships (GBS and Staffordshire);
- Investments in Diversified Property Funds – a savings target to return c.4% p.a.

Note: these would represent long term investments of between 5 – 10 years (minimum) in order to make the necessary returns (after set up costs).

CIPFA defines commercial investments as those which are taken for mainly financial reasons. These may include investments arising as part of business structures, such as loans in subsidiaries or other outsourcing structures; or investments explicitly taken with the aim of making a financial surplus for the organisation. Commercial investments also include non-financial assets which are held primarily for financial benefit, such as investment properties.

The Code requires that such investments are proportional to the level of resources available, and that the same robust procedures for the consideration of risk and return are applied to investment decisions. All such investments are therefore included within the capital strategy/investment strategy, setting out the risk appetite and including specific policies and arrangements for such investments, and details of existing material investments and risk exposure.

Investment in Property Funds

As part of the Capital Programme, the Council has since 2018/19 invested in Commercial Property Funds to establish a portfolio which is managed to generate a revenue return to the Council to support financial sustainability and to protect the provision of services to residents, along with maintaining and growing the capital value of the investment. A capital scheme of £12m was included within the 2018/19 capital programme to generate a target net additional income of c. £300k per annum, financed from part of the capital receipt from the sale of the former Golf Course.

To date, the Council has invested £1.85m with Schroders UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.057m with Hermes Federated Property Unit Trust, total investment £11.962m. Although the capital values of the funds did initially fall, mainly since 31st March 2020, they then recovered and as at 31st March 2022 there was an overall gain of £1.32m. However, since then capital values have fallen again, and as at 31st December the valuation stands at £10.98m, with an overall reduction of £979k. It should be noted that investments in property are subject to fluctuations in value over the economic cycle and should yield capital growth in the longer term as the economy grows.

Fund Valuations	Investment	Valuation 31/03/2019	Valuation 31/03/2020	Valuation 31/03/2021	Valuation 31/03/2022	Valuation 30/09/2022	Valuation 31/12/2022
Schroders UK Real Estate Fund	1,848,933	1,897,716	1,884,412	1,848,933	2,139,618	2,092,044	1,773,944
Valuation Increase / (reduction)		48,783	35,479	0	290,685	243,111	(74,989)
Threadneedle Property Unit Trust	2,000,249	1,921,884	1,836,032	1,794,439	2,097,097	2,066,097	1,757,590
Valuation Increase / (reduction)		(78,365)	(164,216)	(205,810)	96,848	2,066,097	(242,659)
Threadneedle Property Unit Trust	4,056,536	-	-	-	4,407,163	4,342,015	3,693,670
Valuation Increase / (reduction)					350,627	285,478	(362,867)
Hermes Federated Property Unit Trust	4,056,500	-	-	-	4,450,808	4,389,967	3,758,395
Valuation Increase / (reduction)					394,308	333,467	(298,104)
Total		3,819,601	3,720,444	3,643,372	13,094,687	12,890,122	10,983,598
Valuation Increase / (reduction)		(29,581)	(128,738)	(205,810)	1,132,469	927,904	(978,628)
Annual % Return		-0.8%	-2.6%	-1.2%	12.5%	1.1%	-14.9%

The following table details the dividend returns achieved from the property fund investments, which support the revenue budget. The Council received £269k in dividends from its property fund investments in 2021/22 (£128k in 2020/21), and has received £310k for the current financial year as at 31st December 2022.

Fund Valuations	Investment	Dividend Returns 31/03/2019	Dividend Returns 31/03/2020	Dividend Returns 31/03/2021	Dividend Returns 31/03/2022	Dividend Returns 30/09/2022	Dividend Returns 31/12/2022
Schroders UK Real Estate Fund	1,848,933	48,118	56,638	52,898	61,655	34,925	58,577
Threadneedle Property Unit Trust	2,000,249	60,056	90,274	75,452	79,231	39,336	60,927
Threadneedle Property Unit Trust	4,056,536	-	-	-	70,417	82,667	128,041
Hermes Federated Property Unit Trust	4,056,500	-	-	-	57,352	62,955	62,955
Total		108,174	146,911	128,350	268,655	219,883	310,500
Annual Revenue % Return		2.8%	3.8%	3.3%	3.8%	3.7%	3.7%

Performance information is received from each fund on a monthly/quarterly basis and a monitoring spreadsheet has been established to track income received and growth in the funds. Income generated is reported to CMT monthly and to Members quarterly as part of regular financial healthcheck reports, as well as in the regular Treasury Management reports presented to Cabinet and Council (three each year). Performance management/monitoring is also undertaken with reference to the financial press and Link Asset Services advice.

The annual revenue return is dependent on the property fund achieving rental income returns on the commercial property portfolio which has been relatively stable in the past due to the quality of the commercial property owned by the fund. With regard to the growth (or contraction) in the overall asset value – over the longer term, growth has been consistent but can be subject to market correction (and losses) in the short term. However, it has been recognised that the funds will be a long term investment for 10-15 years and would not be redeemed to realise a loss. A budget / reserve of £800k will also be available to mitigate any losses.

Regeneration of Town Centre and Purchase of Gungate site

Council on 11th April 2018 approved the purchase of the Gungate site within Tamworth town centre, incorporating the site of the former Gungate shopping precinct; a private pay and display car park currently leased to NCP for a term of 26 years; and a Council run pay and display car park leased to the Council on a peppercorn lease until 2062. This was funded from a £4million capital budget financed from capital receipts from the sale of the Golf Course. Following the purchase of this site, the Council is now in receipt of an additional income stream in respect of the area leased to NCP.

The Council is entitled to purchase land to hold as an investment and regeneration opportunity under the Local Government Act 1972; and the Local Government Act 2003 gives the Council the power to invest for any purpose relevant to its functions under any enactment, or for the purposes of the prudent management of its financial affairs.

As part of this report, Members also approved the development of a regeneration opportunity including further site acquisition should this be beneficial; including formal negotiations with Staffordshire County Council and Staffordshire Police to look at the inclusion of land bordering the site; and to commence masterplanning works to bring the site to a commercially viable development opportunity. The report to Council recognised that any return from future redevelopment is not guaranteed, and that it could take several years to get a major regeneration project up and running. Initial plans are for a mixed housing/leisure development.

The Council has been working with Aspinall Verdi and Altair to develop options for the site, and resources were secured from the Local Government Association (LGA) to pay for 40 days' consultancy; and an £80k grant was received from the Greater Birmingham and Solihull Local Enterprise Partnership. This resulted in the development of a masterplan for the Gungate North site, and following the Government announcement of a further round of bidding for funds under their Levelling Up Fund Round 2 programme, a business case and bid was submitted for a scheme to regenerate the Gungate North site.

The scheme comprises a high quality, net zero, sustainable office development, a convenience store, multi-storey car park and a college facility for students with high support needs. The bid for Government Levelling Up Funds totals £19.7m, with £6.3m Council funding, of which £4m is planned to be re-purposed from the Solway capital allocation, and including £1.4m expected capital receipt from the sale of land at Solway Close. We are currently awaiting Government's announcement of successful bids, expected towards the end January.

With regard to the Gungate South site, discussions held with Homes England to assist the Borough Council in unlocking the potential of regeneration sites across the town resulted in a Heads of Terms signed off by Cabinet on the 30th September. Work is continuing with Homes England, who have recently awarded the Council £100k to develop an investment strategy for potential housing sites within the borough.

Solway (Tamworth) Ltd

In line with plans set out in the Commercial Investment Strategy, Council on 17th July 2018 approved the establishment of Solway (Tamworth) Ltd, a trading company to be wholly owned by the Council, with the Chief Executive, Leader of the Council and Executive Director Finance as Directors of the Company. The disposal of land owned by the Council at Solway Close to be purchased by the Company for the development of private housing for rent was also approved, with a budget of £4million being established from capital receipts from the sale of the Golf Course to provide a loan for the company to purchase the land.

However, progress on this project was restricted due to a number of other priorities and issues taking precedence including; purchase and master planning of the Gungate site, uncertain financial markets, the Future High Streets Fund process, Internal Corporate restructure and the ongoing COVID-19 pandemic.

Following an update on the progress made on this project to Corporate Scrutiny Committee in March 2022, including updated options for the site based on latest market demand, costing information, projected returns and assessment of the risks involved, and in light of the changing economic situation and the development of the LUF bid above necessitating the use of the £4m earmarked for Solway, the decision was made to shelve plans for developing the Solway site via the limited company, and instead to market the site for sale to a private developer.

Future High Streets Fund

The Government Future High Streets Fund was launched at the start of 2019 as part of a package of interventions aimed at improving Town Centres. Tamworth submitted its Expression of Interest (EOI) by the short deadline of March 22nd 2019. The EOI had to primarily focus on the story of the Town Centre and its need for this funding. The fund will grant between £5million and £25million to projects that will structurally transform Town Centres and meet local challenges. There was no requirement in the EOI to provide detailed projects, instead just provide short summaries of potential opportunities for which the funding could be used.

The £625 million fund had the following objectives:

- Investment in physical infrastructure
- Acquisition and assembly of land including to support new housing, workspaces and public realm.
- Improvements to transport access, traffic flow and circulation in the area.
- Supporting change of use including (where appropriate) housing delivery and densification.
- Supporting adaptation of the high street in response to changing technology.

The key challenges articulated in the EOI for Tamworth Town Centre were:

- High levels of vacant properties (predominantly retail – 14.2%)
- Unbalanced housing, retail and office accommodation offer, above average number of retail units, below average number of offices and homes.
- Limited night time economy: poor food drink and evening leisure offer.
- General perception that the Town is a dated, unsafe and unattractive environment.

During December 2020, the Government confirmed that the Council has been awarded £21.65m, from the Government's £1bn Future High Streets Fund to renew and reshape town centres, to deliver a number of projects designed to create a town centre that meets the needs of 21st century residents, shoppers and visitors. It will bring town centre landowners, businesses, councils and other partners together, working on the common goal of reshaping the town centre into a place that Tamworth residents are proud of, that is economically successful and that draws visitors from around the country.

There are three main schemes of work now underway under the Future High Street Fund projects – Castle Gateway; Middle Entry and College Quarter. The Castle Gateway scheme includes work to redevelop empty shop units; demolish an unsightly building enabling the opening up of the Castle bridge and public realm landscaping. The Middle Entry project comprises the redevelopment of shop units into a flexible space with associated public realm works. The College Quarter involves the demolition of part of the Co-Op building and construction of a new college on the site, with the remaining building being redeveloped into a Enterprise Centre.

Each of the projects is currently progressing well, with Armac starting on site for the Co-op retail store demolition and with tenders for the main contractor for the Flex, Middle Entry improvements, Enterprise Centre and Peel Café underway. Progress has been made with the Market Street Properties and Castle Bridge designs. As the design process progresses, the scope of works are further refined which gives a more accurate picture of the costs associated with delivering the programme. Whilst construction costs are higher than expected due to inflation and the rising cost of materials, the continued review of the cost plan and input from contractors during the tender process will determine the real costs associated with the works.

There are contingency funds allocated across the Programme to mitigate risks associated with the Programme of works. The contingency funds allocated to risks across the Programme are continually reviewed as new survey information becomes available and will shed light on what are likely risks and associated costs and inform decisions as to what elements of the schemes can be reduced to remain within budget.

Commercial and Industrial Property

The following table details the Council's current holding of commercial and industrial property.

INVESTMENT	VALUATION @ 31/03/21 £	ESTIMATED INCOME 2021/22 £	RETURN %	VALUATION @ 31/03/22 £	ESTIMATED INCOME 2022/23 £	RETURN %
Amington Industrial Estate (ground rents)	6,592,000	302,720	4.59	7,460,000	302,720	4.06
Lichfield Industrial Estate (ground rents plus 1 leased plot)	2,947,000	117,950	4.00	3,541,000	135,200	3.82
Local Centre Shops	2,421,250	222,660	9.20	2,479,500	233,191	9.4
Misc Corporate Property	18,641,896	1,183,425	6.35	17,655,450	1,192,155	6.75
Sandy Way Industrial Units	2,642,900	293,767	11.12	3,835,400	300,225	7.83
Tamworth Business Centre	1,132,900	125,848	11.11	1,313,000	129,657	9.87
Town Centre Shops	1,794,452	140,677	7.84	1,787,602	137,732	7.7
Total	36,172,398	2,387,047	6.60	38,071,952	2,430,880	6.38

The corporate asset management strategy report prepared by Ridge in October 2015 indicated estimated costs of maintenance over 10 years of £3.288m for non-operational commercial property and £1.861m for non-operational retail property.

An updated survey has been carried out by Michael Dyson Associates during 2021 to determine the current condition and extent of repair and maintenance required. The overall planned maintenance cost for the assets in the next 30-year period amounts to £5,611,576, an average of £37,916 per surveyed asset (over the portfolio of 178 non-HRA properties which include a mix of commercial premises, shops and corporate properties).

Non-Housing Asset Survey											
Element	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yrs 6 to 10	Yrs 11 to 15	Yrs 16 to 20	Yrs 21 to 25	Yrs 26 to 30	Total
Roof Cover	£0	£98,424	£29,600	£21,500	£254,993	£289,032	£429,453	£74,963	£51,964	£49,140	£1,299,069
Wall finish	£1,244	£19,418	£6,886	£0	£15,430	£46,099	£291,382	£331,075	£390,430	£190,765	£1,292,730
Doors	£16,000	£10,900	£28,200	£900	£67,400	£528,000	£124,350	£34,350	£900	£750	£811,750
Windows	£20,430	£15,120	£11,760	£2,100	£82,650	£299,110	£121,140	£80,250	£3,780	£0	£636,340
Flooring	£653	£7,322	£2,650	£0	£41,197	£67,445	£135,606	£44,142	£28,940	£11,700	£339,656
Kitchen	£18,000	£7,500	£2,500	£0	£75,000	£53,500	£56,000	£8,000	£0	£0	£218,500
Ceiling	£54	£18,600	£2,268	£0	£1,716	£55,823	£66,223	£33,265	£384	£0	£178,333
Hardstanding	£0	£17,640	£0	£0	£0	£0	£2,592	£83,050	£44,165	£0	£147,447
Lighting	£1,260	£120	£480	£240	£67,644	£38,290	£16,380	£5,250	£480	£0	£130,144
Shutters	£0	£0	£0	£0	£1,500	£91,500	£1,500	£3,000	£0	£0	£97,500
Gutters	£900	£588	£2,472	£605	£9,386	£42,417	£10,306	£302	£0	£8,928	£75,905
Downpipes	£2,658	£0	£432	£0	£14,795	£39,358	£13,668	£108	£0	£3,528	£74,546
Roller Shutter Doors	£1,500	£0	£0	£0	£0	£25,500	£30,000	£8,000	£0	£0	£63,000
Paving	£0	£2,336	£4,944	£0	£5,690	£21,152	£24,480	£1,916	£0	£480	£60,998
Bathroom	£0	£0	£0	£0	£0	£18,000	£9,500	£0	£0	£0	£27,500
Toilets	£4,950	£4,400	£1,100	£0	£5,500	£7,200	£3,450	£900	£0	£0	£27,500
Fascia Board	£4,254	£6,910	£3,264	£0	£3,132	£6,246	£540	£0	£0	£0	£26,346
Boiler	£0	£0	£0	£0	£0	£5,400	£12,600	£1,800	£0	£0	£19,800
Air Conditioning Unit	£0	£0	£0	£0	£0	£10,800	£3,600	£1,800	£0	£0	£16,200
Heating	£500	£300	£0	£0	£300	£0	£10,620	£0	£800	£0	£12,320
Chimney	£0	£0	£0	£0	£0	£0	£1,800	£9,000	£1,200	£0	£12,000
Items <£10k	£3,500	£0	£350	£0	£8,022	£12,520	£4,600	£13,290	£1,710	£0	£43,992
Grand Total	£75,903	£211,578	£96,906	£25,345	£654,355	£1,657,392	£1,369,790	£730,463	£524,553	£265,291	£5,611,576

The above assets currently deliver a return for the Council and assist in balancing the MTFS. The capital programme includes £75k p.a. to ensure Industrial properties are compliant with the Energy Act and have Energy Performance Certificates as with effect from April 2018 it will not be possible to enter into long term lease agreements for commercial and industrial units with an EPC rating of 'E' or less. Many of our units fall into this category and will require a degree of improvement once they become vacant in order to relet.

The Council also has a Building Repairs Fund of c.£400k p.a. which should be included in the planned approach to asset management.

A disposals policy is in place at the Council, however there is currently no plan or strategy to manage those assets which may be surplus to requirements/do not generate a return. It is recognised that the following actions need to be finalised in phases over the next 3 years, informed by the results of the Stock Condition survey and updated Asset Management plan:-

- 1) Following receipt of the updated Asset Management Strategy, an Asset Management Plan for each property should be developed, including an asset viability model, identifying demand, costs and income generated for each group of assets. The Asset Strategy Steering Group should receive the results of the viability modelling, and regular reports monitoring the performance of commercial property in order to identify poorly performing and well performing assets, and as a result develop a plan for future maintenance and investment, and options appraisal/disposals plans as appropriate.**
- 2) Risk register around corporate asset management to be developed**
- 3) A planned approach to be established for the use of the Building Repairs Fund for both planned maintenance & responsive repairs & Building Condition Standards.**

KNOWLEDGE AND SKILLS

Treasury Management staff are either AAT or CCAB qualified and the three CCAB qualified staff must complete the annual CPD requirements of their professional accountancy bodies. Link Asset Services are currently contracted to provide treasury management advice and guidance, and have also been engaged to provide other one-off pieces of work, eg. property funds review in early 2018 and guidance/review of the draft Capital Strategy in December 2018.

Training for Members with regard to treasury management is undertaken on a regular basis, most recently in February 2022. In February 2018, there was also a presentation to Members from Link Asset Services with regard to our investments in property funds.

With regard to non-treasury investments, the Council employs qualified and experienced staff such as accountants, solicitors and surveyors. It is fully supportive in providing access to courses both internal and external to enable those staff to complete their Continuing Professional Development (CPD) requirements.

The Council ensures that its Members are qualified to undertake their governance role by providing training opportunities and access to workshops, etc.

The Council also procures expert advice and assistance such as financial and legal advice as and when required.

CAPITAL PROGRAMME 2023/24 – 2027/28

Following a review of the Capital Programme approved by Council on 22nd February 2022, a revised programme has been formulated including additional schemes which have been put forward for inclusion.

A schedule of the capital scheme appraisals for the General Fund (GF) & Housing Revenue Account (HRA) received for consideration is attached at **Appendix H – General Fund (GF) and Appendix I – Housing (HRA)**, together with the likely available sources of funding (capital receipts / grants / supported borrowing etc.).

With regard to the contingency schemes/allocation, **£250k** remains in current year GF contingency funds and **£100k** remains in current year HRA contingency funds (which will be re-profiled into 2023/24 to provide contingency funding).

To inform discussions, the proposals have been reviewed by the Asset Strategy Steering Group and Corporate Management Team with initial comments & suggestions for each of the schemes outlined below.

General Fund

<p>1) Capital Repairs Programme - Castle</p>

<p><i>Project Score: 9</i></p>

<p>A new appraisal form has been prepared totalling £375k for completion of repair and maintenance works to the Scheduled Monument identified in Condition Report 2019 as urgent or required (desirable) within 10 years.</p>

<p>Year one design and prelims (£100k), year two capital works delivery (£250k).</p>
--

<p>2) Capital works required to general fund assets</p>
--

<p><i>Project Score: 18</i></p>
--

<p>2 new appraisal forms have been prepared totalling £2.426m for the following works:</p>
--

<p>£50k, Renewal of lighting at depot (Form 2). This has been based on a survey that has indicated that the lighting is no longer fit for purpose</p>

<p>£120k, Improved security at Depot including gates, alarms and access</p>

<p>£800k, Roofing and renewal of walkways to Ellerbeck & Caledonian shops</p>

<p>£350k, Refurbishment of Anker Valley changing rooms to improve facility and address water storage/heating issues (over 2 years)</p>
--

<p>£900k, Installation of 3G pitches at Anker Valley</p>
--

<p>£60k, Fire and Intruder Alarm Renewals at Tamworth Castle</p>
--

<p>£36k, Heating Renewals at Tamworth Castle</p>
--

<p>£110k, Roofing Renewal at Tamworth Castle</p>
--

3) Town Hall Improvements

Project Score: 8

A new appraisal form has been prepared totalling £959k for various elements of improvement to the Town Hall to make better use of the space as the primary location for Civic meetings as shown below.

£401k year 1, Internal refurbishment, fit out and reconfiguration

£288k year 1, M&E works, lift, heating, fireplaces, bathroom and kitchen

£270k year 2, Improvement to Butter Market area

4) Replacement of Open Space Assets

Project Score: 12

A new appraisal form has been prepared totalling £100k for works as shown below.

£20k, year 1 to Replace missing boardwalk and jetty at Warwickshire Moor. The boardwalk at Warwickshire LNR has been vandalised for a second time and requires replacement

£80k, year 2 to Replace the existing wooden Snowdome footbridge. A recent structure inspection highlighted that the existing wooden footbridge near to the Snowdome will require replacement in the medium term.

5) Play Area Refurbishment

Project Score: 12

A new appraisal form has been prepared totalling £100k for works as shown below.

£90k, year 1 - aim to complete two play area refurbishments, each area requires in the region of £50k, however there is £25k section 106 funding available to use for one of the designated play area.

£50k p.a. years 2-5 - complete one play area refurbishment p.a.

6) Civica Digital Image Store

Project Score: 12

A new appraisal form has been prepared totalling £56k for the upgrade of Civica Digital360 environment to supported version (£44k). Technical refresh of Windows 2012 servers (out of support with Microsoft next year), Implementation of Digital Image Store (£12k) replacing the out of support image server.

7) With regard to the provisional programme:

a) Balancing ponds and sustainable drainage systems

Project Score: 63

A 30 year rolling programme of works was approved for inclusion in the capital programme, with an annual spend required from 2023/24, for the 8 ponds at Stoneydelph, Belgrave, Lakeside, Peelers Way.

The total cost of the programme over 30 years is £4.68m partially financed by existing reserves of £604k and annual revenue contributions totaling £1.92m, leaving a balance of £2.156m (from existing reserves/retained fund (£200k), Section 106 commuted sums (£404k) and ongoing annual revenue contributions (of £64k p.a.).

b) Technology Improvement/Replacement

Project Score: 12

A rolling programme was approved for £60k in 2023/24 followed by £40k p.a. – a revised capital appraisal has been received to revise this to £50k in 2023/24 followed by £60k p.a.

Significantly increased reliance on ICT has resulted in a commitment to ongoing, large scale upgrade and maintenance to the TBC infrastructure, in line with technology lifecycles. The Council is also on a journey towards digital transformation and self service for customers, demand for flexible resilient and available ICT services to support this requires continued investment into the authorities hardware and associated software. The organisation is also establishing new, more flexible and agile ways of working which requires investment into technology to support ongoing effectiveness.

External factors including legislative requirements from central government in the guise of the Public Sector Network (PSN) Code of Connection, and the increase in required investment into cyber security to keep the councils network secure and available means continued investment is essential. It should be noted that corporate applications are excluded from this schedule of planned work.

c) Endpoint Protection and Web-Email Filter

Project Score: 60

A rolling programme was approved for £40k in 2022/23 followed by £40k every 3 years for Endpoint Protection (covering Anti Virus, Anti Malware and Encryption and the contract for Web and Email filtering).

d) Street Lighting

A rolling programme was approved with an annual spend required from 2016/17. The Council has its own stock of street lighting across the borough, mainly in housing areas and other communal parts such as play areas and car parks. The street lighting assets are inspected and maintained by Eon on behalf of the Council under the terms of Staffordshire County Council PFI contract with Eon. Eon have produced a replacement street lighting programme which spans 40 years and include the replacement of all the lighting columns based on 'their life expectancy' and a lighting head replacement programmed based on providing more efficient low energy lighting heads. This appraisal is based on years 5-10 years of the replacement programme. The 40 year programme costed programme has been submitted as a whole life cost document.

e) Disabled Facilities Grants (DFG)

The provisional programme included £650k p.a. part funded by redistributed Better Care Fund (BCF) grant of £547k.

f) Energy Efficiency Upgrades to Commercial & Industrial Units

A rolling programme with an annual spend of £75k was approved from 2017/18.

To fund a degree of improvement to industrial units when they become vacant in order to be able to re-let them – as, with effect from April 2018, it will not be possible to enter into long term lease agreements for commercial and industrial units with and EPC rating of 'E' or less.

Depending on void levels, we could expect to lose around £20k p.a. increasing by £20k p.a. for the next 5 years (c.£300k over 5 years).

If we are able to let on License or Tenancy at Will arrangements we may be able to maintain a level of income but there will be an increase in other costs such as NNDR payments, repair costs, security costs and the like.

Investment in enveloping works to improve energy efficiency will prolong the life of the estate at the current rent levels but ultimately Sandy Way phase 2 will require a more significant investment project to give a long life expectancy.

g) CCTV Upgrades

Following approval of the Shared Service, Capital budgets of £45,714 p.a. have been included – part funded by OPCC grant of £24k p.a.

h) Refurbishment of Play Areas

Following approval a year 1 £35k budget, an additional £20k was approved for year 2 in 2023/24.

i) Future High Street Funding

The final year allocation of £1,848,810 was approved – funded by the Councils contribution from the capital receipt from the Golf Course sale.

8) General Fund Capital Contingency Budget

The remaining 2022/23 contingency budget totalling £250k will be rolled forward to 2023/24.

Housing

There have been some changes in the Housing capital programme from that provisionally approved – with a number of new schemes proposed. It has also been updated to include the new year 5 costs for 2027/28.

It should be noted that there are no debt repayment costs for the HRA and the Government has now lifted the previous debt cap (of £79.407m). The current HRA Capital Financing Requirement (CFR) stands at £69.893m with planned borrowing in 2022/23 of £0.088m.

Housing Revenue Account

The provisional capital programme has been reviewed and updated:

a) Structural Works, Bathroom Renewals, Major Roofing Renewals and Disabled Facilities Adaptations

Structural works budgets have been decreased by £75k p.a. to £200k p.a. from year 2, 2024/25 (from an increase of £75k p.a. last year)

Neighbourhood regeneration budgets have been reduced by £150k p.a. from year 2, 2024/25 to £0.5m p.a.

Electrical rewiring budgets have been reduced by £50k p.a. to £100k p.a. from year 2, 2024/25

Sheltered Lifts and Stairlift renewals has increased by £110k in 2023/24 (previously £250k) and £200k in 2024/25 (previously £50k)

b) Decarbonisation

The 3 year programme has been revised (£1m p.a.)

c) Street Lighting

HRA share continues in line with the approved 30 year programme

Existing Capital schemes have continued in line with the provisional programme (including the new year 5 and capital salaries recharge of £200k p.a. for management of the programme) with the following additions:

1) Improvements to Retained Garage Sites

A new capital submission had been prepared for spend of £500k in 2023/24.

2) Drainage to High Rise

A new capital submission had been prepared for spend of £600k in 2023/24.

3) Decarbonisation / Solar PV

A 5 year programme has been included at £400k p.a.

4) Renewal of Roofing at Eringden

A new capital submission had been prepared for spend of £220k in 2023/24.

5) Renewal of Windows at Eringden

A new capital submission had been prepared for spend of £180k in 2023/24.

6) Internal flooring and decoration at Eringden

A new capital submission had been prepared for spend of £90k in 2024/25.

CAPITAL STRATEGY ACTION PLAN

ANNEX B

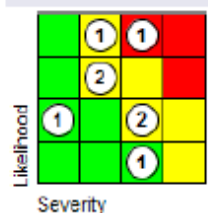
REF	ACTION	RESPONSIBILITY	TIMESCALE
1	The capital appraisal process and associated documentation to be reviewed and updated where appropriate to ensure proper consideration is given to whole life costs of schemes; alternative options; risk management, etc, and to address the concerns outlined on completion of the CIPFA Property Capital Strategy Self-Assessment Checklist.	J Goodfellow	March 23
2	Following receipt of the updated Asset Management Strategy, an Asset Management Plan for each property should be developed, including an asset viability model, identifying demand, costs and income generated for each group of assets. The Asset Strategy Steering Group should receive the results of the viability modelling, and regular reports monitoring the performance of commercial property in order to identify poorly performing and well performing assets, and as a result develop a plan for future maintenance and investment, and options appraisal/disposals plans as appropriate.	P Weston/J Goodfellow/Asset Strategy Steering Group	Commenced October 2019 – to be completed June 23
3	Risk register around corporate asset management to be developed	P Weston	Completed
4	A planned approach to be established for the use of the Building Repairs Fund for both planned maintenance & responsive repairs & Building Condition Standards	P Weston/ J Goodfellow	Commence October 2019 – ongoing June 2023

Corporate Capital Strategy Risk Register



Generated on: 08 December 2022

Current Risk Matrix



Code	Title	Assessment Code and Title	Trend	Status	Date Reviewed
CSRR1920_001	Risk of not identifying capital requirements	6 serious-unlikely			08-Dec-2022
CSRR1920_002	Risk of insufficient funds to meet capital needs, including impact of external financial pressures	12 serious - very likely			08-Dec-2022
CSRR1920_003	Risk of inadequate resources to deliver capital programme	6 serious-unlikely			08-Dec-2022
CSRR1920_004	Risk of significant budget re-profiling/timescales slipping	6 significant-likely			08-Dec-2022
CSRR1920_005	Risk of significant overspends	3 serious-very unlikely			08-Dec-2022
CSRR1920_006	Risk of investment under-performing and income falling	8 significant - very likely			08-Dec-2022
CSRR1920_007	Risk of inadequate PIR/required outcomes of a capital scheme not achieved	2 minor-unlikely			08-Dec-2022
CSRR1920_008	Risk of legislative changes/changes in Government policy having an impact on funds available or accounting treatment	6 significant-likely			08-Dec-2022

This page is intentionally left blank

Community Impact Assessment

Part 1 – Details

<p>What Policy/ Procedure/ Strategy/Project/Service is being assessed?</p>	<p>Statutory requirement to prepare a budget, set the Council tax and rent for the following financial year.</p> <p>The report incorporates the Corporate Vision & Corporate Priorities of the Authority which are reflected within the Budget 2023/24 & Medium Term Financial Strategy (Revenue & Capital). The Corporate Vision & Corporate Priorities are clear and accessible by stating what we aim to achieve, how we will do it and the resources we will use to support these aims.</p> <p>The Vision for Tamworth is underpinned by high level, evidence based priorities that focus upon Tamworth (the place), the communities served (the people) as well as the Council (the organisation).</p> <p>More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation. So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.</p> <p>The Vision is focused on longer term, aspirational goals of the Council. The Corporate Priorities identify, in the short to medium term, the key areas for improvement which will change in future years as the Council realigns to local aspirations, central government policy and its performance.</p> <p>The budget and associated forecast will ensure that appropriate resources are focussed on areas we have identified as priorities.</p>
<p>Date Conducted</p>	<p>February 2023</p>
<p>Name of Lead Officer and Service Area</p>	<p>Stefan Garner, Executive Director Finance</p>
<p>Commissioning Team (if applicable)</p>	<p>N/A</p>

Director Responsible for project/service area	Stefan Garner, Executive Director Finance
Who are the main stakeholders	<p>Local residents / customers</p> <p>Members</p> <p>Partners (Local Businesses, Voluntary Organisations, other public sector bodies, other stakeholders)</p> <p>Tamworth Strategic Partnership</p>
Describe what consultation has been undertaken. Who was involved and what was the outcome	<p>The Budget and Priorities were informed through consultation with the people of Tamworth. This included feedback from The State of Tamworth Debate, responses arising from the Annual Survey consultation & customer feedback.</p> <p>Annual Survey Consultation feedback reported to Cabinet 19th January 2023 / Joint Scrutiny Committee (Budget) 25th January 2023.</p> <p>Tenants Consultative Group – informed HRA business plan & associated budgetary implications.</p> <p>Members – prior to approval by Cabinet/Council (Budget Workshop 30th November 2022, Joint Scrutiny Committee (Budget) 25th January 2023);</p>
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	<p>The Annual Survey consultation is an online survey run for nearly six weeks.</p> <p>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.</p> <p>It is a voluntary survey, promoted through media and social media encouraging people to take part.</p> <p>Specific groups also contacted directly and invited to have their say:</p> <p>Citizens’ panel</p> <p>Community & Voluntary Groups</p> <p>Tamworth Businesses</p> <p>Lichfield & Tamworth Chamber of Commerce</p> <p>Housing tenants</p> <p>Tamworth Borough Council staff (many of which are residents)</p> <p>Paper copies of the surveys made available in the TIC, and, subject to County Council approval, Tamworth Library.</p>

	<p>Our customer services staff seek to carry out this survey as a telephone interview, particularly for those who are less likely to engage or have digital access.</p> <p>We also write to a random sample of Tamworth address specifically inviting them to take part.</p> <p>Elected members also invited to share the survey with their constituents.</p>
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service <input type="checkbox"/>
	A Strategy/Policy/Procedure <input checked="" type="checkbox"/>
	A function, service or project <input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New <input type="checkbox"/>
	Existing <input type="checkbox"/>
	Being reviewed <input checked="" type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract <input type="checkbox"/>

Part 2 – Summary of Assessment

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

Sound procedures / strategy in place

Financial governance, accountability & steward ship

Compliance with legislation – Council tax, rent and revenue & capital programme set

Based on informed feedback from interested parties / focus groups (Annual Survey Consultation, Tenants Groups etc.)

The way the Council prepares and monitors its budgets (including professional standards and statutory timetables) is one of the external auditors key lines of enquiry in assessing the Council's performance under their annual VFM assessment.

Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. (In the Executive Director Finance's view, the budget proposals include estimates which take into account

circumstances and events which are reasonably foreseeable at the time of preparing the budget. In his view, the level of reserves remains adequate for the Borough Council based on this budget and the circumstances in place at the time of preparing it.)

Who will be affected and how?

Local residents / customers
Members
Partners (Local Businesses, Voluntary Organisations, other public sector bodies, other stakeholders)

Through continued service provision

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

Yes No

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

Corporate Capital Strategy & Asset Management Plan (Separate CIA)
Treasury Management Strategy & Prudential Indicators (Separate CIA)

Part 3 – Impact on the Community
Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>None directly arising from the MTFs but through associated actions, strategies and plans (separate EIAs completed) – informed by Annual Survey consultation process</p>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Religion or belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Gypsy/Travelling Community	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Those with Caring/Dependent responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Those having an offending past	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Children	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Vulnerable Adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Families	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Those who are homeless	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Those on low income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Those with Drug or Alcohol problems	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Those with Mental Health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Those with Physical Health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living & subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>
None directly arising from the MTFS but through associated actions, strategies and plans (separate EIAs completed) – informed by Annual Survey consultation process.		

Part 5 - Action Plan and Review

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

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

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Pentana			

Date of Review (If applicable)

23 February 2023

Report of the Leader of the Council**Quarter Three 2022/23 Performance Report****Exempt Information**

None

Purpose

This report provides Cabinet with an overview of Council performance, risk and financial health-check towards achieving the strategic projects detailed within the Corporate Plan and Medium-Term Financial Strategy. The information contained within the report covers performance for the third quarter of the financial year (October to December 2022). Corporate Scrutiny considered the report on 8th February 2023.

Recommendations

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

Executive Summary

This report is the third quarterly update to detail performance against the Council's new vision and corporate projects. 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 – December 2022
3. Key Projects at Red or Amber – December 2022
4. Corporate Projects by Priority – December 2022
5. General fund – Actual Spend Summary – Quarter 3
6. Universal Credit Summary – Quarter 3
7. Corporate Risk Register – January 2023
8. Impact of Welfare Benefit Reform and COVID19 on Council services
9. Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, December 2022
10. Financial Health check - Period 9 December 2022

Resource Implications

There are no additional finance or human resource implications arising from this report

Legal/Risk Implications Background

Contained within the appendix.

Equalities Implications

There are no equality implications.

Environment and Sustainability Implications (including climate change)

There are no environment or sustainability implications

Report Author

Zoe Wolicki – Assistant Director

Appendices

Appendix 1 – Quarter 3 2022/23 Performance Report

Quarter 3 Performance Report

This report contains the following sections:

1. Recovery and Reset Programme Summary
2. Corporate Projects Summary – December 2022
3. Key Projects at Red or Amber – December 2022
4. Corporate Projects by Priority –December 2022
5. General fund – Actual Spend Summary - Quarter 3
6. Universal Credit Summary – Quarter 3
7. Corporate Risk Register – January 2023
8. Impact of Welfare Benefit Reform and COVID19 on Council services
9. Medium Term Financial Strategy 2022/23 -2026/27 Monitoring, December 2022
10. Financial Health check - Period 9 December 2022

Appendices

1. Corporate Projects Highlight Reports
 - A. General Fund - Main Variances
 - B. Capital Programme Monitoring
 - C. Treasury Management Update – Period 9 - 2022/23

1. Recovery and Reset Programme Summary 2023

Recovery & Reset Programme Highlight Report			
Completed by:	Tina Mustafa	Date Complete:	January 2023
Projects	Project Lead	Highlight	
Programme Overview	Tina Mustafa/ Trueman Change	<ul style="list-style-type: none"> Cabinet approved key decisions 10/11/22 Board 12/1/23 supported MH & ground floor planning proposals: Service redesign update on Neighbourhood impact and Exit strategy – presentation available via Leader/Cabinet Final Board 09/03/23 with Cabinet paper set for 16/3/23 to agree final decisions around MH ground floor temporary arrangements; Programme impact/review against original aims and transition to business as usual activities <p>Regeneration projects have been removed from scope, as now tied in with the council's LUF bid. Notification on 180123 that Tamworth unsuccessful – updates via AM through usual corporate project reporting as this is likely to impact on stakeholder perceptions of temporary arrangements</p>	
Building Requirements & Utilisation	Paul Weston	<p>Outline plans agreed in principle for Marmion House ground floor relocation. Submitted via ELT and R&R Board 12/1/23. Timeline agreed to coincide with SCC moving out of MH.</p> <p>Wider regeneration of MH part of business-as-usual activity within Corporate Projects led by AM</p>	
Customer Services Offer (including front of house)	Zoe Wolicki	Board continued to support signposting from Assembly rooms based on evidence and continual reporting to Portfolio Holder / Leader.	
Service Re-design	Tina Mustafa	Fully on track with Staffing & appointments Committee set to consider formal consultation arrangements on 26/1/23 . TULG and staff fully updated and subject to usual employment stability arrangements the new neighbourhood impact service should commence April 2023	
Third Sector & Vulnerability	Jo Sands	Vulnerability offer being mapped and shared with scrutiny committees separately.	
Financial Management & Commerciality	Joanne Goodfellow	Phase one of financial stability concluded and phase two service redesign is underway. This project has now be aligned with service redesign.	
Achievements since last period		Planned Activities for next period	
<ul style="list-style-type: none"> Finance and Commerciality strategy progressed Budget process report has been approved and activities commenced. Commenced fees and charges income review Outlined plans agreed in principle for MH ground floor relocation. Service Redesign plans on track with neighbourhood impact service Scoping with audit underway to coincide with final R&R impact review and report to cabinet in March 		<ul style="list-style-type: none"> LUF bid announcements made 18/1/23 – potential to influence strategic direction of the future relocation from MH. Communications to staff around key decisions planned with all staff briefings, directed staff briefings for staff affected by service redesign, and communications around changes to Marmion House occupation. 	

Amber/Red Areas	Risks including Stakeholder Issues
<ul style="list-style-type: none"> Programme has no current red areas 	<ul style="list-style-type: none"> Risks with unsuccessful LUF bid likely to impact on stakeholder views of temporary customer service arrangements
Recovery & Reset Board Issues	Resourcing Requirements
<ul style="list-style-type: none"> In March likely to agree final Ground floor MH plan Impact of LUF on temporary customer service arrangements Impact assessment of original programme aims 	<ul style="list-style-type: none"> External legal resource (South Staff) to start serving mast notices, cost approx. £15-20k – now in place. This could increase if we have to go externally. Final design for Marmion House ground floor. Contractor to deliver agreed works.


2. Corporate Projects Summary – January 2023

Generated 17th January 2023












Project	Project Status	Due Date	Managed By
Place Investment Strategy	✓	31-Mar-2024	Anna Miller
FHSF	✓	31-Mar-2023	Anna Miller
Net Zero	✓	31-Mar-2023	Anna Miller
Corporation Street (Gateway Project)	⚠	31-Mar-2023	Anna Miller
ICT Strategy Implementation Plan	✓	31-Mar-2023	Zoe Wolicki
CD Strategy	✓	31-Mar-2024	Zoe Wolicki
Local Government Boundary Review (early flag – project commences Autumn 2022)	✓	31-Mar-2024	Zoe Wolicki
Development of Tourism Strategy	✓	31-Mar-2025	Anna Miller
Town Centre Masterplan	✓	31-Mar-2023	Anna Miller
Self-Assessment Compliance Framework (housing)	✓	31-Mar-2023	Tina Mustafa
Garage Site Development Caledonian regeneration	✓	31-Mar-2023	Paul Weston
Asset management Strategy	✓	31-Mar-2023	Paul Weston
Town Hall	✓	31-Mar-2023	Paul Weston
Gungate	✓	31-Mar-2023	Anna Miller
Reset and Recovery management of overall programme	■	31-Mar-2023	Tina Mustafa

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

3. Key Projects at Red or Amber - January 2023

Project	Project Status	Due Date	Managed By	Projects Highlights Overall Project Comments
Corporation Street (Gateway Project)		31-Mar-2023	Anna Miller	Following on from LUF and work undertaken, this project needs further discussion. Unable to deliver this project based on the current scope and format.

Key to Status symbols

	Action / Key Workstream / Project not on track and not in control		R&R Workstream not on track and not in control
	Action / Key Workstream / Project not on track but is in control		R&R Workstream not on track but is in control
	Action / Key Workstream / Project on track and in control		R&R Workstream on track and in control
	Action / Key Workstream / Project Completed		R&R Workstream Completed
	Status not known		R&R Critical Path Milestone Not Started
			R&R Critical Path Milestone Completed

4. Corporate Projects by Priority - January 2023

Corporate Plan 2022 - 2025 (Projects by Priority) v2

Generated on: 17 January 2023

*Corporate Plan 2022-25 v2

Priority

1 Environment v2

Project	Project Type	Due Date	Assigned To	Managed By
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

Priority**2 Economy v2**

Project	Project Type	Due Date	Assigned To	Managed By
Development of Tourism Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2025	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 v2**

Project	Project Type	Due Date	Assigned To	Managed By
ICT Strategy Implementation Plan	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Zoe Wolicki; Gareth Youlden	Zoe Wolicki
Garage Site Development Caledonian regeneration	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
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 v2**

Project	Project Type	Due Date	Assigned To	Managed By
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
Self-Assessment Compliance Framework (housing)	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Tina Mustafa	Tina Mustafa
Asset management Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
Reset and Recovery management of overall programme	Corporate Plan 2022- 2025 Transformation & Change Project	31-Mar-2023	Tina Mustafa	Tina Mustafa

Priority

5 Town Centre v2

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
Town Hall	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2023	Paul Weston	Paul Weston
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

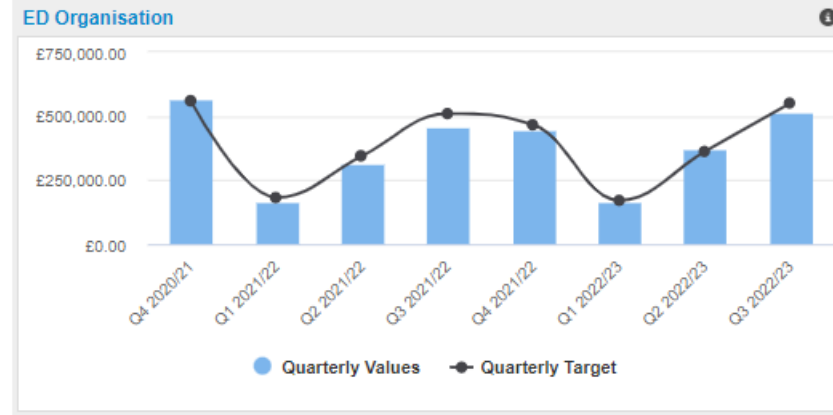
Priority**Organisation v2**

Project	Project Type	Due Date	Assigned To	Managed By
OD Strategy	Corporate Plan 2022- 2025 Project Delivery	31-Mar-2024	Jackie Noble; 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
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 - January 2023



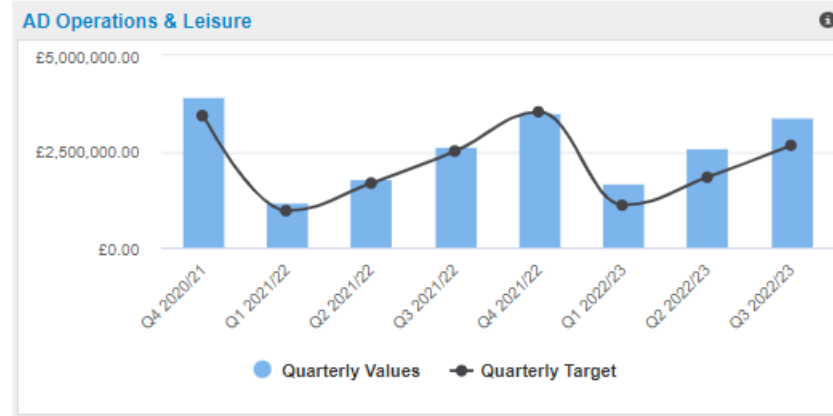
Minor variance



Minor variance



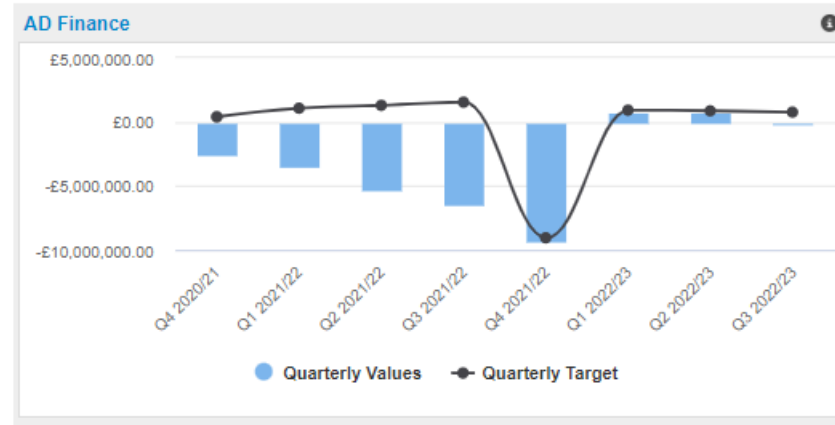
Minor variance



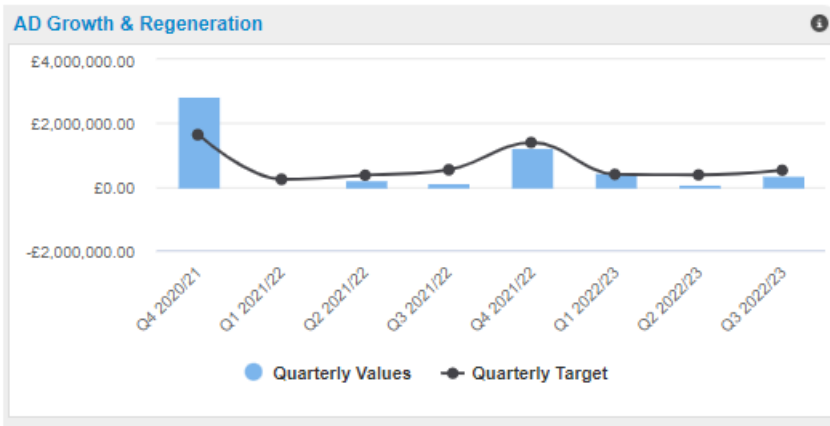
Shortfall on catering sales and ticket sales
re Summer Activity programme; vacancy allowance



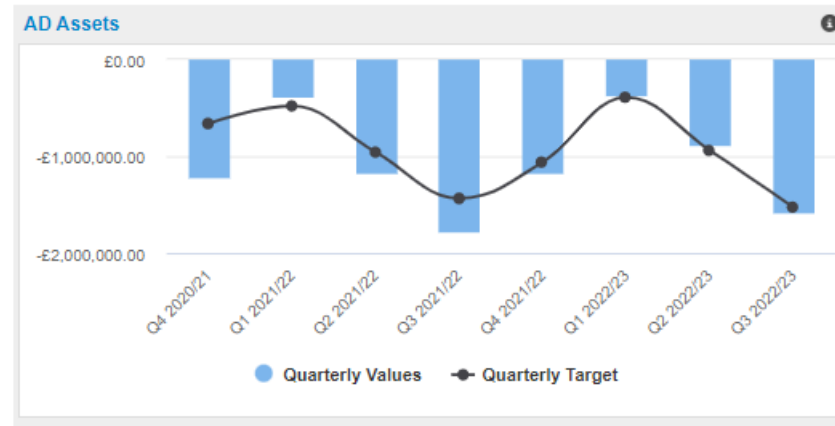
Vacancy allowance, other minor overspends



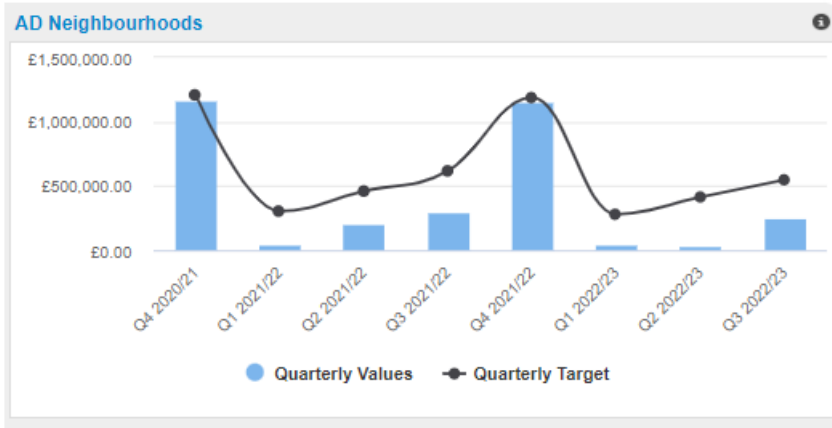
Treasury management investment income due to improved interest rates / business rates levy income



Additional Income received from car parking



Income higher than expected due to SCC still occupying Marmion House



Government Grant received above budget /
delayed contract payments

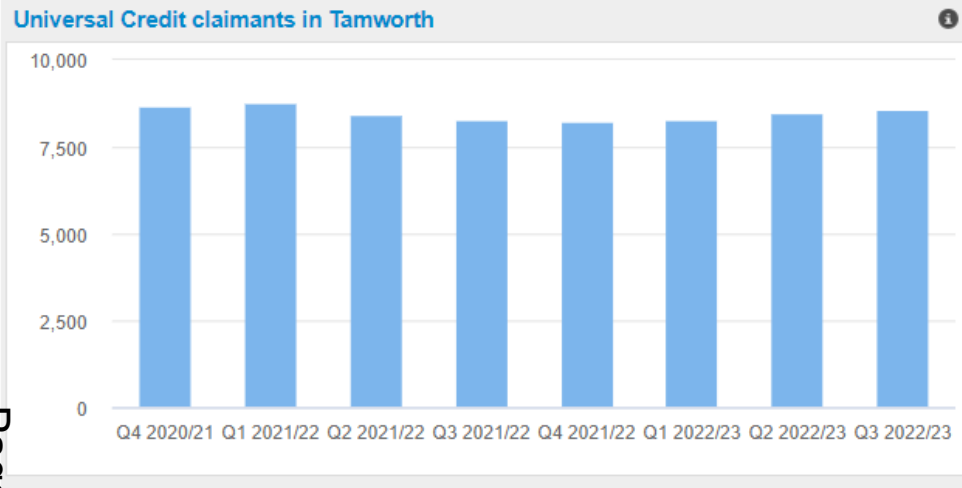
Savings from vacant posts / receipt of unbudgeted
Government Grants

Key

Quarterly Value is the year to date position
Quarterly Target is the year to date budget

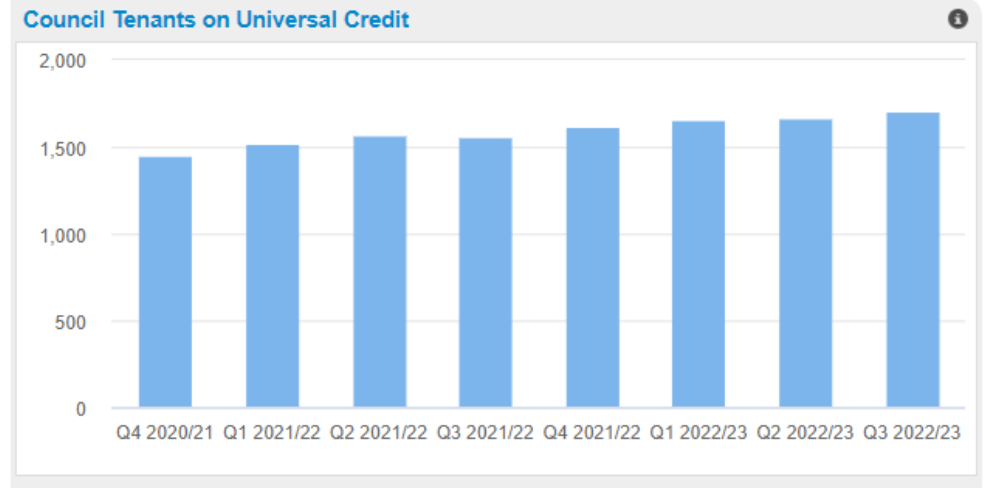
6. Universal Credit Summary - January 2023

Corporate Scrutiny Committee - Universal Credit Summary



Commentary

There are 8586 universal credit claimants in Tamworth.




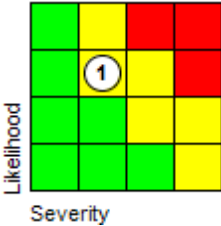

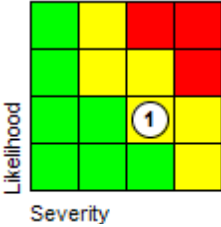

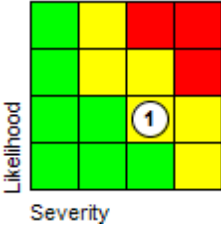
Commentary

There are 1701 council tenants on universal credit


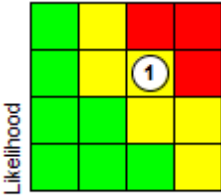

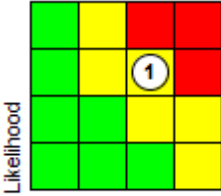

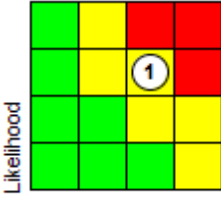
7. Corporate Risk Register – January 2023

Corporate Risks Summary Page 2022

Generated on: 20 January 2023

Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
Finance/Financial stability 2022		Warning		Stefan Garner
Modernisation and commercial agenda 2022		Warning		Anica Goodwin
Governance 2022		Warning		Anica Goodwin

Page 206

Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
Community Focus 2022		Warning		Rob Barnes
Economic Growth and Sustainability 2022		Warning		Stefan Garner
Organisational Resilience 2022		Warning		Rob Barnes

1. Finance/Financial Viability 2022

Generated on: 20 January 2023

Corporate Risk Heading	Finance/Financial stability 2022
-------------------------------	---



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

Page 208

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	2	Severity	3
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	6	Risk Score	6
		Date Reviewed	09-Jan-2023	Target Date	

Causes	<ul style="list-style-type: none"> * Austerity cuts/Major variances to the level of grant/subsidy * The uncertainty and financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases) * Poor Procurement practices and weak or ineffective Contract Management meaning 	Consequences	<ul style="list-style-type: none"> * 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. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25. While this means the Council will be able to retain its business rate growth for 2023/24
---------------	---	---------------------	--

	VFM not maximised and TBC exposed to unnecessary liabilities.		and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26. * Unplanned cost reductions / savings requirements * Financial issues leading to the Authority being taken over by Government appointed officers
--	---	--	---

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Monthly Budget Monitoring	31-Mar-2023		Monthly Financial Healthcheck reports to CMT and quarterly to Cabinet	Joanne Goodfellow
Recovery and Reset Programme	31-Mar-2023			Tina Mustafa
Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members	31-Mar-2023			Joanne Goodfellow

Latest Note	<p>The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25.</p> <p>This settlement represents a ‘holding position’ until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.</p>
-------------	--

While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.

Corporate Priority
affected

Priority2: The Economy

Priority4: Living in Tamworth

Priority5: Town Centre

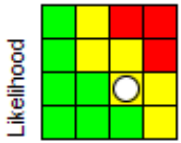
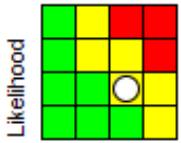
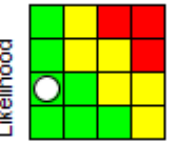
2. Modernisation and Commercialisation Agenda 2022

Generated on: 20 January 2023

Corporate Risk Heading	Modernisation and commercial agenda 2022
-------------------------------	---

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

Page 211

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	2	Likelihood	2	Likelihood	2
Risk Score	6	Risk Score	6	Risk Score	2
		Date Reviewed	16-Jan-2023	Target Date	
Causes	<ul style="list-style-type: none"> * Slow or no progress on commercial investment strategy * Under utilisation of Assets * The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases. * Failure to have the organisational structure and a skilled and motivated workforce 		Consequences	<ul style="list-style-type: none"> * Unable to deliver organisational strategies * Increased turnover/absenteeism * Unable to recruit key/essential skills * Failure to deliver project outcomes * Failure to deliver corporate plan * Government intervention * Service failure leading to ombudsman intervention and increased compensation claims 	

	<ul style="list-style-type: none"> * Changes in Job market * Ineffective project management and governance * Ineffective performance management * Inadequate business continuity plans 		<ul style="list-style-type: none"> * Increased customer dissatisfaction * Unrealised benefits * Decreased staff engagement and satisfaction resulting in poor performance.
--	--	--	---

Page 212

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Delivery of People and Organisational Strategy	31-Mar-2023			Zoe Wolicki
Delivery of Planned Commercialisation Strategy	31-Mar-2023		Draft commercialisation strategy reviewed by CMT 2021/22. Progress in areas such as procurement training for staff which has commenced. 2023/24 MTFS in progress and review of all fees and charges to feed into budgets has commenced.	Joanne Goodfellow
Develop Project management skills for key staff	31-Mar-2023			Zoe Wolicki
Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Mar-2023			Paul Weston

Latest Note

Training continues to be delivered.

HR policies and procedures continue to be updated

Corporate Priority affected

Priority2: The Economy

Priority: Organisation

Priority5: Town Centre

3. Governance 2022

Generated on: 20 January 2023

Corporate Risk Heading Governance 2022

Corporate Risk To ensure the Council is fully compliant in all legislative requirements

Page 214

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	12-Dec-2022	Target Date	
Causes	<ul style="list-style-type: none"> * Failure of democratic process * Failure to understand or respond adequately to new or changing legislation or regulation * Cyber Attack due to lack of preparedness * No horizon scanning of legislative changes * Data Protection principles not adhered to * Out of date policies and procedures 		Consequences	<ul style="list-style-type: none"> * Prosecution of individuals * Loss of reputation * Adverse impact on Tamworth residents * Authority taken over by Government appointed officers * Increase in costs, Legal and settlement * Potential harm to vulnerable persons, employees and commercial relationships * Legal action * Financial penalties 	

* Reputational damage

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
Priority2: The Economy
Priority: Organisation

4. Community Focus 2022

Generated on: 20 January 2023

Corporate Risk Heading **Community Focus 2022**

Corporate Risk **Safety, health and wellbeing of the citizens of the borough**

Page 216

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	18-Jan-2023	Target Date	
Causes	<ul style="list-style-type: none"> * Lack of Community cohesion and engagement * Children & Adults at Risk of Abuse & Neglect * Modern Slavery * Lack of Affordable homes * Council working in isolation 		Consequences	<ul style="list-style-type: none"> * Increase in crime and disorder * Increased tensions in the community * Death or serious injury * Poor and overcrowded housing * Increased demand for social housing * Increase of liability claims * Reputational damage 	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1a - Education with regard to litter and fly-tipping	31-Mar-2023		Initial meeting of an officer group took place on 4th January 2023 with a view to commencing a task/finish group, including submission of bid for Flytipping project. Volunteer litter picker groups to be invited to attend	Joanne Sands
1D - Working with partners to protect people and open spaces	31-Mar-2023			Sarah McGrandle
2C - Local plan to ensure affordable housing and infrastructure	31-Mar-2023			Anna Miller

Latest Note	No change
-------------	-----------

Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre
-----------------------------	---

5. Economic Growth and Sustainability 2022



Generated on: 20 January 2023

Corporate Risk Heading Economic Growth and Sustainability 2022

Corporate Risk Lack of economic growth and sustainability in the Borough at the levels required

Page 218

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	13-Jan-2023	Target Date	
Causes	<ul style="list-style-type: none"> * Lack of investment in the Borough * General downturn in the economy due to factors beyond our control * Failure to recognise economic changes 		Consequences	<ul style="list-style-type: none"> * Economic prosperity declines * Deprivation * Reduced Business Rates income * Tamworth not seen as a positive place to live or invest in * Lack of economic and commercial growth 	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
2A - Development of business initiatives to promote start up and growth	31-Mar-2023			Anna Miller
3A - Local plan to improve infrastructure , evening economy and transport links	31-Mar-2023			Anna Miller

Latest Note	<i>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</i>
-------------	---

Corporate Priority affected	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre
-----------------------------	--

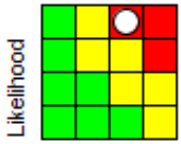
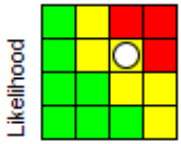
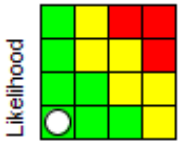
6. Organisational Resilience 2022




Generated on: 20 January 2023

Corporate Risk Heading	Organisational Resilience 2022
-------------------------------	---------------------------------------

Corporate Risk	Failure to provide services or maintain the continued wellbeing and operations within the Borough
-----------------------	--

Page 220

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	18-Jan-2023	Target Date	
Causes	<ul style="list-style-type: none"> * Significant event outside of our control e.g. major disaster, pandemic etc. * Staff not aware of action to be taken in the event of an emergency/disaster * Lack of sufficient agile operational options * Global warming/climate change 		Consequences	<ul style="list-style-type: none"> * Services not delivered * Life and property put in harms way * Reduced 'economic attractiveness' * Loss of reputation * Extreme weather conditions/impact on business's & communities 	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1B - Development of infrastructure for acting on Climate Change	31-Mar-2023			Anna Miller
Business Continuity Planning	31-Mar-2023			Paul Weston
Emergency Planning	31-Mar-2023			Tina Mustafa

Latest Note	No change
-------------	-----------

Corporate Priority affected	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
-----------------------------	---

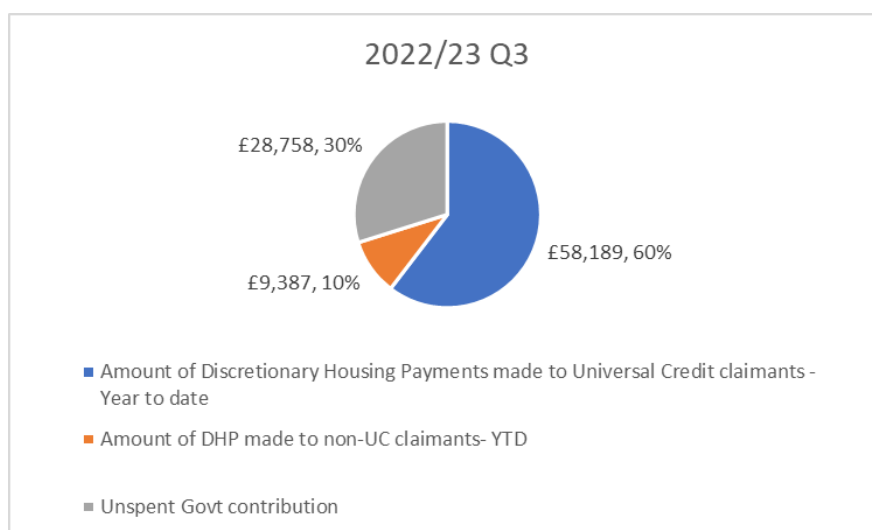
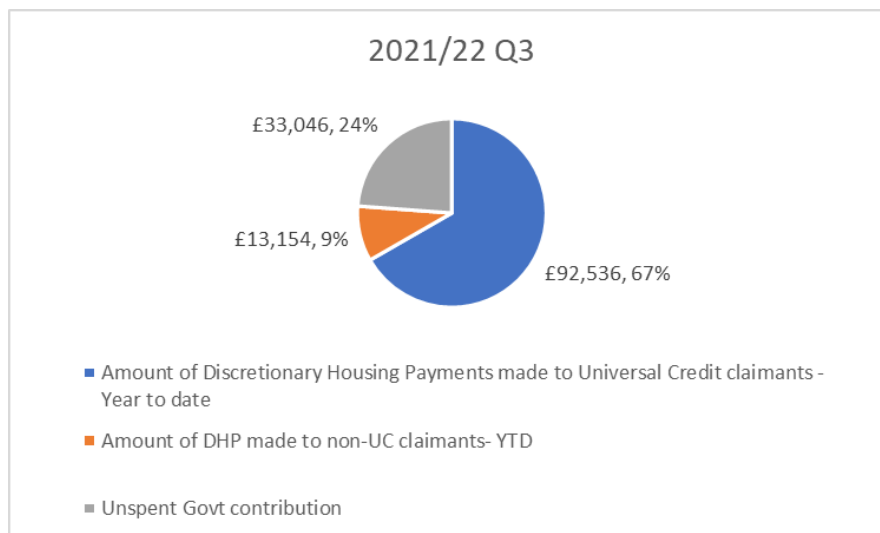
8. Impact of Welfare Benefit Reform and COVID19 on Council services

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

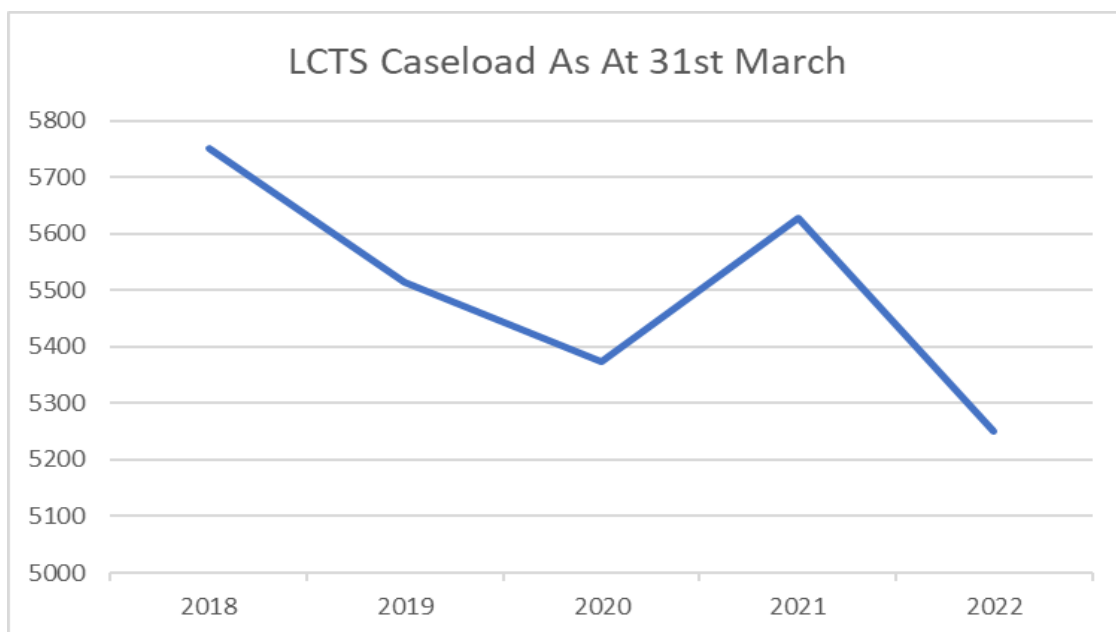
A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £68k (£106k at 31st December 2021) with 91 successful claims from 199 applications (compared to 167 successful claims from 255 applications at 31st December 2021). There is a 2 week backlog (2 weeks as at 31st December 2021) of claims still to be processed.



