



**Borough of Tamworth**

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## **JOINT SCRUTINY (BUDGETS)**

17 January 2023

Dear Councillor

A meeting of the Joint Scrutiny (Budgets) will be held in **Town Hall, Market Street, Tamworth on Wednesday, 25th January, 2023 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

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

**Chief Executive**

### **A G E N D A**

#### **NON CONFIDENTIAL**

- 1 Appointment of Chair**
- 2 Apologies for Absence**
- 3 Minutes of the Previous Meeting (Pages 3 - 4)**
- 4 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.*

## **5 Draft Budget & Medium Term Financial Strategy 2023/24 (Pages 5 - 180)**

*(Report of the Leader of the Council)*

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### **Access arrangements**

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

### **Filming of Meetings**

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

*The Protocol requires that no members of the public are to be deliberately filmed. Where possible, an area in the meeting room will be set aside for videoing, this is normally from the front of the public gallery. This aims to allow filming to be carried out whilst minimising the risk of the public being accidentally filmed.*

*If a member of the public is particularly concerned about accidental filming, please consider the location of any cameras when selecting a seat.*

### **FAQs**

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

To Councillors: D Box, R Claymore, D Cook, M Cook, C Cooke, A Cooper, S Daniels, S Goodall, M J Greatorex, J Harper, J Jones, T Jay, R Kingstone, D Maycock, S Peuple, B Price, R Rogers, S Smith, P Thurgood, P Turner, J Wade and J Wadrup.



**MINUTES OF A MEETING OF THE  
JOINT SCRUTINY (BUDGETS)  
HELD ON 26th JANUARY 2022**

PRESENT: Councillor , J Chesworth, R Claymore, T Clements, D Cook, M Cook, A Cooper, R Ford, S Goodall, M J Greatorex, J Harper, T Jay, D Maycock, K Norchi, M Oates, S Peuple, Dr S Peuple, R Rogers, M Summers, P Thurgood and J Wade

CABINET: Councillors, M Bailey, S Doyle, A Farrell, J Oates, R Pritchard

The following officers were present: Stefan Garner Executive Director Finance, Lynne Pugh (Assistant Director Finance), Tracey Pointon (Legal Admin & Democratic Services Manager) and Adam Deakin (Technical Infrastructure Engineer)

**21 APPOINTMENT OF CHAIR**

RESOLVED: that Councillor S Goodall be appointed as Chair.

*(Moved by Councillor R Claymore and seconded by Councillor D Cook).*

**22 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors D box and B Price

**23 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 27<sup>th</sup> January 2021 were approved and signed as a correct record.

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

**24 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

Cllr D Cook stated that as he had stepped down as a Cabinet member recently he would not take part in the discussion on the budget as he had been involved with the process up until 18<sup>th</sup> January 2021.

**25 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2022/23 TO 2026/27**

The Leader of the Council presented the report regarding the budget proposals and medium term financial strategy for General Fund (GF) Revenue, the Housing Revenue Account (HRA) and the Capital Programme.

RESOLVED: That members

1. Considered the budget proposals approved by Cabinet at the meeting on 20th January 2022
2. Provided views on the budget proposals and council tax strategy, taking into account the prioritisation of resources.

*(Moved by Councillor S Goodall and seconded by Councillor Dr. S Peaple)*

Councillor Dr. S Peaple seconded the proposal on assurance that the Leader would review all the items discussed by members at the meeting.

Councillor M Cook left the meeting at 18.52

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Chair

## JOINT SCRUTINY COMMITTEE (BUDGET)

25<sup>th</sup> January 2023

### Report of the Cabinet

#### **DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2023/24 to 2027/28**

#### **Purpose**

To consider the budget proposals and medium term financial strategy for General Fund (GF) Revenue, the Housing Revenue Account (HRA) and the Capital Programme.

#### **Recommendations**

##### **That Members:**

- 1. Consider the budget proposals due to be approved by Cabinet at the meeting on 19<sup>th</sup> January 2023;**
- 2. Provide views on the budget proposals and council tax strategy, taking into account the prioritisation of resources.**

#### **Executive Summary**

At its meeting on 19<sup>th</sup> January 2023, the Cabinet is due to consider a package of budget proposals for the period 2023/24 to 2027/28 and, as required by the Constitution of the Council, approved that the Scrutiny Committees be asked to consider the budget proposals contained within the report.

A copy of the report detailing the budget proposals is attached at **Annex 1**.

#### **Resource Implications**

As contained within the report.

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

As contained within the report.

#### **Report Author**

If Members would like further information or clarification prior to the meeting please contact Stefan Garner, Executive Director Finance Ext. 242.

<b>Background Papers:-</b>	<b>Corporate Vision, Priorities Plan, Budget &amp; Medium Term Financial Strategy 2022/23, Council 22<sup>nd</sup> February 2022</b>
	<b>Budget and Medium Term Financial Planning Process, Cabinet 8<sup>th</sup> September 2022</b>
	<b>Leaders Budget Workshop, 30<sup>th</sup> November 2022</b>
	<b>Draft Base Budget Forecasts 2022/23 to 2026/27, Cabinet 1<sup>st</sup> December 2022</b>
	<b>Draft Budget and Medium Term Financial Strategy 2023/24 to 2027/28, Cabinet 19<sup>th</sup> January 2023</b>

**CABINET**

**19<sup>th</sup> January 2023**

**JOINT SCRUTINY COMMITTEE (BUDGET)**

**25<sup>th</sup> January 2023**

**Report of the Leader of the Council**

**DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2023/24 to 2027/28**

**Purpose**

To approve the draft package of budget proposals (**attached at Appendix A**) to consult with the Joint Scrutiny Committee (Budget) on 25<sup>th</sup> 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.

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

**Recommendations**

**That:**

- 1. Cabinet approve the draft package of budget proposals including the proposed policy changes (as detailed at Appendix B); and**
- 2. As required by the Constitution of the Council, the Joint Scrutiny Committee (Budget) on 25<sup>th</sup> January 2023 be requested to consider the budget proposals contained within this report.**

## Executive Summary

Based on the draft budget assumptions contained within the report, the headline figures for 2023/24 are:

A General Fund Net Cost of Services of £9,598,590;

- A transfer of £1,716,924 from General Fund balances;
- The Band D Council Tax would be set at £196.89, an increase of £5 (2.6% - c.£0.10 per week) on the level from 2022/23 of £191.89;
- A transfer of £1,012,430 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 General Fund Capital Programme of £10.8m for 5 years;
- A Housing Capital Programme of £38m for 5 years.



Currently projections identify:

1. General Fund balances of £0.7m over 3 years (with a shortfall of £8.8m over 5 years), 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.

2. HRA balances of £1.5m over 3 years (with balances of £0.5m over 5 years) including the minimum recommended balances of £0.5m.

## 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 12<sup>th</sup> 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 23<sup>rd</sup> 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.

## 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 12<sup>th</sup> 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 23<sup>rd</sup> 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. The basket rates will experience a significant increase from April 2022.

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 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 26<sup>th</sup> 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.

In light of the uncertainties and issues arising from the sensitivity analysis (attached at **Appendix K**), 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 L**).

## 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	<b>£5.00 increase in Council tax in 2023/24 (followed by increases of £5.00 p.a.)</b>
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

## 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 D**. A summary of the resulting budgets over the five year period appears at **Appendix F**.

The draft Budget and Medium Term Financial Strategy is based on a council tax increase of £5 (2.6%) for 2023/24 (the maximum permitted under the Government set limits to avoid a referendum is 2.99% or £5.73) followed by increases at £5 p.a. thereafter. The Forecast projects General Fund balances of £0.7m over 3 years (with a shortfall of £8.8m over 5 years), including the minimum approved level of £0.5m.

It should be noted that in order to ensure General Fund balances remain above the minimum approved level of £0.5m over 5 years **further savings of around £1.8m p.a. will be required** (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.

The summary HRA Revenue Budget for 2023/24 appears at **Appendix C** (including a summary of the resulting budgets over the 5 year period). Closing balances over 3 years are estimated at £1.5m (£0.5m over 5 years) – including the minimum approved level of £0.5m.

The proposed 5-year General Fund Capital Programme is included at **Appendix H** – the main changes, since the programme was provisionally approved in February 2022, included at this stage are detailed within the report.

The proposed 5-year Housing Capital Programme is included at **Appendix I** – the main changes, since the programme was provisionally approved in February 2022, included at this stage are detailed within the report.

### **Options**

Cabinet on 22<sup>nd</sup> October 2020 approved the Recovery and Reset programme which aims to consider how we can tackle the financial challenges facing the council as a result of the coronavirus pandemic. 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 and 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 MTF5 forecast considered by Cabinet on 1<sup>st</sup> December 2022, following the Leaders Budget Workshop on 30<sup>th</sup> 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.

In addition, the following areas will need to be completed / agreed to inform the Council decision:

- Completion of the Business Rates forecast / NNDR1 statutory return including the impact for the Staffordshire wide Business Rates pool arrangement for 2023/24; and
- Finalisation of the Policy changes.

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.

Decisions on future funding will need to be made with reference to the Council's Corporate Priorities together with the feedback & issues raised by the budget consultation exercise. There is a need to consider how the limited resources can be 'prioritised' (& whether service improvements in a priority area should be met from service reductions elsewhere).

Responses / indications from Scrutiny Committees on priority areas for the future allocation of resources will be sought, as part of the consultation required by the constitution.

### **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 will be referred to the Joint Scrutiny Committee (Budget) for further advice and consideration.

In line with the constitution a Leaders Budget Workshop was held on 30<sup>th</sup> November 2022.

In order to allow Scrutiny Committees to respond to the Cabinet on the outcome of their deliberations, a meeting of the Scrutiny Committee (Budget) has been arranged for 25<sup>th</sup> January 2023.

The results of the annual survey and budget consultation, to inform the decision-making process around council budget and priorities are attached at Appendix N.

712 people chose to take part in this, nearly 200 more than in 2021, and sees the most responses we've had to a consultation.

### **Council priorities, spending and income**

There is a clear endorsement from the majority of respondents of our council priorities, agreeing that all are very or fairly important. This would suggest the corporate priorities are, and remain, the right focus for Tamworth Borough Council.

There is a clear appetite for more spending on many of our very visible services:

- Parks and open spaces
- Tackling anti-social behaviour
- Improving the economic, physical, social and environmental condition of Tamworth

This is wholly consistent with the other findings in this survey, views around Tamworth as a place to live, responsiveness of the council and dissatisfaction match these same areas where people would like to see increases in spending.

Beyond increases, it is more difficult to make clear conclusions.

There is however appetite to reduce spending on

- Improved access to information/customer services
- Arts, Assembly Rooms and Events
- Voluntary sector grants and commissioning

This is also reflected in the question where we ask where people think we should make savings.



Respondents chose to increase charges for leisure and commercial property and opted for the lowest increase in council tax.

### **Tamworth as a place to live**

Responses match those areas which where the council is already working hard to improve. So, while overall satisfaction results for Tamworth as a place to live have decreased from the previous survey carried out in March 2021, plans are already in place to address these concerns.

- 57% are satisfied with Tamworth as a place to live.
- 64% feel safe when out during the day, the feeling of safety decreases after dark.
- 31% agree people pull together to improve the local area.
- 44% agree people from different backgrounds get on well together.

In terms of 'problems in the area', the top three issues:

- Rubbish and litter
- People using or dealing drugs
- Vandalism, graffiti or deliberate damage

Aside from people using or dealing drugs, the others were also the top issues in the 2021 survey. Showing these remain the key issues for local people, and confirms the council is right to seek improvements in these areas. There has also been an increase in the feeling that groups hanging around the streets has become a bigger issue. These factors could be adding to the fear of crime we're seeing in people feeling safe outside.

Interestingly, recent research by Sunlife Insurance<sup>1</sup> ranks Tamworth fourth in a list of safest places for over 60s to live in England and Wales. To compile the list, the company analysed the number of burglaries and thefts per person in UK towns to determine which is the least dangerous. They also considered the prevalence of influenza and ambulance response times.

### **Satisfaction with services**

As we've seen in the previous section people are dissatisfied with Tamworth as a place to live, which is influenced by a much wider range of factors, many outside of Tamworth Borough Council control or influence. However, it is likely people see Tamworth Borough Council (rightly or wrongly) behind some of that dissatisfaction.

- 37% satisfied with how the council runs things.
- 24% agree the council acts on the concerns of residents.

In terms of service satisfaction, people are least satisfied with street cleaning. The biggest issues connected to street cleaning appears to be littering, dog poo and graffiti. Tamworth Borough Council recognises this, and while the answer would be for perpetrators to simply not do these things, seeking to keep the borough clean and tidy is a priority.

- 60% satisfied with waste collection services.
- 36% satisfied with street cleaning services.
- 59% satisfied with sport and leisure.
- 57% satisfied with parks and open spaces.

### **Information and contacting the council**

Social media is the top choice for finding out about council services.

90% would contact the council via digital means (non-digital means are via Councillor or 2% suggest visiting the TIC in the Assembly Rooms).

The answers here are at odds with the comments, where people are calling for more face-to-face access points, while they themselves would not use those services. Customer services data shows that in the last 12 months 100,000 contacts from customers have been digital and around 280 people a year contact the council face to face at the TIC in the Assembly Rooms.

Generally, people are not aware that the Assembly Rooms and Tamworth Castle are council services.

### **Demographics**

In total, 60,400 people were eligible to take part in this survey (adults). 712 people actually took part, which is 1.2% of the eligible population.

Compared to our population, slightly more women than men chose to take part.

Around 2.5% of Tamworth's population have a non-white background, positively, 6% of respondents were from a diverse background.

### **Common theme**

There is a clear common theme that can be seen throughout the responses around how the borough looks, and other feelings and experiences associated with anti-social behaviour.

Collectively these visible issues can have impact on whether people feel safe, whether there is a feeling things are being tackled and generally whether people feel positive about where they live.

These themes can also be seen in views around spending, savings and income. With people prioritising higher spends in these areas.

The issues highlighted in the survey are already council priorities, actions achieved or in progress include:

- Supporting hundreds of community litter picks and local litter pick champions.
- Improving how street issues can be reported to the council on the My Tamworth app.
- Upgraded all council CCTV cameras providing better quality images and coverage.
- Taking all actions legally available to tackle unauthorised encampments.
- Secured over £20million government future high street funding to redevelop Tamworth Town Centre. With a further £20million bid to the Governments Levelling Up fund submitted.
- Closer working with police and other partners to reduce fear of crime. With the first 'Operation Safer Nights' in the town centre happening just a few weeks ago with more planned.
- Planned improvements to council housing estates including landscaping.
- Implementing the enhanced decent homes standard to all council housing.
- Activated the winter relief project to make sure no one is rough sleeping.
- Working to secure a dedicated mental health support worker to support housing tenants.
- Administered £4.5million energy rebate payments for local people.
- Removed 100% all offensive graffiti within the target number of hours of it being reported.
- Removed 100% of fly tips on council land within the target number of days if it being reported.
- Achieved Britain in Bloom Gold, showcasing community involvement across the borough, work at local nature reserves, involving schools and communities leading planting activity in residential areas.
- Secured local warm spaces for people to access, including the council's Assembly Rooms.
- £23million in business grants to support local business development growth.
- Delivered a full programme of free events, food markets, and much more as part of Castle Summer Fest.
- And much more.

Risks to Capital and Revenue Forecasts:

<b>Risk</b>	<b>Control Measure</b>
Major variances to the level of grant / subsidy from the Government (including specific grants e.g. Benefits administration, Business Rates Section 31 funding); <b>(High)</b>	Sensitivity modelling undertaken to assess the potential impact in the estimation of future Government support levels; <b>(High / Medium)</b>
Potential 'capping' of council tax increases by the Government or local Council Tax veto / referendum; <b>(Medium)</b>	Current indications are that increases of 3% risk 'capping' (3% or £5 for District Councils in 2023/24); <b>(Low)</b>
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; <b>(High)</b>	A robust & critical review of savings proposals will be required / undertaken before inclusion within the forecast; <b>(High/Medium)</b>
Pay awards greater than forecast; <b>(Medium)</b>	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; <b>(High / Medium)</b>
Pension costs higher than planned / adverse performance of pension fund; <b>(Medium)</b>	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; <b>(Medium/Low)</b>
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; <b>(High)</b>	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; <b>(High / Medium)</b>
Local Council Tax Reduction scheme potential yield changes and maintenance of collection levels due to increases in unemployment caused by the pandemic; <b>(High)</b>	Robust estimates included. Ongoing proactive management & monitoring (including a quarterly healthcheck on the implications on the organisation – capacity / finance) will continue; <b>(High / Medium)</b>

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 &amp; industrial rents etc.;</p> <p><b>(High / Medium)</b></p>	<p>Robust estimates using a zero based budgeting approach have been included;</p> <p><b>(Medium)</b></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><b>(High / Medium)</b></p>	<p>Robust monitoring and evaluation – should funds not be available then schemes would not progress;</p> <p><b>(Medium)</b></p>
<p>Dependency on partner organisation arrangements and contributions e.g. Waste Management (SCC/LDC).</p> <p><b>(High / Medium)</b></p>	<p>Memorandum of Understanding in place with LDC.</p> <p><b>(Medium)</b></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><b>(High/Medium)</b></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.</p> <p>Property Fund investment review carried out 2021.</p> <p><b>(Medium)</b></p>
<p>Maintenance and repairs backlog for corporate assets – and planned development of long term strategic plan to address such.</p> <p><b>(High / Medium)</b></p>	<p>Planned development of long term strategic corporate capital strategy and asset management plan to consider the requirements and associated potential funding streams. <b>(Medium)</b></p>
<p>Significant financial penalties arising from the implementation of the General Data Protection Regulations (GDPR).</p> <p><b>(High / Medium)</b></p>	<p>Implementation plan in place with corporate commitment and good progress.</p> <p><b>(Medium)</b></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.</p> <p>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>

<b>Risk</b>	<b>Control Measure</b>
<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><b>(High/Medium)</b></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><b>(Medium)</b></p>

**Report Author**

If Members would like further information or clarification prior to the meeting please contact Stefan Garner, Executive Director Finance Ext. 242.

<p><b>Background Papers:-</b></p>	<p><b>Corporate Vision, Priorities Plan, Budget &amp; Medium Term Financial Strategy 2022/23, Council 22<sup>nd</sup> February 2022</b></p>
	<p><b>Budget and Medium Term Financial Planning Process, Cabinet 8<sup>th</sup> September 2022</b></p>
	<p><b>Leaders Budget Workshop, 30<sup>th</sup> November 2022</b></p>
	<p><b>Draft Base Budget Forecasts 2022/23 to 2026/27, Cabinet 1<sup>st</sup> December 2022</b></p>

## Summary of Appendices

<b>Description</b>	<b>Appendix</b>
Detailed Considerations	A
Policy Changes Summary – GF & HRA	B
HRA Budget Summary 2023/24 – 2027/28	C
General Fund Summary Revenue Budget 2023/24	D
General Fund Technical Adjustments 2023/24 (before policy changes)	E1
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### Detailed Considerations

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 medium term financial plan 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 increased cost pressures;
- Injecting additional resources into corporate priorities;
- Increasing income from council tax and fees and charges; and
- Making other savings and efficiencies.

### Financial Background

The medium term financial planning process is being challenged by the uncertain economic conditions. The attached forecast is based on a 5 year period, but does contain a number of uncertainties. The forecast grant reductions and uncertainty over future Local Government funding arrangements will put significant pressure on the ability of the Council to publish a balanced 5 year 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 challenges affecting the Medium Term Financial Planning process for the period from 2023/24 to 2027/28 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 K**), 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 L**).



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 19<sup>th</sup> December 2022, 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 on the provisional 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 9.2% for 2023/24 and an overall increase for the period 2015/16 to 2023/24 of 32.7%.

<b>Core Spending Power</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>National Position</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
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	33,838
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	85
Lower Tier Services Grant	-	-	-	-	-	-	111	111	-
Services Grant	-	-	-	-	-	-	-	822	464
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	-	-	-	-	-	-	-	-	136
<b>Core Spending Power</b>	<b>44,876</b>	<b>43,986</b>	<b>44,544</b>	<b>45,337</b>	<b>46,445</b>	<b>49,231</b>	<b>50,611</b>	<b>54,541</b>	<b>59,544</b>
<b>Change %</b>		<b>(2.0)%</b>	<b>1.3%</b>	<b>1.8%</b>	<b>2.4%</b>	<b>6.0%</b>	<b>2.8%</b>	<b>7.8%</b>	<b>9.2%</b>
<b>Cumulative change %</b>		<b>(2.0)%</b>	<b>(0.7)%</b>	<b>1.0%</b>	<b>3.5%</b>	<b>9.7%</b>	<b>12.8%</b>	<b>21.5%</b>	<b>32.7%</b>

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) £90,840 – 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 £640,122 – 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).

<b>BASE BUDGET</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Revenue Support Grant	194,648	302,008	308,289	314,455	320,744	327,159
% 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 1<sup>st</sup> 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 – and will be updated following finalisation of the business rates forecast for 2023/24 during January.

<b>Levy / Section 31 Grant</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
NNDR Levy payment		861,368	879,311	-	-	-
Section 31 Grant income	-	-	-	-	-	-

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

<b>BASELINE</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Base Budget Forecast (November 2022):</b>						
Retained Business Rates	12,744,347	14,160,000	14,454,500	14,743,600	15,038,500	15,339,300
Less: Tariff payable	(10,405,841)	(11,772,385)	(12,017,223)	(12,257,577)	(12,502,757)	(12,752,842)
Total SFA	2,338,506	2,387,615	2,437,277	2,486,023	2,535,743	2,586,458
% Increase	-%	2.1%	2.1%	2.0%	2.0%	2.0%
<b>Provisional LGFS (December 2022):</b>						
Retained Business Rates	12,744,347	13,112,868	13,385,616	13,653,328	13,926,395	14,204,922
Less: Tariff payable	(10,405,841)	(10,686,850)	(£10,909,136)	(£11,127,319)	(£11,349,865)	(£11,576,862)
Total SFA	2,338,506	2,426,018	2,476,480	2,526,009	2,576,529	2,628,060
% Increase	-%	3.7%	2.1%	2.0%	2.0%	2.0%
<b>Increase / (Decrease)</b>	-	<b>38,403</b>	<b>39,203</b>	<b>39,987</b>	<b>40,786</b>	<b>41,602</b>

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 is subject to confirmation / finalisation over the next few weeks – the latest estimates are detailed below:

<b>BASE BUDGET</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	£	£	£	£	£	£
<b>Base Budget Forecast (November 2022):</b>						
Retained Business Rates	13,252,313	14,160,000	14,454,500	14,743,600	15,038,500	15,339,300
Less: Tariff payable	(10,405,841)	(11,772,385)	(12,017,223)	(12,257,577)	(12,502,757)	(12,752,842)
<b>Total</b>	<b>2,846,472</b>	<b>2,387,615</b>	<b>2,437,277</b>	<b>2,486,023</b>	<b>2,535,743</b>	<b>2,586,458</b>
<b>% Increase</b>	<b>3.1%</b>	<b>-16.1%</b>	<b>2.1%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Provisional LGFS (November 2022):</b>						
Retained Business Rates	13,252,313	14,797,200	15,104,982	15,407,081	15,715,223	16,029,527
Less: Tariff payable	(10,405,841)	(£10,686,850)	(£10,909,136)	(£12,881,072)	(£13,138,694)	(£13,401,467)
<b>Total</b>	<b>2,846,472</b>	<b>4,110,350</b>	<b>4,195,846</b>	<b>2,526,009</b>	<b>2,576,529</b>	<b>2,628,060</b>
<b>% Increase</b>	<b>3.1%</b>	<b>44.4%</b>	<b>2.1%</b>	<b>-39.8%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Increase / (Decrease)</b>	<b>-</b>	<b>1,722,735</b>	<b>1,758,569</b>	<b>39,987</b>	<b>40,786</b>	<b>41,602</b>

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

<b>DRAFT MTFS</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	£	£	£	£	£	£
<b>February 2022 MTFS:</b>						
Revenue Support Grant	194,648	198,736	202,869	206,927	211,065	215,287
Retained Business Rates	13,252,313	14,160,000	14,454,500	14,743,600	15,038,500	15,339,300
Less: Tariff payable	(10,405,841)	(11,772,385)	(12,017,223)	(12,257,577)	(12,502,757)	(12,752,842)
<b>Total</b>	<b>3,041,120</b>	<b>2,586,351</b>	<b>2,640,146</b>	<b>2,692,949</b>	<b>2,746,808</b>	<b>2,801,744</b>
<b>% Increase</b>	<b>3.1%</b>	<b>-15.0%</b>	<b>2.1%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Base Budget Forecast (November 2022):</b>						
Revenue Support Grant	194,648	302,008	308,289	314,455	320,744	327,159
Retained Business Rates	£13,252,313	14,797,200	15,104,982	15,407,081	15,715,223	16,029,527
Less: Tariff payable	(10,405,841)	(£10,686,850)	(£10,909,136)	(£12,881,072)	(£13,138,694)	(£13,401,467)
<b>Total</b>	<b>3,041,120</b>	<b>4,412,358</b>	<b>4,504,135</b>	<b>2,840,464</b>	<b>2,897,273</b>	<b>2,955,219</b>
<b>% Increase</b>	<b>3.1%</b>	<b>45.1%</b>	<b>2.1%</b>	<b>-36.9%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Increase / (Decrease)</b>	<b>-</b>	<b>1,826,007</b>	<b>1,863,989</b>	<b>147,515</b>	<b>150,465</b>	<b>153,475</b>

The table shows that RSG & Business Rates funding (excluding the specific grants detailed above) should be c.£1.8m higher than expected in 2023/24.

The retained Business Rates forecast will be updated based on the NNDR1 return which was not received until late December 2022. A separate report on this agenda is due to

consider the latest forecast for Business Rates (the statutory NNDR1 return) once finalised – prior to final sign off by the statutory deadline of 31<sup>st</sup> January 2023.

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;
- The estimated level of mandatory and discretionary reliefs;
- The estimated level of refunds of Business Rates following the Appeal process – especially following the planned changes in rateable values arising from the Business Rates Revaluation from April 2023;
- 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.

The revised estimates for Business Rates arising from NNDR1 will feed into the next stage of the budget process.

### **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:

<b>BASE BUDGET NHB</b>	<b>2022/23</b> £	<b>2023/24</b> £	<b>2024/25</b> £	<b>2025/26</b> £	<b>2026/27</b>	<b>2027/28</b> £
Base Budget Forecast (November 2022)	212,700	-	-	-	-	-
Revised MTFS forecast (December 2022)	917,070	347,127	-	-	-	-
<b>Increased / (Reduced) income</b>	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; and
- The 'Zero base budgeting' review of income levels.

