

NON-CONFIDENTIAL



Borough of Tamworth

Marmion House,
Lichfield Street, Tamworth,
Staffordshire B79 7BZ.

Enquiries: 01827 709 709
Facsimile: 01827 709 271

CORPORATE SCRUTINY COMMITTEE

8 November 2023

Dear Councillor

A Meeting of the Corporate Scrutiny Committee will be held in **Town Hall, Market Street, Tamworth on Thursday, 16th November, 2023 at 6.00 pm**. Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, consisting of stylized initials and a long horizontal line extending to the right.

Chief Executive

A G E N D A

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- 1 Apologies for Absence**
- 2 Minutes of the Previous Meeting (Pages 5 - 10)**
- 3 Declarations of Interest**

To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.

When Members are declaring a personal interest or personal and prejudicial 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 personal and prejudicial interest in respect of which they do not have a dispensation.

- 4 Chair's Update**
- 5 Responses to Reports of the Corporate Scrutiny Committee**
- 6 Consideration of Matters referred to the Corporate Scrutiny Committee from Cabinet / Council**
- 7 Quarter Two 2023/24 Performance Report** (Pages 11 - 106)
(Report of the Leader of the Council)
- 8 Update on the Social Housing Regulatory Programme following consideration by Cabinet** (Pages 107 - 158)
(Report of the Portfolio Holder for Housing and Planning)
- 9 Working Group Updates**
(To provide any updates of any working groups)
- 10 Forward Plan**
(Discussion Item – Link to the Forward Plan below)

[Browse plans - Cabinet, 2023 :: Tamworth Borough Council](#)
- 11 Corporate Scrutiny Committee Work Plan & Action Log**
(Discussion Item)

Access arrangements

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

Filming of Meetings

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

If a member of the public is particularly concerned about accidental filming, 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: D Cook, M Bailey, C Bain, L Clarke, R Claymore, G Coates, S Doyle,
D Maycock and B Price

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MINUTES OF A MEETING OF THE CORPORATE SCRUTINY COMMITTEE HELD ON 4th OCTOBER 2023

PRESENT: Councillor D Cook (Chair), Councillors M Bailey, C Bain, L Clarke, R Claymore, G Coates, S Doyle, D Maycock and B Price

CABINET: Councillor P Turner (Leader of the Council)
Councillor S Smith (Portfolio Holder for Housing and Planning)

The following officers were present: Andrew Barratt (Chief Executive), Joanne Goodfellow (Assistant Director Finance), Rob Barnes (Executive Director Communities), Paul Weston (Assistant Director Assets), Tracey Pointon (Legal Admin & Democratic Services Manager) and Leanne Costello (Democratic and Executive Support Officer)

35 APOLOGIES FOR ABSENCE

There were no apologies for absence.

36 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meetings held on 27th July 2023 and 8th August 2023 were approved as a correct record.

(Moved by Councillor B Price and seconded by Councillor S Doyle)

37 DECLARATIONS OF INTEREST

None.

38 CHAIR'S UPDATE

None.

39 RESPONSES TO REPORTS OF THE CORPORATE SCRUTINY COMMITTEE

None.

40 CONSIDERATION OF MATTERS REFERRED TO THE CORPORATE SCRUTINY COMMITTEE FROM CABINET / COUNCIL

No new items referred.

41 MEDIUM TERM FINANCIAL STRATEGY

The Leader of the Council Paul Turner introduced the Interim Executive Director Finance who provided the Committee with a summary of the report to provide further information on the latest Medium Term Financial Strategy (MTFS) forecasts.

The Committee made the following comments/observations and asked the following questions:

1. Where the assumptions within the report came from and whether a session could be provided to go over where the assumptions come from and what position the Officer felt the Council was currently in?
The Officer confirmed that they work on the base budget that was approved in February, they will then consider any known changes for example, planned increases in National Insurance, pay awards and latest forecast outturns. The Officer clarified that there was further detail in the report which went to Corporate Scrutiny at the end of August around the assumptions and that the budget report could set out the inflation rates which are used. The report contains a central case and a best- and worst-case scenario, of which the central case is the more reasonable but that it is still early stages in the process and subject to policy changes submitted.
2. The Chair made the observation that for a long time the Council has only dealt with the current situation, reacting to Government changes/initiatives and had not been doing any long-term planning to consider how to secure the long-term future of the Council. The example given by the Chair was the Government's fairer funding review and the retention of Business rates. The Officer agreed with the Chair's comments in terms of the Government's funding but highlighted that the Council could start making cuts and savings to balance the five year position that may not actually be necessary if the Government came back with a better settlement than was expected. The Chief Executive confirmed that assumptions are made on best knowledge at the time. They acknowledged that business rate retention is a big issue and that there are only so many things that can be done to mitigate the impact of this and whilst they try and plan long term, it can be difficult after three years. If there were more certainty around if/when changes are going to happen, then the Council could plan from there.
3. Whether there was a way that a case could be made for the Council to keep any more of their business rates and introduce more certainty for the Council?

The Officer confirmed that the business rates retention system is governed by the 'top up and tariff' process and levy payments, and the distribution of income to the government and preceptors is based on set amounts.

Tamworth is currently in a pool with Staffordshire and Stoke on Trent. The chief executive confirmed that the Council have lobbied in the past and will continue to do so.

4. The Chair suggested that it would be a cross party drive could be established to consult with/challenge Government. The leader of the Council acknowledged that the Council was doing a fantastic job with scenario planning and whilst he would support any work Cross Party work to challenge Government but that the external circumstances may make strategic planning difficult.

Resolved: That the Committee make the following recommendations to Cabinet:

1. That Cross party write a letter to Government to lobby for a better position for long term strategic planning for the Council.
2. That the three Scrutiny chairs are invited on to the budget setting group.

(Moved by Councillor D Cook and seconded by Councillor S Doyle)

42 UPDATE ON LEASEHOLDERS

The Report of the Assistant Director Assets provided a timeline of events relating to the Corporate Scrutiny review of Leaseholder Service Charges, the report also provided an update on progress to date against each of the recommendations made to Cabinet by Corporate Scrutiny Committee.

The Chair introduced the item to consider the issue around the recommendations that were submitted to Cabinet in February 2023 from the Committee, around the Leaseholder Services Charges item, six of which were approved however at a meeting in June 2023 it was established that no action had been taken. The purpose of the item to understand what we can learn from this and ensure that it doesn't happen again.

The Committee made the following comments/observations and asked the following questions:

1. Where are we now with the situation since the item was discussed at Full Council?

The Executive Director, Communities confirmed that following the recommendations at Full Council to complete a strategic review, Officers have been working with the Portfolio Holder to consider the scope and

nature of the Review which is due to go to Cabinet in October. All non-essential works have been stopped as per the recommendations.

2. How many urgent works have been carried out since the meeting? Officers confirmed there have been no reported urgent works, so only one piece of work to replace fire doors at a block as identified through fire risk assessment has been ongoing.
3. Has there been any further communication with the leaseholders? Officers confirmed that suspension notices have been sent out along with confirmation that urgent works will continue and that these won't be delayed by the suspension notices.
4. The Committee highlighted the importance of improving communication with residents generally within Tamworth and particularly with regards to elderly and vulnerable residents. On the matter of the Leaseholders the importance of proactive communication with the leaseholders, including the removal of tier one tribunal information.

Officers acknowledged that a balance needed to be achieved but that there may also be information that may need to be provided legally to residents, they confirmed they were looking to improve on communications. The Portfolio Holder also acknowledged that communication could be improved but that he would try to contact the leaseholders verbally to discuss the situation.

5. The Chair confirmed that he had requested access to emails between the dates of the 23rd February and the 20th June 2023, which he had been given access to, and provided the Committee with a timeline of events which included discussion of a Cabinet report that has never been to a meeting. The Chair asked for clarification around where that Cabinet report had gone and how can we ensure that Scrutiny recommendations to Cabinet which are approved do not disappear?

The Chief executive confirmed the information requested was not forthcoming from the Portfolio Holder at the time making it difficult for Officers to have a clear direction.

The Chief executive confirmed that an action log has now been implemented to log every recommendation that goes through Cabinet. This will be reviewed regularly by the Executive Leadership Team who will delegate to the relevant Officers to ensure that this does not happen again. The Leader of the Council confirmed that action has been taken to address issues around the Leaseholders. The Portfolio Holder stated the first time he was made aware of the extent of the recommendations was at the meeting of Corporate Scrutiny in June and since then he has worked hard to review the information and move this forward. With regards to learning from this we need to look at whether it is the Portfolio Holder or Officer who is responsible for driving things forward?

6. The Committee highlighted that for people to trust in a process there has to be strong governance arrangements in place to support accountability and that the public may not have confidence in the process currently. The Chair and the Committee confirmed that based on the Chief Executive confirming that processes are now in place that they were happy to draw a line under

the matter but that they would be monitoring the processes with a view to taking action if the situation arises again.

43 WORKING GROUP UPDATES

It was agreed that two working groups listed below would be removed from the Workplan –

- Review of Leaseholder Charges Communications
- Review of Quarterly Performance Report

44 HOUSING REPAIRS WORKING GROUP UPDATE

A meeting was arranged for the Housing Repairs working group on Wednesday November the 1st at 6:30pm.

45 FORWARD PLAN

The Committee asked for an update on the Social Housing Regulations at their next meeting in November following it going to Cabinet in October.

46 CORPORATE SCRUTINY COMMITTEE WORK PLAN & ACTION LOG

The Committee agreed to remove the following items from the workplan –

Update on Corporate Prioritisation
Joint Waste Contract Update
Staffordshire Leaders Board Update
Corporation Street (Gateway Project)

The Chair closed the meeting at 7pm.

Chair

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Thursday, 16th November 2023

Report of the Leader of the Council

Quarter Two 2023/24 Performance Report

Exempt Information

None

Purpose

This report provides the Committee with an overview of Council performance for the second quarter of the 2023-24 financial year (July to September 2023). It reports the position in relation to progress with strategic projects and updates on the financial position, corporate risk, audit, information governance and complaints. Cabinet will consider the report on 30th November 2023.

Recommendations

It is recommended that Corporate Scrutiny Committee endorse the contents of this report.

Executive Summary

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

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

- Quarter Two Highlights
- Strategic Projects
- Finance
- Corporate Risk
- Audit
- Information Governance
- Comments, Compliments and Complaints

It is intended that the report provides committee with a full set of data which demonstrates the performance position of the council.

Feedback from Corporate Scrutiny and Cabinet on the Quarter One performance report has been considered. The report will continue to be developed in 2023/24 in line with further 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 are no equality implications as a direct result of this report

Environment and Sustainability Implications (including climate change)

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

Report Author

Zoe Wolicki – Assistant Director People

Appendices












Appendix 1 – Quarter 2 2023-24 Performance Report

Quarter 2 Performance Report 2023 – 24

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1. Quarter 2 Highlight 2023

 <p>Customer pop up sessions pilot launched at Town Hall supporting customers with Housing Repairs and Community Safety</p>	<p>Asset Management Strategy - the completion date for this project is now expected to be 31st March 2024.</p>  <p>Final draft will be presented to Scrutiny in January and Cabinet in March.</p>
<p>Implemented a new Community Impact Assessment template and guidance. Incorporating health and wellbeing, and socially excluded groups including veterans in support of our commitment to the Armed Forces Covenant.</p> 	 <p>Enabling works to the Peel Café FHSF project underway.</p>
 <p>Council Housing Annual report approved showing latest performance for the Councils housing stock.</p>	<p>Homeless Hub launched across 5 locations in Tamworth with our partners</p> 
 <p>737 responses to annual resident survey, 20 more than 2022</p>	<p>The specification has been agreed and the Invitation to Tender issued. Tenders are due to be returned on 6th November 2023.</p> 
<p>Launched new postal policy to improve efficiencies in postal deliveries</p> 	 <p>Tamworth Castle advert for use on broadcast media commissioned and filmed. Funding received from the Shared Prosperity Fund.</p>
 <p>Neighbourhood Impact Service delivering improved services supporting residents with anti-social behaviour.</p>	

2. Strategic Projects Summary


2.1 Corporate Plan 2022 - 2025 Strategic Projects overview Quarter 2

Code	Project	Project Status	Due Date	Managed By	Projects Highlights Overall Project Comments
CP2022-25_PD_034	Asset management Strategy		31-Mar-2024	Paul Weston	The completion date for this project is now expected to be 31 st March 2024. The aim is to have the final draft with Scrutiny in January and Cabinet in March.
CP2022-25_TCP_004	FHSF		31-Mar-2024	Anna Miller	Cost pressures on the programme are having a significant impact on being able to deliver individual projects.
CP2022-25_TCP_005	Gungate		31-Mar-2025	Anna Miller	.
CP2022-25_PD_027	HRA Business Plan including Resident's Survey (STAR)		31-Mar-2024	Tina Mustafa	.
CP2022-25_PD_008	Local Government Boundary Review		31-Mar-2025	Zoe Wolicki	Awaiting Local Government Boundary Commission project inception. Review likely to be concluded in time for 2026 elections, with project commencing in 2024. The timetable is provided by the electoral commission.
CP2022-25_TCP_007	Net Zero		31-Mar-2024	Anna Miller	.
CP2022-25_PD_047	Social Housing Regulatory Programme		31-Mar-2025	Tina Mustafa	<ul style="list-style-type: none"> • Cabinet approved latest update 26/10/23 • Internal infrastructure supporting the Programme established with all meeting/agenda framework • Tenant Consultative Group work shop planned 14/11/23 to review capacity • Housing & Homelessness Advisory Board Work programme agreed with oversight of the programme – next meeting 23/11/23





					<ul style="list-style-type: none"> • Corporate Scrutiny reviewing Programme on 28/11/23 • Communication Strategy to be scoped
CP2022-25_PD_048	Strategic Review of Leaseholder Service Charges		31-Mar-2025	Paul Weston	<p>Cabinet report delivered 26th October 2023</p> <p>The specification has been agreed and the Invitation to Tender issued. Tenders are due to be returned on 6th November 2023.</p> <p>Detailed delivery plan in place by December 2023</p> <p>Draft report of findings to be delivered by June 2024</p>
CP2022-25_PD_043	Sustainability Strategy to resolve long term MTFS position		31-Mar-2025	Rob Barnes	<p>Project being scoped.</p> <p>Report to cabinet March 2024</p>
CP2022-25_PD_012	Town Centre Masterplan		30-Sep-2023	Anna Miller	Project complete

Appendix 1 contains detailed highlight reports on each project.

2.2 Corporate Plan 2022 - 2025 Projects Overview (Red or Amber Projects)

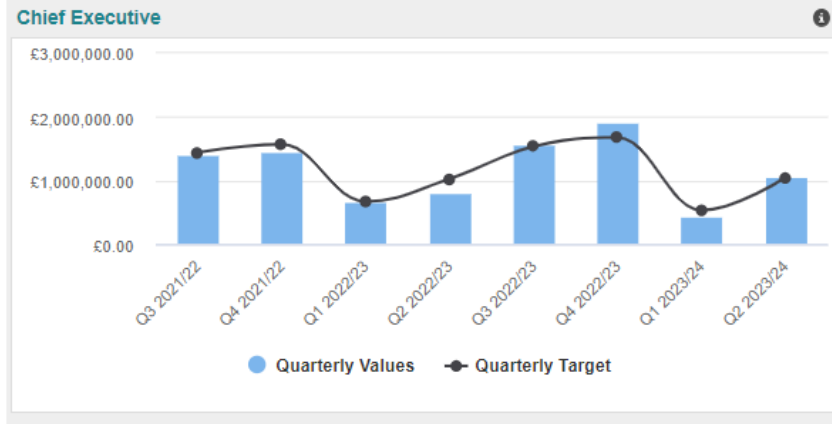
Code	Project	Project Status	Due Date	Managed By	Projects Highlights Overall Project Comments
CP2022-25_TCP_004	FHSF		31-Mar-2024	Anna Miller	Cost pressures on the programme are having a significant impact on being able to deliver individual projects.

Project Status Key

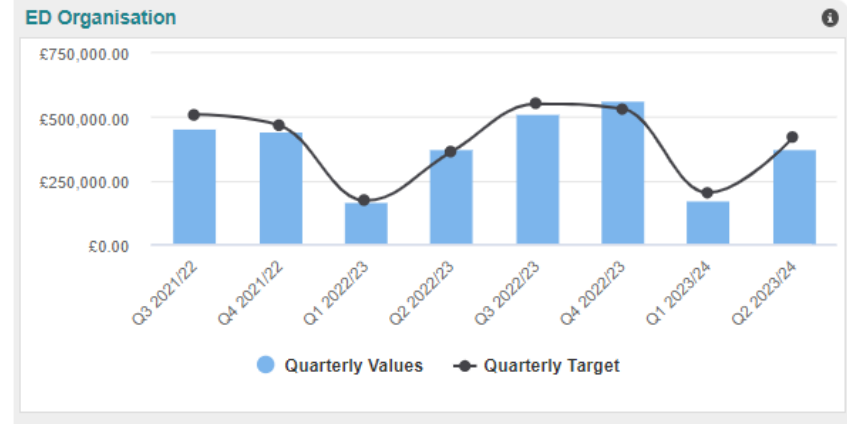
-  Action completed
-  Action not on track and not in control
-  Action not on track but in control
-  Action on track and in control

3. Finance

3.1 General fund – Actual Spend Summary - Quarter 2



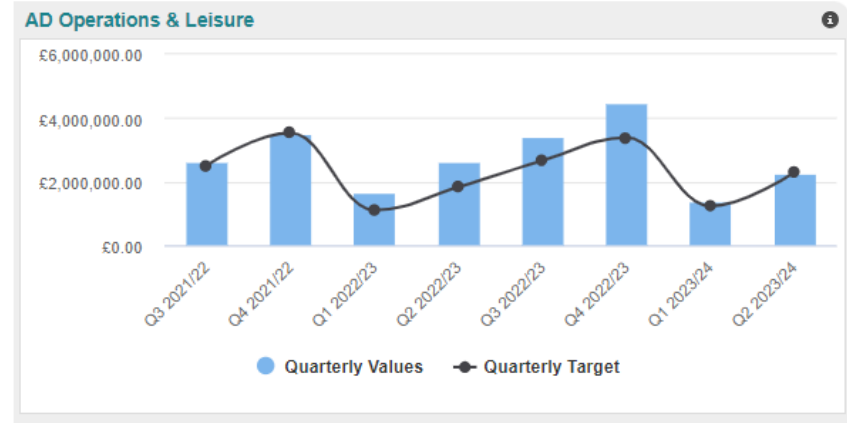
Minor variance



Minor variance



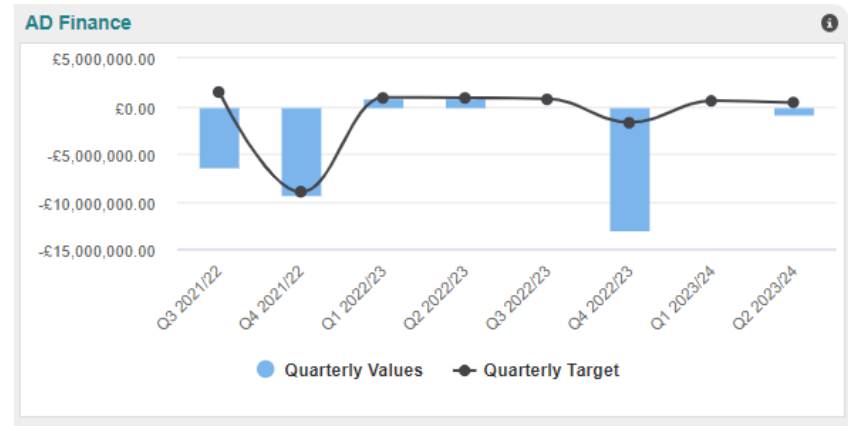
Minor variance



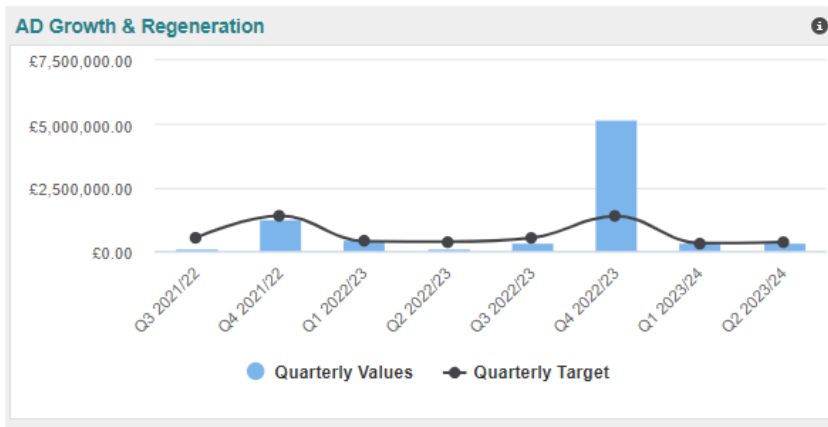
Shortfall in Assembly Rooms catering sales; Streetscene vacancy allowance



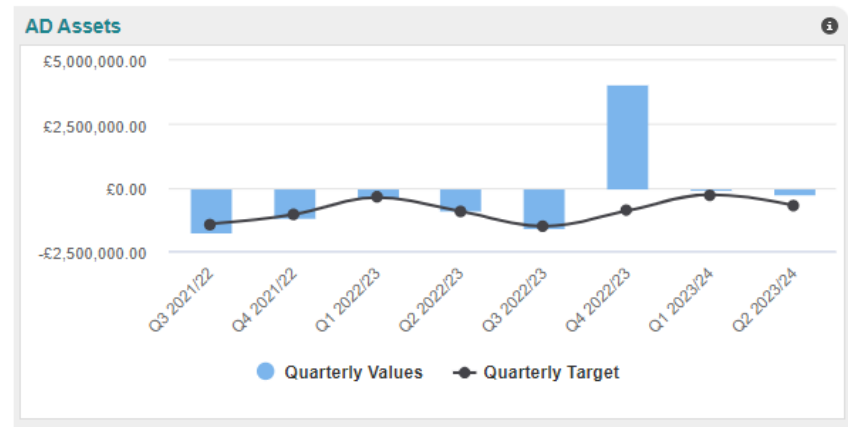
Customer Services vacancy allowance and postage budgets



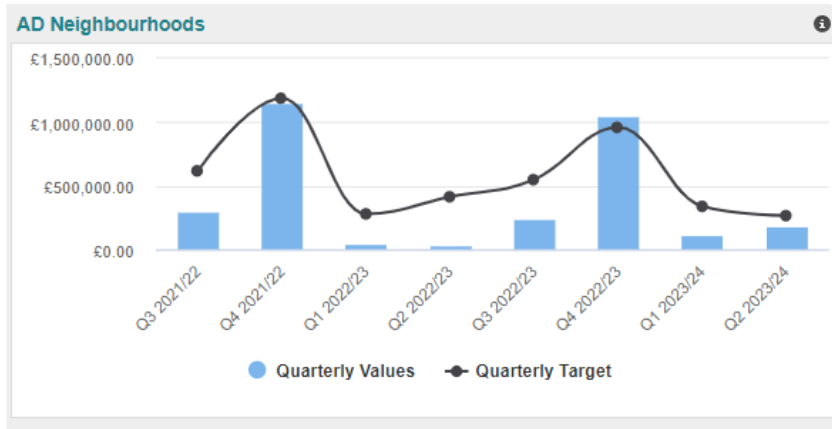
Minor variance



Shortfall in car parking income

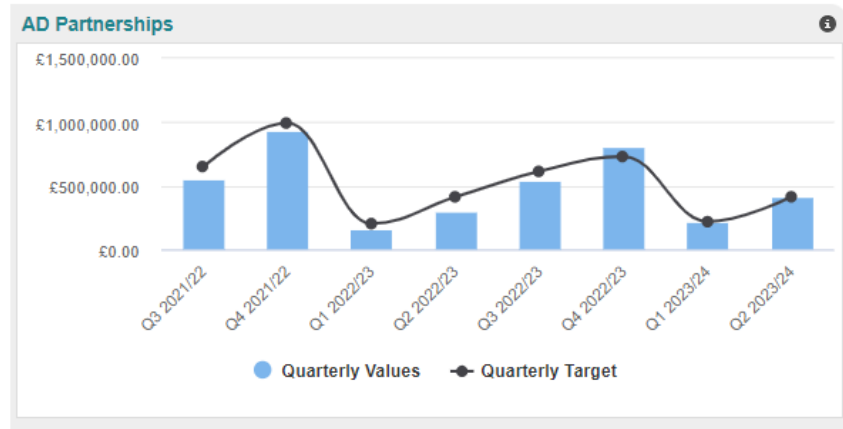


Marmion House electricity and rates underspends



Shortfall in B & B income recovered

Key
Quarterly Value is the year to date position

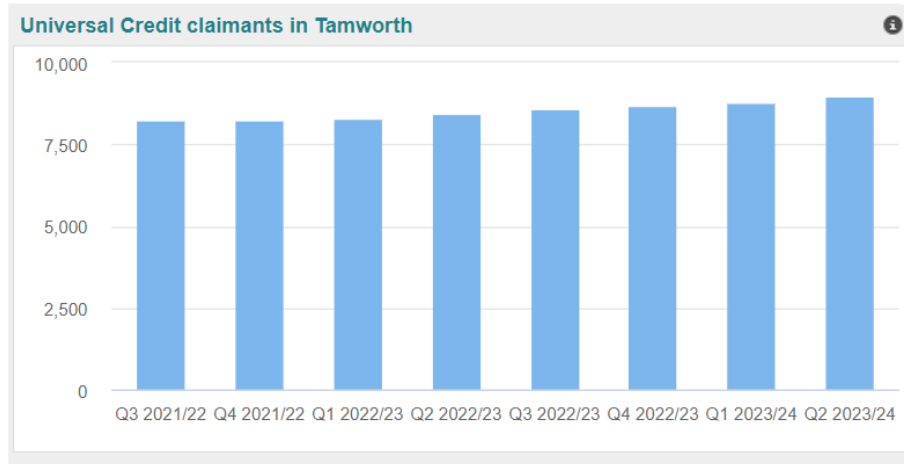


Car Parking Enforcement agency staff costs

Quarterly Target is the year to date budget

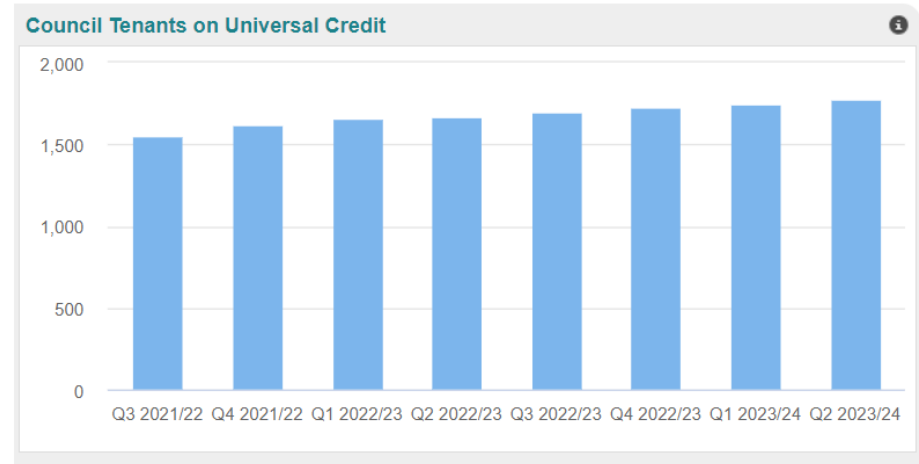
3.2 Universal Credit Summary – Quarter 2

Corporate Scrutiny Committee - Universal Credit Summary-



Commentary

There are 8,998 universal credit claimants in Tamworth.