Local Council Tax Reduction Scheme claims are lower than 2021/22 (4,899 claimants as at 31st December 2022 compared to 5,047 at 31st December 2021) with a total scheme cost of £4.6m (£4.6m in 2021/22).

Live caseload figures are currently 5,124 compared to 5,288 at 31st December 2021, 5,628 at 31st March 2021, 5,374 at 31st March 2020 and 5,514 at 31st 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 10.0 days to December 2022 (8.0 days to December 2021).

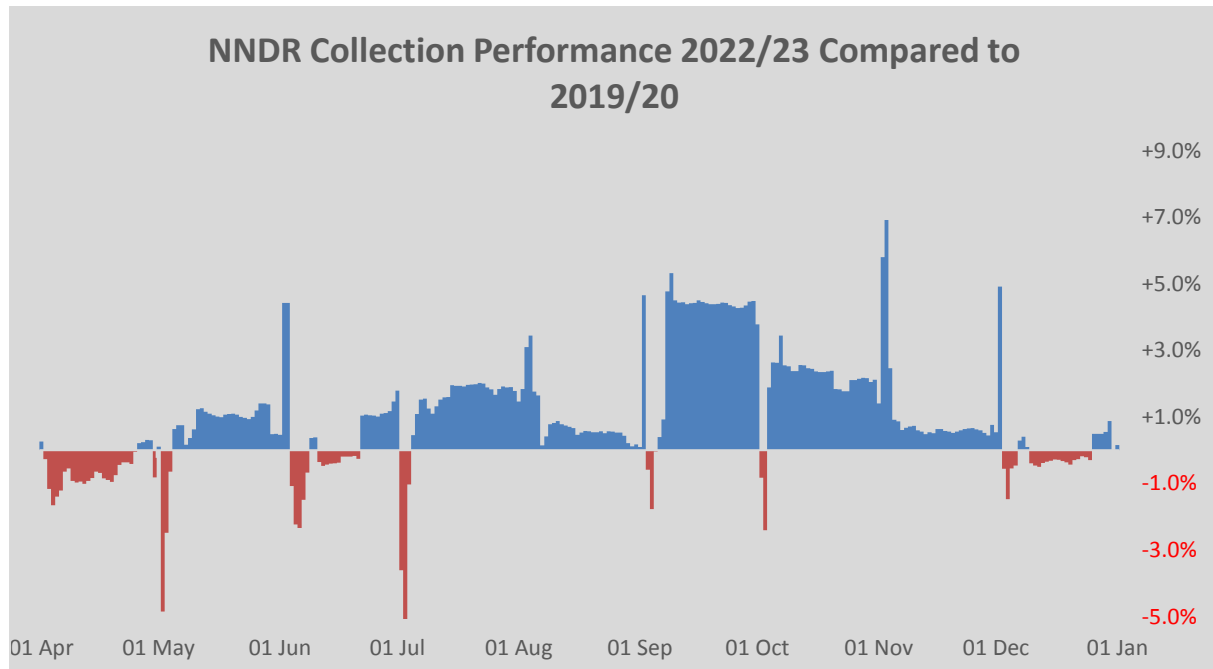


Revenues

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 Q1-2 of 2022/23 was delayed while energy rebate payments were administered.

NNDR

Collection performance remains ahead of target - current year collection levels are at 83.9%, above target by 0.6% at 31st December (82.3% as at 31st December 2020 and 79.4% as at 31st December 2021), indeed collection levels as at 31st December are higher than seven of the previous eight years. Court costs are £5.5k, above the anticipated level of £4.1k.



NB The extreme variance at the start of some months is due to the dates direct debit collection has been reported in each year.

Reminders (664 for Q3 of 2022/23) are at higher levels than 2019/20 levels (553) with summons also at higher levels than 2019/20. There have been 164 summons compared to 111. The first major court of 2022/23 was delayed to 5 July due to ongoing difficulties in being allocated court time. There have been 53 enforcement agent referrals in Q1-3 of 2022/23 (41 referrals in 2019/20).

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. 99.9% of the available funds was credited to accounts (under £2,000 unallocated). Credits arising from these awards have in many cases been carried forward to the current financial year, partly contributing to the strong collection performance.

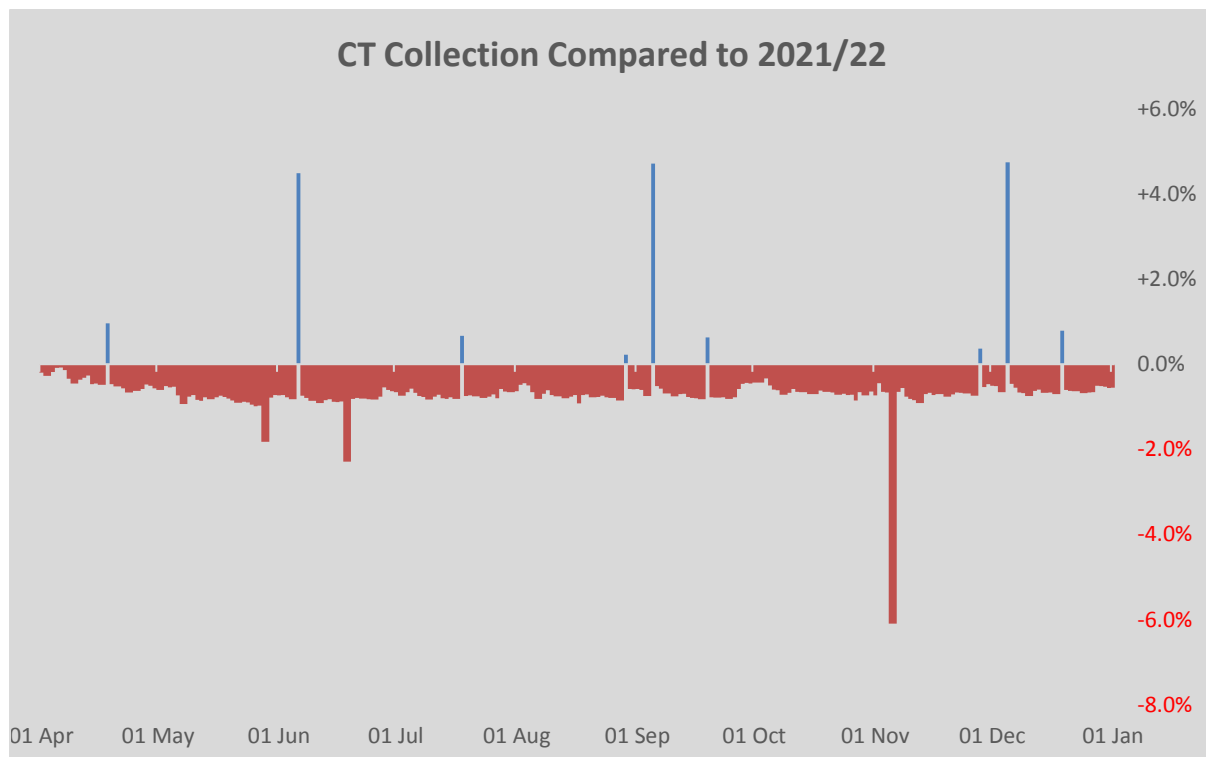
Arrears reduction in respect of 2021/22 debt stands at 75.2% compared to a target of 43.1%. This is also partly due to the award of CARF relief in respect of 2021/22.

Council Tax

Reminders are significantly lower than 2019/20 levels due to delayed recovery while the energy rebate is administered (7,087 at 31st December 2022 compared to 11,732 for Q1-3 of 2019/20) with summonses and liability orders at slightly higher levels (3,124 summonses compared to 3,054 in Q1-3 of 2019/20 with 2,537 liability orders compared to 2,424). Attachment of earnings are at also lower levels (113 attachments compared to 316 in Q1-3 of 2019/20) meanwhile there were 2,294 enforcement agent referrals compared to 1,440 in Q1-3 of 2019/20).

The backlog in processing of correspondence has been addressed and figures are now better than normal. The Revenues Billing Team backlog has reduced from 1,340 outstanding items at the end of March 2022 to 519 at the end of December 2022 (586 items at 31st December 2020).

The current year collection level of 85.6% is lower than the target of 86.5%, this is also behind the 2019/20 collection performance of 86.8%. This is due to the delays in recovery previously mentioned together with money allocated elsewhere due to cost of living increases.



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

Court cost income is behind that anticipated by £12k at £165k. Arrears collection in respect of 2021/22 of 31.1%, exactly on target.

As at 31st December 2022 there were 2,023 live Council Tax universal credit cases. The collection rate for universal credit cases was 65.5% (of a £648k collectable debit) compared to our overall collection rate of 85.6%. The difference shows universal credit collection approximately £130k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.0% compared to 73.1% overall, while roughly 10.2% are subject to arrangements compared to an overall figure of 3.8%. In addition, 936 reminders have been sent in respect of the 2,023 universal credit cases (6,626 for 34,451 overall liabilities). 20% of live cases have received a summons for non-payment, compared to a figure of 6% 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	Qtr 2 2022/23	Qtr 3 2022/23
Number of Council Tenants on Universal Credit	1,449	1,519	1571	1556	1617	1655	1671	1,701
Number of Council Tenants on Universal Credit in Rent Arrears	680	954	987	1077	749	1063	1170	1,165
Percentage of Council Tenants on Universal Credit in Rent Arrears	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%	70.0%	68.5%
Number of Council Tenants on Universal Credit not in Rent Arrears	769	565	584	479	868	592	501	536
Percentage of Council Tenants on Universal Credit not in Rent Arrears	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%	30.0%	31.5%

Total **Rent** arrears (excluding former tenants) at 31st December 2022 were £771k compared to £519k at 31st March 2022 – an increase of £252k (compared to a £232k increase in Quarters 1-3 of the preceding year).

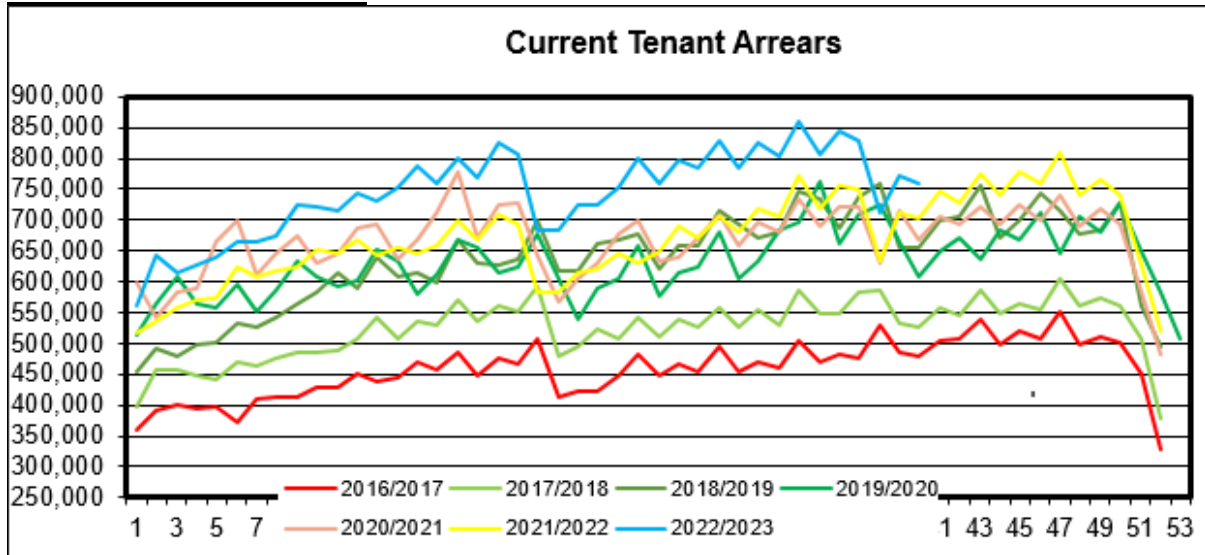
Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.14m at 31st December 2022, compared to £1.83m at 31st March 2022, an increase of £315k (compared to a £217k increase between 31st March 2021 and 31st December 2021).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) were £1.83m at 31 March 2022, compared to £1.78m at 31st March 2021, an

increase of £45k (compared to a reduction of £64k between 31st March 2020 and 31st March 2021).

There have been 5 evictions since 1st April 2022. No applications for hardship funding have been received to 31st December 2022.

Rent arrears and performance is tracked and reported routinely. The graph below shows the current trends.



The comparison chart illustrates that whilst arrears continue to increase, the general pattern of data across the year's arrears remains consistent.

Write Offs

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

The position for the second quarter of the financial year is shown below.

Type	01/04/22 – 31/12/22
Council Tax	£16,737.40
Business Rates	(£51.02)
Sundry Income	£5,036.37
Housing Benefit Overpayments	£18,547.59
Housing	£80,086.25

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	Qtr 2 2022/23	Qtr3 2022/23
live caseload figure	5,514	5,374	5,628	5,575	5,465	5,288	5,055	5,198	5,186	5,124
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,788	8,423	8,263	8,228	8,297	8,463	8,586
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,519	1,571	1,556	1,617	1,655	1,671	1,701
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	954	987	1,077	749	1,063	1,170	1,165
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%	70.0%	68.5
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	565	584	479	868	592	501	536

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%	30.0%	31.5
Number of Council Tax Payers on Universal Credit	745	1,254	1975	2,024	2,010	1,986	1,973	1,976	2,012	2,023
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	425	458	507	420	33	150	410
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%	7.56%	20.3%
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	Qtr 2 2022/23	Qtr 3 2022/23
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	1,862	1,613

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%	92.54%	79.7%
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	5,712,063	5,834,057
Discretionary Housing Payments made - Year to date	140,303	135,782	171,576	28,083	61,532	105,690	138,331	19,107	36,637	67,793
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148,625	24,317	58,695	92,536	121,294	16,019	30,957	58,189

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

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.

On 12th December 2022, the Secretary of State for Levelling Up, Communities and Local Government published a written ministerial statement which was accompanied by a policy statement on the 2023/24 local government finance settlement and assumptions about the 2024/25 local government finance settlement.

This statement came ahead of the 2023/24 provisional local government finance settlement announcement, which was published in December 2022, detailing local authority-level figures for 2023/24.

The Government has set out some planning assumptions for the 2024/25 local government finance settlement as follows:

- The Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years.
- The council tax referendum principles will continue the same as 2023/24.
- Revenue support grant will continue and be uplifted in line with baseline funding levels (assumed now to be now based on September 2023 CPI), while social care grants will increase as set out in the table above.
- Business rates pooling will continue.
- The Government will set out the future position of New Homes Bonus ahead of the 2024/25 local government finance settlement.

This settlement represents a 'holding position' until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.

While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.

There are also further uncertainties arising from current cost pressure and inflationary increases which have compounded the likely price increases for supplies that are required for building or construction/maintenance works.

In addition, and following the recent mini budget on 23rd September, there are cost pressures expected due to the financial markets' response to the contents of that budget. There is an increased likelihood of a rise in interest rates, and it can be expected that this will have a negative effect on the price of goods and services but a positive effect from the return from the Council's Treasury investments.

There will also 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.

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.

Financial resilience is and has been the key requirement for local authorities at any time, but in the current crisis it has assumed unprecedented importance.

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

The Recovery & Reset Programme package of savings originally reported in July 2022 estimated savings to be in the region of c£3.5m over 5 years; £2.8m of which was unbudgeted capital costs for continuing to occupy Marmion House.

As part of the latest update report to Cabinet on 10th November 2022, including those already built into the medium-term financial plan, the revised programme potentially delivers efficiencies of c£5.1m over the next 5-year medium term. This includes the c£3.5m already identified; plus, an additional £1.6m already delivered through the service re-design project within the programme.

In light of the base budget and MTFS forecast considered by Cabinet on 1st December 2022, following the Leaders Budget Workshop on 30th November 2022, Managers were asked to identify further areas for potential savings – which have now been included in the policy changes, amounting to c.£1.8m over 5 years.

As a result of the updated forecast in January 2023, the forecast projections now identify General Fund balances of £0.7m over 3 years – with a shortfall of £4.2m by 2026/27 and £8.8m over the 5 years to 2027/28, 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 4 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 October 2022 now identify HRA balances of £1.5m over 3 years, £0.9m by 2026/27 and £0.5m over the 5 years to 2027/28, 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).

However, this does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30 year HRA business plan. Early indications from the modelling are a potential shortfall over 30 years of £42m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £200m over 30 years).

General Fund

	General Fund						
MTFS Projections 2022/23 - 2027/28	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Projected Balances per MTFS Council February 2022	(8,691)	(8,434)	(5,669)	(2,796)	488	4,104	-
Revised Stress Tested Forecasts:							
Best Case Revised Forecast Balances - July 2022	(9,158)	(8,507)	(6,186)	(4,109)	(906)	2,646	-
Central Case Revised Forecast Balances - July 2022	(9,158)	(8,507)	(5,186)	(2,109)	1,094	4,646	-
Best Case Revised Forecast Balances - October 2022	(9,158)	(9,101)	(7,981)	(5,091)	(1,783)	1,710	5,203
Central Case Revised Forecast Balances - October 2022	(9,158)	(9,101)	(6,481)	(3,591)	(283)	3,210	6,703
Base Budget Forecast Cabinet 01/12/22	(9,158)	(9,461)	(5,883)	(1,794)	3,146	7,959	13,004
Central Case Revised Forecast Balances - January 2023	(9,158)	(9,461)	(7,744)	(5,215)	(709)	3,692	8,321

As a result of the updated forecast in January 2023, the forecast projections now identify General Fund balances of £0.7m over 3 years – with a shortfall of £4.2m by 2026/27 and £8.8m over the 5 years to 2027/28, 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 4 years to 2026/27, including the minimum approved level of £0.5m).

Further savings of around £1.8m 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 £0.6m over 5 years.

Following the updates to the Policy Changes and Capital Programme, together with the LGFS publication including the additional grants/retained Business Rates for 2023/24 & 2024/25, a summary of the resultant changes for the next phase of the budget process are outlined below.

General Fund (GF) Changes since the Base Budget was reported in December:

Proposed Change:	Budget Impact
Savings / increased income	
Policy changes savings proposals	£(1.8)m over 5 years
Increased Revenue Support grant (arising from inflation & grants rolled in of c.£90k p.a.)	£(538)k over 5 years
New Lower Tier Funding Guarantee grant (replaces Lower Tier Services Grant – previously £107k)	£(640)k for 2023/24 & 2024/25 only
Continued Services grant (previously £161k)	£(91)k for 2023/24 & 2024/25 only
Continued NHB grant notification following confirmation for 2023/24 only	£(347)k for 2023/24 only
Impact of LGFS – reduced tariff	£(1.047)m 2023/24 £(1.069)m 2024/25
Revised Business rates baseline	£(38)k 2023/24 then c. £(40)k p.a. from 2024/25
Retained Business rates for 2023/24 and 2024/25 (50% of growth over baseline)	£(637)k 2023/24 £(650)k 2024/25
Additional costs / reduced income	
Business Rates Levy – 50% of retained business rates growth	£842k for 2023/24 £860k for 2024/25
Re-phasing of contingency for reduced income (& economic / cost pressure uncertainty)	£460k for 2023/24 and 2024/25 only
Remove LCTRS Admin grant (Rolled into RSG above)	£85k p.a.
Capital programme – revenue costs	TBA
Updated recharges	TBA
Inflationary impact of policy changes	TBA

In addition, the following areas will need to be completed / agreed:

- Completion of the Business Rates forecast / NNDR1 statutory return including the impact for the Staffordshire wide Business Rates pool arrangement for 2023/24;
- Finalisation of the Policy changes; and
- Consideration of the level of Council tax increases over the 5-year period is also needed to account for potential ‘capping’ by the Government or a local referendum / veto and to ensure that balances are maintained at the minimum approved level of £0.5m

Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2022/23 - 2026/27	2021/2 2	2022/2 3	2023/2 4	2024/2 5	2025/2 6	2026/2 7	2027/2 8
	£'000	£'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)	-
Revised Stress Tested Forecasts:							
Best Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,635)	(1,905)	(1,332)	(908)	-
Central Case Revised Forecast Balances - July 2022	(5,717)	(3,458)	(2,635)	(1,905)	(1,332)	(908)	-
Central Case Revised Forecast Balances - October 2022	(5,717)	(3,573)	(2,700)	(1,920)	(1,297)	(823)	(349)
Base Budget Forecast Cabinet 01/12/22	(5,717)	(3,690)	(2,158)	(1,171)	29	1,134	2,075
Draft MTFS Forecast January 2023	(5,717)	(3,690)	(2,678)	(2,211)	(1,531)	(946)	(525)

As a result, the updated HRA base budget forecast shows that over the 3 year period to 2025/26, balances of £1.5m will remain (compared with the previous forecast shortfall of £0.5m) with a balances of £0.9m over the 4 years to 2026/27 reducing to £0.5m in 2027/28 (a shortfall in balances was previously forecast at £1.6m over the 4 years to 2026/27 increasing to £2.6m in 2026/27).

However, this does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30 year HRA business plan. Early indications from the modelling are a potential shortfall over 30 years of £42m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £200m over 30 years).

Housing Revenue Account (HRA) Changes since the base budget in December:

Proposed Change:	Budget Impact
Savings / increased income	
Reduction in Revenue Contribution to Capital (RCCO)	£(520)k p.a.
Revised recharges	TBA
Additional costs / reduced income	
Inflationary impact of policy changes	TBA

10. Financial Health check report – Period 9, Dec 2022

Executive Summary

This section to the report summarises the main issues identified at the end December 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	1,535	1,558	23	1,675	1,689	14	Minor variance
ED Growth & Regeneration	517	373	(144)	1,369	1,371	2	Additional Income received from car parking
ED Organisation	551	513	(38)	532	522	(10)	Minor variance
AD People	2,409	2,553	144	552	709	157	Vacancy allowance, other minor overspends
AD Operations & Leisure	2,661	3,409	748	3,387	4,257	870	Shortfall on catering sales and ticket sales re Summer Activity programme; vacancy allowance
ED Finance	86	95	9	-	11	11	Minor variance
AD Finance	764	(108)	(872)	(1,716)	(3,545)	(1,829)	Treasury management investment income due to improved interest rates /

							business rates levy income
AD Assets	(1,526)	(1,572)	(46)	(912)	(1,001)	(89)	Income higher than expected due to SCC still occupying Marmion House
AD Neighbourhoods	548	247	(301)	959	1,013	54	Government Grant received above budget / delayed contract payments
AD Partnerships	613	542	(71)	735	789	54	Savings from vacant posts/ receipt of unbudgeted Government Grants
Total	8,158	7,610	(548)	6,581	5,815	(766)	

The General Fund has a favourable variance against budget at Period 9 of £548k (favourable variance of £342k as at Period 8). The projected full year position identifies a favourable variance against budget of £766k or 11.62% (favourable variance of £639k or 9.71% as at Period 8).

Individual significant budget areas reflecting the variance and areas for concern are detailed at **APPENDIX A**.

A balance of £132k was held in the General Contingency Budget at the end of December 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	71	-	(71)	95	95	-	-	95
AD Growth & Regeneration	12,864	9,674	3,708	(5,966)	22,911	4,525	(18,386)	18,386	22,911
AD People	132	265	103	(162)	862	168	(694)	692	860
AD Operations & Leisure	1,169	932	253	(679)	1,262	297	(965)	965	1,262
AD Finance	4,000	-	-	-	4,000	-	(4,000)	4,000	4,000
AD Assets	849	1,293	531	(762)	1,724	774	(950)	875	1,649
AD Neighbourhoods	-	34	-	(34)	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-	-	-	-
GF Contingency	120	-	-	-	250	-	(250)	250	250
TOTAL GENERAL FUND	19,230	12,270	4,595	(7,875)	31,150	5,905	(25,245)	25,168	31,073

Capital expenditure incurred was £4.595m compared to a profiled budget of £12.270m (£4.476m compared to a profiled budget of £10.858m as at Period 8). At this point it is predicted that £5.905m will be spent by year end against a full year budget of £31.15m, including re-profiled schemes from 2021/22 of £19.23m (£5.487m spend predicted against a full year budget of £31.15m as at Period 8). Re-profiling of £25.168m into 2023/24 is predicted at this stage, compared to £25.623m forecast at Period 8. £21m of this relates to FHSF schemes, and £4m to Solway, which was to be utilised in the LUF Gungate scheme.

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

Treasury Management

At the end of December 2022 the Authority had £78.260m invested in the money markets. The average rate of return on these investments is 3.10% though this may change if market conditions ease (3.18% 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 3.76% for Schroders, 4.02% for Threadneedle and 3.10% for Hermes.

Borrowing by the Authority stood at £63.060m at the end of December 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 £9.664m at the year-end from normal revenue operations compared to £8.434m projected within the 2022/23 budget report– additional balances of £1.230m.

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	(14,984)	(14,983)	1	(9,371)	(9,397)	(26)
ED Communities	90	99	9	-	11	11
AD Operations & Leisure	182	174	(8)	265	271	6
AD People	130	108	(22)	-	(7)	(7)
AD Assets	675	792	117	414	183	(231)
AD Neighbourhoods	1,419	1,400	(19)	3,493	3,620	127
Housing Repairs	4,787	4,107	(680)	7,149	6,651	(498)
Total	(7,701)	(8,303)	(602)	1,950	1,332	(618)

The HRA has a favourable variance against budget at Period 9 of £602k (£1.022m favourable as at Period 8).

The projected full year position identifies a favourable variance against budget of £618k or 31.71% (£198k unfavourable or 10.15% as at Period 8). Individual significant budget areas reflecting the variance are detailed at **APPENDIX A**.

Capital

HOUSING REVENUE ACCOUNT	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 2022/23 (memo only) £000	Outturn £000
AD Assets	11,198	18,283	12,492	(5,791)	21,912	15,595	(6,317)	6,249	21,844
HRA Contingency	100	75	-	(75)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOUNT	11,298	18,358	12,492	(5,866)	22,012	15,695	(6,317)	6,249	21,944

Housing Capital expenditure of £12.492m has been incurred as at the end of Period 9 compared to a profiled budget of £18.358m (£12.147m against a profiled budget of £17.14m as at Period 8).

At this point it is predicted that £15.695m will be spent by the year-end, against a full year budget of £22.012m (including £11.298m re-profiled from 2021/22). Spend of £17.991m was predicted at Period 8. Re-profiling of £6.249m is now predicted (£3.961m at Period 8) including £1.093m Replacement High Rise Soil Stacks, £1.824m Regeneration & Affordable Housing and £1.305m Caledonian Depot New Build.

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 £4.384m at the year-end compared to £3.384m projected within the 2022/23 budget report – additional balances of £1m.

Project Highlight Reports


Asset management Strategy


Generated on: 25 January 2023




Asset management Strategy	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
Note	Draft document has been reviewed by the Asset Strategy Steering Group and Scrutiny. Some Amendments are required. The initial process of Asset Management Plan development has commenced.	Date	03-Jan-2023	Author	Paul Weston

Page 249


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 Asset Management Plan considered by Scrutiny Committee, Some amendments suggested prior to submission to Cabinet for approval. Initial phase of Asset Management Plans has commenced with the production of Discounted Cash Flow forecasts for the various property groupings.

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

Corporation Street (Gateway Project)

Generated on: 25 January 2023

<p>Corporation Street (Gateway Project)</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 245</p>	<p>Purpose: Physical delivery of Phase Three of the Gateways Scheme; Corporation Street bus station</p> <p>Scope: Resurface, amend levels and realign corporation street and the western section of Church street to enable:</p> <ul style="list-style-type: none"> • an improved bus interchange. • improved safety for all users • an increase in sustainable transport take up • creation of a one way system • Widens pavement and improves physical environment adjacent to listed buildings 	<p>Overall Project Status</p>		<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>This project formed part of the LUF bid but was removed for two reasons 1) capacity did not exist within the budget to deliver a second project and 2) Arriva did not like the plans (they did not add a lot of value) and instead suggested working together and including their depot site perhaps with a different proposition.</p>	<p>Planned Activities for next period</p>		<p>Amber/Red Areas</p>	<p>Red – there are no finances or funding mechanism in place to deliver this scheme. The Borough Council could fund the consultation and detailed design.</p>

Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	The Gateways pot (Phases 3 and 4 (railway station)) is c. £400k. The Phase 3 scheme, as currently designed, will cost c. £2 - 3m. This cost was based upon work undertaken for the LUF. The only way to deliver this project is to successfully bid for funding.	Decisions required from CMT	
Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Consents	✔	David Hunter	Detailed design to be completed after consultation, then proceed to planning permission, road safety audits and highways authority approvals.

Page 246


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Design	✔	David Hunter	Further design work has been undertaken to support the LUF bid. This project was ultimately dropped from that bid due a number of reason, one of them being that Arriva buses did not like the design/safety issues as a result of the design. Instead they have asked for a partnership approach with them longer longer term, possible taking in the bus depot land which they plan to move out of in the next 5 - 10 years.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Identify funding opportunity and submit bid	✔	Matthew Fletcher; David Hunter	There are currently no funding opportunities available that either TBC or SCC highways could bid for.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Implementation	⚠	David Hunter	


Development of Tourism

Generated on: 25 January 2023

Development of Tourism Strategy		Overall Project Status		Managed By	Anna Miller
Activities since last period	Tender with procurement	Planned Activities for next period	Tender out	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
Note	A draft tender has been prepared for this work to be commissioned.	Date	15-Nov-2022	Author	Anna Miller

FHSF

Generated on: 25 January 2023


FHSF	Future High Street Fund Project Description goes here	Overall Project Status		Managed By	Anna Miller
<p>Activities since last period</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 248</p>	<p>RIBA 3 public realm sign off at December Programme Board. Commencement of 2 stage contractor procurement process. Design and conservation discussions around 3 stage approach to Market Street. Canopy removed. Strip out of Coop almost completed.</p>	Planned Activities for next period	<p>Issuing the college planning decision following legal sign off. January Programme Board to approve a contractor and team to start stage 2 neg. on price. Working towards RIBA 3 for Market Street. Submission of public realm and castle gateway applications to LPA. Discussions on contractor procurement for Market Street. Middle Entry Planning application to Planning committee in January.</p>	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	A RIBA Stage 3 cost plan is available. It is likely though that budgets will be exceeded and inflationary pressures represent the highest reason for any increases.	Decisions required from CMT	
Note	Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. A number of applications have been approved by planning committee with the college application submitted and awaiting determination. Challenges persist, the biggest	Date	14-Jul-2022	Author	Anna Miller

	one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Subcommittee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.				
--	--	--	--	--	--


Garage Site Development Caledonian regeneration


Generated on: 25 January 2023


Garage Site Development Caledonian regeneration	Purpose: Delivery of new Council Houses on the former depot site in Glascoate Scope: Demolition of former depot and provision of 5 new council houses	Overall Project Status		Managed By	Paul Weston
Activities since last period	Design work completed and planning consent obtained. Contractor list identified Clerk of Works terms agreed	Planned Activities for next period	Procurement of contractors	Amber/Red Areas	None
Tasks including Stakeholder issues, budget and timing	Budget figures have been updated to reflect current project and current financial climate but these could still change up to tender phase.	Resourcing Requirements	External consultants already appointed and costs agreed as part of overall project cost.	Decisions required from CMT	None
Note	Procurement has been completed and the contract awarded. The contractor will take possession of the site in January 2023. Some pre-commencement works have taken place.	Date	03-Jan-2023	Author	Paul Weston

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction Phase		Paul Weston	Contract let, pre-commencement site survey work and demolition survey work has been completed. The contractor will take possession of the site in January 2023.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
----------------	-----------------------	-----------------	------------


Design through to planning consent		Paul Weston	Planning in place.
------------------------------------	---	-------------	--------------------

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Lettings			Build-out phase yet to be programmed at this stage but likely to be 2023.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement and financial approval		Paul Weston	The procurement phase has been completed and the contract for construction awarded.