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

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:

<b>Technical Adjustments</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>
Base Budget B/Fwd	6,580	9,767	11,277	11,871	12,063
Committee Decisions	2,390	36	57	5	0
Inflation	219	71	75	70	73
Other	(675)	986	120	(220)	51
Pay Adjustments (Including pay award / 7.5% reduction for vacancy allowance)	1,253	417	342	337	323
Revised charges for non-general fund activities	0	0	0	0	0
Virements	0	0	0	0	0
<b>Total / Revised Base Budget</b>	<b>9,767</b>	<b>11,277</b>	<b>11,871</b>	<b>12,063</b>	<b>12,510</b>

\* ( ) 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	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'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	Create an ongoing permanent budget of £180k for salaries at the Assembly Rooms, to include GX0604 and GX0606.	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	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
<b>OPS 2</b>	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	-	-	-	-
<b>OPS 3</b>	£30k provide the infrastructure for charging the new electric vehicles. Establishment of a 3-year budget plan for annual Castle Summer events.	30.00	(30.00)	-	-	-
<b>OPS 4</b>	An additional £43,225 for the revenue budget for the purchase/maintenance of mowing equipment for the authority.	43.30	-	-	-	-
<b>OPS 5</b>	£2k to provide an annual revenue budget to support the delivery of the Tamworth Civic Pride Awards.	2.00	-	-	-	-
<b>OPS 6</b>	Additional funding to be provided for GX0609 Outdoor Summer Events and Fireworks for Tamworth St Georges Day – increase of £3k to £12,500 Theatre & Bandstand - increase of £2,160 to £11k	3.00	-	-	-	-
<b>OPS 7</b>	Fireworks – increase of £6k to £39,000 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.	6.00	-	-	-	-
<b>OPS 8</b>	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.	15.00	(15.00)	-	-	-
<b>OPS 9</b>	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)	-	-	-
<b>OPS 10</b>	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)	-	-	-	-
<b>OPS 11</b>	Income for woodchip around £20 to £35 a tonn. For timber around £35 to £45 tonn.	(5.00)	-	-	-	-
<b>OPS 11</b>	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	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
<b>OPS 12</b>	Live Show Ticket fee - 50p per ticket sold, live show only (based on 20,000 live tix sold)	(10.00)	-	-	-	-
<b>OPS 13</b>	Sponsorship for Outdoor Theatre; MNMC	(4.00)	-	-	-	-
<b>FIN1</b>	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)	-	-	-	-
<b>FIN2</b>	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	-	-	-	-
<b>FIN3</b>	Reduce General Contingency	(32.00)	-	-	-	-
<b>FIN4</b>	Remove contribution to Business Rates Volatility Reserve	(150.00)	-	-	-	-
<b>FIN5</b>	Remove car allowances no longer required	(2.99)	-	-	-	-
<b>FIN6</b>	Cash Collection Payment Cards aving due to Internet banking / direct debit increase following covid	(5.00)	-	-	-	-
<b>FIN7</b>	New Homes Bonus following confirmation of continuation of scheme for 2023/24 pending review for 2024/25	(347.13)	347.13	-	-	-
<b>FIN8</b>	Business Rates Levy payment following deferral of the Business Rates reset	TBA	-	-	-	-
<b>FIN9</b>	Lower Tier Funding Guarantee Grant notified for 2023/24	(640.12)	-	640.12	-	-
<b>FIN10</b>	Business Rates Relief Section 31 Grant for Government scheme to reduce business rates charges following deferral of the reset	TBA	-	-	-	-
<b>FIN11</b>	Local Government Services grant notified for 2023/24	(90.84)	-	90.84	-	-
<b>FIN12</b>	Revenue Implications of Capital Programme Repayment of debt on unsupported borrowing / lost investment income	TBA	-	-	-	-

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
<b>FIN13</b>	Reduced grant income - Local Council Tax Support Administration Subsidy consolidated into the local government finance settlement	85.28	-	-	-	-
<b>NEI 1</b>	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)	-	-	-
<b>NEI 2</b>	HPG is determined annually with settlements based on prevention and delivery of homelessness strategy staffing	(100.00)	-	-	-	-
<b>PAR1</b>	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)	-	-	-
<b>G&amp;R 1</b>	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	-	-
<b>G&amp;R 2</b>	Funding from Community Safety Grant in year 1 and additional fees and charges income from year 2	(5.00)	(46.60)	(3.00)	-	-
<b>G&amp;R 2</b>	Request a permanent budget of 5K for Net Zero activity, specifically referenced in the Cabinet Report dated 30 June 2022	5.00	-	-	-	-
<b>G&amp;R 3</b>	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	(56.20)	-
<b>G&amp;R 3</b>	Car allowance	1.25	-	-	(1.25)	-
<b>G&amp;R 3</b>	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	Budget Change	Budget Change
		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
<b>G&amp;R 4</b>	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	-	-	-	-
<b>G&amp;R 5</b>	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	60.00	88.00	2.00	3.00	3.00
	Contribution from income	(25.00)	(120.00)	-	-	-
<b>G&amp;R6</b>	Contribution from Shared Prosperity Fund to staff costs	-	(25.00)	-	25.00	-
	<b>Total New Items / Amendments</b>	<b>(168.86)</b>	<b>(142.10)</b>	<b>738.86</b>	<b>(79.45)</b>	<b>3.00</b>
	<b>Cumulative</b>	<b>(168.86)</b>	<b>(310.96)</b>	<b>427.90</b>	<b>348.45</b>	<b>351.45</b>

## 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.

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 £500k.

## Council Tax

Last year's medium term financial plan identified ongoing increases of £5 per annum from 2023/24. The indication is that the 'capping' threshold for District Councils will be the higher of £5 or 2.99% - 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).

The draft Budget and Medium Term Financial Strategy is based on a council tax increase of £5 (2.6%) for 2023/24 (the maximum permitted under the Government set limits to avoid a referendum is 2.99% or £5.73) followed by increases at £5 p.a. thereafter.

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.

A number of scenarios for future years' increases are set out below:

**Model 1 Impact of £5 increase in Council Tax in 2023/24 (followed by £5 p.a.)**

Year:	2023/24	2024/25	2025/26	2026/27	2027/28
Forecast:	£'000	£'000	£'000	£'000	£'000
Surplus (-) /Deficit	1,717	2,529	4,507	4,401	4,628
<b>Balances Remaining (-) / Overdrawn</b>	<b>(7,747)</b>	<b>(5,218)</b>	<b>(711)</b>	<b>3,690</b>	<b>8,318</b>
£ Increase	5.00	5.00	5.00	5.00	5.00
% Increase	2.61%	2.54%	2.48%	2.42%	2.36%
Note: Resulting Band D Council Tax	196.89	201.89	206.89	211.89	216.89

Indicating potential General fund balances of approx. £0.7m over 3 years (with a shortfall of £4.2m over 4 years & £8.8m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.8m per annum over 5 years would have to be identified.



In order to consider alternative options, the following scenarios have been modelled:

**Model 2 Impact of 2.99% increase in Council Tax in 2023/24 (followed by increases of 2.99% p.a. thereafter)**

Year:	2023/24	2024/25	2025/26	2026/27	2027/28
Forecast:	£'000	£'000	£'000	£'000	£'000
<b>(Increase) in Council Tax £</b>	(17)	(38)	(64)	(94)	(129)
Revised Surplus (-) /Deficit	1,700	2,491	4,443	4,307	4,499
<b>Balances Remaining (-) / Overdrawn</b>	<b>(7,763)</b>	<b>(5,272)</b>	<b>(829)</b>	<b>3,478</b>	<b>7,977</b>
£ Increase	5.74	5.91	6.09	6.27	6.46
% Increase	2.99%	2.99%	2.99%	2.99%	2.99%
Note: Resulting Band D Council Tax	197.63	203.54	209.63	215.90	222.36

Indicating potential General fund balances of approx. £0.8m over 3 years (with a shortfall of £4m over 4 years & £8.5m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.7m per annum over 5 years would have to be identified.

**Model 3 Impact of £1 increase in Council Tax in 2023/24 (followed by increases of £1 p.a. thereafter)**

Year:	2023/24	2024/25	2025/26	2025/26	2027/28
Forecast:	£'000	£'000	£'000	£'000	£'000
<b>Reduction in Council Tax £</b>	94	188	283	379	476
Revised Surplus (-) /Deficit	1,811	2,717	4,790	4,780	5,104
<b>Balances Remaining (-) / Overdrawn</b>	<b>(7,652)</b>	<b>(4,935)</b>	<b>(145)</b>	<b>4,635</b>	<b>9,739</b>
£ Increase	1.00	1.00	1.00	1.00	1.00
% Increase	0.52%	0.52%	0.52%	0.51%	0.51%
Note: Resulting Band D Council Tax	192.89	193.89	194.89	195.89	196.89

Indicating potential General fund balances of approx. £0.1m over 3 years (with a shortfall of £5.1m over 4 years & £10.2m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £2m per annum over 5 years would have to be identified.

**Model 4 Impact of 9.9% increase in Council Tax in 2023/24 (followed by increases of £5 p.a. thereafter)**

Year:	2023/24	2024/25	2025/26	2025/26	2027/28
Forecast:	£'000	£'000	£'000	£'000	£'000
<b>Reduction in Council Tax £</b>	(327)	(327)	(327)	(327)	(327)
Revised Surplus (-) /Deficit	1,390	2,202	4,180	4,074	4,301
<b>Balances Remaining (-) / Overdrawn</b>	<b>(8,073)</b>	<b>(5,871)</b>	<b>(1,691)</b>	<b>2,383</b>	<b>6,684</b>
£ Increase	19.00	5.00	5.00	5.00	5.00
% Increase	9.90%	2.37%	2.32%	2.26%	2.21%
Note: Resulting Band D Council Tax	210.89	215.89	220.89	225.89	230.89

Indicating potential General fund balances of approx. £1.7m over 3 years (with a shortfall of £2.9m over 4 years & £7.2m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.4m per annum over 5 years would have to be identified.

**Model 5 Impact of 0% increase in Council Tax in 2023/24 (followed by increases of 0% thereafter)**

Year:	2023/24	2024/25	2025/26	2025/26	2027/28
Forecast:	£'000	£'000	£'000	£'000	£'000
<b>Reduction in Council Tax £</b>	117	235	354	474	595
Revised Surplus (-) /Deficit	1,834	2,764	4,861	4,875	5,223
<b>Balances Remaining (-) / Overdrawn</b>	<b>(7,629)</b>	<b>(4,865)</b>	<b>(4)</b>	<b>4,871</b>	<b>10,094</b>
£ Increase	0.00	0.00	0.00	0.00	0.00
% Increase	0.0%	0.0%	0.0%	0.0%	0.0%
Note: Resulting Band D Council Tax	191.89	191.89	191.89	191.89	191.89

Indicating a shortfall in General fund balances of approx. £0.5m over 3 years (with a shortfall of £5.4m over 4 years & £10.6m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £2.1m per annum over 5 years would have to be identified.

**Model 6 Impact of 1.99% increase in Council Tax in 2023/24 (followed by increases of 1.99% p.a. thereafter)**

Year:	2023/24	2024/25	2025/26	2025/26	2027/28
Forecast:	£'000	£'000	£'000	£'000	£'000
<b>Reduction in Council Tax £</b>	28	54	78	101	122
Revised Surplus (-) /Deficit	1,745	2,583	4,585	4,502	4,750
<b>Balances Remaining (-) / Overdrawn</b>	<b>(7,718)</b>	<b>(5,135)</b>	<b>(550)</b>	<b>3,952</b>	<b>8,702</b>
£ Increase	3.82	3.90	3.98	4.05	4.14
% Increase	1.99%	1.99%	1.99%	1.99%	1.99%
Note: Resulting Band D Council Tax	195.71	199.61	203.59	207.64	211.78

Indicating a potential shortfall in General fund balances of approx. £0.6m over 3 years (with a shortfall of £4.5m over 4 years & £9.2m over the 5 year period) - including the minimum approved level of £0.5m. Further savings of approx. £1.8m per annum over 5 years would have to be identified.

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 additional reliefs these may be significantly reduced or could mean a deficit position which would have to be funded in 2023/24 by the preceptors.

Subject to finalisation of the estimated surplus or deficit, it is proposed that any available surpluses be used to support the budget (and that the relevant sums 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 effect 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). At this stage, the forecast Collection Fund deficits arising from the 2020/21 pandemic have not been updated and are included in line with the requirement to spread the deficit over 3 years – these will be updated following finalisation of the estimated surplus/deficit calculations in January 2023.

Year:	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Council Tax</b>	£'000	£'000	£'000	£'000	£'000
Council Tax Income	(4,603)	(4,760)	(4,919)	(5,080)	(5,244)
Collection Fund Surplus (Council Tax)	30	(33)	(33)	(33)	(33)
Collection Fund Surplus (Business Rates)	261	-	-	-	-

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

### **Balances**

At the Council meeting on 23<sup>rd</sup> February 2016 Members approved a minimum working level of balances of £0.5m. At 31<sup>st</sup> March 2023 General Fund revenue balances are estimated to be £9.5m. The minimum level of balances for planning purposes will remain at around £0.5m.

### **Summary and Conclusions**

These budget proposals reflect the need to compensate for reduced income levels arising from the uncertain economic conditions (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 D**.

A summary of the resulting budgets over the five year period appears at **Appendix F**.

Using the funding forecast and assuming increases in Council Tax of £5 per annum for 2022/23 onwards, the five year base budget forecast is as follows:

<b>Summary</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>
<b>Estimated Net Cost of Services</b>	<b>9,767</b>	<b>11,277</b>	<b>11,871</b>	<b>12,063</b>	<b>12,510</b>
Proposed Policy Changes / Additional Costs Identified	(169)	(311)	428	348	351
Net Expenditure	9,598	10,966	12,299	12,411	12,861
<b>Financing:</b>					
RSG	302	308	314	321	327
Collection Fund Surplus/(Deficit) - CTAX	(30)	33	33	33	33
Collection Fund Surplus/(Deficit) - NNDR	(261)	-	-	-	-
Tariff Payable	(10,687)	(10,909)	(12,881)	(13,139)	(13,401)
Non Domestic Ratepayers	14,797	15,105	15,407	15,715	16,030
Business Rates Levy	(842)	(860)			
Council Tax Income (Model 1)	4,603	4,760	4,919	5,080	5,244
Gross Financing	7,882	8,437	7,792	8,010	8,233
Surplus(-) /Deficit	1,716	2,529	4,507	4,401	4,628
Balances Remaining (-) / Overdrawn	(7,747)	(5,218)	(711)	3,690	8,318
Per Council, 22 <sup>nd</sup> February 2022	(5,669)	(2,796)	-	-	-
Band D Equivalents	23,376	23,576	23,776	23,976	24,176

Indicating potential General fund balances of approx. £0.7m over 3 years (with a shortfall of £4.29m over 4 years & £8.8m over the 5 year period) - 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:

<b>Technical Adjustments</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>
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
<b>Total / Revised Base Budget</b>	<b>419</b>	<b>(109)</b>	<b>219</b>	<b>103</b>	<b>(82)</b>

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 E**.

## Proposals

The policy changes proposed for inclusion in the base budget for the next five years are detailed at **Appendix B** 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 are currently consulting 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	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	-	-	-	-
HRA3	Reduced Revenue Contribution to Capital	(520.00)	-	-	-	-
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  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)	-	-

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
HNEI5	Resourcing the self-assessment programme for the regulation of its HRA and council housing service	100.00	-	(100.00)	-	-
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	-	-	-	-
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	-	-	-	-
<b>Total New Items / Amendments</b>		<b>593.35</b>	<b>(17.69)</b>	<b>(114.43)</b>	<b>20.66</b>	<b>21.13</b>
<b>Cumulative</b>		<b>593.35</b>	<b>575.66</b>	<b>461.23</b>	<b>481.89</b>	<b>503.02</b>

This includes the additional cost pressures of £1.6m over 5 years identified to date 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.



Assuming increases in Rent capped at the maximum 7% 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
<b>Estimated Net (Surplus) / Deficit</b>	419	(109)	219	103	(82)
Proposed Policy Changes / Additional Costs Identified	593	576	461	482	503
Surplus (-) / Deficit	1,012	467	680	585	421
Balances Remaining (-) / Overdrawn	(2,678)	(2,211)	(1,531)	(946)	(525)
Per Council, 22 <sup>nd</sup> February 2022	(2,875)	(2,401)	(2,041)	(1,833)	-

Indicating Housing Revenue Account (HRA) balances of £1.5m over 3 years (with balances of £0.5m 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 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 30<sup>th</sup> 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 £
<b>Option 1: CPI + 1%</b>						
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%
<b>Option 2: CPI</b>						
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
<b>Reduced Rent compared to Option 1</b>		<b>194,690</b>	<b>420,240</b>	<b>639,330</b>	<b>874,660</b>	<b>1,118,970</b>
		<b>5 year impact</b>				<b>3,247,890</b>
<b>Option 3: No increase</b>						
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%
<b>Reduced Rent compared to Option 1</b>		<b>2,161,100</b>	<b>2,847,360</b>	<b>3,442,560</b>	<b>4,102,450</b>	<b>4,775,470</b>
		<b>5 year impact</b>				<b>17,328,940</b>
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
	£	£	£	£	£	£
<b>CAP 3%</b>						
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
		<b>5 year impact</b>				<b>8,291,450</b>
<b>CAP 5%</b>						
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
		<b>5 year impact</b>				<b>6,227,330</b>
<b>CAP 7%</b>						
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
		<b>5 year impact</b>				<b>4,173,650</b>

## Balances

The forecast level of balances at 31<sup>st</sup> March 2023 is £2.7m. The impact on balances of the adjustments outlined in this report would be as follows:

Balances	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000
Proposed Withdrawal from / Addition to (-) Balances	1,012	467	680	585	421
<b>Balances Remaining (-) / Overdrawn</b>	<b>(2,678)</b>	<b>(2,211)</b>	<b>(1,531)</b>	<b>(946)</b>	<b>(525)</b>

This would mean that closing balances, over the five year period, would be over the approved minimum level of £0.5m. The analysis at **Appendix C** 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 31<sup>st</sup> 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 22<sup>nd</sup> 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 (£ over 3 years). The current GF Capital Financing Requirement (CFR) stands at £3.937m with planned borrowing in 2022/23 of £1.123m.

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 £1.688m.

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 22/23 £'000	Budget Changes 23/24 £'000	Budget Changes 24/25 £'000	Budget Changes 25/26 £'000	Budget Changes 26/27 £'000
EXECUTIVE DIRECTOR ORGANISATION		-	-	-	-	-
PEOPLE	1	101.42	(98.54)	-	-	-
OPERATIONS AND LEISURE	2	370.88	(253.60)	-	(50.00)	-
EXECUTIVE DIRECTOR FINANCE		-	-	-	-	-
FINANCE	3	(722.80)	347.13	730.96	-	-
EXECUTIVE DIRECTOR COMMUNITIES		-	-	-	-	-
NEIGHBOURHOODS	4	(83.00)	(17.00)	-	-	-
PARTNERSHIPS	5	59.19	(59.19)	-	-	-
ASSETS		-	-	-	-	-
CHIEF EXECUTIVE		-	-	-	-	-
GROWTH & REGENERATION	6	105.45	(60.90)	7.90	(29.45)	3.00
<b>TOTAL</b>		<b>(168.86)</b>	<b>(142.10)</b>	<b>738.86</b>	<b>(79.45)</b>	<b>3.00</b>
<b>Cumulative Cost / (Saving)</b>		<b>(168.86)</b>	<b>(310.96)</b>	<b>427.90</b>	<b>348.45</b>	<b>351.45</b>
<b>HOUSING REVENUE ACCOUNT</b>	<b>Sheet No.</b>	<b>Budget Changes 22/23 £'000</b>	<b>Budget Changes 23/24 £'000</b>	<b>Budget Changes 24/25 £'000</b>	<b>Budget Changes 25/26 £'000</b>	<b>Budget Changes 26/27 £'000</b>
HRA - SUMMARY	7	295.75	0.31	39.57	20.66	21.13
HRA - ASSETS	8	-	20.00	(20.00)	-	-
HRA - NEIGHBOURHOODS	9	199.60	(38.00)	(134.00)	-	-
HRA - OPERATIONS	10	98.00	-	-	-	-
HRA - PEOPLE		-	-	-	-	-
<b>TOTAL</b>		<b>593.35</b>	<b>(17.69)</b>	<b>(114.43)</b>	<b>20.66</b>	<b>21.13</b>
<b>Cumulative Cost / (Saving)</b>		<b>593.35</b>	<b>575.66</b>	<b>461.23</b>	<b>481.89</b>	<b>503.02</b>



## Policy Changes Summary Staffing Implications

SERVICE AREA	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
EXECUTIVE DIRECTOR ORGANISATION		-	-	-	-	-
PEOPLE	1	3.1	(3.6)	-	-	-
OPERATIONS AND LEISURE	2	-	-	-	-	-
EXECUTIVE DIRECTOR FINANCE		-	-	-	-	-
FINANCE	3	1.0	-	-	-	-
EXECUTIVE DIRECTOR COMMUNITIES		-	-	-	-	-
NEIGHBOURHOODS	4	-	-	-	-	-
PARTNERSHIPS	5	-	-	-	-	-
ASSETS		-	-	-	-	-
CHIEF EXECUTIVE		-	-	-	-	-
GROWTH & REGENERATION	6	2.0	-	-	(1.0)	-
<b>TOTAL</b>		<b>6.1</b>	<b>(3.6)</b>	<b>-</b>	<b>(1.0)</b>	<b>-</b>

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		-	-	-	-	-
<b>TOTAL</b>		<b>5.5</b>	<b>(1.0)</b>	<b>(1.0)</b>	<b>-</b>	<b>-</b>

2023/24 Budget Process - Policy Changes				Sheet	1			
PEOPLE								
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	
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)					
<b>Total New Items / Amendments</b>			<b>101.42</b>	<b>(98.54)</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>STAFFING IMPLICATIONS</b>								
Item No	Proposal/(Existing Budget)	Implications	23/24 FTE	24/25 FTE	25/26 FTE	26/27 FTE	27/28 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)	-	-	-	
<b>TOTAL</b>			<b>3.13</b>	<b>(3.63)</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**OPERATIONS AND LEISURE**

Item No	Proposal(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			23/24	24/25	25/26	26/27	27/28
			£'000	£'000	£'000	£'000	£'000
<b>OPS 1</b>	Create an ongoing permanent budget of £180k for salaries at the Assembly Rooms, to include GX0604 and GX0606.	Temporary staff to stay permanent. Cover 10% shift allowance and First Aid.	158.6	(158.60)	-	-	-
			41.40	-	-	-	-
<b>OPS 2</b>	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)	-	-	-
<b>OPS 3</b>	Establishment of a 3-year budget plan for annual Castle Summer events.	Estimated costs	50.00	-	-	(50.00)	-
<b>OPS 4</b>	An additional £43,225 for the revenue budget for the purchase/maintenance of mowing equipment for the authority.		43.30	-	-	-	-
<b>OPS 5</b>	£2k to provide an annual revenue budget to support the delivery of the Tamworth Civic Pride Awards.		2.00	-	-	-	-
<b>OPS 6</b>	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	-	-	-	-
<b>OPS 7</b>	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)	-	-	-
<b>OPS 8</b>	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)	-	-	-
<b>OPS 9</b>	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)	-	-	-	-
<b>OPS 10</b>	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	(5.00)	-	-	-	-
<b>OPS 11</b>	Live Show Contra's	Improve TBC's green credentials £110 increased income per 'Split Profit' Show (based on 100 live shows)	(11.00)	-	-	-	-
<b>OPS 12</b>	Live Show Ticket fee	50p per ticket sold, live show only (based on 20,000 live tix sold)	(10.00)	-	-	-	-
<b>OPS 13</b>	Sponsorship for Outdoor Theatre; MNMC	Approx £2.5k for Outdoor Theatre; £1.5k for MNMC	(4.00)	-	-	-	-
<b>TOTAL</b>			<b>370.88</b>	<b>(253.60)</b>	-	<b>(50.00)</b>	-

## FINANCE

Item	Proposal/(Existing Budget)	Implications	Budget	Budget	Budget	Budget	Budget
			23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'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	-	-	-	-
FIN2	Contingency provision required due to uncertainty over future income levels	Part funding from recharge to capital schemes 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	(45.00)	-	-	-	-
FIN3	GC0501 35006 Reduce General Contingency	Reduced contingency budget available	(32.00)	-	-	-	-
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	TBA	-	-	-	-
FIN9	Lower Tier Funding Guarantee Grant	Inclusion of income budget for Lower Tier Funding Guarantee grant notified for 2023/24	(640.12)	-	640.12	-	-
FIN10	Business Rates Relief Section 31 Grant	New Burdens funding for Government scheme to reduce business rates charges following deferral of the reset	TBA	-	-	-	-
FIN11	Local Government Services grant	Inclusion of income budget for new, one-off Services grant notified for 2023/24	(90.84)	-	90.84	-	-

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			23/24	24/25	25/26	26/27	27/28
			£'000	£'000	£'000	£'000	£'000
FIN12	Revenue Implications of Capital Programme	Repayment of debt (4%) on unsupported borrowing / lost investment income	TBA	-	-	-	-
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	-	-	-	-
				-	-	-	-
				-	-	-	-
<b>Total New Items / Amendments</b>			<b>(722.80)</b>	<b>347.13</b>	<b>730.96</b>	<b>-</b>	<b>-</b>
<b>STAFFING IMPLICATIONS</b>							
Item No	Proposal/(Existing Budget)	Implications	23/24 FTE	24/25 FTE	25/26 FTE	26/27 FTE	27/28 FTE
FIN1	Creation of a Project Accountant post		1.0				
<b>TOTAL</b>			<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 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
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	-	-	-
<b>Total New Items / Amendments</b>			<b>(83.00)</b>	<b>(17.00)</b>	-	-	-

2023/24 Budget Process - Policy Changes			Sheet 5				
PARTNERSHIPS							
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
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)	-	-	-
<b>Total New Items / Amendments</b>			<b>59.19</b>	<b>(59.19)</b>	<b>-</b>	<b>-</b>	<b>-</b>