Commentary

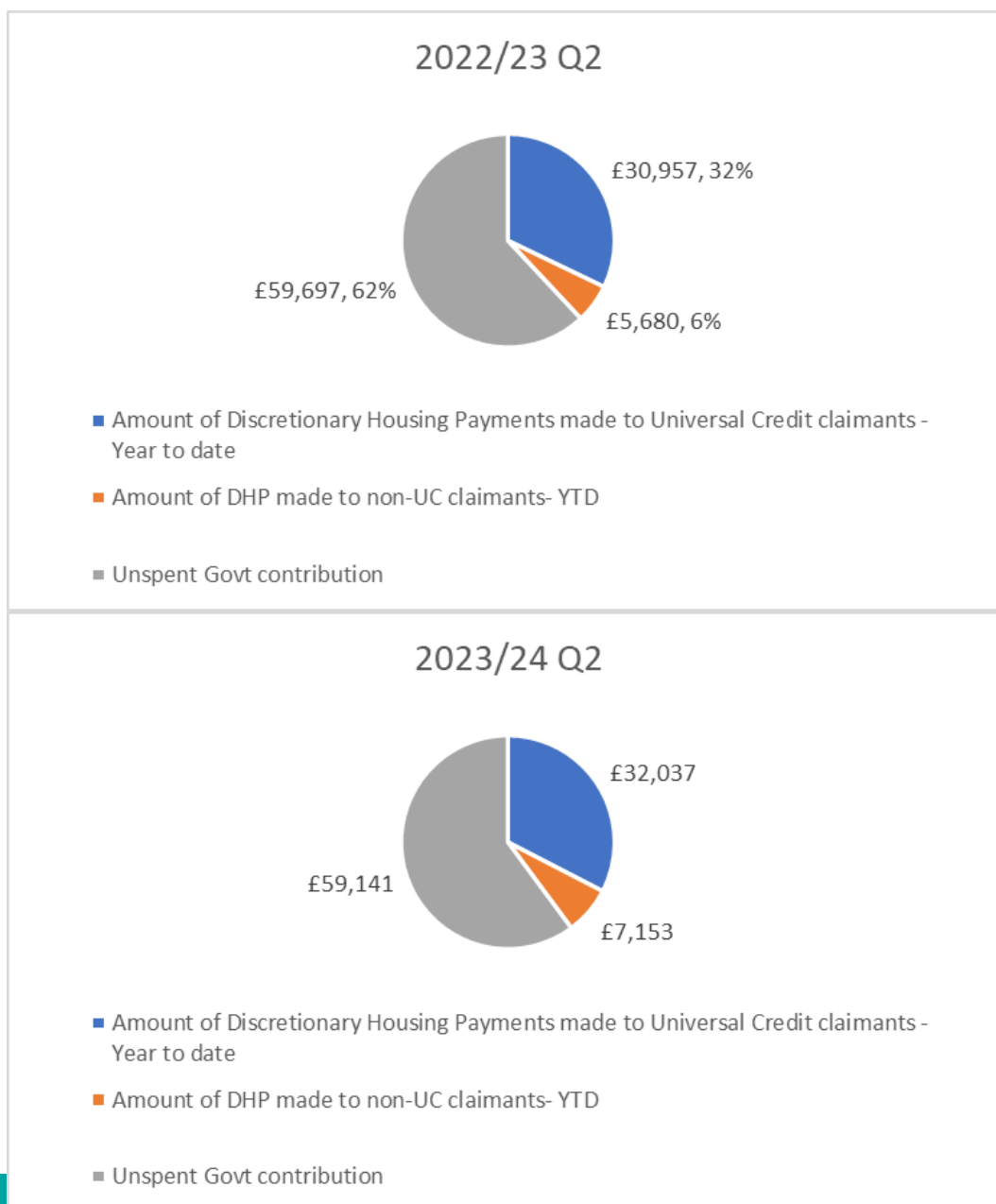
There are 1,776 council tenants on universal credit

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.

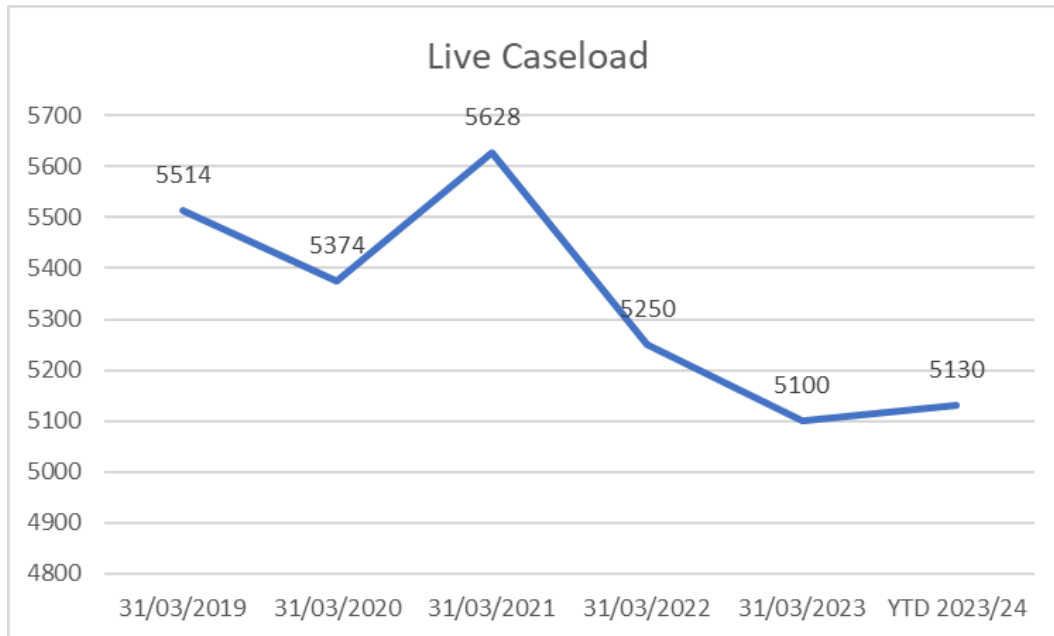
Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £39k (£37k on 30th September 2022) with 53 successful claims from 151 applications (compared to 64 successful claims from 150 applications on 30th September 2022). The reason for this reduction is that applicants have not responded to a request for further information or evidence, or their available income exceeds their expenses. There is a 2-week timescale for processing claims (also 2 weeks as of 30th September 2022).



Local Council Tax Reduction Scheme claims are roughly level with 2022/23 (4,942 claimants as of 30th September 2023 compared to 4,992 on 30th September 2022) with a total scheme cost of £4.8m (£4.6m in 2022/23).

Live caseload figures are currently 5130, slightly lower than the 30/06/2023 figure of 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 13.0 days to September 2023 (10.5 days to September 2022). This is due to additional work during the period in respect of a Housing Association regarding rent breakdowns, which has now been completed. The time taken to process new claims will be kept under review and additional resources allocated if required.

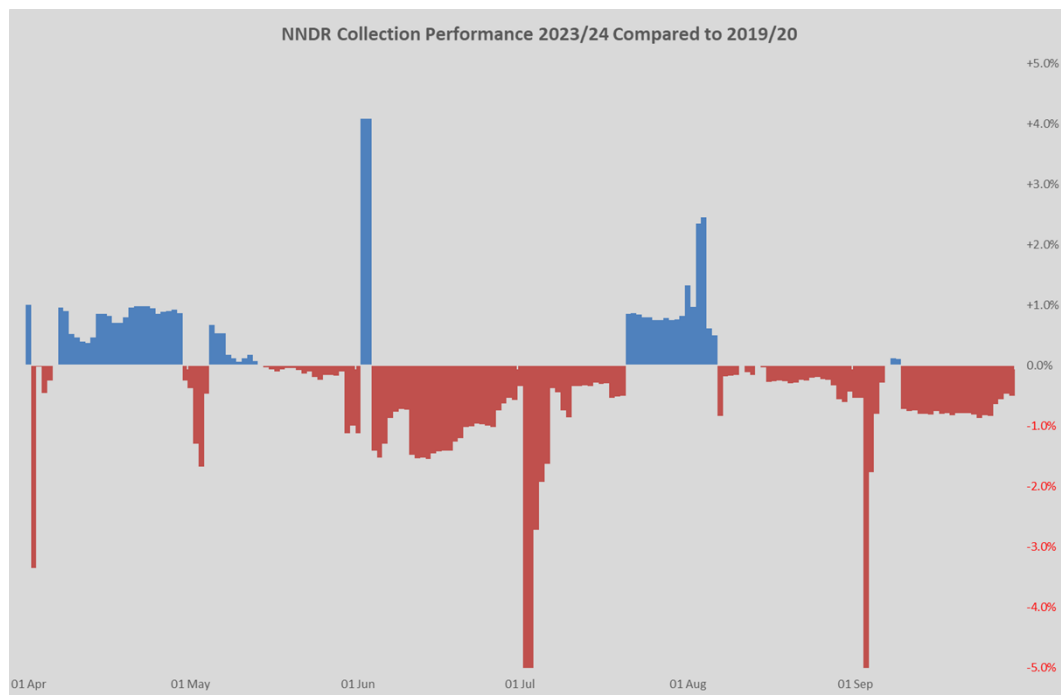
Revenues

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 extended payment arrangements and new assessments created during the year, particularly on the site of the former Co-Op in Wilnecote- current year collection level is 56.0%, below target by 2.5% at 30th September (48.2% as at 30th September 2021 and 61.2% as at 30th September 2022). The 2021 figure is distorted downwards due to a reduction in retail relief with effect from 11st July 2021 and the 2022 figure is distorted upwards due to Covid 19 Additional Relief Fund (CARF) relief awards in respect of 2021/22 leading to credits transferred to 2022/23.

Court costs are £4.6k, above the anticipated year to date level of £3.1k.



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

Reminders (499 for Q1-2 of 2023/24) are at similar levels to 2019/20 levels (465) with summonses at higher levels than 2019/20. There have been 166 summonses compared to 97. There have been 54 enforcement agent referrals in Q1-2 of 2023/24 (36 referrals in Q1-2 of 2019/20).

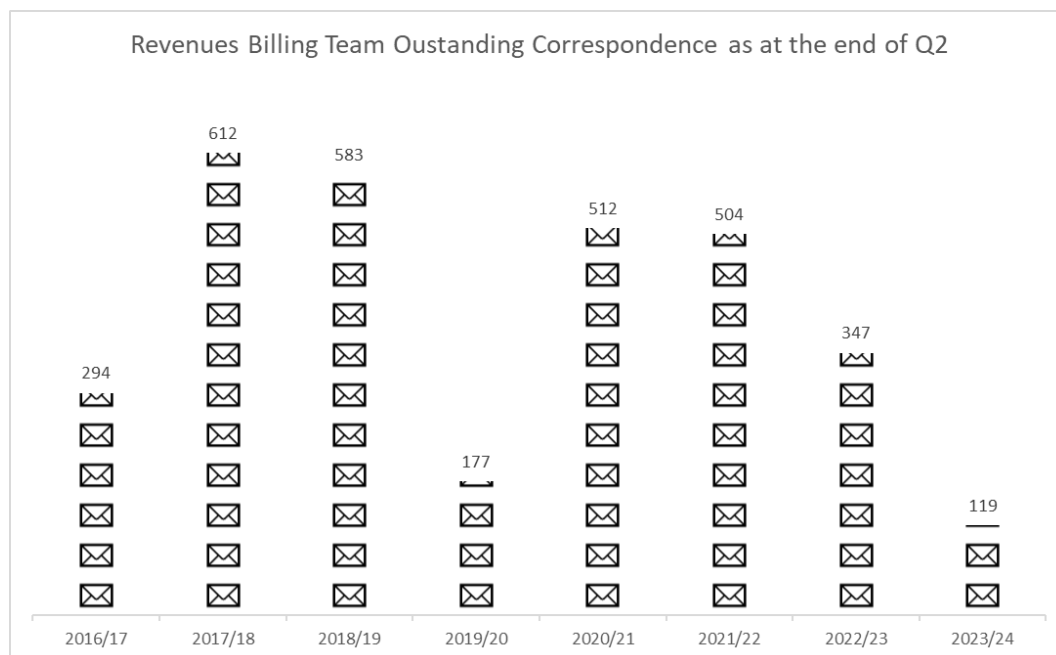
Arrears reduction in respect of 2023/24 debt stands at 46.8% compared to a target of 42.2%.

Council Tax

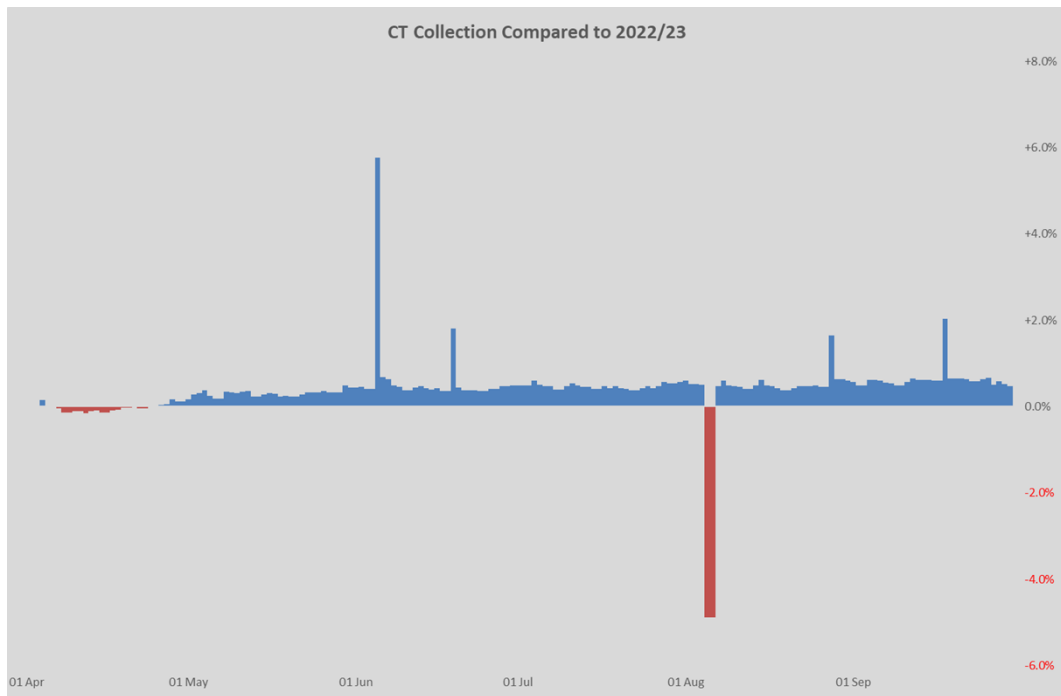
Reminders are at a lower level than 2019/20 (7,885 at 30th September 2023 compared to 9,330 for 2019/20) with liability orders at slightly higher levels (3,150 summonses compared to 2,387 in 2019/20 with 2,293 liability orders compared to 1,899). The reduction in reminders is principally due to an earlier first reminder run in 2019 where people had not started to make payment, whereas the increase in summonses is due to a combination of an increase in the number of summonses for previous year balances, catching up on deferred recovery in those years, and an increase in the number of summonses where people did not commence payment in April, most likely due to still having previous year arrears.

Attachment of earnings are at lower levels (159 attachments compared to 238 in 2019/20) meanwhile there were 1,659 enforcement agent referrals compared to 1,106 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 347 outstanding items at the end of September 2022 to 119 at the end of September 2023 (504 items at 30th September 2021).



The current year collection level of 58.1% is above the target of 58.0%, this is approaching the 2019/20 collection performance of 58.5%. Performance is impacted by money being 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 £50k at £145k. Arrears collection in respect of 2022/23 stands at 27.8%, behind the target of 34.9%.

As of 30th September 2023 there were 2,194 live Council Tax universal credit cases. The collection rate for universal credit cases was 48.3% (of a £642k collectable debit) compared to our overall collection rate of 58.1%. The difference shows universal credit collection approximately £63k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 30.9% compared to 73.7% overall. In addition, 1,224 reminders have been sent in respect of the 2,194 universal credit cases (7,235 for 34,704 overall liabilities). 21% of live cases have received a summons for non-payment, compared to a figure of 6% overall.

Housing

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

Tenants in receipt of Universal Credit:

Indicator	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22	Qtr 1 2022/23	Qtr 2 2022/23	Qtr 3 2022/23	Qtr 4 2022/23	Qtr 1 2023/24	Qtr 2 2023/24
Number of Council Tenants on Universal Credit	1,449	1,519	1571	1556	1617	1655	1671	1,701	1,722	1,743	1,776
Number of Council Tenants on Universal Credit in Rent Arrears	680	954	987	1077	749	1063	1170	1,165	779	1,190	1,211
Percentage of Council Tenants on Universal Credit in Rent Arrears	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%	70.0%	68.5%	45.2%	68.3%	68.2%
Number of Council Tenants on Universal Credit not in Rent Arrears	769	565	584	479	868	592	501	536	943	553	565
Percentage of Council Tenants on Universal Credit not in Rent Arrears	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%	30.0%	31.5%	54.8%	31.7%	31.8%

Total **Rent** arrears (excluding former tenants) on 30th September 2023 were £748k compared to £799k on 30th September 2022 – a reduction of £51k (compared to a £70k increase in the preceding year). This is benchmarked with 'best in class' providers and is reported as part of the annual update to cabinet. The snapshot from the report dated 26/10/23, shows top quartile performance for income recovery, whilst still keeping evictions low.

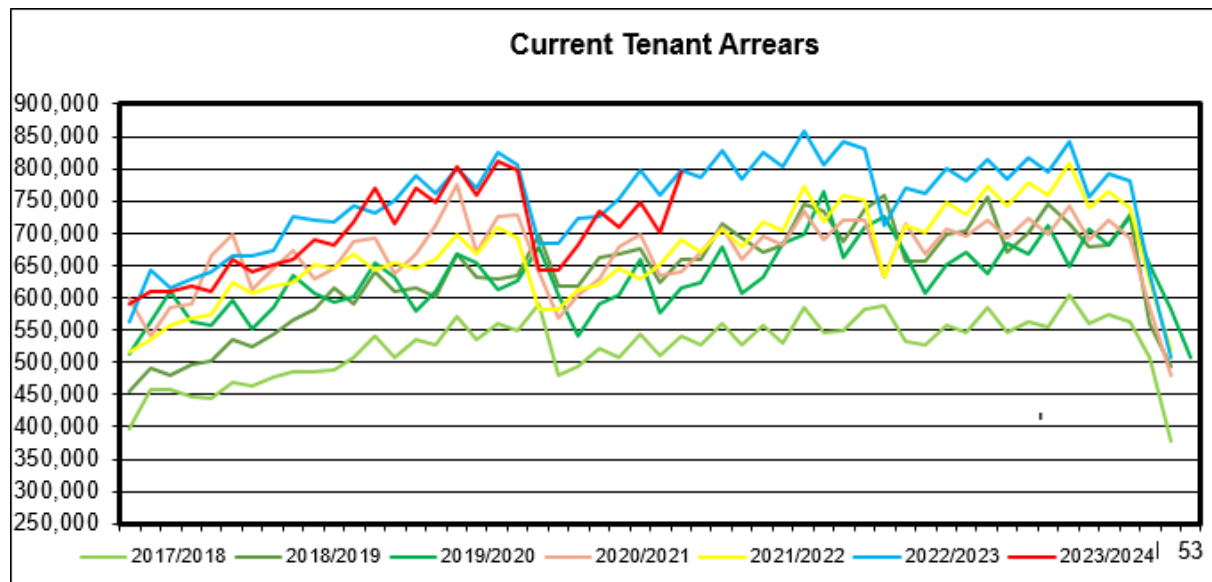
Tamworth Borough Council's performance compared with previous years						
	2018/19	2019/20	2020/21	2021/22	2022/23	Estimated Top Quartile by Housemark*
Number of Evictions	18 (0.42%)	13 (0.31%)	Ban on evictions Covid-19	2 (0.04%)	9 (0.09%)	0.17%

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.27m on 30th September 2023, compared to £1.92m at 31st March 2023, an increase of £35k (compared to a £287k increase between 31st March 2022 and 30th September 2022 and an increase of £119k between 31st March 2021 and 30th September 2021).

There have been 5 evictions since 1st April 2023. In quarter two there were 4 Hardship Fund Applications supported with £1740.83 of white goods purchased, 4 Hardship Fund Applications declined and a further Hardship Fund Application is awaiting further supporting information.

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.

Type	01/04/23 – 30/09/2023
Council Tax	£4,774.81
Business Rates	£1,398.94
Sundry Income	£29,024.66
Housing Benefit Overpayments	£3,174.94
Housing	£30,228.61

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 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 consider 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	Qtr2 2023/24
Live caseload figure	5,514	5,374	5,628	5,055	5,198	5,186	5,124	5,100	5,134	5,130
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	8,998
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,617	1,655	1,671	1,701	1,722	1,743	1,776
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	749	1,063	1,170	1,165	779	1,190	1,211
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%	68.2%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	868	592	501	536	943	563	565
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%	31.8%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	1,973	1,976	2,012	2,023	2,065	2,140	2,194

Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	420	33	150	410	396	371	469
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%	21.4%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,553	1,943	1,862	1,613	1,669	1,769	1,725
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%	78.6%
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	6,097,882
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	39,190
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	32,037

3.4 Medium Term Financial Strategy 2023/24 -2027/28 Monitoring, September 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 due to the financial markets' response to the contents of that budget. Interest rates have increased, 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 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 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, 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 2, October 2023, the forecast projections now identify General Fund balances of £2.7m by 2025/26 (compared to £1.1m as part of the approved MTFs forecast in February 2023), a shortfall of £2.8m by 2026/27 (compared to a shortfall of £4.1m), a shortfall of £7.8m by 2027/28 (compared to a shortfall of £9m), with a shortfall of £13.4m by 2028/29.

Under the best-case scenario, General Fund balances are forecast at £3.7m by 2025/26, with a shortfall of £0.8m by 2026/27, £5m by 2027/28, and £9.8m by 2028/29.

Under the worst case scenario, there is a forecast shortfall in General Fund balances of £0.7m by 2025/26, with a shortfall of £6.7m by 2026/27, £12.7m by 2027/28, and £19.3m by 2028/29.

As members will be aware, savings are usually considered annually as part of the budget process, informed by the quarterly MTFs updates. The Quarter 1 forecast informed the scale of the cost reductions needed as part of the budget process – and as such managers were again 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 2, October 2023, the forecast projections now identify HRA balances of £1.4m by 2025/26 (compared to £2.8m as part of the approved MTFs forecast in February 2023), £1.2m by 2026/27 (compared to £2.4m), £1.1m by 2027/28 (compared to £2.2m), with balances of £0.9m by 2028/29.