Gungate

Generated on: 25 January 2023

<p>Gungate</p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders. Scope: Development of land north and south of Spinning School Lane into a mixed use site which will support the town centre by delivering uses that complement the existing offer and increase footfall, choice and prosperity.</p>	<p>Overall Project Status</p>		<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>Ongoing discussions with SCC on land assembly. HoT's sent to SCC and Atik.</p>	<p>Planned Activities for next period</p>	<p>Site visit with Atik and at Buzz to look at how to split building. Consultant team to be assembled to focus on this - to include architects/party wall/fire specialists.</p>	<p>Amber/Red Areas</p>	
<p>Risks including Stakeholder Issues, budget and timing</p>	<p>Charities Commission have requested further information. The library will be moving into the Tam youth centre as a consequence of SCC leaving MH. They will commence occupation in October half term and will terminate in the spring. A further request has been received from County to potentially locate another organisation into 56A.</p>	<p>Resourcing Requirements</p>		<p>Decisions required from CMT</p>	
<p>Note</p>		<p>Date</p>		<p>Author</p>	

Page 252

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery north site	✔		Further discussion with SCC over valuations, charity commission and additional requests, temporary move of library. Internal discussions on how to move site forward in an interim basis prior to any LUF award.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery south site	✔	Matthew Fletcher; Joanne Goodfellow; Karen Moss	Leisure centre feasibility tender did not attract a consultant. Car park demand study underway, some slight delays due to requirement for further research

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly north site	✔	Matthew Fletcher	Heads of Terms submitted to SCC and ATIK.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly south site	✔	Matthew Fletcher; Joanne Goodfellow	Discussions have been held with NCP to determine potential options around the car park.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Partnership with Homes England - Governance	✔		Further meetings have been held and a draft MOU is in circulation which clearly sets out a potential long term working relationship with the Borough Council.


Page 253

ICT Strategy Implementation Plan

Generated on: 25 January 2023

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

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Modernisation of Infrastructure and Application estate		Gareth Youlden	<p>Work started on preparations/business case for move of candidate servers to Microsoft Azure cloud services.</p> <p>Several applications planned for move to supplier hosted Software as a Service</p> <p>Continued work on website upgrades to Drupal 9</p> <p>Upgrade to Gazetteer system planned for Dec 22</p> <p>Proof of concept Power App built for Caretaker site inspections.</p>

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Office 365 and Cloud Services Adoption		Gareth Youlden	Initial investigations into adoption of OneDrive for user data and Sharepoint for shared data started.

			<p>ongoing discussions with several application vendors regarding a move to their cloud Software as a Service Model including Income Management, HR and Payroll and ModGov.</p> <p>Scope of works completed to setup our Microsoft Azure Landing Zone in preparation for a possible move of candidate servers to Azure cloud services</p>
--	--	--	---

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Stronger Security and Governance	✔	Gareth Youlden	<p>Deployment of Multi Factor Authentication for home working access</p> <p>Investigations into Security Incident and Event management tool</p> <p>Preparation for continued PSN compliance</p> <p>Ongoing GDPR work on recording our information assets.</p>

Local Government Boundary Review

Generated on: 25 January 2023




Local Government Boundary Review	Project not yet commenced	Overall Project Status		Managed By	Zoe Wolicki
Activities since last period	.	Planned Activities for next period	.	Amber/Red Areas	.
Risks including Stakeholder Issues, budget and timing	.	Resourcing Requirements	.	Decisions required from CMT	.
Note		Date		Author	


Page 256


Net Zero


Generated on: 25 January 2023

<p>Net Zero</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 257</p>	<p>Purpose: Make the Council's activities net-zero carbon by 2050 with aspiration to achieve 2030 should the council be financially able to do so</p> <p>Scope:</p> <ol style="list-style-type: none"> 1) Ensure that political and chief officers leadership teams embed this work in all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the council's activities; 2) The Council (including the Executive and Scrutiny Committee) consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies; 3) Receive a report to the relevant scrutiny committee regarding the level of investment in the fossil fuel industry that any of our investments have; 4) Ensure that all reports in preparation for the 2021/2022 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency; 	<p>Overall Project Status</p>		<p>Managed By</p>	<p>Anna Miller</p>
---	---	-------------------------------	---	-------------------	--------------------

Activities since last period		Planned Activities for next period		Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing	There is a lot of work to do in a short amount of time. This workload will add to other priority work streams.	Resourcing Requirements	A policy change has been submitted for a three year post to support workload.	Decisions required from CMT	
Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Scope 1 - 3		Anna Miller	Scopes 2 and 3 have been completed. All committee reports now have a sustainability section which needs to be completed. ISaG and Cabinet have received the baseline report which includes information on our investments.


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


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Stage 2			Following the endorsement of Stage 1 - consultants will need to be commissioned to undertake stage2.


OD Strategy

Generated on: 25 January 2023

<p>OD Strategy</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 260</p>	<p>Purpose: 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>Scope: The People and Organisational Development Strategy is a new strategy that is designed to recognise the Smart Working Model.</p>	<p>Overall Project Status</p>	<p>✔</p>	<p>Managed By</p>	<p>Zoe Wolicki</p>
<p>Activities since last period</p>	<p>Consultant carried out organisational research Stakeholder Meetings carried out with CE, ELT, AD's and AD Direct Reports</p>	<p>Planned Activities for next period</p>	<p>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</p>	<p>Amber/Red Areas</p>	<p>None</p>
<p>Risks including Stakeholder Issues, budget and timing</p>	<p>Impact of R&R – development of implementation plan is achievable assuming a smooth transition to Smart Working</p>	<p>Resourcing Requirements</p>	<p>None</p>	<p>Decisions required from CMT</p>	<p>None</p>
<p>Note</p>		<p>Date</p>		<p>Author</p>	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Consultation and Approval of Strategy		Zoe Wolicki	Consultation complete Going to A&S committee for approval on 26 January


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	will be progressed following approval. 15 policies agreed and implemented in November. 8 policies with TULG and will go to Appointments and Staffing on 26 January

Place Investment Strategy

Generated on: 25 January 2023


Page 262	Place Investment Strategy	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.	Overall Project Status		Managed By	Anna Miller
	Activities since last period	Tender with procurement	Planned Activities for next period	Tender out	Amber/Red Areas	
	Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
	Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Approve and adopt strategy?		Matthew Fletcher	The correct date is now showing in Pentana therefore this work is now on track and in control.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Write and consult on a place investment strategy		Matthew Fletcher	Preparation of tender underway.


Reset and Recovery management of overall programme


Generated on: 25 January 2023


Reset and Recovery management of overall programme	-- enter action details here --	Overall Project Status		Managed By	Tina Mustafa
Activities since last period	.	Planned Activities for next period	.	Amber/Red Areas	.
Risks including Stakeholder Issues, budget and timing	.	Resourcing Requirements	.	Decisions required from CMT	.
Note Page 263	R&R Board set for 12/1/23 & 9/3/23. Implement decisions around de-commissioning MH/Ground floor layout; Neighbourhood Impact Service and exit strategy. cabinet report set for March 2023 with outturn and final programme review (PIR).	Date	06-Jan-2023	Author	Tina Mustafa
	Board set for 12/1/23 to agree final phases of R&R programme to include audit assurance outturn report and cabinet final position on 160323 cabinet.		30-Nov-2022		Tina Mustafa
	Comprehensive reported via Recovery & reset Board and appropriate scrutiny committees		29-Jul-2022		Tina Mustafa


Self-Assessment Compliance Framework (Housing)

Generated on: 25 January 2023

Page 26/27	Self-Assessment Compliance Framework (housing)	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
	Note		Date		Author	


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Commission Consultancy support for self-assessment – phase 1			YDS external consultancy completed phase 1 - desk top self assessment. Reported to corporate scrutiny 17/11/22 following full cabinet review on 10/11/22 inc improvement plan drafted with risk matrix. Resources subject to policy changes budget proposals


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery of 3-year improvement plan		Lee Birch	Cabinet report November 2022 agreed framework and resourcing process. Budget setting process reflects resourcing - plan to be agreed by April 2023

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Gap Analysis and improvement plan produced and agreed – phase 1		Lee Birch	Draft improvement plan produced with risk matrix - discussed corp scrutiny 171122 following cabinet on 101122. Tenant Satisfaction measures being scoped ready for DLuCH submission in April 2023/2024 as per RSH directions

Town Centre Masterplan


Generated on: 25 January 2023

Town Centre Masterplan	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	Meeting with Homes England regarding the scope of the masterplan/investment plan. Preparation of Brief. Mini comp to determine multi-disciplinary team. Site visits/walk around in December. Homes England Grant Agreement signed.	Planned Activities for next period	Inception meeting in January. Consultant appointment.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Preparation of Masterplan.		Matthew Fletcher; Anna Miller	This will be completed in March.

Town Hall

Generated on: 25 January 2023

Town Hall	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.	Overall Project Status		Managed By	Paul Weston
Activities since last period	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.	Planned Activities for next period	Prepare costed report for Members to consider. Develop budget proposal for scheme	Amber/Red Areas	None
Risks including Stakeholder issues, budget and timing	No budget has been identified for this project beyond the initial consultancy work. Planning and heritage issues could impact on deliverability.	Resourcing Requirements	External consultants already appointed	Decisions required from CMT	None
Note	Outline proposals have been agreed with key stakeholders, capital bids have been submitted for 2023/24 and beyond. Development of detailed specifications and tenders will only commence once budget has been approved.	Date	03-Jan-2023	Author	Paul Weston

Page 207

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Communications	✔	Tania Phillips	Key stakeholders have been briefed on the proposals and outline costings. Feedback will form basis of capital programme bids for 2023 and beyond.

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	Sufficient information is now available to develop capital bids for future years. A costed condition survey is now available and further maintenance plans will be developed as part of any refurbishment works.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of project brief.	✔	Paul Weston	Project brief required to develop capital bids has been completed. The construction phase project brief will be developed once funding is known.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement	✔	Paul Weston	Procurement will only commence once funding is in place.

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 Postion Predicted Outturn	Comment
Operations & Leisure	ASSEMBLY ROOMS	WAGES	80,014	50,740	29,274	50,740	30,000	80,740	Casual staff usage to support business activities
		GOVERNMENT GRANTS	(136,863)	0	(136,863)	0	(136,863)	(136,863)	£136.8K Received grants from National Heritage Memorial Fund. Capital project is complete so funds to be kept in revenue.
		SPLIT PROFIT EVENT INCOME	(359,940)	(300,030)	(59,910)	(400,000)	0	(400,000)	Income to date in excess of profiled budget
	ASSEMBLY ROOMS BAR	BAR SALES	(83,575)	(44,640)	(38,935)	(59,520)	(20,480)	(80,000)	Higher income than expected.
		CATERING SALES	(53,173)	(139,230)	86,057	(185,660)	85,660	(100,000)	Lower income than expected.
	SUMMER ACTIVITY 2022	SALARIES	39,239	63,936	(24,697)	84,507	(45,268)	39,239	Salaries costs less than estimated, offsetting other overspends on this cost centre
		CATERING SALES	(3,694)	(48,375)	44,681	(64,500)	60,806	(3,694)	Sales was lower than expected
		TICKET SALES	(269,219)	(708,570)	439,351	(708,570)	439,351	(269,219)	Ticket sales was lower than expected
	PUBLIC SPACES	SALARIES	1,022,567	989,078	33,490	1,318,800	49,000	1,367,800	Impact of payaward in excess of budgetary provision
		VACANCY ALLOWANCE	0	(96,010)	96,010	(96,010)	96,010	0	Vacancy Allowance
		BRITAIN IN BLOOM	54,972	22,125	32,847	29,500	25,500	55,000	No budget specifically for Britain in Bloom but costs partially offset with other underspends

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 Postion Predicted Outturn	Comment
AD People	ICT	APPLICATION SOFTWARE	90,880	39,870	51,010	53,110	37,000	90,110	Additional MS Office365 licenses required
	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(27,630)	27,630	(36,870)	36,870	0	Vacancy Allowance
AD Assets	ASSET MANAGEMEN T	SALARIES	33,676	64,043	(30,366)	85,350	(37,000)	48,350	Vacant Post
	MARMION HOUSE	RENTS	(60,645)	(24,000)	(36,645)	(32,000)	(28,645)	(60,645)	Income higher than expected due to SCC still occupying 5th floor
		CONTRIBUTI ON-COMMON SERVICES	0	0	0	(32,640)	(47,360)	(80,000)	Additional income as SCC still occupying 4th and 5th floors

Page 270

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 Postion Predicted Outturn	Comment
AD Neighbourhoods	HOMELESSNESS	BED AND BREAKFAST COST	83,763	167,220	(83,457)	222,990	(100,000)	122,990	Underspend due to budget being based on historical data, it is currently under review for next year
		BED & BREAKFAST INCOME	(26,929)	(167,220)	140,291	(222,980)	170,000	(52,980)	Under achieved income due to budget being based on historical data, it is currently under review for next year

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Postion Predicted Outturn	Comment
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(251,688)	(119,359)	(132,329)	(208,150)	0	(208,150)	Subject to the Homelessness Prevention grant allocation
	COMMUNITY WARDENS	SALARIES	72,782	112,280	(39,498)	154,900	(50,000)	104,900	Two vacant posts
	CCTV	CONTRACT PAYMENTS	0	195,480	(195,480)	200,370	0	200,370	Awaiting invoice for shared services from West Midlands Combined Authority
AD Partnerships	PARTNERSHIP SUPPORT & DEV	SALARIES	113,414	144,810	(31,396)	193,090	(27,300)	165,790	Vacant Post
	CAR PARKING ENFORCEMENT COSTS	SALARIES	0	48,600	(48,600)	64,750	(54,520)	10,230	Two vacant posts
		PAYMENTS FOR TEMPORARY STAFF	54,520	0	54,520	0	54,520	54,520	Utilising savings on salaries budget to cover Temporary staff cost
	STRATEGIC HOUSING	SALARIES	20,151	91,080	(70,929)	121,440	(82,500)	38,940	Two vacancies Strategic Housing Mgr. & Officer
		CONT TO RESERVES	0	0	0	0	46,000	46,000	Reserve for Cohesion Officer Jan 23 - Dec 24
	SAFER STRONGER COMMUNITIES FND	CONT TO RESERVES	0	0	0	0	30,000	30,000	£30,000 ASB Youth Engagement Worker to reserve
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(526,229)	(420,030)	(106,199)	(560,000)	(139,000)	(699,000)	Forecasted income is better than target.

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 Postion Predicted Outturn	Comment
	CASTLE SCHOOLS EDUCATION	SCHOOLS PROGRAMME	(53,255)	(19,620)	(33,635)	(26,200)	(33,800)	(60,000)	Forecasted income is better than target.
	ENVIRONMENTAL HEALTH	VACANCY ALLOWANCE	0	(22,680)	22,680	(30,270)	30,270	0	Vacancy Allowance

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 Postion Predicted Outturn	Comment
AD Finance	BENEFITS	PROVISION FOR BAD DEBTS	0	25,000	(25,000)	25,000	(75,000)	(50,000)	Latest estimate indicates a reduction in the provision required
		RENT ALLOWANCES	3,533,116	3,846,310	(313,194)	5,020,060	(459,330)	4,560,730	Based on DWP est claim as at P9
		NON-HRA RENT REBATES	6,624	31,980	(25,356)	42,760	(33,740)	9,020	
		COUNCIL TENANT RENT REBATES	5,003,435	5,198,500	(195,065)	6,743,790	(143,560)	6,600,230	
		COUNCIL TENANT GRANT	(5,034,399)	(5,164,830)	130,431	(6,700,420)	169,308	(6,531,112)	
		PRIVATE TENANT GRANT	(3,443,689)	(3,732,100)	288,411	(4,871,110)	390,870	(4,480,240)	
		OVERPAYMENT COUNCIL TENANT	(94,121)	(67,500)	(26,621)	(90,050)	(35,440)	(125,490)	Based on e-Fins as at P9

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 Postion Predicted Outturn	Comment
		PT OVERPAYMENT RECOVERY	57,268	0	57,268	0	76,360	76,360	
	BENEFITS ADMINISTRATION	VACANCY ALLOWANCE	0	(27,360)	27,360	(36,520)	36,520	0	Vacancy Allowance
		GOVERNMENT GRANTS	(48,662)	(8,300)	(40,362)	(18,730)	(24,390)	(43,120)	Government grant funding for new burdens workload.

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 Postion Predicted Outturn	Comment
AD Finance	CORPORATE FINANCE	GENERAL CONTINGENCY	0	0	0	132,000	(132,000)	0	Remaining Funds unlikely to be required in the current year
		CONT TO RESERVES	0	0	0	150,000	593,110	743,110	Increased reserve contributions arising from additional NNDR section 31 grant income
		NNDR LEVY PAYMENTS	419,217	0	419,217	1,262,640	962,330	2,224,970	Increased levy due to higher than expected NNDR income projected at P9
		GOVERNMENT GRANTS	(1,714,066)	(1,714,140)	74	(2,285,510)	(1,555,440)	(3,840,950)	Additional Section 31 grant income due to additional business rate reliefs
		MISC CONTRIBUTIONS	(432,475)	0	(432,475)	0	(854,830)	(854,830)	Business Rates pooling returned levy income
		SAVINGS-SERVICE REVIEW	0	(74,970)	74,970	(100,000)	100,000	0	Savings unlikely to be achieved in 2022/23

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 Postion Predicted Outturn	Comment
	TREASURY MANAGEMENT	CONT TO RESERVES	0	0	0	0	211,300	211,300	Transfer to reserve re reduction in property fund valuations
		MISC INTEREST & DIVIDENDS	(889,601)	(90,540)	(799,061)	(120,710)	(1,262,731)	(1,383,441)	Increased interest rates
	COUNCIL TAX	COURT COSTS	(164,891)	(90,000)	(74,891)	(225,000)	0	(225,000)	Court dates are coming through ahead of schedule. Budget phasing was realigned to last qtr of the financial year to account for expected delays.

Page 274

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 Postion Predicted Outturn	Comment
AD Assets	SERVICE CHARGES	SERVICE CHARGE	76,503	(28,860)	105,363	(37,400)	(277,950)	(315,350)	Unbudgeted income for recovery of Section 20 Fire Door Replacements completed under Capital Scheme. Invoices for £234k raised in Nov 2022
	REPAIRS CONTRACT	SALARIES	187,967	260,063	(72,095)	346,690	(85,000)	261,690	Vacant posts following restructure of the team, offset by unbudgeted temp staff cost
		PAYMENTS FOR TEMPORARY STAFF	87,388	30,000	57,388	30,000	87,000	117,000	Cost of Agency Staff - Head of Repairs
Housing Repairs	REPAIRS CONTRACT	COVID 19 COSTS	225,773	87,000	138,773	96,000	129,773	225,773	Covid related repairs, final invoices paid

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 Postion Predicted Outturn	Comment
		VOIDS	1,052,368	1,200,000	(147,632)	1,600,000	0	1,600,000	Budget currently underspent, however due to unknown condition of properties and expenditure required for fit to let purpose, it is unknown if there will be an underspend at the year end
		WALL FINISHING & LINTELS	450,568	706,125	(255,557)	941,500	(400,000)	541,500	Projects have been identified but unable to complete them this year (i.e. repairs to parapets at the High rise blocks)
		STAIRLIFT MAINTENANCE	13,222	45,000	(31,778)	60,000	0	60,000	Work in progress, awaiting invoices from the contractor
		GAS HEATING SYSTMS MAINTENANCE	297,492	465,000	(167,508)	620,000	(200,000)	420,000	Predicted underspend, due to new boilers being installed and maintained or covered by guarantee
		PERIODIC ELECTRICAL TESTING	271,015	303,750	(32,735)	405,000	0	405,000	There will be more testing done this year, surveys at High Rise block currently benign undertaken which will inform the predicted outturn.
		DISREPAIR COSTS	0	33,000	(33,000)	33,000	0	33,000	Awaiting completion of work following disrepair claims
		PLANNED MAINTENANCE	27,693	72,000	(44,307)	107,000	0	107,000	Budget to assist with disrepairs
		RECHARGABLE WORKS	(57,740)	0	(57,740)	0	(57,740)	(57,740)	Recovery of cost of damages to properties

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 Postion Predicted Outturn	Comment
Housing Repairs	REPAIRS	WATER PUMPS HIGH RISE	4,200	37,500	(33,300)	50,000	0	50,000	Pump installed - to be paid from capital scheme, only cost of service/ maintenace included here
		MISC. (NON SPECIFIC)	6,935	60,795	(53,860)	81,060	(70,000)	11,060	To offset cost of disrepairs
		FIRE SAFETY & RISK ASSESSMENT	47,000	0	47,000	0	0	0	Commitment to Ridge and Partners, funds are kept in reserve - to be released once the invoice is paid.
		DISREPAIR COSTS	100,272	0	100,272	0	100,272	100,272	Outstanding cost of historical disrepair claims
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	265,259	185,400	79,859	185,400	50,000	235,400	Predicted overspend due to increase in arrears
		SERVICE CHARGE	(184,485)	(157,340)	(27,145)	(204,100)	(35,000)	(239,100)	Service charges higher than budgeted, mainly due to increase of electricity charges
		UNDER/OVER BANKING	(24,005)	0	(24,005)	0	(24,005)	(24,005)	Unbudgeted income - credit w/offs
		RENTS	(15,030,878)	(14,980,235)	(50,643)	(19,431,480)	(49,700)	(19,481,180)	Rent collection higher than budgeted due to lower level of voids
		GARAGE RENTS	(243,144)	(270,380)	27,236	(350,740)	35,000	(315,740)	Increased number of void garages, garage refurbishment project in progress

Capital Programme Monitoring

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	Comments
Chief Executive										
Joint Waste Service Additional Bins	95	71	-	(71)	95	95	-	-	95	-
Service Area Total	95	71	-	(71)	95	95	-	-	95	
AD Growth										
Gungate Development	718	539	72	(467)	718	100	(618)	618	718	Started looking for delivery, consultant appointed to mobilize the project.
Castle Mercian Trail	27	21	(1)	(21)	27	27	-	-	27	Underspend from previous project. This is capital funding came from GF receipts and reserves and unsupported borrowing and at year end the unspent budget will be returned to capital financing and will be available to fund other future schemes.
Gateways	400	300	-	(300)	400	-	(400)	400	400	There is still no plan to use in 2022-23. Budget to be reprofiled to 2023-24
Repairs to Castle Elevation	429	322	-	(322)	429	143	(286)	286	429	Tender evaluation in progress, will use all budget in this year.
Off Street Car Parking Infrastructure Update	22	16	22	5	22	22	-	-	22	-

Page 278

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	Comments
FHSF Castle Gateway	2,621	1,966	225	(1,741)	5,083	583	(4,500)	4,500	5,083	Majority of spend expected in final quarter of 2022/23, with £4.5m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
FHSF Middle Entry	2,067	1,550	1,452	(98)	2,067	1,631	(436)	436	2,067	Purchase of Middle Entry at £1.355m completed at the end August.
FHSF College Quarter	6,580	4,935	1,894	(3,040)	14,113	1,967	(12,146)	12,146	14,113	Majority of spend expected in final quarter of 2022/23, with £12.1m expected to be re-profiled into 2023/24 at this stage, in line with plan submitted to DLUHC
Disposal of Solway Cls Site	-	26	45	19	53	53	-	-	53	Work in progress with Thomas Lister as per Homes England Framework.
Service Area Total	12,864	9,674	3,708	(5,966)	22,911	4,525	(18,386)	18,386	22,911	

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	Comments
ED Organisation								-		
AD People								-		

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	Comments
Replacement It Technology	24	52	30	(21)	73	33	(40)	40	73	Network Refresh to be brought forwards due to issues with VMWare. Possibly to be started by March, but likely to fall into 23-24. Year to date spend includes commitments raised.
New Time Recording System 17/18	15	-	-	-	-	-	-	-	-	Cabinet approved re-purposing of this budget to fund move of i-Trent system to cloud.
Self Service Customer Portal	27	20	14	(6)	27	17	(10)	10	27	Remaining funds to be used to move further processes to portal, unlikely to be finished by Mar-22
Member Device Refresh	2	1	-	(1)	2	2	-	-	2	Remaining budget to be used for replacement kit
Endpoint & Web E-Mail Filter	-	30	-	(30)	40	-	(40)	40	40	Spend not planned until 2023/24 therefore budget to be re-profiled
Asset Management Database	42	32	-	(32)	42	-	(42)	42	42	Additional modules and training required - unlikely to be spent before March-22
V13 Income Management Systems & 3D Secure	23	17	20	3	23	21	(2)	-	21	System upgrade and move to Cloud - expected go live Oct 22
R & R Smart Working IT Requirements	-	24	-	(24)	523	50	(473)	473	523	Funds to be used for IT Equipment on Ground Floor. Remainder for new premises, reprofiled to 23/24

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	Comments
ICT Audio/Visual Technology Town Hall	-	44	-	(44)	87	-	(87)	87	87	Technology evaluation reliant on meeting Jan-23 so unlikely to be spent by Mar-23
ITrent HR & Payroll SAAS	-	46	39	(7)	46	46	-	-	46	Remaining budget is for consultancy costs
Service Area Total	132	265	103	(162)	862	168	(694)	692	860	

Page 280

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	Comments
AD Operations & Leisure								-		
Wigginton Park Section Section 106	11	9	-	(9)	11	-	(11)	11	11	Volunteers' groups slowly returning post pandemic resulting in delay management plan. Likely to underspend in current year and need to re-profile into 2023-24

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	Comments
Broadmeadow Nature Reserve	11	8	-	(8)	11	-	(11)	11	11	Volunteers' groups slowly returning post pandemic resulting in delay management plan. Likely to underspend in current year and need to re-profile into 2023-24
Public Open Space Section 06	27	20	-	(20)	27	-	(27)	27	27	Plan to use this for play area improvements at Rainscar, to be confirmed. Budget will be used in 2023-24 and policy change to increase budget.
Street Lighting	69	52	31	(21)	69	69	-	-	69	Ongoing 40+ replacement scheme, works to plan
Local Nature Reserves	24	18	-	(18)	24	-	(24)	24	24	Grant funding HLS from Rural Payments Agency. Waiting for quotation. Likely to underspend in current year and need to re-profile into 2023-24
Amington Community Woodland	757	568	(0)	(568)	757	-	(757)	757	757	On hold due to issues on site with levels - with Planning. Expect to re-profile into 2023-24
Refurbishment Castle Grounds Tennis Courts	120	119	172	53	177	177	-	-	177	Worked started and plan to finish before year end.

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	Comments
Refurbishment of Play Areas	50	64	50	(14)	85	50	(35)	35	85	Contract awarded for £50k. New tender to use £35K (+ £10K from other budget) for remaining work
Indoor and Outdoor Sports Feasibility	100	75	-	(75)	100	-	(100)	100	100	Contract awarded and work ongoing, completion planned for 2023.
Service Area Total	1,169	932	253	(679)	1,262	297	(965)	965	1,262	

Page 282

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	Comments
ED Finance										
AD Finance										
Solway Tamworth LTD LATC	4,000	-	-	-	4,000	-	(4,000)	4,000	4,000	To be utilised in LUF scheme, subject to confirmation of bid
Service Area Total	4,000	-	0	0	4,000	-	(4,000)	4,000	4,000	
ED Communities										
AD Assets										

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	Comments
Disabled Facilities Grant	849	1,124	531	(593)	1,499	699	(800)	800	1,499	Currently working to establish the backlog of outstanding work from Millbrook. Budget will not be fully utilised.
Energy EFF Upgrade Commercial and Industrial Properties	-	56	-	(56)	75	-	(75)	-	-	Up-to-date there was no requirements for upgrades, as there was no vacant units that required improvements. Predicted savings of £75k
PR & R Office Requirements	-	113	-	(113)	150	75	(75)	75	150	Awaiting approval of the options, it is estimated that only £75k will be spent this year with remaining £75k to be reprofiled
Service Area Total	849	1,293	531	(762)	1,724	774	(950)	875	1,649	
AD Neighbourhoods										
CCTV Infrastructure	-	34	-	(34)	46	46	-	-	46	Awaiting invoice from WMCA for the shared services
Service Area Total	-	34	-	(34)	46	46	-	-	46	
GF Contingency										
GF Contingency	-	-	-	-	100	-	(100)	100	100	Funds not likely to be required this year and to be re-profiled
Cont-Return On Investment	20	-	-	-	20	-	(20)	20	20	Funds not likely to be required this year and to be re-profiled

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	Comments
GF Contingency Plant and Equipment	100	-	-	-	100	-	(100)	100	100	Funds not likely to be required this year and to be re-profiled
GF Contingency Castle Curtain Wall	-	-	-	-	30	-	(30)	30	30	Funds not likely to be required this year and to be re-profiled
Service Area Total	120	-	-	-	250	-	(250)	250	250	
GENERAL FUND TOTAL	19,230	12,270	4,595	(7,675)	31,150	5,905	(25,245)	25,168	31,073	

HOUSING REVENUE ACCOUNT	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
ED Communities										
AD Assets										
Structural Works	8	209	113	(95)	279	113	(166)	166	279	Further work has been identified at Caledonian garage roofs, Riverside carpark and Kettlebrook but this will be actioned in the new financial year.
Bathroom Renewals	5	435	436	1	580	580	-	-	580	Contract split between Wates and Equans. Wates commenced work on this project in September. Backlog of invoices from Equans due to variations

HOUSING REVENUE ACCOUNT	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
										between value on invoices and quote. Jobs raised on Orchard to utilise the whole budget.
Gas Central Heating Upgrades and Renewals	639	994	434	(559)	1,325	1,125	(200)	200	1,325	Boiler replacement programme issued to the contractor. The gas boilers replacement budget covers also the electric radiators replacements. Potential underspend of £200k to be reprofiled
Kitchen Renewals	209	682	504	(177)	909	909	-	-	909	Contract split between Wates and Equans. Backlog of invoices from Equans due to variations between value on invoices and quote. Jobs raised on Orchard to utilise the whole budget.
Major Roofing Overhaul and Renewals	-	1,125	1,469	344	1,500	1,500	-	-	1,500	The work has been identified for three years and this year budget will be spent in full.
Window and Door Renewals	-	300	318	18	400	400	-	-	400	Work identified for the full budget; full list passed on to the contractor (Wates)
Neighbourhood Regeneration	267	575	704	129	767	767	-	-	767	Work on track, budget expected to be spent in full by the end of the year
Disabled Facilities Adaptations	460	532	278	(254)	710	410	(300)	300	710	Due to the termination of contract with Millbrook there is a backlog of work for completion. Awaiting

HOUSING REVENUE ACCOUNT	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
										Occupation Therapy assessments, once completed Equans will provide a quote.
Rewire	30	135	120	(15)	180	-	(180)	180	180	Will be used in full for electrical heating upgrade in High rise flats.
CO2 / Smoke Detectors	124	141	93	(48)	188	188	-	-	188	Work has started on replacement battery operated smoke detectors to the hard wired.
Insulation	18	13	-	(13)	18	-	(18)	18	18	Budget to be utilised for the energy efficiency project. Waiting for Equans to provide a quote - linked to the roofing programme. Full budget to be utilised next year

HOUSING REVENUE ACCOUNT	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
Renew High Rise Lifts	243	182	185	3	243	201	(42)	-	201	Lift in Eringden completed, potential for 42k underspend
Replace High Rise Soil Stacks	1,741	1,309	651	(658)	1,744	651	(1,093)	1,093	1,744	Two blocks out of six completed, the work will not finish this year. £1,093k to reprofile to fund the

HOUSING REVENUE ACCOUNT	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
										remaining blocks and additional cost caused by asbestos
Sheltered Schemes	113	159	82	(78)	213	213	-	-	213	Work identified for this year, budget will be spent in full
Energy Efficiency Improvements	-	53	56	4	70	-	(70)	70	70	Will not be spent this year - will be used for insulation of roofs, awaiting price from Wates - to be reprofiled in full.
Install Fire Doors High Rise	493	407	529	121	587	587	-	-	587	All works will be completed and paid for this financial year. The budget will be spent in full
High Rise Ventilation System	120	90	-	(90)	120	-	(120)	120	120	In line with the soil stacks project, awaiting pricing from the contractor, will not be spent this year
Fire Risk Mitigation Works	-	187	202	15	206	76	(130)	130	206	Report received from the consultant and contractor is preparing project plan. Only 2 blocks will be completed this year. £130k to be reprofiled
Damp & Mould Works	-	75	100	25	100	45	(55)	55	100	Majority of expenditure will be spent on disrepairs, also consideration for thermal insulation upgrade of walls. £55k to reprofile
Decarbonisation	-	3,200	2,560	(640)	3,200	3,200	-	-	3,200	Work in progress as per programme and will be completed by the end of

HOUSING REVENUE ACCOUNT	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
										March 2023 (grant conditions)
High Rise Refuse Chute Renewals	-	113	140	28	150	130	(20)	-	130	Project completed, expected underspend of £20k. Year to date spend based on order raised.
Sheltered Lifts and Stairlift Renewals	-	270	115	(155)	360	120	(240)	240	360	Work identified at Thomas Hardy Court, there are still other lifts that will need renewals, but this will take place next financial year. £240k to be reprofiled.
Fire Alarm Panel Renewals	-	38	40	3	50	-	(50)	50	50	Investigating options to replace the panels with domestic smoke detectors in the low rise blocks of flats, the whole budget to be reprofiled, year to date spend reflects commitment raised in advance

HOUSING REVENUE ACCOUNT	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
Scooter Storage at High Rise	-	23	24	2	30	-	(30)	30	30	Project unlikely to start this year, the contractor is still working on the design. Year to date spend reflects

HOUSING REVENUE ACCOUNT	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
										commitment raised in advance.
Upgrade Pump Room at High Rise	-	19	20	1	25	25	-	-	25	Work has been completed, the total value £33,753.12 but that include some revenue cost for servicing and maintenance
Retention of Garage Sites	640	1,043	618	(424)	1,390	1,090	(300)	300	1,390	As per updates from the contractor there are still garages to be refurbished and this will take place next financial year. Predicted 300k underspend to be reprofiled.
Capital Salaries	-	150	-	(150)	200	200	-	-	200	-
Software Fire Safety Surveys	90	68	-	(68)	90	-	(90)	90	90	Contractor Ridge and Partners still working on options and the drawings, the budget to be reprofiled.
HRA Street Lighting	42	31	32	0	42	42	-	-	42	PO raised in advance
Asset Management Software HRA	26	20	9	(11)	26	20	(6)	-	20	Additional modules and some training still required. Predicted underspend of £6k
Telecare System Upgrades	36	49	-	(49)	66	-	(66)	66	66	Project with Tunstall, upgrades to digital systems, the budget will be required next year - to be reprofiled in full.
Kerria Estate Project	88	110	132	22	132	132	-	-	132	CPO settled in July,
Other Acquisitions	58	44	19	(25)	58	46	(12)	12	58	Used for Improvement on Acquisitions, outstanding

HOUSING REVENUE ACCOUNT	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
										invoices not yet been paid to Equans (approx £27k).
Regeneration & Affordable Housing	4,242	3,998	2,454	(1,544)	4,448	2,624	(1,824)	1,824	4,448	Order raised for Wilnecote Project, WIP as scheduled, to be completed in June 2023. An acquisition in pipeline to be completed this year. £1,143k to be reprofiled for the Wilnecote development and further c.£700k towards next year acquisitions
Caledonian Depot New Build	1,506	1,506	55	(1,451)	1,506	201	(1,305)	1,305	1,506	Contractor has been appointed, work to start in January 2023. - £1,305,000 to be reprofiled. Minimal cost expected this year
Service Area Total	11,198	18,283	12,492	(5,791)	21,912	15,595	(6,317)	6,249	21,844	
HRA Contingency										
HRA Contingency	100	75	-	(75)	100	100	-	-	100	-
Service Area Total	100	75	-	(75)	100	100	-	-	100	
HRA Total	11,298	18,358	12,492	(5,866)	22,012	15,695	(6,317)	6,249	21,944	

Treasury Management Update – Period 9 - 2022/23

APPENDIX C

Investments held as at 31st December 2022:

Borrower	Deposit £	Rate %	From	To	Notice
Slough Council	5,000,000	2.60%	15-Jul-22	14-Jul-23	-
NatWest	5,000,000	2.50%	11-Jul-22	10-Jul-23	-
Thurrock Council	5,000,000	2.30%	15-Jul-22	14-Jul-23	-
NatWest	5,000,000	2.60%	08-Aug-22	08-Aug-23	-
Goldman Sachs	5,000,000	2.48%	12-Aug-22	10-Feb-23	-
Lloyds Bank	4,000,000	3.35%	15-Sep-22	15-Mar-23	-
Liverpool City Council	5,000,000	3.85%	07-Oct-22	07-Jul-23	-
Nationwide Building Society	5,000,000	3.04%	07-Oct-22	01-Feb-23	-
Goldman Sachs	5,000,000	2.87%	28-Oct-22	27-Jan-23	-
Lloyds Bank	5,000,000	4.16%	11-Nov-22	11-May-23	-
Standard Chartered	10,000,000	3.93%	11-Nov-22	11-May-23	-
Santander	10,000,000	2.77%	-	-	180 day
MMF – Aberdeen	7,580,000	3.26%*	-	-	On call
MMF – PSDF	1,111,000	3.36%*	-	-	On call
MMF – Federated	569,000	3.26%*	-	-	On call
Total	78,260,000	3.10%	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.76%	-	-	-
Threadneedle Property Unit Trust	6,056,785	4.02%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.10%	-	-	-
Total	90,222,218	3.18%	-	-	-

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

Fund	Initial Investment	Fund Value 31/12/2022	2022/23 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£1,773,943.60	£52,334.45	3.76%	Returns Received Monthly. Received up to Dec-22.
Threadneedle Property Unit Trust	£6,056,785.32	£5,451,259.08	£122,003.45	4.02%	Returns Received Quarterly. Received up to Sep-22. Q3 Payable approx. 20/01/23.
Hermes Federated Property Unit Trust	£4,056,499.57	£3,758,395.19	£62,955.29	3.10%	Returns Received Quarterly. Received up to Sep-22. Q3 Payable approx 15/02/23.
Total	£11,962,217.92	£10,983,597.87	£237,293.19	3.67%	

External Borrowing as at 31st December 2022:

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

This page is intentionally left blank

Thursday, 23 February 2023

Report of the Leader of the Council

FHSF Quarterly Update

Exempt Information

None

Purpose

To update the Committee on the progress of the Future High Streets Fund programme.