2023/24 Budget Process - Policy Changes				Sheet	6			
GROWTH & REGENERATION								
Item No	Proposal/(Existing Budget)	Implications	Budget	Budget	Budget	Budget	Budget	
			23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'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	47.60	2.70	5.90	(56.20)	-	
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	Car allowance	1.25	-	-	(1.25)	-	
		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	60.00	88.00	2.00	3.00	3.00	
		Contribution from income	(25.00)	(120.00)	-	-	-	
G&R6	Contribution from Shared Prosperity Fund to staff costs		-	(25.00)	-	25.00	-	
<b>Total New Items / Amendments</b>			<b>105.45</b>	<b>(60.90)</b>	<b>7.90</b>	<b>(29.45)</b>	<b>3.00</b>	
STAFFING IMPLICATIONS								
			23/24 FTE	24/25 FTE	25/26 FTE	26/27 FTE	27/28 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	-	-	-	-	
		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	-	-	(1.00)	-
<b>TOTAL</b>			<b>2.00</b>	<b>-</b>	<b>-</b>	<b>(1.00)</b>	<b>-</b>	



**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 are currently consulting 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	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	-	-	-	-
HRA3	Reduced Revenue Contribution to Capital		(520.00)	-	-	-	-
<b>Total New Items / Amendments</b>			<b>295.75</b>	<b>0.31</b>	<b>39.57</b>	<b>20.66</b>	<b>21.13</b>

**STAFFING IMPLICATIONS**

Item No	Proposal/(Existing Budget)	Implications	23/24	24/25	25/26	26/27	27/28
			FTE	FTE	FTE	FTE	FTE
HRA2	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)		0.50	-	-	-	-
<b>TOTAL</b>			<b>0.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**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)	-	-
			-	-	-	-	-
<b>Total New Items / Amendments</b>			-	<b>20.00</b>	<b>(20.00)</b>	-	-

**STAFFING IMPLICATIONS**

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

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	24/25	25/26	26/27	27/28	
			£'000	£'000	£'000	£'000	£'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  This post delivers key tenancy management services to all high rise flatted accommodation and the landlord compliance against regulatory standards	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  Recharges to capital / repairs	38.00  (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	-	-	-	-
<b>Total New Items / Amendments</b>			<b>199.60</b>	<b>(38.00)</b>	<b>(134.00)</b>	<b>-</b>	<b>-</b>

#### 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)	-	-
<b>TOTAL</b>			<b>3.0</b>	<b>(1.0)</b>	<b>(1.0)</b>	<b>-</b>	<b>-</b>

**HOUSING REVENUE ACCOUNT - OPERATIONS**

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
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	7.5T Minimatic refuse collection vehicle	37.90	-	-	-	-
		2 members of staff to operate the vehicle and deliver the added value HRA cleansing service	60.10	-	-	-	-
<b>Total New Items / Amendments</b>			<b>98.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**STAFFING IMPLICATIONS**

Item No	Proposal/(Existing Budget)	Implications	23/24	24/25	25/26	26/27	27/28
			FTE	FTE	FTE	FTE	FTE
HOPS 1	2 additional Housing Maintenance Operative		2.0	-	-	-	-
<b>TOTAL</b>			<b>2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## APPENDIX C

### HOUSING REVENUE ACCOUNT BUDGET SUMMARY

<i>Figures exclude internal recharges which have no bottom line impact.</i>	<b>Base Budget 2022/23 £</b>	<b>Budget 2023/24 £</b>	<b>Budget 2024/25 £</b>	<b>Budget 2025/26 £</b>	<b>Budget 2026/27 £</b>	<b>Budget 2027/28 £</b>
HRA Summary	(2,306,580)	(4,409,470)	(5,062,580)	(4,849,530)	(5,099,420)	(5,414,140)
ED Communities	53,120	62,300	65,370	68,520	71,760	75,070
AD People	266,770	284,760	261,500	266,230	270,500	274,900
AD Operations & Leisure	280,300	379,400	388,010	397,020	404,990	411,370
AD Assets	53,790	349,650	409,890	431,370	472,640	511,690
AD Neighbourhoods	3,603,290	4,345,790	4,404,920	4,366,190	4,464,010	4,562,090
<b>Grand Total</b>	<b>1,950,690</b>	<b>1,012,430</b>	<b>467,110</b>	<b>679,800</b>	<b>584,480</b>	<b>420,980</b>

Figures include proposed Policy Changes

## General Fund Summary Budgets – 2023/24

<i>Figures exclude internal recharges which have no bottom line impact.</i>	<b>Base Budget 2022/23</b> £	<b>Technical Adjustments</b> £	<b>Policy Changes</b> £	<b>Budget 2023/24</b> £
Chief Executive	2,150,460	51,270	-	2,201,730
AD Growth & Regeneration	749,460	108,540	105,450	963,450
ED Organisation	496,070	137,170	-	633,240
AD People	1,850,180	235,070	101,420	2,186,670
AD Operations & Leisure	2,920,120	547,270	370,880	3,838,270
ED Finance	85,280	9,190	-	94,470
AD Finance	(1,730,250)	581,940	(722,800)	(1,871,110)
ED Communities	-	-	-	-
AD Assets	(528,960)	401,080	-	(127,880)
AD Neighbourhoods	767,150	140,900	(83,000)	825,050
AD Partnerships	760,280	35,230	59,190	854,700
<b>Total Cost of Services</b>	<b>7,519,790</b>	<b>2,247,660</b>	<b>(168,860)</b>	<b>9,598,590</b>
<b>Transfer from Business Rates Reserve</b>	<b>(939,380)</b>	939,380	-	-
<b>Net Cost</b>	<b>6,580,410</b>	<b>3,187,040</b>	<b>(168,860)</b>	<b>9,598,590</b>
Transfer to / (from) Balances	(257,591)	(1,459,333)	-	(1,716,924)
Revenue Support Grant	(194,648)	(107,360)	-	(302,008)
Retained Business Rates	(13,252,313)	(1,544,887)	-	(14,797,200)
Less: Tariff payable	10,405,841	281,009	-	10,686,850
Business Rates Levy	-	-	-	842,166
Collection Fund Surplus (Council Tax)	(74,584)	104,772	-	30,188
Collection Fund Surplus (Business Rates)	1,200,215	(939,376)	-	260,839
<b>Council Tax Requirement</b>	<b>(4,407,330)</b>	478,135	168,860	<b>(4,602,501)</b>

## General Fund – Technical Adjustments 2023/24

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



## Housing Revenue Account – Technical Adjustments 2023/24

	Budget 2022/23	Technical Adjustments						Total Adjustments £	Total Adjusted Base 2023/24
		Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	Changes in Recharges £		
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	-	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>1,950,690</b>	<b>-</b>	<b>(1,225,660)</b>	<b>548,090</b>	<b>(1,273,060)</b>	<b>419,020</b>	<b>-</b>	<b>(1,531,610)</b>	<b>419,080</b>

## General Fund Five Year Revenue Budget Summary

<i>Figures exclude internal recharges which have no bottom line impact.</i>	<b>Base Budget 2022/23</b> £	<b>Budget 2023/24</b> £	<b>Budget 2024/25</b> £	<b>Budget 2025/26</b> £	<b>Budget 2026/27</b> £	<b>Budget 2027/28</b> £
Chief Executive	2,150,460	2,201,730	2,176,950	2,235,290	2,233,360	2,231,410
AD Growth & Regeneration	749,460	963,450	947,140	1,003,160	1,019,400	1,066,380
ED Organisation	496,070	633,240	670,600	697,250	724,710	752,990
AD People	1,850,180	2,186,670	2,165,800	2,234,790	2,309,520	2,384,040
AD Operations & Leisure	2,920,120	3,838,270	3,703,370	3,805,430	3,857,310	3,954,090
ED Finance	85,280	94,470	97,560	100,730	103,990	107,310
AD Finance	(1,730,250)	(1,871,110)	(545,730)	387,560	585,200	710,940
ED Communities	-	-	-	-	-	-
AD Assets	(528,960)	(127,880)	(95,370)	(61,020)	(366,650)	(337,670)
AD Neighbourhoods	767,150	825,050	824,310	847,880	871,800	895,490
AD Partnerships	760,280	854,700	1,021,280	1,047,340	1,073,060	1,096,230
<b>Total Cost of Services</b>	<b>7,519,790</b>	<b>9,598,590</b>	<b>10,965,910</b>	<b>12,298,410</b>	<b>12,411,700</b>	<b>12,861,210</b>
<b>Transfer from Business Rates Reserve</b>	<b>(939,380)</b>	-	-	-	-	-
<b>Net Cost</b>	<b>6,580,410</b>	<b>9,598,590</b>	<b>10,965,910</b>	<b>12,298,410</b>	<b>12,411,700</b>	<b>12,861,210</b>
Transfer to / (from) Balances	(257,591)	(1,716,924)	(2,528,699)	(4,505,929)	(4,401,152)	(4,629,458)
Revenue Support Grant	(194,648)	(302,008)	(308,289)	(314,455)	(320,744)	(327,159)
Retained Business Rates	(13,252,313)	(14,797,200)	(15,104,982)	(15,407,082)	(15,715,224)	(16,029,528)
Less: Tariff payable	10,405,841	10,686,850	10,909,136	12,881,073	13,138,695	13,401,468
Business Rates Levy		842,166	859,683	-	-	-
Collection Fund Surplus (Council Tax)	(74,584)	30,188	(33,000)	(33,000)	(33,000)	(33,000)
Collection Fund Surplus (Business Rates)	1,200,215	260,839	-	-	-	-
<b>Council Tax Requirement</b>	<b>(4,407,330)</b>	<b>(4,602,501)</b>	<b>(4,759,759)</b>	<b>(4,919,017)</b>	<b>(5,080,275)</b>	<b>(5,243,533)</b>

Figures include proposed Policy Changes

## Appendix G

### Council Tax levels at each band for 2022/23

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	<b>Total 2023/24</b>	Total Council Tax 2022/23
	£	£	£	£	£	£	£
Demand/Precept on Collection Fund		4,602,501	34,391,353	6,161,212	1,995,142	<b>47,150,208</b>	
Council Tax Band							
A	127.93	131.26	980.81	175.71	56.90	<b>1,344.68</b>	1,281.41
B	149.25	153.14	1,144.28	205.00	66.38	<b>1,568.80</b>	1,494.97
C	170.57	175.01	1,307.75	234.28	75.87	<b>1,792.91</b>	1,708.54
<b>D</b>	<b>191.89</b>	<b>196.89</b>	<b>1,471.22</b>	<b>263.57</b>	<b>85.35</b>	<b>2,017.03</b>	1,922.11
E	234.53	240.64	1,798.16	322.14	104.32	<b>2,465.26</b>	2,349.25
F	277.17	284.40	2,125.10	380.71	123.28	<b>2,913.49</b>	2,776.38
G	319.82	328.15	2,452.03	439.28	142.25	<b>3,361.71</b>	3,203.52
H	383.78	393.78	2,942.44	527.14	170.70	<b>4,034.06</b>	3,844.22
% increase	2.83%	2.61%	4.99%	6.03%	6.22%	4.94%	3.07%

*\* Assuming increases in Council Tax levels in line with the referendum limits. At the time of writing precept information for the County Council, OPCC and the Fire & Rescue Authority is still awaited.*

Appendix H

Draft General Fund Capital Programme 2022/23 to 2026/27

<b>General Fund Capital Programme</b>	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>	<b>2027/28 £</b>	<b>Total £</b>
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
<b>Total General Fund Capital</b>	<b>5,820,020</b>	<b>1,600,710</b>	<b>1,316,670</b>	<b>1,145,710</b>	<b>925,710</b>	<b>10,808,820</b>

General Fund Capital Programme	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
<b>Proposed Financing:</b>						
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
<b>Unsupported Borrowing</b>	1,761,900	535,000	120,000	253,000	309,820	2,979,720
<b>Total</b>	<b>5,820,020</b>	<b>1,600,710</b>	<b>1,316,670</b>	<b>1,145,710</b>	<b>925,710</b>	<b>10,808,820</b>

## Draft 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
<b>Total HRA Capital</b>	<b>8,363,900</b>	<b>7,194,500</b>	<b>7,850,940</b>	<b>7,774,500</b>	<b>6,774,500</b>	<b>37,958,340</b>

<b><u>Housing Revenue Account</u></b> <b><u>Capital Programme</u></b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>TOTAL</b>
	£	£	£	£	£	£
<b><u>Proposed Financing:</u></b>						
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	-	-	-	-	-	-
<b>Total</b>	<b>8,363,900</b>	<b>7,194,500</b>	<b>7,850,940</b>	<b>7,774,500</b>	<b>6,774,500</b>	<b>37,958,340</b>

**Key:**



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

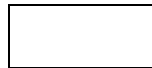


Figure agreed to previous years report or ongoing scheme assumed at same amount



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 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

	Risk	Potential Budgetary Effect				
		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
<b>Pay Award / National Insurance (GF)</b>						
Impact +/- 0.5% Variance £'000	L	106	215	328	445	564
Budget Impact over 1 year	L	106				
Budget Impact over 3 years	M	649				
Budget Impact over 5 years	H	1658				
<b>Pay Award / National Insurance (HRA)</b>						
Impact +/- 0.5% Variance £'000	L	34	69	105	143	181
Budget Impact over 1 years	L	34				
Budget Impact over 3 years	L	208				
Budget Impact over 5 years	M	532				
<b>Pension Costs</b>						
Impact +/- 0.5% Variance £'000	L	0	0	0	154	311
Budget Impact over 1 year	L	0				
Budget Impact over 3 years	L	0				
Budget Impact over 5 years	M	465				
3 year agreement in place from 2020/21 - subject to stock market & membership changes						
<b>Council Tax</b>						
Impact on Council Tax income £'000		19	44	71	99	129
Budget Impact over 1 year	L	19				
Budget Impact over 3 years	L	134				
Budget Impact over 5 years	M	362				
<b>Inflation / CPI</b>						
Impact +/- 0.5% Variance £'000	L	138	279	425	571	722
Budget Impact over 1 year	L	138				
Budget Impact over 3 years	M	842				
Budget Impact over 5 years	H	2135				
<b>Government Grant</b>						
Impact +/- 1.0% Variance £'000	L	44	89	118	147	176
Budget Impact over 1 year	L	44				
Budget Impact over 3 years	M	251				
Budget Impact over 5 years	H	574				

	Risk	Potential Budgetary Effect				
		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
<b>Investment Interest</b>						
Impact +/- 0.5% Variance £'000	M	336	487	609	738	866
Budget Impact over 1 year	M	336				
Budget Impact over 3 years	H	1432				
Budget Impact over 5 years	H	3036				
<b>Key Income Streams (GF)</b>						
Impact +/- 10% Variance £'000	L	168	342	520	703	890
Budget Impact over 1 year	L	168				
Budget Impact over 3 years	L	1030				
Budget Impact over 5 years	L	2623				
<b>Key Income Streams (HRA)</b>						
Impact +/- 1% Variance £'000	L	209	427	646	870	1100
Budget Impact over 1 years	L	209				
Budget Impact over 3 years	H	1282				
Budget Impact over 5 years	H	3252				
<b>Business Rates</b>						
Impact +/- 0.5% Variance £'000	L	148	299	453	610	771
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

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

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

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

## **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 31<sup>st</sup> 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:-

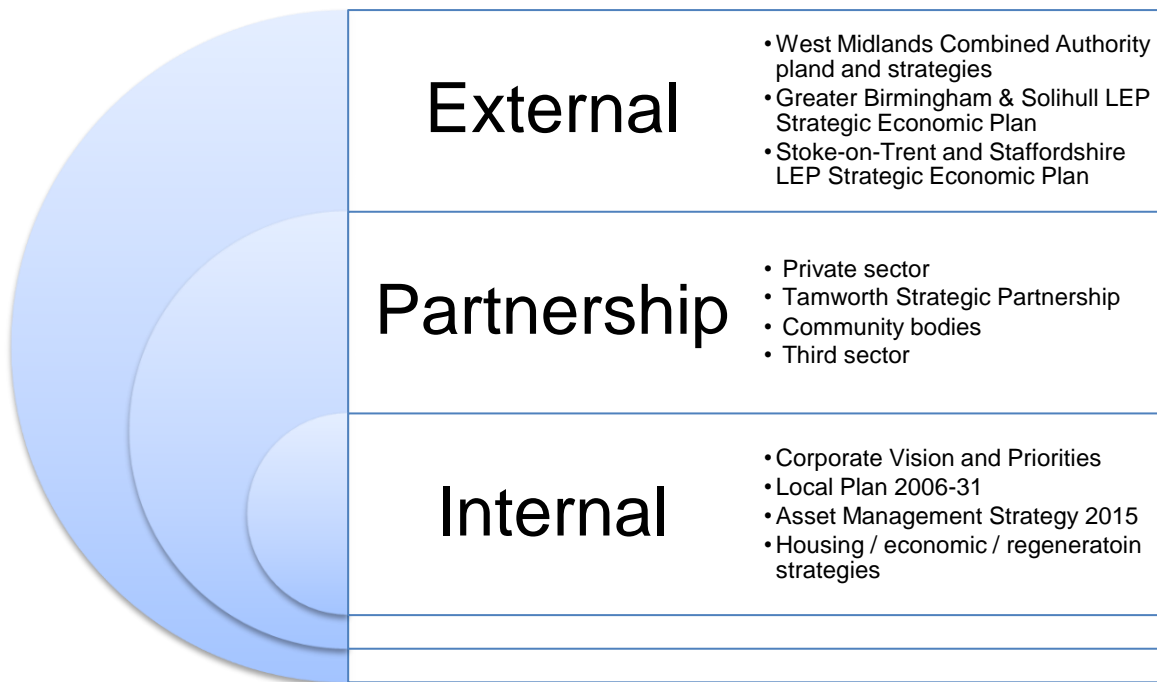
**The process for the consideration of capital expenditure within the MTFS process has been reviewed and refined to ensure that there are provisional plans for expenditure out to a 10 year timeframe, with an indication of requirements out to 20-30 years.**

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:

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

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



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

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 Schrodgers UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.057m with Hermes Federated Property Unit Trust, total investment £11.962m. Although the capital values of the funds did initially fall, mainly since 31<sup>st</sup> March 2020, they then recovered and as at 31<sup>st</sup> March 2022 there was an overall gain of £1.32m. However, since then capital values have fallen again, and as at 30<sup>th</sup> September the valuation stands at £12.89m, with an overall gain of £928k. 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
<b>Schroders UK Real Estate Fund</b>	1,848,933	1,897,716	1,884,412	1,848,933	2,139,618	2,092,044
<b>Valuation Increase / (reduction)</b>		48,783	35,479	0	290,685	243,111
<b>Threadneedle Property Unit Trust</b>	2,000,249	1,921,884	1,836,032	1,794,439	2,097,097	2,066,097
<b>Valuation Increase / (reduction)</b>		(78,365)	(164,216)	(205,810)	96,848	2,066,097
<b>Threadneedle Property Unit Trust</b>	4,056,536	-	-	-	4,407,163	4,342,015
<b>Valuation Increase / (reduction)</b>					350,627	285,478
<b>Hermes Federated Property Unit Trust</b>	4,056,500	-	-	-	4,450,808	4,389,967
<b>Valuation Increase / (reduction)</b>					394,308	333,467
<b>Total</b>		<b>3,819,601</b>	<b>3,720,444</b>	<b>3,643,372</b>	<b>13,094,687</b>	<b>12,890,122</b>
<b>Valuation Increase / (reduction)</b>		(29,581)	(128,738)	(205,810)	1,132,469	927,904
<b>Annual Revenue % Return</b>		-0.8%	-2.6%	-1.2%	12.5%	1.1%

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 £220k for the current financial year as at 30<sup>th</sup> September 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
<b>Schroders UK Real Estate Fund</b>	1,848,933	48,118	56,638	52,898	61,655	34,925
<b>Threadneedle Property Unit Trust</b>	2,000,249	60,056	90,274	75,452	79,231	39,336
<b>Threadneedle Property Unit Trust</b>	4,056,536	-	-	-	70,417	82,667
<b>Hermes Federated Property Unit Trust</b>	4,056,500	-	-	-	57,352	62,955
<b>Total</b>		<b>108,174</b>	<b>146,911</b>	<b>128,350</b>	<b>268,655</b>	<b>219,883</b>
<b>Annual Revenue % Return</b>		2.8%	3.8%	3.3%	2.2%	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 11<sup>th</sup> 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 17<sup>th</sup> 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 22<sup>nd</sup> 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
<b>Total</b>	<b>36,172,398</b>	<b>2,387,047</b>	<b>6.60</b>	<b>38,071,952</b>	<b>2,430,880</b>	<b>6.38</b>

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	£6,000	£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	£6,000	£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	£8,910	£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	£600	£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
<b>Grand Total</b>	<b>£75,903</b>	<b>£211,578</b>	<b>£96,906</b>	<b>£25,345</b>	<b>£654,355</b>	<b>£1,657,392</b>	<b>£1,369,790</b>	<b>£730,463</b>	<b>£524,553</b>	<b>£265,291</b>	<b>£5,611,576</b>

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 22<sup>nd</sup> 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

#### 1) Capital Repairs Programme - Castle

##### **Project Score: 9**

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.

Year one design and prelims (£100k), year two capital works delivery (£250k).

#### 2) Capital works required to general fund assets

##### **Project Score: 18**

2 new appraisal forms have been prepared totalling £2.426m for the following works:

£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

£120k, Improved security at Depot including gates, alarms and access

£800k, Roofing and renewal of walkways to Ellerbeck & Caledonian shops

£350k, Refurbishment of Anker Valley changing rooms to improve facility and address water storage/heating issues (over 2 years)

£900k, Installation of 3G pitches at Anker Valley

£60k, Fire and Intruder Alarm Renewals at Tamworth Castle

£36k, Heating Renewals at Tamworth Castle

£110k, Roofing Renewal at Tamworth Castle

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**3) Town Hall Improvements**

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***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

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**4) Replacement of Open Space Assets**

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***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.

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**5) Play Area Refurbishment**

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***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.

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**6) Civica Digital Image Store**

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***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.

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**7) With regard to the provisional programme:**

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**a) Balancing ponds and sustainable drainage systems**

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***Project Score: 63***

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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.).

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**b) Technology Improvement/Replacement**

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***Project Score: 12***

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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.

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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.

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**c) Endpoint Protection and Web-Email Filter**

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***Project Score: 60***

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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).

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**d) Street Lighting**

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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.

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**e) Disabled Facilities Grants (DFG)**

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The provisional programme included £650k p.a. part funded by redistributed Better Care Fund (BCF) grant of £547k.

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**f) Energy Efficiency Upgrades to Commercial & Industrial Units**

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A rolling programme with an annual spend of £75k was approved from 2017/18.

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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.

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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).

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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.

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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.

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**g) CCTV Upgrades**

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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.

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**h) Refurbishment of Play Areas**

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Following approval a year 1 £35k budget, an additional £20k was approved for year 2 in 2023/24.

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**i) Future High Street Funding**

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The final year allocation of £1,848,810 was approved – funded by the Councils contribution from the capital receipt from the Golf Course sale.

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**8) General Fund Capital Contingency Budget**

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The remaining 2022/23 contingency budget totalling £250k will be rolled forward to 2023/24.

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### 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 £1.688m.

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**Housing Revenue Account**

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The provisional capital programme has been reviewed and updated:

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**a) Structural Works, Bathroom Renewals, Major Roofing Renewals and Disabled Facilities Adaptations**

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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)

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**b) Decarbonisation**

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The 3 year programme has been brought forward a year to 2023/24 (£2.5m p.a.)

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**c) Street Lighting**

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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:

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**1) Improvements to Retained Garage Sites**

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A new capital submission had been prepared for spend of £500k in 2023/24.

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**2) Drainage to High Rise**

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A new capital submission had been prepared for spend of £600k in 2023/24.

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**3) Decarbonisation / Solar PV**

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A 5 year programme has been included at £400k p.a.

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**4) Renewal of Roofing at Eringden**

A new capital submission had been prepared for spend of £220k in 2023/24.

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**5) Renewal of Windows at Eringden**

A new capital submission had been prepared for spend of £180k in 2023/24.

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**6) Internal flooring and decoration at Eringden**

A new capital submission had been prepared for spend of £90k in 2024/25.

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**CAPITAL STRATEGY ACTION PLAN**

**ANNEX B**

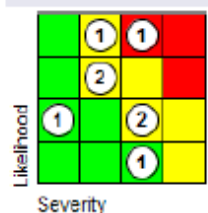
<b>REF</b>	<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMESCALE</b>
1	The capital appraisal process and associated documentation to be reviewed and updated where appropriate to ensure proper consideration is given to whole life costs of schemes; alternative options; risk management, etc, and to address the 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

## **Tamworth Borough Council's annual survey**

### **Background**

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

Usually these are separate consultations, however, to avoid duplication and make an efficient use of resources, this year we've combined these into one annual survey.

This report outlines the findings of the 2022 annual survey.

712 people chose to take part in this, nearly 200 more than in 2021, and sees the most responses we've had to a consultation.

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## Executive summary

### Survey Purpose

The purpose of this survey is to engage local people in decision making about council budget and priorities and will be used by Councillors to inform their decisions.

### Methodology

This is a self-selecting survey<sup>1</sup>, and as such is not 'statistically representative'. However over 700 local people have shared their views, the highest we've ever seen, so there is a wealth of feedback and data to interpret.

### Council priorities, spending and income

There is a clear endorsement from the majority of respondents of our council priorities, agreeing that all are very or fairly important. This would suggest the corporate priorities are, and remain, the right focus for Tamworth Borough Council.

There is a clear appetite for more spending on many of our very visible services:

- Parks and open spaces
- Tackling anti-social behaviour
- Improving the economic, physical, social and environmental condition of Tamworth

This is wholly consistent with the other findings in this survey, views around Tamworth as a place to live, responsiveness of the council and dissatisfaction match these same areas where people would like to see increases in spending.

Beyond increases, it is more difficult to make clear conclusions.

There is however appetite to reduce spending on

- Improved access to information/customer services
- Arts, Assembly Rooms and Events
- Voluntary sector grants and commissioning

This is also reflected in the question where we ask where people think we should make savings.

Respondents chose to increase charges for leisure and commercial property and opted for the lowest increase in council tax.

### Tamworth as a place to live

Responses match those areas which where the council is already working hard to improve. So, while overall satisfaction results for Tamworth as a place to live have decreased from the previous survey carried out in March 2021, plans are already in place to address these concerns.

- 57% are satisfied with Tamworth as a place to live.
- 64% feel safe when out during the day, the feeling of safety decreases after dark.
- 31% agree people pull together to improve the local area.
- 44% agree people from different backgrounds get on well together.

In terms of 'problems in the area', the top three issues:

- Rubbish and litter
- People using or dealing drugs
- Vandalism, graffiti or deliberate damage

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<sup>1</sup> Research shows that those with an issue/concern or gripe are more likely to proactively respond to this type of survey and are less likely to represent the views of the population in general.

Aside from people using or dealing drugs, the others were also the top issues in the 2021 survey. Showing these remain the key issues for local people, and confirms the council is right to seek improvements in these areas. There has also been an increase in the feeling that groups hanging around the streets has become a bigger issue. These factors could be adding to the fear of crime we're seeing in people feeling safe outside.