Under the best-case scenario, HRA balances are forecast at £3.5m by 2025/26, £4.4m by 2026/27, £5.3m by 2027/28, and £6.3m by 2028/29.

Under the worst case scenario, HRA balances are forecast at £1.4m by 2025/26, £1.1m by 2026/27, £1m by 2027/28, and £0.8m 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 £37m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £376m over 30 years).

The increased cost pressures currently being experienced will have an impact on the level of rent increase for 2024/25. The MTFS included a forecast increase of 3% p.a. based on the formula allowed under the Rent Setting Guidance of CPI plus 1%. Given the current level of CPI of 6.7% (September 2023), the budgeted increase for 2024/25 will be at 7.7% in line with the maximum allowed by the Government's Rent Standard (that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation (for September of the preceding year) plus 1% for five years from 2020) - in order to support the continued investment in the housing stock. Each 1% increase would equate to additional income of c.£200k p.a. (£1m over 5 years). However, for 2023/24 DLUHC implemented of a rent cap 7% (with alternative options of 3% or their preferred 5% indicated).

From indications last year that a cap may also be considered for 2024/25, there is a possibility that DLUHC may consult on capping again (e.g. at a 5% capped increase, the annual rent loss would equate to £540k, £2.7million over 5 years). However, so far to date we have heard nothing with regard to a proposed rent cap, so it is looking less likely.

As part of the budget process, Policy Changes (now included in the forecast, as detailed below) 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 were required to identify compensatory savings.

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
Projected Balances per MTFS Council February 2023	(9,170)	(7,962)	(5,865)	(1,101)	3,577	8,506	8,506
Revised Stress Tested Forecasts:							
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
Best Case Revised Forecast Balances - Oct 2023	(9,615)	(9,996)	(8,160)	(3,700)	361	4,544	9,312
Central Case Revised Forecast Balances - Oct 2023	(9,615)	(9,505)	(7,152)	(2,175)	2,826	7,898	13,503
Worse Case Revised Forecast Balances - Oct 2023	(9,615)	(9,078)	(5,734)	234	6,230	12,297	18,898

As a result of the updated forecast at quarter 2, October 2023, the forecast projections now identify General Fund balances of £2.7m by 2025/26 (compared to £1.1m as part of the approved MTFS forecast in February 2023), a shortfall of £2.8m by 2026/27 (compared to a shortfall of £4.1m), a shortfall of £7.8m by 2027/28 (compared to a shortfall of £9m), with a shortfall of £13.4m by 2028/29.

Under the best-case scenario, General Fund balances are forecast at £3.7m by 2025/26, with a shortfall of £0.8m by 2026/27, £5m by 2027/28, and £9.8m by 2028/29.

Under the worst case scenario, there is a forecast shortfall in General Fund balances of £0.7m by 2025/26, with a shortfall of £6.7m by 2026/27, £12.7m by 2027/28, and £19.3m by 2028/29.

Further savings of around £2.8m 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 £0.93m over 5 years.

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

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

Change:	Budget Impact
<i>Savings / increased income</i>	
Balances b/f from 2022/23 due to additional underspend	£(445)k 22/23 only
Projected outturn Q2 2023/24	£(1.411)m 23/24 only
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 10% following reversal of Social Care levy	c.£(30)k pa from 24/25
Fees & Charges additional income arising from changes approved from 1/4/23	£(76)k pa from 24/25
<i>Additional costs / reduced income</i>	
Revenue impact of FHSF increased capital spend from financed from retained capital receipts	£120k pa
Increased pay award	c. £220k pa from 24/25
Proposed Policy Changes	£2.07m over 5 years (c.£0.4m p.a.)

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 of c.£160k p.a. and increased business rates income from year 3 arising from a more optimistic forecast following the funding reforms (c.£0.4m p.a.).

The worst-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) and a significant reduction in commercial rent income of c.£0.9m pa.

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

Housing Revenue Account

MTFS Projections 2022/23 - 2028/29	Housing Revenue Account						
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000	
Projected Balances per MTFS Council February 2023	(4,431)	(3,608)	(3,331)	(2,849)	(2,434)	(2,152)	
Revised Stress Tested Forecasts:							
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)
Best Case Revised Forecast Balances - Oct 2023	(2,762)	(1,979)	(2,839)	(3,580)	(4,409)	(5,393)	(6,317)
Central Case Revised Forecast Balances - Oct 2023	(2,762)	(1,979)	(1,801)	(1,497)	(1,259)	(1,153)	(964)
Worse Case Revised Forecast Balances - Oct 2023	(2,762)	(1,979)	(1,772)	(1,441)	(1,174)	(1,038)	(820)

As a result of the updated forecast at quarter 2, October 2023, the forecast projections now identify HRA balances of £1.4m by 2025/26 (compared to £2.8m as part of the approved MTFS forecast in February 2023), £1.2m by 2026/27 (compared to £2.4m), £1.1m by 2027/28 (compared to £2.2m), with balances of £0.9m by 2028/29.

Under the best-case scenario, HRA balances are forecast at £3.5m by 2025/26, £4.4m by 2026/27, £5.3m by 2027/28, and £6.3m by 2028/29.

Under the worst case scenario, HRA balances are forecast at £1.4m by 2025/26, £1.1m by 2026/27, £1m by 2027/28, and £0.8m 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 £37m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £376m over 30 years).

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

Change:	Budget Impact
<i>Savings / increased income</i>	
NI revision to 10%	c.£(9)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
Projected outturn Q2 2023/24	£(40)k 23/24 only
<i>Additional costs / reduced income</i>	
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
Proposed Policy Changes	£81k from 24/25

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 worst 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).

3.5 Financial Health Check Report – Period 6 September 2023

Executive Summary

This section to the report summarises the main issues identified at the end of September 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
Chief Executive	1,050	1,064	14	1,732	1,740	8
AD Growth & Regeneration	348	358	10	1,689	1,900	211
ED Organisation	421	377	(44)	524	544	20
AD People	2,088	2,092	4	652	791	139
AD Operations & Leisure	2,297	2,271	(26)	4,320	4,394	74
ED Finance	62	43	(19)	-	10	10
AD Finance	339	(867)	(1,206)	(1,136)	(2,998)	(1,862)
AD Assets	(699)	(227)	472	(803)	(868)	(65)
AD Neighbourhoods	266	181	(85)	1,057	1,075	18
AD Partnerships	414	413	(1)	770	806	36
Total	6,586	5,705	(881)	8,805	7,394	(1,411)

The General Fund has a favourable variance against budget at Period 6 of £881k (favourable variance of £525k as at Period 5). The projected full year position identifies a favourable variance against budget of £1.411m or 16.02% (favourable variance of £360k or 4.09% as at Period 5). This underspend is mainly due to treasury management interest above budget because of rising interest rates and increased balances available to invest. The movement in the predicted outturn from period 5 to 6 is largely due to an improved predicted outturn of £200k overspend (shortfall against income) predicted this month on short-stay car parking; £170k additional underspend on treasury management; £130k change in benefits estimates and £160k underspend included for various vacant posts across the council.

Individual significant budget areas reflecting the variance and areas for concern are detailed at **s3.6 General Fund and HRA Variances**.

A balance of £110k was held in the General Contingency Budget at the end of September 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 £9.820m at the year-end from normal revenue operations compared to £7.966m projected within the 2023/24 budget report– additional balances of £1.854m.

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
Chief Executive	-	-	-	-	-	-	-	-	-
AD Growth & Regeneration	18,223	10,189	3,558	(6,631)	25,878	25,878	-	-	25,878
ED Organisation	-	-	-	-	-	-	-	-	-
AD People	449	278	59	(218)	555	286	(269)	207	493
AD Operations & Leisure	944	1,429	97	(1,332)	2,881	2,881	-	-	2,881
ED Finance	-	-	-	-	-	-	-	-	-
AD Finance	-	23	-	(23)	45	20	(25)	-	20
ED Communities	-	-	-	-	-	-	-	-	-
AD Assets	1,408	1,481	639	(843)	3,862	2,893	(970)	970	3,862
AD Neighbourhoods	-	23	-	(23)	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-	-	-	-
									-
GF Contingency	250	-	-	-	250	30	(220)	220	250
TOTAL GENERAL FUND	21,274	13,422	4,353	(9,069)	33,518	32,034	(1,484)	1,397	33,430

Capital expenditure incurred was £4.353m compared to a profiled budget of £13.422m (£3.379m compared to a profiled budget of £11.185m as at Period 5). At this point it is predicted that £32.034m will be spent by year end against a full year budget of £33.518m including re-profiled schemes from 2022/23 of £21.274m (£27.835m spend predicted against a full year budget of £27.994m as at Period 5). Re-profiling of £1.397m into 2024/25 is predicted at this stage (£141k as at Period 4), being £689k Town Hall Improvements; £220k Contingency Budgets; £207k IT Requirements; £141k Roofing and Renewal of Walkways to Caledonian & Ellerbeck and £140k R&R Office Requirements.

A summary of Capital expenditure is shown at **s3.7 Capital Programme Monitoring**.

Treasury Management

At the end of September 2023, the Authority had £68.642m invested in the money markets. The average rate of return on these investments is 5.28% though this may change if market conditions ease (5.13% 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 3.66% for Schroders, 4.82% for Threadneedle and 3.63% for Hermes.

Borrowing by the Authority stood at £63.060m at the end of September 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 **s3.8 Treasury Management Update**.

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	(10,917)	(10,918)	(1)	(10,937)	(11,013)	(76)
ED Communities	62	68	6	-	10	10
AD Operations & Leisure	178	137	(41)	391	354	(37)
AD People	99	85	(14)	-	-	-
AD Assets	601	492	(109)	583	563	(20)
AD Neighbourhoods	1,373	1,088	(285)	4,380	4,446	66
Housing Repairs	2,783	2,543	(240)	6,407	6,424	17
Total	(5,821)	(6,505)	(684)	824	784	(40)

The HRA has a favourable variance against budget at Period 6 of £684k and the projected full year position identifies a favourable variance against budget of £40k or 4.85% (£161k unfavourable or 19.54% as at Period 5). Individual significant budget areas reflecting the variance are detailed at **s3.6 General Fund and HRA Main Variances**.

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	8,074	7,326	(748)	16,144	14,027	(2,116)	1,890	15,917
HRA Contingency	100	50	-	(50)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOUNT	7,880	8,124	7,326	(798)	16,244	14,127	(2,116)	1,890	16,017

Housing Capital expenditure of 7.326m has been incurred as at the end of Period 6 compared to a profiled budget of £8.124m (£6.254m against a profiled budget of £6.768m at Period 5).

At this point it is predicted that £14.127m will be spent by the year-end against a full year budget of £16.244m (including £7.880m re-profiled from 2022/23). Re-profiling of £1.890m is now predicted, including £1.381m on Regeneration and affordable housing; £374k on the Caledonian Development; £294k on roofing and renewal of walkways at both Caledonian shops and Ellerbeck; £185k Roofing at Eringden; and £30k Scooter Storage at High Rise.

A summary of Capital expenditure is shown at **s3.7 Capital Programme Monitoring**

Balances

Balances on the Housing Revenue Account are projected to be in the region of £1.977m at the year-end compared to £3.605m projected within the 2023/24 budget report – additional balances of £1.628m.

3.6 General Fund Main Variances

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
CHIEF EXECUTIVE	JOINT WASTE ARRANGEMENT	RECYCLING JOINT ARRANGEMENTS	300,000	267,773	(32,227)	600,000	600,000	0	Related to delays in receiving recycling credits form Staffordshire County Council. Money not paid over to Joint Waste Service until funds received from County
		RECYCLING CREDITS-SCC	(307,500)	(267,773)	39,727	(615,000)	(615,000)	0	Delays in receiving recycling credit from Staffordshire County Council
AD GROWTH AND REGENERATION	OUTSIDE CAR PARKS	RATES	157,880	113,692	(44,188)	157,880	157,880	0	Increase in rates value in 2023/24 not in line with budget increase
		SHORT STAY CAR PARKING	(423,540)	(346,748)	76,792	(800,000)	(700,000)	100,000	Lower income than target for first six months. Situation being closely monitored and expected to recover slightly by year end
	ENVIRONMENTAL HEALTH	SALARIES	329,770	289,452	(40,318)	652,790	628,490	(24,300)	Expected salary underspend
		VACANCY ALLOWANCE	(16,680)	0	16,680	(33,410)	0	33,410	Vacancy Allowance
	DEVELOPMENT CONTROL	FEES & CHARGES PLANNING APP	(81,420)	(55,321)	26,099	(162,860)	(122,860)	30,000	Income that cannot be achieved due to late implementation of fees and charges
	ECONOMIC DEVELOPMT & REGEN	SALARIES	130,800	124,795	(6,005)	261,600	205,000	(56,600)	Staff salary to be charged to capital
	TEC COLESHILL	RATES	4,460	119,581	115,121	4,460	4,460	0	NDR for CO-OP building – Appeal in progress anticipated refund on payments made
ED ORGANISATION	MEMBER SERVICES	MEMBERS ATTEN ALLOW & FIN LOSS	168,120	133,296	(34,824)	336,180	336,180	0	Anticipated full spend by year end
AD PEOPLE	CUSTOMER SERVICES	VACANCY ALLOWANCE	(20,460)	0	20,460	(40,970)	0	40,970	Vacancy Allowance
		POSTAGES	28,420	29,773	1,353	56,880	96,880	40,000	Expected overspend based on current trend. Postal policy being implemented. 18% increase in postal costs from October expected
	APPLICATIONS & DIGITAL INSIGHT	SALARIES	164,760	136,239	(28,521)	329,570	299,570	(30,000)	Vacancy - funds may be required to fund contractor for fixed work

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
AD OPERATIONS AND LEISURE		TICKET SALES	(71,100)	(25,559)	45,541	(142,150)	(52,150)	90,000	Reduced income as more shows moving from guaranteed income to "Split Profit" post COVID
		SPLIT PROFIT EVENT INCOME	(198,605)	(314,749)	(116,144)	(397,250)	(487,250)	(90,000)	Increased income as more shows moving from guaranteed income to "Split Profit" post COVID
	ASSEMBLY ROOMS BAR	SALARIES	87,360	53,116	(34,244)	174,700	114,700	(60,000)	Expected salary underspend-Senior Bar Supervisor vacant post being covered by existing staff
		BAR SALES	(30,480)	(60,761)	(30,281)	(61,010)	(121,010)	(60,000)	Bars and catering expenditure and income being reviewed by management concerns raised regarding potential coding issues
		CATERING SALES	(95,160)	(31,397)	63,763	(190,300)	(60,300)	130,000	Bars and catering expenditure and income being reviewed by management concerns raised regarding potential coding issues
	PUBLIC SPACES	SALARIES	759,060	721,152	(37,908)	1,518,120	148,120	(37,000)	Four vacancies covered by temporary staff combined with allowance for pay award still to be agreed
		VACANCY ALLOWANCE	(55,565)	0	55,565	(111,130)	0	111,130	Vacancy Allowance
		PAYMENTS FOR TEMPORARY STAFF	1,865	35,000	33,135	3,730	35,730	32,000	Increased spend to support/cover vacant posts
		EQUIPMENT HIRE	37,585	50,886	13,301	75,170	32,170	(43,000)	Reduced costs as extended hire of old machines a new mowers not going to be received till 24/25
	TREE MAINTENANCE	SALARIES	60,960	40,805	(20,155)	121,960	72,830	(49,130)	Vacant post being covered by temporary staff
	AD OPERATIONS AND LEISURE	SALARIES	49,020	41,119	(7,901)	97,980	66,840	(31,140)	New member of staff due to start December

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT	
AD FINANCE	BENEFITS	PROVISION FOR BAD DEBTS	25,000	0	(25,000)	25,000	(50,000)	(75,000)	Based on DWP Estimated Claim as at P6	
		RENT ALLOWANCES	2,030,000	2,174,725	144,725	4,374,530	4,622,500	247,970		
		COUNCIL TENANT RENT REBATES	3,190,810	3,418,686	227,876	6,126,350	6,521,000	394,650		
		COUNCIL TENANT GRANT	(3,167,940)	(3,495,059)	(327,119)	(6,082,470)	(6,452,420)	(369,950)		
		PRIVATE TENANT GRANT	(1,987,360)	(2,121,248)	(133,888)	(4,282,650)	(4,545,510)	(262,860)		
		DISCRETIONERY HSG PAYMT GRANT	0	(34,774)	(34,774)	(95,000)	(98,330)	(3,330)		Government Contribution based on Final Allocation
		OVERPAYMENT PRIVATE TENANT	(50,160)	(102,128)	(51,968)	(100,370)	(131,370)	(31,000)		Based on DWP Estimated Claim as at P6
		PT OVERPAYMENT RECOVERY	0	73,332	73,332	0	81,330	81,330	Based on DWP Estimated Claim as at P6	
	BENEFITS ADMINISTRATION	SALARIES	282,920	250,282	(32,638)	561,970	541,970	(20,000)	Underspend due to vacancies	
		VACANCY ALLOWANCE	(20,400)	0	20,400	(40,790)	0	40,790	Vacancy Allowance	
	CORPORATE FINANCE									
		NNDR LEVY PAYMENTS	192,702	185,569	(7,133)	1,476,160	1,401,710	74,450	Forecast reduced levy payment based on Q2 estimate	
		GOVERNMENT GRANTS	(1,607,400)	(1,618,718)	(11,318)	(3,124,880)	(3,080,540)	134,340	Forecast reduced S31 grants	
	MISC CONTRIBUTIONS	0	(19,594)	(19,594)	0	(59,730)	(59,730)	(59,730)	Forecast returned levy from pool est at Q2 net of contribution to reserve	
	TREASURY MANAGEMENT	MINIMUM REVENUE PROVISION GF	0	0	0	275,460	203,830	(71,630)	Increased investment balances and interest rates.	
		TREASURY MAN. RECHG TO HRA	0	0	0	(2,820,460)	(2,853,910)	(33,450)		
		MISC INTEREST & DIVIDENDS	(668,700)	(1,629,067)	(960,367)	(1,337,340)	(3,068,750)	(1,731,410)	Expected annualised interest above budget due to increased interest rates	
		PROPERTY FUND DIVIDENDS	(210,000)	(252,917)	(42,917)	(420,000)	(505,840)	(85,840)		

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
AD ASSETS	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	5,580	684,584	679,004	5,580	5,580	0	Bad provision re commercial lease income outstanding expected to be received by year end
		RENTS	(1,119,000)	(1,187,783)	(68,783)	(703,150)	(723,150)	(20,000)	Income higher than expected - additional income from rent of Carnegie Centre and other rent reviews
	MARMION HOUSE	ELECTRICITY	84,780	39,774	(45,006)	164,440	144,440	(20,000)	Lower bills being paid for summer months which will increase in winter months. Potential savings for lower utility charges expected later in year
		RATES	155,120	125,037	(30,083)	155,120	125,037	(30,083)	Used to pay separate bills for MH and 2nd Floor - now covered by one bill which has been paid for 2023/24
AD NEIGHBOURHOODS	HOMELESSNESS	BED AND BREAKFAST COST	75,000	107,070	32,070	150,000	150,000	0	Expenditure anticipated to be within budget by year end
		GOVERNMENT GRANTS	0	(73,451)	(73,451)	0	0	0	Support to Ukraine nationals, subject to HPG grant condition, still to be allocated across expenditure codes
		BED & BREAKFAST INCOME	(75,000)	(74,567)	433	(150,000)	(90,000)	60,000	The difference between B&B income and cost will be offset- estimated £60k based on previous year
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(8,333)	(260,704)	(252,371)	(232,500)	(232,500)	0	Homelessness Prevention Grant, still to be allocated
	COMMUNITY WARDENS	SALARIES	105,860	57,259	(48,601)	211,670	175,670	(36,000)	Calculated savings from deleted post and vacant posts
AD PARTNERSHIPS	CAR PARKING ENFORCEMENT COSTS	SALARIES	36,960	0	(36,960)	73,900	0	(73,900)	Two vacant posts covered by agency staff
		PAYMENTS FOR TEMPORARY STAFF	0	36,000	36,000	0	0	73,900	Cost of agency offset against salaries
	SAFER STRONGER COMMUNITIES FND	CONT TO RESERVES	0	0	0	0	66,840	66,840	Asylum Seekers Dispersal Grant to be carried forward to 2024/25
	SAFER STRONGER COMMUNITIES FND	GOVERNMENT GRANTS	(34,520)	(70,890)	(36,370)	(79,350)	(146,190)	(66,840)	Asylum Seekers Dispersal Grant to be carried forward to 2024/25

General Fund – Policy Changes Savings / Additional Income

Cost Centre	Account	2023/24 POLICY CHANGES	2023/24 Management Budget	Predicted Outturn Variance	Predicted Outturn	Comment
ASSEMBLY ROOMS	SPLIT PROFIT EVENT INCOME	(11,000)	(397,250)	(90,000)	(487,250)	More shows moved to split profit since covid
ASSEMBLY ROOMS	BROADCAST INCOME	(10,000)	(15,600)	(1,900)	(17,500)	Income reviewed in year further Policy Change to be included in 2024/25
OUTDOOR EVENTS & ARTS PROJECTS	SPONSORSHIP & GRANTS	(4,000)	(6,430)	0	(6,430)	
COMMUNITY LEISURE	COMMUNITY SWIMMING EXPENSES	(17,580)	0	0	0	
TREE MAINTENANCE	MISC CONTRIBUTIONS	(5,000)	(5,000)	5,000	0	Staff shortage in year so not able to generate additional income, should be able to pick up in 2024/25
HUMAN RESOURCES	STAFF HEALTH INSURANCE	(8,000)	8,730	4,000	12,730	Costs averaging £1k/month
TOWN HALL	ROOM HIRE	(1,000)	(1,000)	0	(1,000)	
HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(100,000)	(264,630)	0	(264,630)	
MARKETS & STREET DISPLAYS	STREET TRADERS LICENCE INCOME	(5,000)	(8,300)	0	(8,300)	
CASTLE & MUSEUM	GOVERNMENT GRANTS	(20,000)	(20,000)	0	(20,000)	
TEC COLESHILL	ROOM HIRE	(2,500)	(2,500)	0	(2,500)	
TEC COLESHILL	RENTS	(22,500)	(22,500)	0	(22,500)	
FINANCIAL OPERATIONS	CAR ALLOWANCES	(1,440)	100	0	100	
AD FINANCE	CAR ALLOWANCES	(1,550)	110	0	110	
CASH COLLECTION	PAYMENT CARDS	(5,000)	9,000	0	9,000	

Housing Revenue Account – Main Variances

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
HRA SUMMARY	H R A SUMMARY	ITEM 8 DEBIT	0	0	0	2,820,460	2,853,910	33,450	Offset under General Fund Treasury Management
		SERVICE CHARGE	(124,500)	(144,708)	(20,208)	(239,020)	(269,020)	(30,000)	Higher electricity and gas charges compared with the budget figures
		RENTS	(10,804,720)	(10,808,344)	(3,624)	(20,741,400)	(20,841,400)	(100,000)	Higher rent collection than budgeted.
AD OPERATIONS AND LEISURE	CARETAKERS	SALARIES	141,540	93,836	(47,704)	283,050	258,550	(24,500)	Three vacancies
	CARETAKERS	VEHICLE HIRE	26,330	11,555	(14,775)	52,660	14,660	(38,000)	Currently out to tender should be in place by year end
AD ASSETS	SERVICE CHARGES	SERVICE CHARGE	(19,500)	(24,461)	(4,961)	(37,400)	(74,400)	(37,000)	Additional Leaseholder invoices sent out for S20 Works relating to high rise flats
	REPAIRS CONTRACT	SALARIES	198,180	159,915	(38,265)	396,330	370,330	(26,000)	Building fire safety officer vacant post, approx £15k pay award
	HRA CLEANERS	SALARIES	143,880	113,457	(30,423)	287,750	287,750	0	Being used to fund Agency cover for sickness and vacant hours
		ELECTRICITY	117,060	50,426	(66,634)	234,110	234,110	0	Bills to May 2023 paid. Adjustment for June & July 2023 added
AD NEIGHBOURHOODS	INCOME MANAGEMENT	VACANCY ALLOWANCE	(15,720)	0	15,720	(31,440)	0	31,440	Vacancy Allowance
	ESTATE MANAGEMENT	SALARIES	174,840	142,574	(32,266)	349,670	319,670	(30,000)	Vacant post being covered by temporary staff
		PAYMENTS FOR TEMPORARY STAFF	11,500	34,998	23,498	11,500	43,500	32,000	Partially offset against underspend on Salaries, Temporary Staff covering Secondment and vacancy
		SHRUB & TREE PLANTING	29,520	0	(29,520)	59,090	29,090	(30,000)	Work undertaken by Street Scene who have experienced a staffing shortage. Full complement of staff now in so place expected to be able to deliver service to year end

