



# CABINET

23 August 2023

A meeting of the CABINET will be held on Thursday, 31st August, 2023, 6.00 pm in Town Hall, Market Street, Tamworth

## A G E N D A

### NON CONFIDENTIAL

**1 Apologies for Absence**

**2 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.*

**3 Question Time:**

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

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

**5 Budget and Medium Term Financial Planning Process 2024/25 (Pages 5 - 48)**  
*(Report of the Leader of the Council)*

**6 Quarter One 2023/24 Performance Report (Pages 49 - 144)**  
*(Report of the Leader of the Council)*

**7 Annual Report on the Treasury Management Service and Actual Prudential Indicators 2022/23 (To Follow)**

*(Report of the Portfolio Holder for Operations and Finance)*

**8 Write Offs 1st April 2023 to 30th June 2023** (Pages 145 - 154)

*(Report of the Portfolio Holder for Operations and Finance)*

**9 Update on Corporate Comments, Compliments and Complaints** (Pages 155 - 186)

*(Report of the Portfolio Holder for Operations and Finance)*

**10 Exclusion of the Press and Public**

To consider excluding the Press and Public from the meeting by passing the following resolution:-

*“That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public”*

At the time this agenda is published no representations have been received that this part of the meeting should be open to the public.

**11 Corporate Credit Policy** (Pages 187 - 198)

*(Report of the Portfolio Holder for Operations and Finance)*

**12 Update on Commercial Lease** (To Follow)

*(Report of the Portfolio Holder for Town Centre and Commercial Property)*

Yours faithfully



**Chief Executive**

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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.*

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

## **FAQs**

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

To Councillors: P Turner, T Jay, A Cooper, S Smith, P Thompson and M Summers.

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Thursday, 31 August 2023

## Report of the Leader of the Council

### Budget and Medium Term Financial Planning Process 2024/25

#### Purpose

To seek agreement to the Proposed Budget and Medium Term Financial Planning Process for General Fund and the Housing Revenue Account for 2024/25.

#### Recommendations

It is recommended that the proposed process for the General Fund and Housing Revenue Account Budget and Medium Term Financial Planning Process for 2024/25 be adopted.

#### Executive Summary

When Council approved the 2023/24 Budget and Medium Term Financial Strategy in February 2023, it faced the ongoing uncertain economic conditions.

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

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

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

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

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

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

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

In addition, and following the mini budget on 23rd September, there are continuing cost pressures due to the financial markets' response to the contents of that budget with regard to increasing interest rates. This has a negative effect on the price of goods and services but a positive effect from the return from the Council's Treasury investments.

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

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

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, while not known at present, could result in a significant loss of income.

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

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

The Recovery & Reset Programme package of savings originally reported in July 2022 estimated savings to be in the region of c£3.5m over 5 years; £2.8m of which was unbudgeted capital costs for continuing to occupy Marmion House.

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

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

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

As a result of the updated forecast at quarter 1, July 2023, the forecast projections now identify General Fund balances of £3.7m by 2025/26 (compared to £1.1m as part of the approved

MTFS forecast in February 2023), a shortfall of £0.7m by 2026/27 (compared to a shortfall of £4.1m), a shortfall of £4.8m by 2027/28 (compared to a shortfall of £9m), with a shortfall of £9.5m by 2028/29.

Under the best case scenario, General Fund balances are forecast at £4.3m by 2025/26, £1.1m by 2026/27, with a shortfall of £2.9m by 2027/28, and £6.9m by 2028/29.

Under the worse case scenario, General Fund balances are forecast at £0.3m by 2025/26, with a shortfall of £5.3m by 2026/27, £10.7m by 2027/28, and £16.6m by 2028/29.

As members will be aware, savings are usually considered annually as part of the budget process. This update is the first step in reviewing the MTFS forecast during July as part of the Qtr 1 financial healthcheck report for Corporate Scrutiny and Cabinet - in light of the latest information available - including any further indications from government and those from the LGF Settlement for 23/24 & indications for 24/25. This will then inform the scale of the cost reductions needed as part of the budget process – **managers will again be asked to identify further areas for potential savings for consideration by Members as part of the budget process.**

With the ongoing uncertainty around the fair funding review and business rates reset, it makes it difficult to plan in the longer term - which is what we have experienced for the past 10 years as the review has been deferred numerous times and now is a question of if rather than when it could happen.

A further consideration is the potential scale and scope of any government funding reductions, which need to be forecast. There needs to be a balance between hoping for the best and planning for the worst - which would include consideration of cost efficiencies, increased income and ultimately service reductions.

## **Housing Revenue Account**

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

As a result of the updated forecast at quarter 1, July 2023, the forecast projections now identify HRA balances of £1.5m by 2025/26 (compared to £2.8m as part of the approved MTFS forecast in February 2023), £1.3m by 2026/27 (compared to £2.4m), £1.2m by 2027/28 (compared to £2.2m), with balances of £1m by 2028/29.

Under the best case scenario, HRA balances are forecast at £3.5m by 2025/26, £4.3m by 2026/27, £5.3m by 2027/28, and £6.2m by 2028/29.

Under the worse case scenario, HRA balances are forecast at £1.4m by 2025/26, £1.2m by 2026/27, £1m by 2027/28, and £0.9m by 2028/29.

However, this does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30 year HRA business plan. Previous 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).

As part of the budget process, Policy Changes are required in order to amend base budget provision. As grant and other income levels are forecast to reduce in the future, where increased costs are unavoidable then managers **are required to identify compensatory savings. Unfunded growth proposals cannot be considered without the identification of a compensatory saving.** Where savings are identified they must be accompanied by a robust implementation plan. Robust business case templates will have to be submitted to Cabinet and CMT for all Policy Change submissions (Revenue and Capital).

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

### **Draft 2023 annual residents survey – The Tamworth Conversation**

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.

In the past these were separate consultations, however, to avoid duplication and make an efficient use of resources, they are now combined into one 'Tamworth Conversation' in late summer/early autumn.

In order to benchmark with wider local government, we use the Local Government Associations recommended question set. This allows us to analyse the local results over time and benchmark across local government. To use these appropriately, these questions need to be at the beginning of the survey (detailed at **Appendix E**), to reduce bias when answering.

The results feed into the budget setting process and where timing allows, the State of Tamworth Debate (constitutionally due in March).

### **Outline methodology**

Following our existing approach, our annual survey is a self-selecting survey – people must volunteer to take part, as such communications and marketing activity will be 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 will be made available.

Paper copies of the surveys will be made available from the TIC and customer services staff will offer the opportunity of completing the survey over the phone for those less able to engage or for those without digital access.

To encourage responses, we propose to:

- Contact a random sample of 1,200 Tamworth residents inviting them to take part. This is roughly 120 addresses in each ward.
- Contact specific groups directly inviting them to take part:
  - Our citizens' panel,
  - Community & Voluntary Groups,
  - Tamworth Businesses,
  - Housing tenants,
  - Tamworth Borough Council staff (61% of which are residents).
- Issue press releases and deliver social media promoting the survey.
- Develop a flyer promoting the survey to hand out at town centre events (E.g. We Love Tamworth), on market days and in the TIC/Assembly Rooms.
- Ask customers visiting the TIC to complete a paper copy of the survey (or share with them a flyer).
- Ask elected members to share the survey with their constituents.
- Consider completing the survey face to face with people in the town centre.



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

### Proposed timetable

Action	Date
Cabinet	31 August 2023
Launch survey	4 September 2023
All members' budget seminar	Late Sept/Oct 2023
Survey close	13 Oct 2023
Survey results to CMT	Mid-Late Nov 2023
Survey results to elected members to inform budget setting decisions	By 30 <sup>th</sup> Nov 2023

### Timetable

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

- a) Budget Consultation Members Seminar – by 30<sup>th</sup> September;
- b) Emerging Policy Changes / Capital Programme bids Members Seminar (by 31<sup>st</sup> October);
- c) Consultation process - results to Cabinet by 30<sup>th</sup> November;
- d) Base budget and technical adjustments to Cabinet 30<sup>th</sup> November;
- e) Cabinet to consider Council Taxbase calculation on 14<sup>th</sup> December and Business Rates Forecast on 25<sup>th</sup> January;
- f) Cabinet proposals to a Leaders Budget Workshop 29<sup>th</sup> November;
- g) Provisional RSG settlement assessment to Corporate Management Team and EMT in December;
- h) Joint Scrutiny Committee (Budget) to be held on 31<sup>st</sup> January 2024;
- i) Final Budget and Medium Term Plan reports to Cabinet 22<sup>nd</sup> February 2024;
- j) Budgets set at Council 27<sup>th</sup> February 2024.

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

Members are asked to endorse the process to be followed.

### Options Considered

None

### Resource Implications

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

### Legal/Risk Implications Background

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

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

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

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

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

The Key Risks are:

- 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.

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 did 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, while not known at present, could result in a significant loss of income.

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

### **Equalities Implications**

None

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

None

## Background Information

- a) The Government's **Fair Funding Review (FFR)** of the distribution methodology includes:
  - a. changes to the needs assessment (which will determine each Council's share of the national funding for Local Government – it is likely that this will reflect the impact of Social Care demands and that funding will be redistributed to Unitary and County Councils to the detriment of District Councils);
  - b. treatment of relative resources (to determine how much each Council can fund locally through income from fees and charges and council tax);
  - c. any transitional arrangements to protect Councils from significant reductions in funding – and the impact from their unwinding.
- b) **Spending Review** – where the total spending allocation for Government Departments will be set – including national control totals for Local Government spending. It sets UK Government departments' resource budgets.
- c) The ongoing **review of the Business Rates Retention (BRR) scheme** –work on the design of the new system including the impact of 'rolling in' grants such as Housing Benefit administration and New Homes Bonus.
- d) The planned **reset of the Business Rates baseline** for each Council could mean redistribution of the growth, or a proportion of such, achieved since 2013.
- e) **New Homes Bonus scheme** - review planned on operation of the scheme including local growth in housing numbers and share of the national pool (including the 'deadweight' for which Councils no longer receive grant).

## Report Author

Joanne Goodfellow - Interim Executive Director Finance

## List of Background Papers

Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2023/24, Council 28<sup>th</sup> February 2023.

## Appendices

### Appendix A

Project Plan for the Budget and Medium Term Financial Planning Process for the year 2024/25

### Appendix B

Outline of the Budget and Medium Term Financial Planning Process

### Appendix C

Flowchart of the Budget & Medium Term Financial Planning Process

### Appendix D

**Appendix E**

2023 annual residents survey – The Tamworth Conversation

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Budget and Medium Term Financial Planning Process for 2024/25			
	Project Plan	Deadline	Responsible Officer/s
1	Review of the 2023/24 process, formulation of 2024/25 process and report, to Cabinet 31 <sup>st</sup> August, including:	31/08/2023	Executive Director Finance (EDF)
	<ul style="list-style-type: none"> <li>Review of potential budget issues;</li> </ul>	31/08/2023	EDF / Assistant Director Finance (ADF)
	<ul style="list-style-type: none"> <li>The Consultation process.</li> </ul>	31/08/2023	EDF / ADP / Head of Communications
	<ul style="list-style-type: none"> <li>Members Seminar - Annual Survey, September 2022</li> </ul>	30/09/2023	Head of Communications
2	Policy Changes		
	<ul style="list-style-type: none"> <li>Circulation to Directors of provisionally approved policy changes for 2023/24 onwards - for confirmation or otherwise;</li> </ul>	31/08/2023	Accountants
Page 15	<ul style="list-style-type: none"> <li>Any unavoidable cost increases arising from, for example, legislative or demand led changes (e.g. reduced income), be identified and included together with completion of 2022/23 outturn review;</li> </ul>	30/09/2023	CMT/Accountants
	<ul style="list-style-type: none"> <li>Return of responses with <b>funded</b> Business Cases completed for new proposals, to Accountancy for collation;</li> </ul>	30/09/2023	CMT/Accountants
	<ul style="list-style-type: none"> <li>Meeting of CMT to review all Revenue Policy Changes proposals on 12<sup>th</sup> October;</li> </ul>	10/10/2023	EDF / Accountants
	<ul style="list-style-type: none"> <li>Members Seminar to consider emerging policy changes, October</li> </ul>	31/10/2023	EDF / Assistant Director Finance (ADF)
	<ul style="list-style-type: none"> <li>Responses to be presented to Executive Management Team 6<sup>th</sup> November for initial consideration.</li> </ul>	28/10/2023	EDF / Accountants
3	Corporate Capital Strategy and Capital Programme		
	<ul style="list-style-type: none"> <li>Directors to review &amp; confirm the provisionally approved capital schemes already contained within the 5 year capital programme (including a 'block allocation' for Cabinet approval of new schemes during the year);</li> </ul>	20/09/2023	CMT/Accountants
	<ul style="list-style-type: none"> <li>Impact of any updated Stock Condition data assessed</li> </ul>	20/09/2023	Assistant Director Assets
	<ul style="list-style-type: none"> <li>Formulation of new 5 year programme including appraisal forms to be submitted to the Asset Strategy Steering Group (ASSG) 21<sup>st</sup> September, prior to submission to Executive Management Team;</li> </ul>	20/09/2023	CMT/Accountants
	<ul style="list-style-type: none"> <li>Members Seminar to consider emerging Capital scheme proposals, October</li> </ul>	31/10/2023	EDF / Assistant Director Finance (ADF)

	<b>Project Plan</b>	<b>Deadline</b>	<b>Responsible Officer/s</b>
	<ul style="list-style-type: none"> <li>Capital Programme report to CMT 12<sup>th</sup> October, Executive Management Team 6<sup>th</sup> November.</li> </ul>	10/10/2023	CMT/Accountants
4	Charges for Services – Updated recharges basis adjusted for any structural issues, proposals to be circulated to CMT by 31 <sup>th</sup> October, base recharges to be completed by 31 <sup>st</sup> October to allow consultation period (to December 2023).	31/10/2023	CMT/Accountants
5	Consideration of responses – including an analysis of the impact of such on the overall financial position of the Council at CMT 12 <sup>th</sup> October, Executive Management Team 6 <sup>th</sup> November, Leaders Budget Workshop review 29 <sup>th</sup> November and Cabinet 30 <sup>th</sup> November, to formulate/consider budget proposals in detail.	10/10/2023	CMT/Accountants
6	Consideration of the adjusted base budget, at CMT 26 <sup>th</sup> October / Executive Management Team 6 <sup>th</sup> November / Cabinet 30 <sup>th</sup> November.	20/10/2023	EDF/ADF/Accountants
7	Annual Survey 2023 – Cabinet receive 30 <sup>th</sup> November, the results of the consultation process.	25/10/2023	Head of Corporate Communications
Pages 16	Approval of the Council Tax Base Calculation for 2024/25 - to Cabinet 14 <sup>th</sup> December.	29/11/2023	Head of Revenues & Benefits
	Leaders Budget Workshop 29 <sup>th</sup> November.	29/11/2023	Leader
10	A meeting of Cabinet on 30 <sup>th</sup> November to receive/confirm budget proposals.	30/11/2023	EDF/ADF
11	Local Government Finance Settlement (LGFS) implications - to CMT / Executive Management Team by 22 <sup>nd</sup> December.	22/12/2023	EDF/Accountants
12	Draft Budget & MTFs Report to Executive Management Team 15 <sup>th</sup> January / Cabinet 25 <sup>th</sup> January and Joint Scrutiny Committee (Budget) 31 <sup>st</sup> January	06/01/2024	EDF/ADF
13	Final Business Rates forecast for 2024/25 - to Cabinet 25 <sup>th</sup> January.	17/01/2024	EDF/ADF/ Head of Revenues & Benefits
14	Implications of the final Business Rates forecast & LGFS information to be considered/built into the budget proposals (as soon as available).	January 2024	EDF/ADF/Accountants
15	Final Budget & MTFs Report to CMT on 8 <sup>th</sup> February / Executive Management Team 12 <sup>th</sup> February.	01/02/2024	EDF/ADF
16	Final budget reports considered by Cabinet on 22 <sup>nd</sup> February who would recommend a budget to the Council meeting on 27 <sup>th</sup> February.	14/02/2024	EDF/ADF



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

### Reasons for Producing Budgets

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

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

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

### The Budget Process

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

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

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

- **Review / Formulation of Budget Process**

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

- **Consideration of Policy Changes**

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

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

- **Capital Programme**

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

- **Consultation**

To help elected members set the council budget and priorities 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.

In the past these were separate consultations, however, to avoid duplication and make an efficient use of resources, they are now combined into one 'Tamworth Conversation' in late summer/early autumn.

In order to benchmark with wider local government, we use the Local Government Associations recommended question set. This allows us to analyse the local results over time and benchmark across local government. To use these appropriately, these questions need to be at the beginning of the survey (detailed at **Appendix D**), to reduce bias when answering.

The results feed into the budget setting process and where timing allows, the State of Tamworth Debate (constitutionally due in March).

Paper copies of the surveys are made available from the TIC and customer services staff will offer the opportunity of completing the survey over the phone for those less able to engage or for those without digital access.

To encourage responses, we:

- Contact a random sample of 1,200 Tamworth residents inviting them to take part. This is roughly 120 addresses in each ward.
- Contact specific groups directly inviting them to take part:
  - Our citizens' panel,
  - Community & Voluntary Groups,
  - Tamworth Businesses,
  - Housing tenants,
  - Tamworth Borough Council staff (61% of which are residents).
- Issue press releases and deliver social media promoting the survey.
- Develop a flyer promoting the survey to hand out at town centre events (E.g. We Love Tamworth), on market days and in the TIC/Assembly Rooms.
- Ask customers visiting the TIC to complete a paper copy of the survey (or share with them a flyer).
- Ask elected members to share the survey with their constituents.
- Consider completing the survey face to face with people in the town centre.

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

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

It is important that managers assess budget figures carefully and do not merely increase the original budgets by the given inflation percentage. Managers should consider the previous year's level of expenditure when looking at budgets and decide

if this is to be a normal level or an exception. A zero based budgeting approach to deliver service needs is required especially in a period of resource constraints.

For 2024/25, the budget process will need to reflect the the consequences of the current inflationary cost pressures, and the measures to contain and mitigate its effects. Consideration of the impact on future income levels will be needed including Council Tax, Non domestic (business) rates, fees and charges, rents and investment returns which have, to a greater or lesser extent, been subject to reduction since April 2020.

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

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

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

- **Compilation of Overall Budget figures**

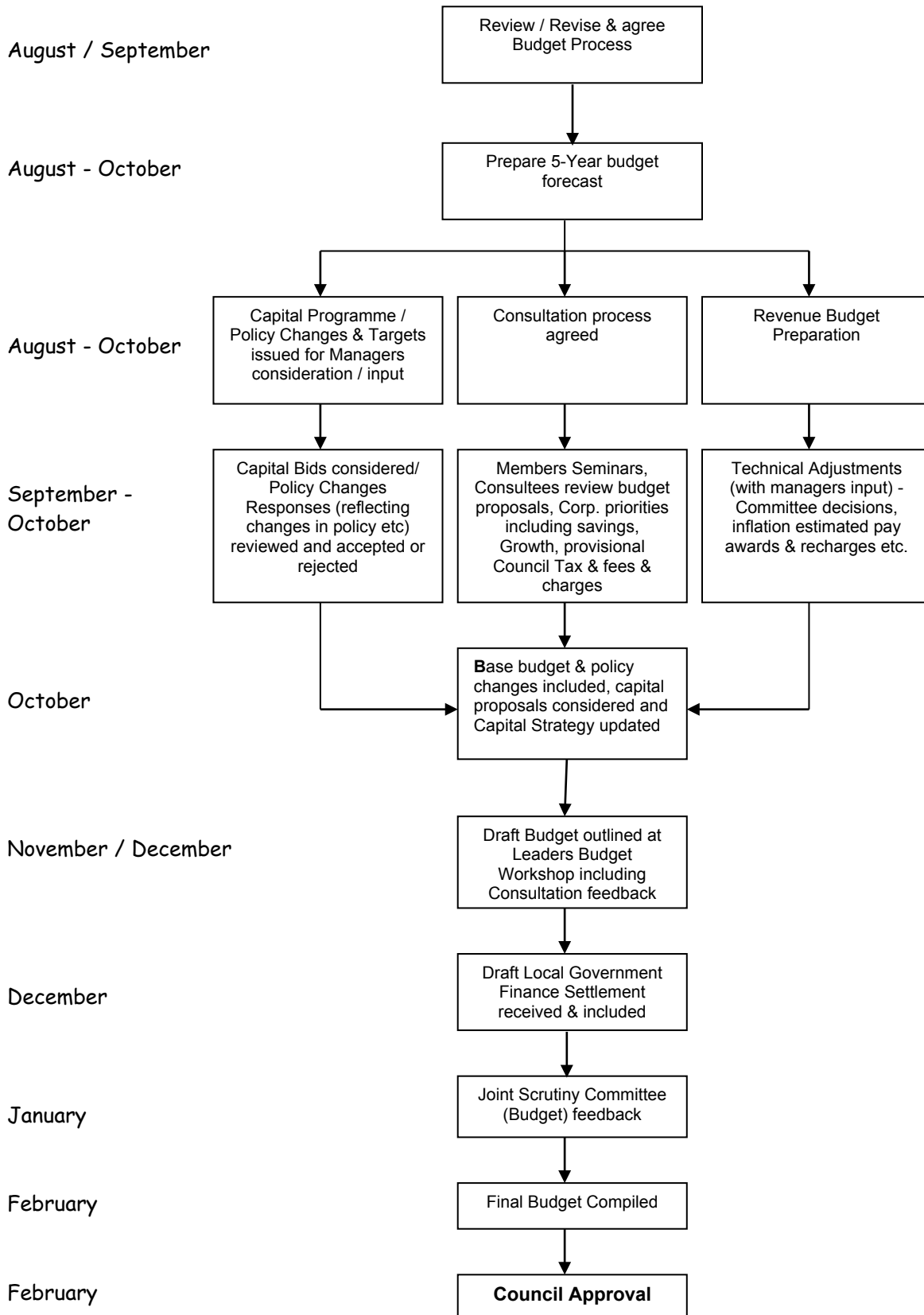
Once all the budget working papers have been prepared, an overall net expenditure figure for the Council can be assessed in terms of affordability and whether funding for these levels of expenditure is available. It may be that Managers would be required to identify savings in their budgets, dependent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

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

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

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The Budget & Medium Term Financial Planning Process 2024/29



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# Tamworth Borough Council's annual survey 2023

## 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.

The results feed into the budget setting process and where timing allows, the State of Tamworth Debate (constitutionally due in March).

## Objectives

- To consult locally to help inform the budget setting process.
- To monitor local views on Tamworth as a place to live.
- Benchmark Tamworth with other local authorities as an indicator of council performance.

## Benchmarking

To use the LGA questions for benchmarking we must follow their prescriptive wording and placement.

However, updated in the LGA guidance notes this year suggests that the data should only be used for benchmarking if the same methodology is followed:

*The LGA's national and regional figures are obtained using a telephone poll. As the mode of data collection can have a marked impact on results, intra-mode comparisons are not desirable. Therefore, we recommend that only councils using a telephone survey method should benchmark against the LGA figures.*

[Source](#)

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

This methodology is not affordable within current budgets. This approach is likely to cost upwards of £15,000.

It is recommended that we continue to use the LGA approach to questioning; we already have local data from 2022 and in some cases 2021, however we should consider using benchmarking data internally only.

## Methodology

Following our existing approach, our annual survey is a self-selecting survey – people must volunteer to take part, as such communications and marketing activity will be 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 not everyone in the town has digital access so other options must be made available.

Paper copies of the surveys will be made available from the TIC and customer services staff will offer the opportunity of completing the survey over the phone for those less able to engage or for those without digital access.

To encourage responses, we propose to:

- Contact a random sample of 1,200 Tamworth residents inviting them to take part. This is roughly 120 addresses in each ward.
- Contact specific groups directly inviting them to take part:
  - Our citizens' panel,
  - Community & Voluntary Groups,
  - Tamworth Businesses,
  - Housing tenants,
  - Tamworth Borough Council staff (61% of which are residents).
- Issue press releases and deliver social media promoting the survey.
- Develop a flyer promoting the survey to hand out at town centre events (E.g. We Love Tamworth), on market days and in the TIC/Assembly Rooms.
- Ask customers visiting the TIC to complete a paper copy of the survey (or share with them a flyer).
- Ask elected members to share the survey with their constituents.
- Consider completing the survey face to face with people in the town centre.

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

The costs associated with these actions are within budget.