Interestingly, recent research by Sunlife Insurance<sup>2</sup> ranks Tamworth fourth in a list of safest places for over 60s to live in England and Wales. To compile the list, the company analysed the number of burglaries and thefts per person in UK towns to determine which is the least dangerous. They also considered the prevalence of influenza and ambulance response times.

### **Satisfaction with services**

As we've seen in the previous section people are dissatisfied with Tamworth as a place to live, which is influenced by a much wider range of factors, many outside of Tamworth borough Council control or influence. However, it is likely people see Tamworth Borough Council (rightly or wrongly) behind some of that dissatisfaction.

- 37% satisfied with how the council runs things.
- 24% agree the council acts on the concerns of residents.

In terms of service satisfaction, people are least satisfied with street cleaning. The biggest issues connected to street cleaning appears to be littering, dog poo and graffiti. Tamworth Borough Council recognises this, and while the answer would be for perpetrators to simply not do these things, seeking to keep the borough clean and tidy is a priority.

- 60% satisfied with waste collection services.
- 36% satisfied with street cleaning services.
- 59% satisfied with sport and leisure.
- 57% satisfied with parks and open spaces.

### **Information and contacting the council**

Social media is the top choice for finding out about council services.

90% would contact the council via digital means (non-digital means are via Councillor or 2% suggest visiting the TIC in the Assembly Rooms).

The answers here are at odds with the comments, where people are calling for more face-to-face access points, while they themselves would not use those services. Customer services data shows that in the last 12 months 100,000 contacts from customers have been digital and around 280 people a year contact the council face to face at the TIC in the Assembly Rooms.

Generally, people are not aware that the Assembly Rooms and Tamworth Castle are council services.

### **Demographics**

In total, 60,400 people were eligible to take part in this survey (adults). 712 people actually took part, which is 1.2% of the eligible population.

Compared to our population, slightly more women than men chose to take part.

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<sup>2</sup> See [report](#).

Around 2.5% of Tamworth's population have a non-white background, positively, 6% of respondents were from a diverse background.

### **Conclusion**

There is a clear common theme that can be seen throughout the responses around how the borough looks, and other feelings and experiences associated with anti-social behaviour.

Collectively these visible issues can have impact on whether people feel safe, whether there is a feeling things are being tackled and generally whether people feel positive about where they live.

These themes can also be seen in views around spending, savings and income. With people prioritising higher spends in these areas.

The issues highlighted in the survey are already council priorities, actions achieved or in progress include:

- Supporting hundreds of community litter picks and local litter pick champions.
- Improving how street issues can be reported to the council on the My Tamworth app.
- Upgraded all council CCTV cameras providing better quality images and coverage.
- Taking all actions legally available to tackle unauthorised encampments.
- Secured over £20million government future high street funding to redevelop Tamworth Town Centre. With a further £20million bid to the Governments Levelling Up fund submitted.
- Closer working with police and other partners to reduce fear of crime. With the first 'Operation Safer Nights' in the town centre happening just a few weeks ago with more planned.
- Planned improvements to council housing estates including landscaping.
- Implementing the enhanced decent homes standard to all council housing.
- Activated the winter relief project to make sure no one is rough sleeping.
- Working to secure a dedicated mental health support worker to support housing tenants.
- Administered £4.5million energy rebate payments for local people.
- Removed 100% all offensive graffiti within target number of hours of it being reported.
- Removed 100% of fly tips on council land within target number of days if it being reported.
- Achieved Britain in Bloom Gold, showcasing community involvement across the borough, work at local nature reserves, involving schools and communities leading planting activity in residential areas.
- Secured local warm spaces for people to access, including the council's Assembly Rooms.
- £23million in business grants to support local business development growth.
- Delivered a full programme of free events, food markets, and much more as part of Castle Summer Fest.
- And much more.

## Introduction and methodology

### Introduction

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

Usually these are separate consultations, however, to avoid duplication and make an efficient use of resources, this year we've combined these into one annual survey.

In this survey we asked questions about:

- What Tamworth is like as a place to live.
- Satisfaction with council services.
- How people are informed about the work of the council and contacting the council.
- Thoughts on council priorities.
- Council income and spending options.
- How we handle complaints.

Last year's survey helped elected members also set the new council priorities, as set out in the [2022-2025 Corporate Plan](#).

This report outlines the findings of the 2022 annual survey.

### Methodology

This is a self-selecting survey – people must volunteer to take part, as such communications and marketing activity has been essential to the success of this survey.

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 have been made available.

Paper copies of the surveys were available from the TIC and customer services staff have carried out telephone surveys for those less able to engage or for those without digital access.

To encourage responses, we have:

- Written to a random sample of 1,500 Tamworth residents inviting them to take part. This is roughly 145 addresses in each ward.
- Contacted specific groups directly inviting them to take part:
  - Our citizens' panel,
  - Community & Voluntary Groups,
  - Tamworth Businesses,
  - Housing tenants,
  - Tamworth Borough Council staff (many of which are residents).
- Issued press releases and delivered social media promoting the survey.
- Delivered targeted social media advertising towards the end of the survey period specifically encouraging underrepresented groups to take part.
- Elected members were also invited to share the survey with their constituents.

As an incentive, those taking part were also entered into a prize draw to win one of five £30 gift voucher prizes to spend at a Tamworth store.

## Timetable

Action	Date
Cabinet	8 Sept 2022
Launch survey	20 Sept 2022
All members' budget seminar	10 Oct 2022
Survey close	23 Oct 2022
Survey results to CMT	Nov 2022
Survey results to elected members to inform budget setting decisions	End Nov 2022

## Statistically representative

This is not a statistically representative survey of views, and we cannot claim that these views statistically represent Tamworth people.

This is because this is a self-selecting volunteer-based survey. Research shows that those with an issue/concern or gripe are more likely to proactively respond to this type of survey and are less likely to represent the views of the population in general.

A note on self-selection bias:

*“There is likely to be a degree of self-selection bias. For example, the decision to participate in the study may reflect some inherent bias in the characteristics/traits of the participants (e.g. an employee with a ‘chip of his shoulder’ wanting to give an opinion).*

*“This can either lead to the sample not being representative of the population being studied or exaggerating some particular finding from the study.”*

Gaganpreet Sharma, All Research Journal. Vol 3. 2017

To be statistically representative, where we can be sure the findings represent the views of the population, an alternative methodology would need to be followed. It may be appropriate to consider a different approach in the future.

## Benchmarking and comparisons

We are able to benchmark our survey against our own past results from the 2021 residents' survey and against other councils.

To do this, we have followed the Local Government Association's recommended set questions. This allows us to benchmark against the LGA national polls.

However, a note of caution. The LGA responses are derived from a statistically representative socio-economic sample of respondents, meaning the results are 100% representative give or take +1.5% to -1.5%.

The methodology followed for the Tamworth survey is self-selecting so has drawbacks and does not give us this certainty. So, when making comparisons we are not comparing like for like.

The LGA benchmark comparisons are taken from their June 2022 poll.

To enable comparative benchmarking, we could in future consider commissioning a representative sample survey.

## Interpreting the results

This report contains tables, infographics and charts.



In some instances, the responses may not add up to 100%. There are several reasons why this might happen:

- The question may have allowed each respondent to give more than one answer
- Only the most common responses may be shown in the table or chart
- Individual percentages are rounded to the nearest whole number so the total may come to 99% or 101%
- A response of between 0% and 0.5% is shown as 0%.

Where there is a difference in responses between men and women, ethnicity etc that will be mentioned. If there is no mention, there is no material difference based on demographic characteristics.

Note, the order of the questions in the survey differ to how the feedback is presented here. For the purposes of reporting, the report focuses first on information to support the budget setting process, other questions are then grouped according to theme.

### **Compliments, comments and complaints**

As part of the survey, we asked views about our draft new compliments, comments and complaints policy. These results are not included here, as there is a separate process around the review and adoption of this policy.

## Council priorities, spending and income

All five council priorities remain important to local people

**Spend more**

- Parks & open spaces
- Tackling ASB
- Improving the economic, physical, social and environmental condition of Tamworth

**Spend less**

- Improved access to information/customer services
- Arts, Assembly Rooms and events
- Voluntary sector grants and commissioning

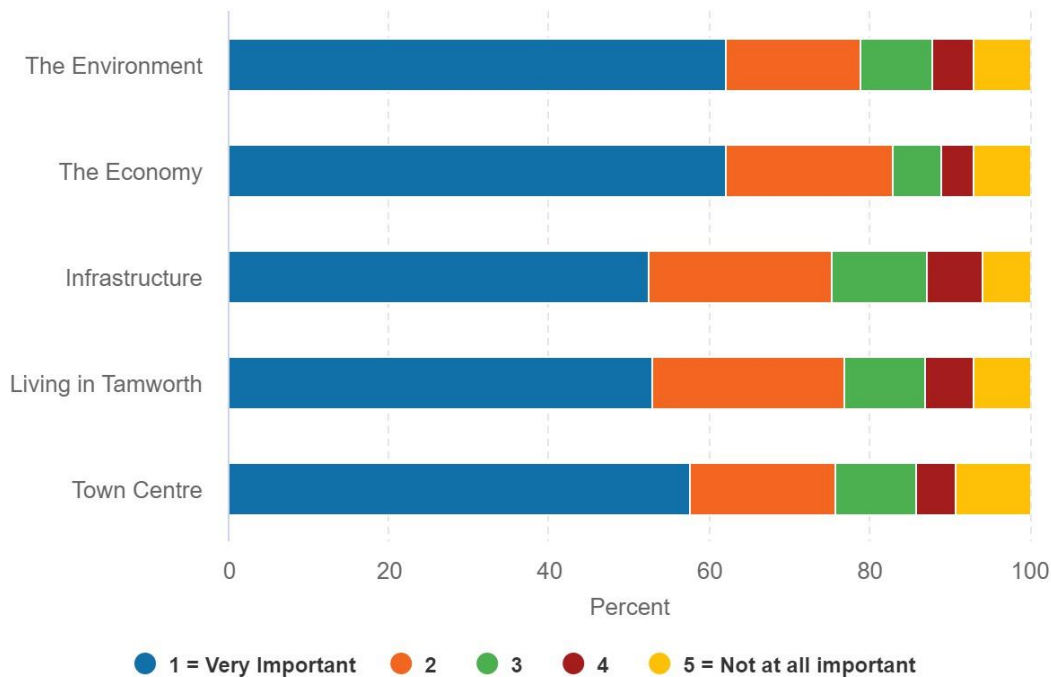
The largest proportion of respondents (39%) want to see the smallest council tax increase

### Priorities

Earlier this year, Councillors set out Tamworth Borough Council's [2022-2025 Corporate Plan](#). Outlining five council priorities.

In the survey, we shared the full list of priorities and then asked people to consider how important they thought there were, on a scale of 1-5, where 1 was very important.

Members have already debated these priorities at the State of Tamworth debate held on Tuesday 25 October.



There is a clear endorsement from the majority of respondents of our council priorities, agreeing that all are very or fairly important. This would suggest the corporate priorities are, and remain, the right focus for Tamworth Borough Council.

### Providing value for money

While only ten pence in every pound of council tax collected comes to Tamworth Borough Council, respondents do not think the council provides value for money.

As will be seen throughout this report, there is a theme around dissatisfaction with things such as crime and feeling safe, anti-social behaviour, litter, and the visual aspects of Tamworth, including those issues outside of council control such as surface water flooding, roads and pavements and access to a GP for example.

In answering this question, we're potentially seeing people feeling more unhappy with their surroundings, and a perception that those who can change things are not.

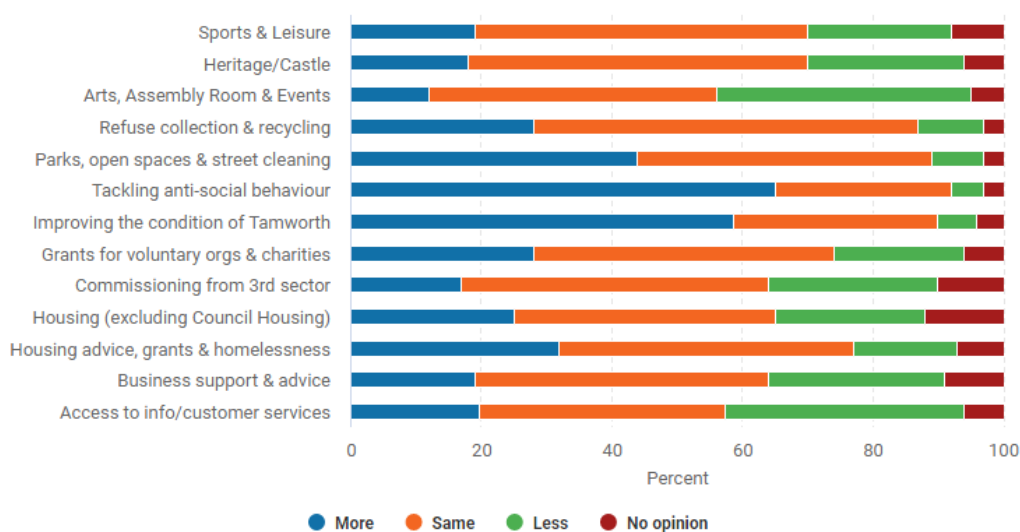
	Tamworth 2022	Tamworth 2021	LGA* June 2022 Benchmark
Strongly or tend to agree	29%	44%	45%
Neither agree or disagree	32%	31%	28%
Tend to or strongly disagree	41%	23%	24%
Don't know	2%	2%	

### Spending

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

As part of this survey, for our key areas of spending, we asked if people thought we should spend more, the same or less.

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



\*See note on benchmarking and comparisons on page 5

There is a clear appetite for more spending on many of our very visible services:

- Parks and open spaces
- Tackling anti-social behaviour
- Improving the economic, physical, social and environmental condition of Tamworth

This is wholly consistent with the other findings in this survey, views around Tamworth as a place to live, responsiveness of the council and dissatisfaction match these same areas where people would like to see increases in spending.

Beyond increases, it is more difficult to make clear conclusions.

There is however appetite to reduce spending on

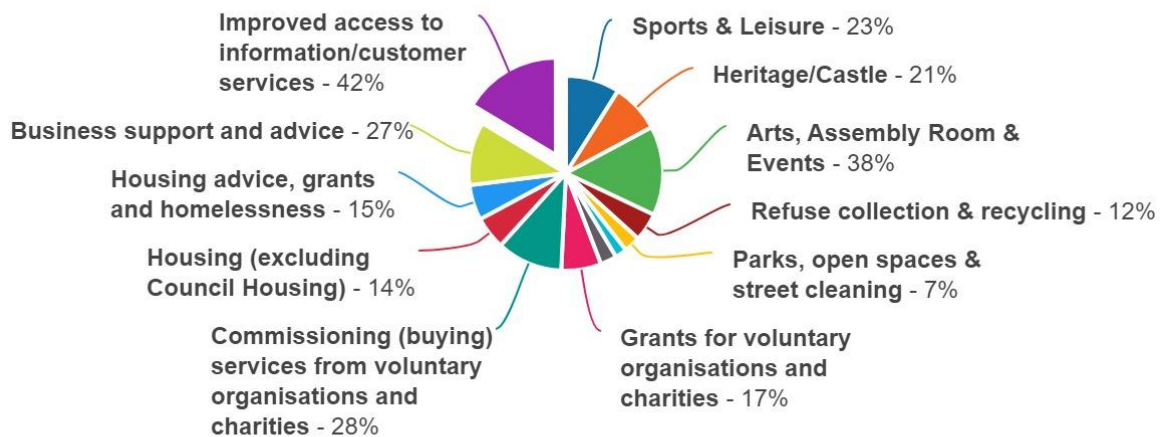
- Improved access to information/customer services
- Arts, Assembly Rooms and Events
- Voluntary sector grants and commissioning

This is also reflected in the following question about where to make savings.

### Where to make savings

Here we asked people to choose up to three areas.

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



When asked to choose where to make savings, the top choices from respondents were:

- Improved access to information/customer services (*however there are a lot of comments about customer access where many are calling for further enhanced face to face service additional to that offered at the moment at the TIC in the Assembly Rooms and outreach surgeries in communities. Feedback from respondents however show that over 90% would choose a digital route to access, so comments we're not made from their own personal perspective or experiences*).
- Arts, Assembly Rooms and Events
- Voluntary sector grants and commissioning

This feedback around arts and events is interesting, as it goes against the positive feedback we have for our free outdoor events, Castle Summer Fest and others, where we see people asking for more of these opportunities.

This list of savings options is however consistent with the above question around spending more, the same or less.

And in terms of events and leisure, the findings are consistent with the following questions about increasing charges.

It is important to note however, that from the comments people shared with us, people do not know the role the voluntary sector plays in supporting vulnerable people in Tamworth and our role in commissioning services from this sector to further support the most vulnerable.

Positively, as outlined in the [State of Tamworth debate report](#), those areas identified by respondents for increased spending are already priority areas where a significant amount of work is happening:

Achieved:

- Closer working with police and other partners to reduce fear of crime. With the first 'Operation Safer Nights' in the town centre happening just a few weeks ago with more planned.
- Upgraded all council CCTV cameras providing better quality images and coverage.
- ASB Housemark accreditation renewed.
- Dementia Friendly Community status reconfirmed.
- Grant provided to Betterway Recovery for alcoholism peer support.
- Working with MPFT for a dedicated mental health officer for housing.
- Business grants of £23million issued.
- Run several business support programmes.
- Business consultants appointed to support town centre businesses.
- Supporting hundreds of community litter picks and local litter pick champions.
- Secured over £20million government future high street funding to redevelop Tamworth Town Centre. With a further £20million bid to the Governments Levelling Up fund submitted.
- Taking all actions legally available to tackle unauthorised encampments.
- Achieved Britain in Bloom Gold, showcasing community involvement across the borough, work at local nature reserves, involving schools and communities leading planting activity in residential areas.
- £23million in business grants to support local business development growth.
- Delivered a full programme of free events, food markets, and much more as part of Castle Summer Fest.

In progress:

- Estate improvements & landscaping.
- Employment of an ASB Youth Engagement Officer to work in 'hotspots'.
- Develop positive diversionary activities.
- Community Safety Strategic Assessment to identify priorities and inform new plans.
- Appoint Community Cohesion Officer.
- Develop homelessness advice hub for face-to-face support.
- Extend Winter Relief project to all year.
- Improving how street issues can be reported to the council on the My Tamworth app.

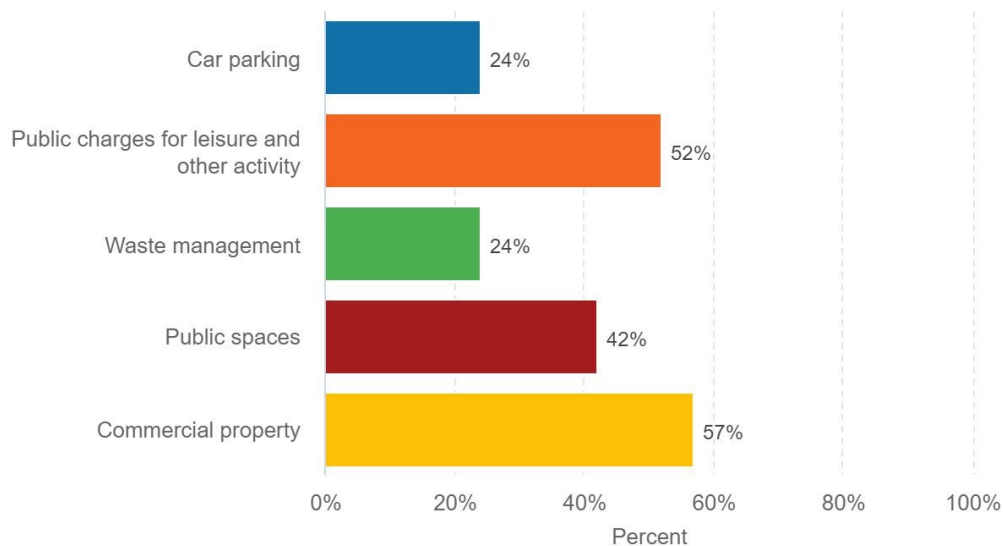
- Implementing the enhanced decent homes standard to all council housing.
- Planned improvements to council housing estates including landscaping.

### Increasing charges

Respondents chose to increase charges for leisure and commercial property. However, we also know from comments and that increasing charges for Assembly Rooms performances and the castle would be unpopular.

Interesting to note respondents have selected to increase charges for commercial property, while conversely there is also a desire for us to increase spending improving the economic, physical, social and environmental condition of Tamworth, which commercial property contributes to.

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

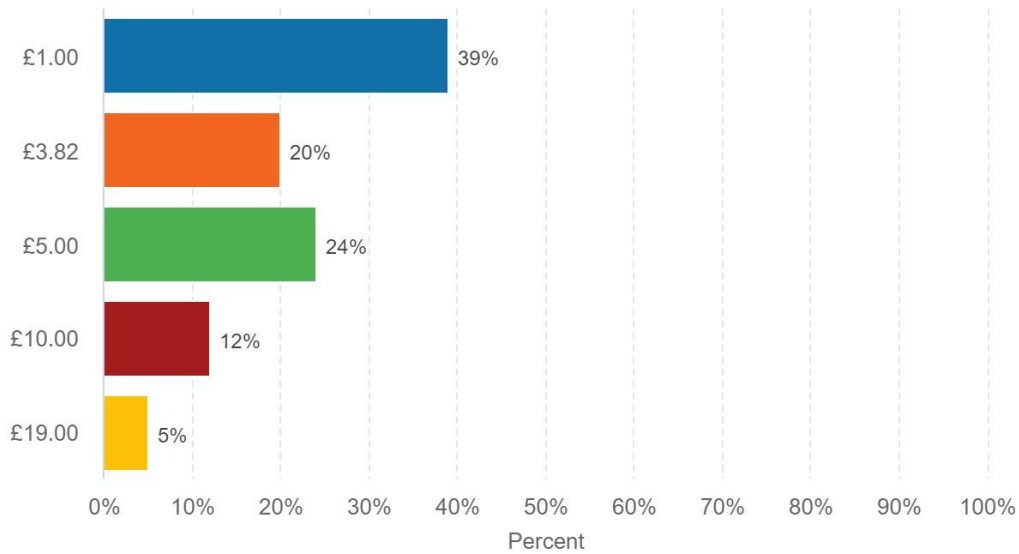


### Council Tax increases

While we appreciate that tax increases are a burden to us all, we asked for views on council tax increases. Nothing our five-year budget plan included a £5 per year increase (based on a band D property).

Most respondents, **39%** have opted for the minimal council tax increase. However, those over 55 are more likely to suggest a larger increase.

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



### Comments

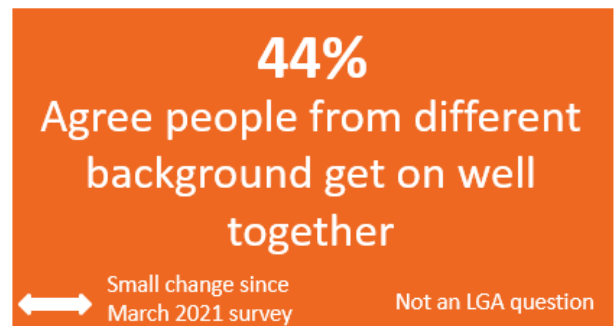
For each financial service area, we also invited comments from people, inviting them to share ways we could reduce spending.

There are no clear common recommendations for any budget topics. Many comments suggest there may be inefficiencies while others make suggestions that would significantly increase spending.

It is however important to note, that those residents commenting are unclear on how the council spends money.

The full list of comments can be read in **Annex A**.

## Tamworth as a place to live



The overall satisfaction results for Tamworth as a place to live have decreased from the previous survey carried out in March 2021 and continue to be lower than the Local Government Association benchmark.

It is difficult to identify the reasons for this decline, however it is possible the challenges people are now facing in their private lives, around the cost-of-living crisis etc may be negatively impacting perceptions.

Additionally, just before the survey went live and at the time the survey was open, there were a number of negative stories circulating on social media which may have also influenced the view of those taking part; we know majority of people taking part saw the survey on social media.

Negative stories on social media examples:



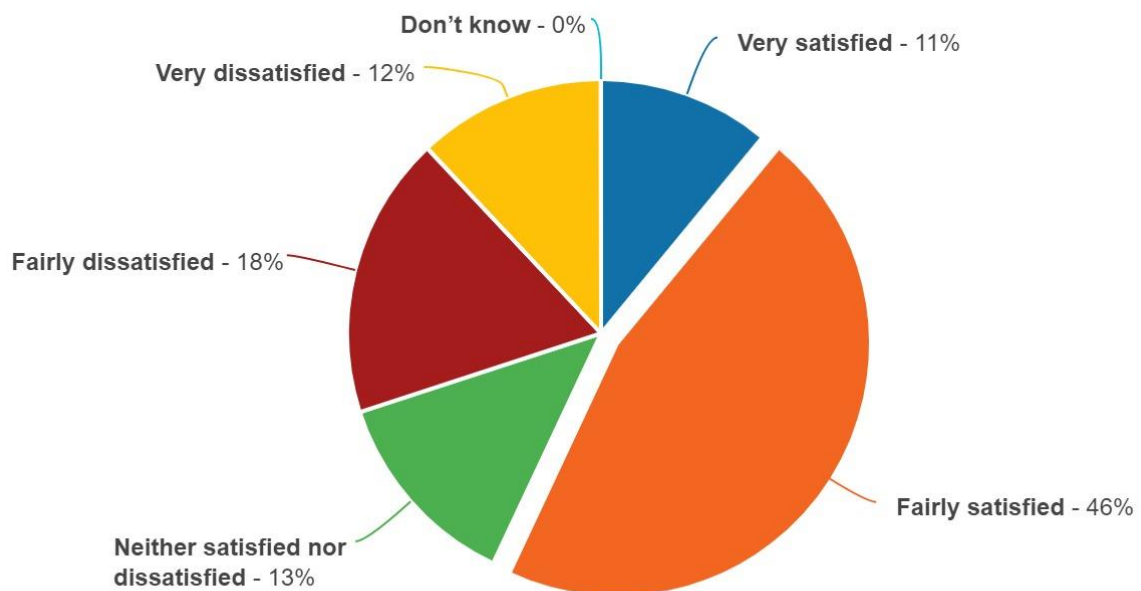
Unauthorised encampments, stories around the Tamworth MP, hotel to be used for asylum seekers (cast in a negative light), many issues with potholes, bollards not working in the pedestrian areas of town, knife crime/violent crime and other anti-social behaviour.

### Satisfaction with Tamworth as a place to live

Overall, this has decreased since the previous survey, and remains lower than the local government benchmark.