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
HOUSING REPAIRS	REPAIRS CONTRACT	WALL FINISHING & LINTELS	320,175	270,168	(50,007)	640,350	640,350	0	Currently underspend but it will be used for parapets which should be completed before year end
		MISC. (NON SPECIFIC)	40,000	2,099	(37,901)	80,000	40,000	(40,000)	Underspend to support disrepair work
		DISREPAIR COSTS	0	14,312	14,312	0	120,000	120,000	Unbudgeted disrepair cost of works undertaken by Waites and Equans, offset against misc. and planned maintenance estimated further £85k to be raised in near future
		PLANNED MAINTENANCE	63,080	13,943	(49,137)	126,160	66,160	(60,000)	Underspend to support disrepair work estimated further £35k to be raised in near future
		RECHARGABLE WORKS	0	(83,424)	(83,424)	0	(83,420)	(83,420)	Unbudgeted income - invoices raised for damages to properties
	REPAIRS	MISC. (NON SPECIFIC)	40,500	13,235	(27,265)	81,000	41,000	(40,000)	Estimated underspend at year end
		DISREPAIR COSTS	0	74,382	74,382	0	120,000	120,000	Unbudgeted legal costs and settlement fees in regard to disrepairs claims

3.7 Capital Programme Monitoring

GENERAL FUND

Directorate	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
AD Growth										
Gungate Development	652	326	69	(257)	6,152	6,152	-	-	6,152	Report agreed by Council 18th July with regard to progressing the scheme, may need to reprofile some funding if plans not completed by the year end.
Repairs to Castle Elevation	429	215	429	215	429	429	-	-	429	All budget will be used to finish the project in Sept/Oct 2023
FHSF Castle Gateway	4,859	2,781	202	(2,579)	5,561	5,561	-	-	5,561	Expecting to spend approx 9.5m with SS college by year end
FHSF Middle Entry	611	684	281	(403)	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 Dec 2023
FHSF College Quarter	11,672	6,031	2,553	(3,478)	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 Dec 2023
Capital Repairs Programme - Castle	-	50	17	(33)	100	100	-	-	100	New project in 2023-24, will start looking for delivery
Fire and Intruder Alarm Renewals at Tamworth Castle	-	30	6	(24)	60	60	-	-	60	New project in 2023-24, will start looking for delivery
Heating Renewals at Tamworth Castle	-	18	-	(18)	36	36	-	-	36	New project in 2023-24, will start looking for delivery
Roofing Renewal at Tamworth Castle	-	55	-	(55)	110	110	-	-	110	New project in 2023-24, will start looking for delivery
Service Area Total	18,223	10,189	3,558	(6,631)	25,878	25,878	-	-	25,878	

Directorate	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
AD People								-		
Replacement It Technology	20	35	30	(5)	70	70	-	-	70	Network refresh to be brought forward due to issued with VMWare
Self Service Customer Portal	10	5	10	5	10	10	-	-	10	Project went live Jan 23. Remaining funds to be used for further development
Endpoint & Web E-Mail Filter	40	20	-	(20)	40	40	-	-	40	Due October 23. Likely to extend for another 1-3 years and then plan to move to revenue budget as part of Microsoft agreement.
Asset Management Database	42	21	4	(17)	42	20	(22)	-	20	Consultancy and training fees expected. Unlikely to spend full budget.
R & R Smart Working IT Requirements	250	125	-	(125)	250	130	(120)	120	250	Remaining funds may be required for digital signage but unlikely to be spent by March 24.
ICT Audio/Visual Technology Town Hall	87	44	-	(44)	87	-	(87)	87	87	In contact with potential supplier. Spend still to be agreed, unlikely to be finalised by March 24. To be reprofiled into 24/25
ITrent HR & Payroll SAAS	-	-	16	16	-	16	16	-	16	Costs relating to 22-23 which should have been accrued
Civica Digital Image Store	-	28	-	(28)	56	-	(56)	-	-	Civica software now outdated. Decision to be made whether to update as far as possible or move to new cloud based software. Unlikely to be spent by Mar-24, may need to be repurposed into the Civica wider system upgrade.
Service Area Total	449	278	59	(218)	555	286	(269)	207	493	
AD Operations & Leisure								-		
Wigginton Park Section 106	11	6	-	(6)	11	11	-	-	11	Volunteers groups slowly returning post pandemic resulting in delay management plan.
Broadmeadow Nature Reserve	11	6	-	(6)	11	11	-	-	11	Projects will be identified and carried out during the current financial year

Directorate	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
Public Open Space Section 106	27	13	-	(13)	27	27	-	-	27	Budget will be used in 2023-24 for play area improvements at Rainscar, to be confirmed.
Street Lighting	69	151	31	(120)	303	303	-	-	303	Ongoing 40+ replacement scheme, works to plan.
Local Nature Reserves	24	12	-	(12)	24	24	-	-	24	Grant funding HLS from Rural Payments Agency. Waiting for quotation.
Amington Community Woodland	757	378	27	(351)	757	757	-	-	757	On hold due to issues on site with levels - with Planning.
Refurbishment Castle Grounds Tennis Courts	10	5	4	(1)	10	10	-	-	10	Majority of work completed.
Refurbishment of Play Areas	35	73	35	(38)	145	145	-	-	145	Contract awarded for £50k. New tender to use £35K (+ £10K from GW1801) for remaining work Celandine but have not been completed.
Balancing Ponds	-	115	-	(115)	230	230	-	-	230	New project in 2023-24, will start looking for delivery
Boardwalk Warwickshire Moor	-	10	-	(10)	20	20	-	-	20	New project in 2023-24, will start looking for delivery
Improved security at Depot including gates, alarms and access	-	60	-	(60)	120	120	-	-	120	New project in 2023-24, will start looking for delivery
Refurbishment of Anker Valley changing rooms	-	125	-	(125)	250	250	-	-	250	New project in 2023-24, will start looking for delivery
Installation of 3G pitches at Anker Valley	-	450	-	(450)	900	900	-	-	900	New project in 2023-24, will start looking for delivery
Renewal of Lighting at Depot	-	25	-	(25)	50	50	-	-	50	New project in 2023-24, Acquisition completed, anticipating full spend. It will be reviewed in December
Street Scene Equipment	-	-	-	-	24	24	-	-	24	New Scheme added in year to be completed by year end

Directorate	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
Service Area Total	944	1,429	97	(1,332)	2,881	2,881	-	-	2,881	
AD Finance										
GF Capital Salaries	-	23	-	(23)	45	20	(25)	-	20	Project Accountant will be in post from end October, therefore underspend projected
Service Area Total	-	23	-	(23)	45	20	(25)	-	20	
AD Assets										
Disabled Facilities Grant	1,262	956	102	(854)	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.
Energy EFF Upgrade Commercial and Industrial Properties	-	38	-	(38)	75	75	-	-	75	Expenditure depends on the vacant units for letting out after the EPC recommendations. None have been identified up-to-date therefore the budget will support the Net Zero scheme
R & R Office Requirements	145	73	5	(67)	145	5	(140)	140	145	Awaiting option appraisal but unlikely to be spent this year, budget will be reprofiled
Town Hall Improvements	-	344	-	(344)	689	-	(689)	689	689	Will not be completed this year, reprofile for now, but it is possible that the project went ahead, then this would be saving
Roofing and renewal of walkways to Caledonian shop	-	43	-	(43)	85	-	(85)	85	85	Leaseholders implications – Project on hold and budget to be reprofiled.
Roofing and renewal of walkways to Ellerbeck	-	28	-	(28)	56	-	(56)	56	56	Leaseholders implications – Project on hold and budget to be reprofiled.
Commercial Lease Bolebridge	-	-	531	531	900	900	-	-	900	New project in 2023-24, Acquisition completed, anticipating full spend. It will be reviewed in December
Service Area Total	1,408	1,481	639	(843)	3,862	2,893	(970)	970	3,862	

Directorate	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
AD Neighbourhoods										
CCTV Infrastructure	-	23	-	(23)	46	46	-	-	46	Scheme to be completed by October
Service Area Total	-	23	-	(23)	46	46	-	-	46	
GF Contingency										
Gf Contingency	100	-	-	-	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled
Cont-Return on Investment	20	-	-	-	20	-	(20)	20	20	No plans to release funds identified as yet, to be re-profiled
GF Contingency Plant and Equipment	100	-	-	-	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled
GF Contingency Castle Curtain Wall	30	-	-	-	30	30	-	-	30	-
Service Area Total	250	-	-	-	250	30	(220)	220	250	
GENERAL FUND TOTAL	21,274	13,422	4,353	(9,069)	33,518	32,034	(1,484)	1,397	33,430	

HOUSING REVENUE ACCOUNT

Directorate	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
AD Assets										
Structural Works	129	165	15	(149)	329	253	(76)	-	253	Cost of the projects identified so far is £140k and there is additional work in the pipeline. At this point underspend figure provided by Contractor is £76k but this will change later in the year
Bathroom Renewals	-	288	287	(1)	575	687	112	-	687	Currently working with contractor to resolve invoicing issues and updating Orchard system to enable accurate monitoring of spend
Gas Central Heating Upgrades and Renewals	845	765	859	94	1,530	1,530	-	-	1,530	20 properties left to complete at High Rise, awaiting quotes for Anker Moor, Ellerbeck, Erindgen and Oakendale, Gas installs: 490 budget left but it is anticipated that the whole budget will be spend.
Kitchen Renewals	-	350	123	(227)	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	-	750	766	16	1,500	1,500	-	-	1,500	Work on track. High volume of work has come through - budget expected to be spent in full
Window and Door Renewals	-	200	168	(32)	400	400	-	-	400	Work on schedule for 80% of the budget - this inc Cheatle Court. Further review will take place later on to ensure the budget is utilised in full
Neighbourhood Regeneration	59	129	83	(46)	259	259	-	-	259	4 - 5 projects planned. Work at Eallingham will start soon (quote received for £80k). Thomas Hardy Court in progress (£28k). It is expected that budget will be spent in full

Directorate	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
Disabled Facilities Adaptations	173	211	51	(160)	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. Minor work has already completed by Equans but we are looking at more cost effective options to deliver the services.
Rewire	180	165	60	(105)	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. In addition, due to changes in best practice, current consumer units need to be upgraded from plastic to metal.
CO2 / Smoke Detectors	-	32	26	(6)	64	64	-	-	64	Number of CO2 detectors have been replaced, and there is more to be done, expected to spend full budget by year end
Insulation	18	9	-	(9)	18	18	-	-	18	Linked with Roofing work - will be spent in full
Works associated with renewal of drainage at High Rise	-	315	659	344	615	831	216	-	831	Overspend due to additional work identified while the project was in process. Virement from other schemes CR4028 and CR4024 - awaiting approval by Cabinet
Renewal of Roofing at Eringden	-	93	-	(93)	185	-	(185)	185	185	Contract with Wates. Due to the fact that the project has to go through a consultation period before the work starts, this scheme won't go ahead this year and budget will be reprofiled
Renewal of Windows at Eringden	-	128	-	(128)	255	255	-	-	255	Linked with Fire Mitigation work on Doors Eringden, Budget will be spent in full
Roofing and renewal of walkways to Caledonian shops (HRA)	-	64	-	(64)	127	-	(127)	127	127	Leaseholders implications – Project on hold and budget to be reprofiled.

Directorate	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
Roofing and renewal of walkways to Ellerbeck (HRA)	-	84	-	(84)	167	-	(167)	167	167	Leaseholders implications – Project on hold and budget to be reprofiled.
Replace High Rise Soil Stacks	360	180	360	180	360	360	-	-	360	Wates have completed this project, which is in line with the Drainage at High Rise.
Sheltered Schemes	106	88	102	14	176	176	-	-	176	Projects have been identified to use the whole budget
Energy Efficiency Improvements	70	35	35	(0)	70	70	-	-	70	Scheme awaiting pricing by Wates, will be utilised this year - linked with loft insulation
Install Fire Doors High Rise	15	7	14	7	15	15	-	-	15	Residual cost from previous year project - budget spent in full
High Rise Ventilation System	120	60	-	(60)	120	-	(120)	-	-	Due to implementation of new regs, this project is postponed to next year. New capital bid have been submitted and this year budget will be supporting SVP project £90,750 - awaiting Cabinet approval. At this point there is £28,250 savings
Fire Risk Mitigation Works	204	252	204	(48)	504	504	-	-	504	Wates quoted for High Rise work identified by Ridge and Partners report. The budget will be spent in full
Damp & Mould Works	72	86	71	(15)	172	172	-	-	172	Work comes though Housing Repairs and is related to Disrepairs /water damage. Currently looking at work such as Insulation etc
Decarbonisation	1,117	559	883	325	1,117	883	(234)	-	883	Project completed, remaining could be made available to fund roof insulation project which is still awaiting costings.
High Rise Refuse Chite Renewals	-	60	11	(49)	135	11	(124)	-	11	Project completed and the budget will be required to assist with other High Rise projects, such as SVP which will require a virement of £124,250 - awaiting Cabinet approval
Sheltered Lifts and Stairlift Renewals	275	317	144	(173)	635	635	-	-	635	No plans for new Sheltered Lifts, the budget should be used up for the stairlifts, appointing Stannah lifts, the final cost not confirmed but if underspend, it will be required next year to clear the backlog of jobs

Directorate	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
Fire Alarm Panel Renewals	50	25	40	15	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	15	-	(15)	30	-	(30)	30	30	There are questions regarding recharges for the scooter storage. This won't happen this year. Budget to be reprofiled.
Upgrade Pump Room at High Rise	-	13	-	(13)	25	25	-	-	25	Installation of filters to the water pumps, project will be completed within next few months
Retention of Garage Sites	314	407	814	407	814	814	-	-	814	Garage retention project ongoing, 6-7 projects will take place this year. Awaiting review of the projects by consultant, following that there will be schedule of work planned for next year. This year budget will be spent in full.
Capital Salaries	-	100	-	(100)	200	200	-	-	200	-
Software Fire Safety Surveys	90	45	-	(45)	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	196	32	(165)	392	392	-	-	392	Awaiting information from EON
Asset Management Software HRA	14	7	4	(3)	14	14	-	-	14	Additional requirement has been identified
Telecare System Upgrades	66	33	-	(33)	66	66	-	-	66	Report has been received, discussions with Housing and Tunstall regarding implementation of this project
Regeneration & Affordable Housing	1,936	1,095	1,179	84	2,186	1,179	(1,007)	1,007	2,186	Wilnecote project is finishing in October, final payment 28 after final completions in December, no plans for purchase property on open market, left over budget to be reprofiled.
Caledonian Depot New Build	1,497	748	336	(412)	1,497	1,123	(374)	374	1,497	work has started, expected completion of 75% this year - 25% to reprofile
Service Area Total	7,780	8,074	7,326	(748)	16,144	14,027	(2,116)	1,890	15,917	

Directorate	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
HRA Contingency										
HRA Contingency	100	50	-	(50)	100	100	-	-	100	To be re-profiled
Service Area Total	100	50	-	(50)	100	100	-	-	100	
HRA Total	7,880	8,124	7,326	(798)	16,244	14,127	(2,116)	1,890	16,017	

3.8 Treasury Management Update – Period 6 - 2023/24

Borrower	Deposit £	Rate %	From	To	Notice
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	-
Cornwall County Council	5,000,000	5.40%	14-Jul-23	15-Jan-24	-
NatWest Bank	5,000,000	6.15%	10-Jul-23	08-Jul-24	-
Lloyds Bank	4,000,000	5.99%	14-Jul-23	12-Jan-24	-
NatWest Bank	5,000,000	5.85%	08-Aug-23	08-Aug-24	-
Southampton City Council	5,000,000	5.85%	18-Sep-23	18-Jun-24	-
Santander	5,000,000	4.67%	-	-	180 days
MMF – Aberdeen	8,615,000	5.25%*	-	-	On call
MMF – PSDF	1,298,000	5.20%*	-	-	On call
MMF – Federated	9,729,000	5.35%*	-	-	On call
Total	68,642,000	5.28%	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.66%	-	-	-
Threadneedle Property Unit Trust	6,056,785	4.82%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.63%	-	-	-
Total	80,604,218	5.13%	-	-	-

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

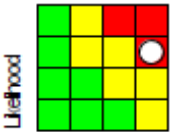

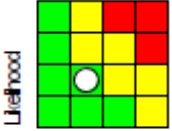





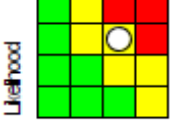

Fund	Initial Investment	Fund Value 30/09/2023	2023/24 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£1,638,075.65	£33,974.37	3.66%	Returns Received Monthly. Received up to Sep-23.
Threadneedle Property Unit Trust	£6,056,785.32	£5,357,932.17	£72,719.89	4.82%	Returns Received Quarterly. Received up to Jun-23
Hermes Federated Property Unit Trust	£4,056,499.57	£3,620,145.98	£36,670.53	3.63%	Returns Received Quarterly. Received up to Jun-23
Total	£11,962,217.92	£10,616,153.80	£143,364.79	4.23%	

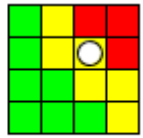

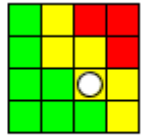

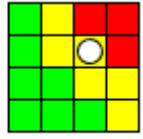

External Borrowing as of 30th September 2023:






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

4. Corporate Risk

4.1 Corporate Risks Summary Quarter 2 2023

Code	Parent Risk Title	Risk	Current Risk Matrix	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	Risk Assigned To
1	Finance/Financial stability 2023/24	To ensure that the Council is financially sustainable as an organisation	 Likelihood Severity	11-Oct-2023	4	3	12		Joanne Goodfellow
2	Governance 2023	To ensure the Council is fully compliant in all legislative requirements	 Likelihood Severity	09-Oct-2023	2	2	4		Anica Goodwin
3	Promoting community resilience and cohesive communities	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'	 Likelihood Severity	17-Oct-2023	2	2	4		Joanne Sands
4	Lack of resources, capacity and right skills in place	Lack of resources, capacity and right skills in place (recruitment and retention) to deliver corporate objectives	 Likelihood Severity	09-Oct-2023	2	2	4		Anica Goodwin
5	Organisational Resilience 2023/24	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future.	 Likelihood Severity	04-Oct-2023	3	3	9		Rob Barnes

6	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure.	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure	 Likelihood Severity	31-Oct-2023	3	3	9		Rob Barnes
7	Information and Data Management	Challenges managing and gaining valuable insight from information and data systems could impede decision making and affect systems viability.	 Likelihood Severity	09-Oct-2023	3	2	6		Zoe Wolicki
8	Inability to deliver economic growth, sustainability and prosperity in the Borough	Lack of economic growth, sustainability and prosperity in the Borough at the levels required	 Likelihood Severity	31-Oct-2023	3	3	9		Rob Barnes

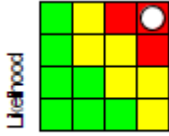
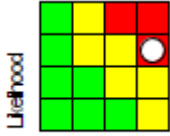
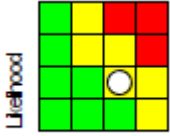
Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

4.2 Detailed Corporate Risk Register Summary 2023.

1 Finance/Financial Viability 2023/24

Corporate Risk Heading	Finance/Financial stability 2023/24
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Corporate Risk	To ensure that the Council is financially sustainable as an organisation
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	4	Severity	3
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	16	Risk Score	12	Risk Score	6
		Date Reviewed	11-Oct-2023	Target Date	

Causes	<ul style="list-style-type: none"> * 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 	Consequences	<ul style="list-style-type: none"> * Inability to plan long term due to uncertainty over future Local Government funding. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25. While this means the Council will be able to retain its business rate growth for 2023/24 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
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	<p>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.</p> <p>* Under utilisation of Assets</p>		<p>* Financial issues leading to the Authority being taken over by Government appointed officers.</p> <p>*Inability to plan investments into assets</p> <p>*Inability to diverse income streams</p> <p>*Social cohesion erosion could occur as public are adversely impacts by cost of living impact – potential for reputable damage for the council if unable to support effectively (or perception to). *Negative public perception may damage Council’s reputation</p>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Monthly Budget Monitoring	31-Mar-2024		Monthly Financial Healthcheck reports to CMT and quarterly to Cabinet	Joanne Goodfellow
Proactive and targeted cost saving analysis and review of reserve funds	31-Mar-2024		Progress against savings and income targets reported as part of quarterly performance report. Review of current levels of reserves and retained funds commenced and to be reported to Cabinet in December.	Joanne Goodfellow
Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members	31-Mar-2024		2023/24 MTFS included review and update of fees and charges and new charges introduced. Other targeted savings built into budget via policy changes.	Joanne Goodfellow

Latest Note	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 outline funding for 2023/24 with indications for 2024/25.
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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.

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 in progress as a potential mitigation to reduce the pressure on lowest income households, and is currently out to consultation.

Corporate Priority affected

Priority2: The Economy

Priority4: Living in Tamworth

Priority5: Town Centre

Corporate Risk Heading Governance 2023

Corporate Risk To ensure the Council is fully compliant in all legislative requirements

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	2	Severity	1
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	12	Risk Score	4	Risk Score	2
		Date Reviewed	09-Oct-2023	Target Date	

Causes	<ul style="list-style-type: none"> * Failure of democratic process * Failure to understand or respond adequately to new or changing legislation or regulation * No horizon scanning of legislative changes * Out of date policies and procedures *Lack of capacity to meet changing demands and priorities *Not enough capacity to plan ahead proactively due to reactive nature of business activity *Decisions made by Members could impact current planned work *Insufficient direction for strategic priorities – may not be fit for purpose which leads to lack of clarity with planning 	Consequences	<ul style="list-style-type: none"> * Prosecution of individuals * Loss of reputation * Adverse impact on Tamworth residents * Authority taken over by Government appointed officers * Increase in costs, Legal and settlement * Potential harm to vulnerable persons, employees and commercial relationships * Legal action * Financial penalties * Reputational damage * Difficulties quantifying what success of objectives/priorities will look like * Impede work that is underway or already planned
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			<ul style="list-style-type: none"> * Additional effort if required to manage workloads from already stretched services *Unable to effectively priorities objectives and workloads *Potential to mis-align resources
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Audit and Scrutiny Committees	31-Mar-2024		Regular meetings in place, training plan for Audit Committee members being developed.	Joanne Goodfellow
Policies and Procedures	31-Mar-2024			Zoe Wolicki

Latest Note appropriate training continues to be delivered for all members

Corporate Priority affected

- Priority2: The Economy
- Priority4: Living in Tamworth
- Priority: Organisation

3 Promoting Community Resilience and Cohesive Communities

Corporate Risk Heading	Promoting community resilience and cohesive communities
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Corporate Risk	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth ‘the place’
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	2	Severity	2
Likelihood	3	Likelihood	2	Likelihood	1
Risk Score	9	Risk Score	4	Risk Score	2
		Date Reviewed	17-Oct-2023	Target Date	

Causes	<ul style="list-style-type: none"> . Lack of strong local leadership (political, community etc) . Failure to provide or signpost support for the most vulnerable in our communities . Lack of communication activity/strategy to engage with local communities . Lack of partnership working and initiatives . Failure to understand local issues . Lack of sustainable approach to community engagement and development which is inclusive and embraces diversity 	Consequences	<ul style="list-style-type: none"> . May be unable to support the vulnerable leading to wider demands on public services . Wider health and employment inequality . Rise in crime or perception of crime . Increased levels of community tensions . Rise in environmental crime? . Lack of civic pride Lack of aspiration
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. Poor educational outcomes and job opportunities Failure to engage with other statutory agencies	
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Commissioning of debt/advice services	31-Jul-2024			Joanne Sands
Community cohesion officer in place	31-Jul-2024			Joanne Sands
Quality open spaces	31-Jul-2024			
Strong Community Safety Partnership in place	31-Jul-2024			Joanne Sands
Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.	31-Mar-2024			Joanne Sands
Support for the Voluntary Sector	19-Jul-2024			Joanne Sands
Tell Us	31-Jul-2024			Zoe Wolicki
Use of insight	31-Jul-2024			Zoe Wolicki
Wellbeing Strategy	19-Jul-2024			Joanne Sands
Wide range of arts, sporting and community events	19-Jul-2024			Joanne Sands

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 Lack of Resources, Capacity and right skills in place

Corporate Risk Heading Lack of resources, capacity and right skills in place

Corporate Risk Lack of resources, capacity and right skills in place (recruitment and retention) to deliver corporate objectives

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	2	Severity	2
Likelihood	4	Likelihood	2	Likelihood	1
Risk Score	12	Risk Score	4	Risk Score	2
		Date Reviewed	09-Oct-2023	Target Date	

Causes	<ul style="list-style-type: none"> *Executive staff turnover may lead to experience/ knowledge loss *Inability to drive public engagement and manage increase in demand/ expectations *Lack of succession planning *Aging profile of organisation *Lack of incentive for young people to work for council *Competitive salary market impedes finding right candidates including not enough applicants for vacant roles *Increased workloads may not leave enough capacity to complete all in a timely manner 	Consequences	<ul style="list-style-type: none"> *Difficulties retaining staff – they may look more external opportunities *Costs of turnover and retraining new starters *Potential for non-compliance with specific roles that require accreditation or specific skills *Ability to respond to regulatory/ statutory changes may be inefficient *Working to prioritised work/ leader decisions * Unable to deliver organisational strategies * Increased turnover/absenteeism Service failure leading to ombudsman intervention and increased compensation claims
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	<ul style="list-style-type: none"> *Lack of capacity to respond to changes regulations due to delays in releasing from the Gov and staff already stretched with current workloads. * Failure to have the organisational structure and a skilled and motivated workforce * Ineffective project management and governance * Ineffective performance management 		<ul style="list-style-type: none"> * Decreased staff engagement and satisfaction resulting in poor performance. Impact on health and wellbeing of existing staff
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Comments,complaints.	31-Mar-2024		Revised Tell us process implemented	Zoe Wolicki
Effective employee relations	31-Mar-2024		Meeting with Trade Union Liaison Group	Anica Goodwin; Zoe Wolicki
Monitoring of staff turnover	31-Mar-2024		Update to CMT and Statutory Officers Group	Anica Goodwin; Zoe Wolicki
Training plan resourced	31-Mar-2024		PDR process revised and underway	Zoe Wolicki
Workforce plan in place	31-Mar-2024		-- enter new status update --	Zoe Wolicki