#### **Proposed timetable**

<b>Action</b>	<b>Date</b>
Cabinet	31 August 2023
Launch survey	4 September 2023
All members' budget seminar	Late Sept/Oct 2023
Survey close	13 Oct 2023
Survey results to CMT	Mid-Late Nov 2023
Survey results to elected members to inform budget setting decisions	By 30th Nov 2023



# Communications plan: Residents' survey 2023

## BACKGROUND

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

Last year, to avoid duplication and make an efficient use of resources, we combined these consultations into one Tamworth residents' survey carried out late summer/early autumn. 2023 is the second year taking this approach.

The survey takes around 10 - 12 minutes to complete. This is a self-selecting survey; people must volunteer to take part, as such communications and marketing activity is essential to the success of this survey.

## Timetable

Action	Date
Cabinet	31 August 2023
Launch survey	4 September 2023
All members' budget seminar	Late Sept/Oct 2023
Survey close	13 Oct 2023
Survey results to CMT	Mid-Late Nov 2023
Survey results to elected members to inform budget setting decisions	By 30th Nov 2023
State of Tamworth debate	March 2024 <sup>1</sup>

## OBJECTIVES

### Business Objectives:

- To consult to help inform the budget setting process.
- To monitor local views on Tamworth as a place to live.

### Communications Objectives:

- Through timely and targeted communications, encourage audiences to have their say.
- Visibly show Tamworth Borough Council is interested in the views of local audiences.

## AUDIENCES

Local people  
Community & Voluntary Groups  
Tamworth Businesses  
Lichfield & Tamworth Chamber of Commerce  
Tamworth Borough Council staff (around 60% are residents)  
Elected members

## KEY MESSAGES

Tamworth Borough Council wants to hear from local people and understand; what Tamworth is like as a place to live, thoughts on Tamworth Borough Council services, how people think money collected from council tax and business rates should be spent and how Tamworth Borough Council handles complaints.

As with past budget and residents' surveys, views of local people will inform the budget setting process and the things the council needs to prioritise in the future.

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<sup>1</sup> To be confirmed.

Our last budget and residents' survey informed current year spending plans and the priorities of the council.

The survey will take around 10 - 12 minutes to complete. No specialist knowledge or experience of contacting the council is needed to take part, just a willingness to share views.

Opportunity to be entered into a prize draw to win one of three £30 gift voucher prizes to spend at a Tamworth store.

This survey is specifically for residents who live within the borough of Tamworth.

## CHANNELS

Proactive media

Free to use social media

Targeted Facebook advertising (paid for, volume dependent on response levels)

Random target of 1,200 Tamworth addresses inviting people to take part (assuming 20-30% take up rate)

Flyers promoting the survey

Citizens' panel direct email

Tenants direct email

Business direct email

Community & Voluntary sector direct email

Telephone surveys carried out by customer services colleagues

Paper surveys actively handed out at the TIC

Staff direct email and staff newsletter

Elected Member direct email

Activities such as a stand in the town centre/Ankerside can be considered if response rates are low.

## IMPLEMENTATION PLAN

Audience	What	When	✓
Local people	Launch of survey online	4 September	
	Press release launching the survey sent to media and published online	4 September	
	Social media to support press release and throughout	4 September onwards	
	Letter inviting 1,200 randomly selected Tamworth addresses to take part	Wk commencing 4 September	
	Citizens panel direct email	4 September	
	Tenants direct email	Wk 12 September	
	Telephone surveys via customer services team	Throughout	
	Paper surveys actively shared at the TIC	4 September onwards	
	Flyers handed out at We Love Tamworth event	9 – 10 September	
	Targeted Facebook advertising	Wk 18 September onwards	
	Flyers handed out on market day	30 September	
	Press release encouraging people to take part – two weeks left	4 October	

	Citizens panel direct email reminder email – two weeks left to have your say	4 October	
	Tenants direct email reminder email – two weeks left to have your say	4 October	
	Final social media push – just a few days left, XXX people have already had their say, still time to be one of them etc.	4 October onwards	
<b>Elected members</b>	Elected Member direct email	4 September	
	Regular updates to Cabinet on response rates	Weekly throughout	
<b>Community &amp; Voluntary sector</b>	Community & Voluntary sector direct email	Wk 4 September	
	Community & Voluntary sector reminder email – three weeks left to have your say	28 September	
<b>Tamworth Businesses</b>	Business direct email	Wk 4 September	
	Business direct email reminder email – three weeks left to have your say	28 September	
<b>Council staff</b>	All staff email	Wk 4 September	
	Inc in staff newsletter	September	
	All staff email – two weeks left to have your say	4 October	

Timing and content of feedback communications to be determined.

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## **Tamworth Borough Council's Annual Survey**

Welcome to Tamworth Borough Council's annual residents' survey. In this survey we ask questions about what Tamworth is like as a place to live, your thoughts on Tamworth Borough Council services and how you think we should spend money collected from council tax and business rates.

The survey will take around 10 - 12 minutes to complete. You don't need any specialist knowledge or experience of contacting us to take part, just a willingness to share your views.

At the end of the survey, you'll be able to share your contact details if you want to be entered into a prize draw to win one of three £30 gift voucher prizes to spend at a Tamworth store.

This survey is specifically for people who live within the borough of Tamworth, or for those running a business or voluntary group in Tamworth.

**Please return your completed survey to our team at the Assembly Rooms by 5pm on Friday 13 October 2023.**

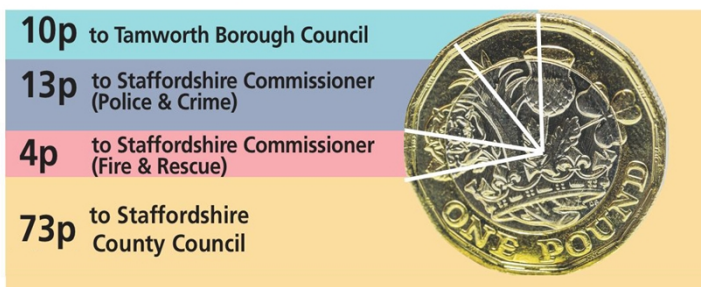
## A bit about Tamworth Borough Council

If you live in Tamworth, you receive services from two councils, Tamworth Borough Council and Staffordshire County Council. This survey is purely asking about services provided by Tamworth Borough Council.

Tamworth Borough Council services are paid for by a small part of the council tax you pay, a small part of local business rates and government funding. Where we have special projects happening like the redevelopment of the town centre, we bid competitively against other councils for any extra government funding. Tenants also pay for council social housing services through their rent.

We collect council tax and business rates, and **we keep only 10pence in every pound collected** (10 percent). So, for a Band C home, just £175 each year funds borough council services. The rest goes to:

### Where does your Council Tax go?



The money we have pays for services such as:

- Waste collection and recycling
- Parks and green spaces, including grassed areas across the borough
- Street cleansing and emptying litter bins
- Support for the homeless
- Environmental health, including taxi licensing and food premises inspections
- Economic growth and regeneration, including business development support for local businesses
- Leisure and tourism services, including sports pitches, outdoor events,
- Tamworth Assembly Rooms and Tamworth Castle
- Work with police, fire and community voluntary sector to support the most vulnerable and help Tamworth become a safer place to live

- Planning and building control
- Collection of council tax and business rates
- Elections (local when you elect your local councillor, your county councillor and national when you elect your MP)

This isn't a full list, but hopefully gives you an idea of our services.

As a borough council, we also provide housing services to tenants. This is paid for by tenant rents and government grants, not by council tax.

Other services like education, roads and potholes, social services for older people and children and libraries are provided by Staffordshire County Council.

## Tamworth as a place to live

Throughout this survey we ask you to think about 'your local area'.

When answering, please consider your local area to be the area within 15 – 20 minutes walking distance from your home.

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

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

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

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

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

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



### 3. Value for money

Please think about the range of services Tamworth Borough Council provides to the community as a whole, as well as the services your household uses.

We keep 10pence in every £1 of council tax collected, in total every year that means you pay the following to fund Tamworth Borough Council services:

Band A property, you pay £131 a year for Tamworth Borough Council services.  
Band B property, you pay £153 a year for Tamworth Borough Council services.  
Band C property, you pay £175 a year for Tamworth Borough Council services.  
Band D property, you pay £197 a year for Tamworth Borough Council services.  
Band E property, you pay £241 a year for Tamworth Borough Council services.  
Band F property, you pay £284 a year for Tamworth Borough Council services.  
Band G property, you pay £328 a year for Tamworth Borough Council services.  
Band H property, you pay £394 a year for Tamworth Borough Council services.

Figures use 2023 payments.

The rest of the council tax you pay funds services from Staffordshire County Council, Staffordshire Police and Staffordshire Fire and Rescue.

The money we have pays for services such as:

Waste collection and recycling

Parks and green spaces, including grassed areas across the borough

Street cleansing and emptying litter bins

Support for the homeless

Environmental health, including taxi licensing and food premises inspections

Economic growth and regeneration, including business development support for local businesses

Leisure and tourism services, including sports pitches, outdoor events, Tamworth Assembly Rooms and Tamworth Castle

Work with police, fire and community voluntary sector to support the most vulnerable and help Tamworth become a safer place to live

Planning and building control

Collection of council tax and business rates

Elections (local when you elect your local councillor, your county councillor and national when you elect your MP)

This isn't a full list, but hopefully gives you an idea of our services.

As a borough council, we also provide housing services to tenants. This is paid for by tenant rents and government grants, not by council tax.

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

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

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

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

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

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

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

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

**7. How much do you trust Tamworth Borough Council?**

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

**8. Satisfaction with services**

**Please tell us how satisfied or dissatisfied you are with each of the following services:**

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

**9. When did you last contact Tamworth Borough Council to request a service, report a problem or make a complaint?**

- In the last month
- More than a month ago, but in the last six months
- More than six months ago, but in the last year
- Over a year ago
- Never

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

- Go to the council website and follow the links
- Use the webchat on the council website
- Use the My Housing app
- Use the My Tamworth app
- Email the council
- Phone the council
- Visit the customer services team in Tamworth Assembly Rooms
- Contact my local councillor
- Contact the council via social media

**11. Community Safety**

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

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

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

**13. How do you currently find out about Tamworth Borough Council and the services it provides at the Assembly Rooms and Castle, including free events in the Castle Grounds? Please tick all that apply. \***

- Council website
- Arts and Events website
- Castle Website
- Printed information from the council posted to your house
- Council texts
- Council emails and e-newsletters
- Arts and events emails
- Castle emails
- Direct contact (e.g. contact with council staff, public meetings and events)
- Council's social media (e.g. Facebook, Twitter, Instagram, TikTok)
- Arts and Events social media (e.g. Facebook, Twitter, Instagram, TikTok)
- Castle social media (e.g. Facebook, Twitter, Instagram, TikTok)
- Social media pages not run by the council
- Advertising on billboards/buses etc.
- From your local councillor
- Local media (e.g. newspapers, TV, radio)
- Word of mouth (e.g. friends, neighbours, family)
- Do not find out any information
- Other (please specify): \_\_\_\_\_

**14. Did you know**

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

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

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

## 16. Priorities for the council

Our Tamworth Borough Council vision is 'Tamworth – celebrating our heritage, creating a better future'. This vision describes what we're aiming to achieve in the long term.

To help us achieve this, we have five priorities:

### The Environment

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

### The Economy

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

### Infrastructure

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

### Living in Tamworth

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

### Town Centre

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

How important do you think are each of these priorities are, on a scale of 1-5 where 1 is Very Important and 5 is Not at all important

	1	2	3	4	5
The Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Living in Tamworth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**17.** Along with the long-term priorities you've just thought about in the previous question, we also have six immediate areas of focus, where we're looking to make significant visible changes to how we tackle issues in these areas:

### **Town Centre**

Continuing to deliver our £21million investment in the redevelopment and regeneration of Tamworth town centre, and share updates and progress with local people and businesses.

Making sure the town centre is a more attractive destination for local visitors and those from further afield, including a design code to see a uniform appearance throughout the town.

Developing a town centre strategy with more options for events and transitions away from a pure retail centre.

### **Pride in our area**

Improving the general upkeep of Tamworth, particularly in key and well-travelled areas.

Review quality and processes around borough maintenance.

Update signs so they are not out of date.

### **Roads and potholes**

While this is a county council responsibility, elected members are working to encourage Staffordshire County Council to take action to improve roads throughout the borough.

### **Communications**

More open and transparent communications with local people, both as a council and through locally elected councillors.

Increasing frequency of communications with local people.

Publicly announce priorities and decisions and track against them.

Use all means possible, including local newspaper, council website news page, social media radio etc.

### **Marmion House**

Continue plans to sell Marmion House as a prime location for redevelopment. *Note, the existing building needs millions of pounds of investment to maintain. It is also a very energy inefficient building.*

Have clear options for a new modern council office fit for the future.

Improving signposting to customer needing to access council services online, over the phone or via the front desk at the Assembly Rooms.

### **New ideas**

Political openness to thinking differently for better and more cost-effective delivery of services.

Exploring ways to make income, including private company investment.

Exploring ideas for new sports and leisure facilities.



Create a five-year events plan to allow new events to grow and reach their potential.

**How important do you think are each of these priorities are, on a scale of 1-5 where 1 is Very Important and 5 is Not at all important**

	1	2	3	4	5
Town Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pride in our area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roads and potholes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marmion House	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 18. Council Spending

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

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

**We would like your view on how or where you think the council could make efficiencies and reduce costs.**

**For the following services, do you think we should spend more, the same or less? The planned spend for the current financial year for each service appears in brackets.**

	More	Same	Less	No opinion
Sports & Leisure including sports pitches and free children's holiday activities (£480,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heritage/Castle (£832,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assembly Rooms & Events (£1,971,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refuse collection & recycling (£3,325,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining parks, open spaces, nature reserves & street cleaning (£3,101,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tackling anti-social behaviour (£528,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving the economic, physical, social and environmental condition of Tamworth (£299,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grants for voluntary organisations and charities to support vulnerable people in Tamworth (£158,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commissioning (buying) services from voluntary organisations and charities to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	More	Same	Less	No opinion
support vulnerable people in Tamworth (£368,000)				
Housing advice, regulating private landlords, tackling homelessness and providing emergency accommodation - exc. council housing (£703,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support to local businesses including grants, free business development support and Tamworth Enterprise Centre (£552,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delivering customer services (£970,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tackling climate change (£54,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

**Please choose up to three.**

- Sports & Leisure inc sports pitches and free children's holiday activities (£480,000)
- Heritage/Castle (£832,000)
- Assembly Room & Events (£1,971,000)
- Refuse collection & recycling (£3,325,000)
- Maintaining parks, open spaces, nature reserves and street cleaning (£3,101,000)
- Tackling anti-social behaviour (£528,000)
- Improving the economic, physical, social and environmental condition of Tamworth (£299,000)
- Grants for voluntary organisations & charities to support vulnerable people in Tamworth (£158,000)
- Commissioning (buying) services from voluntary organisations and charities to support vulnerable people in Tamworth (£368,000)
- Housing advice, regulating private landlords, tackling homelessness and providing emergency accommodation excluding council housing (£519,000)
- Support to local businesses inc grants, free business development support and Tamworth Enterprise Centre. (£552,000)
- Delivering customer services (£970,000)
- Tackling climate change (£54,000)

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

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

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

- Car parking (£857,000)

- Public charges for leisure and other activity (£1,193,000)
- Waste management (£1,590,000)
- Public spaces (£723,000)
- Commercial property (£1,760,000)

**21. Costs are going up for all of us.**

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

The government have suggested small councils like Tamworth, can increase their council tax by 3%, or £5 per year or more. This is based on a Band D council tax property.

Our three-year budget plan included a £5 increase in 2023/24 with a further £5 per year every year.

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

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

- £1.00 (0.51% increase)
- £5.00 (2.54% increase)
- £5.89 (2.99% increase)
- £10.00 (5.08% increase)
- £14.00 (7.11% increase)

**22. If you have any further comments about how Tamworth Borough Council could reduce spending, please let us know for each of the services.** Use a separate sheet if you need to.

Sports & Leisure inc sports pitches and free children's holiday activities

Heritage/Castle

Assembly Room & Events

Refuse collection & recycling

Maintaining parks, open spaces, nature reserves and street cleaning

Tackling anti-social behaviour

Improving the economic, physical, social and environmental condition of Tamworth  
Grants for voluntary organisations and charities to support vulnerable people in Tamworth

Commissioning (buying) services from voluntary organisations and charities to support vulnerable people in Tamworth

Housing advice, regulating private landlords, tackling homelessness and providing emergency accommodation

Support to local businesses including grants, free business development support and Tamworth Enterprise Centre

Improved access to information/customer services

## 8. About you

Giving the following information is optional but it will help us to use the information you have provided and help us shape services for different communities.

**Tell us about yourself.**

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

Male

- Female
- Prefer not to say
- Prefer to self describe (please tell us)

**24. What is your age?**

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75+
- Prefer not to say

**25. What is your Ethnic group?**

I do not wish to disclose my ethnic origin

**White**

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

**Asian or Asian British**

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

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

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

**Mixed or Multiple ethnic**

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

**Other Ethnic Group**

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

**26. Please tell us your postcode**

Note: We will only use this information to help us understand if there are any different issues in different parts of the borough.

**27. Are you:**

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

**28. Please tell us where you heard about this survey**

- In the Tamworth Herald
- On social media
- From a leaflet
- 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
- With a council officer at an event
- Other (please tell us):

**29. Please tell us your email address if you'd like to join our citizens panel, a group we send regular surveys and consultations to for views.**

**30. If you would like to be entered into a prize draw for one of three £30 worth of gift vouchers for a local shop of your choice, please tell us your email address or contact number so that we can get hold of you.**

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

Note, Tamworth Borough Council staff and Elected Members are not eligible to enter the prize draw.

**You have now completed the Tamworth Borough Council's Annual Survey.**

Tamworth Borough Council is the Data Controller for all personal data collected in this application. We collect your personal information under Consent to allow us to provide administration for your application.

We may share your personal information with third-parties where required to by law. Full details for types of personal information we collect, purpose we collect it, third-parties we share it with, third-party services providers and how we maintain the security of your information can be found in our Communications Fair Processing Notice [www.tamworth.gov.uk/privacy-notice](http://www.tamworth.gov.uk/privacy-notice) - a hard copy is available upon request.

Please ensure you read our fair processing notice before submitting your personal information to us. Information you give us will be kept for no longer than necessary.

Our Retention Schedule can be found at [www.tamworth.gov.uk/sites/default/files/privacy/Retention-Schedule.pdf](http://www.tamworth.gov.uk/sites/default/files/privacy/Retention-Schedule.pdf)

If you have a concern about the way that we are collecting or using your personal data, we ask that you contact us in the first instance. Our Data Protection Officer can be contacted via [data-protection@tamworth.gov.uk](mailto:data-protection@tamworth.gov.uk). Alternatively, you can contact the Information Commissioner's Office.

You have certain rights under UK Data Protection law. For information on your rights, please visit the Information Commissioner's Officer Website [www.ico.org.uk](http://www.ico.org.uk)

**Thank you for taking the time to answer this survey.**



Thursday 31<sup>st</sup> August 2023

## Report of the Leader of the Council

### Quarter One 2023/24 Performance Report

#### Exempt Information

None

#### Purpose

This report provides the Committee with an overview of Council performance for the first quarter of the 2023-24 financial year (April to June 2023). It reports the position in relation to progress with strategic corporate projects and updates on the financial position, corporate risk, audit, information governance and complaints. Corporate Scrutiny Committee considered the report on 8<sup>th</sup> August 2023.

#### Recommendations

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

#### Executive Summary

This report is the first quarterly update for the year 2023/ 24.

The report which is attached at appendix 1 contains the following sections:

1. Quarter 1 Highlights
2. Corporate Projects
3. Finance
4. Corporate Risk
5. Audit
6. Information Governance including Comments, Compliments and Complaints

This report has been developed to include a wider range of information and data than previous quarterly reports. It is intended to provide committee with a fuller set of information which demonstrates the performance position of the council. New sections are audit, information governance (data breaches, Freedom of Information requests and subject access requests) and performance data relating to customer comments, compliments and complaints. It is envisioned that by presenting this information in a coordinated way trends will be recognised, and service/ performance improvements can be identified and implemented.

Feedback from Corporate Scrutiny and Cabinet on the Quarter 4 performance report has been taken into account. The report will continue to be developed on a quarterly basis in 2023/24 in line with Scrutiny and Cabinet feedback.

#### Resource Implications

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

#### Legal/Risk Implications Background

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

**Equalities Implications**

There is no equality implications as a direct result of this report.

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

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

**Report Author**

Zoe Wolicki – Assistant Director People

**Appendices**

Appendix 1 – Quarter 1 2023-24 Performance Report

# Quarter 1 Performance Report 2023 – 24

## Contents

### 1. Quarter 1 Highlights 2023

### 2. Corporate Projects Summary

2.1 Corporate Plan 2022 - 2025 Projects Overview Quarter 1

2.2 New Corporate Projects

2.3 Corporate Plan 2022 - 2025 Projects Overview (Red or Amber Projects) Quarter 1

### 3. Finance

3.1 General fund – Actual Spend Summary - Quarter 1

3.2 Universal Credit Summary – Quarter 1

3.3 Impact of Welfare Benefit Reform on Council services

3.4 Medium Term Financial Strategy 2022/23 -2027/28 Monitoring, June 2023

3.5 Financial Health Check Report – Period 3 June 2023

3.6 General Fund Main Variances

3.7 Capital Programme Monitoring

3.8 Treasury Management Update – Period 3 - 2023/24

### 4. Corporate Risk

4.1 Corporate Risks Summary Quarter 1 2023

4.2 Detailed Corporate Risks

4.2.1 Financial Stability 2023

4.2.2 Modernisation and Commercialisation Agenda 2023

4.2.3 Governance 2023

4.2.4 Community Focus 2023

4.2.5 Economic Growth and Sustainability 2023

4.2.6 Organisational Resilience

### 5. Audit Update – End of Quarter 1

### 6. Information Governance Update

6.1 Personal Data Breaches













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

6.3 Subject Access Requests

6.4 Comments, Compliments and Complaints












Appendix 1 - Corporate Project Highlight Reports







# 1. Quarter 1 Highlights 2023

<p>Moved 2 core applications to cloud based service</p> 	<p>Social Housing Regulatory programme commenced</p> 
<p>Great progress with the new website to be implemented by end of quarter 3.</p> 	<p>Responded to 145 Freedom of Information Requests</p> 
<p>Implemented new Personal Development Review Process aligned to organisational vision, values and behaviours</p> 	<p>Design work completed and planning consent obtained for council housing in Glascote.</p> 
<p>Demolition of Coop completed</p> 	<p>Draft final accounts completed and submitted to auditors</p> 
<p>Neighbourhood Impact Service launched</p> 	<p>Allocations policy housing needs study commenced</p> 
<p>Condition survey of housing and non-housing complete. Additional surveys of high-rise and non-traditional properties complete.</p> 	<p>Set up Microsoft Cloud Environment (Azure)</p> 

## 2. Corporate Projects Summary

### 2.1 Corporate Plan 2022 - 2025 Projects Overview Quarter 1

Project	Project Status	Due Date	Managed By
Place Investment Strategy		31-Mar-2024	Anna Miller
FHSF		31-Mar-2024	Anna Miller
Net Zero		31-Mar-2024	Anna Miller
Garage Site Development Caledonian regeneration		30-Aug-2024	Paul Weston
Asset management Strategy		31-Mar-2023	Paul Weston
ICT Strategy Implementation Plan		31-Mar-2025	Zoe Wolicki
Local Government Boundary Review		31-Mar-2024	Zoe Wolicki
Development of Tourism Strategy		31-Mar-2025	Anna Miller
Town Centre Masterplan		30-Sep-2023	Anna Miller
Town Hall		31-Mar-2024	Paul Weston
Gungate		31-Mar-2025	Anna Miller

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



Appendix 1 contains detailed highlight reports on each project.

**2.2 New Corporate Projects** A review of corporate projects has been undertaken and several new projects have been added to the Corporate Plan.