Recommendations

It is recommended:

1. To endorse the report

Executive Summary

The project has progressed well since the last update, with Armac starting on site for the Co-op retail store demolition and with tenders for the main contractor for the Flex, Middle Entry improvements, Enterprise Centre and Peel Café underway. Progress has been made with the Market Street Properties and Castle Bridge designs. Please see below for a detailed update on each project area.

Projects

College Quarter: The South Staffordshire College planning application was approved subject to conditions and the signing of a legal agreement in October. A tender process via the Pagabo procurement framework commenced on 9th September, with a successful contractor appointed in December for the new build.

Armac commenced the Co-op retail store demolition at the end of September 2022. They are currently forecast to finish the demolition in March 2023.

The tender for the main works for the Enterprise Centre is live, with returns from contractors expected the second week of January. A preferred contractor will be selected at the end of February. The strip out of the building will be undertaken by Armac and will enable works on the refurbishment of the building to begin. The strip will be completed in March 2023.

Landscape Architects Node have finalised designs for the public realm in St Editha's Square, factoring in market provision and events space in line with the FHSF bid outputs. A meeting was held with the TBC Arts and Events team to review the

designs and allow them to comment on suitability for future events, in line with the desired outcomes outlined in the FHSF bid. A planning application for the landscaping across the FHSF sites will be submitted in early 2023.

The St Editha's Canopy was removed in November.

Middle Entry:

The legal agreement with Peer Group for the acquisition of the Middle Entry units is now complete. RIBA stage 3 designs for the Flex building have been approved by Programme Board and the planning application has been submitted and will be determined at January's Planning Committee meeting.

Landscape architects Node have been appointed to draft designs for the public realm area in front of the Flex building. Designs were submitted alongside the planning application.

Castle Gateway: The planning application for Peel Café has been approved. The tender for the refurbishment is live and a preferred contractor will be selected at the end of February. RIBA Stage 3 designs have now been approved by Programme Board. TBC's solicitor, Freeths are drafting the legal agreement for the assets transfer with Nationwide and are in discussion with their solicitors.

Moving onto Market Street, the heritage structural engineer released a finalised recommendation report in October which detailed further surveys and opening up works required. Due to the heritage listing of the buildings, the proposed schedule of works has been discussed with the conservation officer to understand what can be undertaken. Designs are progressing based on the report's structural recommendation. A specialised heritage contractor will be required for the refurbishment and a bespoke tender will commence once a final design solution has been agreed.

Ongoing surveys will gather the required information to plan the demolition of the current Nationwide building. The lead contractor will produce a demolition procurement strategy for this area. Node have produced a design for the Castle Gateway area that will be finalised and submitted as part of the landscaping planning application in early 2023. Part of the public realm area will be adopted and as such Staffordshire County Highways will need to be involved in discussion once designs have been finalised. A site meeting with the team is planned for the end of January.

As part of the work to widen Castle Bridge, it has been noted that Western Power Distribution (WPD) have existing electrical cables pinned to the underside of the bridge which will need to be relocated. We have now reached an agreement with WPD that allows us to keep the cables in their current location and avoids having to relocate services. The current focus is to engage with a bridge consultant to start the process of delivering a bridge in the planned location in terms of fabrication options and logistics. Discussions have been held with the McBains structural team to find the best options to span the gateway whilst minimising any impact on the Scheduled Ancient Monument. The current timetable will be to plan these works between September and November.

Engagement and Communications

Meetings with businesses and interested parties affected by the upcoming works are being scheduled. Comms strategy is discussed at the monthly delivery team meeting updates, allowing the FHSF project team and comms team to update on progress and potential press releases. The TBC comms team are liaising with the College on upcoming press releases and the hoarding for their site.

Budget and Timescales

The cost plan has been reviewed at Stage 3 and will continue to be refined as detailed designs are developed and survey results indicate the scope of works required. An updated cost plan has been issued and presented to the TBC Finance team and Programme Board. Whilst forecast construction costs are c.£2m higher than expected due to inflation and the rising cost of materials, the continued review of the cost plan and input from contractors during the tender process will determine the real costs associated with the works.

There are c.£2m in contingency funds allocated across the Programme to mitigate risks associated with the Programme of works. The contingency funds allocated to risks across the Programme are continually reviewed as new survey information becomes available and can shed light on what are likely risks and associated costs versus what can be reduced.

An updated Programme was issued by McBains with key planning, tender and start on site dates included. The TBC team continues to review progress with McBains weekly and report progress against key milestones to Programme Board.

Resource Implications

There are no resource implications as a result of this report.

Legal/Risk Implications Background

There are no legal issues

Equalities Implications

There are no equalities issues

Environment and Sustainability Implications (including climate change)

The impact of the Future High Streets Fund programme on sustainability is considered by the consultancy team when designing and implementing the projects.

Background Information

None

Report Author

Anna Miller – Assistant Director, Growth and Regeneration
Alice Poulton – Future High Streets Fund Project Officer

List of Background Papers

None

Appendices

None

CABINET

23rd February 2023

Report of the Leader of the Council

Corporate Review of Fees and Charges 2022/23

EXEMPT INFORMATION

None

PURPOSE

This is a key decision as it affects two or more Wards and involves income over £100k.

To seek approval for the proposed increase to fees and charges payable, and introduce some additional fees.

RECOMMENDATIONS

1. To implement the annual inflationary increase for the fees and charges and implement new charges commencing on 1st April 2023 as detailed in Appendix 1;
2. To endorse increases in the charges applied for goods sold through the catering bar and shops throughout the year as these are based on cost price plus a margin.

EXECUTIVE SUMMARY

Financial regulations state that the setting and reviewing of fees, charges and other income sources must be authorised in accordance with the detail set out in the Constitution and the Scheme of Delegation, under the General Delegations of Powers and Duties to Authorised Officers, which states:

In consultation with the Executive Director Finance and where necessary the Portfolio Holder, to set, unless the charge requires Cabinet approval, rent, fees, charges and other income levels unless any changes:-

- Exceed inflation by more than 3% and/or
- Involve a change in policy; or
- Potentially have significant political implications.

A review of fees and charges has been undertaken as part of the budget setting process to ensure that each charge is appropriate and achieving its objective. Where charges are intended to either break even or maximise income, analysis has been carried out to look at the total costs of providing the service to understand what the position is. Some services have taken this review a stage further and reviewed benchmarking data to understand how our fee rates compare to our nearest neighbours. This has resulted in some specific increases in fees and charges to

ensure the Council is covering costs and charges are in line with nearest neighbours.

The review has not covered all service areas as they may be subject to other ongoing work around reviewing charges such as planning and car park fees. These will be reported separately once the review is complete.

No increase is proposed for many fees and charges at the Castle, with some areas increasing by 2.5%.

There are some fees and charges that are set by statute or are required to break even and not make a surplus, these fees have not been covered by this review but will increase in line with statutory guidance.

The report also excludes ground rents, service charges for HRA properties, commercial rents and charges for bed and breakfast as these are outside the scope of this review. Temporary accommodation charges will be dealt with separately under a report planned for Cabinet 16th March 2023, and charges with regard to the HRA will be considered as part of the HRA business planning review to be reported later in the year.

The consumer price index (CPI) rose by 10.5% in the twelve months to December 2022. In making any decisions about increases to fees and charges it is important to balance the need to cover costs, particularly when inflation is high, whilst not discouraging customers to take up the services from the Council.

The suggested increases to fees and charges per service is set out at Appendix 1. The increases have been highlighted as detailed below:

- Green – increase at 10% or above
- Blue – increase below 10%
- Yellow – new charges being introduced

RESOURCE IMPLICATIONS

Increases in fees and charges have already been included in the Medium Term Financial Strategy reported elsewhere on this agenda, provided that usage levels remain constant.

LEGAL / RISK IMPLICATIONS

The Fees and Charges Policy delegates authority to the relevant officer to apply RPI annual increases in fees and charges.

There is a risk that by increasing the fees and charges across the Council there will be negative feedback and customers will be deterred from using services. This has been mitigated by researching other providers and increasing fees to remain competitive, and the impact will be monitored closely through the Quarterly Performance Reports.

EQUALITIES IMPLICATIONS

None

ENVIRONMENT AND SUSTAINABILITY IMPLICATIONS (INCLUDING CLIMATE CHANGE)

None

REPORT AUTHOR

If Members would like further information or clarification prior to the meeting please contact Stefan Garner, Executive Director Finance – tel. 709242

LIST OF BACKGROUND PAPERS

Fees and Charges Policy December 2022
Financial Guidance

This page is intentionally left blank

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Single Show (includes Stage Lights, PA & FOH Staff & Bar, 1 SM) 8hrs use	Non Statutory	Cabinet	Commercial £1,020; Community £661	Commercial £1,122; Community £727		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Additional Show-(includes Stage Lights & FOH Staff & Bar, 1 Tech) 8hrs use	Non Statutory	Cabinet	Commercial £897; Community £487	Commercial £987; Community £536		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Matinee & Evening – (includes Stage Lights & FOH Staff & Bar, 1 Tech) up to 12hrs use	Non Statutory	Cabinet	Commercial £1,784; Community £1,020	Commercial £1,962; Community £1,122		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Additional Rehearsal/Get in Hours (per hour)	Non Statutory	Cabinet	Commercial £77; Community £51	Commercial £85; Community £56		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Additional Show Hours	Non Statutory	Cabinet	Commercial £103; Community £77	Commercial £113; Community £85		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Contra for Live Show: 1 x PA	Non Statutory	Cabinet	N / A	£50.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Contra for Live Show: 1 x LX	Non Statutory	Cabinet	N / A	£50.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Contra for Live Show: 1 x LX Pre-Rig	Non Statutory	Cabinet	N / A	£75.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Contra for Live Show: 1 x Pre-Strip/Re-Rig	Non Statutory	Cabinet	N / A	£25.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Contra for Live Show: 1 x Followspt & Op	Non Statutory	Cabinet	N / A	£70.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Contra for Live Show: 1 x Followspt	Non Statutory	Cabinet	N / A	£20.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Contra for Live Show: 1 x Haze	Non Statutory	Cabinet	N / A	£10.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Venue Use for Past Midnight, per hour or part thereof (on top of per hour charge rate)	Non Statutory	Cabinet	N / A	£100.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Venue Hire (Rehearsal) Main Hall 1 x DM, per hour	Non Statutory	Cabinet	Commercial £56; Community £31	Commercial £62; Community £34		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Venue Hire (Rehearsal) Multi Use Space 1 x DM, per hour	Non Statutory	Cabinet	Commercial £31; Community £21	Commercial £34; Community £23		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Venue Hire (Rehearsal) Full Venue 1 x DM, per hour	Non Statutory	Cabinet	Commercial £67; Community £41	Commercial £74; Community £45		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Stewards per person, per hour	Non Statutory	Cabinet	£12.50	£14.00	£14.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Technician, per person, per hour	Non Statutory		£18.50	£20.00	£20.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Security, per person, per hour	Non Statutory	Cabinet	£18.50	£20.00	£20.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Conf/Meeting: Auditorium Full day/Half day	Non Statutory	Cabinet	Commercial £595/£360; Community £460/£256	Commercial £655/£396; Community £507/£282		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Conf/Meeting: Saxon Suite Hire Full day/Half day	Non Statutory	Cabinet	Commercial £280/£179; Community £256/£153	Commercial £310/£197; Community £282/£169		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Conf/Meeting: Auditorium & Saxon Suite Full day/Half day	Non Statutory	Cabinet	Commercial £846/£460; Community £666/£383	Commercial £931/£507; Community £733/£422		
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: Conf/Meeting: Green Room Full day/Half day	Non Statutory	Cabinet	Commercial £153/£91	Commercial £169/£101		

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: DDR: Auditorium (50+), cost per person	Non Statutory	Cabinet	£36.00	£40.00	£40.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: DDR: Saxon Suite (10-60), cost per person	Non Statutory	Cabinet	£36.00	£40.00	£40.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Room Hire: DDR: Green Room (2-10), cost per person	Non Statutory	Cabinet	£36.00	£40.00	£40.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Equipment Hire: Follow Spot & Operator (per show)	Non Statutory	Cabinet	£82.00	£90.00	£90.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Equipment Hire: Follow Spot - providing own operator (subject to venue approval) per show	Non Statutory	Cabinet	N / A	£25.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	Assembly Rooms Equipment Hire: Radio Mic (each) per show	Non Statutory	Cabinet	£15.50	£17.50	£17.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Equipment Hire: Projector Laser	Non Statutory	Cabinet	£50.00	£52.50	£55.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Equipment Hire: Projector Screen (Large)	Non Statutory	Cabinet	£20.00	£23.00	£22.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Equipment Hire: Haze or Smoke Machine	Non Statutory	Cabinet	£20.00	£23.00	£22.00	
GOPSL	Completed	Assembly Rooms	Assembly Rooms Equipment Hire: Star Cloth	Non Statutory	Cabinet	N / A	£15.00		New charge from April 2023
GOPSL	Completed	Assembly Rooms	PPL per event	Statutory	Statutory body	£25.00	£25.00	N / A as Statutory	
GOPSL	Completed	Assembly Rooms	PRS Variety Show (% of show gross sales)	Statutory	Statutory body	as per PRS	as per PRS	N / A as Statutory	
GOPSL	Completed	Assembly Rooms	PRS Music (% of show gross sales)	Statutory	Statutory body	as per PRS	as per PRS	N / A as Statutory	
GOPSL	Completed	Assembly Rooms	PRS Classic (% of show gross sales)	Statutory	Statutory body	as per PRS	as per PRS	N / A as Statutory	
GOPSL	Completed	Assembly Rooms	Film Licence	Statutory	Statutory body	% as dictated by Licensee	% as dictated by Licensee	N / A as Statutory	
GOPSL	Completed	Assembly Rooms	Ticket sale transaction fee	Non Statutory	Cabinet	£1.00	£2.00	£1.00	Current fee applies only to on-line and telephone transactions, to apply to face-to-face transactions also from April 2023
GOPSL	Completed	Outdoor Events	St George's Day: Alcohol Bar Small Unit (Horsebox/ 3x3m space)	Non Statutory	Cabinet	£77.00	£85.00	£85.00	
GOPSL	Completed	Outdoor Events	St George's Day: Alcohol Bar Large Unit (6x3m space/beer bus)	Non Statutory	Cabinet	£154.00	£169.00	£169.00	
GOPSL	Completed	Outdoor Events	St George's Day: Caterer Small Unit (Horsebox/ 3x3m space)	Non Statutory	Cabinet	£97.00	£107.00	£107.00	
GOPSL	Completed	Outdoor Events	St George's Day: Caterer Large Unit (Catering Unit/ Horsebox / 6m x3m gazebo)	Non Statutory	Cabinet	£154.00	£169.00	£169.00	
GOPSL	Completed	Outdoor Events	Outdoor Theatre: Alcohol Bar Small Unit (Horsebox/ 3x3m space)	Non Statutory	Cabinet	£77.00	£85.00	£85.00	
GOPSL	Completed	Outdoor Events	Outdoor Theatre: Alcohol Bar Large Unit (6x3m space/beer bus)	Non Statutory	Cabinet	£154.00	£174.05	£169.00	
GOPSL	Completed	Outdoor Events	Outdoor Theatre: Caterer Small Unit (Horsebox/ 3x3m space)	Non Statutory	Cabinet	£67.00	£74.00	£74.00	
GOPSL	Completed	Outdoor Events	Outdoor Theatre: Caterer Large Unit (Catering Unit/ Horsebox / 6m x3m gazebo)	Non Statutory	Cabinet	£97.00	£107.00	£107.00	
GOPSL	Completed	Outdoor Events	Outdoor Cinema: Alcohol Bar Small Unit (Horsebox/ 3x3m space)	Non Statutory	Cabinet	£205.00	£226.00	£226.00	
GOPSL	Completed	Outdoor Events	Outdoor Cinema: Alcohol Bar Large Unit (6x3m space/beer bus)	Non Statutory	Cabinet	£461.00	£507.10	£507.00	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GOPSL	Completed	Outdoor Events	Outdoor Cinema: Caterer Small Unit (Horsebox/ 3x3m space)	Non Statutory	Cabinet	£77.00	£85.00	£85.00	
GOPSL	Completed	Outdoor Events	Outdoor Cinema: Caterer Large Unit (Catering Unit/ Horsebox / 6m x3m gazebo)	Non Statutory	Cabinet	£123.00	£135.30	£135.00	
GOPSL	Completed	Outdoor Events	We Love Tamworth: Alcohol Bar Small Unit (Horsebox/ 3x3m space)	Non Statutory	Cabinet	£103.00	£113.30	£113.00	
GOPSL	Completed	Outdoor Events	We Love Tamworth: Alcohol Bar Large Unit (6x3m space/beer bus)	Non Statutory	Cabinet	£205.00	£226.00	£226.00	
GOPSL	Completed	Outdoor Events	We Love Tamworth: Caterer Small Unit (Horsebox/ 3x3m space)	Non Statutory	Cabinet	£87.00	£96.00	£96.00	
GOPSL	Completed	Outdoor Events	We Love Tamworth: Caterer Large Unit (Catering Unit/ Horsebox / 6m x3m gazebo)	Non Statutory	Cabinet	£123.00	£135.30	£135.00	
GOPSL	Completed	Outdoor Events	Fireworks Night: Caterer Small Unit (Horsebox/ 3x3m space)	Non Statutory	Cabinet	£154.00	£169.40	£169.00	
GOPSL	Completed	Outdoor Events	Fireworks Night: Caterer Large Unit (Catering Unit/ Horsebox / 6m x3m gazebo)	Non Statutory	Cabinet	£256.00	£282.00	£282.00	
GOPSL	Completed	Outdoor Events	Circus and Fair Hire: Set Up	Non Statutory	Cabinet	£103.00	£113.00	£113.00	
GOPSL	Completed	Outdoor Events	Circus and Fair Hire: Operational Days	Non Statutory	Cabinet	£359.00	£395.00	£395.00	
GOPSL	Completed	Outdoor Events	Circus and Fair Hire: On Site Charge	Non Statutory	Cabinet	£51.00	£56.10	£56.00	
GOPSL	Completed	Outdoor Events	Inflatable/ Zorbing/ Trampoline/ Climbing Wall Hire: Summer Weekend Only Hire Charge July-September	Non Statutory	Cabinet	£564.00	£620.40	£620.00	
GOPSL	Completed	Outdoor Events	Inflatable/ Zorbing/ Trampoline/ Climbing Wall Hire: Summer Unlimited Hire Charge July-September	Non Statutory	Cabinet	£923.00	£1,015.23	£1,015.00	
GOPSL	Completed	Outdoor Events	Inflatable/ Zorbing/ Trampoline/ Climbing Wall Hire: Annual Contract	Non Statutory	Cabinet	£1,230.00	£1,353.00	£1,353.00	
GOPSL	Completed	Outdoor Events	Inflatable/ Zorbing/ Trampoline/ Climbing Wall Hire: Day Hire for 10m x10m space (Weekend Hire)	Non Statutory	Cabinet	£123.00	£136.30	£135.00	
GOPSL	Completed	Outdoor Events	Inflatable/ Zorbing/ Trampoline/ Climbing Wall Hire: Day Hire for 10m x10m space (Week day Hire)	Non Statutory	Cabinet	£62.00	£68.20	£68.00	
GOPSL	Completed	Outdoor Events	Commercial Ground Hire: Major Event (10,000+)	Non Statutory	Cabinet	POA	POA		
GOPSL	Completed	Outdoor Events	Commercial Ground Hire: Large Event (8000 – 10,000 per day)	Non Statutory	Cabinet	£769.00	£846.00	£846.00	
GOPSL	Completed	Outdoor Events	Commercial Ground Hire: Medium Event (3000-8000 per day)	Non Statutory	Cabinet	£461.00	£507.10	£507.00	
GOPSL	Completed	Outdoor Events	Commercial Ground Hire: Small Event (0-3000 per day)	Non Statutory	Cabinet	£359.00	£395.00	£395.00	
GOPSL	Completed	Outdoor Events	Charitable Ground Hire: Major Event (10,000+)	Non Statutory	Cabinet	POA	POA		