This question is the first asked on the survey, so is not directly related to council services but does show a general dissatisfaction with Tamworth as a place to live. Again, as noted above many things could be influencing this view, including elements that are beyond the control of the borough council.

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



	Tamworth 2022	Tamworth 2021	LGA* June2022 Benchmark
Very or fairly satisfied	57%	70%	81%
Neither satisfied or dissatisfied	13%	11%	11%
Fairly or very dissatisfied	30%	17%	8%

Interestingly, recent research by Sunlife Insurance<sup>3</sup> ranks Tamworth fourth in a list of safest places for over 60s to live in England and Wales. To compile the list, the company analysed the number of burglaries and thefts per person in UK towns to determine which is the least dangerous. They also considered the prevalence of influenza and ambulance response times.

\* See note on benchmarking and comparisons on page 5

<sup>3</sup> See [report](#).

### Belonging to the local area

We have a decline in people feeling they belong to their local area. However, those over 45 are more likely to respond positively to this question.

	Tamworth 2022	Tamworth 2021
Very strongly	18%	22%
Fairly strongly	41%	43%
Not very strongly	26%	11%
Not at all strongly	13%	17%
Don't know	2%	2%

In recognition of local need, earlier this year Cabinet created a new Cabinet portfolio for Engagement, Civic Pride and Pride in Place. Following this, the council have held the first Civic Pride event, recognising local people for their work supporting the local community. It has also been recently agreed to support the Tamworth Pride event, which celebrates the LGBTQ+ community and allies.

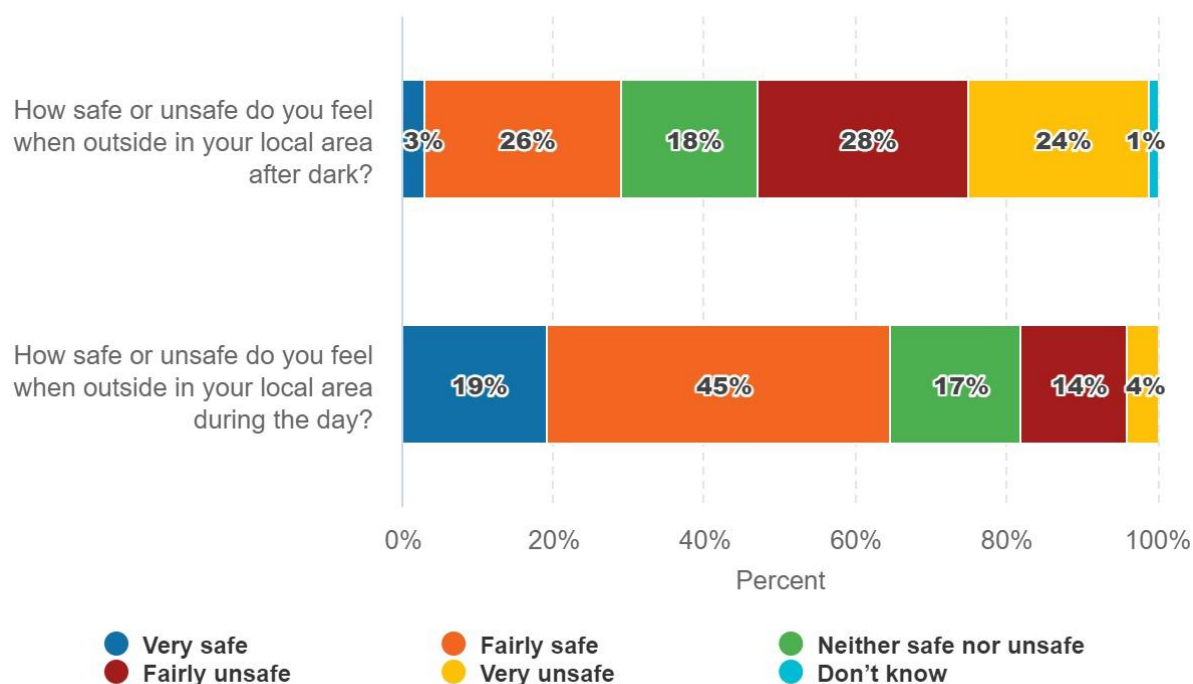
In partnership with Midlands Partnership NHS Foundation Trust, Tamworth Borough Council has also recently launched local warm spaces to support those struggling with the cost of living and energy costs.

### Community safety, in the day and after dark

There has been a decline in those feeling safe outside in the day and a significant decline in those feeling safe outside after dark.

Women are more likely than men to say they feel unsafe outside after dark or during the day, and those under 45 are more likely to say they feel unsafe after dark.

#### Community Safety



### Feeling safe outside after dark

	Tamworth 2022	Tamworth 2021	LGA* June 2022 Benchmark
Very or fairly safe	29%	40%	76%
Neither safe or unsafe	19%	19%	10%
Fairly or very unsafe	52%	41%	11%

### Feeling safe outside during the day

	Tamworth 2022	Tamworth 2021	LGA* June 2022 Benchmark
Very or fairly safe	64%	74%	95%
Neither safe or unsafe	17%	14%	2%
Fairly or very unsafe	19%	13%	2%

While data shows Tamworth is ranked fourth as the safest place to live in England and Wales by Sunlife insurance, it is recognised that fear of crime and the impact on that on feeling of safe is a local issue.

This is why steps are being taken to reduce anti-social behaviour and increase feelings of safety. Actions include:

- Improving how street issues can be reported to the council on the My Tamworth app.
- Upgraded all council CCTV cameras providing better quality images and coverage.
- Taking all actions legally available to tackle unauthorised encampments.
- Closer working with police and other partners to reduce fear of crime. With the first 'Operation Safer Nights' in the town centre happening just a few weeks ago with more planned.
- Planned improvements to council housing estates including landscaping.
- Activated the winter relief project to make sure no one is rough sleeping.
- Working to secure a dedicated mental health support worker to support housing tenants.
- Estate improvements & landscaping.
- Employment of an ASB Youth Engagement Officer to work in hotspots.
- Develop positive diversionary activities.
- Community Safety Strategic Assessment to identify priorities and inform new plans.
- Appoint Community Cohesion Officer.

### Different backgrounds get on well together

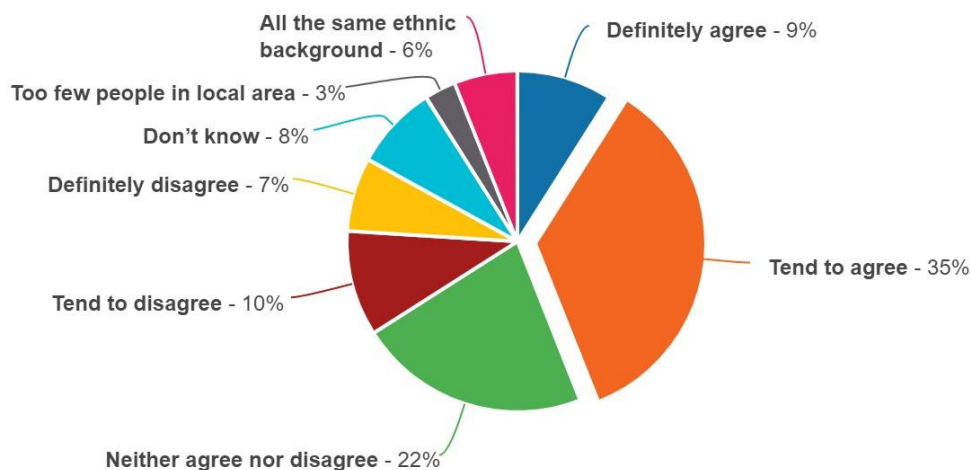
This is very roughly the same compared to previous years. While there is a change, the difference is not by a significant amount. The question was also changed slightly this year to give two more options for people to select. That may also account for the difference.

Women are more likely to agree people from different backgrounds get on well together.

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\*See note on benchmarking and comparisons on page 5

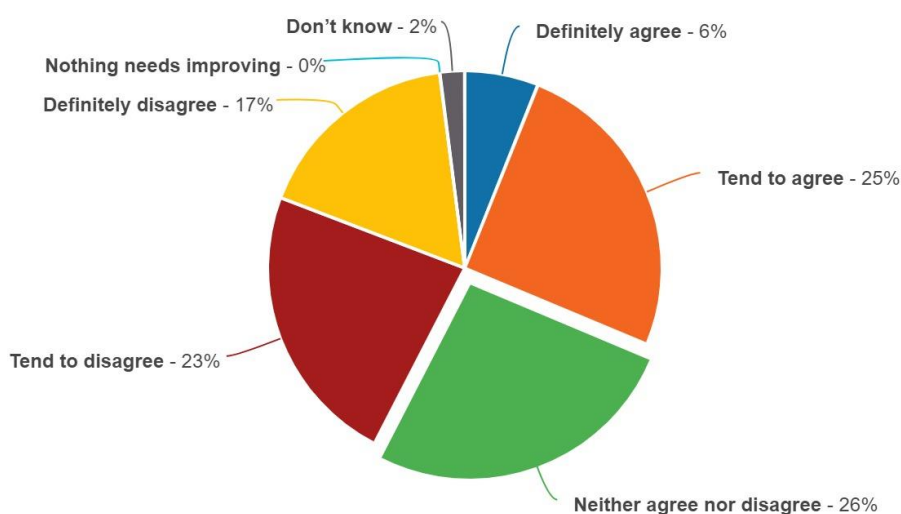
To what extent do you agree or disagree that your local area is a place where people from different ethnic backgrounds get on well together? By getting on well together, we mean treating each other with respect.



	Tamworth 2022	Tamworth 2021
Definitely or tend to agree	44%	48%
Neither agree or disagree	22%	30%
Tend to disagree or definitely disagree	17%	14%
Don't know	8%	7%
Too few people in the local area	3%	
All the same ethnic background	6%	

### People pull together to improve the local area

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



Here we have seen a more significant change. With more people disagreeing with this statement.

	Tamworth 2022	Tamworth 2021
Definitely or tend to agree	31%	42%
Neither agree or disagree	26%	22%
Tend to disagree or definitely disagree	40%	33%
Don't know		3%
Nothing needs improving	2%	1%

### How much of a problem is....

The top three issues:

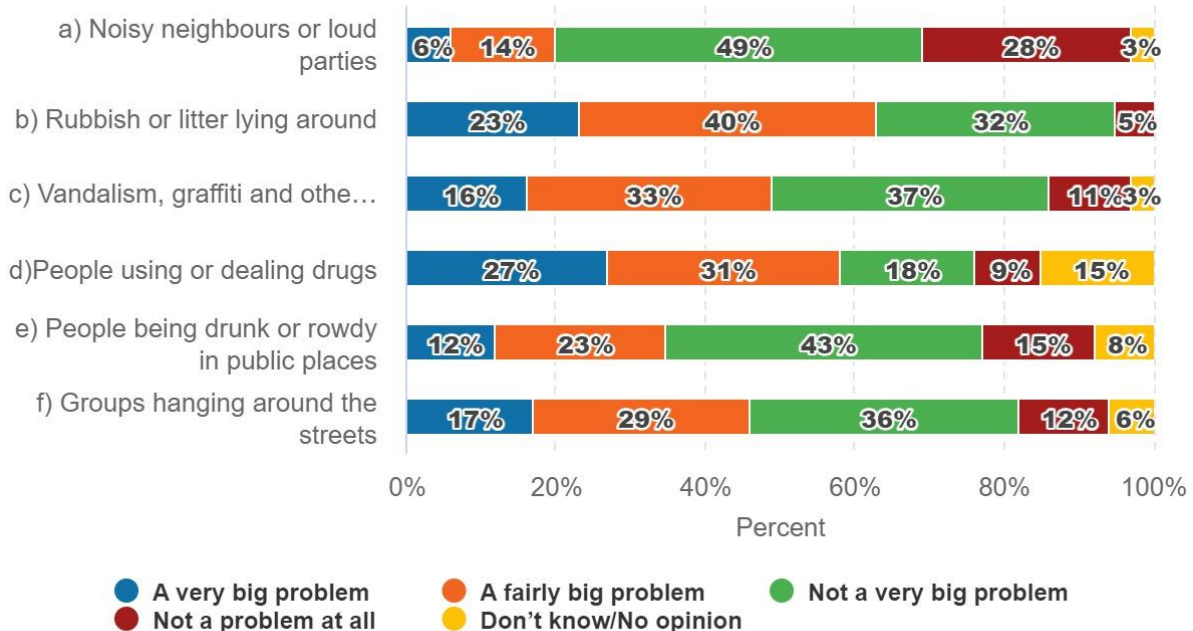
- Rubbish and litter
- People using or dealing drugs
- Vandalism, graffiti or deliberate damage

Aside from people using or dealing drugs, the others were also the top issues in the 2021 survey, showing these remain the key issues for local people. There has also been an increase in the feeling that groups hanging around the streets has become a bigger issue. These factors could be adding to the fear of crime we're seeing in people feeling safe outside.

Interestingly there are no material differences in answers between men and women, but there are variations when compared to age:

- Under 45s more likely to say rubbish and litter is a problem.
- Under 55s more likely to say people using or dealing drugs is a problem.

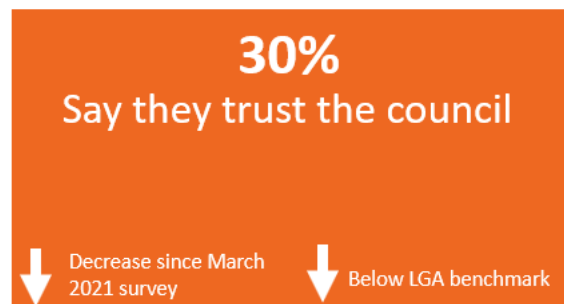
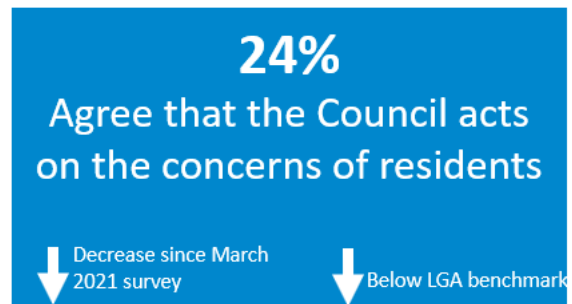
Thinking about this local area, how much of a problem do you think each of the following are....



	A very or fairly big problem		Not a very big or not a problem		Don't know	
	Tamworth 2022	Tamworth 2021	Tamworth 2022	Tamworth 2021	Tamworth 2022	Tamworth 2021
Noisy neighbours and loud parties	20%	13%	77%	85%	3%	2%
Rubbish or litter lying around	63%	66%	37%	34%		
Vandalism, graffiti and deliberate damage	49%	35%	48%	64%	3%	2%
People using or dealing drugs	59%	45%	19%	40%	22%	15%
People being drunk or rowdy	35%	22%	57%	72%	8%	6%
Groups hanging around the streets	47%	32%	48%	63%	5%	5%

As shown earlier in this report, work is happening to target these key areas to seek to improve the lives of Tamworth residents.

## Satisfaction with services

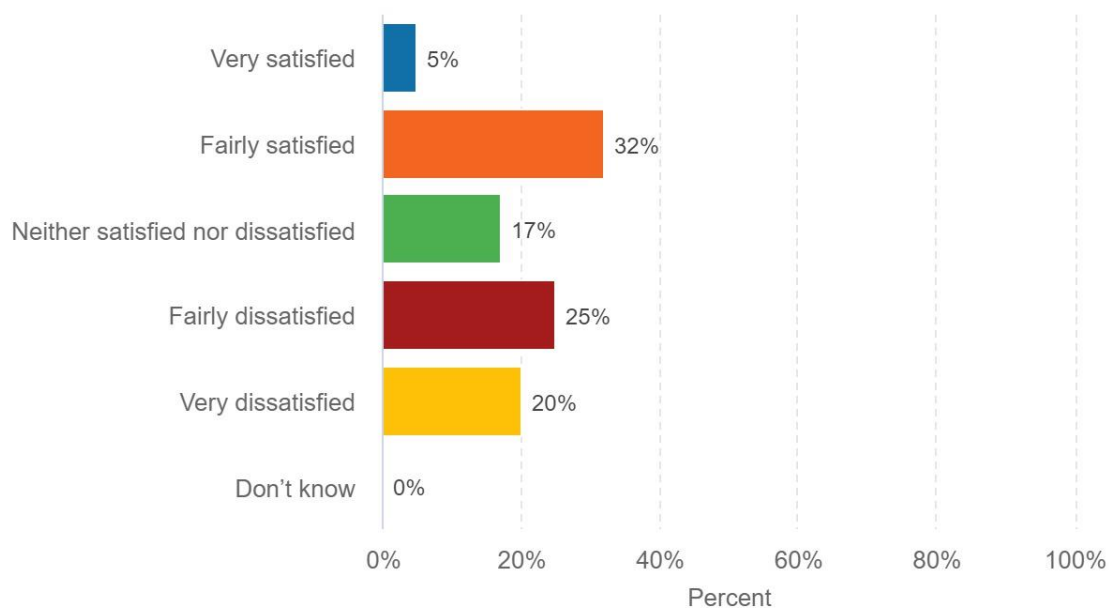


### Satisfaction with how Tamworth Borough Council runs things

A number of people are dissatisfied with how the council runs things. As we've seen in the previous section people are dissatisfied with Tamworth as a place to live. It is likely people see Tamworth Borough Council (rightly or wrongly) behind some of that dissatisfaction.

We can already see from anecdotal evidence online, that there are increasing issues with potholes, pavements, traffic, visibility of crime plus a feeling there has been an increase in anti-social behaviour locally which will all contribute to a feeling that as the council we should be doing more. However, contact from local people about litter, reporting a problem with trees/bushes, anti-social behaviour is NOT part of the top enquiries to the council. So, while people are reporting dissatisfaction here, this does not correspond to request for services from the council.

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



	Tamworth 2022	Tamworth 2021	LGA* June 2022 Benchmark
Very or fairly satisfied	37%	54%	63%
Neither satisfied or dissatisfied	17%	21%	18%
Fairly or very dissatisfied	46%	24%	18%

### Extent believe Tamworth Borough Council acts on the concerns of local residents

This has decreased since the survey in March 2021.

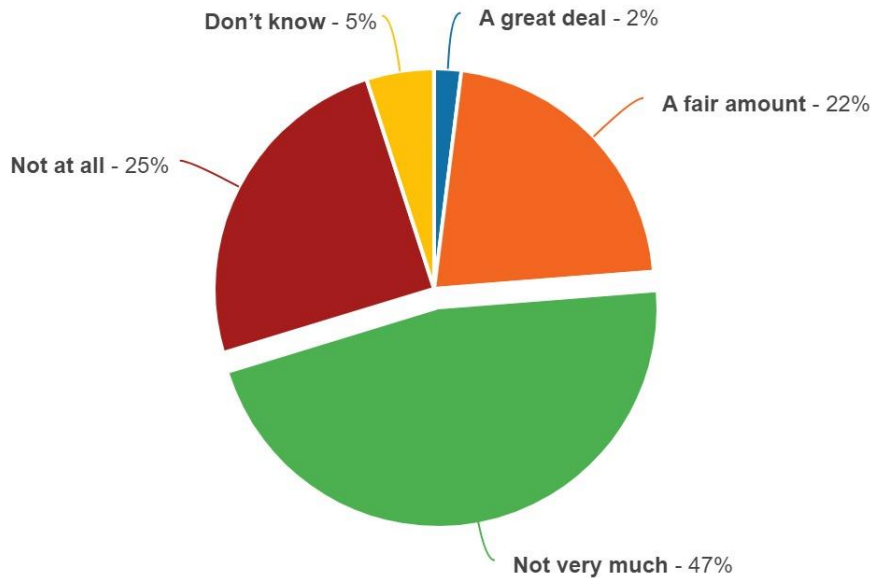
Those over 55 are more likely to be positive, while men in general are more negative when answering this question.

	Tamworth 2022	Tamworth 2021	LGA* June 2022 Benchmark
A great deal or fair amount	24%	44%	52%
Not very much or not at all	46%	49%	41%
Don't know	30%	7%	6%

\* See note on benchmarking and comparisons on page 5



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



### How do you feel about Tamworth Borough Council

We have seen a decline in those speaking positively about the council. Answers to this question are likely to relate to the question above, where respondents do not feel concerns of local residents are acted upon.

This may also relate to the anti-social behaviour issues and feelings of dissatisfaction around litter and street cleaning, particularly if there is a feeling these things have not improved or changed in recent times. These are also issues we see regularly spoken about on social media but conversely, not amongst the top enquiries submitted to us.

Generally, those over 55 are more likely to respond positively.

	Tamworth 2022	Tamworth 2021
I speak positively of the council without being asked	4%	8%
I speak positively of the council if I'm asked	16%	31%
I have no views	28%	29%
I speak negatively about the council if I'm asked	39%	24%
I speak negatively about the council without being asked	12%	7%
Don't know	1%	2%

Positively, as outlined above on page 11, in the [State of Tamworth debate report](#), those areas identified by respondents as priorities are already areas where the council has instigated a significant amount of work:

Achieved:

- Closer working with police and other partners to reduce fear of crime. With the first 'Operation Safer Nights' in the town centre happening just a few weeks ago with more planned.
- Upgraded all council CCTV cameras providing better quality images and coverage.

- ASB Housemark accreditation renewed.
- Dementia Friendly Community status reconfirmed.
- Grant provided to Betterway Recovery for alcoholism peer support.
- Working with MPFT for a dedicated mental health officer for housing.
- Business grants of £23million issued.
- Run several business support programmes.
- Business consultants appointed to support town centre businesses.
- Supporting hundreds of community litter picks and local litter pick champions.
- Secured over £20million government future high street funding to redevelop Tamworth Town Centre. With a further £20million bid to the Governments Levelling Up fund submitted.
- Taking all actions legally available to tackle unauthorised encampments.
- Achieved Britain in Bloom Gold, showcasing community involvement across the borough, work at local nature reserves, involving schools and communities leading planting activity in residential areas.
- £23million in business grants to support local business development growth.
- Delivered a full programme of free events, food markets, and much more as part of Castle Summer Fest.

In progress:

- Estate improvements & landscaping.
- Employment of an ASB Youth Engagement Officer to work in 'hotspots'.
- Develop positive diversionary activities.
- Community Safety Strategic Assessment to identify priorities and inform new plans.
- Appoint Community Cohesion Officer.
- Develop homelessness advice hub for face-to-face support.
- Extend Winter Relief project to all year.
- Improving how street issues can be reported to the council on the My Tamworth app.
- Implementing the enhanced decent homes standard to all council housing.
- Planned improvements to council housing estates including landscaping.

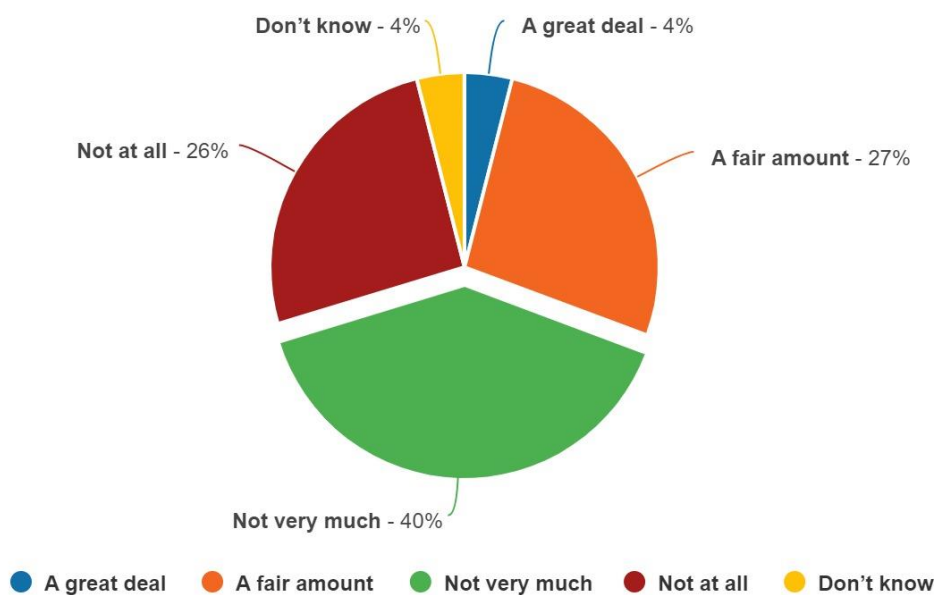
As also outlined on page 17, measures to tackle anti-social behaviour and the fear of crime are also moving at pace.

### **How much do you trust Tamworth Borough Council**

This is the first time we have asked this question. But compared to the benchmark, the level of trust in the council is low. Further work around trust to understand the issues may be appropriate.

As with the questions above, those over 55 are more likely to trust the council.

## How much do you trust Tamworth Borough Council?



	Tamworth 2022	LGA* June 2022 Benchmark
A great deal or fair amount	30%	58%
Not very much or not at all	40%	40%
Don't know	30%	2%

### Satisfaction with services

This question was specifically included so we could benchmark against other councils.

The question asked, how satisfied people were with:

- Waste collection
- Street cleaning
- Sport and leisure services (castle, assembly rooms, castle grounds, events etc)
- Parks and green spaces
- Social housing (note we added this specifically as it is a key service for us).

This is the first time we have asked these questions, so the answers here are our baseline for future surveys.

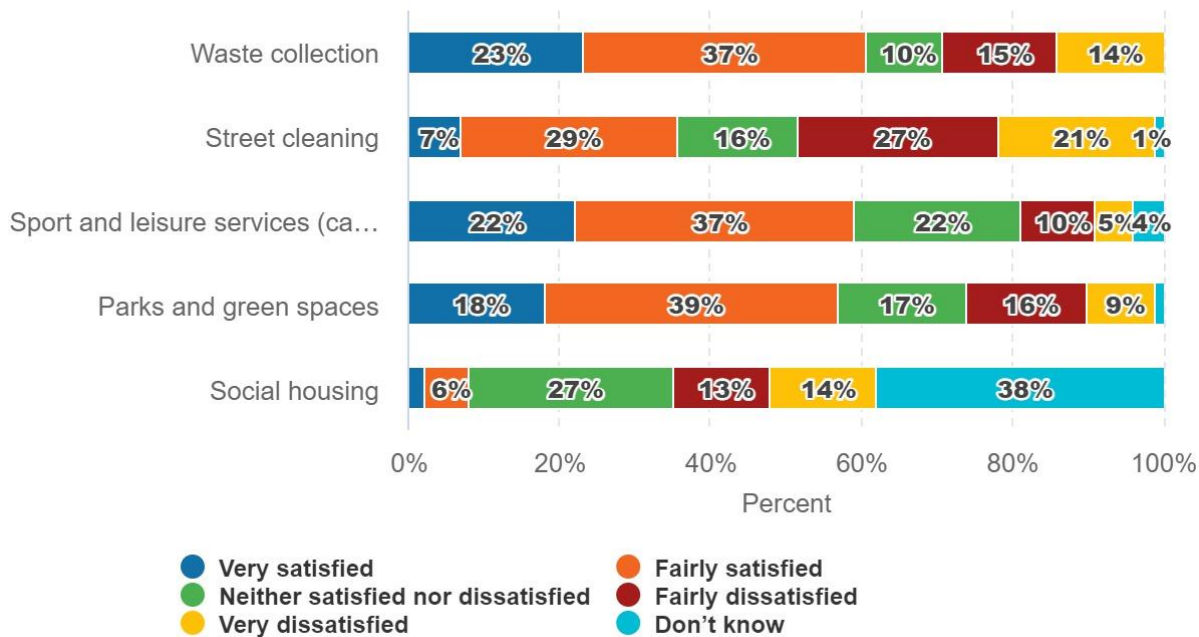
Men are more likely to be dissatisfied with waste collection and street cleaning than women. While women are more likely to be satisfied with sport and leisure services.