These are all in initial phases and progress reports will commence from Q2 these projects are:

- Social Housing Regulatory Programme
- Response to Ankerside and organisational preparedness
- Exploration of new operating model for services
- Organisation-wide LGA Peer Challenge
- Culture and Arts Peer Challenge
- Financial Strategy to resolve long term MTFS position
- Land Charges to be complete by 31<sup>st</sup> December 2023
- Customer Insight

## 2.3 Corporate Plan 2022 - 2025 Projects Overview (Red or Amber Projects) Quarter 1

Project	Project Status	Due Date	Managed By	Projects Highlights Overall Project Comments
Garage Site Development Caledonian regeneration		30-Aug-2024	Paul Weston	Initial procurement exercise received no interest from the market. Tenders invited through a framework arrangement. Initial costs higher than anticipated and some cost clarifications required. The lack of interest during the initial phase has resulted in the project timetable being pushed back. New delays were identified when issues were raised by SCC Highways that hadn't been raised during the planning application phase of the project
Action Plan	Contracts are now in place, construction is due to commence in August 2023 and a detailed construction phase programme is being produced that will take the project through to completion.			
Asset Management Strategy		31-Aug-2023	Paul Weston	Draft reviewed, minor additions/amendments needed. Process of Asset Management Plans has commenced
Action Plan	It is planned to take the revised strategy to Scrutiny in September, the updated document will take on board comments made at previous Scrutiny Committee meetings. Progress onto Cabinet for approval will depend on the comments received from Scrutiny. If agreed by Scrutiny the Strategy document can go onto the forward plan for the next available Cabinet. If further amendments are requested there will be an impact on taking the document to Cabinet.			

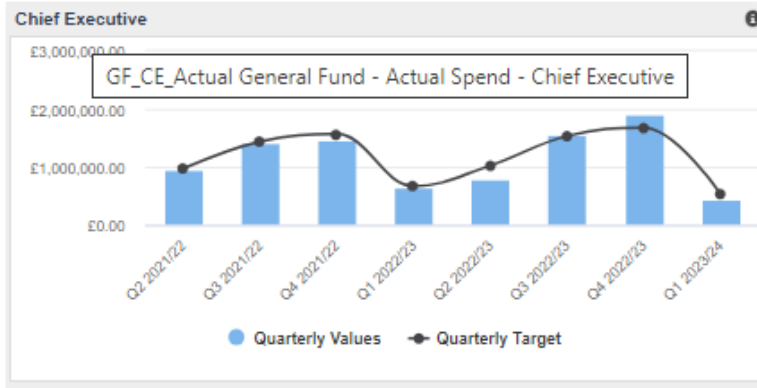




### 3. Finance

#### 3.1 General fund – Actual Spend Summary - Quarter 1

##### ▼ General Fund Summary - Actual Spend-



Minor variance



Minor variance, vacancy allowance



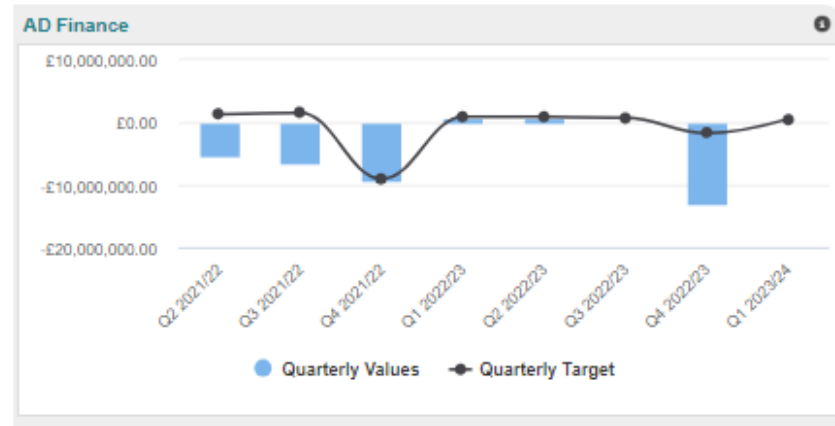
Minor variance



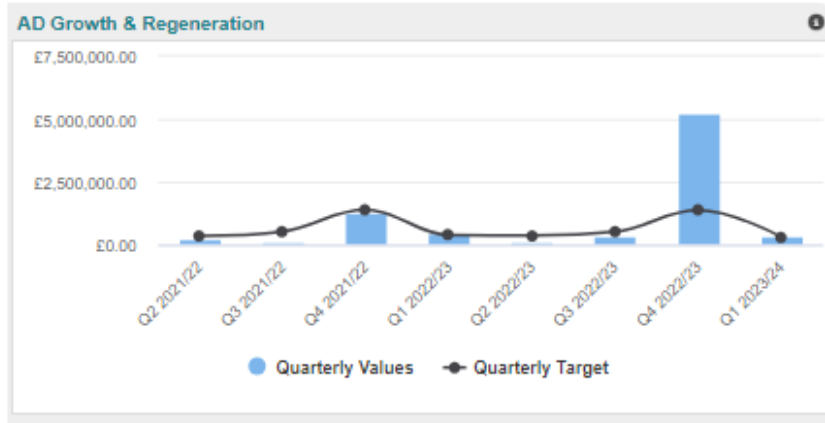
Minor variance, vacancy allowance



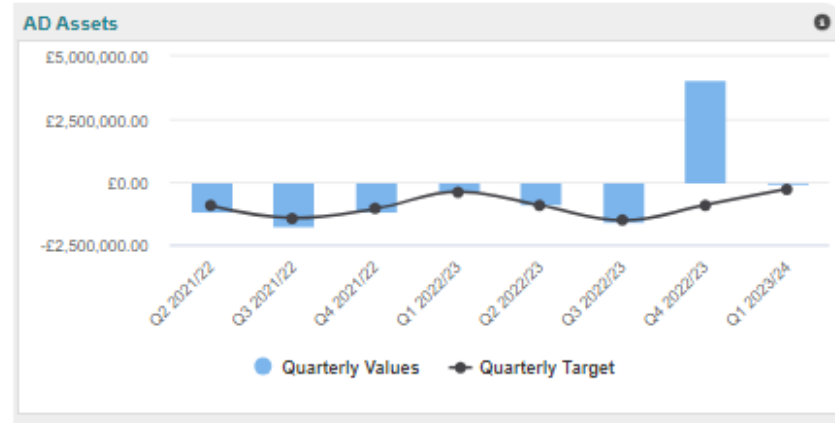
Minor variance, vacancy allowance



Increased treasury management investment income



Minor variance, vacancy allowance



Minor underspend



Minor overspend

**Key**

**Quarterly Value is the year to date position**

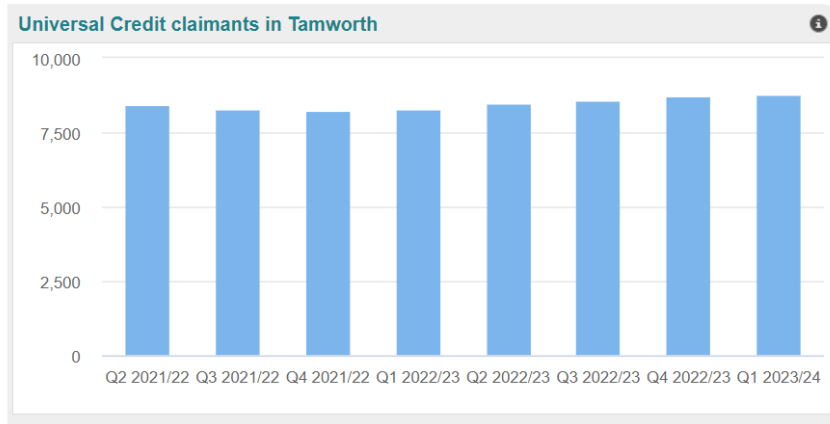


Minor overspend

**Quarterly Target is the year to date budget**

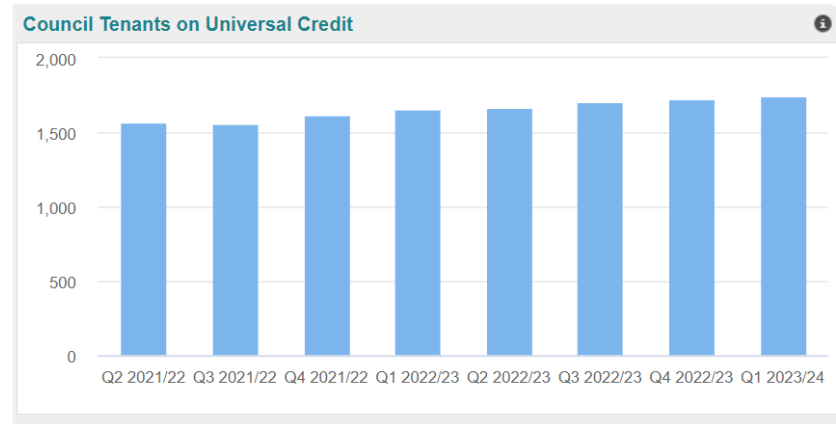
### 3.2 Universal Credit Summary – Quarter 1

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



**Commentary**

There are 8,774 universal credit claimants in Tamworth.



**Commentary**

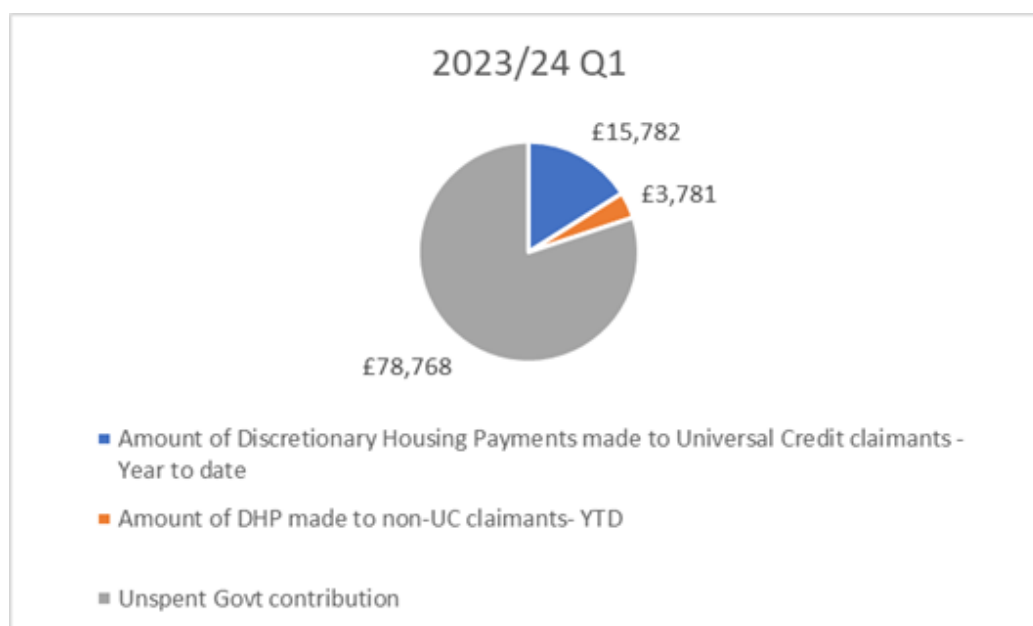
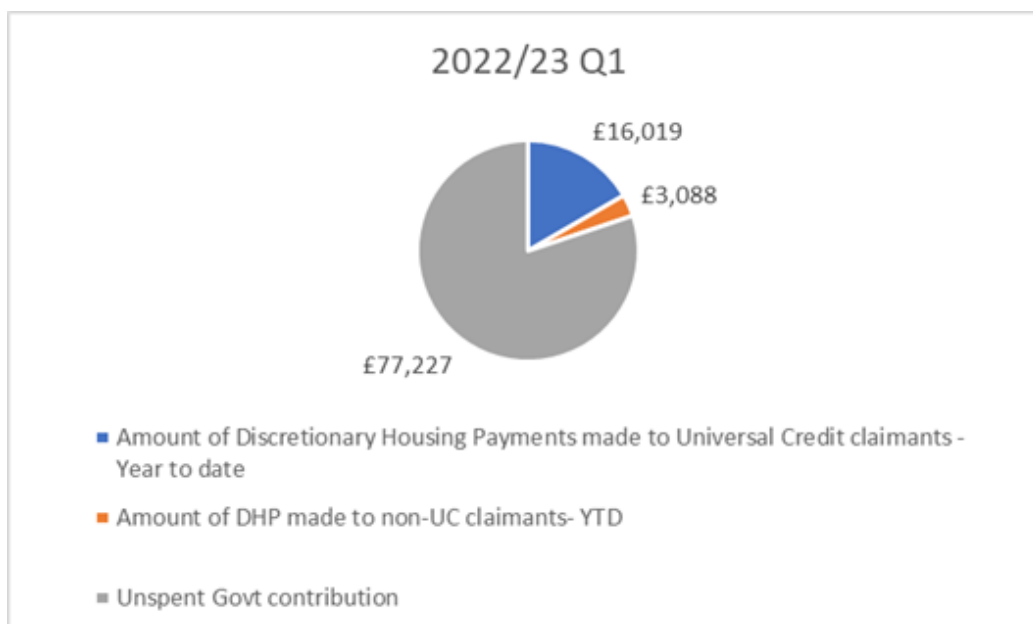
There are 1,743 council tenants on universal credit

### 3.3 Impact of Welfare Benefit Reform on Council services

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

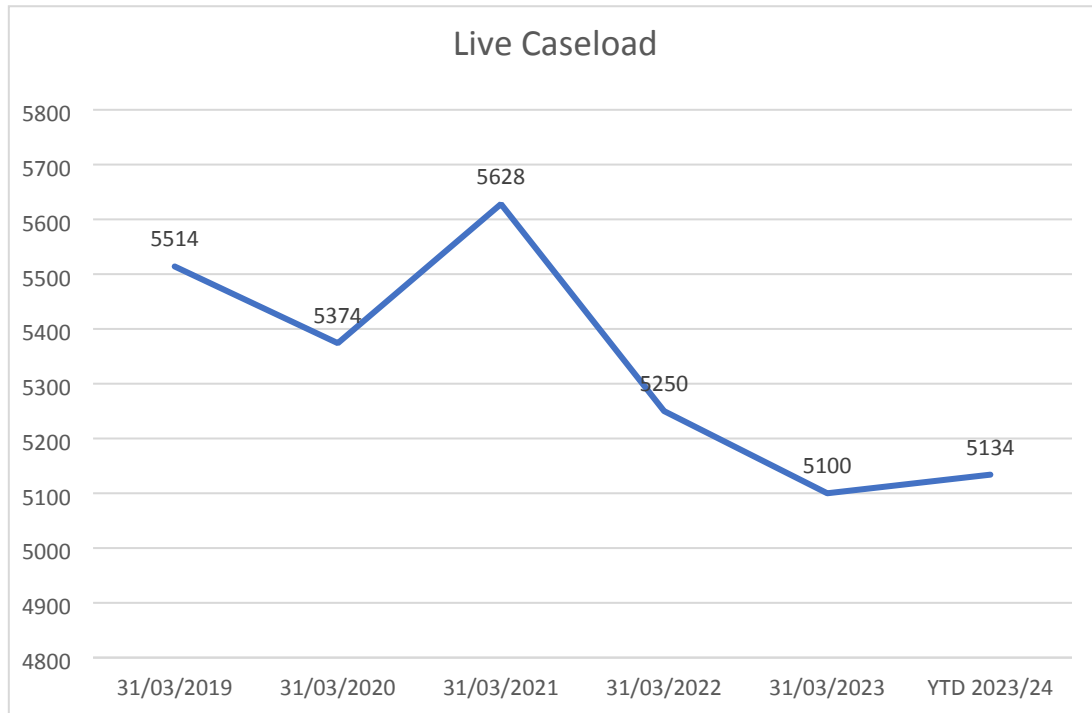
#### Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £20k (£19k on 30<sup>th</sup> June 2022) with 26 successful claims from 88 applications (compared to 43 successful claims from 98 applications on 30<sup>th</sup> June 2022). There is a 3-week backlog (1.5 weeks as of 30<sup>th</sup> June 2022) of claims still to be processed. This is due to the number of complex claims being received. For members information all government grant funding will be allocated.



Local Council Tax Reduction Scheme claims are roughly level with 2022/23 (4,950 claimants as of 30<sup>th</sup> June 2022 compared to 4,927 at 30<sup>th</sup> June 2022) with a total scheme cost of £4.9m (£4.8m in 2022/23).

Live caseload figures are currently 5,134. This suggests a flattening out of the general downwards trend aside from the increase in 2021 due to the pandemic.



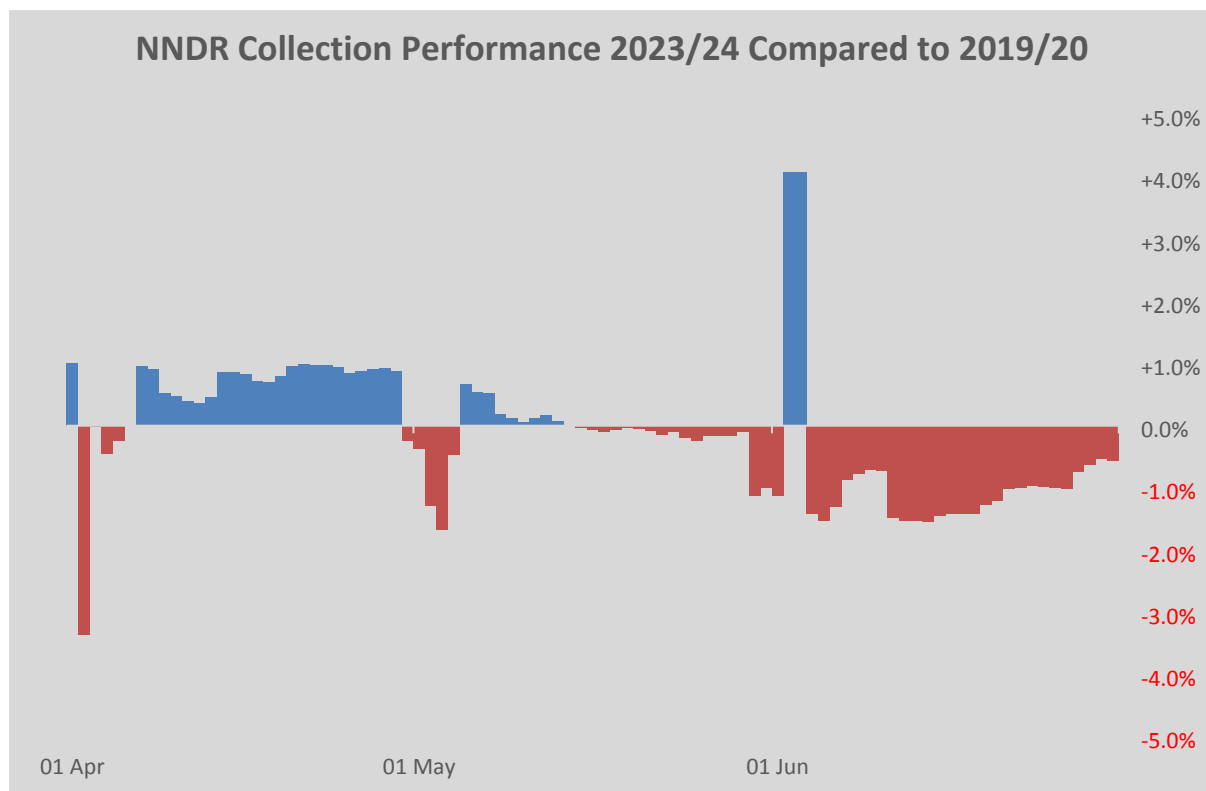
The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 11.0 days to June 2023 (10.3 days to June 2022).

### Revenues

Recovery actions were eased to a degree due to the pandemic with a more generous approach to arrangements to pay. Also court time was limited so instead of one hearing per month there were just four hearings in 2020/21 commencing in December though the frequency has returned to near normal with nine hearings in 2021/22, ten in 2022/23 and 11 anticipated for 2023/24. In addition, recovery in Q1-2 of 2022/23 was delayed while energy rebate payments were administered.

### NNDR

Collection performance is behind target primarily due to accounts where Tamworth BC is the ratepayer being paid in full before 30<sup>th</sup> June 2022 but not paid by 30<sup>th</sup> June 2023-current year collection level is 28.3%, below target by 2.3% on 30<sup>th</sup> June (28.1% as at 30<sup>th</sup> June 2021 and 30.4% as at 30<sup>th</sup> June 2022). Court costs are £2.0k, above the anticipated year to date level of £0.9k.



**NB** The extreme variance at the start of some months is due to the dates direct debit collection has been reported in each year.

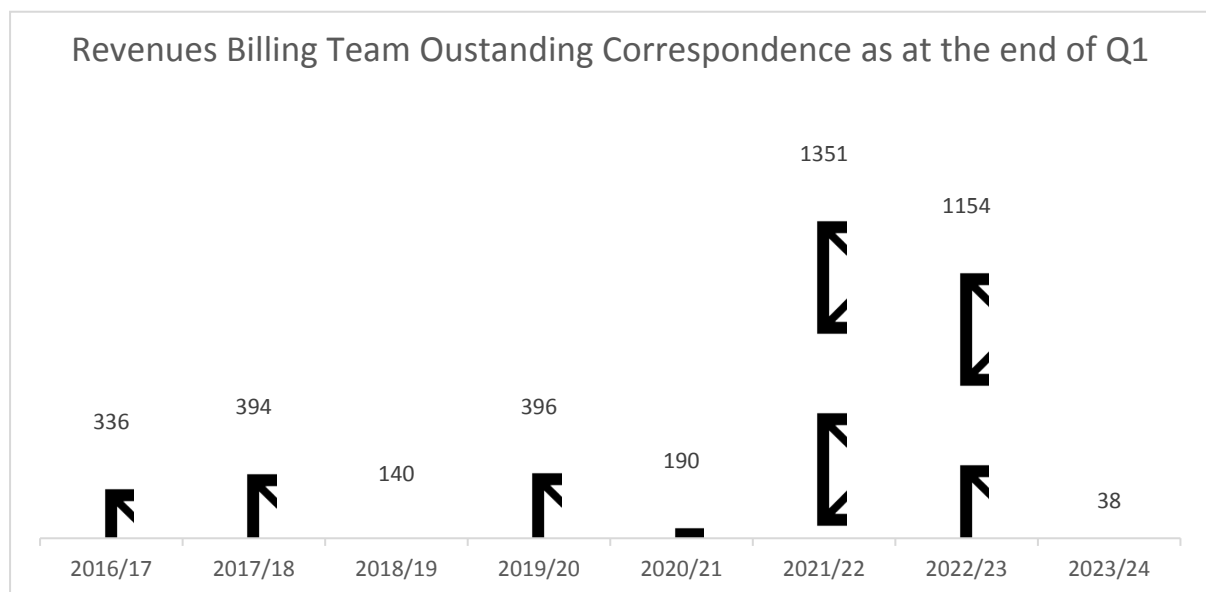
Reminders (361 for Q1 of 2023/24) are at similar levels to 2019/20 levels (382) with summons at higher levels than 2019/20. There have been 98 summonses compared to 62. There have been 15 enforcement agent referrals in Q1 of 2023/24 (28 referrals in Q1 of 2019/20).

Arrears reduction in respect of 2023/24 debt stands at 16.8% compared to a target of 20.0%.