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GOPSL	Completed	Outdoor Events	Charitable Ground Hire: Large Event (8000 – 10,000 per day)	Non Statutory	Cabinet	£384.00	£422.40	£422.00	
GOPSL	Completed	Outdoor Events	Charitable Ground Hire: Medium Event (3000-8000 per day)	Non Statutory	Cabinet	£256.00	£282.00	£282.00	
GOPSL	Completed	Outdoor Events	*Carnival/ Food Gusto/ Funtopia	Non Statutory	Cabinet	£179.00	£197.00	£197.00	
GOPSL	Completed	Outdoor Events	Charitable Ground Hire: Small Event (0-3000 per day)	Non Statutory	Cabinet	£179.00	£197.00	£197.00	
GOPSL	Completed	Outdoor Events	KP Events/ Cathedral to Castle	Non Statutory	Cabinet	£179.00	£197.00	£197.00	
GOPSL	Completed	Outdoor Events	Approved Sports Agent / Instructor: Application & approval (Including Active Tamworth Logo) Annual Charge	Non Statutory	Cabinet	£103.00	£113.30	£113.00	
GOPSL	Completed	Outdoor Events	Commercial: Stall Charge (Large Event 4000+)	Non Statutory	Cabinet	£47.15	£52.00	£52.00	
GOPSL	Completed	Outdoor Events	Charitable: Stall Charge (Large Event 4000+)	Non Statutory	Cabinet	£26.00	£25.60	£29.00	
GOPSL	Completed	Outdoor Events	Outdoor Events Peddler permits	Non Statutory	Cabinet	£41.00	£150.00	£45.00	
GOPSL	Completed	Weddings	Tamworth Castle Exclusive Use Ceremony: Weekends in April – September + Bank Holidays 3 hours Max 60 guests	Non Statutory	Cabinet	£1,495.00	£1,645.00	£1,645.00	
GOPSL	Completed	Weddings	Tamworth Castle Exclusive Use Ceremony: Weekends in October – March 3 hours Max 60 guests	Non Statutory	Cabinet	£1,270.00	£1,397.00	£1,397.00	
GOPSL	Completed	Weddings	Tamworth Castle Exclusive Use Ceremony: Weekdays in summer (Mon – Wed) 3 hours Max 60 guests	Non Statutory	Cabinet	£1,250.00	£1,375.00	£1,375.00	
GOPSL	Completed	Weddings	Tamworth Castle Exclusive Use Ceremony: Weekdays in winter (Mon-Wed) 3 hours Max 60 guests	Non Statutory	Cabinet	£1,025.00	£1,128.00	£1,128.00	
GOPSL	Completed	Weddings	Tamworth Castle Civil Ceremony only: Weekends	Non Statutory	Cabinet	£995.00	£1,095.00	£1,095.00	
GOPSL	Completed	Weddings	Tamworth Castle Civil Ceremony only: Weekdays (Mon – Wed)	Non Statutory	Cabinet	£750.00	£825.00	£825.00	
GFIN	COMPLETED	Benefits	Overpayment recovery	Statutory	Head of Service	VARIED	VARIED	N / A as Statutory	
GOPSL	Completed	Castle Grounds	Tennis Court Hire: 1 hour session	Non Statutory	Cabinet	N / A	£8.00		To replace existing tennis fees
GOPSL	Completed	Castle Grounds	Tennis Court Hire: Annual Membership (unlimited use subject to availability)	Non Statutory	Cabinet	N / A	£150.00		To replace existing tennis fees
GOPSL	Completed	Castle Grounds	Castle Grounds Activities: Tennis Adult	Non Statutory	Cabinet	£3.00	N / A		To be replaced by single court fee
GOPSL	Completed	Castle Grounds	Castle Grounds Activities: Tennis Child	Non Statutory	Cabinet	£2.50	N / A		To be replaced by single court fee
GOPSL	Completed	Castle Grounds	5 Aside Football Hire: 1 hour session	Non Statutory	Cabinet	N / A	£30.00		New charge from April 2023
GOPSL	Completed	Castle Grounds	Castle Grounds Activities Bowls – Adult	Non Statutory	Cabinet	£2.00	£2.00	£2.00	
GOPSL	Completed	Castle Grounds	Castle Grounds Activities Bowls – Child	Non Statutory	Cabinet	£1.50	£2.00	£2.00	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GOPSL	COMPLETED	Cemeteries	Exclusive rights of burial (50 years) Full Sized Grave including memorial	Non Statutory	Cabinet	£1,000.00	£1,100.00	£1,100.00	
GOPSL	COMPLETED	Cemeteries	Exclusive rights of burial (50 years) Half Sized Grave including memorial	Non Statutory	Cabinet	£600.00	£660.00	£660.00	
GOPSL	COMPLETED	Cemeteries	Burial of a child (up to 16 years inclusive)	Non Statutory	Cabinet	FREE	FREE		
GOPSL	COMPLETED	Cemeteries	Single depth grave digging fees	Non Statutory	Cabinet	£500.00	£550.00	£550.00	
GOPSL	COMPLETED	Cemeteries	Double depth grave digging fees	Non Statutory	Cabinet	£650.00	£715.00	£715.00	
GOPSL	COMPLETED	Cemeteries	Treble depth grave digging fee	Non Statutory	Cabinet	£1,000.00	£1,100.00	£1,100.00	
GOPSL	COMPLETED	Cemeteries	Burial of cremated remains	Non Statutory	Cabinet	£250.00	£275.00	£275.00	
GOPSL	COMPLETED	Cemeteries	Scattering of cremated remains (within a grave)	Non Statutory	Cabinet	£100.00	£110.00	£110.00	
GOPSL	COMPLETED	Cemeteries	Permission to place a memorial (existing grave owner)	Non Statutory	Cabinet	£200.00	£220.00	£220.00	
GOPSL	COMPLETED	Cemeteries	Permission to place a tablet or vase (existing grave owner)	Non Statutory	Cabinet	£100.00	£110.00	£110.00	
GOPSL	COMPLETED	Cemeteries	Permission for additional inscriptions to existing memorial	Non Statutory	Cabinet	£80.00	£88.00	£88.00	
GOPSL	COMPLETED	Cemeteries	Administration charge for pre purchase	Non Statutory	Cabinet	£75.00	£83.00	£83.00	
GOPSL	COMPLETED	Cemeteries	Administration charge transfer of ownership	Non Statutory	Cabinet	£75.00	£83.00	£83.00	
GOPSL	COMPLETED	Cemeteries	Statutory declaration	Non Statutory	Cabinet	£50.00	£55.00	£55.00	
GOPSL	COMPLETED	Cemeteries	Renunciation Charge per additional person	Non Statutory	Cabinet	£15.00	£17.00	£17.00	
GOPSL	COMPLETED	Cemeteries	Memorial Bench plaque space for 5 years (renewable)	Non Statutory	Cabinet	£305.00	£336.00	£336.00	
GOPSL	COMPLETED	Cemeteries	Search fee per grave	Non Statutory	Cabinet	£25.00	£30.00	£28.00	
GOPSL	COMPLETED	Cemeteries	Location Fee per grave	Non Statutory	Cabinet	£25.00	£30.00	£28.00	
GOPSL	COMPLETED	Cemeteries	Administration charge for Exhumation request (non refundable)	Non Statutory	Cabinet	£305.00	£336.00	£336.00	
GOPSL	COMPLETED	Cemeteries	Supplementary ashes interment fee when interred at same time as ashes or coffin	Non Statutory	Cabinet	N / A	£130.00		New charge from April 2023 Currently charged an admin fee only
GACE	COMPLETED	Democratic Services	Sale of Full Electoral Register: In Printed Form	Statutory	None required a	£10 plus £5.00 for each 1,000 entries (or part of)	£10 plus £5.00 for each 1,000 entries (or part of)	N / A as Statutory	Subject to legal Restrictions
GACE	COMPLETED	Democratic Services	Sale of Full Electoral Register: In Data Form	Statutory	None required a	£20 plus £1.50 for each 1,000 entries (or part of)	£20 plus £1.50 for each 1,000 entries (or part of)	N / A as Statutory	Subject to legal Restrictions
GACE	COMPLETED	Democratic Services	Sale of Edited (Open) Electoral Register: In Printed Form	Statutory	None required a	£10 plus £5.00 for each 1,000 entries (or part of)	£10 plus £5.00 for each 1,000 entries (or part of)	N / A as Statutory	
GACE	COMPLETED	Democratic Services	Sale of the Edited (Open) Electoral Register: In Data Form	Statutory	None required a	£20 plus £1.50 for each 1,000 entries (or part of)	£20 plus £1.50 for each 1,000 entries (or part of)	N / A as Statutory	
GACE	COMPLETED	Democratic Services	Sale of Overseas Electoral Register: In Printed Form	Statutory	None required a	£10 plus £5.00 for each 1,000 entries (or part of)	£10 plus £5.00 for each 1,000 entries (or part of)	N / A as Statutory	Subject to legal Restrictions
GACE	COMPLETED	Democratic Services	Sale of Overseas Electoral Register: In Data Form	Statutory	None required a	£20 plus £1.50 for each 1,000 entries (or part of)	£20 plus £1.50 for each 1,000 entries (or part of)	N / A as Statutory	Subject to legal Restrictions
GACE	COMPLETED	Democratic Services	Sale of Marked Electoral Register: In Printed Form	Statutory	None required a	£10 plus £2.00 for each 1,000 entries (or part of)	£10 plus £2.00 for each 1,000 entries (or part of)	N / A as Statutory	Subject to legal Restrictions
GACE	COMPLETED	Democratic Services	Sale of Marked Electoral Register: In Data Form	Statutory	None required a	£10 plus £1.00 for each 1,000 entries (or part of)	£10 plus £1.00 for each 1,000 entries (or part of)	N / A as Statutory	Subject to legal Restrictions
GGROW	Completed	Animal Welfare	Kennelling Costs: Same day collection - Early collection discount applied	Non Statutory	Council	£90.00	£94.00	£99.00	
GGROW	Completed	Animal Welfare	Kennelling Costs: One nights Kennelling costs - Early collection discount applied	Non Statutory	Council	£106.00	£116.00	£117.00	
GGROW	Completed	Animal Welfare	Kennelling Costs: Two nights Kennelling costs - Early collection discount applied	Non Statutory	Council	£122.00	£138.00	£134.00	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Animal Welfare	Kennelling Costs: Three nights Kennelling costs - Early collection discount applied	Non Statutory	Council	£138.00	£160.00	£152.00	
GGROW	Completed	Animal Welfare	Kennelling Costs: Four nights Kennelling costs	Non Statutory	Council	£182.00	£182.00	£200.00	
GGROW	Completed	Animal Welfare	Kennelling Costs: Five nights Kennelling costs	Non Statutory	Council	£204.00	£204.00	£224.00	
GGROW	Completed	Animal Welfare	Kennelling Costs: Six nights Kennelling costs	Non Statutory	Council	£226.00	£226.00	£249.00	
GGROW	Completed	Animal Welfare	Kennelling Costs: Seven nights Kennelling costs	Non Statutory	Council	£248.00	£248.00	£273.00	
GGROW	Completed	Animal Welfare	Dangerous Wild Animals Application	Non Statutory	Council	£286.00	£377.00	£315.00	Requires a Veterinary Inspection on first application
GGROW	Completed	Animal Welfare	Dangerous Wild Animals Renewal	Non Statutory	Council	N / A	£334.00		New charge from April 2023 Requires a Veterinary Inspection on first application
GGROW	Completed	Animal Welfare	Dog Breeding Establishments Application	Non Statutory	Council	£174.00	£346.00	£191.00	
GGROW	Completed	Animal Welfare	Animal Boarding Establishments Application	Non Statutory	Council	£174.00	£346.00	£191.00	
GGROW	Completed	Animal Welfare	Providing Day Care for Dogs Application	Non Statutory	Council	£174.00	£346.00	£191.00	
GGROW	Completed	Animal Welfare	Hiring out Horses Application	Non Statutory	Council	£174.00	£346.00	£191.00	Requires a Veterinary Inspection on first application
GGROW	Completed	Animal Welfare	Animals for Exhibition Application	Non Statutory	Council	£174.00	£346.00	£191.00	
GGROW	Completed	Animal Welfare	Selling Animals as Pets Application	Non Statutory	Council	£174.00	£346.00	£191.00	
GGROW	Completed	Animal Welfare	Re-scoring Revisit	Non Statutory	Council	N / A	£215.00		New charge from April 2023
GGROW	Completed	Animal Welfare	Additional activity (per activity)	Non Statutory	Council	N / A	£101.00		New charge from April 2023
GGROW	Completed	Animal Welfare	Fine set by Central Government	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Animal Welfare	Administration	Non Statutory	Council	£20.44	£20.44	£22.00	Contract due to retender May fees may change
GGROW	Completed	Animal Welfare	Transport of Dog back to Borough	Non Statutory	Council	£47.86	£47.86	£53.00	Contract due to retender May fees may change
GGROW	Completed	Animal Welfare	Microchipping	Non Statutory	Council	£13.31	£13.31	£15.00	Contract due to retender May fees may change
GGROW	Completed	Env Health	Environmental Information Act (deemed to include contaminated land): Research / Admin per hour (pre-payment required)	Non Statutory	Council	£78.63	£135.00	£86.00	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Casino - New Application	Statutory	Council	£5,860.00	£5,860.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Casino - Variation	Statutory	Council	£2,850.00	£2,850.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Casino - Transfer	Statutory	Council	£1,400.00	£1,400.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Casino - Reinstatement	Statutory	Council	£1,100.00	£1,100.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Casino - Provisional Statement	Statutory	Council	£5,860.00	£5,860.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Casino - Provisional Statement Holders	Statutory	Council	£2,340.00	£2,340.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Casino - Copy of Licence	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Casino - Notification of Change	Statutory	Council	£50.00	£50.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Casino - Annual Fee	Statutory	Council	£2,770.00	£2,770.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Large Casino - New Application	Statutory	Council	£7,080.00	£7,080.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Large Casino - Variation	Statutory	Council	£3,030.00	£3,030.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Large Casino - Transfer	Statutory	Council	£1,900.00	£1,900.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Large Casino - Reinstatement	Statutory	Council	£1,100.00	£1,100.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Large Casino - Provisional Statement	Statutory	Council	£7,080.00	£7,080.00	N / A as Statutory	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Env Health	Licensing Gambling Act: Large Casino - Provisional Statement Holders	Statutory	Council	£3,500.00	£3,500.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Large Casino - Copy of Licence	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Large Casino - Notification of Change	Statutory	Council	£50.00	£50.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Large Casino - Annual Fee	Statutory	Council	£4,250.00	£4,250.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Regional Casino - New Application	Statutory	Council	£10,260.00	£10,260.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Regional Casino - Variation	Statutory	Council	£3,650.00	£3,650.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Regional Casino - Transfer	Statutory	Council	£3,000.00	£3,000.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Regional Casino - Reinstatement	Statutory	Council	£3,460.00	£3,460.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Regional Casino - Provisional Statement	Statutory	Council	£10,260.00	£10,260.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Regional Casino - Provisional Statement Holders	Statutory	Council	£5,000.00	£5,000.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Regional Casino - Copy of Licence	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Regional Casino - Notification of Change	Statutory	Council	£50.00	£50.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Regional Casino - Annual Fee	Statutory	Council	£5,000.00	£5,000.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Bingo Club - New Application	Statutory	Council	£2,760.00	£2,760.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Bingo Club - Variation	Statutory	Council	£1,390.00	£1,390.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Bingo Club - Transfer	Statutory	Council	£880.00	£880.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Bingo Club - Reinstatement	Statutory	Council	£920.00	£920.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Bingo Club - Provisional Statement	Statutory	Council	£2,770.00	£2,770.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Bingo Club - Provisional Statement Holders	Statutory	Council	£970.00	£970.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Bingo Club - Copy of Licence	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Bingo Club - Notification of Change	Statutory	Council	£50.00	£50.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Bingo Club - Annual Fee	Statutory	Council	£880.00	£880.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (excluding tracks) - New Application	Statutory	Council	£2,610.00	£2,610.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (excluding tracks) - Variation	Statutory	Council	£1,070.00	£1,070.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (excluding tracks) - Transfer	Statutory	Council	£880.00	£880.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (excluding tracks) - Reinstatement	Statutory	Council	£920.00	£920.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (excluding tracks) - Provisional Statement	Statutory	Council	£2,610.00	£2,610.00	N / A as Statutory	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (excluding tracks) - Provisional Statement Holders	Statutory	Council	£970.00	£970.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (excluding tracks) - Copy of Licence	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (excluding tracks) - Notification of Change	Statutory	Council	£50.00	£50.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (excluding tracks) - Annual Fee	Statutory	Council	£525.00	£525.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (tracks) - New Application	Statutory	Council	£2,260.00	£2,260.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (tracks) - Variation	Statutory	Council	£1,070.00	£1,070.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (tracks) - Transfer	Statutory	Council	£730.00	£730.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (tracks) - Reinstatement	Statutory	Council	£700.00	£700.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (tracks) - Provisional Statement	Statutory	Council	£2,260.00	£2,260.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (tracks) - Provisional Statement Holders	Statutory	Council	£900.00	£900.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (tracks) - Copy of Licence	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (tracks) - Notification of Change	Statutory	Council	£50.00	£50.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Betting Premises (tracks) - Annual Fee	Statutory	Council	£945.00	£945.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Family Entertainment Centre - New Application	Statutory	Council	£1,480.00	£1,480.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Family Entertainment Centre - Variation	Statutory	Council	£880.00	£880.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Family Entertainment Centre - Transfer	Statutory	Council	£730.00	£730.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Family Entertainment Centre - Reinstatement	Statutory	Council	£700.00	£700.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Family Entertainment Centre - Provisional Statement	Statutory	Council	£1,480.00	£1,480.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Family Entertainment Centre - Provisional Statement Holders	Statutory	Council	£710.00	£710.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Family Entertainment Centre - Copy of Licence	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Family Entertainment Centre - Notification of Change	Statutory	Council	£50.00	£50.00	N / A as Statutory	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Env Health	Licensing Gambling Act: Family Entertainment Centre - Annual Fee	Statutory	Council	£610.00	£610.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Adult Gaming Centre - New Application	Statutory	Council	£1,480.00	£1,480.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Adult Gaming Centre - Variation	Statutory	Council	£880.00	£880.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Adult Gaming Centre - Transfer	Statutory	Council	£880.00	£880.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Adult Gaming Centre - Reinstatement	Statutory	Council	£920.00	£920.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Adult Gaming Centre - Provisional Statement	Statutory	Council	£1,480.00	£1,480.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Adult Gaming Centre - Provisional Statement Holders	Statutory	Council	£890.00	£890.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Adult Gaming Centre - Copy of Licence	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Adult Gaming Centre - Notification of Change	Statutory	Council	£50.00	£50.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Adult Gaming Centre - Annual Fee	Statutory	Council	£945.00	£945.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Temporary Use Notice	Statutory	Council	£375.00	£375.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Replacement Copy	Statutory	Council	£25.00	£25.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Notification of a maximum of 2 Gaming Machines	Statutory	Council	£50.00	£50.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Club Machine Permit - New	Statutory	Council	£200.00	£200.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Club Machine Permit - Annual Fee	Statutory	Council	£50.00	£50.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Society Lottery - New	Statutory	Council	£40.00	£40.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing Gambling Act: Small Society Lottery - Renewal	Statutory	Council	£20.00	£20.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Personal Licence - New & Renewal	Statutory	Council	£37.00	£37.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Personal Licence - Theft or Loss	Statutory	Council	£10.50	£10.50	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Personal Licence - Notification of Change of Name / Address	Statutory	Council	£10.50	£10.50	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Temporary Event Notice (for each event)	Statutory	Council	£21.00	£21.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Temporary Event Notice - Theft or Loss	Statutory	Council	£10.50	£10.50	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificates - New or Variation - Rateable Value upto £4,300 (Cat A)	Statutory	Council	£100.00	£100.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificate - New or Variation - Rateable Value £4,301 to £33,000 Cat B	Statutory	Council	£190.00	£190.00	N / A as Statutory	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificate - New or Variation - Rateable Value £33,001 to £87,000 Cat C	Statutory	Council	£315.00	£315.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificate - New or Variation - Rateable Value £87,001 to £125,000 Cat D (subject to multiplier x 2 = £900 if primarily supply of alcohol)	Statutory	Council	£450.00	£450.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificate - New or Variation - Rateable Value £125,001 and above Cat E (subject to multiplier x 3 = £1,905 if primarily supply of alcohol)	Statutory	Council	£635.00	£635.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value upto £4,300 (Cat A)	Statutory	Council	£70.00	£70.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value £4,301 to £33,000 Cat B	Statutory	Council	£180.00	£180.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value £33,001 to £87,000 Cat C	Statutory	Council	£295.00	£295.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value £87,001 to £125,000 Cat D (subject to multiplier x 2 = £640 if primarily supply of alcohol)	Statutory	Council	£320.00	£320.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value £125,001 and above Cat E (subject to multiplier x 3 = £1,050 if primarily supply of alcohol)	Statutory	Council	£350.00	£350.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence Certificates - Loss or Theft of Licence	Statutory	Council	£10.50	£10.50	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence Certificates - Application for a provisional statement where premises being built etc	Statutory	Council	£315.00	£315.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence Certificates - Notification of change of name or address (holder of licence)	Statutory	Council	£10.50	£10.50	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence Certificates - Application to vary licence to specify individual as premises supervisor	Statutory	Council	£23.00	£23.00	N / A as Statutory	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence Certificates - Application for transfer of premises licence	Statutory	Council	£23.00	£23.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Premises Licence Certificates - Interim authority notice following death etc of licence holder	Statutory	Council	£23.00	£23.00	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Club Premises Certificates - Loss or Theft of Licence	Statutory	Council	£10.50	£10.50	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Club Premises Certificates - Notification of change of name or alteration of rules of club	Statutory	Council	£10.50	£10.50	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Club Premises Certificates - Change of relevant registered address of club	Statutory	Council	£10.50	£10.50	N / A as Statutory	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Right of freeholder etc to be notified of licensing matters	Non Statutory	Council	£21.00	£21.00	£23.00	
GGROW	Completed	Env Health	Licensing - Licensing Act 2003: Copies of Information contained in register (per A 4 side)	Non Statutory	Council	£1.00	£1.00	£1.00	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - Standard Process (includes solvent emission activities)	Statutory	Council	£1,650.00	£1,650.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - Additional fee for Operating without a Permit	Statutory	Council	£1,188.00	£1,188.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - PVRI, SWOBs and Dry Cleaners	Statutory	Council	£155.00	£155.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - PVR I & II Combined	Statutory	Council	£257.00	£257.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - Vehicle Refinishers (VRs) & Other Reduced Fee Activities	Statutory	Council	£362.00	£362.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - Reduced Fee Activity: Additional Fee for Operating Without a Permit	Statutory	Council	£71.00	£71.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - Mobile Screening & Crushing Plant	Statutory	Council	£1,650.00	£1,650.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - For the 3rd to 7th Applications	Statutory	Council	£985.00	£985.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - For the 8th & Subsequent Applications	Statutory	Council	£498.00	£498.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Application Fee - Where an application for any of the above is for a combined Part B & Waste Application, add an extra £310 to the above amounts	Statutory	Council	£808.00	£808.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Standard Process Low	Statutory	Council	£772 (+£104)	£772 (+£104)	N / A as Statutory	* the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Standard Process Medium	Statutory	Council	£1,161 (+£156)	£1,161 (+£156)	N / A as Statutory	* the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Standard Process High	Statutory	Council	£1,747 (+£207)	£1,747 (+£207)	N / A as Statutory	* the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - PVRI, SWOBs & Dry Cleaners - Low	Statutory	Council	£79.00	£79.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - PVRI, SWOBs & Dry Cleaners - Med	Statutory	Council	£158.00	£158.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - PVRI, SWOBs & Dry Cleaners - High	Statutory	Council	£237.00	£237.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - PVR I & II Combined - Low	Statutory	Council	£113.00	£113.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - PVR I & II Combined - Med	Statutory	Council	£226.00	£226.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - PVR I & II Combined - High	Statutory	Council	£341.00	£341.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Vehicle Refinishers & Other Reduced Fees - Low	Statutory	Council	£228.00	£228.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Vehicle Refinishers & Other Reduced Fees - Med	Statutory	Council	£365.00	£365.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Vehicle Refinishers & Other Reduced Fees - High	Statutory	Council	£548.00	£548.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Mobile Screening & Crushing Plant for 1st & 2nd Permits - Low**	Statutory	Council	£626.00	£626.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Mobile Screening & Crushing Plant for 1st & 2nd Permits - Med**	Statutory	Council	£1,034.00	£1,034.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Mobile Screening & Crushing Plant for 1st & 2nd Permits - High**	Statutory	Council	£1,551.00	£1,551.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - For the 3rd to 7th Permits - Low	Statutory	Council	£385.00	£385.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - For the 3rd to 7th Permits - Med	Statutory	Council	£617.00	£617.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - For the 3rd to 7th Permits - High	Statutory	Council	£924.00	£924.00	N / A as Statutory	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - For the 8th & Subsequent Permits - Low	Statutory	Council	£198.00	£198.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - For the 8th & Subsequent Permits - Med	Statutory	Council	£316.00	£316.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - For the 8th & Subsequent Permits - High	Statutory	Council	£473.00	£473.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Annual Subsistence Charge - Late Payment Fee	Statutory	Council	£52.00	£52.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Where a Part B Installation is subject to reporting under the E-PRTR Regulation, add an extra £104 to the above amounts	Statutory	Council	£104.00	£104.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Transfer & Surrender - Standard Process Transfer	Statutory	Council	£169.00	£169.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Transfer & Surrender - Standard Process Partial Transfer	Statutory	Council	£497.00	£497.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Transfer & Surrender - New Operator at Low Risk Reduced Fee Activity	Statutory	Council	£78.00	£78.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Transfer & Surrender - Surrender - All Part B Activities	Statutory	Council	£0.00	£0.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Transfer & Surrender - Reduced Fee Activities - Transfer	Statutory	Council	£0.00	£0.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Transfer & Surrender - Reduced Fee Activities - Partial Transfer	Statutory	Council	£47.00	£47.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Temporary Transfer for Mobiles - 1st Transfer	Statutory	Council	£53.00	£53.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Temporary Transfer for Mobiles - Repeat Transfer	Statutory	Council	£53.00	£53.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Temporary Transfer for Mobiles - Repeat following Enforcement or Warning	Statutory	Council	£53.00	£53.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Substantial Change - Standard Process	Statutory	Council	£1,050.00	£1,050.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Substantial Change - Standard Process where the Substantial Change results in a new PPC Activity	Statutory	Council	£1,650.00	£1,650.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Substantial Change - Reduced Fee Activities	Statutory	Council	£102.00	£102.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Application - 1 or 2 Permits	Statutory	Council	£1,650.00	£1,650.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Application - 3 to 7 Permits	Statutory	Council	£985.00	£985.00	N / A as Statutory	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Application - 8 & Over Permits	Statutory	Council	£498.00	£498.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Subsistence Fee - Low - 1 or 2 Permits	Statutory	Council	£646.00	£646.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Subsistence Fee - Med - 1 or 2 Permits	Statutory	Council	£1,034.00	£1,034.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Subsistence Fee - High - 1 or 2 Permits	Statutory	Council	£1,506.00	£1,506.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Subsistence Fee - Low - 3 or 7 Permits	Statutory	Council	£385.00	£385.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Subsistence Fee - Med - 3 or 7 Permits	Statutory	Council	£617.00	£617.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Subsistence Fee - High - 3 or 7 Permits	Statutory	Council	£924.00	£924.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Subsistence Fee - Low - 8 & Over Permits	Statutory	Council	£198.00	£198.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Subsistence Fee - Med - 8 & Over Permits	Statutory	Council	£316.00	£316.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - LAPPC: Mobile Plant Subsistence Fee - Med - 8 & Over Permits	Statutory	Council	£473.00	£473.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA - IPPC Charges for 2023/20244 - Note every subsistence charge in the table below includes the additional £104 charge to cover LA extra costs in dealing with reporting under the EPRTR Regulation	Statutory	Council	£104.00	£104.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Application	Statutory	Council	£3,363.00	£3,363.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Additional Fee for Operating without a Permit	Statutory	Council	£1,188.00	£1,188.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Annual Subsistence - Low	Statutory	Council	£1,447.00	£1,447.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Annual Subsistence - Medium	Statutory	Council	£1,611.00	£1,611.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Annual Subsistence - High	Statutory	Council	£2,334.00	£2,334.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Late Payment Fee	Statutory	Council	£52.00	£52.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Substantial Variation	Statutory	Council	£3,363.00	£3,363.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Transfer	Statutory	Council	£235.00	£235.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Partial Transfer	Statutory	Council	£698.00	£698.00	N / A as Statutory	
GGROW	Completed	Env Health	Pollution - IPPC : LA Element - Surrender	Statutory	Council	£698.00	£698.00	N / A as Statutory	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Env Health	Pollution - IPPC : Key = Subsistence Charges can be paid in four quarterly instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the LA will be increased by £36	Statutory	Council	£36.00	£36.00	N / A as Statutory	
GGROW	Completed	Licensing - Taxis and Private Hire:	Driver Application 3 year Licence: Year 1 Admin Fee	Non Statutory	Cabinet		£180.00		
GGROW	Completed	Licensing - Taxis and Private Hire:	Driver Application 3 year Licence: Year 2 Admin Fee	Non Statutory	Cabinet		£55.00		
GGROW	Completed	Licensing - Taxis and Private Hire:	Driver Application 3 year Licence: Year 3 Admin Fee	Non Statutory	Cabinet		£55.00		
GGROW	Completed	Licensing - Taxis and Private Hire:	Driver Application 3 year Licence: Including DBS Check	Non Statutory	Cabinet		£290.00		
GGROW	Completed	Licensing - Taxis and Private Hire:	Driver Application 3 year Licence: If using on-line DBS Check	Non Statutory	Cabinet		£235.50		
GGROW	Completed	Licensing - Taxis and Private Hire:	Hackney Carriage Vehicle: Under 4 Years	Non Statutory	Cabinet		£179.00		Revised Taxi policy to be considered in near future - however fees will be the same regardless of age
GGROW	Completed	Licensing - Taxis and Private Hire:	Hackney Carriage Vehicle: Over 4 Years	Non Statutory	Cabinet		£179.00		Revised Taxi policy to be considered in near future - however fees will be the same regardless of age
GGROW	Completed	Licensing - Taxis and Private Hire:	Private Hire Vehicle: Under 4 Years	Non Statutory	Cabinet	£117.60	£183.00	£129.00	Revised Taxi policy to be considered in near future - however fees will be the same regardless of age
GGROW	Completed	Licensing - Taxis and Private Hire:	Private Hire Vehicle: Over 4 Years	Non Statutory	Cabinet	£147.10	£183.00	£162.00	Revised Taxi policy to be considered in near future - however fees will be the same regardless of age
GGROW	Completed	Licensing - Taxis and Private Hire:	Private Hire Executive Plates: Vehicle under 4 Years	Non Statutory	Cabinet	£219.10	£183+ £50.	£241.00	
GGROW	Completed	Licensing - Taxis and Private Hire:	Private Hire Executive Plates: Vehicle over 4 Years	Non Statutory	Cabinet	£247.10	£183+ £50.	£272.00	
GGROW	Completed	Licensing - Taxis and Private Hire:	Vehicles Exceptional Condition Application	Non Statutory	Cabinet	£58.00	£60.00	£64.00	
GGROW	Completed	Licensing - Taxis and Private Hire:	Knowledge Test Retake	Non Statutory	Cabinet		£25.00		
GGROW	Completed	Licensing - Taxis and Private Hire:	Plate Bracket	Non Statutory	Cabinet		£10.50		
GGROW	Completed	Licensing - Taxis and Private Hire:	Replacement Plate	Non Statutory	Cabinet	£40.50	£15.00	£45.00	
GGROW	Completed	Licensing - Taxis and Private Hire:	Private Hire Replacement Stickers	Non Statutory	Cabinet	£22.10	£20.00	£24.00	
GGROW	Completed	Licensing - Taxis and Private Hire:	Private Hire Operator Licence: for 5 years	Non Statutory	Cabinet	£212.00	£475.00	£233.00	Paid once every 5 years
GACE	COMPLETED	Legal	Freehold reversion	Non Statutory	Cabinet	£4,000.00	£4,000.00	£4,400.00	
GACE	COMPLETED	Legal	leasehold enquiries	Non Statutory	Cabinet	£89.25	£89.25	£98.00	
GACE	COMPLETED	Legal	notice of transfer/mortgage	Non Statutory	Cabinet	£26.25	£26.25	£29.00	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GACE	COMPLETED	Legal	Certificate of Compliance	Non Statutory	Cabinet	£31.50	£31.50	£35.00	
GACE	COMPLETED	Legal	letter of postponement	Non Statutory	Cabinet	£31.50	£31.50	£35.00	
GGROW	Completed	Licencing	Scrap Metal Dealers: Site Licence - Initial Granting	Non Statutory		£449.00	£490.00	£494.00	
GGROW	Completed	Licencing	Scrap Metal Dealers: Additional Site Licence	Non Statutory	Cabinet	£341.00	£270.00	£375.00	
GGROW	Completed	Licencing	Scrap Metal Dealers: Renewal Site Licence	Non Statutory	Cabinet	£449.00	£490.00	£494.00	
GGROW	Completed	Licencing	Scrap Metal Dealers: Variation Site Licence	Non Statutory	Cabinet	£158.00	£120.00	£174.00	
GGROW	Completed	Licencing	Scrap Metal Dealers: Collectors Licence - Initial Granting	Non Statutory	Cabinet	£210.00	£260.00	£231.00	
GGROW	Completed	Licencing	Scrap Metal Dealers: Collectors Licence - Renewal	Non Statutory	Cabinet	£210.00	£260.00	£231.00	
GGROW	Completed	Licencing	Scrap Metal Dealers: Collectors Licence - Variation	Non Statutory	Cabinet	£158.00	£120.00	£174.00	
GGROW	Completed	Licencing	Scrap Metal Dealers: Replacement or Copy Licence	Non Statutory	Cabinet	£10.75	£10.00	£12.00	
GGROW	Completed	Licencing	Scrap Metal Dealers: Change of Site Manager	Non Statutory	Cabinet	£52.50	£105.00	£58.00	
GGROW	Completed	Licencing	Pavement Licences: New licence	Non Statutory	Cabinet	N / A	£2,500.00		Proposed new charge for 2023/24 Policy Change
GGROW	Completed	Licencing	Pavement Licences: Renewal licence	Non Statutory	Cabinet	N / A	£1,050.00		Proposed new charge for 2023/24 Policy Change
GGROW	Completed	Licencing	Street Trading: Annual Charge	Non Statutory	Cabinet	N / A	£1,881.00		Proposed new charge for 2023/24 Policy Change
GGROW	Completed	Licencing	Street Trading: 6 Month Charge	Non Statutory	Cabinet	N / A	£940.50		Proposed new charge for 2023/24 Policy Change
GGROW	Completed	Licencing	Street Trading: One Off Charge	Non Statutory	Cabinet	N / A	£516.00		Proposed new charge for 2023/24 Policy Change
GGROW	Completed	Licencing	Street Trading: Special Events Charge	Non Statutory	Cabinet	N / A	£350.00		Proposed new charge for 2023/24 Policy Change
GGROW	Completed	Licencing	Street Trading: Special Events Charge	Non Statutory	Cabinet	N / A	£5,775.00		Proposed new charge for 2023/24 Policy Change
GGROW	Completed	Licensing Register	Acupuncture, Tattooing, Ear Piercing, Electrolysis: Initial Operators Registration for premises	Non Statutory	Council	£128.00	£165.00	£141.00	
GGROW	Completed	Licensing Register	Acupuncture, Tattooing, Ear Piercing, Electrolysis: Additional operators / amendments to Operator Registration	Non Statutory	Council	£128.00	£110.00	£141.00	Currently flat rate one charge of £128 regardless
GGROW	Completed	Licensing Register	Sex Establishments: New Application / Renewal	Non Statutory	Council	£1,000.00	£1,011.00	£1,100.00	Combined new and renewal
GGROW	Completed	Licensing Register	Sex Establishments: Transfer or variation	Non Statutory	Council	N / A	£156.00		New charge from April 2023
		Development Management	Pre-application Large Scale major developments	Non Statutory	Council	£1000.00	£2,000.00		
GGROW	Completed	Development Management	Pre-application Medium scale major developments	Non Statutory	Council	£750.00	£1,000.00		
GGROW	Completed	Development Management	Pre-application Small scale major developments	Non Statutory	Council	£250.00	£500.00		
GGROW	Completed	Development Management	Pre-application Small scale minor developments	Non Statutory	Council	£125.00	£250.00		
GGROW	Completed	Development Management	Pre-application Householder developments	Non Statutory	Council	£50.00	£60.00		
GGROW	Completed	Development Management	Domestic Enquiry Form Requests for confirmation if a certain extension/proposal would or would not require planning permission	Non Statutory	Council	N / A	£58.00		New charge from April 2023
GGROW	Completed	Development Management	Pre-applications for Lawful use of premises enquiry Establish the existing lawful use of the property/land	Non Statutory	Council	N / A	£100.00		New charge from April 2023
GGROW	Completed	Development Management	Pre-applications for enquiries relating to Change of use of land or buildings to a non-residential (dwelling) use	Non Statutory	Council	N / A	£100.00		New charge from April 2023

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Development Management	Pre-applications for the construction of car parks, service roads etc. Where the development is required for a purpose incidental to the existing use of the land	Non Statutory	Council	N / A	£82.00		New charge from April 2023
GGROW	Completed	Development Management	Pre-applications for advertisements	Non Statutory	Council	N / A	£58.00		New charge from April 2023
GGROW	Completed	Development Management	Pre-applications for retail Fronts-Works to the front of a shop/restaurant etc.	Non Statutory	Council	N / A	£58.00		New charge from April 2023
GACE	COMPLETED	Local Land Charges	Local Land Charges 1	Non Statutory	Cabinet	£30.00	£31.00	£33.00	
GACE	COMPLETED	Local Land Charges	Commercial / Industrial / Land Local Authority Search	Non Statutory	Cabinet	£148.55	£152.00	£163.00	
GACE	COMPLETED	Local Land Charges	Commercial / Industrial / Land Local Authority Search - Question printed Part 2 questions	Non Statutory	Cabinet	£16.15	£17.00	£18.00	
GACE	COMPLETED	Local Land Charges	Full Search: Residential	Non Statutory	Cabinet	£108.70	£111.00	£120.00	
GACE	COMPLETED	Local Land Charges	Full Search: Residential Additional Parcels	Non Statutory	Cabinet	£11.85	£12.00	£13.00	
GACE	COMPLETED	Local Land Charges	Extra one off questions	Non Statutory	Cabinet	£22.10	£23.00	£24.00	
GACE	COMPLETED	Local Land Charges	Con 29	Non Statutory	Cabinet	£87.15	£89.00	£96.00	
GASS	COMPLETED	Property Services	Commercial Lettings	Non Statutory	Director	VARIED: Based on Market rates	VARIED: Based on Market rates		
GASS	COMPLETED	Property Services	3rd Sector Lettings Other Property	Non Statutory	Director	VARIED: Based on Market rates	VARIED: Based on Market rates		
HNEI	COMPLETED	Repairs	Tenants recharges for damage	Non Statutory	Director	VARIED	VARIED		Calculated on actual basis
HNEI	COMPLETED	Repairs	Recharges to Leasehold Tenants (Se	Statutory	Director	VARIED	VARIED	N / A as Statutory	Calculated as and when appropriate following consultation
GFIN	COMPLETED	Revenues	Council Tax	Statutory	Head of Service	£60.00 Summons £35.00 Liability Order £145.00 Warrant no attendance £145.00 Warrant no bail £240.00 Comm Summons	£60.00 Summons £35.00 Liability Order £145.00 Warrant no attendance £145.00 Warrant no bail £240.00 Comm Summons	N / A as Statutory	No change proposed
GFIN	COMPLETED	Revenues	Business Rates	Statutory	Head of Service	£60.00 Summons £35.00 Liability Order £145.00 Warrant no attendance £145.00 Warrant no bail £240.00 Comm Summons	£60.00 Summons £35.00 Liability Order £145.00 Warrant no attendance £145.00 Warrant no bail £240.00 Comm Summons	N / A as Statutory	No change proposed
HNEI	COMPLETED	Service Charges	Recharge for Electricity	Non Statutory	Director	VARIED	VARIED		Based on actual usage/ annual calculations as part of budget process
HNEI	COMPLETED	Service Charges	Recharge for Heating	Non Statutory	Director	VARIED	VARIED		Based on actual usage/ annual calculations as part of budget process
HNEI	COMPLETED	Service Charges	Recharge for Water	Non Statutory	Director	VARIED	VARIED		Based on actual usage/ annual calculations as part of budget process
HNEI	COMPLETED	Service Charges	Charge for Enhanced Management S	Non Statutory	Director	VARIED	VARIED		Based on actual usage/ annual calculations as part of budget process
HNEI	COMPLETED	Service Charges	Cleaning Charges Communal areas e	Non Statutory	Director	VARIED	VARIED		Based on actual usage/ annual calculations as part of budget process
GOPSL	Completed	Streetscene	Football Pitch Hire: Anker Valley (with changing facilities) Adult	Non Statutory	Cabinet	£564.00	£620.00	£620.00	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GOPSL	Completed	Streetscene	Football Pitch Hire: Anker Valley (with changing facilities) Junior U18 (11 v 11)	Non Statutory	Cabinet	£438.00	£482.00	£482.00	
GOPSL	Completed	Streetscene	Football Pitch Hire: Anker Valley (with changing facilities) Junior U11 & U12 (9 v 9)	Non Statutory	Cabinet	£364.00	£400.00	£400.00	
GOPSL	Completed	Streetscene	Football Pitch Hire: Anker Valley (with changing facilities) Junior U10 (7 v 7)	Non Statutory	Cabinet	£175.00	£193.00	£193.00	
GOPSL	Completed	Streetscene	Football Pitch Hire: Anker Valley (with changing facilities) Junior U8 (5 v 5)	Non Statutory	Cabinet	£175.00	£193.00	£193.00	
GOPSL	Completed	Streetscene	Football Pitch Hire: Other Pitches (without changing facilities) Adult	Non Statutory	Cabinet	£408.00	£449.00	£449.00	
GOPSL	Completed	Streetscene	Football Pitch Hire: Other Pitches (without changing facilities) Junior	Non Statutory	Cabinet	£300.00	£330.00	£330.00	
GOPSL	Completed	Streetscene	Football Pitch Hire: Anker Valley Single Pitch / One Off (with changing facilities) Adult	Non Statutory	Cabinet	£59.00	£65.00	£65.00	
GOPSL	Completed	Streetscene	Football Pitch: Anker Valley Single Pitch / One Off (with changing facilities) Junior	Non Statutory	Cabinet	£39.00	£43.00	£43.00	
GOPSL	Completed	Streetscene	Football Pitch Hire: Single Pitch / One Off Hire (without changing facilities) Adult	Non Statutory	Cabinet	£49.00	£54.00	£54.00	
GOPSL	Completed	Streetscene	Football Pitch: Single Pitch / One Off Hire (without changing facilities) Junior	Non Statutory	Cabinet	£37.00	£41.00	£41.00	
GGROW	Completed	Tamworth Castle	Adult (16 years and over)	Non Statutory	Cabinet	£9.95	£9.95	£11.00	No change proposed
GGROW	Completed	Tamworth Castle	Concessions	Non Statutory	Cabinet	£8.95	£8.95	£10.00	No change proposed