Those over 55 are more likely to be satisfied with waste collection services.

For sport and leisure, we are above the LGA benchmark.

\* See note on benchmarking and comparisons on page 5

How satisfied or dissatisfied you are with each of the following services:



Overall people are least satisfied with street cleaning. This is in line with the questions above around litter, graffiti and vandalism being seen as the biggest local issues.

### Comparison to the LGA June 2022 benchmarks

#### Waste collection

	Very or fairly satisfied	Fairly dissatisfied or very dissatisfied	Neither satisfied or dissatisfied	Don't know
<b>Tamworth</b>	60%	30%	10%	
<b>LGA benchmark*</b>	81%	8%	5%	-

#### Street cleaning

	Very or fairly satisfied	Fairly dissatisfied or very dissatisfied	Neither satisfied or dissatisfied	Don't know
<b>Tamworth</b>	36%	48%	16%	
<b>LGA benchmark*</b>	66%	22%	11%	1%

#### Sport and leisure

	Very or fairly satisfied	Fairly dissatisfied or very dissatisfied	Neither satisfied or dissatisfied	Don't know
<b>Tamworth</b>	59%	15%	22%	4%
<b>LGA benchmark*</b>	55%	14%	21%	10%

#### Parks and green spaces

	Very or fairly satisfied	Fairly dissatisfied or very dissatisfied	Neither satisfied or dissatisfied	Don't know
<b>Tamworth</b>	57%	25%	17%	1%

\* See note on benchmarking and comparisons on page 5

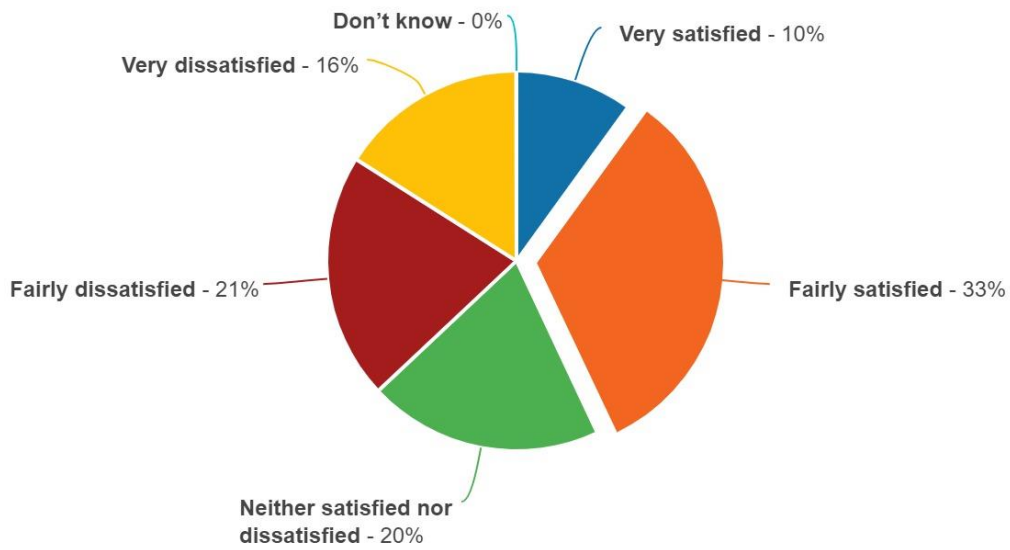
<b>LGA benchmark*</b>	82%	9%	8%	2%
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**Satisfaction with leisure, entertainment, shopping facilities and amenities that are available in and around Tamworth**

People are slightly more satisfied than dissatisfied with shopping facilities and amenities.

Again, this is the first time we've asked this question and will act as a baseline for the future.

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



\* See note on benchmarking and comparisons on page 5

## Information and contacting the council



**Social media** is the top choice for finding out about council services

**90%** would contact the council via digital means

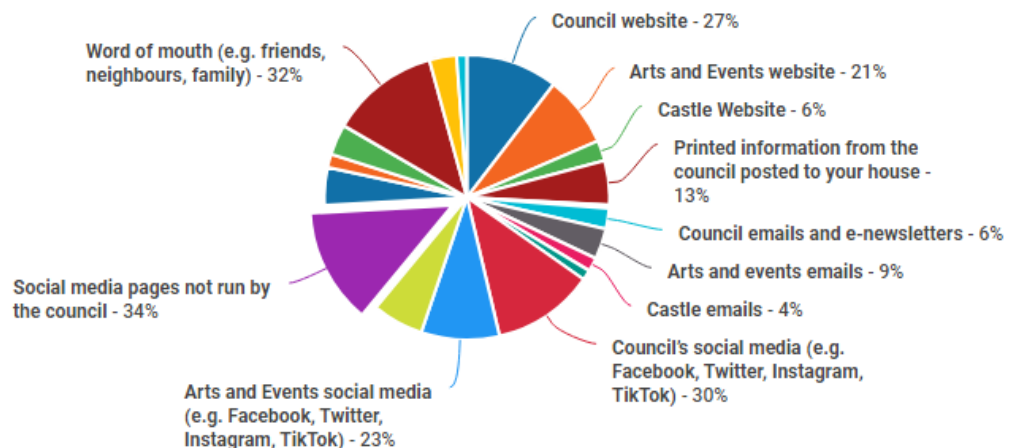
**60%** of respondents have contacted the council for services in the last 12 months

### How do you find out about Tamworth Borough Council and the services it provides (inc events in the Castle Grounds, at the Assembly Rooms and Castle)?

Social media is the main channel for respondents to find out about council services and events.

There may be bias here, for although the survey was promoted in local media and 1,500 local people were written to inviting them to take part, the vast majority heard about the survey via social media, so it follows that our respondents use social media more widely for information.

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



### When did you last contact the council to request a service, report a problem or make a complaint

A very high proportion of respondents (60%) have contacted the council for a service within the last 12 months. This rises to over 80% when you include those who contacted us over year ago.

This is not representative of the borough; our customer services team are not in regular contact with 60% of borough residents.

	Tamworth 2022	Tamworth 2021
In the last month	22%	25%
More than a month ago, but in the last six months	26%	23%
More than six months ago, but in the last year	12%	16%
Over a year ago	26%	36%
Never	14%	23%

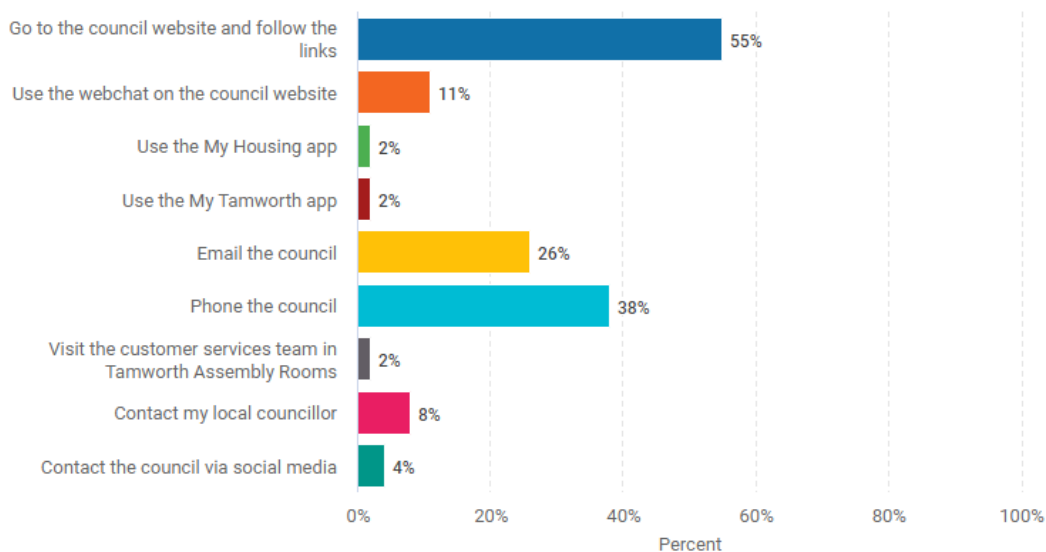
### If you had to contact the council, what would you do

The responses to this question are very interesting. Only 10% of respondents would choose a non-digital option to contact the council (selecting contact via Councillor or visiting the TIC in the Assembly Rooms).

This matches in house statistics and customer data from the council's customer services team, where the vast majority of all customer enquiries are dealt with digitally, with few accessing the face-to-face services at the Tamworth Information Centre in the Assembly Rooms or the outreach activities held in communities.

This feedback is particularly at odds with the comments seen in the comments on council income and spending. Where many are calling for more face-to-face access points, while they themselves would not use those services. Customer services data shows that in the last 12 months 100,000 contacts from customers have been digital and around 280 people a year contact the council face to face at the TIC in the Assembly Rooms.

If you had to contact Tamworth Borough Council to request a service, report a problem or make a complaint what would you do?



**How well informed do you think Tamworth Borough Council keeps residents about the services and benefits it provides**

	<b>Tamworth 2022</b>	<b>Tamworth 2021</b>	<b>LGA* June 2022 Benchmark</b>
Very or fairly well informed	29%	53%	57%
Not very well or not at all well informed	42%	37%	40%
Don't know	29%	11%	3%

The results interestingly show that we match the LGA benchmark for 'not very well etc' and the disparity compared to the LGA comes with a very large proportion of respondents selecting don't know.

Information about council services are shared in many ways, including:

- Via council run websites; Tamworth Borough Council, Transforming Tamworth, Tamworth Castle, Tamworth Arts and Events and Visit Tamworth.
- Via traditional press releases, these are posted on the main Tamworth Borough Council website and shared with news outlets. Majority are picked up and used by local media and local Tamworth information Facebook sites.
- Via council run social media; over 16+ channels for the different services. E.g. Facebook for Tamworth Borough Council, Tamworth Assembly Room, Tamworth Castle and Visit Tamworth. Plus twitter and Instagram for most of these services.
- Direct mail to those people signed up to Castle, arts and events mailing lists.
- Tenant newsletter to social housing tenants.
- And via our customer services team and outreach services for vulnerable people.

Plans are in place to share more information about those priorities local people have identified in this survey.

**Did you know...**

This question was asked to determine how many people realise Tamworth Borough Council run and manage the assembly rooms, the castle and majority of outdoor events in the castle grounds.

This question is particularly important, as it was also used as a way of increasing knowledge of respondents ahead of questions around spending, increasing charges and savings which came later in the survey.

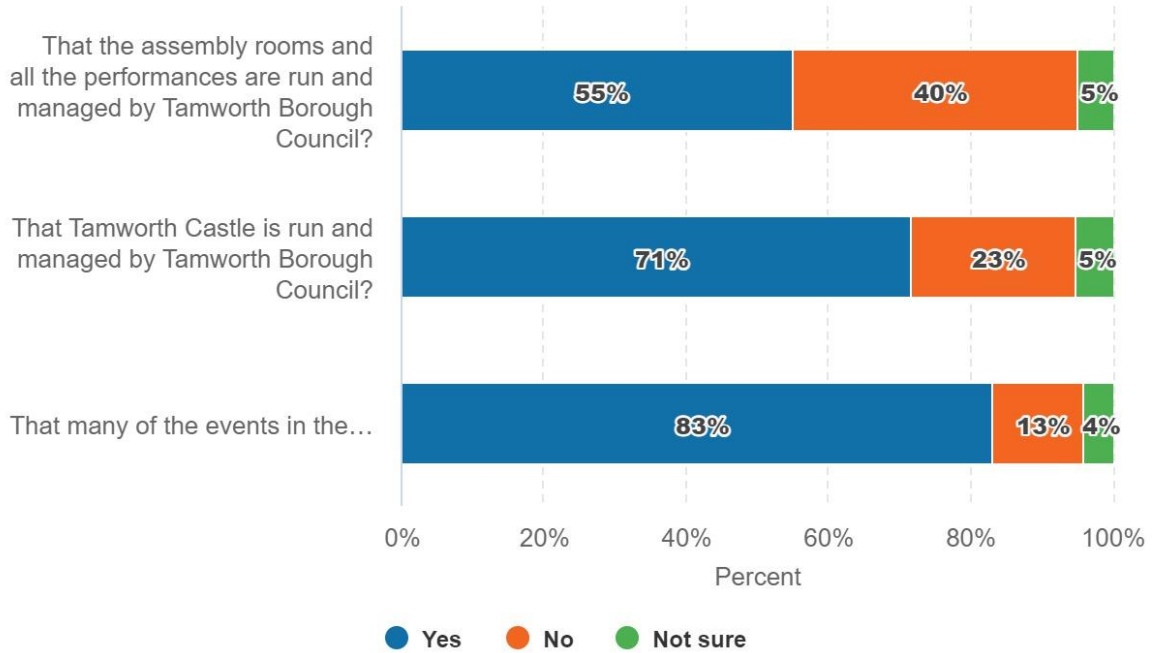
Awareness that the council run and manage the assembly rooms and castle increases with age.

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\*See note on benchmarking and comparisons on page 5



## Did you know



Knowledge about our responsibilities for the Assembly Rooms, and to a lesser extent Tamworth Castle is lower than expected. It is important for transparency in spending, priorities, and decision making that local people know and understand these are council functions.

## Demographics

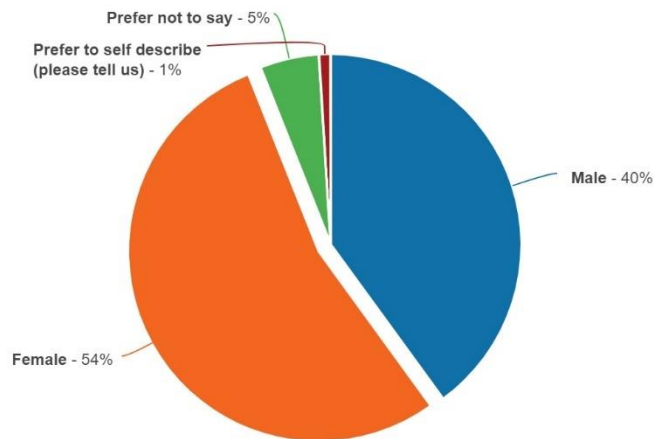
In total, 60,400 people were eligible to take part in this survey (adults) according to the latest census figures.

712 people actually took part, which is 1.2% of the eligible population.

### Gender

Tamworth's population is 51% female and 49% male. So compared to our population, slightly more women than men chose to take part.

Which of the following best describes you?



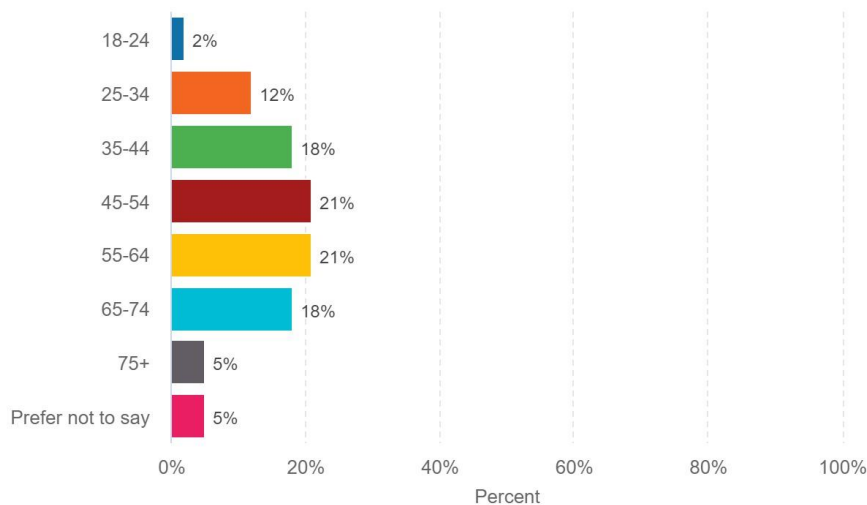
### Ethnicity

Around 2.5% of Tamworth's population have a non-white background, positively, 6% of respondents were from a diverse background. However, 11% of respondents chose not to disclose their ethnicity.

### Age profile of respondents:

We are slightly underrepresented by younger age groups compared to population statistics.

What is your age?



### Who are you?

We asked in what capacity people were responding, as a resident, as a business etc. 97% of respondents were local residents.

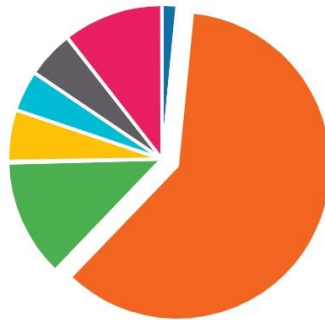
### Where did you hear about the survey?

To help us successfully share future consultation opportunities, it is helpful to know how people found out about the survey.

As we can see, for our respondents, the most successful method of communication was social media with 61% of respondents hearing through this channel.

Others heard mainly through direct communications from the council. Interestingly we wrote to 1,500 local residents and promoted via local print media, but majority saw the consultation opportunity via social media.

Please tell us where you heard about this survey



- In the Tamworth Herald
- On social media
- From a letter sent by the council
- Picked up a copy from the Assembly Rooms/Tamworth Library
- In a tenants email from the council
- In a business email from the council
- In a community and voluntary sector email from the council
- Other (please tell us):

## Conclusion

With over 700 responses, this is the most successful 'self-selecting' survey we've carried out, and we have a wealth of information and data to scrutinise.

However. We do not know what bias our self-selecting, social media savvy sample brings. In statistical terms, we cannot claim that this survey represents the views of everyone living in Tamworth. This also makes comparing ourselves to the benchmark challenging too, the different methodologies mean we are not comparing like for like. *But* we should not dismiss the feedback because of these issues.

There is a clear common theme that can be seen throughout the responses around how the borough looks, and other feelings and experiences associated with anti-social behaviour. Collectively these visible issues can have impact on whether people feel safe, whether there is a feeling things are being tackled and generally whether people feel positive about where they live.

These themes can also be seen in views around spending, savings and income. With people prioritising higher spends in these areas.

Positively, as outlined above on page 11, in the [State of Tamworth debate report](#), those areas identified by respondents as priorities are already areas where the council has instigated a significant amount of work.

We have also seen a large number of those taking part sign up to be part of our Citizens' Panel; a group of local people we regularly consult about council issues. It is very positive to see people wanting to engage more democracy and the work the council does.

In future, along with other forms of consultation and engagement, we may want to consider commissioning a statistically representative survey understand any bias and to identify the views from people across all walks of life.

# November 2022

## Tamworth Borough Council's annual survey

### Annex A – the full list of comments

This section includes verbatim comments from survey participants.

However, offensive or abusive comments have been removed.

#### Sports and leisure

Difficult to reduce spending here!
Public toilets
Can't see how this is so high
Make it cheaper for pensioners
Reduce staff save wages
Not enough for youngsters ie teenagers!
Working people pay more to use facilities
Good monitoring. Etc Turning heating down when not in use. Ensure good servicing of all equipment.
I dont see where this money is being spent
Needs to be managed to ensure best value and return
increase amount charged to users of these services.
Need to enhance the network of cycle paths in Tamworth. Despite positive words, nothing has been done to connect the cycle path, that peters out on Orkney Drive, to the paths at Glascote Lane / Belgrave park.
Did own peaks , so no gyms or pools now
community football events
Don't spend a lot of money, no one uses
These can already create an income
Stop wasting money
Good facilities at present
would need more information
could be cut by a quarter
Not enough for the right age groups.
Cut down
Charge Correctly for services
More investment needs to be made in a wider range of publically accessible facilities. Such as the athletics track or a swimming pool which can generate revenue for the council whilst providing a service to the Tamworth people.
sports facilities including swimming since you sold peaks can't be really accessed t usable times around work or in daytime when children are at school
Less big events as these are noisy & anti-social to the town centre residents anyway
Pincher to resign
i see a lot on leisure but less on sport!
Not for the elderly
Review staffing structure reduce nu. Ber of manager's
Not good
Discounts for Tamworth residents

Needed

---

The increase of affordable sports and leisure will also help tackle anti-social behaviour

---

You need to tell people about events before they happen

---

Can hardly call it sport when you got rid of all the multi use sports centres! Leaving the town with just the snowdome, is just laughable.

---

Stop spending money on things that don't meet their needs like the toilets in the castle grounds - badly designed, doors too heavy for some people to easily open, dirty, broken, impossible to queue for when the parks busy as no obvious place to wait, castle grounds play area was really disappointing, too many small things, a big central point like previous is really missed by the children and it could of being themed to match the castle and make a true feature of it.

---

Free swimming for adults. Snowdome is expensive as you have to pay for parking. Swimming pools at all the local schools are used for clubs or swimming lessons. No cheaper or free option for adults wanting general swim

---

Charge more entrance

---

I suppose there are a lot of events and activities going on but unless you know where to look I suppose these events could be under utilised.

---

There is already enough spent - but not for the disabled

---

have to pay private

---

Small charges instead of free events

---

they seem to have cut back on local facilities, outdoor wa open - now closed & golf course has now gone. Have reduced far too much already

---

More flexible hours

---

Charges would have to increase slightly, the Council cannot do everything!

---

By putting more big screen events on and charges slightly higher.

---

Stop wasting money

---

Poorly promoted

---

Stop wasting money on exercise machine that no one uses

---

Local football pitches for kids Sunday league fields are terrible, litter, grass too long

---

Remove the corrupt councilors

---

Do not use, and never have.

---

Look at partnering options

---

If rooms are hired out for sport and leisure activities this should be either cost neutral or profitable

---

Where is the 25 million from golf course

---

## Heritage and Castle

Tourism this could be done better

Free access for pensioners

Reduce staff save wages

Get private investment

Intrigued as to where the money goes! Baffled!

Good monitoring of heating costs. Wastage of lightning

We should protect our heritage and be proud of what we have

Employ volunteers

Castle is a credit to the town - but not marketed properly. What happened to Castle by Candlelight

What does it do for the town

Too much spent, not open when needed

up prices and also advertise services

Not really used enough for events, and our heritage was destroyed and area modernised so we lost most of it

Increase charge for visitors

Don't spend a lot of money, no one uses

Stop wasting money

Let's embrace our historic castle

Let the charities run it

could be cut by a quarter

We were once the capital of Mercia, most school children don't even know this.

The castle's great, but as a Tamworth resident I've not been there since I was little. It could do with some good advertising to entice people in and let us know of new things to see.

Encourage local groups to get involved in heritage events they may well have people who can help/volunteer for free

Hand over to a trust to reduce cost to taxpayer.

Let tourism pay for this, less from council tax

Pincher to resign

Open castle more to bring in more revenue / advertise for school visits to bring in income (schools further a field)

Not as important during current society

that large tree kills the views in summer... lovely as it is.

Charge more for entry or hold more events to attract people

Review staffing structure reduce number of manager's

This will come once you sort the town out I don't believe what you are doing is going to benefit the town have a view of booming Litchfield they got it right

Vital for tourism in the town

Spend less on this

Waste of money, town centre falling apart. Money needs to be spent on saving the town.

You need to tell people about events before they happen so people can come and spend money

Expensive statues, gate house proposals

Such a waste. So much could be done with landscaping on castle mound but it is just left to be overgrown and untidy.

Pull it down build houses

already too much spent on heritage and castle

Wider advertising. More events to encourage out of town visitors.

Promote events

Only open at weekends or spring/summer months

Needs more - this is our history. Not enough publicity given to this valuable asset

Nice to have but difficult times....

Utilise volunteers to clear up areas and restore original aspects rather than spending unnecessary improvements such as glass bridge etc

More cross-over events with the Arts and Events team. Events team to support more castle and heritage themed events. Heritage festivals, Viking or Medieval festivals, inclusive for families but also adults such as mead tasting or banquets and feasts in the summer with authentic medieval / Viking live music or entertainment.

Apply for more grant money

Charge more for tourists from overseas

more advertising of events might increase revenue

These need more money not less.

Advertisement more

Poorly promoted

No one cares about the castle it's not what being publicity into town the popular high street shops do

Not visited in years

Run more events where external suppliers can provide services whilst paying a fee to rent a pitch. Companies such as Digbeth Dining could encourage more young people to visit the castle and surrounding area

Remove the corrupt councilors

Needs a LOT more investment and support and to be more involved with town events such as St Georges Day. Wasted venue space too - more events should be held at the Castle like christmas carol concerts.

Ultimately it's commercial, lessen council funding..

Do we charge entrance into the castle and we could run historical tours around Tamworth. I've lived here for 40years and only recently saw all the details on the bridge and heard about the history of Mercia

Don't promote this enough

Bring back reduced fees for rate payers families



## Arts, Assembly Rooms and events

Improve channels of communication! Being a musician, I would appreciate knowing who to approach when wanting to participate as a musician in Council organised events, such as Castle grounds live music events!

Ask residents what they want

Reduce staff save wages

Great through the summer.

The council does a great job providing both variety and quality in this area, charges could be increased slightly to bring in more revenue.

Quality acts to increase ticket sales

Good monitoring of all services and usages of things

Try to get the events to be profit making wherever possible

Apply minimal admission fees

Assembly Rooms renovation took forever and the main doors are shedding paint already - did anyone actually examine this before it was signed off

spending so much money to make it fancy is unnecessary and costing the working people money for nothing!

Late, over budget under performing

Not advertised or promoted enough ... need more events

maybe do the fireworks show every other year, or charge those who are not Tamworth residents.

We need to get more people into the town centre. A museum to compliment the castle, better bus services and cycle paths, move some events into the town and away from the castle grounds.

Too much spent already for the limited that can afford to use

the best part about Tamworth is the Arts and Events team

Less performances?