## Council Tax

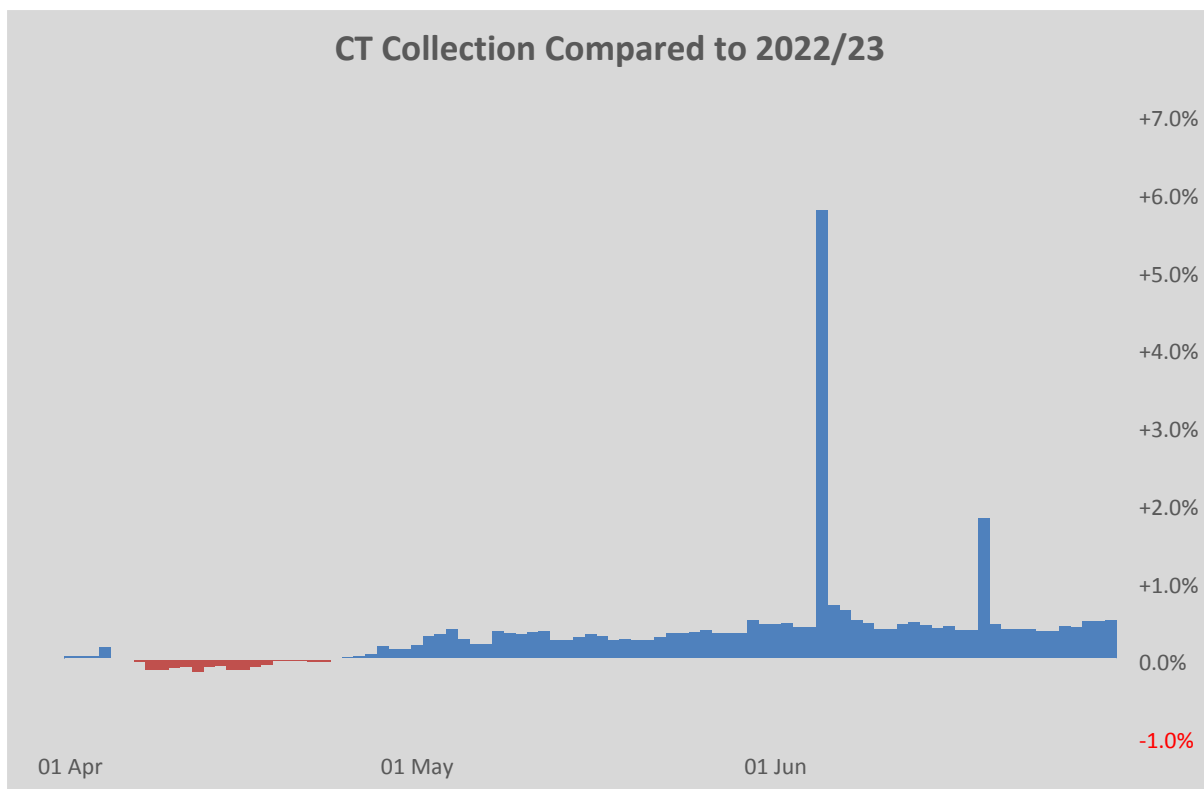
Reminders are at a similar level to 2019/20 (5,925 on 30<sup>th</sup> June 2023 compared to 6,204 for 2019/20) with liability orders at slightly higher levels (2,256 summonses compared to 1,648 in 2019/20 with 1,497 liability orders compared to 1,164). Attachment of earnings are at lower levels (77 attachments compared to 173 in 2019/20 meanwhile there were 1,106 enforcement agent referrals compared to 256 in 2019/20. The increase in referrals is due to the enforcement agents now taking cases at an earlier stage so they now serve requests for information on our behalf.

The backlog in processing of correspondence has been addressed and figures are now significantly better than normal. The Revenues Billing Team backlog has reduced from 1,154 outstanding items at the end of June 2022 to 38 at the end of June 2023 (1,351 items at 30<sup>th</sup> June 2021).



The current year collection level of 29.9% is above the target of 29.7%, this is approaching the 2019/20 collection performance of 30.1%. This is due to money allocated elsewhere due to cost of living increases as well as higher arrears levels leading to reduced current year collection. The chart below shows how the relative collection has been steadily improving through the year.





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

Court cost income is well ahead of target by £27k at £56k. Arrears collection in respect of 2022/23 are 18.4%, behind the target of 23.6%.

As at 30<sup>th</sup> June 2023 there were 2,140 live Council Tax universal credit cases. The collection rate for universal credit cases was 28.1% (of a £604k collectable debit) compared to our overall collection rate of 29.9%. The difference shows universal credit collection approximately £11k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 29.7% compared to 73.9% overall. In addition, 972 reminders have been sent in respect of the 2,140 universal credit cases (5,395 for 34,628 overall liabilities). 17% of live cases have received a summons for non-payment, compared to a figure of 4% overall.

Housing

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

**Tenants in receipt of Universal Credit:**

<b>Indicator</b>	<b>Qtr 4 2020/21</b>	<b>Qtr 1 2021/22</b>	<b>Qtr 2 2021/22</b>	<b>Qtr 3 2021/22</b>	<b>Qtr 4 2021/22</b>	<b>Qtr 1 2022/23</b>	<b>Qtr 2 2022/23</b>	<b>Qtr 3 2022/23</b>	<b>Qtr 4 2022/23</b>	<b>Qtr 1 2023/24</b>
<b>Number of Council Tenants on Universal Credit</b>	1,449	1,519	1571	1556	1617	1655	1671	1,701	1,722	1,743
<b>Number of Council Tenants on Universal Credit in Rent Arrears</b>	680	954	987	1077	749	1063	1170	1,165	779	1,190
<b>Percentage of Council Tenants on Universal Credit in Rent Arrears</b>	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%	70.0%	68.5%	45.2%	68.3%
<b>Number of Council Tenants on Universal Credit not in Rent Arrears</b>	769	565	584	479	868	592	501	536	943	553
<b>Percentage of Council Tenants on Universal Credit not in Rent Arrears</b>	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%	30.0%	31.5%	54.8%	31.7%

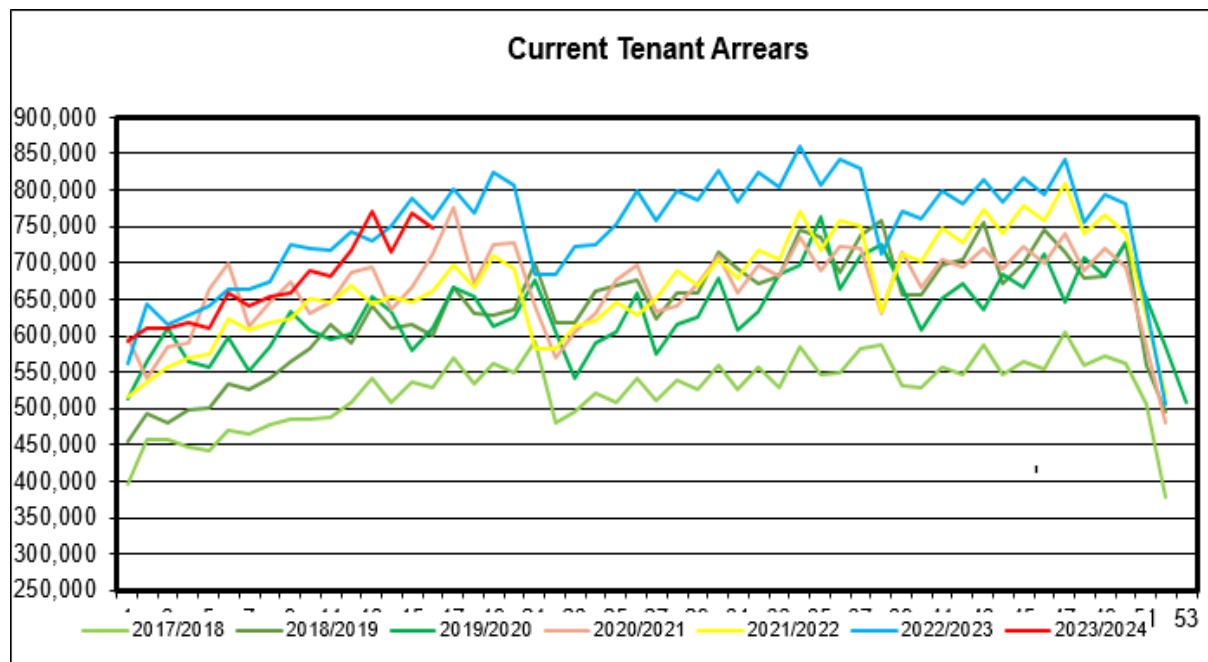
Total **Rent** arrears (excluding former tenants) on 30<sup>th</sup> June 2023 were £770k compared to £731k at 30<sup>th</sup> June 2022 – an increase of £39k (compared to a £89k increase in the preceding year).

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.22m on 30<sup>th</sup> June 2023, compared to £1.92m at 31<sup>st</sup> March 2023, an increase of £30k (compared to a £241k increase between 31<sup>st</sup> March 2022 and 30<sup>th</sup> June 2022) and an increase of £45k between 31<sup>st</sup> March 2021 and 30<sup>th</sup> June 2021.

There has been 1 eviction since 1<sup>st</sup> April 2023. One application for hardship funding has been received to 30<sup>th</sup> June 2023 which is currently being assessed.

**Arrears Comparison Graph year on year performance**

The comparison chart below clearly illustrates that whilst arrears continue to increase, the general patten of data across the year’s arrears remains consistent.



## Write Offs

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

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

<b>Type</b>	<b>01/04/23 – 30/06/2023</b>
<b>Council Tax</b>	£3,169.00
<b>Business Rates</b>	£1,398.94
<b>Sundry Income</b>	£17,971.55
<b>Housing Benefit Overpayments</b>	£1,048.18
<b>Housing</b>	£16,749.69

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

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

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

## Universal Credit

With regard to the roll out of universal credit, the current indicators show:

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 4 2020/21	Qtr 4 2021/22	Qtr 1 2022/23	Qtr 2 2022/23	Qtr3 2022/23	Qtr4 2022/23	Qtr1 2023/24
live caseload figure	5,514	5,374	5,628	5,055	5,198	5,186	5,124	5,100	5,134
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,228	8,297	8,463	8,586	8,705	8,774
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,617	1,655	1,671	1,701	1,722	1,743
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	749	1,063	1,170	1,165	779	1,190
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	46.3%	64.2%	70.0%	68.5%	45.2%	68.3%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	868	592	501	536	943	563
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	53.7%	35.8%	30.0%	31.5%	54.7%	31.7%
Number of Council Tax payers on Universal Credit	745	1,254	1,975	1,973	1,976	2,012	2,023	2,065	2,140
Number of Council Tax payers on Universal Credit and in arrears with Council Tax payments	261	388	263	420	33	150	410	396	371
Percentage of Council Tax payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.3%	1.67%	7.56%	20.3%	19.1%	17.3%
Number of Council Tax payers on Universal Credit and not in arrears with Council Tax payments	484	866	1,712	1,553	1,943	1,862	1,613	1,669	1,769
Percentage of Council Tax payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	78.7%	98.3%	92.54%	79.7%	80.8%	82.7%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	5,627,616	5,594,314	5,712,063	5,834,057	5,893,705	5,977,586
Discretionary Housing Payments made - Year to date	140,303	135,782	171,576	138,331	19,107	36,637	67,793	98,113	19,563
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148,625	121,294	16,019	30,957	58,189	83,706	15,781

### **3.4 Medium Term Financial Strategy 2022/23 -2027/28 Monitoring, June 2023**

When Council approved the 2023/24 Budget and Medium Term Financial Strategy in February 2023, it faced the ongoing uncertain economic conditions.

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

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

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

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

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

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

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

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

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

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

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 Ankerside Shopping Centre,, while not known at present, could result in a significant loss of income.

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

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

The Recovery & Reset Programme package of savings originally reported in July 2022 estimated savings to be in the region of c£3.5m over 5 years; £2.8m of which was unbudgeted capital costs for continuing to occupy Marmion House.

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

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

As a result of the updated forecast at quarter 1, July 2023, the forecast projections now identify General Fund balances of £3.7m by 2025/26 (compared to £1.1m as part of the approved MTFs forecast in February 2023), a shortfall of £0.7m by 2026/27 (compared to a shortfall of £4.1m), a shortfall of £4.8m by 2027/28 (compared to a shortfall of £9m), with a shortfall of £9.5m by 2028/29.

Under the best case scenario, General Fund balances are forecast at £4.3m by 2025/26, £1.1m by 2026/27, with a shortfall of £2.9m by 2027/28, and £6.9m by 2028/29.

Under the worse case scenario, General Fund balances are forecast at £0.3m by 2025/26, with a shortfall of £5.3m by 2026/27, £10.7m by 2027/28, and £16.6m by 2028/29.

As members will be aware, savings are usually considered annually as part of the budget process. This update is the first step in reviewing the MTFs forecast during July as part of the quarter 1 financial healthcheck report for Corporate Scrutiny and Cabinet - considering the latest information available - including any further indications from government and those from the LGF Settlement for 23/24 & indications for 24/25. This will then inform the scale of the cost reductions needed as part of the budget process.

With the ongoing uncertainty around the fair funding review and business rates reset, it makes it difficult to plan in the longer term - which is what we have experienced for the past 10 years as the review has been deferred numerous times and now is a question of if rather than when it could happen.

A further consideration is the potential scale and scope of any government funding reductions, which need to be forecast. There needs to be a balance between hoping for the best and planning for the worst - which would include consideration of cost efficiencies, increased income and ultimately service reductions.

### **Housing Revenue Account**

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

As a result of the updated forecast at quarter 1, July 2023, the forecast projections now identify HRA balances of £1.5m by 2025/26 (compared to £2.8m as part of the approved MTFs forecast in February 2023), £1.3m by 2026/27 (compared to £2.4m), £1.2m by 2027/28 (compared to £2.2m), with balances of £1m by 2028/29.

Under the best case scenario, HRA balances are forecast at £3.5m by 2025/26, £4.3m by 2026/27, £5.3m by 2027/28, and £6.2m by 2028/29.

Under the worse case scenario, HRA balances are forecast at £1.4m by 2025/26, £1.2m by 2026/27, £1m by 2027/28, and £0.9m by 2028/29.

However, this does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30 year HRA business plan. Previous indications from the modelling are a potential shortfall over 30 years of £42m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £200m over 30 years).



## General Fund

	General Fund						
MTFS Projections 2022/23 - 2028/29	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Projected Balances per MTFS Council February 2023</b>	(9,170)	(7,962)	(5,865)	(1,101)	3,577	8,506	8,506
<b>Revised Stress Tested Forecasts:</b>							
Best Case Revised Forecast Balances - July 2023	(9,615)	(9,097)	(7,970)	(4,275)	(1,094)	2,387	6,446
Central Case Revised Forecast Balances - July 2023	(9,615)	(9,097)	(7,678)	(3,691)	205	4,351	9,020
Worse Case Revised Forecast Balances - July 2023	(9,615)	(8,179)	(5,519)	(290)	4,851	10,241	16,157

As a result of the updated forecast at quarter 1, July 2023, the forecast projections now identify General Fund balances of £3.7m by 2025/26 (compared to £1.1m as part of the approved MTFS forecast in February 2023), a shortfall of £0.7m by 2026/27 (compared to a shortfall of £4.1m), a shortfall of £4.8m by 2027/28 (compared to a shortfall of £9m), with a shortfall of £9.5m by 2028/29.

Under the best case scenario, General Fund balances are forecast at £4.3m by 2025/26, £1.1m by 2026/27, with a shortfall of £2.9m by 2027/28, and £6.9m by 2028/29.

Under the worse case scenario, General Fund balances are forecast at £0.3m by 2025/26, with a shortfall of £5.3m by 2026/27, £10.7m by 2027/28, and £16.6m by 2028/29.

Further savings of around £1.8m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year on year ongoing saving of £0.6m over 5 years.

Following the updates to the forecast, a summary of the resultant changes are outlined below.

*General Fund (GF) Changes since the MTFS was approved in February:*

<b>Change:</b>	<b>Budget Impact</b>
<b><i>Savings / increased income</i></b>	
Balances brought forward from 2022/23 due to additional underspend	£(445)k 22/23 only
Projected outturn Q1 2023/24	£(465)k 23/24 only
Anticipated Savings from in-year underspend review	£(250)k pa
Reduction in bad debt provision	£(225)k pa
Reduced electricity and gas costs following notification from Utility framework	£(214)k pa from 24/25
NI revision to 9% following reversal of Social Care levy	c.£(139)k pa from 24/25
Fees & Charges additional income arising from changes approved from 1/4/23	£(76)k pa from 24/25
Continued Services grant following indications from Government Settlement	£(95)k pa from 25/26
<b><i>Additional costs / reduced income</i></b>	
Revenue impact of FHSF increased capital spend from financed from retained capital receipts	£120k pa
Increased pay award	c. £220k pa from 24/25

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The best case scenario includes further anticipated reductions in energy costs (c.£100k p.a. in the future based on market indications, increased fees and charges income and increased business rates income from year 3 arising from a more optimistic forecast following the funding reforms (c.£0.4m p.a.).

The worse case scenario anticipates a higher than forecast public sector pay award of c.8% compared to the central case forecast of c.6% (c.£75k pa), a significant reduction in commercial rent income of c.£0.9m p.a. and that the anticipated savings of £250k pa will not materialise.

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

Following finalisation of the outturn underspend for 2022/23, additional balances of £0.445m are reported (with closing balances of £9.6m).

## Housing Revenue Account

	Housing Revenue Account						
MTFS Projections 2022/23 - 2028/29	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Projected Balances per MTFS Council February 2023</b>	(4,431)	(3,608)	(3,331)	(2,849)	(2,434)	(2,152)	
<b>Revised Stress Tested Forecasts:</b>							
Best Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(2,744)	(3,485)	(4,314)	(5,298)	(6,222)
Central Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(1,738)	(1,470)	(1,268)	(1,198)	(1,047)
Worse Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(1,711)	(1,414)	(1,183)	(1,084)	(902)

As a result of the updated forecast at quarter 1, July 2023, the forecast projections now identify HRA balances of £1.5m by 2025/26 (compared to £2.8m as part of the approved MTFS forecast in February 2023), £1.3m by 2026/27 (compared to £2.4m), £1.2m by 2027/28 (compared to £2.2m), with balances of £1m by 2028/29.

Under the best case scenario, HRA balances are forecast at £3.5m by 2025/26, £4.3m by 2026/27, £5.3m by 2027/28, and £6.2m by 2028/29.

Under the worse case scenario, HRA balances are forecast at £1.4m by 2025/26, £1.2m by 2026/27, £1m by 2027/28, and £0.9m by 2028/29.

However, this does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30 year HRA business plan. Early indications from the modelling are a potential shortfall over 30 years of £42m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £200m over 30 years).

*Housing Revenue Account (HRA) Changes since the MTF5 was approved in February:*

<b>Change:</b>	<b>Budget Impact</b>
<b><i>Savings / increased income</i></b>	
NI revision to 9%	c.£(42)k pa from 24/25
Reduction in RCCO from depreciation & increase from affordable rent	£(1.5)m pa from 24/25
Revised gas and electricity costs	£(255)k pa from 24/25
<b><i>Additional costs / reduced income</i></b>	
Updated balances b/f from increased overspend	£1.669m 22/23 only
Increased pay award	c.£84k pa from 24/25
Increased depreciation & RCCO from affordable rent	£1.5m pa from 24/25
Projected outturn Q1 2023/24	£137k 23/24 only

The best case scenario includes further anticipated reductions in energy costs (c.£130k p.a.) in the future based on market indications and forecasts increased rent income from 2024/25 (of c.6%, c.£900k p.a.) due to the current high level of inflation on which future rent increases should be based.

The worse case scenario anticipates a higher than forecast public sector pay award of c.8% compared to the central case forecast of c.6% (c.£30k pa).

Following finalisation of the outturn overspend for 2022/23, lower balances of £1.6m are now reported (with closing balances of £2.76m). However, it should be noted that due to higher depreciation charges affecting the HRA, the balance held in the Major Repairs Reserve is £1.5m higher than anticipated which will be available to support future capital spending – meaning a lower level of contribution will be required from the HRA.

### 3.5 Financial Health Check Report – Period 3 June 2023

This section to the report summarises the main issues identified at the end of June 2023.

#### General Fund

##### Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000	Comment
Chief Executive	532	447	(85)	1,735	1,745	10	Minor variance
AD Growth & Regeneration	308	321	13	1,669	1,745	76	Minor variance, vacancy allowance
ED Organisation	202	172	(30)	523	545	22	Minor variance, vacancy allowance
AD People	1,386	1,380	(6)	650	782	132	Minor variance, vacancy allowance
AD Operations & Leisure	1,231	1,365	134	4,320	4,505	185	Minor variance, vacancy allowance
ED Finance	32	36	4	-	10	10	Minor variance
AD Finance	559	(41)	(600)	(1,136)	(2,084)	(948)	Increased treasury management investment income
AD Assets	(280)	(69)	211	(803)	(810)	(7)	Minor underspend
AD Neighbourhoods	339	118	(221)	1,057	1,095	38	Minor overspend
AD Partnerships	218	224	6	790	807	17	Minor overspend
<b>Total</b>	<b>4,527</b>	<b>3,953</b>	<b>(574)</b>	<b>8,805</b>	<b>8,340</b>	<b>(465)</b>	

**The General Fund has a favourable variance against budget at Period 3 of £574k.**

The projected full year position identifies a favourable variance against budget of £465k or 5.31%.

This projection has highlighted several budget areas for concern (**detailed at Sect 3.6**).

A balance of £110k was held in the General Contingency Budget at the end of June 2023 which, as part of the non-essential ‘managed underspend’ review, is forecast will not be required at present.

#### Balances

Balances on General Fund are projected to be in the region of £8.876m at the year-end from normal revenue operations compared to £7.966m projected within the 2023/24 budget report– additional balances of £910k.

## Capital

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000
AD Growth & Regeneration	18,223	5,095	1,346	(3,749)	20,378	20,378	-	-	20,378
AD People	449	139	36	(103)	555	562	7	-	562
AD Operations & Leisure	944	714	63	(651)	2,858	2,858	-	-	2,858
AD Finance	-	11	-	(11)	45	45	-	-	45
AD Assets	1,408	741	312	(428)	2,962	2,962	-	-	2,962
AD Neighbourhoods	-	11	-	(11)	46	46	-	-	46
<b>GF Contingency</b>	<b>250</b>	<b>63</b>	<b>-</b>	<b>(63)</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>250</b>
<b>TOTAL GENERAL FUND</b>	<b>21,274</b>	<b>6,774</b>	<b>1,757</b>	<b>(5,016)</b>	<b>27,094</b>	<b>27,101</b>	<b>7</b>	<b>-</b>	<b>27,101</b>

Capital expenditure incurred was £1.757m compared to a profiled budget of £6.774m. At this point it is predicted that £27.101m will be spent by year end against a full year budget of £27.094m (this includes re-profiled schemes from 2022/23 of £21.274m).

A summary of Capital expenditure is shown at **Section 3.7**

## Treasury Management

At the end of June 2023 the Authority had £67.587m invested in the money markets. The average rate of return on these investments is 3.98% though this may change if market conditions ease (3.95% when combined with property funds).

The Authority also has property fund investments of £1.849m with Schroders UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.056m with Hermes Federated Property Unit Trust. The year to date returns on the property fund investments are 3.47% for Schroders, 4.02% for Threadneedle and estimated 3.10% for Hermes. Quarter 1 Threadneedle and Hermes returns have not yet been received so the estimated return percentages are based off the 22-23 figures.

Although the capital values of the funds did initially fall, mainly since 31<sup>st</sup> March 2020, they then recovered and as of 31<sup>st</sup> March 2022 there was an overall gain of £1.32m. However, since then capital values have fallen again, and as of 30<sup>th</sup> June 2023 the valuation stands at £10.792m, with an overall loss of £1.17m. It should be noted that investments in property are subject to fluctuations in value over the economic cycle and should yield capital growth in the longer term as the economy grows.

Borrowing by the Authority stood at £63.060m at the end of June 2023, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.

A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **Section 3.7**.

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

### Prudential Indicator for Capital Expenditure

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

Capital Expenditure	2023/24 Original Programme	Budget Brought forward from 2022/23	Virements in Year	Total 2023/24 Budget	Actual Spend @ Period 3	Predicted Outturn	2023/24 Revised Estimate *
	£m	£m	£m	£m	£m	£m	£m
General Fund	5.820	21.274	-	27.094	1.776	27.101	27.101
HRA	8.364	7.880	-	16.244	4.479	16.244	16.244
<b>Total</b>	<b>14.184</b>	<b>29.154</b>	<b>-</b>	<b>43.338</b>	<b>6.255</b>	<b>43.345</b>	<b>43.345</b>

### Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

	2022/23 Outturn £m	2023/24 Original Estimate £m	2023/24 Projected Outturn £m	2023/24 Budget £m
Gross borrowing	63.060	63.060	63.060	63.060
Less investments	71.332	15.194	61.264	61.264
Net borrowing	-8.272	47.866	1.796	1.796
CFR (year end position)	73.766	78.190	73.702	73.702

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

<b>Authorised Limit for External Debt</b>	<b>2023/24 Original Indicator</b>	<b>Current Position</b>	<b>2023/24 Revised Indicator</b>
Borrowing	89.015	89.015	89.015
Total	89.015	89.015	89.015

	<b>2022/23 Outturn £m</b>	<b>2023/24 Capital Programme £m</b>	<b>2023/24 Projected Outturn £m</b>	<b>2023/24 Budget £m</b>
CFR – Non Housing	3.785	6.608	3.633	3.633
CFR – Housing	69.981	71.582	70.069	70.069
Total CFR	73.766	78.190	73.702	73.702
<b>Net movement in CFR</b>	<b>0.325</b>	<b>4.299</b>	<b>(0.064)</b>	<b>(0.064)</b>
Operational Boundary				
Expected Borrowing	63.060	63.060	63.060	63.060
Other long term liabilities	-	-		-
<b>Total Debt 31st March</b>	<b>63.060</b>	<b>63.060</b>	<b>63.060</b>	<b>63.060</b>

## **Borrowing**

The Council's estimated revised capital financing requirement (CFR) for 2023/24 is £73.702m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. The table shows the Council has borrowings of £63.060m and plans to utilise £10.642m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevails.