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Tamworth Castle	Child (up to 15 years)	Non Statutory	Cabinet	£7.50	£7.50	£8.00	No change proposed
GGROW	Completed	Tamworth Castle	Home Schooled Children (Monday to Friday)	Non Statutory	Cabinet	£5.50	£5.50	£6.00	No change proposed
GGROW	Completed	Tamworth Castle	Family Ticket for up to 5 persons (for each additional child in the party a flat rate of £5.00 per child will be charged)	Non Statutory	Cabinet	£37.50	£37.50	£41.00	No change proposed
GGROW	Completed	Tamworth Castle	Ground Floor Only	Non Statutory	Cabinet	£6.00	£4.95	£7.00	No change proposed
GGROW	Completed	Tamworth Castle	After School General Admission: Adult (3pm to 5 pm)	Non Statutory	Cabinet	Half Price	£4.95		
GGROW	Completed	Tamworth Castle	After School General Admission: Child (3pm to 5 pm)	Non Statutory	Cabinet	Half Price	£3.75		
GGROW	Completed	Tamworth Castle	Annual Pass Adult	Non Statutory	Cabinet	£29.75	£29.75	£33.00	No change proposed
GGROW	Completed	Tamworth Castle	Annual Pass Concessions	Non Statutory	Cabinet	£26.75	£26.75	£29.00	No change proposed
GGROW	Completed	Tamworth Castle	Annual Pass Child (up to 15 years)	Non Statutory	Cabinet	£22.50	£22.50	£25.00	No change proposed
GGROW	Completed	Tamworth Castle	Annual Pass Family (up to 5 persons)	Non Statutory	Cabinet	£100.00	£100.00	£110.00	No change proposed
GGROW	Completed	Tamworth Castle	General Admission Carer (Valid ID)	Non Statutory	Cabinet	FREE	FREE		No change proposed
GGROW	Completed	Tamworth Castle	Group Bookings (Minimum 6): Adult	Non Statutory	Cabinet	£8.50	£7.50	£9.00	
GGROW	Completed	Tamworth Castle	Bespoke Pre Booked Group Bookings: Call for details, pricing will be determined by requirements	Non Statutory	Cabinet	VARIED	VARIED		
GGROW	Completed	Tamworth Castle	Bespoke Pre Booked Group Bookings: Guided Tours (Minimum 15 people) to include Guide (£15.00 per head)	Non Statutory	Cabinet	£15.00	£15.00	£17.00	No change proposed
GGROW	Completed	Tamworth Castle	WEDDING CEREMONIES: Booked during April 2023 - March 2024	Non Statutory	Cabinet	£995.00	£1,650.00	£1,095.00	
GGROW	Completed	Tamworth Castle	ROOM HIRE: Great Hall – Minimum Hire 2 Hours £80	Non Statutory	Cabinet	£80.00	£80.00	£88.00	No change proposed
GGROW	Completed	Tamworth Castle	ROOM HIRE: Great Hall – Half Day	Non Statutory	Cabinet	£140.00	£140.00	£154.00	No change proposed
GGROW	Completed	Tamworth Castle	ROOM HIRE: Great Hall – Full Day	Non Statutory	Cabinet	£260.00	£260.00	£286.00	No change proposed
GGROW	Completed	Tamworth Castle	ROOM HIRE: Great Hall – Evening Hire Minimum 2 Hours £75 per hour	Non Statutory	Cabinet	minimum £150	minimum £150		
GGROW	Completed	Tamworth Castle	ROOM HIRE: Castle Rooms – Half Day	Non Statutory	Cabinet	£70.00	£70.00	£77.00	No change proposed
GGROW	Completed	Tamworth Castle	ROOM HIRE: Castle Rooms – Full Day	Non Statutory	Cabinet	£120.00	£120.00	£132.00	No change proposed
GGROW	Completed	Tamworth Castle	ROOM HIRE: Castle Rooms – Evening Hire £50 per Hour minimum 2 hours	Non Statutory	Cabinet	Minimum £100	Minimum £100		
GGROW	Completed	Tamworth Castle	ROOM HIRE: Exclusive hire of the Castle (Full Day)	Non Statutory	Cabinet	£1,500.00	£1,500.00	£1,650.00	No change proposed
GGROW	Completed	Tamworth Castle	BESPOKE CASTLE LED EVENTS: The Castle will run a number of bespoke paid ticketed events and prices will vary. All bespoke paid ticketed events will be advertised on the website	Non Statutory	Cabinet	VARIED	VARIED		

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	Completed	Tamworth Castle	BESPOKE CASTLE LED EVENTS: The Castle will be open to approach for bespoke events at the Castle and in its buildings, prices will vary depending on the needs of the client	Non Statutory	Cabinet	VARIED	VARIED		
GGROW	Completed	Tamworth Castle	BESPOKE CASTLE LED EVENTS: Refreshments available on request and prices will vary, minimum cost per person £3.50	Non Statutory	Cabinet	VARIED	VARIED		
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Early Years / Reception Storytelling Sessions	Non Statutory	Cabinet	£7.50	£7.75	£8.00	No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Role Play Workshops Key Stage 1	Non Statutory	Cabinet	£7.50	£7.75	£8.00	No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Role Play Workshops Key Stage 2	Non Statutory	Cabinet	£7.50	£7.75	£8.00	No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Role Play Workshops Key Stage 3	Non Statutory	Cabinet	£7.50	£7.75	£8.00	No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Workshops for Key Stage 4	Non Statutory	Cabinet	£8.50	£8.75	£9.00	No change proposed
GGROW	Completed	Tamworth Castle	Schools participating in more than 1 session are charged £2.50 extra per session per child	Non Statutory	Cabinet	£2.50	£2.75	£3.00	No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Carers admitted free	Non Statutory	Cabinet	FREE	FREE		No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Cancellation is charged at £75.00 (notice 5-8 Weeks prior)	Non Statutory	Cabinet	£75.00	£75.00	£83.00	No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Cancellation 2-4 weeks before	Non Statutory	Cabinet	50% of total visit cost	50% of total visit cost		No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Cancellation less than 2 weeks before	Non Statutory	Cabinet	100% cost of visit	100% cost of visit		No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: School Supervision ratio is 1 adult required for every 10 children. 0-4 children over must pay for the adult	Non Statutory	Cabinet	1 adult free for every 10 children only, others pay.	1 adult free for every 10 children only, others pay.		No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: 5-10 children over the ratio they get the adult free	Non Statutory	Cabinet	1 adult free for every 10 children only, others pay.	1 adult free for every 10 children only, others pay.		No change proposed
GGROW	Completed	Tamworth Castle	EDUCATION & SCHOOLS: Application of the cancellation policy is at the discretion of the Castle Manager and will consider mitigating circumstances such as but not limited to pandemics.	Non Statutory	Cabinet	VARIED	VARIED		
GGROW	COMPLETED	TEC	Hire of Office Space	Non Statutory	Cabinet	£22.00 per Square Metre	£26.00 per Square Metre	£26.00 per Square Metre	
GGROW	COMPLETED	TEC	Room Hire: Scimitar Hourly Charge	Non Statutory	Cabinet	£20.00	N / A		To be deleted as an option
GGROW	COMPLETED	TEC	Room Hire: Scimitar Half Day	Non Statutory	Cabinet	£50.00	£70.00	£55.00	
GGROW	COMPLETED	TEC	Room Hire: Scimitar Full Day	Non Statutory	Cabinet	£70.00	£100.00	£77.00	
GGROW	COMPLETED	TEC	Room Hire: Rialto Hourly Charge	Non Statutory	Cabinet	£15.00	N / A		To be deleted as an option
GGROW	COMPLETED	TEC	Room Hire: Rialto Half Day	Non Statutory	Cabinet	£40.00	£60.00	£44.00	
GGROW	COMPLETED	TEC	Room Hire: Rialto Full Day	Non Statutory	Cabinet	£60.00	£90.00	£66.00	
GGROW	COMPLETED	TEC	Room Hire: Regal Hourly Charge	Non Statutory	Cabinet	£10.00	N / A		To be deleted as an option
GGROW	COMPLETED	TEC	Room Hire: Regal Half Day	Non Statutory	Cabinet	£25.00	£40.00	£28.00	
GGROW	COMPLETED	TEC	Room Hire: Regal Full Day	Non Statutory	Cabinet	£30.00	£60.00	£33.00	
GGROW	COMPLETED	TEC	Hire of Registered Mail Box - monthly in advance	Non Statutory	Cabinet	£30.00	£40.00	£33.00	To be paid in advance

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GGROW	COMPLETED	TEC	Hire of Registered Mail Box - quarterly in advance	Non Statutory	Cabinet	£120.00	£136.00	£132.00	To be paid in advance
GGROW	COMPLETED	TEC	Hire of Registered Mail Box - half yearly in advance	Non Statutory	Cabinet	£180.00	£192.00	£198.00	To be paid in advance
GGROW	COMPLETED	TEC	Hire of Registered Mail Box - yearly in advance	Non Statutory	Cabinet	£360.00	£360.00	£396.00	To be paid in advance
GPEO	Completed	Town Hall	Town Hall Room Hire: Chambers 1/2 day	Non Statutory	Head of service	N / A	£120.00		New charge from April 2023
GPEO	Completed	Town Hall	Town Hall Room Hire: Chambers Full day	Non Statutory	Head of service	£75.00	£240.00	£83.00	
GPEO	Completed	Town Hall	Town Hall Room Hire: Chambers Evening Rates (6pm - 10pm)	Non Statutory	Head of service	N / A	£180.00		New charge from April 2023
GPEO	Completed	Town Hall	Town Hall Room Hire: Chambers Evening Rates (after 10pm max 2 hours)	Non Statutory	Head of service	N / A	£45.00		New charge from April 2023
GPEO	Completed	Town Hall	Town Hall Room Hire: Lower Room 1/2 day	Non Statutory	Head of service	N / A	£80.00		New charge from April 2023
GPEO	Completed	Town Hall	Town Hall Room Hire: Lower Room Full day	Non Statutory	Head of service	£75.00	£160.00	£83.00	
GPEO	Completed	Town Hall	Town Hall Room Hire: Lower Room Evening Rates (6pm - 10pm)	Non Statutory	Head of service	N / A	£120.00		New charge from April 2023
GPEO	Completed	Town Hall	Town Hall Room Hire: Lower Room Evening Rates (after 10pm max 2 hours)	Non Statutory	Head of service	N / A	£45.00		New charge from April 2023
GPEO	Completed	TIC	show ticket transfer fee	Non Statutory	Head of service	£1.50	£2.00	£2.00	
GPAR	Completed	Private Sector Housing	HMO Licence: Pre Application Advice	Non Statutory	Cabinet		£ 82.00	£0.00	New charge – cost recovery as per legislation
GPAR	Completed	Private Sector Housing	HMO Licence : up to 5 persons	Non Statutory	Cabinet	£ 574.80	£ 612.00	£632.00	Revised cost to reflect full cost recovery - Includes stage 1 and 2 (£50 reduction if pre-app advice paid for)
GPAR	Completed	Private Sector Housing	HMO Licence: 6 - 10 persons	Non Statutory	Cabinet	£612.59 - £763.75	£ 667.00		Revised cost to reflect full cost recovery - Includes stage 1 and 2 (£50 reduction if pre-app advice paid for)
GPAR	Completed	Private Sector Housing	HMO Licence: 11+ persons	Non Statutory	Cabinet	£801.54	£ 722.00	£882.00	Revised cost to reflect full cost recovery - Includes stage 1 and 2 (£50 reduction if pre-app advice paid for)
GPAR	Completed	Private Sector Housing	Review of Suspended Notices and Orders	Non Statutory	Cabinet		£ 102.00		New charge to reflect full cost recovery - The review of OR service of copies of decision following such a review Referencing (land registry, Council Tax search etc)
GPAR	Completed	Private Sector Housing	Improvement Notice/ Prohibition Order (including Emergency Orders)/ Emergency Remedial Action Notice (4+ hazards)	Non Statutory	Cabinet		£ 387.00		New charge to reflect full cost recovery - investigation (gathering information and initial inspection). HHSRS scoring (record on system, recording to include full notes, justification, and scores). Referencing (land registry, Council Tax search etc) Preparation of Notice Service of notice
GPAR	Completed	Private Sector Housing	Improvement Notice/ Prohibition Order (including Emergency Orders)/ Emergency Remedial Action Notice (up to 3 hazards)	Non Statutory	Cabinet		£ 325.00		New charge to reflect full cost recovery - Initial investigation (gathering information and initial inspection) HHSRS scoring (record on system, recording to include full notes, justification, and scores). Referencing (land registry, Council Tax search etc) Preparation of Notice Service of notice
GPAR	Completed	Partnerships	Public Space Protection Order – Fixed Penalty Notice up to 14 days	Non Statutory	Cabinet	£ 85.00	£ 85.00	N/A	Covers PSPO Control of dogs including dog fouling
GPAR	Completed	Partnerships	Public Space Protection Order – Fixed Penalty Notice after 14 days	Non Statutory	Cabinet	£ 100.00	£ 100.00	N/A	
GPAR	Completed	Partnerships	Litter Fine – Fixed Penalty up to 14 days	Non Statutory	Cabinet	£ 50.00	£ 50.00	N/A	
GPAR	Completed	Partnerships	Litter Fine – Fixed Penalty after 14 days	Non Statutory	Cabinet	£ 100.00	£ 100.00	N/A	

Directorate	Reviewed	Service Area	Name of Service	Statutory / Non-Statutory	Approval Process	Current Fee	Fee from 1 April 2023	Potential 10% increase in Fees (nearest whole £)	Notes
GPAR	Completed	Partnerships	Flytipping Offence – Fixed Penalty Notice up to 7 days	Non Statutory	Cabinet	£ 200.00	£ 200.00	N/A	
GPAR	Completed	Partnerships	Flytipping Offence – Fixed Penalty Notice after 7 days	Non Statutory	Cabinet	£ 400.00	£ 400.00	N/A	
GPAR	Completed	Partnerships	Community Protection Notice – Fixed Penalty up to 14 days	Non Statutory	Cabinet	£ 85.00	£ 85.00	N/A	ASB Crime and Policing Act 2014
GPAR	Completed	Partnerships	Community Protection Notice – Fixed Penalty after 14 days	Non Statutory	Cabinet	£ 100.00	£ 100.00	N/A	
GPAR	Completed	Partnerships	Waste Duty of Care Offence – Fixed Penalty Notice up to 7 days	Non Statutory	Cabinet	£ 200.00	£ 200.00	N/A	
GPAR	Completed	Partnerships	Waste Duty of Care Offence – Fixed Penalty Notice after 7 days	Non Statutory	Cabinet	£ 300.00	£ 300.00	N/A	
GPAR	Completed	Partnerships	Abandoned Vehicle Offence – Fixed Penalty up to 7 days	Non Statutory	Cabinet	£ 150.00	£ 150.00	N/A	
GPAR	Completed	Partnerships	Abandoned Vehicle Offence – Fixed Penalty after 7 days	Non Statutory	Cabinet	£ 200.00	£ 200.00	N/A	

Thursday, 23 February 2023

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

Comments, Compliments Complaints and Managing Unreasonable Customer Behaviour Policies

Exempt Information

None

Purpose

To seek Cabinet approval for the Compliments, Comments and Complaints and Managing Unreasonable Customer Behaviour Policies.

Recommendations

It is recommended that Cabinet:

1. Approve the Comments, Compliments and Complaints Policy for implementation on 1 April 2023.
2. Approve the Managing Unreasonable Customer Behaviour Policy for implementation on 1 April 2023.

Executive Summary

Comments, Compliments and Complaints Policy

The Comments, Compliments and Complaints policy replaces “Tell Us” which has been in place for several years. It provides an opportunity to move towards a strategic focus on learning from complaints rather than on the number received, so as to support and empower the right culture around complaint handling and more effective resolutions for customers.

The policy has been updated to ensure that it meets the requirements of the Housing Ombudsman and the Local Government and Social Care Ombudsman best practice which have been developed significantly in the past few years. Good practice guidelines issued by the Local Government Social Care Ombudsman (LGSCO) state that periodic reviews of the process should be conducted.

In addition, the Ministry of Housing Communities & Local Government White Paper published in November 2020, sets out clear expectations for landlords in relation to dealing with expressions of dissatisfaction, complaints, including redress and evidence of learning. In 2020, the Housing Ombudsman required all social housing providers to complete and publish a self-assessment of their complaints policy as part of the launch of their new Code of Practice. The Council published an initial assessment in December 2020 with an updated assessment to be published early 2023.

The Complaints process is widely used by customers and provides a vehicle for feedback to be given to the Council and in return, provides a framework in which the Council can respond whilst ensuring the process is subject to effective governance.

The updated policy ensures there is a consistent procedure in place, with defined levels and standards of service.

A dynamic and flexible approach will allow each complaint to be investigated on its own merits, providing the best approach for each complainant.

Through the recording of complaints and expressions of dissatisfaction, trends will be identified, and action taken in order to improve or change services as required.

Website and intranet pages will be updated in line with the new policy and procedures.

Overall, there is no significant change to the process for how to make a complaint, the two stage approach will remain as will the right to escalate a complaint to the Ombudsman where the customer remains dissatisfied.

The key changes in this updated policy are:

- Reduced response times (Service Level Agreements):
 - Stage 1 – 10 working days, reduced from the current 28 days.
 - Stage 2 – 20 working days, reduced from the current 63 days.

During consultation stakeholders have given positive feedback about this change as they felt it will improve the customer experience.

- Complainants will be asked to tell us about their concern within six months of the issue arising. This brings the policy into line with ombudsman guidance.
- Provision of clarity on responsibilities for Council Officers.
- The Information Governance Team become the single point of contact for the facilitation of complaints to improve the customer experience.
- A clarified appeal process for customers to follow in line with Ombudsman guidance.
- Provision of management information reports for service managers and CMT to include service improvements made as a result of resolved complaints.
- Detailed annual report to Cabinet to include.
 - Complaints received, broken down into service areas.
 - How complaints were received (telephone, online form/portal)
 - The Councils LGSCO annual letter.
 - Housing Ombudsman decisions.
 - Any learning identified and actions taken to improve service.
 - 3rd party contractor's complaint performance.
 - Compliments and comments received.

Managing Unreasonable Customer Behaviour Policy

This policy compliments the Compliments, Comments and Complaints policy and it has been reviewed with only minor changes made to update job titles and responsibilities.

Options Considered

N/A

Resource Implications

There are no direct financial implications as a result of this report.

Training on the changes to the policies will be undertaken with all appropriate officers.

Legal/Risk Implications Background

There are no direct legal implications as a result of these policies.

There is a risk that the council will be non-compliant in terms of the Ombudsman Code and guidance on complaint handling should the Comments, Compliments and Complaints policy not be approved.

Equalities Implications

Community Impact Assessments have been undertaken and are attached to the updated policies.

Environment and Sustainability Implications (including climate change)

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

Background Information

The Council is committed to providing excellent customer service first time, every time. We realise that sometimes we fall short and where customers are not satisfied then a clear and simple complaints process is required to put this right. We welcome feedback, positive or negative. We want to recognise individuals and teams who have provided excellent service and work hard to improve service where it is not as good as it should be.

The current policy was last reviewed in 2017. The review was required to ensure ombudsman best practice is met, that the council provides the best experience for complainants, takes on board learnings and also recognises complimentary feedback regarding services.

The Council's working environment has become more complex, with some services being provided by third party organisations on its behalf. The complaints policy needs to reflect these new working arrangements as well as best practice in complaints management.

Historic arrangements have resulted in complaints being recorded corporately with Housing complaints being recorded locally within the service area as well as responses being issued directly by relevant service areas. Under the new policy, all complaints are recorded and facilitated centrally within one team, meeting the Housing Ombudsman requirement and the Local Government and Social Care Ombudsman guidance.

Current reporting on complaints is minimal; updating the policy will allow us to determine the scope and timeframe of reporting to provide learning for the service areas and council. Management information reports will be available for service area managers on a regular basis, with an annual complaints report presented to Cabinet.

Report Author

Nicola Hesketh, Information Governance Manager

List of Background Papers

Tell Us Policy

Harassment, Assault and Threat Policy

Appendices

Appendix 1 – Compliments, Comments and Complaints Policy

Appendix 2 – Managing Unreasonable Customer Behaviour Policy

This page is intentionally left blank



Comments, Compliments & Complaints Policy

Tamworth - celebrating our heritage, creating a better future

Classification: OFFICIAL

Document Location

This document is held by Tamworth Borough Council, and the document owner is Assistant Director - People

Printed documents may be obsolete an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
October 2022	010101	Initial Draft

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved
Anica Goodwin	Executive Director Organisation	
TULG	Trade Union Liaison Group	
CMT	Corporate Management Team	
CAB	Cabinet	
Heads Of Service	Advisory Body	
DPO / Monitoring Officer	Advisory Body	

Approvals Minor Change and Scheduled Review

Name	Title	Approved
Nicola Hesketh	Information Governance Manager (DPO / Monitoring Officer)	
CMT	Corporate Management Team	

Approval Path

Major Change

Nicola Hesketh
Zoe Wolicki
Heads of Service
CMT
Cabinet

Action

Submission
Sponsor
Consultative Group
Corporate Approval
Approval

Document Review Plans

This document is subject to a scheduled 3 yearly review, or sooner where legislation or contract changes previse.

Updates shall be made in accordance with business requirements, and changes will be with agreement with the document owner.

Distribution

The document will be distributed through Astute as a **MANDATORY** policy where applicable and will also be available on the Intranet and Internet.

Security Classification

This document is classified as OFFICIAL

CONTENTS

Contents	Page
Policy	
• Introduction	5
• Scope	5
• Compliments and Comments	6
• Complaints	6
• Who can Complain	6
• Complaints made on behalf of someone else	6
• Anonymous Complaints	6
• Complaint Examples	7
• Complaints Generally Excluded	7
• Unacceptable Behaviour	10
• Performance Standards	11
• Reporting on complaint outcomes and seeking continuous improvement	11
Comments, Compliments & Complaints Procedure	
• How to provide feedback or make a complaint	13
• Customer Contact	14
• Receipt outside of this policy	14
• Social Media	14
• Service Requests	14
• Stage One	15
• Stage Two	16
• Escalation	17
• Consultation	17
• Roles & Responsibilities	17
• Community Impact Assessment	19

Policy

Introduction

The Councils Comments, Compliments & Complaints policy provides a framework that enables customers to give feedback about the Councils' services and to ensure consistency and fairness when acting upon this feedback.

As a Council we want to offer a service that is right first time – every time. Occasionally though we accept that things do not go as we would like.

We encourage customers to tell us about their experience, good or bad, and/or suggest ways to improve our service delivery. This feedback can help us to:

- improve our performance
- improve our business processes
- re-design our services
- enhance our reputation
- train and develop our employees
- share good practice
- demonstrate service excellence
- support diversity and inclusion

Customer feedback supports development of the customer experience in the Councils desire to improve service, satisfaction, and to ensure the Council is utilising the feedback provided by customers when planning, designing services and improving services.

Scope

This policy:

- Applies to all Council employees, elected members and employees of organisations who deliver services on our behalf.
- Applies to anyone affected by our services.
- Covers all complaints, compliments and comments received about a service.
- States that compliments and comments can be made at any time.
- States that complaints can be made about a service within 6 months of the issue or incident occurring.

Compliments and Comments

A comment is a suggestion or observation about services provided.

A compliment is a positive remark about a service or an individual.

Compliments and comments are essential to appreciate where a team or an officer is demonstrating services that are meeting or exceeding customer expectations.

All compliments and comments are recorded, and a copy is sent to the relevant service manager to for review and action where applicable.

Comments can be made at: [Tell us your suggestions | Tamworth Borough Council](#)

Compliments can be made at: [Compliment form | Tamworth Borough Council](#)
[Tell us your suggestions | Tamworth Borough Council](#)

Complaints

A complaint is defined as 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.

All complaints will be treated seriously, and a response given in accordance with the timescales set out in this policy.

Complaints must detail what the customer is dissatisfied with and identify where they perceive a failing has occurred and why.

Who can complain?

Anyone who receives or is seeking to receive a service from the Council, or anyone they have chosen to act on their behalf can make a complaint subject to the requirements of this policy.

Complaints made on behalf of someone else.

Those acting on behalf of someone must provide signed authorisation to act on the complainant's behalf.

Anonymous Complaints

Anonymous complaints are logged as service requests, unless the complaint raises issues of wider concern to the council that can be dealt with without further input from the complainant.

Anonymous complaints will be referred to the relevant service area who will take appropriate action based on their judgement of the information received. No reply can be made.

Complaint Examples

If a matter has already been reported to the Council and the work has not been completed, or it has taken longer than we said it would take - this is a complaint. In addition, the following may also be considered as complaints:

- When we have not provided a service to the standard stated, including repairs.
- Not answering a customer's question or delivered a service.
- Our policies and procedures have not been adhered to.
- 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.
- Delays in taking in action without a good reason.
- Giving incorrect or misleading information.

Complaints Generally Excluded

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

This below list is not exhaustive and there may be other matters we cannot investigate, for example there is an appropriate body to deal with it. Where this is the case, we will advise you how to progress the enquiry.

Examples of excluded complaints include:

Time Limits

Complaints over 6 months old since a complainant became aware of the issue will be considered out of the time limit and not managed through the complaints policy.

Where the problem is a recurring issue, consideration will be given to any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.

Reporting a Street Issue

If you have noticed a problem with issues such as litter, fly tipping, graffiti, dog fouling, fly posting, or a grounds maintenance, these can be reported using our [online street issues form](#). These requests will not be managed through this complaints policy.

Housing repairs

If you wish to report a repair or you would like an update to an ongoing housing repair, the most effective way to obtain this is by contacting the repairs team on 08001830044 / repairs@tamworth.gov.uk

Further information is available at: [Housing Repairs](#)

Complaints received about housing repairs, where the target date has not expired, or an update to a repair is being requested, will not be considered under the complaints policy. These will be treated as service requests and passed to Housing Repairs for review and action where applicable.

Environmental Health

Some services deal with matters that the customer might consider to be a complaint, but which are routine everyday business for their department. Examples may include complaints about noisy neighbours, barking dogs, dirty restaurants, or food poisoning. These will be treated as service requests and passed to the relevant service area for review and action where applicable.

However, if a customer wishes to complain about how their initial or follow up service request was dealt with or not dealt with, then this would fall under the complaint's procedure.

Complaints about licenses, permits, approvals, consents, permissions or registrations or any related enforcement actions are dealt with under other procedures and there will be appeal mechanisms in place detailed with any correspondence you have received

Further information can be found at: [Environment | Tamworth Borough Council](#)

Complaints about a planning application decision

Complaints about planning application decisions are dealt with under the national appeals process. Further details can be found at: [Appeals - Appeals - Planning Portal](#)

Whilst the complaints policy will not be used to address complaints about the outcome of a planning decision, it can be used to investigate complaints about the procedures and processes used to arrive at a decision

Housing Benefit and Council Tax Reduction – decisions or appeals

Dealt with by the Benefit Appeals Tribunal. Further details can be found at: [Appeal a benefit decision: Overview - GOV.UK \(www.gov.uk\)](#)

Dealt with by the Valuation Tribunal. Further details can be found at: [Council tax reduction appeal - Valuation Tribunal Service](#)

Council Tax

The Valuation office deal with queries where the taxpayer believes they are in an incorrect council tax band [Challenge your Council Tax band: Overview - GOV.UK \(www.gov.uk\)](#)

If a taxpayer believes that the liability is incorrect or a discount / exemption is incorrect then they can appeal to the Valuation Tribunal but they must have appealed to the council 1st.

[Appeal a Council Tax bill or fine: Appeal a bill - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Business Rates

the Valuation Office deal with queries if the ratepayer believes the rateable value of his property is incorrect.

[Business rates: How your rates are calculated - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

If the ratepayer wishes to dispute the non-award of a discount etc or anything that would affect the liability then this would go to the Valuation Tribunal, again after an appeal has been made to the council.

[Home - Valuation Tribunal Service](#)

Appeals relating to homelessness applications

Dealt with through the homeless appeal procedure. Details of how to request a review are provided on decision letters.

Complaints about staffing appointments, dismissals, pay and other Human Resource policy and procedures

This will be dealt with by the appeal process within the relevant policy.

Complaints made by members of staff against other members of staff

These are dealt with under other internal policies including the Grievance Policy, Conduct and Capability Policy, Whistle Blowing policy, Anti-Harassment and Anti Bullying Policy, Code of Conduct Policy .

Complaints about Penalty Charge Notices (PCNs) or Fixed Penalty Charges (FPNs)

Challenges and representations against the validity of a Penalty Charge Notice (PCN) are dealt with under a statutory appeals process. This process is designated by the Traffic Management Act 2004 and designed to safeguard the interest of the appellant. Details on how to challenge a PCN is contained within the notice.

You can visit our website [Parking - useful links | Tamworth Borough Council](#) where you will find useful information regarding the PCN and how to submit a challenge.

Fixed penalties received as part of a legitimate enforcement action (e.g. environmental crime or ASB) will have full details about the legislative appeals process.

If you wish to complain about our enforcement practices or the behaviour of a member of staff, we may be able to consider this under our Tell Us Policy.

Freedom of Information (FOI), Environmental Information Regulations (EIR), Data Protection

Complaints in connection with the Data Protection Act, for example a Subject Access request, accidental disclosure of information, or regarding Freedom of Information (FOI), Environmental Information Regulations (EIR) will not be dealt with under the council's Tell Us Policy.

There is a separate review, appeal, and complaint route, which leads to the Information Commissioner. Further information can be found using the links below:

FOI/EIR – [Freedom of Information | Tamworth Borough Council](#)
SAR - [Data Protection Act | Tamworth Borough Council](#)

Complaints against Elected Member conduct

These are covered under a separate code of conduct - [Governance and Anti-Fraud | Tamworth Borough Council](#)

Housing Complaints

Where the issue giving rise to the complaint occurred over six months ago.

Where the problem is a recurring issue, consideration will be given to any older reports as part of the background to the complaint if this will help to resolve the issue for the resident. (N.B. it may not be appropriate to rely on this exclusion where complaints concern safeguarding or health and safety issues.)

ASB

The latest information and advice on anti-social behaviour and how Tamworth Borough Council can help (including a copy of the Council's Anti-Social Behaviour Policy) can be found on the Council's website at www.Tamworth.gov.uk/asb-zone

Community Safety – Community Trigger requests

Community Trigger investigation under the ASB, Crime and Policing Act 2014 will be investigated as per legal guidance by all partners.

Actions arising for Tamworth Borough Council will be dealt with under this policy.

Unacceptable behaviour by complainants

It is understood that people may act out of character in times of trouble or distress. There may have been upsetting or distressing circumstances leading up to a complaint coming into the Council.

As a council we do not view behaviour as unacceptable just because a claimant is forceful or determined, however the actions of complainants who are angry, demanding, or persistent may result in unreasonable demands on the Council and unacceptable behaviour towards the Council's staff.

In such exceptional circumstances, the Council has a right to specify how the individual complaint will be handled and how future contact from the complainant will be permitted. A separate Managing Unreasonable Behaviour Policy sets out the procedures for handling such complaints. If the Council has cause to invoke this policy details will be sent to the individual concerned.

Performance Standards

Tamworth Borough Council will monitor performance to identify under performance and trends and address any issues.

To support this, we will

- work to resolve expressions of dissatisfaction when they are first raised, before they become a complaint,
- record and acknowledge all comments and compliments, and complaints.
- seek the views and feedback from customers who have been through this policy & procedure.
- Provide a Stage 1 acknowledgement within 5 working days.
- Provide a response to Stage 1 complaints within 10 working days.
- Provide a Stage 2 acknowledgement within 5 working days.
- Provide a response to all Stage 2 complaints within 20 working days.
- Respond to enquiries without using jargon and using Plain English, however, sometimes we may need to quote law or legislation.
- Ensure that customers feel that their complaints are being treated seriously, even if the outcome does not meet their expectations because at times we are restricted by law and legislation.
- Be fair and put things right when we can.
- Inform customers how to take their complaint further if they are still not satisfied with the resolution offered.
- Listen to what customers tell us. If we make changes because of feedback, we will publish this with our performance reports.
- Ensure customers will not be treated adversely because of making a complaint.
- Ensure confidentiality with the information provided.

Reporting on complaint outcomes and seeking continuous improvement

Management information reports are available for service managers and CMT so that they can monitor the performance of their services in relation to complaints.

Examples of reports include:

Number of stage 1 complaints received.

Number of stage 2 complaints received.

% of complaints upheld/partially upheld.

% of complaints responded to within published timescales (stages 1 and 2)

Number of compliments received.