Latest Note	HR with line managers continue to monitor the impact of all recruitment activity. In addition, training in key areas continues. Additional training budget for members and officers is being submitted as a policy change as part of the budget planning process.
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Corporate Priority affected	<ul style="list-style-type: none"> Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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5 Organisational Resilience 2023/24

Corporate Risk Heading	Organisational Resilience 2023/24
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Corporate Risk	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future.
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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	04-Oct-2023	Target Date	

Causes	<ul style="list-style-type: none"> * Significant event outside of our control e.g. major disaster, pandemic etc. * Staff not aware of action to be taken in the event of an emergency/disaster * Lack of sufficient agile operational options * Lack of corporate overview to understand and effectively prioritise workloads, resource allocation and understand where cross-function collaboration stands. * National and local political interference may impede planning and priorities 	Consequences	<ul style="list-style-type: none"> * Services not delivered * Reduced 'economic attractiveness' * Loss of reputation * Potential to misalign resources * Governance does not provide the full picture * Negative public perception may damage Council's reputation
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Business Continuity Planning	31-Mar-2024		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
Delivery of People and Organisational Strategy	31-Mar-2024			Zoe Wolicki
Develop Project management skills for key staff	31-Mar-2024			Zoe Wolicki
Emergency Planning	31-Mar-2024			Tina Mustafa

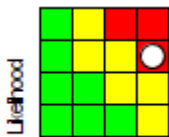
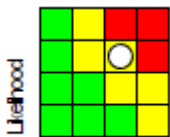
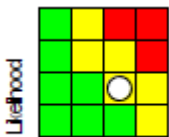
Latest Note	No change
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Corporate Priority affected	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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6 Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure

Corporate Risk Heading	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure.
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Corporate Risk	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	3
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	6
		Date Reviewed	31-Oct-2023	Target Date	
Causes	<ul style="list-style-type: none"> * Staff not aware of action to be taken in the event of an emergency/disaster * Global warming/climate change - severe weather impacts to the Borough * Failure to plan ahead financially for cost implications * Not having the specialist skills in place to develop adverse climate resistant infrastructure * Lack of trained staff to deal with emergencies and over reliance on 3rd parties. 		Consequences	<ul style="list-style-type: none"> * Life and property put in harms way * Extreme weather conditions/impact on business's & communities * Failure to have a plan for recovery/ repairs/ public support Impact on vulnerable people Unable to deliver services 	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1B - Development of infrastructure for acting on Climate Change	31-Mar-2024		Ongoing discussions with BP Pulse over the delivery of an EV charging hub on Riverdrive.	Anna Miller
Emergency Planning	31-Mar-2024			Tina Mustafa

Latest Note	No change form previous assessment.
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Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth
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7 Information and Data Management

Corporate Risk Heading	Information and Data Management -
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Corporate Risk	Challenges managing and gaining valuable insight from information and data systems could impede decision making and affect systems viability.
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	2
Likelihood	3	Likelihood	2	Likelihood	1
Risk Score	9	Risk Score	6	Risk Score	2
		Date Reviewed	09-Oct-2023	Target Date	

Causes	<ul style="list-style-type: none"> *Isolated systems may not support sharing information. *Lack of joined up systems *Non-user-friendly systems may inhibit competency/confidence *Unable to keep up with costs of updating systems 	Consequences	<ul style="list-style-type: none"> *Inability to drive value of decision making from data *Missed or gaps in data could impede tracking progress of work especially with leavers *Not paying for updates to systems could result in vulnerabilities - potential for cyber-attacks. Not making use of data available to us.
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Cyber Security	31-Mar-2024			Zoe Wolicki

Data Protection	31-Mar-2024		Zoe Wolicki
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Latest Note	No change
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Corporate Priority affected	Priority2: The Economy Priority: Organisation
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8 Inability to deliver economic growth, sustainability and prosperity in the Borough


Corporate Risk Heading Inability to deliver economic growth, sustainability and prosperity in the Borough



Corporate Risk Lack of economic growth, sustainability and prosperity 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	31-Oct-2023	Target Date	

Causes	<ul style="list-style-type: none"> * Lack of investment in the Borough * General downturn in the economy due to factors beyond our control * Failure to recognise economic changes * The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases. * Changes in Job market * Inadequate business continuity plans 	Consequences	<ul style="list-style-type: none"> * Economic prosperity declines * Deprivation * Reduced Business Rates income * Tamworth not seen as a positive place to live or invest in * Lack of economic and commercial growth * Unable to recruit key/essential skills * Failure to deliver project outcomes * Failure to deliver corporate plan * Government intervention * Increased customer dissatisfaction * Unrealised benefits
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*Negative public perception may damage Council's reputation







Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
2A - Development of business initiatives to promote start up and growth	31-Mar-2024		<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</p>	Anna Miller

			establish themselves in the town.	
3A - Local plan to improve infrastructure , evening economy and transport links	31-Mar-2024		Issues and options consultation completed	Anna Miller
Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Mar-2024		<p>Asset Management Strategy in draft form with amendments due following Scrutiny Feedback.</p> <p>Resources in place to manage current tenancies and deal with lettings as and when properties become vacant.</p> <p>Key strategic risk assets identified and detailed actions plans in place to deal with potential issues.</p>	Paul Weston

Latest Note	No change from previous assessment.
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Corporate Priority affected	<p>Priority2: The Economy</p> <p>Priority1: The Environment</p> <p>Priority3: Infrastructure</p> <p>Priority4: Living in Tamworth</p> <p>Priority5: Town Centre</p>
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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 2

The internal audit plan for 2023/24 approved by the 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 30th 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 full report is to be presented to Audit & Governance Committee on 23rd August 2023.

The total outstanding actions at the end of Quarter 1 are 64 (13 high, 33 medium, 18 low) 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 Recs	Number of O/S recs – 31 Mar 2023	Number of recs closed during the period Mar 23 – June 23	Number of Additional recs made during Q1	Number of current O/S recs as at 30 June 2023	Overall Movement of rec numbers during the quarter 1
High	12	0	1	13	+1
Medium	34	1	0	33	-1
Low	20	2	0	18	-2

As at 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 Reports

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

6.1 Personal Data Breaches

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

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

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

The table below provides a summary of statistics for Quarter 2 2023.

01 July 2023 – 30 th September 2023 Number of personal data breaches recorded	4
01 July 2022 – 30 th September 2022 Number of personal data breaches recorded	8
Increase / decrease of % compared to same time last year	50% decrease
Highest amount received Quarter 2 2023	September - 2
Lowest amount received Quarter 2 2023	July and August - 1
Reported to the Information Commissioner (ICO)	0
Reported within statutory the timeframe of 72 hours %	N/A
Breach Category	N/A
ICO Findings	N/A
Lesson learnt	N/A

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

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

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

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

The table below provides a summary of statistics for Quarter 2 2023.

01 July 2023 – 30 th September 2023 – total requests received	125
01 July 2022 – 30 th September 2022 - total requests received	119
Increase of % compared to same period last year	5.04%
Highest monthly requests received	55 August '23
Lowest monthly requests received	42 September '23
Responded to within statutory requirement of 20 working days	122
Percentage responded to within statutory requirement of 20 working days	97.6%

High Demand Service Areas

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

Planning	20
Transfer to SCC	19
Multi Department	18

Request Trends

Top 3 topics for FOI/EIR requests in quarter 2 were:

Property CIL Charge Schedules
Existing Service / Contract Provision
Non-Domestic 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 2 2023

01 July 2023 – 30 th September 2023 – Number of Internal review requests received	0
01 July 2022 – 30 th September 2022 - Number of Internal review requests received	1
Increase or decrease of % compared to same period last year	Decrease 100%
Responded to within statutory requirement of 20 working days	N/A
Percentage responded to within statutory requirement of 20 working days	N/A

Information Commissioner

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

The table below provides a summary of statistics for Quarter 2 2023

01 July 2023 – 30 th September 2023 – Number of Enquiries received by ICO	0
01 July 2022 – 30 th September 2022 - Number of Enquiries received by ICO	0
01 July 2023 – 30 th September 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's 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 must be answered within one calendar month from the date the request was received.

The table below provides a summary of statistics for Quarter 2 2023

01 July 2023 – 30 th September 2023 – total requests received	9
01 April 2022 – 30 th June 2022 - total requests received	4
Increase / decrease of % compared to same time last year	125% increase
highest amount received Quarter 2 2023	July - 4
lowest amount received Quarter 2 2023	September - 2
Responded to within statutory timeframe of one calendar month	8
Responded to within statutory timeframe of one calendar month %	88.89%

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 2 2023

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

6.4 Comments, Compliments and Complaints

Summary view of 2023/24 complaints up to end Quarter 2

2023/2024	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Complaints					
Number of Stage 1 Complaints	108	60	48		
Number of Stage 2 Complaints	9	4	5		
Complaints (Overall Total)	117	64	53		
Responses (Stage 1)					
Within SLA	62	35	27		
Outside SLA	46	25	21		
No response recorded	20	15	5		
No response recorded (still within SLA)	1	1	0		
Total	108	60	48		
Responses (Stage 2)					
Within SLA	5	2	3		
Outside SLA	4	2	2		
No response recorded	1	1	0		
No response recorded (still within SLA)	1	1	0		
Total	9	4	5		
Number of Compliments	33	16	17		
Number of Service Requests	335	169	166		
Overall Total	485	249	236	0	0
Member Enq					
Number of Member Enquiries Received	93	93	150		
Response Within SLA	56	56	126		
Response Outside SLA			12		
No response recorded (Note: one may not be required)	37	37	12		
No response recorded (still within SLA)			0		
Total	243	93	150		
Complaints (%) Qtr 2					
Stage 1 - within SLA		60.00	56.25		
Stage 1 - outside SLA		40.00	43.75		
Stage 2 - within SLA		50.00	60.00		
Stage 2 - outside SLA		50.00	40.00		
Overall Contact Total	728				

Detailed view of 2023/24 complaints up to end Quarter 2

Breakdown of Data (Service Area) Qtr 2	Stage 1 Complaint	Stage 2 Complaint	Total Complaints	Stage 1 within SLA	Stage 1 outside SLA	Stage 1 no response (still within time frame)	Stage 2 within SLA	Stage 2 outside SLA	Stage 2 no response (still within time frame)	Total Service Requests	Total Compliments
ASB	2		2	1	1					9	
Benefits											
Car Parks										2	
Castle										1	
CCTV											
Commercial Assets										2	
Council Tax & Revenues	5		5	3	2					8	1
Customer Services										13	1
Democratic Services										1	
Elections											
Environmental Health										8	
Housing Repairs	23	3	26	12	11		2	1		28	4
Housing Repairs Gas											
Housing Repairs Planned	5		5	2	3					5	1
Housing Solutions	5	1	6	4	1		0	1		2	2
Joint Waste										8	
Land Charges / Legal (Right to Buy)											
Multiple Depts	1		1	0	1					4	
Partnerships											
Planning & Development	2		2	2	0					4	
Private Sector											
Rental Income										2	
Sheltered Housing											
Street Scene	4	1	5	3	1		1			38	4
Tenacy Management	1		1	0	1					20	3
Tenancy Involvement Group											
Theatre										1	1
Wardens											
SCC										10	
ICT											
Total	48	5	53	27	21	0	3	2	0	166	17
Overall Total	236										


Complaints Ack within SLA working days) (Qtr 2)	(5)	63	53
%		98.4375	100


Appendix 1 – Strategic Projects Highlight Reports


Asset management Strategy

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Asset management Strategy	Purpose: Development of Asset Management Strategy to guide future of built assets owned by the council. Scope: Review of existing strategy, costed stock condition survey, development of overarching strategy, development of asset management plans.	Overall Project Status	✔	Managed By	Paul Weston
Activities since last period	Surveys completed Gap analysis completed Additional surveys quoted	Planned Activities for next period	Draft strategy document Draft plans	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	None	Resourcing Requirements	External resource in place for surveys	Decisions required from CMT	None
Note	Finalising document to reflect Scrutiny Committee comments.	Date	14-Jul-2023	Author	Paul Weston
	Existing policy review completed. Draft policy reviewed by Scrutiny. Amendments to reflect Member comments are in progress with final draft to be presented to Cabinet for approval. Detailed Asset Management Plans will follow on from the strategy.		11-May-2023		Paul Weston
	Final amendments to be made in readiness for sign off by Members.		31-Mar-2023		Paul Weston
	Draft document has been reviewed by the Asset Strategy Steering Group and Scrutiny. Some Amendments are required. The initial process of Asset Management Plan development has commenced.		03-Jan-2023		Paul Weston


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

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

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

FHSF		Overall Project Status		Managed By	Anna Miller
Activities since last period	Ongoing discussions with Spellers on costs and programme. Work continues on the detailed design work that sit behind the costs. Peel enabling works have started and a sample room in the TEC. Middle Entry/flex costs available and high and Value Engineering work is underway. TEC sample room underway. costs for market Street and bridge in preparation. Highways and landscape design work continue. Party wall discussion underway.	Planned Activities for next period	ISAG in October. A&G in October and Programme Board 1 Nov.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing	Decision making has the ability to increase costs and delay the project, if not made in a timely way. Aiming to get fixed costs across the programme by the end of the year. Aiming for potential Full Council meeting in December to discuss budget and programme scope. RAAC identified in former Christophers retail unit now in TBC ownership. Wider RAAC concerns over the removal of the bridges on middle entry. Specialist surveys are being undertaken.	Resourcing Requirements	Budgets will be exceeded.	Decisions required from CMT	
Note	Costs emerging from the contractor following further design and survey work, coupled with increased costs has led to challenging discussions. The original grant fund from Government will not cover the increased costs and discussions are ongoing around how to mitigate the increases. A report will go to Full Council to request capital money to support the project.	Date	31-Oct-2023	Author	Anna Miller

	<p>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.</p>		14-Jul-2022		Anna Miller
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<p>Gungate</p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders. Scope: Development of land north and south of Spinning School Lane into a mixed use site which will support the town centre by delivering uses that complement the existing offer and increase footfall, choice and prosperity.</p>	<p>Overall Project Status</p>	<p></p>	<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>Agreement on NCP acquisition. Negotiations ongoing on ATIK lease.</p>	<p>Planned Activities for next period</p>	<p>NCP legals to be completed by the end of October and occupation of the car park by TBC in November. Work to start on ATIK/Buzz split design with procured specialists.</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. Unable to move forwards on ATIK disposal and NCP acquisition due to differing priorities.</p>	<p>Resourcing Requirements</p>		<p>Decisions required from CMT</p>	
<p>Note</p>		<p>Date</p>		<p>Author</p>	

Key Workstream	KW Status	KW Assigned To	KW Notes
Delivery north site	✔		Further work required regarding the ATIK/Buzz split in terms of the lease.

Key Workstream	KW Status	KW Assigned To	KW Notes
Delivery south site	✔	Joanne Goodfellow; Thomas Hobbs; Karen Moss	

Key Workstream	KW Status	KW Assigned To	KW Notes
Land Assembly north site	✔	Thomas Hobbs	Just waiting on the Charities Commission to agree to SCC disposal to TBC. Heads of Terms agreed.

Key Workstream	KW Status	KW Assigned To	KW Notes
Land Assembly south site	✔	Joanne Goodfellow; Thomas Hobbs	Acquisition of NCP lease going ahead. Legals to be signed by the end of November.

Key Workstream	KW Status	KW Assigned To	KW Notes
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.

HRA Business Plan including Resident's Survey (STAR)


HRA Business Plan including Resident's Survey (STAR)	Purpose: This plan will detail our ambitions over the next 30 years as to how we manage and look to improve our housing stock. Specifically reviewing the GF contribution to the HRA as part of EMT agreed financial sustainability planning Scope: Reviewing the HRA financial planning around the business plan and how it contributes to the corporate agenda	Overall Project Status	✓	Managed By	Tina Mustafa
Activities since last period	Glen Smith engaged as part of financial modelling and already working with Lynne P on scenario planning to inform development	Planned Activities for next period	PW commissioned ARK to review repairs cost which will significantly impact on the HRA plan	Amber/Red Areas	None
Risks including Stakeholder Issues, budget and timing	Carbon neutral targets will significantly impact on HRA resources (i.e. EPC c+ and electric charging; fuel poverty) HRA currently showing funding gap	Resourcing Requirements	Consultancy support and corporate project team involving finance. Given alignment with self-assessment likely to require project manager	Decisions required from CMT	None
Note		Date		Author	

Key Workstream	KW Status	KW Assigned To	KW Notes
Commission work on HRA business plan drafting and ambitions	✓	Lee Birch; Tina Mustafa	7% rent cap announced by DLUCH Nov 2022. HRA Business plan review underway with external support. Self assessment referenced and HRA business plan impact on 10/11/22 to cabinet


Key Workstream	KW Status	KW Assigned To	KW Notes
Financial Update and Scenario Planning	✓	Joanne Goodfellow	GS(CIH) engaged and range HRA Business Planning and scenario testing sessions being worked through. DLUCH announced rent cap 7% and CPI+1% exempt accomm; to be built into budget setting papers.

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


Local Government Boundary Review


Local Government Boundary Review	An electoral review of Tamworth Borough Council. Purpose: is to consider the number of councillors elected to the council, the names, number and boundaries of the wards, and the number of councillors to be elected to each ward.	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	Still awaiting boundary commission notification	Date	30-Oct-2023	Author	Pardeep Kataria


Net Zero

<p>Net Zero</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>Overall Project Status</p>		<p>Managed By</p>	<p>Anna Miller</p>
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Activities since last period	Third round of recruitment underway. Discussions with Aether to deliver 1) climate change action plan and Tamworth Adaptation Plan using a financial waiver.	Planned Activities for next period	Receive final proposal from Aether and obtain agreement for a financial waiver.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	Difficulty recruiting.	Decisions required from CMT	
Note		Date		Author	

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

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

Key Workstream	KW Status	KW Assigned To	KW Notes
Stage 2			Preparation of tender underway.

Social Housing Regulatory Programme

Social Housing Regulatory Programme		Overall Project Status		Managed By	Tina Mustafa
Activities since last period	<ul style="list-style-type: none"> • Programme now established • Diary of meetings now completed • Projects Scoped • Intensive governance arrangements providing scrutiny (Corporate scrutiny) 	Planned Activities for next period	<ul style="list-style-type: none"> • Internal meeting Tue 7/11/23 to review Programme / Project interdependencies • Board 23/11/23 to consider key areas reported to Cabinet 26/10/23 	Amber/Red Areas	<ul style="list-style-type: none"> • As per individual Project Plans • Risk Map to be reported next time with mitigations
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
Note		Date		Author	

Strategic Review of Leaseholder Service Charges

Strategic Review of Leaseholder Service Charges	The key outcomes will be: <ul style="list-style-type: none"> • Review of the processes used to identify properties for inclusion in programmes • Review of communications relating to leasehold service charges • Review of the legal position related to service charges • Review of contractors and contract pricing • Proposals for interacting with Leaseholders • Assessment of Tamworth Borough Council practices against Best Practice in the sector. 	Overall Project Status		Managed By	Paul Weston
Activities since last period		Planned Activities for next period		Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
Note		Date		Author	

Key Workstream	KW Status	KW Assigned To	KW Notes
1.Procurement of external resources		Trevor Wylie	

Key Workstream	KW Status	KW Assigned To	KW Notes
2.Technical Assessment		Trevor Wylie	

Key Workstream	KW Status	KW Assigned To	KW Notes
3.Legal Assessment		Trevor Wylie	


Key Workstream	KW Status	KW Assigned To	KW Notes
4.Financial Assessment		Trevor Wylie	


Key Workstream	KW Status	KW Assigned To	KW Notes
5.Customer Engagement		Trevor Wylie	

Sustainability Strategy to resolve long term MTFS position

Sustainability Strategy to resolve long term MTFS position		Overall Project Status		Managed By	Rob Barnes
Activities since last period	Project being scoped Report to cabinet March 2024	Planned Activities for next period		Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
Note		Date		Author	

Town Centre Masterplan

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

Key Workstream	KW Status	KW Assigned To	KW Notes
Preparation of Masterplan.		Thomas Hobbs; Anna Miller	Draft received and reviewed.

Thursday, 26 October 2023

Report of the Portfolio Holder for Housing and Planning**Social Housing Regulatory Programme****Exempt Information**

Non-Confidential

1.0. Purpose

- 1.1. To update Cabinet on the comprehensive preparations for the Council's compliance with the Social Housing (regulation) Act 2023. Specifically, the
- Programme Launch and associated Project(s) management infrastructure.
 - Terms of Reference and assurance sought via the Housing & Homelessness Advisory Board
 - Collection of required Tenant Satisfaction Measures in readiness for submission to the Regulator Social Housing by April 2024
 - Procurement of external resources to collate and prepare for submission by April 2024, required tenant perception measures and associated improvement planning.

2.0. Recommendations**Cabinet is recommended to: -**

- 2.1. Approve the **Social Housing Programme** detailed in Annex one. Detailing the Programme Highlight Summary, Eight (8) associated Projects and internal work-shop presentation held 04/10/23
- 2.2. Approve the **Terms of Reference** for the Housing & Homelessness Advisory Board, agreed on the 060923 with Portfolio Holder Housing & planning in consultation with the Labour & independent Leaders / members and the Tenant Consultative Group
- 2.3. Endorse the current Performance set out in the **Tenant Satisfaction Measures**, shown at annex four. And note the Housing & Homelessness Advisory Board will receive these Tenant Satisfaction Measures at each meeting to ensure observations are referred to the relevant Scrutiny Committee(s) for recommendations to Cabinet where performance assurances are sought.
- 2.4. Endorse the Specification to procure specialist resource to undertake, compile and report on the required **Tenant Perception Measures**, forming part of the Tenant Satisfaction measures required for the Regulator of Social Housing by April 2024.
- 2.5. Endorse a 3 monthly review of the programme by the Executive Leadership Team with specific regard to both the work plans and resourcing requirements.

3.0. Executive Summary

- 3.1. The continued delivery of excellent Council housing services directly contributes to the Council’s vision and all its strategic priorities. Cabinet approved recommendations on the [06th April 2023](#) supporting the continued development of the Programme.
- 3.2. The Regulator of Social Housing, Department Levelling Up Communities Housing and the Housing ombudsman continue to require landlords to prepare for compliance of the Social Housing (regulation) Act 2023. Since the last report they have continued to issue bulletins on how they are promoting social housing quality; the most recent on the [2/10/23 outlining the continued emphasis on quality of social housing](#)..
- 3.3. The launch of the Social Housing Regulatory Programme is a significant transformation project and an internal workshop with lead officers on the 04th October 2023 developed the programme infrastructure to ensure preparedness’. Details of the Programme initiation documentation and controls are set out at annex one and describe the programme oversight, risk and resource management, communication messages and key work-streams.
- 3.4. The programme will consist of 8 projects and is detailed in 8.1.8 of the report and will ensure outcomes required by the regulatory are mapped and individual highlights reports reflect progress. These cover the [core requirements](#), specifically: -
- Council Housing Repairs
 - Tenant & leaseholder Involvement
 - Tenancy and Lettings
 - Neighbourhood standards for anti social behaviour and environmental improvements

A series of tenant work shops were held over the summer and the tenant priorities are shown at annex four and now form part of the scope with project leads to formulate a detailed project plan.

- 3.5. The newly established Housing & Homelessness Advisory Board was announced by the leader at Full Council on 26/6/23 and considered at the two panel meetings on the [15/8/23](#) and [6/9/23](#). At these meetings, in view of the new political leadership, [presentations](#) were shared to recap on the progress and agree the Terms of Reference. It is proposed Cabinet note this presentation material and also formally endorse the terms of reference. This Board will keep the work-programme under review but the items for the next meetings supporting the usual Scrutiny recommendations and onward Cabinet decisions are summarised below;-

Housing & Homelessness Advisory Board	23/11/23	15/02/24	25/4/24
	Programme Update	Programme Update	Programme Update
	Tenant Satisfaction Measures Report	Project Update from Leads across all 8	Tenant Satisfaction Measures Report
	Housing Revenue Account Business Plan	Tenant Satisfaction Measures Report	Progress Report for Social Housing (Regulation) Act 2023 Compliance
	Damp & Mould Update	Tenant Satisfaction Survey	
	Private Sector Housing Enforcement		

- 3.6. Landlords are required to collect 22 Tenant Satisfaction Measures to ensure they can be submitted by April 2024. Ten of these measures relate to convention key performance indicators and are in production. The remaining twelve relate to tenants perception and Landlords are required to publish and share with eh RSH the results by April 2024. It is therefore recommended that Cabinet agree the specification so the survey work can commence as per the timetable set out at [annex six](#).
- 3.7. The Government is currently carrying out consultation on a range of matters impacting the programme and this will be brought forward if there is a need for Cabinet decisions. Cabinet should note the summary below:-

Consultation	Closing Date	Detail
Fees	31/10/23	It is proposed to increase the fees to support the RSH role
Consumer Standards	17/10/23	Landlord requirements so tenants live in safe, quality homes have choice and protection and can hold landlords to account
Tenants Rights & Complaints	22/11/23	Seeks views on a proposal to use this power to direct the Regulator to set standards relating to the provision of information to tenants on making complaints, tenants' rights, and relevant regulatory requirements.