It is not anticipated that any additional borrowing will be undertaken during 2023/24.



## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000
HRA Summary	(5,681)	(5,658)	23	(10,937)	(10,908)	29
ED Communities	31	35	4	-	10	10
AD Operations & Leisure	90	71	(19)	391	380	(11)
AD People	53	44	(9)	-	12	12
AD Assets	304	276	(28)	583	633	50
AD Neighbourhoods	809	679	(130)	4,380	4,427	47
Housing Repairs	(210)	848	1,058	6,407	6,407	-
<b>Total</b>	<b>(4,604)</b>	<b>(3,705)</b>	<b>899</b>	<b>824</b>	<b>961</b>	<b>137</b>

The HRA has an unfavourable variance against budget at Period 3 of £899k.

The projected full year position identifies an unfavourable variance against budget of £137k or 16.48%. Individual significant budget areas reflecting the variance are detailed at **Section 3.7**

### Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25(memo only) £000	Outturn £000
AD Assets	7,780	4,036	4,486	450	16,144	15,994	(150)	150	16,144
HRA Contingency	100	25	-	(25)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>7,880</b>	<b>4,061</b>	<b>4,486</b>	<b>425</b>	<b>16,244</b>	<b>16,094</b>	<b>(150)</b>	<b>150</b>	<b>16,244</b>

Housing Capital expenditure of £4.486m, has been incurred as at the end of Period 3 compared to a profiled budget of £4.061m. At this point it is predicted that £16.094m will be spent by the year end against a full year budget of £16.244m (including £7.88m re-profiled from 2022/23). £150k is reported as required to be reprofiled to 2024-25 at this stage being £30k high rise scooter storage and £120k high rise ventilation system schemes.

A summary of Capital expenditure is shown at Section 3.6.

### Balances

Balances on the Housing Revenue Account are projected to be in the region of £1.801m at the year-end compared to £3.605m projected within the 2023/24 budget report – additional balances of £1.804m

### 3.6 General Fund Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Operations & Leisure	ASSEMBLY ROOMS	SPLIT PROFIT EVENT TICKET SALE	110,228	54,930	55,298	219,750	0	219,750	Commitments for shows from Jul 23 onwards
		SPLIT PROFIT EVENT INCOME	(172,502)	(75,990)	(96,512)	(304,000)	0	(304,000)	Adjusted income in advance for shows from Jul 23 onward
	ASSEMBLY ROOMS BAR	SALARIES	27,531	43,680	(16,149)	174,700	(36,950)	137,750	Expected salary underspend-Senior Bar Supervisor
		CATERING SALES	(14,424)	(47,580)	33,156	(190,300)	0	(190,300)	Sales below current target
	PUBLIC SPACES	SALARIES	326,289	379,530	(53,241)	1,518,120	0	1,518,120	Four vacancies
		VACANCY ALLOWANCE	0	(27,782)	27,782	(111,130)	111,130	0	Vacancy Allowance
AD People	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(10,230)	10,230	(40,970)	40,970	0	Vacancy Allowance
AD Assets	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	346,934	5,580	341,354	5,580	0	5,580	Bad debt provision for unpaid commercial property rent
	INDUSTRIAL PROPERTIES	MAINTENANC UNLET FACTORY UNITS	(29,592)	5,040	(34,632)	20,130	0	20,130	Awaiting invoice from Equans
AD Neighbourhoods	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(241,704)	0	(241,704)	(212,500)	0	(212,500)	Homelessness Prevention Grant still to be allocated
	COMMUNITY WARDENS	SALARIES	5,986	47,790	(41,804)	191,110	0	191,110	Following the R&R the Neighbourhood Impact Services Salaries still to be allocated

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Growth & Regeneration	CASTLE & MUSEUM	SALARIES	77,871	82,830	(4,959)	331,360	30,500	361,860	Vacancy Allowance
	DEV. PLAN LOCAL & STRATEGIC	LOCAL DEVELOPMENT FRAMEWORK	33,861	2,490	31,371	10,000	0	10,000	Contribution from reserve to offset
AD Finance	BENEFITS	RENT ALLOWANCES	1,083,099	1,015,000	68,099	4,374,530	228,240	4,602,770	Based on DWP Est Claim as at P3
		COUNCIL TENANT RENT REBATES	1,789,362	1,659,220	130,142	6,126,350	929,219	7,055,569	Based on DWP Est Claim as at P3
		GOVERNMENT GRANTS	(144,221)	0	(144,221)	0	0	0	Unbudgeted government grant
		COUNCIL TENANT GRANT	(1,891,377)	(1,647,330)	(244,047)	(6,082,470)	(901,075)	(6,983,545)	Based on DWP Est Claim as at P3
		PRIVATE TENANT GRANT	(1,045,437)	(993,680)	(51,757)	(4,282,650)	(203,875)	(4,486,525)	Based on DWP Est Claim as at P3
		DISCRETIONERY HSG PAYMT GRANT	(32,777)	0	(32,777)	(95,000)	(3,331)	(98,331)	Government Contribution Based on Final Allocation
		OVERPAYMENT COUNCIL TENANT	(36,916)	(17,970)	(18,946)	(71,890)	(70,000)	(141,890)	Based on DWP Est Claim as at P3

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Finance	BENEFITS ADMINISTRATION	VACANCY ALLOWANCE	0	(10,200)	10,200	(40,790)	40,790	0	Vacancy Allowance
		GOVERNMENT GRANTS	(41,416)	0	(41,416)	(9,927)	0	(9,927)	Unbudgeted government grant
	CORPORATE FINANCE	NNDR LEVY PAYMENTS	96,353	0	96,353	1,476,160	0	1,476,160	Increased levy due to higher-than-expected NNDR income projected at Qtr 1
	TREASURY MANAGEMENT	TREASURY MAN. RECHG TO HRA	0	0	0	(2,820,460)	(33,452)	(2,853,912)	Expected interest above budget due to increased interest rates
		MISC INTEREST & DIVIDENDS	(605,257)	(334,350)	(270,907)	(1,337,340)	(1,083,627)	(2,420,967)	Expected interest above budget due to increased interest rates

## Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Assets	HRA CLEANERS	ELECTRICITY	26,302	58,530	(32,228)	234,110	0	234,110	No bills yet received for 2023 - Monthly average from 2022/23 used
	REPAIRS CONTRACT	RESPONSIVE REPAIRS	314,458	452,412	(137,954)	1,809,649	0	1,809,649	Underspend, due to year end accrual not yet being settled
		VOIDS	64,991	375,000	(310,009)	1,500,000	0	1,500,000	Underspend, due to year end accrual not yet being settled
		WALL FINISHIUNG & LINTELS	212,624	160,088	52,537	640,351	0	640,351	Overspend, due to some work linked with Decarbonisation
		PERIODIC ELECTRICAL TESTING	43,473	75,000	(31,527)	300,000	0	300,000	Underspend, due to year end accrual not yet being settled
	REPAIRS	DISREPAIR COSTS	53,803	0	53,803	0	0	0	Disrepairs cost offset against Misc budget
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	161,590	88,260	73,330	353,000	0	353,000	Significant increase in arrears
		ITEM 8 DEBIT	0	0	0	2,820,460	33,452	2,853,912	Adjustment as per latest Treasury position
		SERVICE CHARGE	(75,467)	(64,740)	(10,727)	(239,020)	(30,000)	(269,020)	Higher electricity and gas charges compared with the budget figures

### 3.7 Capital Programme Monitoring

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Growth</b>										
Gungate Development	652	163	71	(92)	652	652	-	-	652	Report to be considered by Council 18th July regarding progressing the scheme, identifying further funding and seeking approval of land assembly.
Repairs to Castle Elevation	429	107	429	322	429	429	-	-	429	All budgets will be used to finish the project in Sept/Oct 2023
FHSF Castle Gateway	4,859	1,390	78	(1,312)	5,561	5,561	-	-	5,561	In process to review how to deliver the project and to be in line with plan submitted to DLUHC. Plan to request more budget in Sept 2023
FHSF Middle Entry	611	342	30	(312)	1,367	1,367	-	-	1,367	In process to review how to deliver the project and to be in line with plan submitted to DLUHC. Plan to request more budget in Sept 2023
FHSF College Quarter	11,672	3,016	738	(2,278)	12,062	12,062	-	-	12,062	In process to review how to deliver the project and to be in line with plan submitted to DLUHC. Plan to request more budget in Sept 2023
Capital Repairs Programme - Castle	-	25	-	(25)	100	100	-	-	100	New project in 2023-24, will start looking for delivery

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Growth</b>										
Fire and Intruder Alarm Renewals at Tamworth Castle	-	15	-	(15)	60	60	-	-	60	New project in 2023-24, will start looking for delivery
Heating Renewals at Tamworth Castle	-	9	-	(9)	36	36	-	-	36	New project in 2023-24, will start looking for delivery
Roofing Renewal at Tamworth Castle	-	28	-	(28)	110	110	-	-	110	New project in 2023-24, will start looking for delivery
<b>Service Area Total</b>	<b>18,223</b>	<b>5,095</b>	<b>1,346</b>	<b>(3,749)</b>	<b>20,378</b>	<b>20,378</b>	<b>-</b>	<b>-</b>	<b>20,378</b>	
<b>AD People</b>								-		
Replacement It Technology	20	18	20	3	70	70	-	-	70	Network refresh to be brought forward due to issues with VMWare.
Self Service Customer Portal	10	3	-	(3)	10	10	-	-	10	Portal 'soft launch' requires funds for further development.
Endpoint & Web E-Mail Filter	40	10	-	(10)	40	40	-	-	40	Due in October-23
Asset Management Database	42	11	-	(11)	42	42	-	-	42	Consultancy & Training fees expected.

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Growth</b>										
R & R Smart Working IT Requirements	250	63	-	(63)	250	250	-	-	250	Networking and new PCs on ground floor
ICT Audio/Visual Technology Town Hall	87	22	-	(22)	87	87	-	-	87	In contact with new potential suppliers.
ITrent HR & Payroll SAAS	-	-	16	16	-	7	7	-	7	Costs relating to 22-23. Should have been accrued.
Civica Digital Image Store	-	14	-	(14)	56	56	-	-	56	Civica software outdated. Awaiting decision whether to update as far as possible or move onto a brand-new cloud-based system.
<b>Service Area Total</b>	<b>449</b>	<b>125</b>	<b>36</b>	<b>(89)</b>	<b>499</b>	<b>506</b>	<b>7</b>	<b>-</b>	<b>506</b>	
<b>AD Operations &amp; Leisure</b>										
Wigginton Park Section Section 106	11	3	-	(3)	11	11	-	-	11	Volunteers groups slowly returning post pandemic resulting in delay management plan.
Broadmeadow Nature Reserve	11	3	-	(3)	11	11	-	-	11	Projects will be identified and carried out during the current financial year
Public Open Space Section 106	27	7	-	(7)	27	27	-	-	27	Budget will be used in 2023-24 for play area improvements at Rainscar, to be confirmed.
Street Lighting	69	76	31	(45)	303	303	-	-	303	Ongoing 40+ replacement scheme, works to plan.



GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Operations &amp; Leisure</b>								-		
Local Nature Reserves	24	6	-	(6)	24	24	-	-	24	Grant funding HLS from Rural Payments Agency. Waiting for quotation.
Amington Community Woodland	757	189	27	(162)	757	757	-	-	757	On hold due to issues on site with levels - with Planning.
Refurbishment Castle Grounds Tennis Courts	10	2	4	2	10	10	-	-	10	Majority of work completed.
Refurbishment of Play Areas	35	36	-	(36)	145	145	-	-	145	Contract awarded for £50. New tender to use £35K (+ £10K from GW1801) for remaining work Celandine but have not been completed.
Balancing Ponds	-	58	-	(58)	230	230	-	-	230	New project in 2023-24, will start looking for delivery
Boardwalk Warwickshire Moor	-	5	-	(5)	20	20	-	-	20	New project in 2023-24, will start looking for delivery

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Operations &amp; Leisure</b>								-		
Improved security at Depot including gates, alarms and access	-	30	-	(30)	120	120	-	-	120	New project in 2023-24, will start looking for delivery
Refurbishment of Anker Valley changing rooms	-	63	-	(63)	250	250	-	-	250	New project in 2023-24, will start looking for delivery
Installation of 3G pitches at Anker Valley	-	225	-	(225)	900	900	-	-	900	New project in 2023-24, will start looking for delivery
Renewal of Lighting at Depot	-	13	-	(13)	50	50	-	-	50	New project in 2023-24, will start looking for delivery
<b>Service Area Total</b>	<b>944</b>	<b>714</b>	<b>63</b>	<b>(651)</b>	<b>2,858</b>	<b>2,858</b>	<b>-</b>	<b>-</b>	<b>2,858</b>	
<b>ED Finance</b>										
<b>AD Finance</b>										
GF Capital Salaries	-	11	-	(11)	45	45	-	-	45	Project Accountant to be recruited
<b>Service Area Total</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>(11)</b>	<b>45</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>45</b>	

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Disabled Facilities Grant	1,262	478	307	(171)	1,912	1,912	-	-	1,912	Still at the initial stage of running the services in House, it is difficult to predict the final outturn.
Agile Working Phase 2	-	-	-	-	-	-	-	-	-	-
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	75	-	-	75	Expenditure depends on the vacant units for letting out after the EPC recommendations. None have been identified up-to-date
DR & R Office Requirements	145	36	5	(31)	145	145	-	-	145	Awaiting the IT costing, based on this a decision will be made on how to progress with this project.
Town Hall Improvements	-	172	-	(172)	689	689	-	-	689	Awaiting Members decision on how to progress with this project.
Roofing and renewal of walkways to Caledonian shop	-	21	-	(21)	85	85	-	-	85	Awaiting competitive quotes from Wates and Equans before work is awarded
Roofing and renewal of walkways to Ellerbeck	-	14	-	(14)	56	56	-	-	56	Awaiting competitive quotes from Wates and Equans before work is awarded
<b>Service Area Total</b>	<b>1,408</b>	<b>741</b>	<b>312</b>	<b>(428)</b>	<b>2,962</b>	<b>2,962</b>	<b>-</b>	<b>-</b>	<b>2,962</b>	

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	11	-	(11)	46	46	-	-	46	Awaiting invoice from WMCA
<b>Service Area Total</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>(11)</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>46</b>	
<b>GF Contingency</b>										
GF Contingency	100	25	-	(25)	100	100	-	-	100	No plans to release funds identified as yet
Cont-Return On Investment	20	5	-	(5)	20	20	-	-	20	No plans to release funds identified as yet
GF Contingency Plant and Equipment	100	25	-	(25)	100	100	-	-	100	No plans to release funds identified as yet
GF Contingency Castle Curtain Wall	30	8	-	(8)	30	30	-	-	30	-
<b>Service Area Total</b>	<b>250</b>	<b>63</b>	<b>-</b>	<b>(63)</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>250</b>	
<b>GENERAL FUND TOTAL</b>	<b>21,274</b>	<b>6,767</b>	<b>1,757</b>	<b>(5,009)</b>	<b>27,066</b>	<b>27,073</b>	<b>7</b>	<b>-</b>	<b>27,073</b>	

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Structural Works	129	82	1	(81)	329	329	-	-	329	Work has been planned for the Oakendale project and Belgrave flats - the budget is expected to be spent in full
Bathroom Renewals	-	144	124	(20)	575	575	-	-	575	Contract split between Wates and Equans, it is expected that the full budget will be spent this year
Gas Central Heating Upgrades and Renewals	845	383	173	(209)	1,530	1,530	-	-	1,530	Upgrades to the electric heaters at High Rise, estimated cost 832,300 (so far identified), intention to replace heaters in Eringden and surrounding properties, which will use up the whole budget. Considerations for the upgrades to Oakendale, Ankermoore and Thomas Hardy Crt
Kitchen Renewals	-	175	(5)	(180)	700	700	-	-	700	Contract split between Wates and Equans - programme of works yet to be provided by Equans but it is expected that the full budget will be spent this year
Major Roofing Overhaul and Renewals	-	375	277	(98)	1,500	1,500	-	-	1,500	On track. High volume of work has come through - budget expected to be spent in full
Window and Door Renewals	-	100	52	(48)	400	400	-	-	400	Work of schedule for 80% of the budget - this incl Cheattle Court. Further review will take place later on to ensure the budget is utilised in full

CO2 / Smoke Detectors	-	16	13	(3)	64	64	-	-	64	Number of CO2 detectors have been replaced, and there is more to be done, sorting out the invoices with Equans
Insulation	18	4	-	(4)	18	18	-	-	18	Linked with Roofing work - will be spent in full
Works associated with renewal of drainage at High Rise	-	150	600	450	600	600	-	-	600	Budget to supplement the work for the Soil Stacks, Will be spent in full

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Neighbourhood Regeneration	59	65	32	(33)	259	259	-	-	259	4 - 5 projects planned. Work at Ealingham will start soon (quote received for £80k). Thomas Hardy Court in progress (£28k). It is expected that budget will be spent in full
Disabled Facilities Adaptations	173	106	99	(7)	423	423	-	-	423	PO raised for OT services, Equans were sent a list of 30 jobs so far with a request to quote for them, still awaiting their response. Some cost for Salaries will be recharged here
Rewire	180	83	30	(53)	330	330	-	-	330	Budget to be used for the rewiring at the properties where the roofing work has been completed, also the door entry systems require rewiring by Tunstall, £58k quoted for Thomas Hardy, Other sheltered accommodation is being surveyed as well

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Renewal of Roofing at Eringden	-	46	-	(46)	185	185	-	-	185	Wates - will be spent this year but must go through a consultation period before the work starts
Renewal of Windows at Eringden	-	64	-	(64)	255	255	-	-	255	Wates - will be spent this year but must go through a consultation period before the work starts
Roofing and renewal of walkways to Caledonian shops (HRA)	-	32	-	(32)	127	127	-	-	127	Awaiting competitive quotes from Wates and Equans before work is awarded
Roofing and renewal of walkways to Ellerbeck (HRA)	-	42	-	(42)	167	167	-	-	167	Awaiting competitive quotes from Wates and Equans before work is awarded
Replace High Rise Soil Stacks	360	90	274	184	360	360	-	-	360	Wates working on this project in line with the Drainage at High Rise. Will be spent in full
Sheltered Schemes	106	44	88	44	176	176	-	-	176	Projects have been identified to use the whole budget
Energy Efficiency Improvements	70	18	17	(0)	70	70	-	-	70	Budget to support cost of insulation
Install Fire Doors High Rise	15	4	15	11	15	15	-	-	15	Residual cost from previous year project - budget spent in full
High Rise Ventilation System	120	30	-	(30)	120	-	(120)	120	120	Due to implementation of new regs, this project is postponed to next year

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Fire Risk Mitigation Works	204	126	62	(64)	504	504	-	-	504	Wates are working on Arden Close doors and H Block. The rest of budget will be spent following the completion of the drainage work
Damp & Mould Works	72	43	51	8	172	172	-	-	172	Work comes though Housing Repairs and is related to Disrepairs /water damage
Decarbonisation	1,117	279	477	198	1,117	1,117	-	-	1,117	Work has completed on site, in the process of finalising paperwork and preparing the final account
High Rise Refuse Chite Renewals	-	38	11	(27)	150	150	-	-	150	Budget to assist with other High Rise projects,
Sheltered Lifts and Stairlift Renewals	275	159	72	(87)	635	635	-	-	635	Awaiting List of recommendations from Stannah, assisting with the DFAs referrals
Fire Alarm Panel Renewals	50	13	40	28	50	50	-	-	50	Tunstall identified properties for the removal and updating panels within the flats. Intention is to spend the whole budget this year
Scooter Storage at High Rise	30	8	-	(8)	30	-	(30)	30	30	There are questions regarding recharges for the scooter storage. This won't happen this year.
Upgrade Pump Room at High Rise	-	6	-	(6)	25	25	-	-	25	Installation of filters to the water pumps.



Retention of Garage Sites	314	204	814	611	814	814	-	-	814	Garage retention project ongoing, 12-13 projects will take place this year.
Capital Salaries	-	50	-	(50)	200	200	-	-	200	-

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Software Fire Safety Surveys	90	23	-	(23)	90	90	-	-	90	Floor plans in the process of being completed. Further request for assistance with the building safety case (RIDGE)
HRA Street Lighting	42	98	32	(67)	392	392	-	-	392	Awaiting information from EON
Asset Management Software HRA	14	4	4	1	14	14	-	-	14	Identifying further requirements for upgrades
Telecare System Upgrades	66	16	-	(16)	66	66	-	-	66	Report has been received, discussions with Housing and Tunstall regarding implementation of this project
Other Acquisitions	4	1	5	4	4	4	-	-	4	cost to be moved to CR7006. And budget transferred to CR7005
Regeneration & Affordable Housing	1,931	545	1,081	536	2,181	2,181	-	-	2,181	Wilnecote project will be completed in August, there is no properties in pipeline to purchase on the market but we are still looking
Caledonian Depot New Build	1,497	374	46	(328)	1,497	1,497	-	-	1,497	Work due to start at the end of July 2023, completion hopefully this financial year.
<b>Service Area Total</b>	<b>7,780</b>	<b>4,036</b>	<b>4,486</b>	<b>450</b>	<b>16,144</b>	<b>15,994</b>	<b>(150)</b>	<b>150</b>	<b>16,144</b>	

<b>HRA Contingency</b>										
HRA Contingency	100	25	-	(25)	100	100	-	-	100	To be re-profiled
<b>Service Area Total</b>	<b>100</b>	<b>25</b>	<b>-</b>	<b>(25)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>7,880</b>	<b>4,061</b>	<b>4,486</b>	<b>425</b>	<b>16,244</b>	<b>16,094</b>	<b>(150)</b>	<b>150</b>	<b>16,244</b>	

### 3.8 Treasury Management Update – Period 3 - 2023/24

#### Investments held as of 30th June 2023:

<i>Borrower</i>	<i>Deposit</i> £	<i>Rate</i> %	<i>From</i>	<i>To</i>	<i>Notice</i>
Liverpool City Council	5,000,000	3.85%	07-Oct-22	07-Jul-23	-
NatWest Bank	5,000,000	2.50%	11-Jul-22	10-Jul-23	-
Slough Council	5,000,000	2.60%	15-Jul-22	14-Jul-23	-
Thurrock Council	5,000,000	2.30%	15-Jul-22	14-Jul-23	-
NatWest Bank	5,000,000	2.60%	08-Aug-22	08-Aug-23	-
Oxford City Council	4,000,000	4.60%	17-Mar-23	18-Sep-23	-
Lloyds Bank	5,000,000	5.00%	11-May-23	10-Nov-23	-
Standard Chartered	5,000,000	4.83%	11-May-23	10-Nov-23	-
Standard Chartered	5,000,000	5.19%	24-May-23	24-Nov-23	-
Birmingham City Council	5,000,000	4.00%	27-Jan-23	29-Jan-24	-
Santander	5,000,000	4.12%	-	-	180 day
MMF – Aberdeen	8,519,000	4.86%*	-	-	On call
MMF – PSDF	5,068,000	4.83%*	-	-	On call
MMF – Federated	0	4.79%*	-	-	On call
<b>Total</b>	<b>67,587,000</b>	<b>3.98%</b>	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.47%	-	-	-
Threadneedle Property Unit Trust	6,056,785	4.27%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.14%	-	-	-
<b>Total</b>	<b>79,549,218</b>	<b>3.95%</b>	-	-	-

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

Fund	Initial Investment	Fund Value 30/06/2023	2023/24 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£1,670,732.34	£15,978.50	3.47%	Returns Received Monthly. Received up to Jun-23.
Threadneedle Property Unit Trust	£6,056,785.32	£5,381,515.86	£0.00	4.02%	Returns Received Quarterly. Received up to Mar-23
Hermes Federated Property Unit Trust	£4,056,499.57	£3,739,320.30	£0.00	3.10%	Returns Received Quarterly. Received up to Mar-23
<b>Total</b>	<b>£11,962,217.92</b>	<b>£10,791,568.50</b>	<b>£15,978.50</b>	<b>3.67%</b>	

## Property Funds

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

Fund Valuations	Investment	Valuation 31/03/2019	Valuation 31/03/2020	Valuation 31/03/2021	Valuation 31/03/2022	Valuation 31/03/2023	Valuation 30/06/2023
<b>Schroders UK Real Estate Fund</b>	1,848,933	1,897,716	1,884,412	1,848,933	2,139,618	1,727,176	1,670,732
<b>Valuation Increase / (reduction)</b>		48,783	35,479	0	290,685	(412,442)	(56,444)
<b>Threadneedle Property Unit Trust</b>	2,000,249	1,921,884	1,836,032	1,794,439	2,097,097	1,732,373	1,735,103
<b>Valuation Increase / (reduction)</b>		(78,365)	(164,216)	(205,810)	96,848	(364,724)	2,730
<b>Threadneedle Property Unit Trust</b>	4,056,536	-	-	-	4,407,163	3,640,676	3,646,413
<b>Valuation Increase / (reduction)</b>					350,627	(766,487)	5,737
<b>Hermes Federated Property Unit Trust</b>	4,056,500	-	-	-	4,450,808	3,741,712	3,739,320
<b>Valuation Increase / (reduction)</b>					394,308	(709,096)	(2,392)
<b>Total</b>	<b>3,849,182</b>	<b>3,819,601</b>	<b>3,720,444</b>	<b>3,643,372</b>	<b>13,094,687</b>	<b>10,841,937</b>	<b>10,791,568</b>
<b>Valuation Increase / (reduction)</b>		(29,581)	(128,738)	(205,810)	1,132,469	(2,252,750)	(50,369)
<b>Annual Revenue % Return</b>		-0.8%	-2.6%	-1.2%	12.5%	-20.8%	-0.5%

The following table details the dividend returns achieved from the property fund investments, which support the revenue budget. The Council received £458k in dividends from its property fund investments in 2022/23 (£269k in 2021/22), and has received £16k for the current financial year as at 30<sup>th</sup> June 2023. This figure will increase as the Q1 dividends have not yet been received from either Threadneedle and Hermes.