Spend the money better

Don't spend a lot of money, no one uses

Stop wasting money

Amazing summer events, let's keep them going and make the castle grounds a regular events area and generate income for the town. It may take time but this year's events were positively received

maybe reduce the fees so more ppl can afford to go

Reduce ticket prices for large events and don't give away free tickets. Having paid full price for two events this year I wasn't happy to find out nhs workers and schools had been given free tickets. My friend got 5 tickets from her daughters school.

could be cut by a quarter

Contract it out.

Should have donation buckets at the free events so that they remain free for people who can't afford things but those who want and can contribute can do so.

Charge Correctly for services

Really good

Have more local people producing events at the assembly rooms then once more people go to use the assembly rooms then introduce more acts that are expensive

Less big events which are noisy & anti-social to local residents anyway; Let tourism pay for this, less from council tax

Stop giving away free tickets because you've failed to advertise / booked the wrong events.

Fabulous Assembly Rooms - need to keep!

Pincher to resign

Let local bands rent out the venue for shows / practice to bring in revenue

very good this year

Review staffing structure reduce number of manager's

Keep castle ground events

Better more modern acts at the assembly rooms

Fund from revenue

Add more events. You should have an art class for our young children. I have a 10 year old school who loves art and you do not offer any form of classes for our young people. We've just moved to the area also and this would be a great to get our young people together. Some children don't like scouts, or beavers and so these sessions should be aimed at our young children not just those in scouts, beavers or any other voluntary child organisation.

Another waste of money, shocked at how much is spent on this.

Advertise events on line for fuller audiences

If promoting diversity how can you use council site for Jim Davidson ?

Make a nominal charge for events such as fireworks, concerts etc

Events are fantastic

Keep the fireworks and event's such as st George's Day

How do you spend so much money on this?

Events are expensive at the assembly rooms, it it was cheaper Ild go. Music acts/tributes are still seated only events, no und 16's allowed for acts like the Adele tribute act - Ild go if I could take my 12 year old who would love these sort of shoes.

Office block

Costs too much money -sell off

charge more

too much spent on the arts or increase admission fees to cover costs

Pretty good at the minute. Promote daytime opening hours more perhaps. Cafe times. I believe the council's customer service operates from here but I'm not sure? Signs, adverts maybe?

Advertise events some great acts are on here but you do not promote then get a bill boards put up around the area

Despite this being upgrade, very little presence on social media

Should be run commercialy

Stop doing free events, charge a small fee like £2 each for fireworks night/summer events etc

Rent to the arts space to local art, drama groups etc

not interested

Market events better ahead of time to increase attendance. Not to waste money on events that don't make profit. Recurring yearly summer of fun/festival but better marketing and promotion ahead of time. For big events do early bird tickets in advance before general sale to encourage earlier and value for money purchases. More bespoke and unique events to bring in new audiences, less tribute bands, try to attract more quality, aspirational and on trend artists, acts and events. More partnership working with stakeholder and partners; bigger theatres, larger organisations to develop schemes that attract more ticket sales, or influence better acts to want to perform in Tamworth.

Do we really need to spend as much money on arts?

Put on more events

Increase the charges for stalls at events but publicise them better

Cap spending

Where to start on this. Stop booking the same acts that lose money. Stop using promoters and agents who rip you off.

More social viewing in the grounds like the commonwealth games!

---

I'd need to know how much spent on things like fireworks and xmas lights in order to be able to suggest ways to be able to reduce spending

---

Poorly promoted

---

Complete waste of money as it's not for everyone use or accessibility no matter how hard you try say it is

---

Excellent

---

Never visited

---

Remove the corrupt councilors

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Doing a great job post-COVID. More free to enter events needed in the top half of the Castle Grounds rather than across the river.

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Get local business sponsors for Shows and events

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Increase charges for users

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This should not be a priority. It is a Conservative vanity project not an asset to the town

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The assembly rooms need more up to date acts etc. We often go to the Garrick in Lichfield

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Don't promote this enough

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## Refuse collection and recycling

Negotiations need to be done better

Reduce frequency of black and blue bin collections whilst we have the larger bins

Stay as it is

Make collecting large items easier and stop fly tipping

Blue bags are not acceptable. Cardboard ends up damp and all over the street during bad weather. They are also too small and storage for them is very difficult. Another wheelie bin would have been more acceptable.

Find a way to go back to one blue bin (no bag). The whole thing between Tamworth & Lichfield has been a farce.

stop buying useless blue bags go for long lasting wheelie bins

Encourage residents to use less.

Blue bins....whatever next...the mind boggles!

Not pay to Lichfield council for there amenities

Ensure collections are done on time

Buying value for money services is vital, to reduce fly tipping

Revert to bin only and no bags

Quite frankly it's farcical. As a flat dweller on a private estate I don't appreciate receiving a letter dictating to me that communal management of the facilities are a 'collective responsibility for residents'. NO it isn't I'm not paid to manage waste collection

Quite simply rubbish with the recent changes we recycle less

this is the only place I see my council tax go to and its an expensive price to pay for our bins to get emptied!

Scrap the blue bags and go back to the blue bin.

Get rid of blue bags

The bags are messy it's awful on bin day with cardboard everywhere people do not have enough room we need bins that look tidier I'd rather have 2 bins for cardboard and one for bottles and they be emptied monthly it's clean rubbish and the black be emptied more regularly

Get rid of the blue bags!

Get rid of useless blue recycling bags, return to blue bin for all recycling

Recycling seems to be going in the wrong direction

bring back the blue bins, the bags just aren't big enough and I don't want any more, the blue bin is less than a 3rd full now, it should be the other way round

The blue bags need a re-think

Remove blue bags as the items get thrown into bins anyway. Reduce green bin collection to once per month.

Sort out the rubbish on the streets, put covert cameras in fly tipping areas, any that go to court and are found guilty. Their details should be published everywhere, and part of the justice they should be made to clean up the streets.

My bins have not been emptied on multiple occasions

More frequent collections

Having separate, blue bin collections for houses and blocks of flats is ridiculous and I'm sure must waste a lot of money. The fact that blue bins are tagged with incorrect items in and then left to overflow for weeks and not just simply emptied during black bin collections is wrong. More needs to be done to help people in flats to separate correctly or simply remove recycling and place large bins for all waste. Something needs to be done.

Increase the frequency of waste collections or go back to the previous recycling system.

Stop wasting money

We recycle less. Council have become tunnel visikned in its latest saga with blue bags. Get a company in who will make money from the recycling

swap blue bags and bins around so we can put paper and cardboard in the bins and everything else in the bags

Bins for cardboard recycling

The new bags for recycling paper are dreadful. They are very difficult to manage and move around for someone elderly like myself.

What a joke!

Important

Need to collect the bin rubbish better and get the binmen to collect rubbish cleaner

Scrap the bags, a box insert is needed.

To make sure assisted living residents know about regular updates on binmen collecting bins from your property

Most people are now recycling less than this time last year. This needs sorting

Re-introduce free garden waste collections. The tonnage for black waste must have risen sharply since the demise of the free garden collections. People simply bag their garden waste and place it into the general waste bins. Garden waste is a useful commodity that we should not be wasting.

Give an option for residents with less recycling to have a monthly collection. This must be optional not enforced.

Switch recycle cardboard/paper bag use with the blue bins (so bin for paper and cardboard, bag for tins and plastics)

Bigger recycling bags!

Get rid of the stupid blue bags that were ordered incorrectly

Pincher to resign

Dont start useless schemes like recycling bags where we actually recycle less!

New recycling bags are impractical, prefer a bin. Why not give people choice of bag or bin?

Blue bags waste of money and do not fulfill their purpose

Take away the blue bag idea and go back to normal blue bins / community recycling bins to help / community skips once a month so council can make money from items placed with in

Scrap the god awful blue bags

Get a better system, you have gone backwards sorting on the road side costs more money to much wasted money on bags go back to the old system and sort properly negotiate a better deal

The blue recycling bags are a ridiculous idea and are no where near big enough for a family to recycle paper and cardboard properly.

Don't waste money on the new recycling bags , way too small and cause extra rubbish to get loose around the streets so causes extra cost for cleaning up

I work at a local school and there recycling isn't collected as often as my home is , meaning we have to put recycling items in the general waste bins

i don't hate the blue bag... Crimbo might be a challenge though!

Could do better. No blue bags

Review staffing structure reduce number of manager's

Ditch the stupid paper bag idea

Get rid of the pathetic blue bags scheme

Good

Blue bags axed

Sort it out most items just go in the black bin as people won't put stuff in the blue bin as they are scared of getting the bin by red tagged

I do to much of this for you

A farce

Now that cardboard/paper goes in bag, blue bin doesn't need emptying every fortnight, though maybe reverse blue bag(for plastic/tins) and blue bin for paper/cardboard. Think you ought to help recycle cartons again too.

Pay less they are now saying that all plastic to be clean and sorted out , in the original costing this was included but now we do our own and pay more .

Get rid of the blue bags

Stupid incentives like blue bags

Rethink the blue bags. I've stopped recycling at all since the introduction

Get rid of stupid blue bags- what a waste of money and time!!!!

This needs to be more transparent. The blue bag scheme was a farce and should have been rolled back.

Less bins and get rid of stupid bags

Need to sort out the paper and cardboard recycling, should be paper and card goes in the huge bins whilst glass and plastics in the bag

Blue bags are a complete waste of time and money. If people didn't have to wash yoghurts pots and things to recycle them more people probably would.

Bring back blue bins for paper and plastic . We stopped using them and now only use black bin

The cardboard bag needs rethinking far too small for the amount people use its a stupid idea that doesn't work

Bring back blue bins. The bags are useless

Stop being choosy on what will won't take. Wasteful of time

Terrible service

We all think we have good ideas and they don't turn out as expected and I strongly feel this way about the blue bag for cardboard. I now recycle less because it doesn't fit in the small bag. The old system in my opinion was much better or having the blue bag for bottles and the blue bin for cardboard would be better.

Ridiculous bag system. Pointless and doesn't help recycling one bit.

I recycle a lot less with the new system with those silly bags. Can I just not use a blue bin for apart and another for plastics etc

Get rid of the silly bags not big enough

Be clearer on recycling so that there are no rejections from the recycling companies. Eg: can shampoo bottles, body lotion bottles be recycled without being cleaned out as these are impossible to clean out. Let the public know what gets rejected at the recycling plant. If we're doing good - tell us.

Recycle properly be aware of what rubbish is thrown out

Appalling new system. We are now recycling less as we do not have enough room to put out cardboard. Shocking

Stop using bags for paper and csrd

Needs more money. Need a blue bin (or different colour) for card and paper. It's not right that the collectors have to pick up and lug these heavy bags.

Get rid of the bags, need proper bins. Currently we have a cheapskate system which is labour intensive at the collection stage. Bins for recycleables too big. Bags too small, difficult to store and handle both from a user and collector point of view

Should of not spent money on the blue bags for recycling cardboard.

Should be run commercialy

damaged my drive due to incompatance

Get a better scheme than the blue bags a waist of money

Empty Blue bins once a fortnight

scrap the blue bags and use the blue bins instead

The Isle of Man incinerates all waste and generates power from the heat... brilliant! A lot of money is wasted on recycling which could be turned into a net gain by incinerating it and using the heat.

Bluebins and bags not working properly - bags too small bins hardly ever full

Collect black bins ever third week

The hated germ carrier blue bags.

Provides locals with more equipment and praise regards litter picking

Bring back free green bins. Will help environment by reducing car use taking to tip.

Unfortunately the paper waste bags were a poor idea and implemented poorly from the start. Bin men can't even put them back in the right bins! Also the fact that less items can be recycled than before.

Whole system is needs a rethink if you want people to recycle

Sort out these flipping bags for paper!!! Such a pain trying to store it all when you have no garage and things have to be in the garden!

Stop all the stupid ideas you keep coming up with

It should be made more clear when the different bins are collected and what is accepted in each bin, as lately the rules have changed and our bin was not collected one day

Blue bags should be replaced with a brown bin done once a month

Ridiculous blue bags for recycling. Too small for purpose. Large blue bin now with practically nothing in. Ridiculous decision.

Wasted tax money on recycling bags when we had perfectly good bins

Lots of litter in the town

Needs more money spending on it scrap the blue bags absolute waste of time and takes recycling sorting staff so less jobs same as supermarkets with self scans it's make less staff less jobs more people on benefits

Blue bags are awful, silly idea

Anti-social behaviour should be punished with community service.

Remove the corrupt councilors

So far Good service

Get rid of the cardboard bags!

New paper recycling bags are pointless: too small and lightweight. Go back to mixed collections.

Analyse existing costs and consider bringing in-house

The blue bags? What's happening I was told getting larger bags as wrong bags ordered, total incompetence wasting all that money

Review the ridiculous blue bag situation as currently it is a waste of time and money .

The recycling paper bags absolutely pathetic idea I put so much more in the black bin now same as ever other person in the street must have cost loads to provide everyone with one of them waste of money

Role out of bags for paper recycling waste of time no logical way to store bag and fiddly to use. Also more recycling waste goes into main rubbish as u get confused with what you can and can't mix

Look at improving blue bin & bag system. Bags overflowing but blue bin only 20% - 25% used.

Get it right first time

Recycling changes are laughably poorly considered

Consider improvements to communal binstores, eliminate recycling in communal areas as repeated contamination and costs to council to clear contamination

Might aswell dump rubbish in road like the bin men do

## Parks, open spaces and street cleaning

Public toilets

Should be regularly done and checked

More bins around council estates

Underpass by Kettlebrook Road filthy again

You could reduce spending on parks by not letting travellers move on to them in the first place and crate damage and excess waste.

Stop Britain in Bloom

Have you joined the voluntary street pickers!!! If not...you should...thousands of bags filled by volunteers! Tamworth bins full! Where does all the money go!

More bins for rubbish. Good maintenance of park's equipment

Bushes and ally ways could do with a tidy up , I live by older peoe and the hedges that belong to the concil are full of thorns and getting out of control

More public toilets. Combat issues caused by unauthorised traveller access.

Install more preventative measures on travellers not enough is being done it's a disgrace

As a Volunteer litter picker, I know the issue is huge and as a town centre resident O do know that TBC are proactive in street cleaning but seem 'choosy' in which local localities they concenttateon

Stop making Britain in Bloom such a priority

we have one park! and iv never seen the streets be cleaned.

Reasonable although not used efficiently enough do we get as a resident sufficient return

Not kept clean or rubbish free area in general is not good

In ashamed at the state of the town . The roads are awful with so many pot holes and the streets are filthy.

Add more bins so ppl can clean up after themselves. Open the castle grounds toilets and charge 20p like previously.

Need to clean gutters and cut all the bushes and trees the town is looking disgusting

Street cleaning and weed control in roads and paths

install anti-traveler measures

More needs to be done, particularly away from the town centre.

This only seems to apply to the town center, not the sub areas, hockley, willnecote, Belgrave etc

kerbs and open spaces need attention they are a disgrace

Encourage local residents to do more litter picking

More traffic wardens at night,as disabled spaces are took up by able body people

Weeding seems to be ignored. In coton green there are weeds everywhere on paths and roads.

Protect our open parkes .from travelers. Dosthill park etc sves money on clean up

This is generally good

Better protection for parks to prevent travellers illegally staying on them which costs more in the clean up afterwards

More litter picking. Educate students not to drop litter.

Green spaces around the Leyfields are terribly untidy, very infrequent grass cutting, patchy kerb cleaning, poor path clearing, edges not kept clear. It's dangerous for many groups of people including sight impaired, disabled, parents, children and more. If the workers took more pride in the job it wouldn't matter that things aren't done regularly but looking at frequently the housing associations tidy their outside communal areas, not just grass cutting, but fence painting and hedge trimming.



Get road sweepers to do more around housing estates not just the council estates, there hasn't been a road sweeper on Amington Fields in years

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Clean the streets properly, don't just push the rubbish to the sides or under the bushes which I have witnessed.

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More full time staff, better contracts, instead of agency workers.

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Stop wasting money

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Use the "pay back system" to clean some areas

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clear the manholes and gutters of weeds and silt

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Using the powers that they have to move and prevent travellers from abusing our open spaces and parks street cleaning is a must the cleaner tamworth is, better it will be for all

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Stop travellers from accessing areas that cost money to rectify

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Streets are not weeded, Cycle paths are decaying

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Why do locals do more street cleaning than TBC? M42 island and A5 bypass are a disgrace.

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Campaigns to encourage people not to litter - or fine those that do.

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I have suggested before that more wild flower seed could be used around tamworth on grass verges etc surely that would save money on cutting grass and helps wildlife

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'The Bumpy' collett, glascote needs looking at. A lot of drugs been used inside bushes after dark. All the bushes installed at the fence line was a mistake. It should but all cut down to chest high so people can be seen in there. It would also stop the motor bikers that ride in there after dark.

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Street cleaning is not working, you only have to look at the streets themselves to see that.

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More barriers and ground posts are urgently require in hotspot to prevent the travelling community illegally parking. Pennymoor Road is an utter disgrace. Twice in 6 months this year alone, and still no posts to be seen! For the sake of a small job, we will instead go through the courts for 7 days and waste all the police resources the town has.

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Where I live, we only see street cleaning when an election is due. I don't see how it's possible to spend less. If the workers were to do a full shift, working correctly, more would be done for no extra cost.

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Encourage local people to be active in keeping their own areas litter free

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Pincher to resign

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CCTV, bins in areas where we are constantly seeing broken glass / rubbish on streets in kettlebrook

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Get people on job centre to clean local areas for £20 top up a week on benefits and get social skills

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Stop the travelers getting onto parks and open spaces so easily and with no consequence to them.

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The council need to 'target harden' our open spaces and invest in decent solid barriers or other tactics to prevent travellers coming back into the same places time and time again. The increased damage, human waste and clear up operation is no doubt costing a fair amount plus the upset and fear amongst local residents and businesses who suffer crime committed by these lawless people.

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Too much money is being spent on flowers. They look very nice, but they are expensive.

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You don't seem to do anything other than plant flowers and cut down trees. Why not plant communal spaces with fruit trees and other food

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Bigger or more bins are needed outside shops and parks , this might help reduce the amount of litter on the streets

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Most of the estates are a disgrace

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Use of community service

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good town centre, poor outside.

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Should do them more often

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Stop traveller!!!!

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Try and get more volunteers on board or even schools etc

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Review staffing structure reduce number of manager's

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More seating near park in Castle grounds, splash pad/park

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Awful

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Hardly ever see street cleaning

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Stop building on open spaces, green spaces

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Come and cut the grass more and trees on perrycrofts

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I live off Malham Road and it's embarrassing!

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Too much litter being cleared by residents daily at Wiggington park

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We all deserve to have our streets cleaned and not just the priority and mostly seen areas. We are the ones that pay for this service and our areas should be treated accordingly even if they are not in view of vip's or council management!

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Stop having to spend thousands cleaning up after gypsies. Use correct preventative measures so they don't take up residence in our parks in the first place.

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Gypsies are not being dealt with quickly or prevented which has to change!!

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More local park's instead of All spending going on town park

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Cheaper parking in town centre

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Victoria Road is neglected, especially with all the trees shedding leaves and pollen. Too much goes in our green bins, which we have to pay for. Also blocks the drains causing flooding.

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Drain cleaning? Where's that happening?

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To much litter and dog mess. Bins often overflowing in the castle grounds, not enough bins when events are on, dog poo bins on the county drive estate full in the summer and poo bags piled up around them, overgrown headgear and trees around fazeley making it difficult to walk on the path, to many weeds everywhere making streets look a mess, little by roads,

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Charge a very small charge for annual fireworks ie £2 entry. With the volume of people who attend this would be a significant amount and with it being such a small charge I think people would not mind paying this.

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Police littering

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More frequently of cleaning

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Need an effective plan to be catch fly tippers and litter droppers possibly more litter bins

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Sort out the fly tipping in Glascote Heath

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more needs to be done to clear cycle paths to encourage more people to cycle

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Street cleaning and spraying weed killer along kerbs looks disgraceful all around Tamworth

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Don't waste time & money sending the big street cleaning lorries down streets which are full of cars. Hi back to basics - a man, shovel & broom would be more effective.

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Litter is getting worse. Castle grounds playground is good but most are run down and covered in broken glass

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Street cleaning needs improvement . Things were much better with the people with brushes and bins on wheels. Make a good job for community service

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Stop Building Houses on open spaces. I moved to Tamworth 3 yrs ago because it was so green and beautiful but that is no longer the case

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looks ok

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Less street cleaning, more long grass/wild areas

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Do more to limit access for travellers to parks and open space which invariably get left in a state.

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More engagement with community and partners to volunteer and assist with cleaning. Perhaps liaising with Jobs Centre for folks struggling to find work and need work experience to assist in community clean up projects.

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Utilise more voluntary litter pickers to cut costs

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More bins. more sensibly placed eg by benches and much bigger ones

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So much money is wasted on litter picking! How about repurposing the predatory parking attendants to do something useful and chase down and fine litter louts. That would be a far more cost effective use of their time.

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Does fine as it is.

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Prevent travellers entering fields

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Parks in tamworth are fantastic spaces but anti social behaviour needs to be dealt with.

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Clean up the estates

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The streets and alleys around Balfour often have weeds, empty bottles etc

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Lots of litter in the town

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Scrap car parks charges Ventura is free parking you don't need to charge people to shop in town the one opposite the hollie medical practice is a joke you have to pay a parking charge to go see your own gp

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Street roads on housing estates, weeds growing, drains not cleaned

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Grass cutting needs to be carried properly instead of people cutting corners n not use equipment , as they should be used

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Remove the corrupt councilors

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Areas need to be cleaned more, so much refuse around the town/ventura

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Everything costs more providing a value by monetary value it not helpful

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More enforcement action to people littering and leaving rubbish in streets, rather than cleaning up after irresponsible people

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Street cleaning don't.make me laugh

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We need bigger dog bins as they are always overflowing after a couple of days and more general bins in Dosthill

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## Tackling anti-social behaviour

More needs to be done about street crime and kids with knives

More wardens on duty

Work with police and make it a reason not to join in

Needs to be done regularly and checked

Bring back named Street Wardens for each area

Again, see parks, open spaces etc. Stop travellers closing down local businesses and terrorising local communities.

issue more fines /asbos

Drug users & dealers everywhere....& we are the North side! Do not feel safe anymore walking the dog. Used to see Police on the beat but not anymore.

Making it easier for people to report. More Street Warden patrols

Have more spaces for young people so they are not bored and therefore less likely to engage in antisocial behaviour.

Ensure all parks and open spaces are secure with bollards, landscape earth bunds to stop travellers gaining access. This will save on any clean up operation

Outsource security to private firms and increase streetwardens localise cctv again

Removal of a permanent police presence in the town centre was a major mistake in a growing town (I know this is not a TBC issue) but we don't seem to have received much support in maintaining a town centre police presence

What does the council do and what does county do based so where our money goes

haven't see anyone trying to tackle this.

Tamworth council ignore anti-social behaviour

Up police presence

The council could provide, at nominal charge, building space for a police station. Getting an improved police presence in Tamworth is essential to tackling all forms of crime and would pay for itself through reduced costs associated with these crimes.

The police do this, not the council

Greater fines for perpetrators

not enough patrols or often enough, also parking is not a real issue

Police patrol. There are drug dealers on country drive blatant and active drug takers on Dorset close. Seizing and repurposing illegally modified cars who meet at asda every month

Do we have police walking around Tamworth?

Harsher punishments need to be handed out to anto social behaviour especially school age.

Get rid of the government which sets a bad example

I would include cars parking fully on pavements blocking them for all path users.

Make having garden bonfires illegal

This should be dealt with more by PCSOs or police officers. Reports of anti social behaviour have been submitted for the 10 years I have lived in my house for one resident and they still live here. There are no consequences for repeat offenders and no support for people living around them.

More police presence

more cameras and put control back in tamworth

Stop wasting money

Police are in special measures. Let the police do their job and be accountable for their failings. Work in conjunction with them but let them take the lead

should be increased

Never seen this in action.

Improved lighting on walkways and block off some alleys

'The Bumpy' Collett, glascote needs looking at. A lot of drugs been used inside bushes after dark. All the bushes installed at the fence line was a mistake. It should but all cut down to chest high so people can be seen in there. It would also stop the motor bikers that ride in there after dark.

Tackle illegally parked cars in residential roads & issue fines.

Find more activities for young people to attend. This has got worse since the youth clubs closed

This needs to be kept on top of

More police required or Street wardens

Wardens. More police

Pincher to resign

Open more youth centres to bring costs down

CCTV improvements

Stop the travelers. We need a stinger police presence in tamworth, although it would cost money for the police it would save money in other areas such as cleaning up after travelers

I appreciate it's decision by Staffs Police but closing Tamworth Police Station is a disgrace, but that is down to shortsighted Tory cuts to policing the last 10 years!

Police need to do more patrols at night in the town centre due to cars deliberately driving the wrong way on one way roads, speeding, anti social driving etc

Motorbikes on pavements needs adressing.

10000% needs to be prioritised

More needs to be spent, my neighbours are benefit frauds and do nothing! Property and outside areas a mess and young lad on his own making a lot of noise whilst we work full time and don't enjoy of home anymore.

town centre scooters/cycles/cars. More youth activity in Stonydelph or better awareness of what's there and free or cheap..

Have police pratroling the street

Review staffing structure reduce number of manager's

Stop travellers!!!

Start issuing on the spot fines for individuals or the parents if under 16.

This never gets done

Bigger punishments, make the complaints procedure easier

Awful

As above. Add more events for our youngsters. Events that are affordable, sports competitions, art classes, cookery classes. A gym and sports hall that the under 16's can use to play badminton, pool, all sports events that doesn't cost families a fortune.

No police so nobody to tackle anti-social behaviour. May be it's time for people to take the law into there own hands a d deal with this kids that steal from young kids and carry weapons. Vigilante group needs setting up.

Do some

Fines to make them think twice

Drugs are rife more CCTV needed near play areas as well as faster response to travellers trespassing

This needs increased spending. Property damaged by a group of young kids kicking doors.

Need better punishment so they don't do it again.

Spend money elsewhere to give some of the bored youth something to do

Cyclists and scooters in pedestrian areas not dismounting

More police on view

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More police on the beat

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Increase more free safe spaces for teens then anti social behaviour will decrease, don't use hotels for immigrants

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It would be lovely to walk around with seeing drunk people and the smell of weed

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Gangs of kids in the castle grounds causing trouble, older alcoholics sitting on benches at the top of the castle grounds by bandstand drinking alcohol and then weeing in the bushes occasionally moved on but just go to the beaches by the pound bakery then back to castle grounds, to make 'odd' people making it uncomfortable to walk through castle grounds, by bus stops/church, through castle grounds and path to lady bridge. I've seen a woman come out of the bushes as you walk from under the underpass towards Ventura several times on my way to/from work, bags of clothes in the bushes. If they were cut back it would make me feel safer walking past/that nobody's in there.