Number of comments received.

Number of complaints received by the Housing Ombudsman Service or the Local Government Ombudsman Service.

An annual complaints report will be presented to Cabinet which will also incorporate:

- Complaints received, broken down to each service area.
- How complaints were received (e.g. Phone, online form / portal).
- The Councils LGSCO annual letter.
- Housing Ombudsman decisions.
- Any learning identified and actions taken.
- 3rd party contractor's complaint performance.

Comments, Compliments & Complaints Procedure

How to provide feedback or make a complaint

The Council encourages customers who have a concern to first contact a member of staff in the relevant service area who should try to resolve it. However, if a service user remains unhappy and wants to make a complaint or provide feedback, they can do so in several ways.

The Council's preferred method for receiving feedback or complaints is via the My Tamworth Portal or web form on the Council's website. This will normally ensure that the enquiry is adequately captured, and an acknowledgement sent.

It would be considered reasonable for officers to direct complainants to this facility in the first instance but must not do so at the risk of putting off the complainant or otherwise missing the complaint.

To provide **feedback**, customers can –

- Visit our website at [Tell us your suggestions | Tamworth Borough Council](#)
- Visit our website at www.tamworth.gov.uk and use the 'click to chat' or 'contact us' button on our homepage.
- Telephone 01827 709709.
- Write to us at Marmion House, Lichfield Street, Tamworth, Staffordshire, B79 7BZ or
- Ask any member of staff to assist.

To make a **complaint** via the Comments. Compliments & Complaints process, customers can –

- complete an e-form via the My Tamworth customer portal <https://mytamworth.tamworth.gov.uk>
- Visit our website at [Making a Complaint | Tamworth Borough Council](#)
- Telephone 01827 709709.
- Email tellus@tamworth.gov.uk
- Write to us at Marmion House, Lichfield Street, Tamworth, Staffordshire, B79 7BZ.
- Ask any member of staff to assist.

Customer Contact

Where a complainant advises an officer (either in person, by telephone or in writing) that they wish to make a complaint but are unable to use the Council's preferred method then that officer should capture the complaint on the web form on the complainant's behalf.

Receipt outside of this policy

Where a complaint is received by a service area either by post, telephone or by email, they should ensure that this is passed to the Information Governance Team without delay so that the complaint may be recorded on the corporate complaints system and allocated appropriately.

Social Media

Complaints received via social media channels (e.g., Twitter, Facebook) will be forwarded to the Information Governance Team and handled in keeping with this policy. The Council will not provide complainant specific responses via social media sites.

Service Requests

Where a complaint is submitted, and the Council considers it fits the criteria of a service request (generally an issue that requires action that has not previously been reported to a service) then the complaint record will be changed to reflect this and closed. The requester will be informed of the decision and the case passed to the relevant service for action through their normal processes.

Stage One

The Information Governance team (IGT) will co-ordinate all Stage 1 complaints and **within 5 working days of receipt of the complaint:**

- Review communication received through this policy.
- If communication received through this policy is accepted for consideration as a complaint, ensure the complaint is logged and an acknowledgement issued.
- If the communication received is considered a service request, the IGT will:
 - record the details.
 - advise the customer that their communication is considered a service request and
 - pass it to the relevant service area for action through their normal processes.

If considered a complaint the service area's designated officer will:

- Prepare and provide a detailed draft response for the Information Governance team to review & issue to the customer setting out and explaining the findings of their investigations.
- All the issues raised in the complaint will be addressed and, if necessary, further information will be gathered, possibly by telephoning or meeting the complainant. In some cases, it may be necessary to conduct a detailed investigation.
- The designated officer may resolve the complaint by phone or in person, which must be followed up in writing, provided to the Information Governance team for issuing to the complainant.
- The written response must include:
 - the complaint stage
 - findings on each aspect of the complaint, (e.g. upheld, not upheld, partially upheld or no conclusion)
 - the decision on the complaint with reasons for that decision
 - the details of any remedy offered to put things right
 - details of any outstanding actions
 - details of how to escalate the matter to stage two if the resident is not satisfied with the answer

The Information Governance team will, within **10 working days:**

- Provide the full response, including details on how the complainant can escalate their complaint.
- Where extension of time is required to enable the Council to fully respond to a complaint, and this is likely to be beyond 20 working days, the Information Governance team will contact the complainant and agree timescales.

Stage Two

If a complainant is dissatisfied with the Stage 1 response received, they can request that it is escalated to Stage 2.

To escalate the complaint, the customer must explain why they are dissatisfied with the outcome of the Stage 1 complaint. Without sufficient information on the grounds for escalation, the council may not be able to escalate the complaint and the customer will be notified of this decision.

Stage two complaints must be made by the customer **within one calendar month** from the date of the formal Stage 1 response and must relate to the same issue/s. If the escalation relates to additional issues these will be dealt with as a new enquiry under this policy.

The Information Governance team will co-ordinate all Stage 2 complaints and **within 5 working days of receipt of the complaint:**

- review the escalation request in conjunction with the relevant service Head of Service and establish if the complaint meets the requirement for escalation.
- If the complaint meets the requirements,
 - ensure the complaint is logged and acknowledged.
 - Send to the appropriate service area for review and response.
- If the complaint doesn't meet the requirements, advise the sender of the decision and the right to refer their complaint to the Ombudsman.
- if a Stage 1 response isn't recorded, contact the complainant to discuss the reasons they believe a stage 2 should be raised and agree future action.

The appropriate Service Lead will:

- Prepare and provide a detailed response for the Information Governance team to issue to the customer setting out and explaining the findings of their investigations.

The Information Governance team will, within **20 working days:**

- Provide the full response, including details for escalation, should they be dissatisfied with the Stage 2 response.
- Where extension of time is required to enable the Council to fully respond to a complaint, and this is likely to be beyond a further 10 working days, the Information Governance team will contact the complainant and agree timescales.

Escalation

We acknowledge that there may be certain circumstances when, despite having been through the complaints process a customer remains dissatisfied. In these instances, the customer can contact the relevant Ombudsman who will investigate a complaint against the Council.

The Ombudsmen are independent, impartial and a free service, they can be contacted at:

The Local Government Ombudsman

Website: www.lgo.org.uk

Telephone: 0300 061 0614

Opening hours: Monday to Friday - 10am to 4pm (except public holidays)

Housing Ombudsman Service

For complaints against Tamworth Borough Council Landlord Services

- Online complaint form: www.housing-ombudsman.org.uk/residents/make-a-complaint/
- Phone: 0300 111 3000
- Email: info@housing-ombudsman.org.uk
- Postal address: Housing Ombudsman Service, PO Box 152, Liverpool L33 7WQ

Consultation

Consultation on this policy has taken place with CMT, Heads of Service, Service Managers, and customers from our diverse community.

Roles & responsibilities:

Corporate Management Team (CMT) will:

- ensure the policy is adhered to.
- review complaints performance and lessons learned on a quarterly basis.
- approve compensatory payments where necessary.

Heads of Service & Service Managers will:

- manage delivery of the policy within their service area.
- designate an officer to review and respond to Stage 1 complaints via the Information Governance team.

- provide Stage 2 responses to the customer via the Information Governance team.
- ensure the policy is applied when dealing with complaints.
- demonstrate learning from feedback.
- include the policy principles in any contracted or commissioned services.

Designated Officers responding to Stage 1 complaints will:

- investigate Stage 1 complaints.
- provide Stage 1 responses to the customer via the Information Governance team.
- ensure the policy is applied when dealing with complaints, including adherence with response timescales.

Designated Officers responding to Stage 2 complaints will:

- investigate Stage 2 complaints.
- provide Stage 2 responses to the customer via the Information Governance team.
- ensure the policy is applied when dealing with complaints, including adherence with response timescales.

The Information Governance Team will:

- monitor the progress of Stage 1 and Stage 2 complaints.
- develop the policy, procedure and promote the scheme.
- ensure that the policy is being adhered to
- oversee responses issued at all stages of the process.
- co-ordinate a single response to complaints if it involves more than one service area.
- ensure that officers/services who receive compliments are made aware of the feedback received.
- provide feedback, analysis, and performance information to Service Managers and Corporate Management Team.
- support the procedure whereby a complaint has been made to the relevant Ombudsman.
- ensure all Elected Members and MP complaints follow the procedure of the Comments, Compliments and Complaints Policy
- ensure that complaints about contractors are passed directly to the relevant Service Manager for review and response and that contractors adhere to the policy and process.



Part 1 – Details	
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Comments, Compliments & Complaints Policy & Procedure
Date Conducted	Dec 2022
Name of Lead Officer and Service Area	Nicola Hesketh Information Governance
Commissioning Team (if applicable)	N/A
Director Responsible for project/service area	Anica Goodwin
Who are the main stakeholders	Employees / Customers
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members Customers
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	
	A decision to review or change a service <input type="checkbox"/>

What are you assessing? Indicate with an 'x' which applies	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

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

The Comments, Compliments & Complaints Policy & Procedure is designed to provide members of public and staff clear guidance on how Tamworth Borough Council handle complaints.

Who will be affected and how?

All employees / Customers

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

Yes No

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

Unreasonable Behaviour Policy

Data Protection Policy

Information Security Policy

Part 3 – Impact on the Community

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

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age.
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability and explicitly references reasonable adjustments
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status.
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief.
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation

Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input checked="" type="checkbox"/>		Homeless may not have access to technology or telephony to make complaints
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	May have limited capacity to make complaint
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
Homelessness	Homeless may not have access to technology or	Officers provide support for complaints process

	telephony to make complaints	
Mental Health	May have limited capacity to make complaint	Officers provide support for complaints process

Part 5 - Action Plan and Review

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

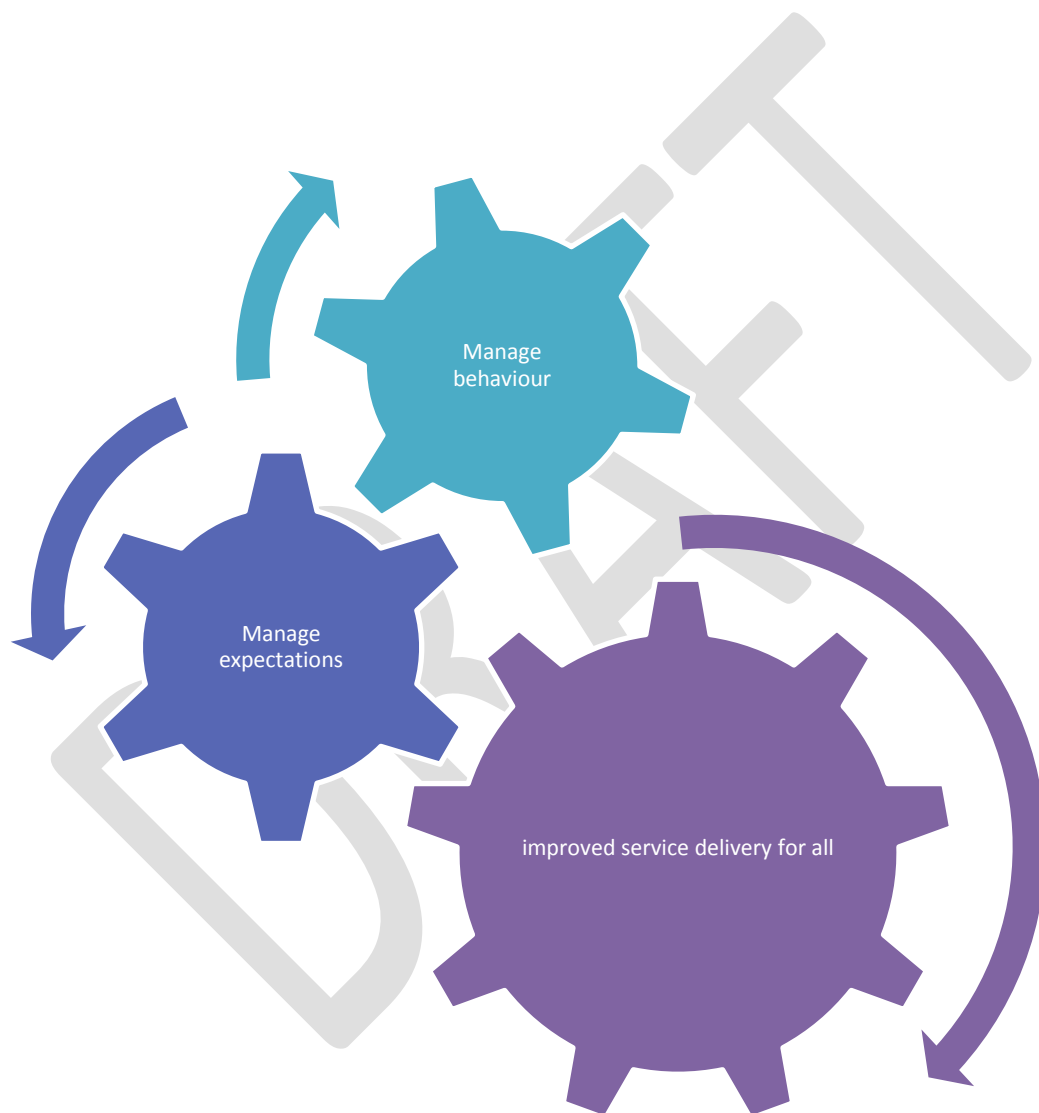
If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
n/a				

Date of Review (If applicable)

End of Document

This page is intentionally left blank



Managing Unreasonable Customer Behaviour Policy

Document Status: Approved

Originator: Zoe Wolicki

Updated: 21.11.2022

Owner: Anica Goodwin

Version: 01.01.04

Approved by Corporate Management Team / Cabinet

Document Status:

Originator: Zoe Wolicki

Revision History

Revision Date	Version Control	Summary of changes
10.3.2017	01.01.01	Draft
31.3.2017	01.01.02	Minor changes as a result of consultation with the Chief Executive
4.8.2017	01.01.03	Minor changes as a result of consultation with the Director – Transformation and Corporate Performance
21.11.2022	01.01.04	Minor changes in respect of: <ul style="list-style-type: none">• job titles• responsibility for the policy to lie in Information Governance• document formatting

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved
Anica Goodwin	Executive Director	1.11.2017
CMT	CMT approved	1.11.2017
SLT	SLT approved	4.12.2017
Cabinet	Cabinet approval	6.12.2017

Approval Path

Major Change

Information Governance Manager
Executive Director Organisation
Heads of Service
TULG
CMT
Cabinet

Action

Submission
Sponsor
Consultative Group
Consultative Group
Corporate Approval
Council Approval

Minor Change

Information Governance Manager
Heads of Service
Executive Director Organisation

Submission
Consultative Group
Delegated Approval

Document Review Plans

This document is subject to a scheduled review to take place every three years. Updates shall be made in accordance with business requirements and changes and will be with agreement with the document owner.

Where this document is subject to a Major Change the Trade Union Liaison Group (TULG) are consulted as an advisory body.

Distribution

The document will be distributed through ASTUTE and will be available on the Intranet, and internet.

Security Classification

This document is classified as SEC0 Routine with no restrictions in access to the policy.

Contents

Introduction	5
Scope	5
Background	5
Definition	6
Examples of unreasonable behaviour	6
Reporting an initial enquiry/concern	7
Actions that can be taken	7
Other actions	8
Appeals	9
Responsibilities	9
Community Impact Assessment	11

Managing Unreasonable Customer Behaviour Policy and Procedure

Introduction

Tamworth Borough Council puts customers at the heart of the services it delivers; however, occasionally the behaviour of an individual can hinder the Council's ability to deliver those services.

Scope

This policy applies to all Council employees, elected members and the employees of those organisations who deliver service(s) and receive services provided by and on behalf of the Council. This policy also applies to anyone who interacts with the Council.

This policy will help staff, members, advocates, contractors and customers to understand what is expected, and the options for action that are available.

This policy can be shared with both internal and external customers if they start to behave unreasonably to assist in managing their expectations and their behaviour whilst their complaint or enquiry is addressed.

Background

Tamworth Borough Council is committed to serving, being impartial and providing a high-quality service to all of its customers and dealing with customers in ways that are open, fair and proportionate.

The contact that customers have with the Council is not normally limited or restricted, but some customers will act in a way that is unacceptable by making unreasonable and disproportionate contact or demands or behave inappropriately. It is understood that people may act out of character in times of trouble or distress.

As a council we do not view behaviour as unacceptable just because a claimant is forceful or determined, however the actions of complainants who are angry, demanding, or persistent may result in unreasonable demands on the Council and unacceptable behaviour towards the Council's staff.

This policy supports the Customer Service and Access Strategy, Compliments, Comments and Complaints Policy, Harassment Assault and Threat (HAT) Policy, and the Council's Anti-Social Behaviour Policies. Furthermore, this policy provides guidance to support the Council's jurisdiction when developing a proportionate approach in responding to unreasonable behaviour.

Definition

- This policy covers 'unreasonable behaviour' of customers of/to the Council, these maybe one or two isolated incidents, as well as 'unreasonably persistent behavior' (i.e. an accumulation of incidents or behaviour over a longer period).
- Unreasonable and unreasonably persistent behaviour is because of the nature or frequency of contact with the Council, hinder an officer's ability to respond to their or other customer's enquiries, requests for service or investigate complaints.
- In order to differentiate between 'persistent' and 'unreasonably persistent' the following will apply –
 1. A customer chasing the same enquiry or making the same requests or complaints are 'persistent' because they feel that the Council has not dealt with their request properly. The fact that approximately 50% of enquiries relate to 'waste demand' e.g. a customer asking for progress on a request for service when the standards are not met, indicates that this persistence is frequently justified and that the customer is not being unreasonably persistent.
 2. However, whilst the customer may have justification in their contact with the Council, the amount of contact can
 - create heavy demands on staff time,
 - cause additional and unnecessary stress,
 - impede performance, of the service and an officer's ability to carry out their role in accordance with operational procedures,
 - mean that they are emotionally charged and distressed,
 - result in them contacting the Council without any need to do so.

Examples of unreasonable actions and behaviors

These are some of the actions and behaviors (this is not an exhaustive list):

- Refusing to specify the grounds of a complaint, enquiry, or request for service despite offers of assistance.
- Refusing to co-operate with an investigation or delivery of a service.
- Refusing to accept that certain issues are not within the scope of the Council.
- Insisting that a service, process, officer, procedure or policy etc. is dealt with in ways that are not in line with specified process and policy.
- Making unjustified complaints about staff who are trying to deal with the issues and then seeking/demanding that the officer is replaced.
- Changing the basis of the complaint or enquiry as the investigation proceeds.
- Denying or changing statements made at an earlier stage.
- Introducing trivial or irrelevant new information.
- Raising numerous, detailed but unimportant questions; insisting that they are answered.
- Covertly recording meetings and conversations.
- Submitting falsified documents from themselves or others.
- Adopting a 'scatter gun' approach: pursuing parallel complaints or enquiries on the same issue.
- Making excessive demands on the time and resources of staff with lengthy telephone calls, emails to numerous council staff, or detailed letters/emails every few days, and expecting immediate responses.
- Submitting repeat complaints/enquiries with minor additions/variations that the customer insists make these 'new' complaints/enquiries.

- Refusing to accept the decision; repeatedly arguing points with no new evidence.
- Being offensive, using offensive language, making sexual or racist comments.

Reporting an initial enquiry/concern

Any concerns about the behaviour of a customer or anyone else interacting with the Council can be made to the relevant Head of Service or the Head of Customer Experience.

The relevant Head of Service or the Head of Customer Experience will report any enquiries to the Information Governance Manager for recording.

Actions that the Council may take:

The decision to designate someone's behaviour as unreasonable and restrict their access could have serious consequences for the individual. So, the Council should be satisfied that:

- The complaint/request for service is/was recorded and is being dealt with in accordance with policy/procedures.
- The complaint/request for service is being or has been investigated properly.
- Any decision reached is reasonable, ethical and based on sound rationale.
- Communications with the customer have been adequate and steps taken to manage the customer's expectations.
- The customer is not now providing any significant new information that might affect the Council's view or original determination/decision.

Any actions taken should be proportionate to the nature and frequency of the contacts. The following options may be suitable, taking the customer's behaviour and circumstances into account. The objective is to manage the unreasonable behaviour in such a way that the customer's complaint/ request for service and the Council's ability to carry out any service delivery can be brought to a timely conclusion.

If it deemed that, the actions of an individual raise concerns for the safety of the wider organisation, for their own safety or that of other members of the community, the Council may wish to exercise its rights under the Staffordshire Information Sharing Protocol by taking a multi-agency approach to manage, identify wider issues or safeguard anyone who has been reported via this policy.

When it is necessary to deem a customer as behaving unreasonably the type of actions / restrictions applied can include -

- Invoking the HAT policy.
- Offering a restricted time slot for 'necessary' calls.
- Limiting the customer to one form of contact (telephone, letter, email etc.).
- Requiring any customer contacts to take place in the presence of a witness and in a suitable location.
- Refusing to register and process further complaints/ requests for service about the same matter.
- Terminating contact when an enquiry or complaint is being investigated if no new further information or evidence is presented or if the contact is persistent and going over the same issues.

- A meeting between the customer and an officer to explore the scope for resolution of the issues and explain why we deem their behaviour is unreasonable.
- Sharing the policy with the customer and warning that we will take restrictive actions if their behaviour continues.
- Setting up a case meeting to agree a cross-departmental approach.
- Designating a key officer as a single point of contact (SPOC) to co-ordinate the Council's response.
- Helping the customer to find a suitable independent advocate, especially if the customer has specific needs or is vulnerable.
- Asking the customer to enter into a voluntary agreement about their contact.
- Excluding the customer from one or more of the Council's buildings. Exclusions will normally be for a specified duration, but in extreme cases may be permanent. The duration of all exclusions will be determined on a case-by-case basis. Where exclusion has been imposed and is subsequently ignored, the period of exclusion may be immediately reviewed and extended. The Council may seek a court injunction to support the original (and, where relevant, the extended) exclusion, the delegated authority for this decision lies with the Assistant Director People.

Other actions

- Other proportionate actions/ restrictions may be implemented at the Council's absolute discretion where the actions above are not considered appropriate.

Where it is determined that implementation of the actions outlined above is necessary, the Head of Service or, if a corporate approach is required, the Head of Customer Experience will write to tell the customer/ group explaining why it is believed their behaviour is unacceptable, the action that is being taken, and the proposed duration that restrictions are to remain in place. In all circumstances a right of appeal should be given, the letter will explain how the customer can appeal against the decision and to whom this should be addressed.

Note: The above actions/restrictions are not mutually exclusive and can be applied as appropriate at the discretion of the Council

THREATS TO HEALTH AND SAFETY/POTENTIAL CRIMINAL ACTION

In line with the Councils Harassment, Assault and Threats (HAT) policy -

Repeated calls maybe deemed harassment, which, after consultation with the Head of Service/ Head of Customer Experience / Information Governance Manager, will be reported to the Police.

Any infringements of the rights of a member of staff may also result in legal action.

Any physical or verbal assaults on a Council officer, elected Member or against any other customer will be reported to the police.

Appeals

A customer has the right to appeal decisions made under this policy. To appeal against the decision to manage the behaviour of a customer under this policy, the customer must write to the Information Governance Manager stating why they disagree with the determination made within **one calendar month** of the notification of the decision. The Information Governance Manager will investigate and present the findings of the case to the relevant Assistant Director within 6 weeks of the request.

Responsibilities

Information Governance Team

The Information Governance Manager will –

- develop, promote and update the policy and procedure,
- support the process and application of the policy, provide advice, mediation and support to the Head of Service/ Head of Customer Experience.
- provide training on the policy.
- give feedback on the number of incidents to the Council services, spot trends, identify training needs for staff,
- ensure that incidents of hate and inequality are recorded and reported via the appropriate mechanisms,
- provide analysis, information and performance information to managers, Corporate Management Team and elected members.
- investigate appeals and present the outcome to a member of CMT.

Service Areas

Heads of Service (HoS) will -

- manage the policy within their service,
- provide responses to the customer setting out the findings and the reasons for the findings,
- advise the Information Governance Manager and Head of Customer Experience that a customer is being considered under this Policy, and advise of their determination,
- learn from feedback,
- include this policy and principles into any contracted or commissioned services.
- send all enquiries and responses to the Information Governance Team for recording.

The Head of Customer Experience will –

- manage the policy within their service,
- provide responses to the customer setting out the findings and the reasons for the findings (if a corporate approach is required),
- advise the Information Governance Manager and relevant Head of Service that a customer is being considered under this Policy, and advise of their determination,
- learn from feedback,
- include this policy and principles into any contracted or commissioned services.
- send all enquiries and responses to the Information Governance team for recording.

Corporate Management Team (CMT) will -

- ensure the policy is adhered to,
- review the performance reports and make recommendations where necessary,
- determine customer's appeals against the decision made by the Council to manage them under this Policy.

DRAFT

Community Impact Assessment

Part 1 – Details

What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Managing Unreasonable Customer Behaviour	
Date Conducted	December 2022	
Name of Lead Officer and Service Area	Zoe Wolicki Assistant Director People	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Customers	
Describe what consultation has been undertaken. Who was involved and what was the outcome	Heads of Service CMT TULG	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
	A decision to review or change a service	<input type="checkbox"/>

What are you assessing? Indicate with an 'x' which applies	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input type="checkbox"/>
	Existing	<input checked="" type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

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

To provide guidance for employees and managers on how to manage unreasonable customer behaviour.

Who will be affected and how?

Customers may be subject to measures to restrict contact with the council in terms of method of communication, timing of contact, officers to contact.

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

Yes No

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

All employees
Compliments, Comments, Complaints policy

Part 3 – Impact on the Community
Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age.
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability and explicitly references reasonable adjustments
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status.

Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief.
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input checked="" type="checkbox"/>		Homeless may not have access to technology or telephony to make contact with the council
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	May have limited capacity to communicate with the council
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor

Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	
-----------------------	--------------------------	--------------------------	--

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
Homelessness	Homeless may not have access to technology or telephony to make complaints	Officers provide support for the process
Mental Health	May have limited capacity to make complaint	Officers provide support for the process

Part 5 - Action Plan and Review

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

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

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
n/a				

Date of Review (If applicable)

DRAFT

23 February 2023

Report of the Portfolio Holder for Finance, Risk and Customer Services**Write Offs 1 April 2022 to 31 December 2022****Exempt Information**

None

Purpose

That Members endorse the amount of debt written off for the period 1st April 2022 to 31st December 2022.

Recommendations

It is recommended that Cabinet:

1) Endorse the amount of debt written off for the period of 1st April 2022 to 31st December 2022 – **Appendix A-E** and approve the write off of irrecoverable debt for Business Rates of £83,075.98 – **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 – 31/12/22 £ p
Council Tax	£16,737.40
Business Rates	(£51.02)
Sundry Income	£4,495.23
Housing Benefit Overpayments	£18,547.59
Housing	£80,086.25

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 – 31/12/22 £ p
Bad Debt provision	(£942,985.29)
Add back reversed write off	(£51.02)
Amount remaining	(£943,036.31)

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 Business Rates 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:

Authority	Account Value
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 – Head of Revenues and Benefits

e-mail 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 31 December 2022.

Appendix F gives details of Business Rates write offs for approval.

This page is intentionally left blank

Appendix A

Summary of Council Tax Write Offs 01/04/2022-31/12/2022

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)	(£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)										
05/10/2022	£68.69									£68.69	1	Hardship	
"								(£21.01)		(£21.01)		Dividend received	
06/10/2022								(£2,176.00)		(£2,176.00)		DRO failed	
20/10/2022								(£132.08)		(£132.08)		Liability changed	
"								(£1,212.49)		(£1,212.49)		Liability changed	
"								(£340.66)		(£340.66)		Liability changed	
09/11/2022								(£10.88)		(£10.88)		Dividend Received	
15/11/2022	£44.25									£44.25	1	Hardship	
17/11/2022		£339.48								£339.48	1	Hardship	
"	£63.46									£63.46	1	Hardship	
22/11/2022								(£20.00)		(£20.00)		Payment received	
07/12/2022			£10,787.64							£10,787.64	16	Unable to pursue further	
08/12/2022								(£3,512.39)		(£3,512.39)		Voluntary Arrangement failed	
Q3 Totals	£176.40	£339.48	£10,787.64	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£7,425.51)	£3,878.01	20	
Q1 Totals (B/F)	£0.00	£476.18	£1,916.51	£3,911.18	£0.00	£0.00	£0.00	£0.00	(£40.52)	£6,263.35	3		
Q2 Totals (B/F)	£0.00	£255.00	£1,372.36	£4,976.09	£0.00	£0.00	£0.00	£0.00	(£7.41)	£6,596.04	3		
Overall Total	£176.40	£1,070.66	£14,076.51	£8,887.27	£0.00	£0.00	£0.00	£0.00	(£7,473.44)	£16,737.40	26		

Appendix B

Summary of NDR Write Offs 01/04/2022-31/12/2022

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)									
Q3 Totals	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Q1 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£51.02)	(£51.02)	0	
Q2 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Overall Total	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£51.02)	(£51.02)	0	

Page 3 of 4

Appendix C

Summary of Sundry Income Write Offs 01/04/2022-31/12/2022

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)
14/12/2022	£4,495.23										£4,495.23	6	Liability changed
Q3 Totals	£4,495.23	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£4,495.23	6	
Q1 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Q2 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Overall Total	£4,495.23	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£4,495.23	6	

Appendix D

Summary of Benefit Overpayment Write Offs 01/04/2022-31/12/2022

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)						
31/10/2022	£51.41	£305.55					£356.96	4	Deceased, under 2 weeks outstanding	
"				£1,892.10			£1,892.10	1	Deceased	
28/12/2022	£46.38	£631.47					£677.85	8	Deceased, under 2 weeks outstanding	
"	£10.89						£10.89	3	Small balance	
"	£47.19						£47.19	1	Not financially viable to pursue	
"		£306.78					£306.78	1	Deceased, under 2 weeks outstanding	
"					£6,200.95		£6,200.95	2	Statute barred	
"						(£7.50)	(£7.50)		Payment received	
Q3 Totals	£155.87	£1,243.80	£0.00	£1,892.10	£6,200.95	£0.00	(£7.50)	£9,485.22	20	
Q1 Totals (B/F)	£128.03	£763.61	£0.00	£1,032.92	£0.00	£0.00	£0.00	£1,924.56	12	
Q2 Totals (B/F)	£280.24	£1,585.46	£0.00	£1,072.95	£4,199.16	£0.00	£0.00	£7,137.81	13	
Overall Total	£564.14	£3,592.87	£0.00	£3,997.97	£10,400.11	£0.00	(£7.50)	£18,547.59	45	

Appendix E

Summary of Housing Write Offs 01/04/2022-31/12/2022

Date of Write Off	Assistant Director - Neighbourhoods				Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Remitted	Credit Write Off	Reversed Write Off (Write On)	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)								
12/11/2021	£96.19	£1,807.33								£1,903.52	13	Deceased
"	£171.25	£5,235.24	£6,795.35	£12,854.98						£25,056.82	51	Statute barred
25/11/2021							(£903.20)			(£903.20)		System error
30/11/2021					£5,289.44					£5,289.44	1	Deceased
"					£12,246.44					£12,246.44	2	Statute Barred
15/12/2021							(£9,684.48)			(£9,684.48)		Tenancy ended up to 31/12/2009, under £100, over 6 years old
"							(£2,302.14)			(£2,302.14)		Tenancy ended 01/01/2010 to 04/10/2015, under £100, over 6 years old
"							(£624.75)			(£624.75)		Garage rents under £100, over 6 years old
Q3 Totals	£267.44	£7,042.57	£6,795.35	£12,854.98	£17,535.88	£0.00	£0.00	(£13,514.57)	£0.00	£30,981.65	67	
Q1 Totals (B/F)	£202.57	£3,974.94	£1,720.15	£0.00	£0.00	£0.00	£0.00	(£6,086.17)	£0.00	(£188.51)	30	
Q2 Totals (B/F)	£18,002.51	£21,330.79	£16,994.72	£11,794.73	£0.00	£0.00	£0.00	(£17,918.54)	(£911.10)	£49,293.11	452	
Overall Total	£18,472.52	£32,348.30	£25,510.22	£24,649.71	£17,535.88	£0.00	£0.00	(£37,519.28)	(£911.10)	£80,086.25	549	

P30237

Appendix F

Business Rates Write Offs Over £10,000 For Approval

Name	Ref	Bill From	Bill To	Balance	Comments
Portland Eye Care Ltd	█	06/08/2018	11/01/2019	£ 842.23	
		01/04/2019	01/04/2020	£ 11,633.50	
				£ 12,475.73	Creditors Voluntary Liquidation 30/06/2021
Ush Ush Confessions Ltd t/a Jet Set Clothing	█	08/11/2018	08/11/2019	£ 16,325.63	
				£ 16,325.63	Dissolved 05/10/2021
North Warwickshire Sales Ltd	█	01/06/2018	30/01/2019	£ 20,513.53	
				£ 20,513.53	Dissolved 28/09/2021
█	█	01/04/2012	01/04/2013	£ 662.75	
	"	01/04/2013	01/04/2014	£ 11,101.50	
	█	01/04/2021	08/10/2021	£ 25.30	
				£ 11,789.55	deceased 09/05/2022
Prentice Furniture Manufacturers Ltd	█	20/12/2019	12/03/2020	£ 9,829.38	
		12/03/2020	01/04/2020	£ 2,368.52	
	"	01/04/2020	12/04/2020	£ 1,326.99	
	█	20/12/2019	01/04/2020	£ 6,563.44	
	"	01/04/2020	30/04/2020	£ 1,883.21	
				£ 21,971.54	Creditors Voluntary Liquidation 11/12/2020
				£ 83,075.98	