Fund Valuations	Investment	Dividend Returns 31/03/19	Dividend Returns 31/03/20	Dividend Returns 31/03/21	Dividend Returns 31/03/22	Dividend Returns 31/03/23	Dividend Returns 30/06/23
							Q1 Returns not yet received
<b>Schroders UK Real Estate Fund</b>	1,848,933	48,118	56,638	52,898	61,655	71,962	15,979
<b>Threadneedle Property Unit Trust</b>	2,000,249	60,056	90,274	75,452	79,231	83,373	
<b>Threadneedle Property Unit Trust</b>	4,056,536	-	-	-	70,417	175,213	
<b>Hermes Federated Property Unit Trust</b>	4,056,500	-	-	-	57,352	127,182	
<b>Total</b>		<b>108,174</b>	<b>146,911</b>	<b>128,350</b>	<b>268,655</b>	<b>457,730</b>	<b>15,979</b>
<b>Annual Revenue % Return</b>		2.8%	3.8%	3.3%	2.2%	4.2%	0.1%

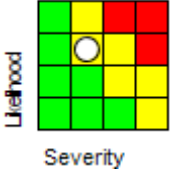

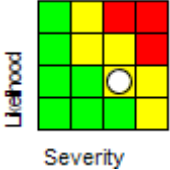

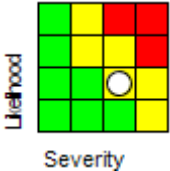

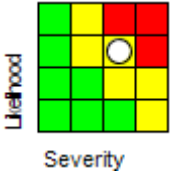

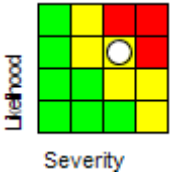

**External Borrowing as of 30<sup>th</sup> June 2023:**

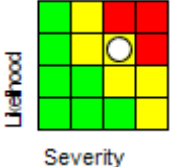

<b><u>Borrowing from PWLB</u></b>				
<b><u>Loan Number</u></b>	<b><u>Rate</u></b>	<b><u>Principal</u></b>	<b><u>Start</u></b>	<b><u>Maturity</u></b>
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%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








## 4. Corporate Risk

### 4.1 Corporate Risks Summary Quarter 1 2023

Parent Risk Title	Risk	Current Risk Matrix	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	Ownership Assigned To
Finance/Financial stability 2023	To ensure that the Council is financially sustainable as an organisation		30-June-2023	2	3	6		Joanne Goodfellow
Modernisation and Commercial agenda 2023	Failure to Develop and implement Continuous Service improvement and develop employees to perform the right work		30-June-2023	3	2	6		Anica Goodwin
Governance 2023	To ensure the Council is fully compliant in all legislative requirements		30-June-2023	3	2	6		Anica Goodwin
Community Focus 2023	Safety, health and wellbeing of the citizens of the borough		30-June-2023	3	3	9		Rob Barnes
Economic Growth and Sustainability 2023	Lack of economic growth and sustainability in the Borough at the levels required		30-June-2023	3	3	9		Joanne Goodfellow

Parent Risk Title	Risk	Current Risk Matrix	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	Ownership Assigned To
Organisational Resilience 2023	Failure to provide services or maintain the continued wellbeing and operations within the Borough		30-June-2023	3	3	9		Rob Barnes

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

## 4.2 Detailed Corporate Risks

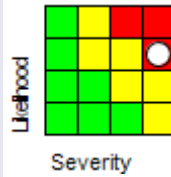
### 4.2.1 Financial Stability 2023

Corporate Risk Heading

Financial Stability 2023

#### Corporate Risk

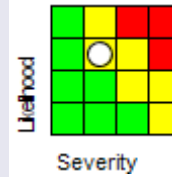
Original Matrix



Severity 4  
Likelihood 3  
Risk Score 12

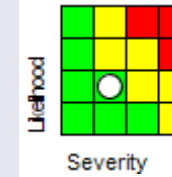
#### To ensure that the Council is financially sustainable as an organisation

Current Risk Matrix



Severity 2  
Likelihood 3  
Risk Score 6  
Date Reviewed 30-June-2023

Target Risk Matrix





Severity 2  
Likelihood 2  
Risk Score 4

#### Causes

- \* Risk of Austerity cuts/Major variances to the level of grant/subsidy
- \* Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)
- \* Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities.
- \* Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's income if households struggle to pay council tax, housing rent payments, etc. If families find themselves in financial difficulty it could also increase the demand for our services putting pressure on resources, for example increase in homelessness.

#### Consequences

- \* Inability to plan long term due to uncertainty over future Local Government funding. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25. While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.
- \* Unplanned cost reductions / savings requirements
- \* Financial issues leading to the Authority being taken over by Government appointed officers

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Monthly Budget Monitoring	31-Jul-2023		Monthly Financial Health check reports to CMT and quarterly to Cabinet	Joanne Goodfellow
Robust monitoring process for MTFs in place and Quarterly Healthcheck update to Members	31-Jul-2023			Joanne Goodfellow
Latest Note	<p>The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25. This settlement represents a ‘holding position’ until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.</p> <p>While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.</p> <p>The ongoing cost of living crisis and inflationary pressures continue to have an impact on the Council's finances. At the same time as rising supply costs there is also the potential for a fall in income as the disposable income of the public reduces due to the pressures on the household purse. This has the potential to affect collection rates for Council Tax and Housing Rents and it is also possible that income to attractions and events will reduce. If families find themselves in financial difficulty it could also increase the demand for our services putting additional pressure on resources, for example increased homelessness, exacerbated by the potential for increased numbers of asylum seekers or Ukrainian refugees who may also present as homeless. The situation will continue to be monitored, including through the monthly budget monitoring process. A planned review of the LCTR scheme is underway as a potential mitigation to reduce the pressure on lowest income households</p>			
Corporate Priority affected	<p>Priority2: The Economy                      Priority4: Living in Tamworth                      Priority5: Town Centre</p>			

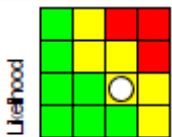
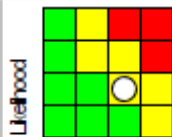

## 4.2.2 Modernisation and Commercialisation Agenda 2023

Corporate Risk Heading

Modernisation and Commercialisation Agenda 2023

Corporate Risk

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

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	2	Likelihood	2	Likelihood	2
Risk Score	6	Risk Score	6	Risk Score	2
		Date Reviewed	30-June-2023		
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Slow or no progress on commercial investment strategy</li> <li>* Under utilisation of Assets</li> <li>* The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases.</li> <li>* Failure to have the organisational structure and a skilled and motivated workforce</li> <li>* Changes in Job market</li> <li>* Ineffective project management and governance</li> <li>* Ineffective performance management</li> <li>* Inadequate business continuity plans</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Unable to deliver organisational strategies</li> <li>* Increased turnover/absenteeism</li> <li>* Unable to recruit key/essential skills</li> <li>* Failure to deliver project outcomes</li> <li>* Failure to deliver corporate plan</li> <li>* Government intervention</li> <li>* Service failure leading to ombudsman intervention and increased compensation claims</li> <li>* Increased customer dissatisfaction</li> <li>* Unrealised benefits</li> <li>* Decreased staff engagement and satisfaction resulting in poor performance.</li> </ul>	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Delivery of People and Organisational Strategy	31-Jul-2023		Strategy developed and approved Work has commenced on associated action plan	Zoe Wolicki
Delivery of Planned Commercialisation Strategy	31-Jul-2023		2023/24 MTFS included review and update of fees and charges and new charges introduced. Other targeted savings built into budget via policy changes. Procurement training provided to staff.	Joanne Goodfellow
Develop Project management skills for key staff	31-Jul-2023		Relevant Officers for skills development identified through PDR process which is nearing conclusion	Zoe Wolicki
Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Jul-2023		Linked to updated Asset Management Strategy. Draft document produced and reviewed. Amendments being made following scrutiny comments.	Paul Weston

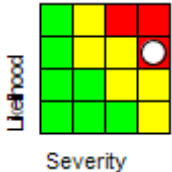
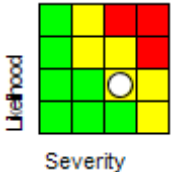
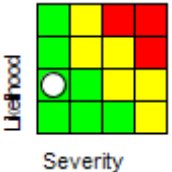
Corporate Priority affected

Priority2: The Economy  
Priority: Organisation  
Priority5: Town Centre

### 4.2.3 Governance 2023

<b>Corporate Risk Heading</b>	<b>Governance 2023</b>
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<b>Corporate Risk</b>	<b>To ensure the Council is fully compliant in all legislative requirements</b>
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	1
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	12	Risk Score	6	Risk Score	2
		Date Reviewed	30-Jun-2023		
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Failure of democratic process</li> <li>* Failure to understand or respond adequately to new or changing legislation or regulation</li> <li>* Cyber Attack due to lack of preparedness</li> <li>* No horizon scanning of legislative changes</li> <li>* Data Protection principles not adhered to</li> <li>* Out of date policies and procedures</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Prosecution of individuals</li> <li>* Loss of reputation</li> <li>* Adverse impact on Tamworth residents</li> <li>* Authority taken over by Government appointed officers</li> <li>* Increase in costs, Legal and settlement</li> <li>* Potential harm to vulnerable persons, employees and commercial relationships</li> <li>* Legal action</li> <li>* Financial penalties</li> <li>* Reputational damage</li> </ul>	

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

Latest Note	Changes to political leadership and new members will require additional training to be targeted asap.
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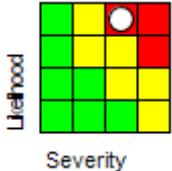
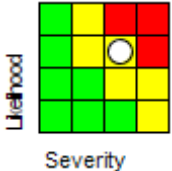
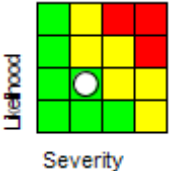
Corporate Priority affected	Priority2: The Economy Priority: Organisation
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## 4.2.4 Community Focus 2023

<b>Corporate Risk Heading</b>	<b>Community Focus 2023</b>
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<b>Corporate Risk</b>	<b>Safety, health and wellbeing of the citizens of the borough</b>
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	2
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	4
		Date Reviewed	30-Jun-2023		
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of Community cohesion and engagement</li> <li>* Children &amp; Adults at Risk of Abuse &amp; Neglect</li> <li>* Modern Slavery</li> <li>* Lack of Affordable homes</li> <li>* Council working in isolation</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Increase in crime and disorder</li> <li>* Increased tensions in the community</li> <li>* Death or serious injury</li> <li>* Poor and overcrowded housing</li> <li>* Increased demand for social housing</li> <li>* Increase of liability claims</li> <li>* Reputational damage</li> </ul>	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1a - Education with regard to litter and fly-tipping	31-Jul-2023		Fly tipping grant of £26,000 received. 6 deployable cameras to be purchased and hotspots identified. Littercam 2 week trial in September	Joanne Sands
1D - Working with partners to protect people and open spaces	31-Jul-2023			S M; Sarah McGrandle
2C - Local plan to ensure affordable housing and infrastructure	31-Jul-2023		Issues and Options consultation has been completed.	Anna Miller

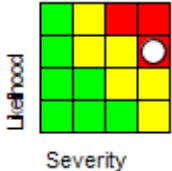
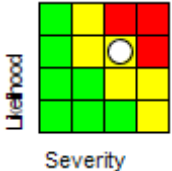
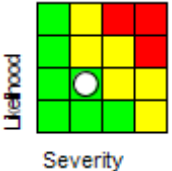
Latest Note	No change
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Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre
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## 4.2.5 Economic Growth and Sustainability 2023

**Corporate Risk Heading** Economic Growth and Sustainability 2023

**Corporate Risk** Lack of economic growth and sustainability in the Borough at the levels required

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	2
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	4
		Date Reviewed	30-Jun-2023		
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of investment in the Borough</li> <li>* General downturn in the economy due to factors beyond our control</li> <li>* Failure to recognise economic changes</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Economic prosperity declines</li> <li>* Deprivation</li> <li>* Reduced Business Rates income</li> <li>* Tamworth not seen as a positive place to live or invest in</li> <li>* Lack of economic and commercial growth</li> </ul>	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
2A - Development of business initiatives to promote start up and growth	31-Jul-2023		<p>The Borough Council has awarded £25,000 grant funding to Tamworth town centre businesses to support local businesses in the current economic climate.</p> <p>The money will help town centre businesses establish or improve their physical or digital presence, gain new customers, increase turnover and increase opportunities for survival, through effective brand image and an improved service or product.</p> <p>This grant funding is available for a total of 3 years.</p> <p>The FHSF is delivering a project called the FLEX which will be entrepreneurial space/pop up space that can be flexibly managed, creating conditions for new businesses to try and establish themselves in the town.</p>	Anna Miller
3A - Local plan to improve infrastructure , evening economy and transport links	31-Jul-2023		Issues and options consultation completed	Anna Miller

Latest Note

*The project for the town centre regeneration financed by the Future High street fund and being undertaken in conjunction with the Tamworth College represents a major contribution to the town centre programme and therefore a high profile risk area*

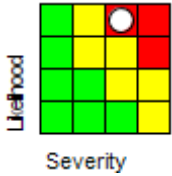
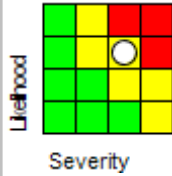
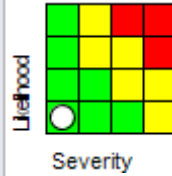
Corporate Priority affected

- Priority2: The Economy
- Priority1: The Environment
- Priority3: Infrastructure
- Priority4: Living in Tamworth
- Priority5: Town Centre

## 4.2.6 Organisational Resilience

Corporate Risk Heading	Organisational Resilience 2023
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Corporate Risk	Failure to provide services or maintain the continued wellbeing and operations within the Borough
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	4	Likelihood	3	Likelihood	1
Risk Score	12	Risk Score	9	Risk Score	1
		Date Reviewed	30-Jun-2023		
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Significant event outside of our control e.g. major disaster, pandemic etc.</li> <li>* Staff not aware of action to be taken in the event of an emergency/disaster</li> <li>* Lack of sufficient agile operational options</li> <li>* Global warming/climate change</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Services not delivered</li> <li>* Life and property put in harms way</li> <li>* Reduced 'economic attractiveness'</li> <li>* Loss of reputation</li> <li>* Extreme weather conditions/impact on business's &amp; communities</li> </ul>	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1B - Development of infrastructure for acting on Climate Change	31-Jul-2023		Ongoing discussions with BP Pulse over the delivery of an EV charging hub on Riverdrive.	Anna Miller
Business Continuity Planning	31-Jul-2023		Detailed work plan in place for EP & BC; work plan has been agreed by CMT and has been conveyed to Heads of Service.	Paul Weston
Emergency Planning	31-Jul-2023			Tina Mustafa

Latest Note	No change
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Corporate Priority affected	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

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

## 5. Audit Update – End of Quarter 1

The internal audit plan for 2023/24 was approved by Audit & Governance Committee at its meeting in March 2023. The plan was for a total of 16 audits. To the end of quarter 1 2023/2024 due to exceptional circumstances we have not fully completed the 4 audits scheduled for Quarter 1, although these reviews were started these were not completed by 30<sup>th</sup> June 2023. Internal Audit have fully completed 2 out of the 3 audits rolled forward from 2022/23 and the remaining audit is awaiting management agreement during the quarter. An analysis of audit plan completion and indicatively planned audits is shown in the table below.

□

	Q1	Q2	Q3	Q4
Number of audits allocated per quarter	4	4	6	2
% of plan	25	25	37	13
Cumulative 2023/24 audit plan % completed	0			
Completed and finalised 2022/23 audits	2			
Audits drafted and awaiting management agreement 2022/23	1			

Planned work initially envisaged that by 30 June 2023 we would have completed 25% of the Audit Plan, actual out turn figures show that we have due to exceptional circumstances that we have completed 0% of the expected plan.

A detailed report is to be presented to Audit & Governance Committee on 23<sup>rd</sup> August 2023.



The total outstanding audit recommendations at the end of Quarter 1 are 64 (13 high priority, 33 medium priority and 18 low priority) and the recommendation movement during Q1 is contained in the table. During 2023/24 the Audit Manager will continue to hold quarterly meetings with all Assistant Directors to review all outstanding recommendations.

□

Priority of Recommendations	Number of outstanding recommendations 31 Mar 2023	Number of recommendations closed during the period March 2023 – June 2023	Number of additional recommendations made during quarter 1	Number of current outstanding recommendations as of 30 June 2023	Overall movement of recommendations during quarter 1
High	12	0	1	13	+1
Medium	34	1	0	33	-1
Low	20	2	0	18	-2

As of 31 March 2023, there were 13 high priority recommendations outstanding however of these 12 were overdue and these are being followed up during July/August 2023 as part of the Quarter 1 review with Assistant Directors.

## 6. Information Governance Update

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

### 6.1 Personal Data Breaches

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

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

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

The table below provides a summary of statistics for Quarter 1 2023.

01 April 2023 – 30 <sup>th</sup> June 2023 Number of personal data breaches recorded	3
01 April 2022 – 30 <sup>th</sup> June 2022 Number of personal data breaches recorded	6
Increase / decrease of % compared to same time last year	50% decrease
Highest amount received Quarter 1 2023	April, May and June - 1
Lowest amount received Quarter 1 2023	April, May and June - 1
Reported to the Information Commissioner (ICO)	1
Reported within statutory the timeframe of 72 hours %	100%
Breach Category	Human Error
ICO Findings	No further Action
Lesson learnt	Process review, support & additional training in addition to prevention steps already in place. (EG: DP policies and procedures)

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

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

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

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

The table below provides a summary of statistics for Quarter 1 2023.

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

01 April 2023 – 30 <sup>th</sup> June 2023 – total requests received	145
01 April 2022 – 30 <sup>th</sup> June 2022 - total requests received	161
Decrease of % compared to same period last year	9.93%
Highest monthly requests received	June – 57
Lowest monthly requests received	Apr - 42
Responded to within statutory requirement of 20 working days	143
Percentage responded to within statutory requirement of 20 working days	98.62%

Directed to Staffordshire CC	24
ICT	15
Planning / Revenues	14

### Request Trends

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

Systems and Software Contracts/Provider
Property CIL Charges Schedules
Business Rates

### Internal reviews

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

The table below provides a summary of statistics for Quarter 1 2023

01 April 2023 – 30 <sup>th</sup> June 2023 – Number of Internal requests received	1
01 April 2022 – 30 <sup>th</sup> June 2022 - Number of Internal requests received	1
Increase or decrease of % compared to same period last year	0%
Responded to within statutory requirement of 20 working days	1
Percentage responded to within statutory requirement of 20 working days	100%

### Information Commissioner

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

The table below provides a summary of statistics for Quarter 1 2023

01 April 2023 – 30 <sup>th</sup> June 2023 – Number of Enquiries received by ICO	0
01 April 2022 – 30 <sup>th</sup> June 2022 - Number of Enquiries received by ICO	0
01 April 2023 – 30 <sup>th</sup> June 2023 – ICO Findings	N/A

### 6.3 Subject Access Requests

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

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

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

The table below provides a summary of statistics for Quarter 1 2023

01 April 2023 – 30 <sup>th</sup> June 2023 – total requests received	7
01 April 2022 – 30 <sup>th</sup> June 2022 - total requests received	7
Increase / decrease of % compared to same time last year	0
highest amount received Quarter 1 2023	April - 3
lowest amount received Quarter 1 2023	May/June - 2
Responded to within statutory timeframe of one calendar month	7
Responded to within statutory timeframe of one calendar month %	100%

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

The table below provides a summary of statistics for Quarter 1 2023


01 April 2023 – 30 <sup>th</sup> June 2023 – Number of Enquiries received by ICO	0
01 April 2022 – 30 <sup>th</sup> June 2022 - Number of Enquiries received by ICO	0
01 April 2023 – 30 <sup>th</sup> June 2023 – ICO Findings	N/A





## Appendix 1 - Corporate Project Highlight Reports


### Asset management Strategy


<b>Asset management Strategy</b>	Purpose: Development of Asset Management Strategy to guide future of built assets owned by the council. Scope: Review of existing strategy, costed stock condition survey, development of overarching strategy, development of asset management plans.	Overall Project Status		Managed By	Paul Weston
Activities since last period	Surveys completed Gap analysis completed Additional surveys quoted	Planned Activities for next period	Draft strategy document Draft plans	Amber/Red Areas	None
Risks including Stakeholder issues, budget and timing	None	Resourcing Requirements	External resource in place for surveys	Decisions required from CMT	None
Note	Existing policy review completed. Draft policy reviewed by Scrutiny. Amendments to reflect Member comments are in progress with final draft to be presented to Cabinet for approval. Detailed Asset Management Plans will follow on from the strategy.	Date	11-May-2023	Author	Paul Weston
	Final amendments to be made in readiness for sign off by Members.		31-Mar-2023		Paul Weston
	Draft document has been reviewed by the Asset Strategy Steering Group and Scrutiny. Some Amendments are required. The initial process of Asset Management Plan		03-Jan-2023		Paul Weston


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	development has commenced.				
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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Costed condition survey		Paul Weston	Condition survey of housing and non-housing complete. Additional surveys of high-rise and non-traditional properties complete.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of new Strategy and Plans		Paul Weston	Draft reviewed, minor additions/amendments needed. Process of Asset Management Plans has commenced. Final document to be ready in April 2023.

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


## Development of Tourism

<b>Development of Tourism Strategy</b>	-- enter action details here --	<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>	Final report received.	<b>Planned Activities for next period</b>	Book into CMT.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
<b>Note</b>	The Retail Group appointed. Engagement ongoing with consultants. Work to complete in the Spring.	<b>Date</b>	06-Mar-2023	<b>Author</b>	Anna Miller
	A draft tender has been prepared for this work to be commissioned.		15-Nov-2022		Anna Miller


## Future High Street Fund


FHSF	Future High Street Fund Project Description goes here	Overall Project Status		Managed By	Anna Miller
Activities since last period	Ongoing discussions with Spellers on costs and programme. Demolition of Coop completed and Kier on site to deliver the college. Work continues on the detailed design work that sit behind the costs. Peel enabling works to start in July/August. Fixed cost due July/August.	Planned Activities for next period	Programme Board. Discussions over cost and programme specifically relating to Middle Entry and Peel. Peel cafe on site in July.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing	Budgets and discussion at Full Council.	Resourcing Requirements	It is likely that budgets will be exceeded and inflationary pressures represent the highest reason for any increases. It is also likely that programme timescale will be extended in terms of on site completion.	Decisions required from CMT	.
Page 1 of 1	Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. A number of applications have been approved by planning committee with the college application submitted and awaiting determination. Challenges persist, the biggest one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Sub committee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.	Date	14-Jul-2022	Author	Anna Miller


# Garage Site Development Caledonian regeneration

<b>Garage Site Development Caledonian regeneration</b>	Purpose: Delivery of new Council Houses on the former depot site in Glascote Scope: Demolition of former depot and provision of 5 new council houses	Overall Project Status		Managed By	Paul Weston
Activities since last period	Design work completed and planning consent obtained. Contractor list identified Clerk of Works terms agreed	Planned Activities for next period	Procurement of contractors	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Budget figures have been updated to reflect current project and current financial climate but these could still change up to tender phase.	Resourcing Requirements	External consultants already appointed and costs agreed as part of overall project cost.	Decisions required from CMT	None
Note	The appointed contractor has identified some planning and land issues that require attention before works can commence. The contractor is actively working through these with a view to being able to commence the works on site in 2023.	Date	11-May-2023	Author	Paul Weston
	This project has been delayed due to some newly identified issues with planning and Highways. The contractor and agent are working to resolved these issues but it will delay the formal start on site and completion dates.		31-Mar-2023		Paul Weston

	Procurement has been completed and the contract awarded. The contractor will take possession of the site in January 2023. Some pre-commencement works have taken place.		03-Jan-2023		Paul Weston
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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction Phase		Paul Weston	The project has been awarded and a contractor is now on board. Late representations from SCC Highways have delayed start of the project although it is anticipated that works can commence in the summer of 2023.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Design through to planning consent		Paul Weston	Planning in place.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Lettings			Build-out phase yet to be programmed at this stage but likely to be 2023.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement and financial approval		Paul Weston	The procurement phase has been completed and the contract for construction awarded.