4.0. Resource Implications

- 4.1. Council approved on the 28/2/23 the resources, via the 2023/2024 budget setting process, £100k pa for the next two years to deliver the initial programme launch. This provides for Programme/Project Resources via Trueman Change, led by the Assistant Director, together with some ICT resource dedicated to the production of the required Tenant Satisfaction Measures in readiness for submission to NROSH by April 2024. Further amounts were added to the budget for 2023/24 from the receipt of £31k New Burdens government grant.
- 4.2. It is anticipated that once all the Programme Initiation Documentation is completed by each of the project leads this will include an indicative assessment of resources and this will be assessed as part of the Programme control and built into the usual budget setting process to determine its level of priority, impact and risk if not agreed.
- 4.3. A dedicated cost centre has been established for the delivery of this programme and there is no spend to date against the £130,980.00 budget. The monitoring of this spend will be the responsibility of the Programme team and will remain a standing agenda item at the programme's monthly operations meetings. Any further spend requirements will be considered as part of the Councils usual budget setting process

5.0. Legal/Risk Implications Background

- 5.1. Consistent with routine Programme and Project management – each project lead will map their risks. As the programme gets under way, those risks scoring 12 or more will be routinely reported to Audit and Governance so that assurance can continue to be tested and remains consistent with the internal audit completed and reported to cabinet on the [06th April 2023](#).



5.2. All risks will be scored in accordance with the following risk matrix:

		Impact			
		Minor (1)	Moderate (2)	Major (3)	Critical (4)
Likelihood	Almost Certain (4)	4 Moderate	8 High	12 High	16 High
	Likely (3)	3 Low	6 Moderate	9 High	12 High
	Possible (2)	2 Low	4 Moderate	6 Moderate	8 High
	Unlikely (1)	1 Low	2 Low	3 Low	4 Low

5.3 The following programme risks have been identified as scoring 12 and will be escalated through appropriate channels:

Risk	Likelihood	Impact	Mitigating Actions
Reputational Risk – if the Council is not able to comply with data requests and/or fails to meet required standards'	3	3	A resourced team will ensure focus and add capacity to service improvement planning Routine reporting to the Homelessness Prevention & Social Housing Sub Committee to review and to inform Cabinet updates Continued self-assessment and review will ensure preparedness for inspection, this will include undertaking a further self-assessment in 2024; marking the first 12 months of improvement planning
Non-compliance and fined by the regulator for not evidencing high quality housing services	3	4	
Management intervention by the regulator if appropriate resourcing not put in place	3	4	
Internal Audit – substantial assurance is based on continuing to progress the improvement plan, not doing this will result in risk	3	4	
Insufficient resourcing of the programme could put pressure on existing resources	3	4	
Customer dissatisfaction and rising complaints from tenants and leaseholder leading to unmanageable expectations	4	4	

6.0. Equalities Implications

6.1. Adopting a framework for Council Housing service improvement does not in itself present a need for a community impact assessment. However as individual service

improvements are made, then it will be usual for policy proposals to contain the usual community and equality impact assessment.

7.0. Environment and Sustainability Implications (including climate change)

- 7.1. Tamworth Borough Council along with other districts in Staffordshire and Staffordshire Borough Council declared a Climate Emergency demonstrating its commitment to reducing carbon emissions across its property portfolio. The Council recognises that improving energy efficiency in its council housing properties not only benefits the climate by reducing carbon emissions but also improves the quality of life for tenants by reducing energy costs and making homes warmer and more comfortable.
- 7.2. An initial baseline assessment of the Council's housing stock has been commissioned to help identify future investment needs. Making use of Social Housing Decarbonisation Fund monies, the Council has recently completed a scheme that saw the improvement in thermal efficiency of 50 homes and there is budget identified within the future HRA Business Plan for further energy efficient improvements. Work continues to seek out alternative sources of funding to support thermal efficiency improvement projects.

8.0. Matters for Consideration

Trueman Change – Programme Structure and Launch Plan

8.1. Trueman Change – Programme Structure and Launch Plan

- 8.1.1 The Department for Levelling Up, Housing and Communities presented the Social Housing (Regulation) Act 2023 which intended to make provision about the regulation of social housing; about the terms of approved schemes for the investigation of housing complaints, about the powers and duties of a housing ombudsman appointed under an approved scheme; about hazards affecting social housing and for connected purposes.
- 8.1.2 The Social Housing Regulation Act received royal assent on 20 July 2023, and represents a landmark for Housing as it brings forward step changes to improve the standard for social housing for tenants and leaseholders through the introduction of interventionist measures, including:
- Strengthening the Regulator of Social Housing to carry out regular inspections of the largest social housing providers and the power to issue unlimited fines to rogue social landlords
 - Additional Housing Ombudsman powers to publish best practice guidance to landlords following investigations into tenant complaints
 - Powers to set strict time limits for social housing landlords to address hazards such as damp and mold
 - New qualification requirements for social housing managers
 - Introducing stronger economic powers to follow inappropriate money transactions outside of the sector
 - Introducing revised consumer standards
- 8.1.3 The Act also set to introduce revised consumer standards, the consultation for which ended on 17 October 2023 with the intention that the new standards will come into effect from April 2024. These new consumer standards aim reset the focus on:

- Safety and quality of homes
Ensuring decent, safe, warm, repaired and maintained homes
- Transparency, Influence and Accountability
Putting tenants at the heart of decision making
- Neighbourhood and community
Ensuring well-maintained communal open spaces; safer neighbourhoods and local operation with partners and requirements on tackling domestic abuse
- Tenancy
Letting homes in a fair and equitable way that seeks to promote tenancy sustainment.

- 8.1.4 This programme is extensive, however Cabinet should be assured that work to prepare for this programme has been ongoing following the publication of the Social Housing White Paper – A New Charter for Social Housing Tenants in 2023.
- 8.1.5 Trueman Change has been commissioned to provide programme/management resource to deliver the programme. The programme structure reflects the need for a multi-faceted approach to delivery, integrating proposed consumer standards, tenant satisfaction measures, programme governance and controls, stakeholder engagement and resource allocation.
- 8.1.6 Each project will hold its own highlight report which captures key workstream updates, key achievements, stakeholders' updates, resourcing requirements, key risks and issues and items to be presented to Board. Highlight reports will be reviewed fortnightly in collaboration with Trueman Change and presented during the monthly operations meeting.
- 8.1.7 Project leads are expected to adhere to the governance structure and programme controls, with risks and issues escalated through appropriate channels as required, mandatory attendance at highlight report check-in meetings and monthly operations and presenting to Board and relevant scrutiny committees as required. Further information on programme structure and documentation is included as Annex 01.
- 8.1.8 Project Leads attended a 'Project Initiation Workshop' on 4/10/2023 to outline the programme structure and governance controls. There are 8 projects to be delivered under this programme and project leads have been identified, as below:

No.	Project	Lead	Key work packages
1	Safety	Paul Weston Steve Langston	<ul style="list-style-type: none"> - Landlords health & safety responsibilities - Decent homes standards - Investment profile and disrepair - Mould and damp spotlighting
2	Quality	Martin Harper Paul Weston	<ul style="list-style-type: none"> - Quality of the home and repairs policy/standards - Communal spaces and inspections – risk management - Services designed with tenants (e.g. lettable standards)
3	Neighbourhood	Jo Sands Lisa Hall	<ul style="list-style-type: none"> - Partnership working to support tenant's well-being in neighbourhood – vulnerability - Place shaping and partnerships with key providers - Environmental service standards - Grounds and waste management service standards
4	Transparency	Lee Birch Leanne Lea	<ul style="list-style-type: none"> - Tenants voice and role in decision making - Tenant involvement strategy - Tenant satisfaction strategy and survey to be done by 2024 on 12 TSMs for perception (linked to Customer services access with Nicole Smith)
5	Engagement & Accountability	Zoe Wolicki Nikkie Hesketh	<ul style="list-style-type: none"> - Complaints handling in line with ombudsman code

		Nicola Smith	<ul style="list-style-type: none"> - Intelligence and service responses – learning from complaints - Tenant – know you scheme - EDI – tailored access and bespoke customer services
6	Tenancy	Lee Birch Sarah Finnegan	<ul style="list-style-type: none"> - Tenancy conditions & Agreement - Allocations policy - Tenant incentive and home swapper
7	Data Submission	Gareth Youlden	<ul style="list-style-type: none"> - Local Authority Data Return / NROSH changing. - 22 tenant satisfaction measures - Tenant Satisfaction Survey
8	Professionalisation	Zoe Wolicki Jackie Noble	<ul style="list-style-type: none"> - Qualifications for all housing managers proposed - Gap analysis - Consultation RSH on migration period

8.1.9 The governance and oversight structures for this programme are complex due considerations of the consumer standards. It is anticipated that individual projects will be required to attend relevant scrutiny committees as part of their monitoring and reporting requirements. A high-level governance structure has been attached as Annex 02.

Terms of Reference & Assurance via Housing & Homelessness Advisory Board

8.2 Terms of Reference & Assurance via Housing & Homelessness Advisory Board

8.2.3 The Terms of Reference for the Housing and Homelessness Advisory Board were agreed on 15/08/23. These terms reflect the Board's support of putting tenants at the heart of decision making as required by the new Social Housing Regulations.

8.2.4 An amendment to the terms was agreed on 6/9/2023 to reflect the requirement for an equality impact assessment for members to ensure effective participation. The terms of reference for the Housing and Homelessness Advisory Board can be found in Annex 03.

8.2.4 The Board agreed that it would not have decision making powers, however its recommendations and discussions will be tracked to inform future cabinet decision making.

Presentation to Housing & Homelessness Housing Advisory Board (15/8/23 [and 6/9/23](#))

8.3. Presentation to Housing & Homelessness Housing Advisory Board (15/08/23 and 6/9/2023)

8.3.1 The Housing & Homelessness Advisory Board convened on 15/08/23 and 6/9/2023, and were presented on a comprehensive presentation detailing the work to date on the Social Housing Regulatory Programme, a highlight report outline projects to be delivered under the programme and related workstreams and an improvement plan which has been amended with the Tenants Consultative Group to be smart and easily accessible.

8.3.2 The role of the tenant within this programme is understood to be of significant importance. A workshop to conduct a consultation with the Tenant Consultative Group was facilitated on the 4/07/2023 to provide an opportunity to discuss and review the Council's 'Self-Assessment Improvement Plan'. This plan aims to ensure compliance against the existing and forthcoming social housing regulatory standards, a copy of which is included as Annex 04.

8.3.3 A draft governance chart has been developed to highlight the incorporation of scrutiny and board oversight in the programme's governance structure. Scrutiny and board

oversight is tailored to the individual projects within the programme and reflects the scope of the scrutiny committees.

- 8.3.4 The Housing & Homelessness Housing Advisory Board will next convene on the 22/11/2023 and 15/02/2023. The agenda will be circulated to members 5 working days prior to the meeting.

Tenant Satisfaction Measures – Latest performance Report

8.4 Tenant Satisfaction Measures – Latest Performance Report

8.4.1 The Tenant Satisfaction Measures (TSM) provide transparency on how well a social housing landlord is performing in their duties to provide tenants with good quality homes and services.

8.4.2 There are 22 TSMs, covering 5 themes. It is envisaged that 10 of the TSMs will be measured by landlords directly, and 12 will be measured by landlords carrying out tenant perception surveys. A copy of the latest Tenant Satisfaction Measures can be found as Annex 06.

Specification for Tenant Perception Survey as Required by the Regulatory Social Housing by April 2024

8.6. Specification for Tenant Perception Survey as Required by the Regulatory Social Housing by April 2024

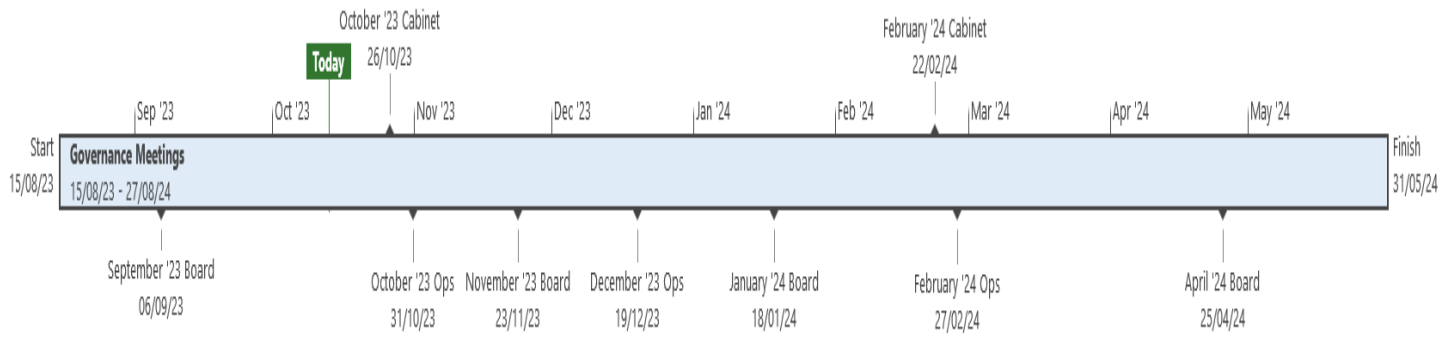
8.6.1 The Council is required to commission an independent organisation to undertake an independent Tenant Perception Survey across all 4320 Council Residents. This survey must meet the Regulator of Social Housing Requirements (as stated within the Regulator of Social Housing's guidance and technical documentation – see [Gov.uk](https://www.gov.uk)).

8.6.2 The Tenant Perception Survey is a requirement under the Tenant Satisfaction Measures Standard, that dictates all registered providers of social housing must collect and report annually on their performance from April 2024. This intends to increase transparency on landlord performance and indicates to the regulator which landlords may need to make improvements for their tenants.

8.6.3 A full specification for the appointed contractor has been created in preparation of the procurement process to appoint a contractor with the necessary technical and legal expertise to administer this survey.

9. Next steps

9.1 The project's key governance milestones have been mapped, highlighting the key dates around highlight reports, operations meetings, Housing and Homelessness Advisory Board and Cabinet, seen here:



Report Author

Tina Mustafa – Programme Director & Assistant Director Neighbourhoods

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Annex One for Cabinet 26th October 2023**26 October 2023****Social Housing (Regulatory) Programme Launch**

1. Purpose

- 1.1. Trueman Change has been engaged by Tamworth Borough Council on the formal launch of the Social Housing Regulatory Programme that intends to progress work to ensure the Council's preparedness of the Social Housing (regulation) Act 2023 ensuring sufficient council housing services for its Tenants and Leaseholders
- 1.2. This report will set out the proposed structure of the Social Housing Regulatory Programme and the eight identified projects to be delivered as part of this programme. This will include project controls and governance.

2. Executive Summary

- 2.1. The SHRP's programme team is a cross fertilized team led by Tina Mustafa and resourced by Trueman Change project and programme managers. This team will have oversight over project delivery and ensure the intended outcomes and outputs are achieved.
- 2.2. A workshop was held on 4 October 2023 that informed project leads of the Programme methodology and governance structure. The SHRP has been structured to reflect the key elements from the Homes and Consumer standards, presented as projects, in order to maximise efficiency of resource and ensure the right leads within the Council staff are delivering project outcomes.
- 2.3. Project leads will use a dedicated space on Tamworth's sharepoint site to consolidate project and programme documentation. This will support compliance with internal auditing processes and document control.
- 2.4. Project leads are working to finalise their work packages and are reviewing this against the proposed consumer standards and self-assessment on tenant perception. Project leads and the Programme team, staffed by Trueman Change project managers, will review and update a highlight report fortnightly, in advance of monthly programme operations meetings. This provides sufficient opportunity to track progress, monitor slippages, escalate risks and monitor interdependencies.

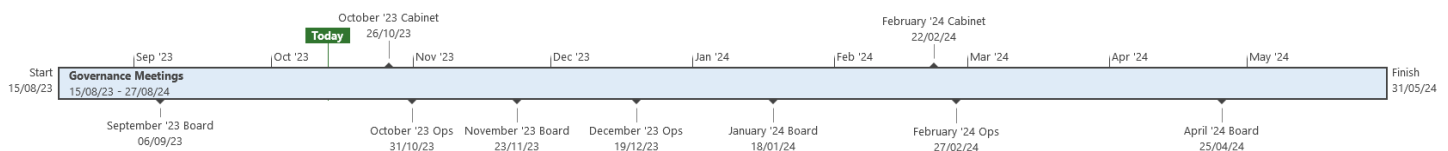
3. Programme and Project structure

- 3.1. The SHRP has been structured to reflect the key elements from the Homes and Consumer standards, presented as projects, in order to maximise efficiency of resource and ensure the right leads within the Council staff are delivering project outcomes.

- 3.2. Additional resource had been acquired through a formal tendering process to procure project management resource from Trueman Change Management Limited. This resource is now fully onboarded and has formed the Programme team to ensure compliance with governance and audit requirement, support individual project leads to deliver intended outcomes and monitor progress.
- 3.3. The SHRP has been structured to reflect the key elements from the Homes and Consumer standards, presented as projects, in order to maximise efficiency of resource and ensure the right leads within the Council staff are delivering project outcomes.
- 3.4. Annex 02, sets out the eight projects that have been identified under this programme and presents the project lead responsible for the project’s successful delivery. These projects will report into the Programme team who will maintain oversight, monitor programme/project controls and facilitate governance requirements.
- 3.5. The programme team have developed a thorough governance process that accounts for existing governance procedures and sets out clear reporting and escalation routes. The Governance process is fully explained within Paragraph 5 of this report.
- 3.6. The Programme Team have facilitated a ‘Project Initiation Document Workshop’ which acted as one of the key ‘kick-off’ meetings for the project. This workshop ensured that all project leads were fully informed of the programme structure, key dates and milestones of the governance process and informed of indicative workstreams their project will need to complete to meet the overall programme objectives.

4. Timeline

- 4.1. SHRP has identified key milestones regarding its governance process. These milestones have been mapped on both a timeline and Gantt chart by the Programme Team and are accessible to all projects.



- 4.2. The Programme Team are mapping individual projects and programme milestones and project work packages. This is to provide clarity on a project and programme level as to work package demands including funding and resourcing.

- 4.3. The Social Housing Regulatory Programme comes into effect from April 2023. This programme intends to have a clear plan of action to meet the Consumer and Home standards, taking into account the results from the Tenant Satisfaction Survey before April 2023.
- 4.4. We understand the consultation on the new consumer standards is set to conclude on 17 October and will await a finalised report to sense check the current workstreams within the project.

5. Governance Process

- 5.1. The key governance milestones identified are: Cabinet meetings, Housing and Homelessness advisory board meetings, Fortnightly highlight report meetings (attended by individual project leads and the Programme team) and monthly operations meetings.
- 5.2. The internal Programme governance meetings include the Fortnightly highlight report meetings and Operations meetings.
- 5.3. The fortnightly highlight report meetings are an opportunity for Project leads and the programme team to meet in order to discuss updates on project delivery over the allocated period. The meetings are an opportunity for project leads to: inform the programme team of any updates, share an updated highlight report, review any risks and highlight those that have changed or require escalation, review resource allocation, upcoming work, progress against targets and discuss interdependencies with other projects.
- 5.4. The monthly operations meetings are attended by all eight project leads and programme. This is to ensure a recurring opportunity to address key risks that have broken tolerances according to the risk matrix, to discuss key project inter-dependencies, progress and barriers to progress, readout of key governance meetings.

6. Highlight Reports

- 6.1. The Programme structure includes highlight reports, developed as per Tamworth Council's corporate templates. These highlight reports provide a snapshot of both the eight individual projects under the Programme, and then a Programme Level highlight report to provide an overview of governance commitments, risk escalations and general project health.
- 6.2. The highlight reports will set out the key workstreams for each project and progress against those workstreams for the time period covered. These highlight reports are key programme documentation that will support the monitoring and reporting of progress to meet the Programme's overall objectives.
- 6.3. Project Leads are required to meeting fortnightly to discuss highlight reports with the programme team and are accessible to all project leads at all times through Tamworth's internal shared drive. This transparency is essential to allow project teams to monitor overall programme health and progress and to track interdependencies between projects.

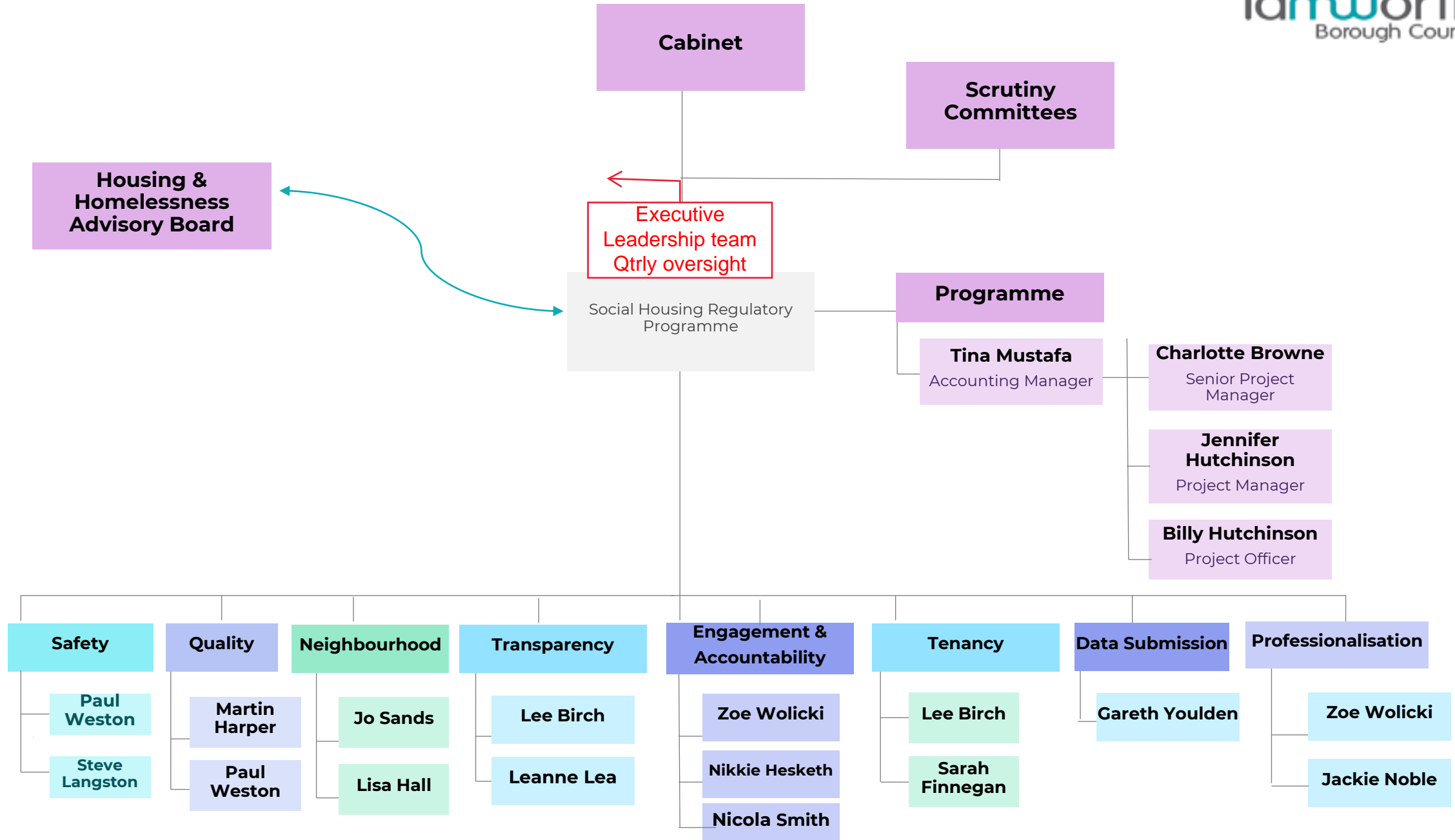
- 6.4. The monthly operations meetings will provide an opportunity for key stakeholders to raise any concerns, comments or questions on highlight reports with the group to foster learning, information sharing and limiting the potential for mis-communication.

7. Resource Statement

- 7.1. The monthly operations meetings will provide an opportunity for key stakeholders to raise any concerns, comments or questions on highlight reports with the group to foster learning, information sharing and limiting the potential for mis-communication.
- 7.2. This project is being delivered alongside Tamworth Council’s business as usual activities. The identification of workstreams and Project Initiation Kick Off meeting have served as key project priorities to set out the scale of the challenge and requirements to effectively manage change. Project leads have been given the opportunity to fully consider their individual work packages and present resource requirements to the Programme Team to contribute to the project’s overall resource map.
- 7.3. Due to resource and time constraints we are aware that this programme will be delivered over a long period of time to reach successful completion. However, in advance of April 2024 it is intended that key processes, workstreams and detailed plan for action with deadlines will be developed to satisfy that progress is being made at pace.
- 7.4. The Programme Team will be responsible for maintaining, reviewing and actioning the resource plan in accordance with the project’s scope, timescales and budget.