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Drug taking and loud parties should be stopped

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Smell of cannabis / weed. Need to be harder on the use of this

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I feel unsafe in Tamworth now

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Get the Staffordshire PCC to come and see where Tamworth is, his focus is on anything stafford and north, and actually ensure police are available in teh two centre not stuck out at belgrave, and often police come from Burton I understand, we need police officer in teh centre day and night to tackle this, in day people just drive through pedestrian areas, and at night its a free for all

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Illegal motorbikes in parks and pathways .. massive problem

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Fix the bollards on market street

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Punishment

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You dont. Even when complained about repeatedly

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fine more litter droppers

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More police in the area

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I consider the use of pavements in the centre of the town to be anti -social behaviour & think both the Police & Council have a role in reducing this. The Police should use existing legislation to warn / fine such individuals & there is a need for an awareness campaign. Such a campaign should highlight the effect that the cyclist's actions have upon dog walkers, the aged & infirm, the blind & partially sighted & those who are hearing impaired, people with prams/buggies supervising toddlers etc. The council for their part should consider a byelaw banning cycling on pavements & footpaths within the town centre. i.e they should dismount & walk rather than harass pedestrians. Tamworth is well served by cycleways for essential commuting from one side of the town to the other. I am personally a keen cyclist & am well aware of the issues which face cyclists. I am not anti-cyclists or cycling but feel that pedestrians should be treated with respect & walking should be safe for all in the town.

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Deal with travellers better instead of passing the buck saying it's a police issue, then police say it's a council issue. In the mean time we are not safe in our own community

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It would be nice to see wardens at work on the streets. Do we still have them? CCTV is it switched on?

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No visible policing, no police station, no public involvement. Streets are left to rot. Traffic driving wrong way up Market street. The bollards are a joke, what a waste of money. Sort them or get rid. If you want to make Tamworth attractive put bobbies on the streets and give the police a town presence

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Need more police presence and more police officers

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Invest in youth groups.

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havnt really seen it

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Street cameras everywhere to discourage vandalism and crime

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Pressure needs to be put on our soft judiciary to clamp down hard on anti-social behaviour which would then require less policing.

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Have a dedicated team available via telephone

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Stop travellers from accessing Dosthill Park

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More police on the beat. More CCTV

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Continue to get more involvement/cooperation from parents of people involved.

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Well done tbc for acting on the incidents by the river walk. 🙌 u are doing OK!

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Just non existent!

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Definitely! Group of lads causing trouble daily here and hanging around after school too.

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Have better CCTV

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More police on the streets, a 0 tolerance to anti social behaviour

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Next to the Castle, in the former brewery there is a hostel for people who have lost their homes. We often hear a lot of noise from there, shouting, swearing, the scent of marijuana, litter lying around, untaxed cars filling the cul-de-sac . Please find a different place to house them as it affects the wellbeing of the nearby residents. I have seen the police being called several times

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Faster action and better defence against traveller's on parks

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Anti social behaviour is terrible in our area mainly caused by the troublemakers using McDonald's on watling street as a social club and for other illegal activities

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Anti social driving, drug taking and drinking in town centre, no police presence.

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Nothing wrong with anti social behaviour in Tamworth since I was a kid it's gone down and down the only crime getting out of hand and getting no attention is sexual assaults and rape police only seem to target drug dealers and users whiles car thief's and rapists are having time of there lifes as police don't even investigate cases properly tell you not enough evidence with photographs ? But there's enough evidence to arrest someone for dealing etc from pictures or word of mouth it doesn't make sense why more very serious crimes are being ignored just to bully and intimidate drug users there's kids carrying knives in Tamworth but let's just focus on drugs every single day the police force are weak it took them how long to get a guy out with a cross bow but wait if there was drugs in there would of been over in a few hours anti social behaviour is a joke you only have to have a minor argument and apparently you being anti social it's a joke

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We must feel safe in our own community, not feeling threatened when walking through public areas

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More police presence around town n local areas

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Catch them and make them clean environment i.e. litter pickering or visiting elderly people in care homes

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Remove the corrupt councilors

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More police and better street lighting

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Improve police hiring

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Remove the gangs and drugs

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PLEASE focus on getting rid of e-Scooters and get them off our roads. Dangerous to cars, cyclists & horses.

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Yes graffiti that's left for years, weeds on pavements and paths not touched.

---

Get the police to be more proactive and stronger enforcement by them .

---

If you plough more money into sport/leisure/youth activities then you might not have to spend so much on tackling anti-social behaviour. Very little for youth to do that is supervised and constructive outside of education as far as I am aware

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Never see any of how this is done

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Are you even trying? Violence in Tamworth is escalating at a terrifying rate yet nothing is being done.

---

Absolute disgrace what are the community officers actually doing

---

Now the police are based back in Tamworth would this not reduce the spend if they tackled anti social behaviour in the town centre if people reported anti social behaviour on a regular bases. The same offenders are prolific and if the police had more of a deterrent to these offenders being drunk and insulting shoppers at all times of the day that the town centre would be safer and a better envriment to visitors and business. I also think that the riding as a cut through of the pedestrianised streets needs addressing. Either make them thorough fairs again and being movement up through George street

---

forcing the market to be in the town square. Or put the bollards back. The pedestrianised areas were for the use of the town centre as a major shopping area and retail area and it simply is not. If the areas were potentially opened back up officially as let's face it they are used as 'rat runs' then I think it would bring more people back to the town. To go to night time events and business.

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

Public toilets

Look after council estates more than ever

Ask residents what they want and listen

Stop allowing poor quality takeaway shops to open , its bad for the towns health on many levels

Get them bollards working on George Street. Take control of them back from Staffs Co. Council if you have to.

Investing here will be a huge bonus for us

Huge investment required. We need MPs first though who are fit to serve!

Provide good information to everyone

Let council tenants have a say in what improvements should be made and where  
haven't see this happen

Need more information this is very vague in description

Don't sweep streets that don't need sweeping

Stop building on or near the flood plain. Whatever measures are put in place to protect new developments, they create a problem downstream.

cant see anything being done, just talk

don't move the college and spend that money elsewhere

Sort out the toilets in town park.

Not waste money like we do now particularly with plans for the town centre

Social care needs more funding to support carers!!!!

Stop wasting money

Town centre very scruffy especially Church St. St Edithas Square has the wrong type of business. It would be nice to see restaurants opposite the church to encourage people to eat in Tamworth rather than having to drive to Lichfield.

could take a reduction

Reinstate the direct bus routes in to Brum. No one wants to work there as its a nightmare to get into.

Cut down

Essential...as it impacts on everyone's health and wellbeing

Bring back the youth / community centres. Clean the streets of Tamworth and make them safer

Pincher to resign

Promote love for the town

Increase real infrastructure - doctors , hospital, mental health services , things we were promised years ago

make it easier to get from a to b.

Conditions need improving on the street and parks area

Review staffing structure reduce number of manager's

Making town more accessible for shoppers, new shops to be introduced

You've made it worse by moving college into town centre guessing council got a good back hander for this  
Pot holes!

Turn closed shops into flatlets for young people/couples

We need more business and more options as consumers. To much of Tamworth is closed. Offer cheaper rates and get more into the town

Need a variety of smaller shops to attract people to town centre as it looks cheap and nasty and doesn't feel safe

Stop the gypsy/travellers from parking where ever they want to causing disorder/disruption/fear and pure chaos to local residents.

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Use appropriate powers to move on illegal travellers as quickly as possible to avoid the horrendous costs of cleaning up after them

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get the unemployed to collect litter

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Improve town centre

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You are never going to regenerate the town centre. Look at most town centres in the country. It's a place for the poorer people to go.

---

City centre is dead due to parking charges.

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Reduce parking charges may improve the town

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More frequent street cleaning

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This is typical council speak/ jargon. Not sure what this encompasses.

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Need more jobs and more affordable housing being built

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Put pressure on Staffs Highways to improve the condition of our roads and pavements. We pay them enough.

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Stop destroying historical tamworth

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The general appearance of the south side of town is appalling. It's the first glimpse of the town many visitors see and gives a very poor impression of the town. Without the marvellous volunteers who litter pick it would look even worse! The weeds in the gutters and verges are terrible. The traffic islands are not planted and kept to the same standard as the town centre and the north side of town . We pay the same council tax wherever we live in Tamworth so why is this area overlooked

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Stop Lichfield building round our borders, using our services and amenities free of charge. Get Lichfield to subsidise 'their' ratepayers using Tamworth services, doctors, dentists, schools etc

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Town centre needs vast improvement

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More housing in town centre and eatery's

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Cut parking charges. It will bring more people into the town centre

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Improve town centre as it looks grotty

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From what I understand this belongs to Staffordshire County, but some of the roads are in very bad shape. Cost of parking puts people off visiting town centre

---

Tamworth council staff seem to want to destroy Tamworth rather than improve it moving the college into town centre the most stupidest idea ever thought off your about to destroy the last bit of town centre you've got left everyone had said the same thing and then you send out messages about tackling anti social behaviour so your basically setting up students cause if there classed as anti social behaviour can be removed from town centre and could ruin there education as it matters anyway there education is going to suffer majorly anyway where's all the facility's going to go where the football pitch's for sports can't just take over a field in town and expect people to stay off the grass no way just what you can't seek the college land and let another company build houses in tamworth 99% of Tamworth don't want the college moving even councillors who ain't seeing any payout for the investments or shareholders are disagreeing it's the most stupidest idea ever!!!

---

Believe up keep if tiwn n developments but not wasted on expense that's not needed in buildings

---

Remove the corrupt councilors

---

Town Centre needs more and better business opportunities. Lower rents & rates and make parking cheaper! No wonder everyone visits Ventura instead.

---

The majority of the problem areas should be covered by the Town Centre grant

---

Tamworth town centre is a ghost town for store fronts, outside of market days. Invest in local businesses and reduce the rates so that people Can open business in this town.

---

The castle grounds and immediate areas are immaculate however the surrounding streets, i.e Orchard St, Alfred Street aren't maintained well enough

---

Get more money, more improvements in roads and more investment from Staffs Council as Tamworth gets no where near the investment we should get. Staffs take a lot of Council Tax from Tamworth but we get very little in return, year on year. Therefore roads and infrastructure are getting worse year on year . The Tamworth Council should be more demanding of Staffs Council to get more investment.

---

Charge lower rents to commercial lets to attract more businesses into town centre

---

I own 4 businesses in Tamworth - sorry nobody, from the council since (*council officer name removed*) days brings business together and I cannot see how the council 'supports' business here. I was sponsored by the WA government on a business visa program and I have huge ideas cheap ideas for support for business. Business growth etc. Just nobody wants to change or listen.

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## Grants for voluntary organisations and charities

Don't know really. Ensure criteria is met. Be more selective. ctive .

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More support for volunteers and groups

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This should be advertised better

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Yes agree

---

let them fundraise to a higher level

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Huge investment needed especially Mental Health

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Make applying easier. Good information to be given out

---

Offer less to charities.

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Didn't TBC effectively 'evict' local charity organisations from running Upper Lodge by shop by the castle to run it at much increased prices for guess who... TBC

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What do I as a resident see for this

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Same old charities get it every year, others get ignored

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Stop wasting money

---

could be cut by a quarter

---

Great if it's spread out across Tamworth. As someone living near to the M42, it's like the forgotten Zone up here.

---

What grants? These need to be advertised more clearly

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Charge Correctly for services

---

Cut down

---

Pincher to resign

---

helpful but not necessary. other councils produce regular grant lists which voluntary groups can bid for instead....

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Definitely

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Review staffing structure reduce number of manager's

---

To do what?

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If it's voluntary then it's free and they will raise funds through doing fundraisers themselves.

---

Ensure protocols for giving out funding are absolutely watertight

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These are Not Charities they are business 's with payed employees

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See reductions in CEO wage for so called charity

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Times are too hard for these grants

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Be selective

---

Enable better partnerships working across charities to share their resources where possible for raising money events. May be able to fund more charities to grow together and be less reliant on grants.

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This needs reviewing. I have no problem with genuine chaities, but too much money is spent on vanity charities.

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Scrutinise more thougherly

---

Stop wasting money

---

Put grants in fir theses not expect people to run them voluntarily

---

Remove the corrupt councilors

---

Waste of council money. Charity donations should come from Private sources not my taxes.

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Ensure there are no duplications

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Voluntary organisations get many grants from other businesses and organisations, those organisations will eventually take the work of your staff, it's happening very discreetly but that's how it works and everyone justifies it by using a different pot of money

---

Should be revised a lot of the money that should of gone to households went to foodbanks instead during the pandemic which was disgusting as people like myself no matter how much I'm struggling won't use a foodbank I'd rather starve the foodbanks are rubbish for people like me who had texture issues etc absolutely nonsense that we give out grants to charities when there business is a charity not a government funded service they should rely on donations not grants Grants should be given the people making the claims to get support of these charity's seems like the government depends on charity to much these days instead of giving help to people that need it they give it to a charity and the ceo ad other shareholders take shares off all that and you don't see the help come in

Charities are shutting down nationally due to poor funding, especially since COVID. Liaise with organisations such as Support Staffordshire to find ways to help this.

Need more support for local business and get rid of licencing officers as the new regime are brutal

### **Commissioning services from voluntary organisations and charities**

Match to requirements of area.

This should be easy to access to see where our money is going

No

recheck what is actually needed

Good information and good access to obtain it

Buy less from charities

Can't comment - have bo knowledge

Such as??

unsure what this is

Voluntary services are ok but not sustainable.sticking plaster!!!!!!!!!!!!

Stop wasting money

could be cut by a quarter

So long as they are local.

Is this council charity?

Pincher to resign

CIC appear to have become what customer service at Marmion House was....

Review staffing structure reduce number of manager's

Voluntary means volunteers.

Not sure what these are or why they are needed

As above how can you buy from a charity,

Haven't a clue what this means.

Dont agree with this

Why buy in services from 'volunteers' ? Either provide the service or don't give it.

as above

This needs reviewing. I have no problem with using teh services of genuine chaities, but too much money is spent on vanity charities.

Not sure what this is.

Such as?

Waste of money

No people shouldn't have to rely on volunteers or voluntary sector

Remove the corrupt councilors

Should only be used if the council is unable to provide the services directly & more efficiently. Are these the most economical sources for the services?

Depends what for

I'd be interested to know what services you are buying in

## Housing

Difficult to reduce but if not council housing, then fail to see how it costs/concerns the council unless it comes under planning. Unclear what is meant.

What does this entail?

Put people in who look after their property

Stop building so many houses we are so over crowded with not enough schools doctors or play areas

Tamworth used to be lovely with open fields and places to play now it's just shops and houses

STOP property developers building on land in Tamworth whereby its on the Lichfield border! Absolutely ludicrous...no infrastructure at all. Roads are gridlock! GP's stretched. We need a hospital!

Too many houses being built for lichfield

Non existent

Stop sub letting. Check and repair properties that are left empty for ages

concentrate on council houses not new builds.

How is this distributed it would be great to see a far more detailed narrative to how the budget is spent

How about more social housing and less private

Stop building so many houses so quickly you are wrecking this once lovely town . It increased traffic so much our carbon foot print must be high . Strain on doctors schools can't get appointments because of you . It's not Tamworth residents who are getting the housing it's people from other areas . This town will be gridlocked soon

what do you do for non council housing?

don't know what you need to do if it's not council housing

Stop building on our countryside

Stop wasting money

stop housing migrants

more landlords should be fine for not looking after the biuldings

Too many square boxes being built.

Whilst I understand the pressure to provide housing, there needs to be more consideration around infrastructure and access.

Charge Correctly for services

Stop selling council housing on right to buy. Tenancy should include clauses where once older children have left home people are to be moved into smaller homes

Not sure what you do here, but if it's new housing make sure the builders provide credible access to current roads, sufficient facilities that don't overload our current facilities

Pincher to resign

Why do our councillors agree and let Lichfield Council allow most of the green areas around Tamworth to be built on ?

Build social housing

Supporting young people who work to get a house!!!! We seem to be disciplined for working

pro energy efficiency measures

No more housing

Review staffing structure reduce number of manager's

Review people actually need income cap

Major improvements required to houses, regular maintenance checks done by council and faster repairs response.

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Cut the homelessness committee. It's a waste of time. Put the resources into tackling sofa surfing instead.

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We house our own British citizens to keep them off the streets Not immigrants.

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Too many new developments popping up without correct infrastructure. Despite protests and petitions they always get the go ahead! Obviously some shady dealings behind the scenes which is one of the reasons the public do not trust the council.

---

You should have No involvement outside your remit

---

Council is full of liars when it comes to property. As an estate agent and trying to do my job it is a joke. Telling tenants not to leave until a court order when landlords are homeless themselves and causing more distress to tenants. Saw it at least 10 times this year!!!!!!!

---

Need more small sized accommodation, and emergency accommodation for the abused

---

Stop Lichfield sponging off Tamworth. Make services in Tamworth only available to Tamworth ratepayers

---

Stop building new houses and focus on services that all these new residents will need such as GPS etc is ok but seems that they bring there same old crap and ideas i mean whats the point

---

This needs reviewing. Why do we need to spend money on housing other than Council housing?

---

Charge a fee for accessing house extension projects upon completion ... similar to the building regs completion certificate

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Get tenants to have pride in the area

---

Need more houses housing associations are taking over Tamworth and people have no choice but to go for these high rented property's all these new builds round Tamworth and none of them are council there all bromford and why is it when the council buys a property of a bankrupt company they don't charge the same rent as they charge there neighbours on council houses the exact same house being lived in just keep the rent the same as the housing associations there's property's in glascote you charging over £550 a month while you rent bigger property's from £397 a month makes no sense housing department is failing

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Council should modernise bungalows and replace windows roofing tiles warmer homes needed

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Make buying houses affordable for local working people

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Remove the corrupt councilors

---

Apply the criteria more consistently. Review what is being given to home owners who take the risks when buying a house

---

Increase housing options. I can afford £140K mortgage, but this is virtually none of the market. Please, invest in new builds and subsidies.

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This is a joke paying for a bloke to come and inspect a building that takes two seconds and for them to say no for absolutely no reason

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Housing for Tamworth and armed services first not migrants

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## Housing advice, grants and homelessness

Improve take up of work to cut down on unemployment. Having an income would tend to reduce homelessness?

We need something gif single men who are homeless, women and children mostly get help men find it so hard after relationship break down or when losing a job

Office based face to face

Stop making tamworth a target area for undesireables , why do you encourage what amount to doss houses for birminghams needy.

Waste of time

More information, easy access for people to talk too

Create and build a homeless shelter instead of using hotels

Minimal

there is no help unless your an addict, ex convict or from a different country.

As above

Stop giving unemployed grants.

tried this, no info given, all you get is basic email replies

these an be got from citizens advice, online or leafletd

Stop wasting money

Build more affordable properties to help low income families.

Especially around what is available

Important

Charge Correctly for services

Yes, more for young families

Pincher to resign

needs to be upped. Lots asking councillors and MP for this advice because getting the advice is a challenge. No point telling people to mutual exchange or bid if there's little there. Consider schemes like RENTPLUS to kickstart?

Review staffing structure reduce number of manager's

Letting council tenants have grant's to put solar panels on their property

Homeless and upkeep only no grants

Tackle the cause, prevent it happening, educate people on how to make better choices, budget, start educating children/teenagers, give them the knowledge and skills that unfortunately not all parents pass on because they don't know any better either. Teach children that people like me can....not to think I can't, it dosnt apply to me, I never will like I believed growing up in poverty. Teach children you can do better, you can live and not just survive.

Important no one should be homeless.

Needs more to help improve the economy, efficiency and greenness of all council properties

Utilise existing services

we can all work no time for them, most of the time on drugs

stop putting people in hotel

Would help if yo used the empty council building as a ymca for the homeless so then the housing officers can help and support them also someone to teach tenants mainly young tenants on how to organise and pay bills alot of young people get in difficult times have to go homes less get a place of council but don't have a clue how to manage school and education services should teach finiacial and interested etc in schools but it's fails young people it's mostly self taught and would help people no get into debt



Accommodations for our homeless should be found not for immigrants

More available housing for homeless people & families

Remove the corrupt councilors

Why give grants to homeowners?

Further funding and more adequate location for Citizens Advice

Worried about the number new people to area whether the services can cope.

Spend on are services and Tamworth people first

## **Business support and advice**

What is provided?

Why should we pay for business support?

should pay more for help

reduce business rates and rent

There is plenty of support elsewhere.

Good information on websites and easy to access

Cut this, business advice is freely available on internet

As the town centre is nearly dead what are we getting for this

Why does the Council need to provide support to private businesses? presumably this information is available on the internet/nationally and doesn't need to have local input, so there is some saving here.

businesses are able to access their own advice

Yes needed!!! Support inconsistent!

Stop wasting money

I have a small business and would love premises and would love to rent premises from The council but cannot find where is available

only business who really need help

So long as its a Costa coffee, phone repair, fast food chain you'll get on just fine in this town. Absolutely no place for local, independent businesses.

There are other resources available for this

Leave it to the banks

Support need now to help

Pincher to resign

great but lets do more with ymca

Review staffing structure reduce number of manager's

Leave that to the government

Assistant available via tax liability.

Advise Yes , No support

I work in Birmingham nothing stated here

Business should pay a fee for help

This spending should be increased! Businesses are the lifeblood of our country.

Can't comment as it's essdntual to encourage business to keep jobs for people but a business should be self sufficient?

Investigate more

Scrap it !!! They get help from banks and citizens advice don't need no more help than that you don't help the normal human being as much

Local companies need support however small or large

More support for local business and policing when issues arise

Make businesses more affordable in the town to encourage more business to come in to Tamworth Town

Remove the corrupt councilors

Having outside businesses giving there advice and charging far to much for this.

Need more support

simply put cn I ask where this is? I have owned businesses in Tamworth since 2007. I own 4 busineeses in Tamworth - sorry nobody, from the council since (Council officer name repmoved) brings business together and I cannot see how the council 'supports' business here. I was sponsored by the WA government on a business visa program and I have huge ideas cheap ideas for support for business. Business growth etc. Just nobody wants to change or listen.

### **Improves access to information/customer services**

Don't see how spending could be reduced here? Raise profile of info/customer services with newsletters? Emails? Street information boards ? Local radio plugs??

Return to face to face access with your staff

Have it open to public

Needs to be an office setting, face to face

you should consider a tamworth reidenst magazine as this would improve communcations to all resedents and businesses as not all residents have access to the internet to catch up on the work you do. This could be self funded by advertisments and placed in Supermarkets for residents to pick up when they go shopping. pick up

Weekly/monthly news letters

Remove front desks and go digital

People need face to face appointments.

Remember not everyone has a computer. Letters giving out contact numbers etc

It's all on the website, didn't need to be subsidised

Stop people working from home

If you aren't on Internet or buy the woeful Tamworth Herald there is little,or no access to information our council is still closed and our cab office is hard to get intouch with so this is also appalling.

Wouldn't know where to start

Go digital

Improve the website so that more queries are handled through it

Manning the office, answering the phones in under 20 mins would be a start. If all still seem to work from home, why not change the shift pattern to include earlier start and later finishes and weekends, to truly support residence

leaflets, boards etc in the library or actuallly open for face to face

Ridiculous amount of money being spent on this.

Open a proper council HQ

Don't spend a lot of money, no one yses

Have an office for people to go to

Stop wasting money

When posting on social media at least reply to comments. Ignoring them turns people away

most ppl get info off social media need to get a fb page that is regularly updated

this could be better

Can't believe how much is wasted on this. Why can't you just open an office again?

Especially for the growing elderly population

Computerise

Run drops center for people who can't access the Internet. Maybe in the library.

Where do people get access to face to face now that your not in marmion house ? I've not personally needed to ask anything as can look on your website but not everyone has access or us computer literate

Open a front desk service again

Pincher to resign

People must be able to speak to council face to face or telephone the computer is not always an option for many residents

does this mean face to face? yes bring it back..Suggest the Bon Marche shop as a small base. Central, a step away from town hall. fast access to banks or support services for those who need them.

Definitely need more services

Review staffing structure reduce number of manager's

Information is rubbish only ever find out what's happening after the event

sack Pincher !!

Need an office

This is a big open book so more specification required before I answer this question.

Improve TBC website - information is not very detailed or informative and is not updated regularly

If you need to know you ask one stop shop

The town needs a place for it people to speak to the tbc and access its services have you tried getting some one help from a real person not every one has the internet

Keep information available in places like the library that's free and accessible to all people, espicially older people who may not have the internet/people to ask

Again Why? £880000... really?

I am personally able to obtain information via the internet etc. regarding Council Services but I wonder if with the closure of Marmion House, the more aged or less "tech savvy" might now be at a disadvantage in the long term.

Could be on website

Knowing where they are based would be a good start.

Web site needs improving. Why do I have to contact Lichfield or Stafford for services that tbc used to deal with

While it is possible to contact TBC by phone matters concerning SCC can only be addressed via email and rarely is it possible to get a reaction to matters that concern Tamworth eg. roads, road signage

Improve website

try sorting out the roads its a disgrace i could sort it all in minutes

Get an office open where people can get face to face advice

Reduce this we all know where to find the information we don't need to pay more council tax it's ridiculous as it is

Open Marmion House to the public, or AT LEAST give us a smaller office somewhere in the town centre

Less use of digital services more face to face.

DONT DO EVERYTHING ONLINE. Not every one can

I'm shocked at the amount spent on this, it's non existent!!

the customer service helpline isn't working, need to coinsider opening an access point where various departments can meet the public IN PERSON

Open the council offices,

We moved here in March 2022 and we had to wait months on end until our council tax arrived. By the time it arrived the yearly some was split into 9 months. This could have been dealt more quickly

Increase face to face contact in council buildings

Cost of this seems excessively high compared to other spends

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People who work on those should know what they're talking about ..not be fobbed off with I'll let you know!

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The budget for this is significant compared to most of the other areas - is such a high figure really necessary in terms of council priorities?

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Remove the corrupt councilors

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Quicker answering the phones

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We should have a permanent customer facing reception area , for people to have face to face contact especially for older people

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More accessible customer services facilities, not everybody is able to use computers and need a place people can call in to report issues

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Need to promote Tamworth better and have councillors who are not in bed with house builder or companies as it is conflict of interest

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I think you only had to look at the initial events for the commonwealth and emailing the council for clarification at one of the events and being given 3 different pieces of info and talking to others the same experience - you could see some were not supported as such conflicting info and no advertising ( bingo lingo) terribly represented nobody knew about it and it was word of mouth that sold the tickets. The assembly rooms unless you sign up not much publicity for a great venue. Too many music events not enough theatre and comedy.

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