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# Gungate

<p><b>Gungate</b></p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders. Scope: Development of land north and south of Spinning School Lane into a mixed use site which will support the town centre by delivering uses that complement the existing offer and increase footfall, choice and prosperity.</p>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>Tenders back for ATIK/Buzz split. Valuations of Atik freehold lease and NCP lease to support committee report.</p>	<p>Planned Activities for next period</p>	<p>Evaluation of tendering and appointment of consultants to split ATIK/Buzz. The first Gungate PB is planned for July.</p>	<p>Amber/Red Areas</p>	
<p>Risks including Stakeholder Issues, budget and timing</p>	<p>Charities Commission have requested further information. Unable to acquire SCC land until this is resolved.</p>	<p>Resourcing Requirements</p>		<p>Decisions required from CMT</p>	
<p>Note</p>		<p>Date</p>		<p>Author</p>	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery north site			ATIK have suggested a value for the disposal of the lease.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Delivery south site		Matthew Fletcher; Joanne Goodfellow;	Leisure centre feasibility tender did not attract a consultant.  Car park demand study underway, some slight delays due to requirement for further research


		Thomas Hobbs; Karen Moss	
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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly north site	✔	<del>Matthew Fletcher;</del> Thomas Hobbs	Charities commission are requesting further information from SCC. Property Board to agree to disposal of land to TBC with current valuations. Date of Board 7 June.  ATIK exploring value of lease to TBC.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Land Assembly south site	✔	<del>Matthew Fletcher;</del> Joanne Goodfellow; Thomas Hobbs	Final Heads of Terms agreed with NCP over acquisition of lease.


Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Partnership with Homes England - Governance	✔		Further meetings have been held and a draft MOU is in circulation which clearly sets out a potential long term working relationship with the Borough Council.

# ICT Strategy Implementation Plan

<b>ICT Strategy Implementation Plan</b>	Purpose: Delivery of the 5-year ICT Strategy Scope: Implementation of associated activities to deliver the ICT Strategy 5 key strategic themes.	Overall Project Status		Managed By	Zoe Wolicki
Activities since last period	N/A	Planned Activities for next period	As above	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	ICT, Graphics team and 3rd party support required.	Decisions required from CMT	None
Note		Date	July 2023	Author	

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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Modernisation of IT Infrastructure and Application estate		Gareth Youlden	<p>Azure Landing Zone Work built and environment ready for candidate server migrations. New web server being built to be hosted in Azure. Continued work on business case for migration of candidate servers to Azure cloud services</p> <p>iTrent HR and Payroll system and Aim income management system migrated to SaaS with app vendors</p> <p>Continued work on website upgrades to Drupal 9</p> <p>Power Apps for Caretakers site inspections and HR workbook created. Power BI reporting customer services dashboard demo'd</p>

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Office 365 and Cloud Services Adoption		Gareth Youlden	<p>Ongoing work to implement OneDrive and Sharepoint for unstructured data.</p> <p>HR, Payroll and Income management systems moved to SaaS. Discussions ongoing with other key application suppliers regarding move to SaaS</p> <p>Microsoft Azure Landing Zone setup complete with technical handover</p>




Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Stronger Security and Governance	✔	Gareth Youlden	Annual PSN compliance process ongoing. Quarterly vulnerability scanning and remediation Information asset register/ROPA nearing completion. ICT governance framework policy rollout on going Firewall upgrades in progress MS Defender onboarding of endpoint PCI compliance process ongoing


# Local Government Boundary Review


Local Government Boundary Review		Overall Project Status		Managed By	Zoe Wolicki
Activities since last period	awaiting formal communication from boundary commission for project inception	Planned Activities for next period	in line with boundary commission requirements	Amber/Red Areas	none
Risks including Stakeholder Issues, budget and timing	none	Resourcing Requirements	none	Decisions required from CMT	none
Note		Date	July 2023	Author	


# Net Zero

<p><b>Net Zero</b></p>	<p>Purpose: Make the Council's activities net-zero carbon by 2050 with aspiration to achieve 2030 should the council be financially able to do so                  Scope:                  1) Ensure that political and chief officers leadership teams embed this work in all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the council's activities;                  2) The Council (including the Executive and Scrutiny Committee) consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies;                  3) Receive a report to the relevant scrutiny committee regarding the level of investment in the fossil fuel industry that any of our investments have;                  4) Ensure that all reports in preparation for the 2021/2022 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency;</p>	<p><b>Overall Project Status</b></p>	<p></p>	<p><b>Managed By</b></p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>A second round of recruitment. The first was unsuccessful.</p>	<p>Planned Activities for next period</p>	<p>Tender preparation.</p>	<p>Amber/Red Areas</p>	

Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	Difficulty recruiting.	Decisions required from CMT	
Note		Date		Author	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Scope 1 - 3		Anna Miller	Policy change approved for additional resource to support Scope 1.

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

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Stage 2			Preparation of tender underway.


# Place Investment Strategy


Page 41	<b>Place Investment Strategy</b>	To set out how the Council intends to use its services, influence and relationships to promote Tamworth as a place for people and businesses to visit, live and invest in Scope: To deliver a strategy to encourage investment and development in Tamworth by setting a framework of activity and messages so that the Council is clear on what it will deliver and the associated outcomes, with all services working towards the same coordinate objectives.	<b>Overall Project Status</b>	✔	<b>Managed By</b>	Anna Miller
	<b>Activities since last period</b>	Draft received	<b>Planned Activities for next period</b>		<b>Amber/Red Areas</b>	
	<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
	<b>Note</b>		<b>Date</b>		<b>Author</b>	

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Approve and adopt strategy?	✔	<del>Matthew Fletcher;</del> Thomas Hobbs	The correct date is now showing in Pentana therefore this work is now on track and in control.

Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Write and consult on a place investment strategy	✔	<del>Matthew Fletcher;</del> Thomas Hobbs	Preparation of tender underway.


# Town Centre Masterplan

<b>Town Centre Masterplan</b>	Purpose: Preparation of a plan which seeks to coordinate physical regeneration activity across the town centre and sets out the general principles for how that area should be developed. Scope: Key town centre regeneration sites	<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
Activities since last period	Final Version received.	<b>Planned Activities for next period</b>	Presentation June 7th by consultants to TBC and HE.	<b>Amber/Red Areas</b>	
Risks including Stakeholder issues, budget and timing		<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
Note		<b>Date</b>		<b>Author</b>	






Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Preparation of Masterplan.		Matthew Fletcher; Thomas Hobbs; Anna Miller	Draft received and reviewed.

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# Town Hall

Town Hall	Purpose: Bring the Town Hall back into use as the main Civic Building. Scope: Review of space within Town Hall and development of a scheme to bring it back into use as the Council's main Civic Building.	Overall Project Status		Managed By	Paul Weston
Activities since last period	Initial meeting has taken place with consultants and Members to scope out essential and desirable items Initial set of proposals received and reviewed. More work to be done.	Planned Activities for next period	Prepare costed report for Members to consider. Develop budget proposal for scheme	Amber/Red Areas	None
Issues including Stakeholder issues, budget and timing	No budget has been identified for this project beyond the initial consultancy work. Planning and heritage issues could impact on deliverability.	Resourcing Requirements	External consultants already appointed	Decisions required from CMT	None
Note	Budgets are now in place. Draft plans presented to Scrutiny for comment. Further work taking place with consultants to finalise designs and procure works.	Date	11-May-2023	Author	Paul Weston
	Outline proposals have been agreed with key stakeholders, capital bids have been submitted for 2023/24 and beyond. Development of detailed specifications and tenders will only commence once budget has been approved.		03-Jan-2023		Paul Weston

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Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Communications		Tania Phillips	Consultations with Key Members completed and final designs agreed subject to procurement process.
Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Construction phase delivery		Alan Marshall	Budgets not in place until April 2023 at which point completion of designs and procurement of contracts can take place.
Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of maintenance plan for building.		Alan Marshall	This element won't be completed until the building works have been completed which is likely to be in 2024.
Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Development of project brief.		Paul Weston	Designs agreed by key Members, outline costings produced and budgets agreed through budget setting process in readiness for procurement to commence in April 2023.
Key Workstream	Key Workstream Status	Workstream Lead	Highlights
Procurement		Paul Weston	Budgets agreed in 2023/24 budget setting process. Procurement of work can commence in April 2023 with project likely to run into 2024.



Thursday, 31 August 2023

**Report of the Portfolio Holder for Operations and Finance****Write Offs 1st April 2023 to 30th June 2023****Exempt Information**

None

**Purpose**

That Members endorse the amount of debt written off for the period 1<sup>st</sup> April 2023 to 30<sup>th</sup> June 2023.

**Recommendations**

It is recommended that Members:

1. Endorse the amount of debt written off for the period of 1<sup>st</sup> April 2023 to 30<sup>th</sup> June 2023 – **Appendix A-E** respectively.

**Executive Summary**

The Heads of Service are responsible for the regular review of debts and consider the need for write off and authorise where necessary appropriate write offs in line with the Corporate Credit Policy. The first part of this report shows the position for the first quarter of the financial year. Further updates will continue to be produced on a quarterly basis.

Type	01/04/23 – 30/06/23
	£ p
Council Tax	£3,169.00
Business Rates	£1,398.94
Sundry Income	£17,971.55
Housing Benefit Overpayments	£1,048.18
Housing	£16,749.69
<b>Total</b>	<b>£40,337.36</b>

Write offs for the previous financial year 1<sup>st</sup> April 2022 to 30<sup>th</sup> June 2022 totalled £7,948.38. This is a significant increase on the corresponding quarter for the last financial year. The main reasons were staff concentrating on trying to collect outstanding debt due to the effects of the pandemic and having to work on additional energy rebate schemes on behalf of the Government. It should be noted that the amount of debt will differ each quarter based on conflicting demands and available staff resources.

**Options Considered**

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

<b>Business Rates</b>	<b>01/04/23 – 30/06/23</b>
-----------------------	----------------------------

	<b>£ p</b>
Bad Debt provision	(£852,209.74)
Amount written off to date	£1,398.94
Amount remaining	(£850,810.80)

### Resource Implications

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

### Legal/Risk Implications Background

Not applicable

### Equalities Implications

Not applicable

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

Not applicable

### Background Information

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

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

### Debt Write Off

Authorisations are needed to write off debt:

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

### Bad Debt Provision

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

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

The financial effects of providing for Bad Debts will be reflected in the Council's accounts

at Service Unit level.

**Report Author**

Michael Buckland – Head of Revenues of Revenues and Benefits

e-mail [michael-buckland@tamworth.gov.uk](mailto:michael-buckland@tamworth.gov.uk)

**List of Background Papers**

Corporate Credit Policy - effective management of debt

**Appendices**

**Appendices A to E** give details of write offs completed for Revenues and Benefits Services and Housing for 01 April 2023 to 30 June 2023.

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Appendix A

Summary of Council Tax Write Offs 01/04/2023-30/06/2023

Date of Write Off	Head of Revenues			Assistant Director of Finance	Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)									
01/04/2023									(£52.97)	(£52.97)		Dividend received
"									(£230.65)	(£230.65)		Payment received
01/05/2023									(£33.91)	(£33.91)		Dividend received
01/07/2023									(£11.44)	(£11.44)		Payment received
"									(£555.30)	(£555.30)		Dividend received
04/05/2023			£1,920.41	£2,132.85						£4,053.26	2	Hardship
01/06/2023	£0.01									£0.01	1	Small balance
<b>Q1 Totals</b>	<b>£0.01</b>	<b>£0.00</b>	<b>£1,920.41</b>	<b>£2,132.85</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£884.27)</b>	<b>£3,169.00</b>	<b>3</b>	

**Appendix B**

**Summary of NDR Write Offs 01/04/2023-30/06/2023**

Date of Write Off	Head of Revenues			Assistant Director of Finance	Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)									
17/05/2023			£1,398.94							£1,398.94	1	Company dissolved
<b>Q1 Totals</b>	£0.00	£0.00	£1,398.94	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,398.94	1	

Appendix C

Summary of Sundry Income Write Offs 01/04/2023-30/06/2023

Date of Write Off	Assistant Director of Assets (up to £5,000.00)	Assistant Director Growth & Regeneration (up to £5,000.00)	Assistant Director People (up to £5,000.00)	Assistant Director Operations & Leisure (up to £5,000.00)	Assistant Director Neighbourhoods (up to £5,000.00)	Head of Revenues (£0.00-£2,000.00)	Assistant Director of Finance (£2,000.01-£5,000.00)	Assistant Director Partnerships (up to £5,000.00)	Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 +)	Total	No. of Accounts	Reason(s)
03/04/2023				£90.00							£90.00		1 Team folded
"		£36.00									£36.00		1 Incorrectly billed
"		£36.00									£36.00		1 Uneconomic to pursue
06/04/2023		£468.00									£468.00		2 Age of debt
12/04/2023	£0.43										£0.43		2 Small balance
14/04/2023	£409.49										£409.49		1 Deceased
18/04/2023	£2.00										£2.00		1 Small balance
30/05/2023									£6,838.00		£6,838.00		1 Insolvency
"	£310.00										£310.00		1 Age of debt
06/06/2023										£6,678.07	£6,678.07		1 Insolvency
06/06/2023				£774.00							£774.00		2 Team folded
06/06/2023	£2,329.56										£2,329.56		3 Age of debt
<b>Q1 Totals</b>	<b>£3,051.48</b>	<b>£540.00</b>	<b>£0.00</b>	<b>£864.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£6,838.00</b>	<b>£6,678.07</b>	<b>£17,971.55</b>	<b>17</b>	

Appendix D

Summary of Benefit Overpayment Write Offs 01/04/2023-30/06/2023

Date of Write Off	Head of Benefits				Executive Director of Finance	Cabinet	Reversed Write Off	Total	No. of Accounts	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)	(£1,000.01-£2,000)						
30/04/2023		£239.74					£239.74	1	Deceased, under 2 weeks outstanding	
"	£2.47						£2.47	1	Small balance	
31/05/1953		£624.08					£624.08	5	Deceased, Under 2 weeks outstanding	
30/06/2023		£238.71					£238.71	1	Bankruptcy	
"		£245.45					£245.45	1	Deceased no estate	
"						(£302.27)	(£302.27)		IVA payment	
<b>Q1 Totals</b>	<b>£2.47</b>	<b>£1,347.98</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£302.27)</b>	<b>£1,048.18</b>	<b>9</b>	



# Appendix E

## Summary of Housing Write Offs 01/04/2023-30/06/2023

Date of Write Off	Assistant Director - Neighbourhoods				Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Remitted	Credit Write Off	Reversed Write Off (Write On)	Total	No. of Accounts (dr Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)	(£2,000.01-£5,000)								
02/06/2023 "	£144.59 £74.26	£125.41 £1,671.50	£4,864.00	£2,259.27 £7,610.66						£2,529.27 £14,220.42	4 15	Deceased. No estate or under £250 Over 6 years old statute barred, no contact during at least last 6 years
<b>Q1 Totals</b>	<b>£218.85</b>	<b>£1,796.91</b>	<b>£4,864.00</b>	<b>£9,869.93</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£16,749.69</b>	<b>19</b>	

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Thursday, 31 August 2023

## Report of the Portfolio Holder for Operations and Finance

### Update on Corporate Comments, Compliments and Complaints

#### Exempt Information

None

#### Purpose

To provide an update to Cabinet following the implementation of the Comments, Compliments and Complaints policy on 1<sup>st</sup> April 2023.

#### Recommendations

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

#### Executive Summary

##### Comments, Compliments and Complaints Policy

The Comments, Compliments and Complaints policy was approved by Cabinet on 23<sup>rd</sup> February 2023 and formally implemented on 1<sup>st</sup> April 2023.

The policy provides an opportunity to move towards a strategic focus on learning from complaints rather than on the number received, to support and empower the right culture around complaint handling and more effective resolutions for customers.

As a Council we want to recognise where excellent service has been provided and work hard to improve service where it is not as good as it should be.

The policy ensures there is a consistent procedure in place, with defined levels and standards of service. The process is widely used by customers and provides a vehicle for feedback to be given to the Council and in return, provides a framework in which the Council can respond whilst ensuring the process is subject to effective governance. The dynamic and flexible approach allows each complaint to be investigated on its own merits, providing the best approach for each complainant.

In the new policy there was no significant changes to the process for how to make a complaint, the two-stage approach remained as did the right to escalate a complaint to the Ombudsman where the customer remains dissatisfied.

The Housing Ombudsman has the power to review social landlords' complaints policy to ensure it is compliant with their complaint handling code. In May a review was undertaken on our Comments, Compliments and Complaints Policy and clarifications were requested. The clarifications were centred around the customer experience and the phrasing of some paragraphs within the policy. A review was undertaken, and clarification provided to the ombudsman with minor changes to the wording in the policy being made. The Housing Ombudsman have reviewed our updated policy and have confirmed that it is compliant with their code of practice, the updated policy can be found at appendix 1.

**Complaints Process and Reporting**

The Information Governance Team are responsible for facilitation of the full complaints process, with individual teams providing responses and technical information.

When communication is received from a complainant the team reviews it and determines if it meets the definition of a complaint or if it is a request for service (usually the first time we become aware of an issue). If it is determined a service request or update it is sent to the relevant service area for review and response. The complainant is sent an acknowledgement advising that the communication has been received and has been passed to the relevant service area who will respond directly.

In addition, to enhance the experience for customers the service request process has, since April, been improved. All service requests are now followed up to ensure that customers receive a response.

From April 23 – June 23, 169 service requests/enquiries were recorded and processed.

The service areas with the highest demand of service requests received through the Information Governance team from April – June was:

Service Area	Number of requests received through IFG
Street Scene	34
Housing Repairs	28
Customer Services **	23
Joint Waste	19

\*\* Customer service enquiries may not necessarily relate to the CST service area directly, these requests are enquires facilitated through that team, for example: Logging of enquires from Street Scene\*\*

If a communication is deemed a complaint, it is recorded and assigned to the relevant service area and an acknowledgement (including reference number) is sent to the customer. Reminders are issued to service areas when a complaint response is due and escalated as appropriate.

Complaint recording has been improved with more information now being recorded, which in time will allow trends to be identified and identify actions to improve or change services as required.

A further change to the policy was that a report on comments, compliments and complaints will be provided to Cabinet on a quarterly basis (previously this was an annual report) as part of the corporate performance reporting the first report went to Corporate Scrutiny Committee on 8<sup>th</sup> August 2023 and will be considered by Cabinet on 31<sup>st</sup> August 2023. Appendix 2 gives full details of the first quarter statistics.

Management information reports are provided to service area managers monthly.

**Future Developments**

As a Council we recognise we may not always get it right. The comments, compliments & complaints policy and processes will help;

- Demonstrate learning in annual reports
- Ensure fairness in complaint handling with a resident-focused process
- Provide a universal definition of a complaint
- Create a positive complaint handling culture through continuous learning and improvement

The implementation of the new policy and processes is the baseline point and work will be carried out during the year to establish and improve;

- How data is collected reported to service areas
- The use of customer insight to support informed decision making and service improvements
- How any actions noted as part of a complaint response are processed, followed to completion and reported.
- Identification of trends in complaints made and mechanisms for service improvements as a result of this.
- Using technology to improve processes and reporting
- Communication with residents on service improvements made as a result of feedback

### **Resource Implications**

There are no direct financial implications resulting from this report.

The new more robust approach to complaint handling and monitoring does have additional resource implications, which can be met from current Information Governance budgets.

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

There are no direct legal or risk implications as a result of this report.

### **Equalities Implications**

There are no equality implications as a result of this report.

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

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

### **Background Information**

Prior to implementation of the new policy in April 2023 the previous (Tell Us) policy had not been reviewed since 2017. A review was required to ensure ombudsman best practice was met, specifically that the council provides the best experience for complainants, takes on board learning and also recognises compliments and feedback regarding services.

The policy meets the requirements of both the Housing Ombudsman and the Local Government and Social Care Ombudsman requirements which have been developed significantly in the past few years. Good practice guidelines issued by the Local Government Social Care Ombudsman (LGSCO) state that periodic reviews of the process should be conducted.

Historic arrangements have resulted in complaints being recorded corporately with Housing complaints being recorded locally within the service area as well as responses being issued directly by relevant service areas. Under the new policy, all complaints are recorded and facilitated centrally within one team, meeting the Housing Ombudsman complaint handling code and the Local Government and Social Care Ombudsman guidance.

The Ministry of Housing Communities & Local Government White Paper published in November 2020 and more recently the Royal Assent of the Social Housing (Regulation) Act 2023 sets out clear expectations for landlords in relation to dealing with expressions of dissatisfaction, including redress and evidence of learning.

The Housing Ombudsman Complaint Handling Code was introduced in July 2020, with a review undertaken a year later. Following the review, the code was updated, and changes took affect from 1st April 2022. The code requires all social housing providers to complete and publish a [self-assessment](#) of their complaint policy and the Council published an initial assessment in December 2020 with an updated assessment published in April 2023 in line with the publication of the new policy.

Landlords must carry out an annual assessment against the Code to ensure their complaint handling remains in line with its requirements and publish the results, in addition Landlords must also carry out a self-assessment following a significant restructure and/or change in procedures.

The Housing Ombudsman recently launched their third annual landlord and resident panel survey to gather insight into landlords' complaint handling including how they share learning from complaints, as well as how they are monitoring accessibility. The survey closes on 1<sup>st</sup> September 2023

Website and intranet pages have been updated in line with the new policy and procedures.

### **Key Policy Changes**

The key changes in the updated policy are:

- Reduced response times (Service Level Agreements):
  - Stage 1 – 10 working days, reduced from 28 days.
  - Stage 2 – 20 working days, reduced from 63 days.

During consultation stakeholders gave positive feedback about this change as they felt it will improve the customer experience.

- Complainants will be asked to tell us about their concern within six months of the issue arising. This brings the policy into line with ombudsman guidance.
- Provision of clarity on responsibilities for Council Officers.
- The Information Governance Team become the single point of contact for the facilitation of complaints to improve the customer experience.
- A clarified appeal process for customers to follow in line with Ombudsman guidance.
- Provision of management information reports for service managers and CMT to include service improvements made as a result of resolved complaints.
- Detailed annual report to Cabinet to include.
  - Complaints received, broken down into service areas.
  - The Councils LGSCO annual letter.
  - Housing Ombudsman decisions.
  - Any learning identified and actions taken to improve service.
  - 3<sup>rd</sup> party contractor's complaint performance.
  - Compliments and comments received.

### **Report Author**

Zoe Wolicki – Assistant Director People / Nicola Hesketh (Information Governance Manager/ DPO/Monitoring Officer)

### **Appendices**

Appendix 1 – Compliments, Comments and Complaints Policy – updated July 2023

Appendix 2 – Complaints Data Quarter 1 2023-4



# **Comments, Compliments & Complaints Policy**

*Tamworth - celebrating our heritage, creating a better future*

Classification: OFFICIAL

## Document Location

This document is held by Tamworth Borough Council, and the document owner is Assistant Director - People

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## Revision History

Revision Date	Version Control	Summary of changes
October 2022	010101	Initial Draft
June 2023	010102	Minor changes following feedback from Housing Ombudsman

## Key Signatories

### Approvals Creation and Major Change

Name	Title	Approved
Anica Goodwin	Executive Director Organisation	
TULG	Trade Union Liaison Group	
CMT	Corporate Management Team	
CAB	Cabinet	Feb 2023
Heads Of Service	Advisory Body	
DPO / Monitoring Officer	Advisory Body	

### Approvals Minor Change and Scheduled Review

Name	Title	Approved
Nicola Hesketh	Information Governance Manager (DPO / Monitoring Officer)	
CMT	Corporate Management Team	July 2023

## Approval Path

### Major Change

Nicola Hesketh  
Zoe Wolicki  
Heads of Service  
CMT  
Cabinet

### Action

Submission  
Sponsor  
Consultative Group  
Corporate Approval  
Approval



## **Document Review Plans**

This document is subject to a scheduled 3 yearly review, or sooner where legislation or contract changes previse.