8. Risks and Issues

- 8.1. The Programme Team are responsible for monitoring and escalating risks and issues as per the risk register included within the Programme’s Control log.
- 8.2. Project Leads will report fortnightly into the programme team on risks and issues, outlining mitigating actions and risk scores. Where risk scores exceed the tolerance they will be escalated through the identified governance routes including: monthly operations meetings, reporting into the Tamworth Borough Council’s internal audit team, Cabinet and the Housing and Homelessness Advisory Board. When required individual projects will also report into relevant scrutiny committees.



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Housing Advisory Panel

Terms of Reference for the Housing Advisory Panel (HAP)

HOUSING & HOMELESSNESS ADVISORY BOARD

TERMS OF REFERENCE

1. Purpose

The aim of the Board is to debate and inform future Portfolio Holder and Cabinet decisions across all council housing services to ensure compliance under the Social Housing (Regulation) Act and the principles within it; specifically, to monitor the Social Housing Programme which is the Councils agreed approach for its Council Housing Services.

2. Role of the panel

To act as an advisory Board to The Cabinet in relation to the development, implementation, monitoring, evaluation, and review of housing strategies and policies and impact on Tenants and Leaseholders

3. Status

The Housing and Homelessness Board (HHB) is an informal working group. It has no delegated decision-making powers and its advice and recommendations will be reported through the Portfolio Holder of Housing & Planning to The Cabinet. As a result, nominated tenants' & leaseholders' have voting rights on matters considered through the HHB; noting that formal decisions are then for Cabinet &/or Full Council to determine. The HHB has constitutional visibility on this basis.

4. Scope

The scope of the HHB is to focus on matters related to the Councils own housing service and its work-plan will therefore be agreed by its members at the start of each municipal year &/or as determined by the Chair. As the HHB is cross party and does not impact or undermine any of the other Scrutiny &/or statutory committees the membership will seek to limit duplication of work-streams across different working groups and meetings.

5. Membership

The HHB will comprise no fewer than 5 members of the Council and 2 independent members from the Tenancy Consultative group.

As this is an advisory Board political balance does not apply.

The membership will consist of the Leader(s) (or their representative) from all opposition parties together with any other independent councillors; chaired by the Portfolio Holder of Housing & Planning: together with two tenant and leaseholder representatives from the Tenant Consultative Group.

The meeting will be chaired by the Portfolio Holder of Housing & Planning whereupon the method and frequency of meetings will be determined at the start of each municipal year.

By exception if the Chair is unable to attend a representative will attend in their place. Any matters raised not relating to the Chairs Portfolio Holder will be referred to the relevant cabinet member as part of dissemination of the minutes/actions.

The quorum of the panel will be in accordance with the Council's Constitution. Four (4) meetings a year will be scheduled. Other meetings can be arranged on an ad hoc basis when required.

Meetings will be held in private session in view of the informal status of the panel.

6. Operation of the panel

Using the standard conventions in mod gov - agendas and papers for meetings will be circulated 5 working days prior to each meeting. Minutes and action points from each meeting will be recorded and circulated to all members. These documents will be reviewed at the beginning of each meeting.

7. Community & Equality Impact Assessment

This will be kept under review to ensure attendance and participation is maximised for all participants




Consultation with Tenant Consultative Group - 4 July 2023

Committee Room 1, Marmion House



Prioritising the Council's Self-Assessment Action plan ensuring compliance with the social housing regulatory standards








This engage & consultation exercise will;

- ✓ provide our tenants group with the opportunity to opening discuss and fully review the Council's `Self-Assessment Improvement Plan` which aims to ensure compliance against the existing and forthcoming social housing regulatory standards
- ✓ provide our tenants group with the opportunity to list each of the action plan elements in priority order, which will shape and inform the delivery of this plan;




Red = 1	Top priority	
Amber = 2	Medium priority	
Green = 3	Low priority	



















1. Home Standard – Tenant Consultative Group A – Marion Turner, Joan Bennett, Peter Hill, Sally Bond – 4 July 2023




Element	Action	Tenants Preferred Priority Order	Priority order
1. Insulation / roof works plan	Develop a plan and target date for completion insulation/roof works comply decent home standard.	2	
2. Decent homes standard compliance	Report on decent homes standard compliance to members, senior executives & tenants	2	
3. Health & safety compliance	Report on health & safety compliance to members, senior executives & tenants	2	
4. Timescales for works	Cut down timescales for improvement works so less disruptive to tenants	1	
5. Carbon zero housing compliance	Quantify the costs of likely compliance on likely carbon zero targets in housing, from what is current expected to enable future funding provision/compliance	2	
6. Asset management strategy	Refresh & report on the delivery of the asset management strategy to members & senior executives	3	
7. Future expectations reporting	Report on the Council's future expectation for decent homes standard, asset management strategy, housing investment plan, net zero compliance to members, senior executives & tenants	2	
8. Tenant satisfaction measures	Prepare, plan and report on the introduction of regulators 22 tenants satisfaction measures including the performance data to members, senior executives & tenants	2	
9. Refresh council housing business plans	Refresh & report on Housing Revenue Account business plan, property investment plan, asset Management plan once stock condition survey is completed to members, senior executive & tenants	1	
10. Service standards & smart KPI's	In consultation with tenants, develop & publish service standards/smart KPI's for council housing repairs, capital investment, health & safety, disabled adaptations, voids, void gardens which can be monitored/measured by members, senior executives & tenants.	1	
11. Right first time indicators	Develop & report 'Right First Time' compliance to members, senior executives & tenants	1	
12. Repairs policy- tenants suggestions	Capture the changes suggested by tenants on the repairs policy / gather evidence of listening and action on changes proposed.	2	
13. Tenants monitoring service standards	Agree on how tenants will be involved in monitoring new repairs/investment service standards	1	
14. Contractors performance	Report on the contractor performance & repairs satisfaction levels to members, senior executives & tenants	2	
15. Health & safety lead officer	Agree responsibilities and the name of the health & safety officer and share with members, senior executives & tenants	1	
16. Engage tenants	Engage tenants in their safety information, quality of forward repairs and improvement programmes, service delivery, policies etc & evidence the change as a result.	1	

17.	Forward plan	Develop a forward plan for delivery of tenant recommendations	2	
18.	Reflecting tenant suggestions for change	Tenant consultative group minutes need to reflect the changes suggested by tenants and what has happened as a result – evidence the change	2	
19.	Leaseholder charges	Review the leases used for future right to buys homes, to ensure leaseholders pay a share of the safety works	1	
20.	Damp & mould	Consider reporting on damp and mould in-line with recent reports from Housing Ombudsman to members, executive team & tenants	1	
21.	Easy access to information	Agree a process for the new access to information as set out in social white paper – agree on what will be shared on the Council's website – tenants may be able to help define documents of interest	2	
22.	SAP rating plan (standard assessment procedure – home energy performance)	Develop & report SAP rating plan for all property to members, senior executives & tenants	3	
23.	Decant / regeneration policies	Consulting with tenants, members, executive teams before any decisions are made to dispose of homes should this be necessary	2	
24.	Forecasting investment programme	Develop long term forecasting (more than 5 years) to forward think the investment of government targets on compliance for net zero	2	
25.	Spot check void properties	Tenants consultative group would like to spot check voids occasionally to ensure standards are completed	1	
26.	Council housing decoration vouchers	Improve the standard of decoration of council housing void properties and consider increasing decoration vouchers as £25 is no longer enough per room	2	
27.	Disabled adaptations	Agree and report on disabled adaptations waiting list, budget, performance, programme of works etc. to members, executive team and tenants	1	
28.	Damp & mould	Continue to urgently address and prevent any underlying causes of damp. Consider the energy costs to tenants by fitting dehumidifiers	1	
29.	Team structure	Publish roles of officers	2	



2. Neighbourhood & Community Standard - Tenant Consultative Group A – Marion Turner, Joan Bennett, Peter Hill, Sally Bond – 4 July 2023








Element	Action	Tenants Preferred Priority Order	Priority order	
1.	Service standards & KPI's– Environmental Services	In consultation with tenants, develop & publish service standards/ smart KPI's for environmental services/caretaking services/waste management (grass/shrubs/gardens/street cleaning/graffiti removal/bin collections) within housing estates which can be monitored/measured by members, senior executives & tenants	1	
2.	Engage tenants on planned works & policies	Consult/engage on the list of planned works by the Housing Maintenance Officers, to enable tenants to shape/know when the work is planned to enhance their communal areas	1	
3.	Evidence of neighbourhood improvements	Collate evidence of neighbourhood improvements by Housing Maintenance Officers / Neighbourhood Investment programme and share with tenants	2	

4.	Community grant fund	Understand and evidence how Council tenants' benefit from the community grant fund	2	
5.	Recycling	Consider how residents with shared bin chutes could recycle to mee resident demands	2	
6.	Older persons free gardening scheme	Review criteria/ service standards of this scheme to ensure it helps those who need it and not those that don't	2	
7.	Social Value	Maintain evidence of social value from the Housing Maintenance Officers to demonstrate resident driven outcomes / impact assessment of social value	2	
8.	Hate crime records	Maintain separate Hate crime records for the Council	2	
9.	Neighbourhood Investment budget	Streamline the existing 2 stage neighbourhood investment application process, to achieve better value for money	2	
10.	Reflecting tenant suggestions for change	Tenant consultative group minutes need to reflect the changes suggested/recommendations by tenants and what has happened as a result – evidence the change	1	
11.	Tenant satisfaction measures	Prepare, plan and report on the introduction of regulators 22 tenants satisfaction measures including the performance data to members, senior executives & tenants	2	
12.	Easy access to information	Agree a process for the new access to information as set out in social white paper – agree on what will be shared on the Council's website – tenants may be able to help define documents of interest	2	
13.	Strategic working	Consider the benefits of more strategic working with housing association within the neighbourhood	2	
14.	Social value	Consider how social value works from contracts can be evidenced	2	
15.	TAC – Tamworth Advice Centre	Consider collecting data on services and outcomes delivered to Council tenants / evidence how this works supports rent and debt advice for tenants	2	
16.	Engage tenants on ASB & Community safety	Engage tenant in the ASB & Community Safety services	1	
17.	Respect performance indicators	Consider key performance indicators based on tenants view on how KPI's might reflect respect	2	
18.	Services standards & KPI's on ASB including environmental enforcement	In consultation with tenants, develop & publish service standards / smart KPI's for corporate ASB which can be monitored/measured by members, senior executives & tenants	1	
19.	ASB accreditation plan	Develop and engage tenants input into the ASB Accreditation action plan and evidence how tenants have influenced the service/change etc, including updating policies	2	
20.	Team structure	Publish roles of officers / names / purpose / contact details	2	
21.	Legal action	Collate Council tenant legal action which have been successful through direct prosecution/eviction	2	









22.	First point of contact	Triage at the first point of contact, achieve consistent advice from customer services	2	
23.	Service standards & KPI's– council estate management	In consultation with tenants, develop & publish service standards/ smart KPI's for council housing estate management (estate inspections programme, neighbourhood investment) within housing estates which can be monitored/measured by members, senior executives & tenants	1	
24.	Engage tenants	Consult/engage on the list of all planned works, service delivery, policies etc to enable tenants to shape/know when the work is planned to enhance their communal areas and evidence the change as a result	1	



















3. Tenancy Standard - Tenant Consultative Group B – Graham Hull, Iris Clements, Julie Walpole, Andrew Cockrill – 4 July 2023




Element	Action	Tenants Preferred Priority Order	Priority order
1.	Engage tenants	Engage tenants at the start of any policy review, enabling them to share their views on the service and improvements required. Evidence and record the change made as a result	1 
2.	Approach to transfers	Capture TCG comments for the Council's approach to transfers within council homes in the next edition of the policy	2 
3.	Corporate service plans	Ensure corporate service plans are SMART in their layout and approach including a focus on outcomes, milestone, evidence of periodic measurement for assurance of delivery	1 
4.	New build design	Involve tenants in the design of future new build schemes	1 
5.	Survey results	Playback survey results to the team engaged in doing the work which is surveyed, as part of existing review system	2 
6.	Void properties	Clarify with TCG whether and how homes can be occupied prior to completion of all void works	1 
7.	Allocation procedure guide	Ensure the allocations operational procedures are reviewed at the same time as the allocation policy review	2 
8.	Mutual exchange promotion	Be proactive in promoting mutual exchanged as a route to moving home	2 
9.	Tenancy management policy	Ensure tenants are engaged in the review of the due tenancy management policy	2 
10.	Other social housing providers	Consider opportunities to work more strategically with other social housing providers operating in Tamworth	2 
11.	Incentive to move	Work with tenants to gather their ideas and evidence how to review and promote the incentive to move scheme for downsizing	2 
12.	Void letting process	TCG to be more engage in the survey results for new lettings and add to their own ideas to improve	2 
13.	Translation	Consider enabling technology for translation on the Council website and/or ensure key local institutes have been briefed on how to support tenants with access services	2 

14.	Mutual exchange procedures	Refresh mutual exchange procedures with input from tenants including the design and promotion	3	
15.	Service standards & KPI's-void lettings	In consultation with tenants, develop & publish service standards/ smart KPI's for lettings which can be monitored/measured by members, senior executives & tenants	1	
16.	Void performance	Investigate delays in void performance	1	
17.	Access to Marmion house	Clarify access to Marmion house/ customer services	1	
18.	Digital strategy/customer service offer	The council's digital strategy and customer service offer will offer review opportunities to tailor services – obtaining customer profiling data & customer insight	3	
19.	Council committee	Share full schedule of policies and review dates with the appropriate committees	2	
20.	Decant Policy	Ensure tenants are engaged in the review of due decant policy	2	


4. Tenant Involvement & Empowerment Standard - Group B – Graham Hull, Iris Clements, Julie Walpole, Andrew Cockrill – 4 July 2023

Element	Action	Tenants Preferred Priority Order	Priority order
1.	Tenant satisfaction data	Consider tenants satisfaction data including compliments and complaints and evidence who this has been used to enhance landlord services and service planning	1 
2.	Easy access to information	Information on policies, service standards and performance will need to be more explicit for residents to access, including a focus on tenants who are not on-line and ensure they too can access all service information including health & safety and service standards.	1 
3.	Housing Ombudsman – complaints	Change complaints policies and procedures to comply with the latest advice from Housing Ombudsman. Report on-line to capture annual reports on complaints and lesson learnt / share lesson learnt with appropriate committees. Ensure update to complaints policy in-line with the new Housing Ombudsman code, including how the council will accept complaints from advocates	2 
4.	Complaints self-assessment action plan	Publish actions to be taken in the next 12 months to improve complaint handling and outcomes as a result of the annual self-assessment. Use data/findings from Housing Ombudsman website to pick up lesson learnt from other landlords	2 
5.	Housing Ombudsman – complaints	Report on-line to capture annual reports on complaints and lesson learnt / share lesson learnt with appropriate committees	2 
6.	Housing Ombudsman – complaints	Consider the Council's strategic response to any negative findings by the Housing Ombudsman against Tamworth Borough Council	1 
7.	Outcomes from tenant influence	Collate evidence of outcomes from tenant influence on all policies and tenant involvement activities, where tenants have made a positive change to service, satisfaction and performance	2 
8.	Engaging all tenants	Consider how tenants who are not part of tenant groups can influence policy	1 

9.	Share survey improvements	Share improvements made as a result of feedback any survey undertaken with to members, senior executives & tenants	2	
10.	Recruit tenant engagement	Reach out for new diverse residents to join up and engage, both digitally and in meetings/surveys etc. Review the overall approach to engagement to hear from wider tenant base, without losing the skills and commitment of the existing tenants which are valued	1	
11.	Reflecting tenant suggestions for change	Tenant consultative group minutes need to capture the evidence and outcomes of tenant consultation / the changes suggested by tenants and what has happened as a result – evidence the change	1	
12.	Strategic priorities – tenant involvement	Consider how tenants can be involved in shaping strategic priorities with councillors	2	
13.	Policy review tenant involvement	Involve tenants at the outset and at the end of the policy review, to explain changes made / share wider service user comments with tenants including survey data so they understand & consider the wider voice of tenants when agreeing final policies	2	
14.	Suite of service standards	To develop service standards for all services to council tenants with tenants including monitoring, measurement of these standards. Capture how these standards will be defined, developed and monitored in the Tenant Involvement Strategy	2	
15.	Use of other websites	Consider use of on-line websites used by many other landlords to engage digitally with tenants	2	
16.	New compliant service standards	To develop new suite of service standards across all services meeting compliance with new standards	1	
17.	Tenants shaping performance	Enable wider tenant influence and suggestions for improvement on landlord performance and engagement activities. Collate and publish resident influence from TCG and other tenant involvement on satisfaction and performance. Consider how tenant who do not form part of tenant groups can influence performance	1	
18.	Fairness & Respect standard	Consider how the Council can demonstrate it sets and meets a standard of fairness and respect for council tenants	2	
19.	Diversity & Equality	Develop an annual action plan to improve diversity and address inequalities found for council tenants	2	
20.	Repairs Policy	When the new repairs policy is agreed, update the 'keeping tenants informed' document and incorporate into the new policy. Consider how new performance indicators from the Regulator of social housing can be incorporated into the repairs policy and the 'keeping tenants informed' document	1	
21.	Council's website	Review information on the councils website to ensure it is all current and clearly meeting diverse tenant priorities	2	
22.	Tenant handbook	Refresh tenants handbook for general needs tenants or replace with service standards	2	
23.	Digital tenant engagement	Review digital and survey based tenant engagement	2	
24.	Tenant Involvement Strategy	Review and refresh the tenant involvement strategy, consider including the right to manage and includes the council's approach to regulatory compliance on tenant involvement and empowerment. Review the strategy three yearly including tenant scrutiny.	2	
25.	Satisfaction survey	Conduct a survey to meet regulators requirements including publishing results at least quarterly on website including; commentary on actions to address underperformance, how to submit suggestions for improvement.	3	
26.	Benchmarking	Publish benchmarking results	2	

27.	Tenants annual report	Look to other providers and good practice for the annual report content and consult with TCG and more widely on the preferred content	2	
28.	Publishing performance and satisfaction data	Agree an approach to publishing performance and satisfaction data quarterly and annually	2	
29.	Tenant training programme	Develop a training programme for involved residents and consider how it can be widely offered on-line to all residents as well as existing tenant groups	2	

5. Rent Standard

Element	Action	Tenants Preferred Priority Order	Priority order
1.	Rent Setting & Income Management Policies	Update the rent setting & Income Management Policies	1 

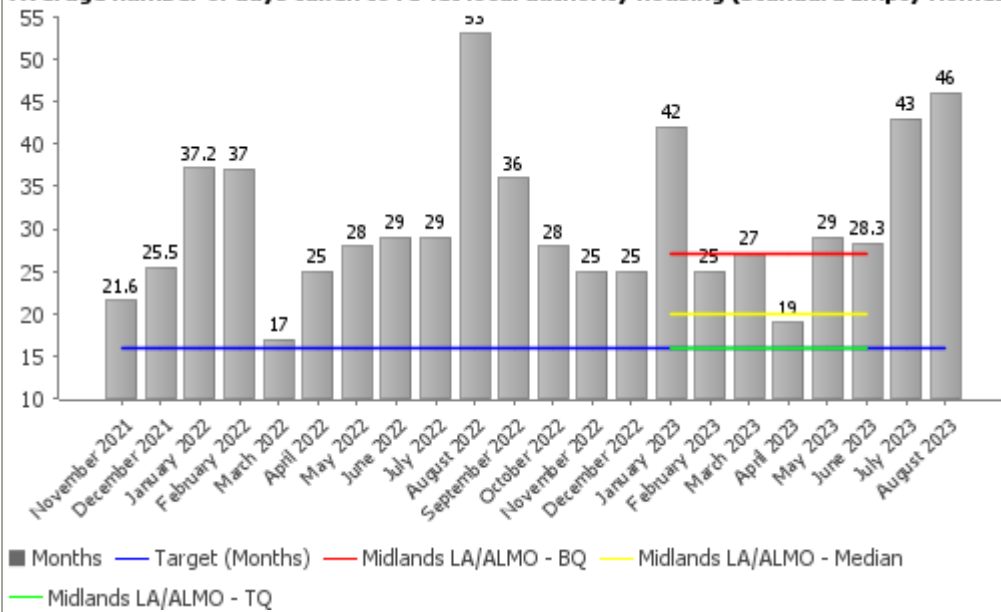
TSM Tenant Satisfaction Measures Report

Generated on: 02 November 2023

Rows are sorted by Code

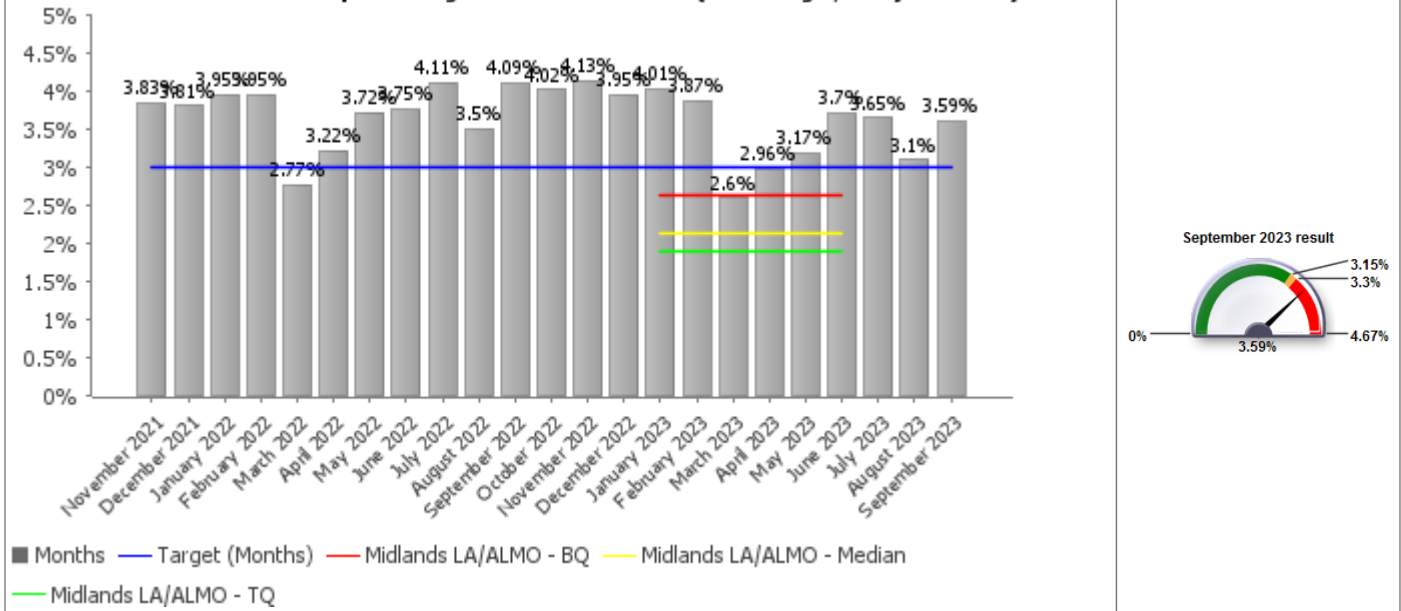
Code	LPI_BV212	Short Name	Average number of days taken to re-let local authority housing (Standard Empty Homes)	
<p>What are we measuring? How many days the standard property was empty. Counting from when the old tenancy ended to when the new tenancy begins for standard property less than £5000 worth of void costs. Outcome Landlord Services believe in meeting people's housing needs and re-letting standard empty homes as fast as possible to minimise applicants time on the waiting list.</p> <p>Non standard properties include: - capital type works i.e. kitchen, bathrooms, roof, windows. - any hard to let properties. - any disabled adapted works. - any miscellaneous that does not reflect routine revenue void turnaround - properties used for decants because of major disrepair</p>				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Lucy Cunnett; Martin Harper	August 2023	17-Oct-2023	46	

Average number of days taken to re-let local authority housing (Standard Empty Homes)