Updates shall be made in accordance with business requirements, and changes will be with agreement with the document owner.

## **Distribution**

The document will be distributed through Astute as a **MANDATORY** policy where applicable and will also be available on the Intranet and Internet.

## **Security Classification**

This document is classified as OFFICIAL

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## Policy

### Introduction

The Councils Comments, Compliments & Complaints policy provides a framework that enables customers to give feedback about the Councils' services and to ensure consistency and fairness when acting upon this feedback.

As a Council we want to offer a service that is right first time – every time. Occasionally though we accept that things do not go as we would like.

We encourage customers to tell us about their experience, good or bad, and/or suggest ways to improve our service delivery. This feedback can help us to:

- improve our performance
- improve our business processes
- re-design our services
- enhance our reputation
- train and develop our employees
- share good practice
- demonstrate service excellence
- support diversity and inclusion

Customer feedback supports development of the customer experience in the Councils desire to improve service, satisfaction, and to ensure the Council is utilising the feedback provided by customers when planning, designing services and improving services.

### Scope

This policy:

- Applies to all Council employees, elected members and employees of organisations who deliver services on our behalf.
- Applies to anyone affected by our services.
- Covers all complaints, compliments and comments received about a service.
- States that compliments and comments can be made at any time.
- States that complaints can be made about a service within 6 months of the issue or incident occurring.

## Compliments and Comments

A comment is a suggestion or observation about services provided.

A compliment is a positive remark about a service or an individual.

Compliments and comments are essential to appreciate where a team or an officer is demonstrating services that are meeting or exceeding customer expectations.

All compliments and comments are recorded, and a copy is sent to the relevant service manager to for review and action where applicable.

Comments can be made at: [Tell us your suggestions | Tamworth Borough Council](#)

Compliments can be made at: [Compliment form | Tamworth Borough Council](#)

## Complaints

A complaint is defined as an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.

All complaints will be treated seriously, and a response given in accordance with the timescales set out in this policy.

## Who can complain?

Anyone who receives or is seeking to receive a service from the Council, or anyone they have chosen to act on their behalf can make a complaint subject to the requirements of this policy.

## Complaints made on behalf of someone else.

Those acting on behalf of someone must provide signed authorisation to act on the complainant's behalf.

## Anonymous Complaints

Anonymous complaints are logged as service requests, unless the complaint raises issues of wider concern to the council that can be dealt with without further input from the complainant.

Anonymous complaints will be referred to the relevant service area who will take appropriate action based on their judgement of the information received. No reply can be made.

## Complaint Examples

If a matter has already been reported to the Council and the work has not been completed, or it has taken longer than we said it would take - this is a complaint. In addition, the following may also be considered as complaints:

- When we have not provided a service to the standard stated, including repairs.
- Not answering a customer's question or delivered a service.
- Our policies and procedures have not been adhered to.
- Discrimination or harassment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- Delays in taking in action without a good reason.
- Giving incorrect or misleading information.

## Complaints Generally Excluded

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

This below list is not exhaustive and there may be other matters we cannot investigate, for example there is an appropriate body to deal with it. Where this is the case, we will advise you how to progress the enquiry.

Examples of excluded complaints include:

### **Time Limits**

Complaints over 6 months old since a complainant became aware of the issue will be considered out of the time limit and not managed through the complaints policy.

Where the problem is a recurring issue, consideration will be given to any older reports as part of the background to the complaint if this will help to resolve the issue for the resident.

### **Reporting a Street Issue**

If you have noticed a problem with issues such as litter, fly tipping, graffiti, dog fouling, fly posting, or a grounds maintenance, these can be reported using our [online street issues form](#). These requests will not be managed through this complaints policy.

### **Housing repairs**

If you wish to report a repair or you would like an update to an ongoing housing repair, the most effective way to obtain this is by contacting the repairs team on 08001830044 / [repairs@tamworth.gov.uk](mailto:repairs@tamworth.gov.uk)

Further information is available at: [Housing Repairs](#)

Complaints received about housing repairs, where the target date has not expired, or an update to a repair is being requested, will not be considered under the complaints policy. These will be treated as service requests and passed to Housing Repairs for review and action where applicable.

### **Environmental Health**

Some services deal with matters that the customer might consider to be a complaint, but which are routine everyday business for their department. Examples may include complaints about noisy neighbours, barking dogs, dirty restaurants, or food poisoning. These will be treated as service requests and passed to the relevant service area for review and action where applicable.

However, if a customer wishes to complain about how their initial or follow up service request was dealt with or not dealt with, then this would fall under the complaint's procedure.

Complaints about licenses, permits, approvals, consents, permissions or registrations or any related enforcement actions are dealt with under other procedures and there will be appeal mechanisms in place detailed with any correspondence you have received.

Further information can be found at: [Environment | Tamworth Borough Council](#)

### **Complaints about a planning application decision**

Complaints about planning application decisions are dealt with under the national appeals process. Further details can be found at: [Appeals - Appeals - Planning Portal](#)

Whilst the complaints policy will not be used to address complaints about the outcome of a planning decision, it can be used to investigate complaints about the procedures and processes used to arrive at a decision

### **Housing Benefit and Council Tax Reduction – decisions or appeals**

Dealt with by the Benefit Appeals Tribunal. Further details can be found at: [Appeal a benefit decision: Overview - GOV.UK \(www.gov.uk\)](#)

Dealt with by the Valuation Tribunal. Further details can be found at: [Council tax reduction appeal - Valuation Tribunal Service](#)

### **Council Tax**

The Valuation office deal with queries where the taxpayer believes they are in an incorrect council tax band [Challenge your Council Tax band: Overview - GOV.UK \(www.gov.uk\)](#)

If a taxpayer believes that the liability is incorrect, or a discount / exemption is incorrect then they can appeal to the Valuation Tribunal, but they must have appealed to the council 1<sup>st</sup>.

[Appeal a Council Tax bill or fine: Appeal a bill - GOV.UK \(www.gov.uk\)](#)

### **Business Rates**

the Valuation Office deal with queries if the ratepayer believes the rateable value of his property is incorrect.

[Business rates: How your rates are calculated - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

If the ratepayer wishes to dispute the non-award of a discount etc or anything that would affect the liability then this would go to the Valuation Tribunal, again after an appeal has been made to the council.

[Home - Valuation Tribunal Service](#)

### **Appeals relating to homelessness applications**

Dealt with through the homeless appeal procedure. Details of how to request a review are provided on decision letters.

### **Complaints about staffing appointments, dismissals, pay and other Human Resource policy and procedures**

This will be dealt with by the appeal process within the relevant policy.

### **Complaints made by members of staff against other members of staff**

These are dealt with under other internal policies including the Grievance Policy, Conduct and Capability Policy, Whistle Blowing policy, Anti-Harassment and Anti Bullying Policy, Code of Conduct Policy.

### **Complaints about Penalty Charge Notices (PCNs) or Fixed Penalty Charges (FPNs)**

Challenges and representations against the validity of a Penalty Charge Notice (PCN) are dealt with under a statutory appeals process. This process is designated by the Traffic Management Act 2004 and designed to safeguard the interest of the appellant. Details on how to challenge a PCN is contained within the notice.

You can visit our website [Parking - useful links | Tamworth Borough Council](#) where you will find useful information regarding the PCN and how to submit a challenge.

Fixed penalties received as part of a legitimate enforcement action (e.g., environmental crime or ASB) will have full details about the legislative appeals process.

If you wish to complain about our enforcement practices or the behaviour of a member of staff, we may be able to consider this under our Comments, Compliments & Complaints Policy.

### **Freedom of Information (FOI), Environmental Information Regulations (EIR), Data Protection**

Complaints in connection with the Data Protection Act, for example a Subject Access request, accidental disclosure of information, or regarding Freedom of Information (FOI), Environmental Information Regulations (EIR) will not be dealt with under the council's Tell Us Policy.

There is a separate review, appeal, and complaint route, which leads to the Information Commissioner. Further information can be found using the links below:

FOI/EIR – [Freedom of Information | Tamworth Borough Council](#)  
SAR - [Data Protection Act | Tamworth Borough Council](#)

### **Complaints against Elected Member conduct**

These are covered under a separate code of conduct - [Governance and Anti-Fraud | Tamworth Borough Council](#)

### **Housing Complaints**

Where the issue giving rise to the complaint occurred over six months ago.

Where the problem is a recurring issue, consideration will be given to any older reports as part of the background to the complaint if this will help to resolve the issue for the resident. (N.B. it may not be appropriate to rely on this exclusion where complaints concern safeguarding or health and safety issues.)

### **ASB**

The latest information and advice on anti-social behaviour and how Tamworth Borough Council can help (including a copy of the Council's Anti-Social Behaviour Policy) can be found on the Council's website at [www.Tamworth.gov.uk/asb-zone](http://www.Tamworth.gov.uk/asb-zone). Whilst the complaints policy would not be used to address reports of ASB, it can be used if the complaint is that the ASB policy or process was not followed once the ASB was reported.

### **Community Safety – Community Trigger requests**

ASB Case Review investigations under the ASB, Crime and Policing Act 2014 will be investigated as per legal guidance by all partners and can be requested through Staffordshire Police website

<https://www.staffordshire.police.uk/advice/advice-and-information/asb/sf/asb-community-trigger/>

Considerations which fallout outside of the agreed ASB review action plan and form part of specific complaint about Tamworth Borough Council process or action will be dealt with under this policy

### **Unacceptable behaviour by complainants**

It is understood that people may act out of character in times of trouble or distress. There may have been upsetting or distressing circumstances leading up to a complaint coming into the Council.

As a council we do not view behaviour as unacceptable just because a claimant is forceful or determined, however the actions of complainants who are angry, demanding, or persistent may result in unreasonable demands on the Council and unacceptable behaviour towards the Council's staff.

In such exceptional circumstances, the Council has a right to specify how the individual complaint will be handled and how future contact from the complainant will be permitted. A separate Managing Unreasonable Behaviour Policy sets out the



procedures for handling such complaints. If the Council has cause to invoke this policy details will be sent to the individual concerned.

## **Performance Standards**

Tamworth Borough Council will monitor performance to identify under performance and trends and address any issues.

To support this, we will

- work to resolve expressions of dissatisfaction when they are first raised, before they become a complaint,
- record and acknowledge all comments and compliments, and complaints.
- seek the views and feedback from customers who have been through this policy & procedure.
- Provide a Stage 1 acknowledgement within 5 working days.
- Provide a response to Stage 1 complaints within 10 working days.
- Provide a Stage 2 acknowledgement within 5 working days.
- Provide a response to all Stage 2 complaints within 20 working days.
- Respond to enquiries without using jargon and using Plain English, however, sometimes we may need to quote law or legislation.
- Ensure that customers feel that their complaints are being treated seriously, even if the outcome does not meet their expectations because at times we are restricted by law and legislation.
- Be fair and put things right when we can.
- Inform customers how to take their complaint further if they are still not satisfied with the resolution offered.
- Listen to what customers tell us. If we make changes because of feedback, we will publish this with our performance reports.
- Ensure customers will not be treated adversely because of making a complaint.
- Ensure confidentiality with the information provided.

## **Reporting on complaint outcomes and seeking continuous improvement**

Management information reports are available for service managers and CMT so that they can monitor the performance of their services in relation to complaints.

Examples of reports include:

- Number of stage 1 complaints received.
- Number of stage 2 complaints received.
- % of complaints upheld/partially upheld.
- % of complaints responded to within published timescales (stages 1 and 2)
- Number of compliments and complaints received.
- Number of complaints received by the Housing Ombudsman Service or the Local Government Ombudsman Service.

A quarterly complaints report will be presented to Cabinet via the quarterly performance report which will also incorporate:

- Complaints received, broken down to each service area.
- The Councils LGSCO annual letter.
- Housing Ombudsman decisions.
- Any learning identified and actions taken.

## Comments, Compliments & Complaints Procedure

### How to provide feedback or make a complaint

The Council encourages customers who have a concern to first contact a member of staff in the relevant service area who should try to resolve it. However, if a service user remains unhappy and wants to make a complaint or provide feedback, they can do so in several ways.

The Council's preferred method for receiving feedback or complaints is via the My Tamworth Portal or web form on the Council's website. This will normally ensure that the enquiry is adequately captured, and an acknowledgement sent.

It would be considered reasonable for officers to direct complainants to this facility in the first instance but must not do so at the risk of putting off the complainant or otherwise missing the complaint.

To provide **feedback**, customers can –

- Visit our website at [Tell us your suggestions | Tamworth Borough Council](#)
- Visit our website at [www.tamworth.gov.uk](http://www.tamworth.gov.uk) and use the 'click to chat' or 'contact us' button on our homepage.
- Telephone 01827 709709.
- Write to us at Marmion House, Lichfield Street, Tamworth, Staffordshire, B79 7BZ or
- Ask any member of staff to assist.

To make a **complaint** via the Comments. Compliments & Complaints process, customers can –

- complete an e-form via the My Tamworth customer portal <https://mytamworth.tamworth.gov.uk>
- Visit our website at [Making a Complaint | Tamworth Borough Council](#)
- Telephone 01827 709709.
- Email [tellus@tamworth.gov.uk](mailto:tellus@tamworth.gov.uk)
- Write to us at Marmion House, Lichfield Street, Tamworth, Staffordshire, B79 7BZ.
- Ask any member of staff to assist.

## **Customer Contact**

Where a complainant advises an officer (either in person, by telephone or in writing) that they wish to make a complaint but are unable to use the Council's preferred method then that officer should capture the complaint on the web form on the complainant's behalf.

## **Receipt outside of this policy**

Where a complaint is received by a service area either by post, telephone or by email, they should ensure that this is passed to the Information Governance Team without delay so that the complaint may be recorded on the corporate complaints system and allocated appropriately.

## **Social Media**

Complaints received via social media channels (e.g., Twitter, Facebook) will be forwarded to the Information Governance Team and handled in keeping with this policy. The Council will not provide complainant specific responses via social media sites.

## **Service Requests**

Where a complaint is submitted, and the Council considers it fits the criteria of a service request (generally an issue that requires action that has not previously been reported to a service) then the complaint record will be changed to reflect this and closed. The requester will be informed of the decision and the case passed to the relevant service for action through their normal processes.

## **Reasonable adjustments**

Should you require any assistance, or should you require Tamworth Borough Council to make adjustments to accommodate your needs to support you in making your complaint the Council will make any reasonable adjustment in accordance with the Reasonable Adjustments Guidance.

## Stage One

The Information Governance team (IGT) will co-ordinate all Stage 1 complaints and **within 5 working days of receipt of the complaint:**

- Review communication received through this policy.
- If communication received through this policy is accepted for consideration as a complaint, ensure the complaint is logged and an acknowledgement issued.
- If the communication received is considered a service request, the IGT will:
  - record the details.
  - advise the customer that their communication is considered a service request and
  - pass it to the relevant service area for action through their normal processes.

**If considered a complaint the service area's designated officer will:**

- Prepare and provide a detailed draft response for the Information Governance team to review & issue to the customer setting out and explaining the findings of their investigations.
- All the issues raised in the complaint will be addressed and, if necessary, further information will be gathered, possibly by telephoning or meeting the complainant. In some cases, it may be necessary to conduct a detailed investigation.
- The designated officer may resolve the complaint by phone or in person, which must be followed up in writing, provided to the Information Governance team for issuing to the complainant.
- The written response must include:
  - the complaint stage
  - findings on each aspect of the complaint, (e.g. upheld, not upheld, partially upheld or no conclusion)
  - the decision on the complaint with reasons for that decision
  - the details of any remedy offered to put things right
  - details of any outstanding actions
  - details of how to escalate the matter to stage two if the resident is not satisfied with the answer

The Information Governance team will, within **10 working days:**

- Provide the full response, including details on how the complainant can escalate their complaint.
- Where extension of time is required to enable the Council to fully respond to a complaint, and this is likely to be beyond 20 working days, the Information Governance team will contact the complainant and agree timescales.

## Stage Two

If a complainant is dissatisfied with the Stage 1 response received, they can request that it is escalated to Stage 2 unless it is a complaint which is excluded as detailed in this policy.

Stage two complaints must be made by the customer **within one calendar month** from the date of the formal Stage 1 response unless there is a compelling reason that the request for escalation to stage 2 could not be provided in this time frame.

The escalation to stage 2 should relate to the same issues, if it relates to additional issues these will be dealt with as a new enquiry under this policy.

The Information Governance team will co-ordinate all Stage 2 complaints and **within 5 working days of receipt of the complaint:**

- review the escalation request in conjunction with the relevant service Head of Service and establish if the complaint meets the requirement for escalation.
- If the complaint meets the requirements,
  - ensure the complaint is logged and acknowledged.
  - Send to the appropriate service area for review and response.
- If the complaint doesn't meet the requirements, advise the sender of the decision and the right to refer their complaint to the Ombudsman.

**The appropriate Service Lead will:**

- Prepare and provide a detailed response for the Information Governance team to issue to the customer setting out and explaining the findings of their investigations.

The Information Governance team will, within **20 working days:**

- Provide the full response, including details for escalation, should they be dissatisfied with the Stage 2 response.
- Where extension of time is required to enable the Council to fully respond to a complaint, and this is likely to be beyond a further 10 working days, the Information Governance team will contact the complainant and agree timescales.

## Escalation

We acknowledge that there may be certain circumstances when, despite having been through the complaints process a customer remains dissatisfied. In these instances, the customer can contact the relevant Ombudsman who will investigate a complaint against the Council.

The Ombudsmen are independent, impartial and a free service, they can be contacted at:

### The Local Government Ombudsman

Website: [www.lgo.org.uk](http://www.lgo.org.uk)

Telephone: 0300 061 0614

Opening hours: Monday to Friday - 10am to 4pm (except public holidays)

### Housing Ombudsman Service

For complaints against Tamworth Borough Council Landlord Services

- Online complaint form: [www.housing-ombudsman.org.uk/residents/make-a-complaint/](http://www.housing-ombudsman.org.uk/residents/make-a-complaint/)
- Phone: 0300 111 3000
- Email: [info@housing-ombudsman.org.uk](mailto:info@housing-ombudsman.org.uk)
- Postal address: Housing Ombudsman Service, PO Box 152, Liverpool L33 7WQ

## Consultation

Consultation on this policy has taken place with CMT, Heads of Service, Service Managers, and customers from our diverse community.

## Roles & responsibilities:

### Corporate Management Team (CMT) will:

- ensure the policy is adhered to.
- review complaints performance and lessons learned on a quarterly basis.
- approve compensatory payments where necessary.

### Heads of Service & Service Managers will:

- manage delivery of the policy within their service area.
- designate an officer to review and respond to Stage 1 complaints via the Information Governance team.

- provide Stage 2 responses to the customer via the Information Governance team.
- ensure the policy is applied when dealing with complaints.
- demonstrate learning from feedback.
- include the policy principles in any contracted or commissioned services.

**Designated Officers responding to Stage 1 complaints will:**

- investigate Stage 1 complaints.
- provide Stage 1 responses to the customer via the Information Governance team.
- ensure the policy is applied when dealing with complaints, including adherence with response timescales.

**Designated Officers responding to Stage 2 complaints will:**

- investigate Stage 2 complaints.
- provide Stage 2 responses to the customer via the Information Governance team.
- ensure the policy is applied when dealing with complaints, including adherence with response timescales.

**The Information Governance Team will:**

- monitor the progress of Stage 1 and Stage 2 complaints.
- develop the policy, procedure and promote the scheme.
- ensure that the policy is being adhered to
- oversee responses issued at all stages of the process.
- co-ordinate a single response to complaints if it involves more than one service area.
- ensure that officers/services who receive compliments are made aware of the feedback received.
- provide feedback, analysis, and performance information to Service Managers and Corporate Management Team.
- support the procedure whereby a complaint has been made to the relevant Ombudsman.
- ensure all Elected Members and MP complaints follow the procedure of the Comments, Compliments and Complaints Policy
- ensure that complaints about contractors are passed directly to the relevant Service Manager for review and response and that contractors adhere to the policy and process.





Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Comments, Compliments & Complaints Policy & Procedure	
Date Conducted	Dec 2022	
Name of Lead Officer and Service Area	Nicola Hesketh Information Governance	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees / Customers	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members Customers	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with	A decision to review or change a service	<input type="checkbox"/>

an 'x' which applies		
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

### Part 2 – Summary of Assessment

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

The Comments, Compliments & Complaints Policy & Procedure is designed to provide members of public and staff clear guidance on how Tamworth Borough Council handle complaints.

Who will be affected and how?

All employees / Customers

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

Yes  No

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

Unreasonable Behaviour Policy

Data Protection Policy

Information Security Policy

### Part 3 – Impact on the Community

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

Impact Area	Yes	No	Reason (provide brief explanation )
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age.
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability and explicitly references reasonable adjustments
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status.
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief.
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation

Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input checked="" type="checkbox"/>		Homeless may not have access to technology or telephony to make complaints
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	May have limited capacity to make complaint
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

#### Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
Homelessness	Homeless may not have access to technology or	Officers provide support for complaints process

	telephony to make complaints	
Mental Health	May have limited capacity to make complaint	Officers provide support for complaints process

**Part 5 - Action Plan and Review**

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

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

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
n/a				

Date of Review (If applicable) .....

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2023/2024	Year Total	Qtr 1	Qtr 2	Qtr 3
<b>Complaints</b>				
Number of Stage 1 Complaints	60	60		
Number of Stage 2 Complaints	4	4		
<b>Complaints (Overall Total)</b>	<b>64</b>	<b>64</b>		
<b>Responses (Stage 1)</b>				
Within SLA	35	35		
Outside SLA	25	25		
No response recorded	15	15		
No response recorded (still within SLA)	1	1		
<b>Total</b>	<b>60</b>	<b>60</b>		
<b>Responses (Stage 2)</b>				
Within SLA	2	2		
Outside SLA	2	2		
No response recorded	1	1		
No response recorded (still within SLA)	1	1		
<b>Total</b>	<b>4</b>	<b>4</b>		
Number of Compliments	<b>16</b>	16		
Number of Service Requests	<b>169</b>	169		
<b>Overall Total</b>	<b>249</b>	<b>249</b>	<b>0</b>	<b>0</b>

<b>Member Enq</b>				
Number of Member Enquiries Received	93			
Response Within SLA	56			
Response Outside SLA				
No response recorded (Note: one may not be required)	37			
No response recorded (still within SLA)				
<b>Total</b>	<b>93</b>			

<b>Complaints (%) Qtr 1</b>	
Stage 1 - within SLA	60.00
Stage 1 - outside SLA	40.00
Stage 2 - within SLA	50.00
Stage 2 - outside SLA	50.00

<b>Overall Contact Total</b>	<b>342</b>
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Qtr 4
0

Breakdown of Data (Service Area) Qtr 1	Stage 1 Complaint	Stage 2 Complaint
ASB		
Benefits	1	
Car Parks		
Castle		
CCTV		
Commercial Assets	1	
Council Tax & Revenues	4	
Customer Services	1	
Democratic Services		
Elections	1	
Environmental Health		
Housing Repairs	31	2
Housing Repairs Gas	2	
Housing Repairs Planned	1	1
Housing Solutions	2	
Joint Waste	3	
Land Charges / Legal (Right to Buy)		
Multiple Depts		
Partnerships		
Planning & Development		
Private Sector		
Rental Income	1	
Sheltered Housing		
Street Scene	5	1
Tenacy Management	7	
Tenancy Involvement Group		
Theatre		
Wardens		
SCC		
ICT		
<b>Total</b>	<b>60</b>	<b>4</b>
<b>Overall Total</b>	<b>249</b>	

Complaints Ack within SLA (5 working days) (Qtr 1)	(5	63
%		98.4375





Stage 2 no response (still within time frame)	Total Service Requests	Total Compliments
	13	
	1	
	11	
	23	2
	1	
	3	1
1	28	1
	1	
	5	
	5	2
	19	
	3	2
		1
	34	2
	16	5
	6	
<b>1</b>	<b>169</b>	<b>16</b>

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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