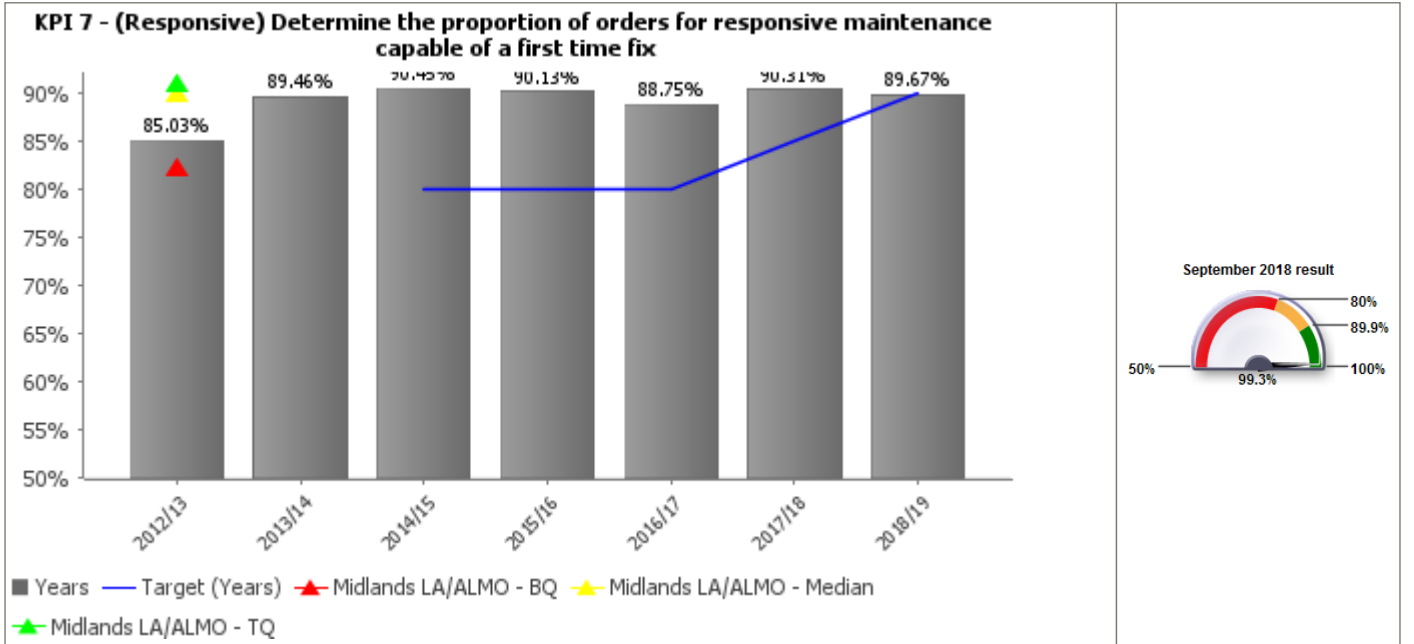


Code	LPI_CSHSRIM111	Short Name	Current tenants arrears as a percentage of the annual debit (excluding h/b adjustments)	
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Julie Clempson; Leanne Lea	September 2023	03-Oct-2023	3.59%	This is the arrears at month end, September 2023, as a % of the annual debit which is £20,832,240

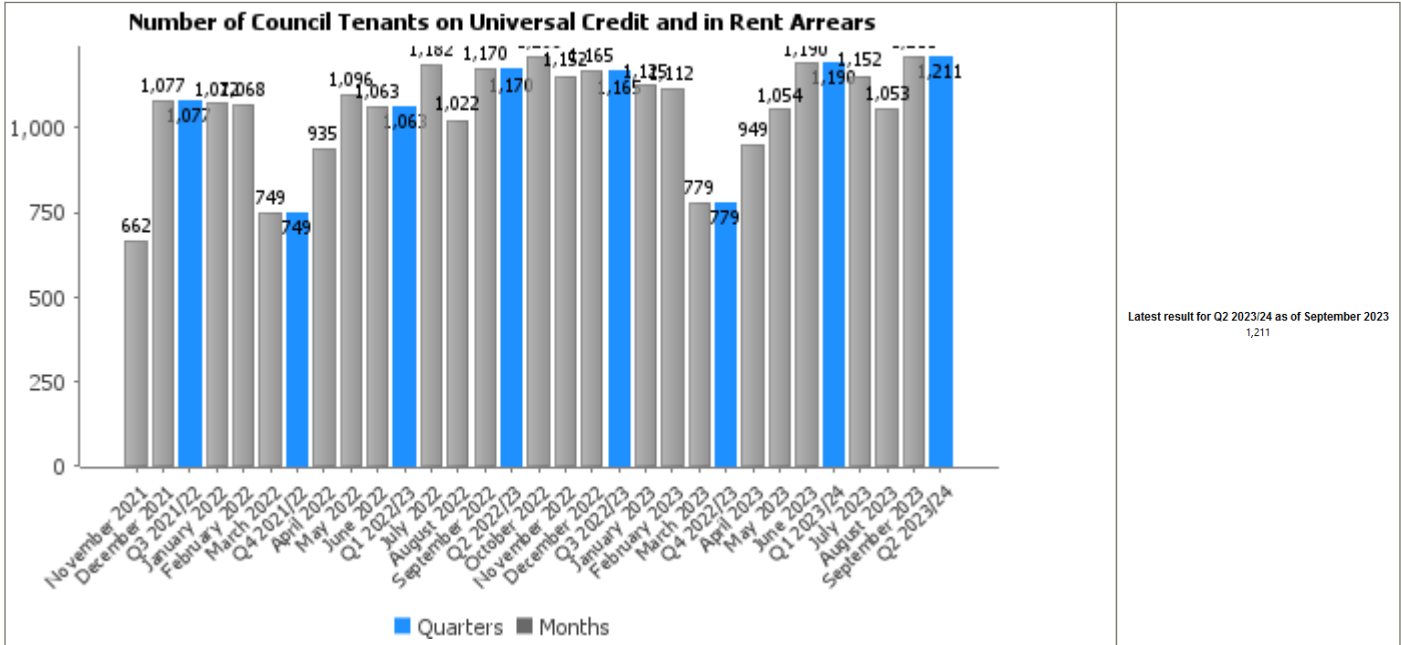
Current tenants arrears as a percentage of the annual debit (excluding h/b adjustments)



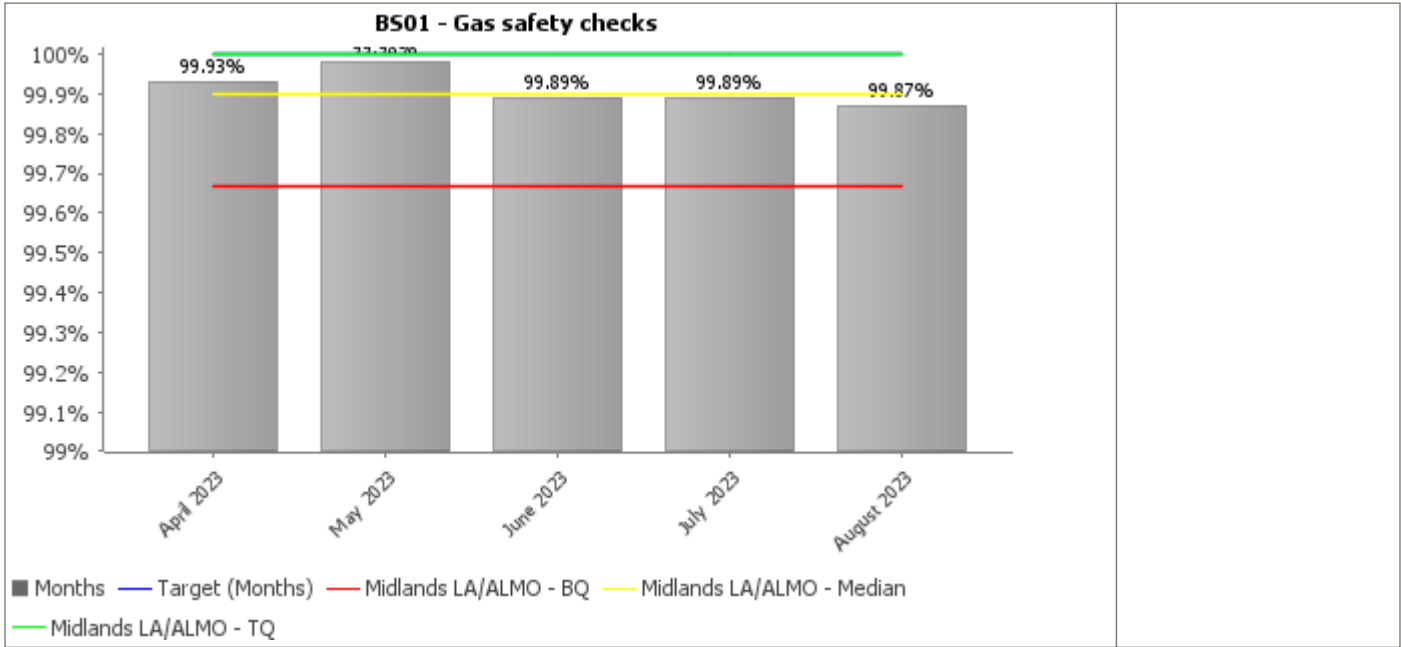
Code	LPI_HMLSHMM012	Short Name	KPI 7 - (Responsive) Determine the proportion of orders for responsive maintenance capable of a first time fix	
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Martin Harper; Paul Weston	September 2018	17-Aug-2023	99.3%	



Code	LPI_UC_010	Short Name	Number of Council Tenants on Universal Credit and in Rent Arrears	
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Julie Clempson; Leanne Lea	Q2 2023/24	03-Oct-2023	1,211	



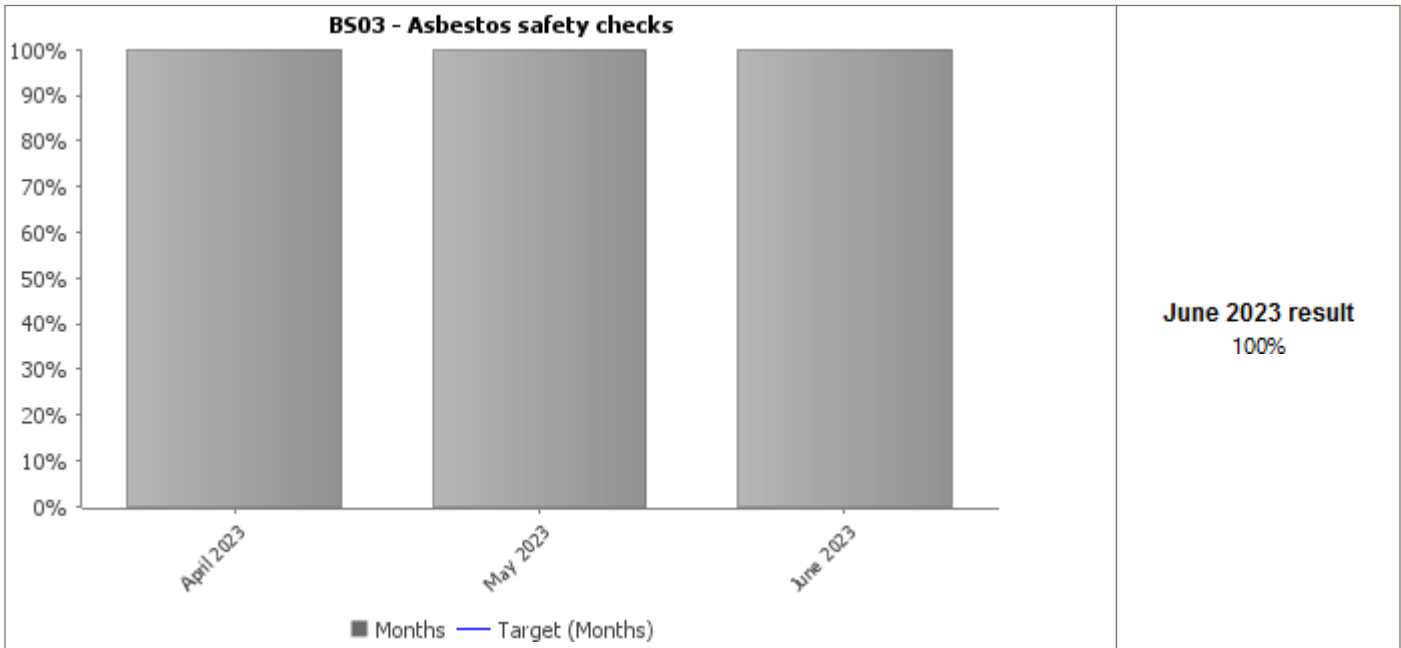
Code	TSM_BS01	Short Name	BS01 - Gas safety checks	
This measure will be based on the percentage of homes that have had all the necessary gas safety checks.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Barry Curtis; Rowena Thomas	August 2023	27-Sep-2023	99.87%	



Code	TSM_BS02	Short Name	BS02 - Fire safety checks	
This measure will be based on the percentage of homes in buildings that have had all the necessary fire risk assessments.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Barry Curtis		01-Aug-2023		



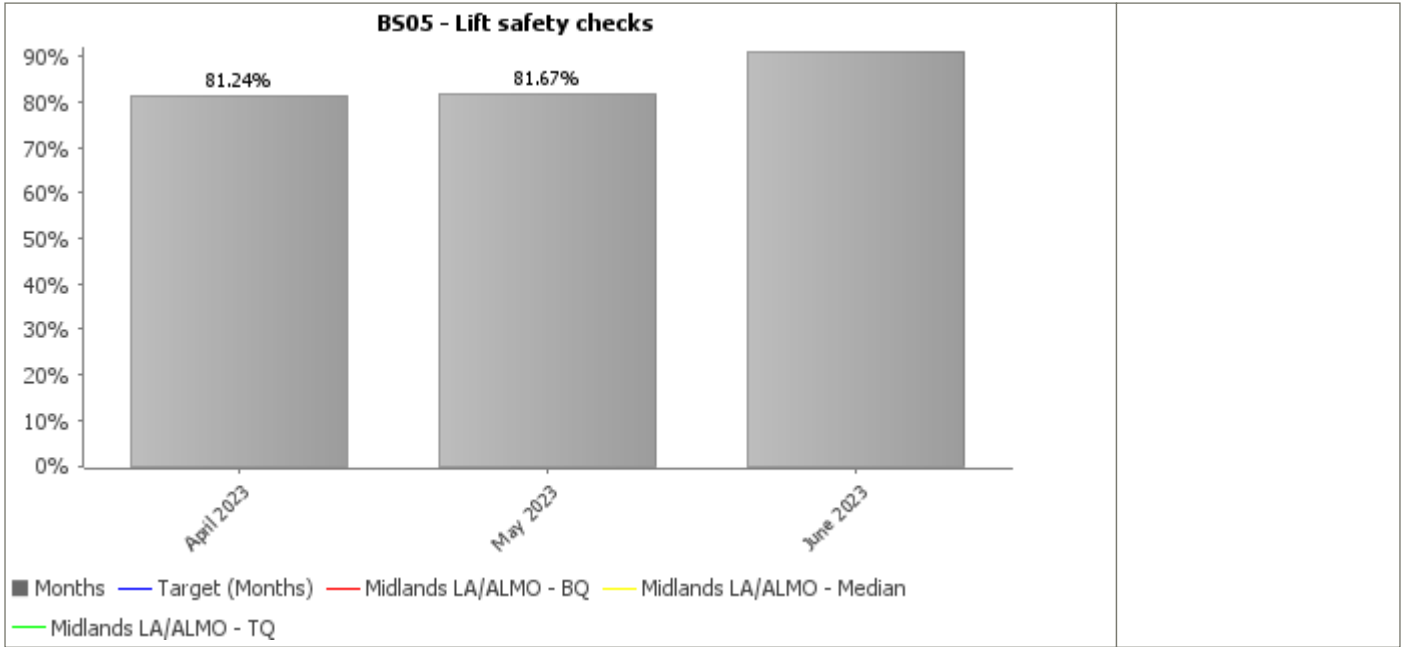
Code	TSM_BS03	Short Name	BS03 - Asbestos safety checks	
This measure will be based on the percentage of homes in buildings that have had all the necessary asbestos management surveys or re-inspections.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Barry Curtis	June 2023	16-Aug-2023	100%	Third party audit programme in place with anniversary dates due August 2023. Internal audit to review tracker to ensure evidence based performance and management actions being progressed (PW)



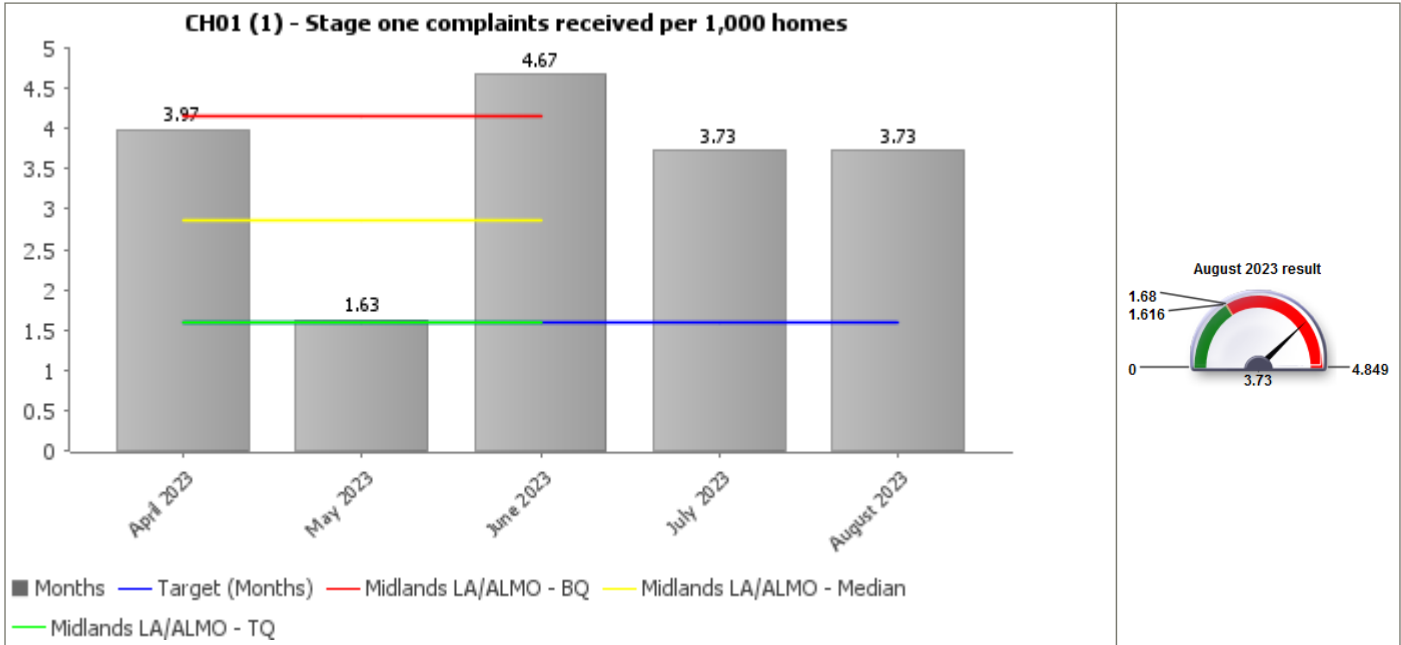
Code	TSM_BS04	Short Name	BS04 - Water safety checks	
This measure will be based on the percentage of homes that have had all the necessary legionella risk assessments. Legionella is a bacteria that can make people ill if it gets into water supplies.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Barry Curtis		01-Aug-2023		



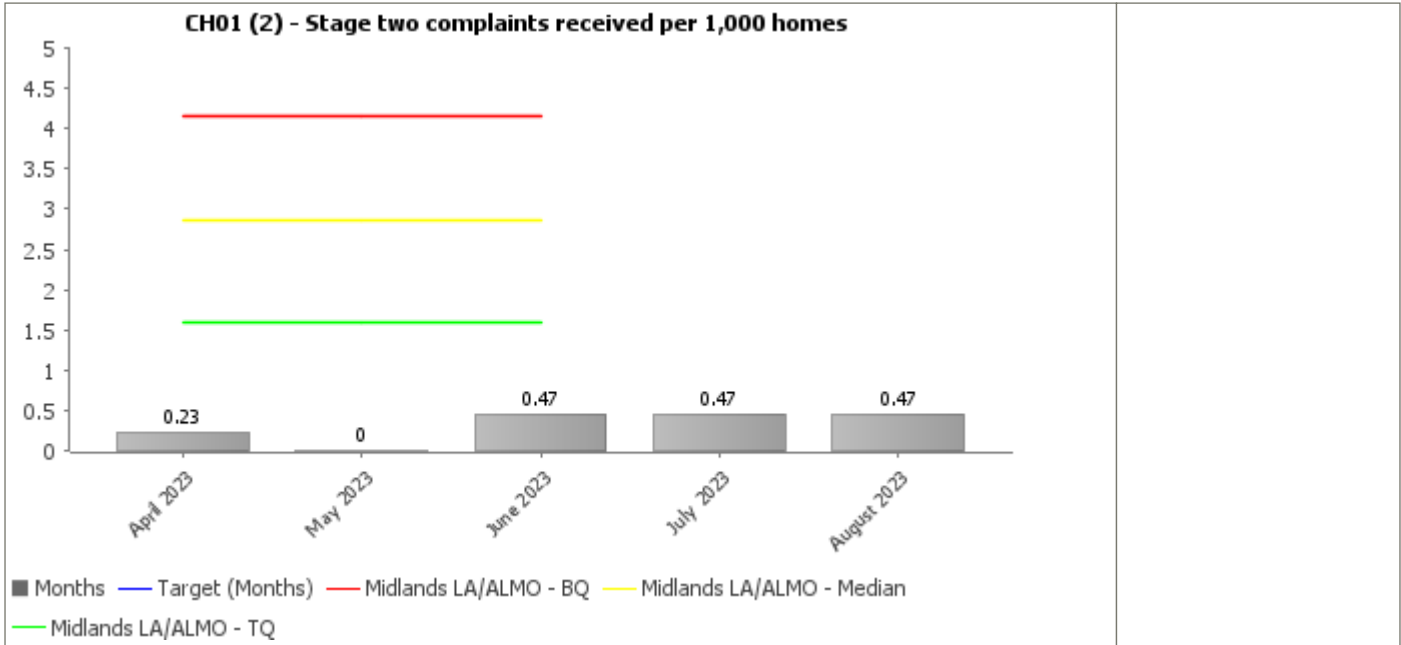
Code	TSM_BS05	Short Name	BS05 - Lift safety checks	
This measure will be based on the percentage of homes in buildings where the communal passenger lifts have had all the necessary safety checks.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Barry Curtis	June 2023	17-Aug-2023	91.18%	



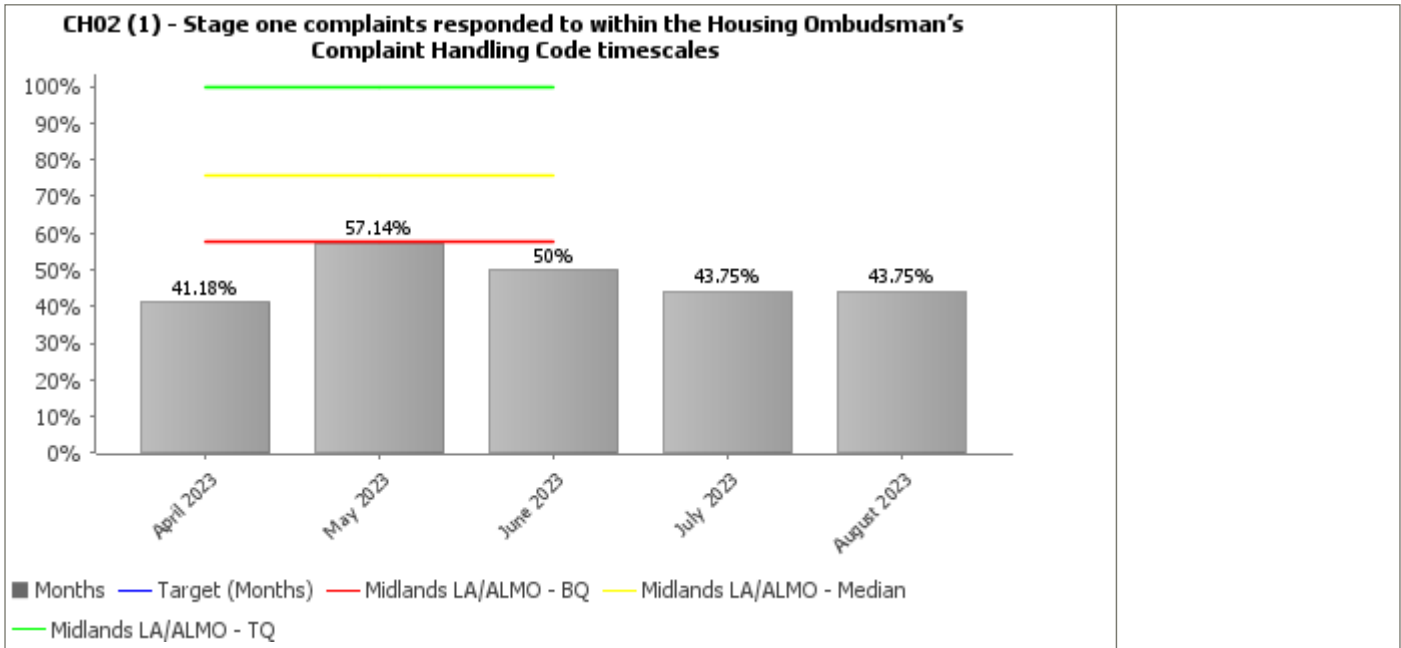
Code	TSM_CH01 (1)	Short Name	CH01 (1) - Stage one complaints received per 1,000 homes	
This measure will be based on the number of complaints the landlord receives for each 1,000 homes they own.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Nicola Hesketh	August 2023	17-Oct-2023	3.73	



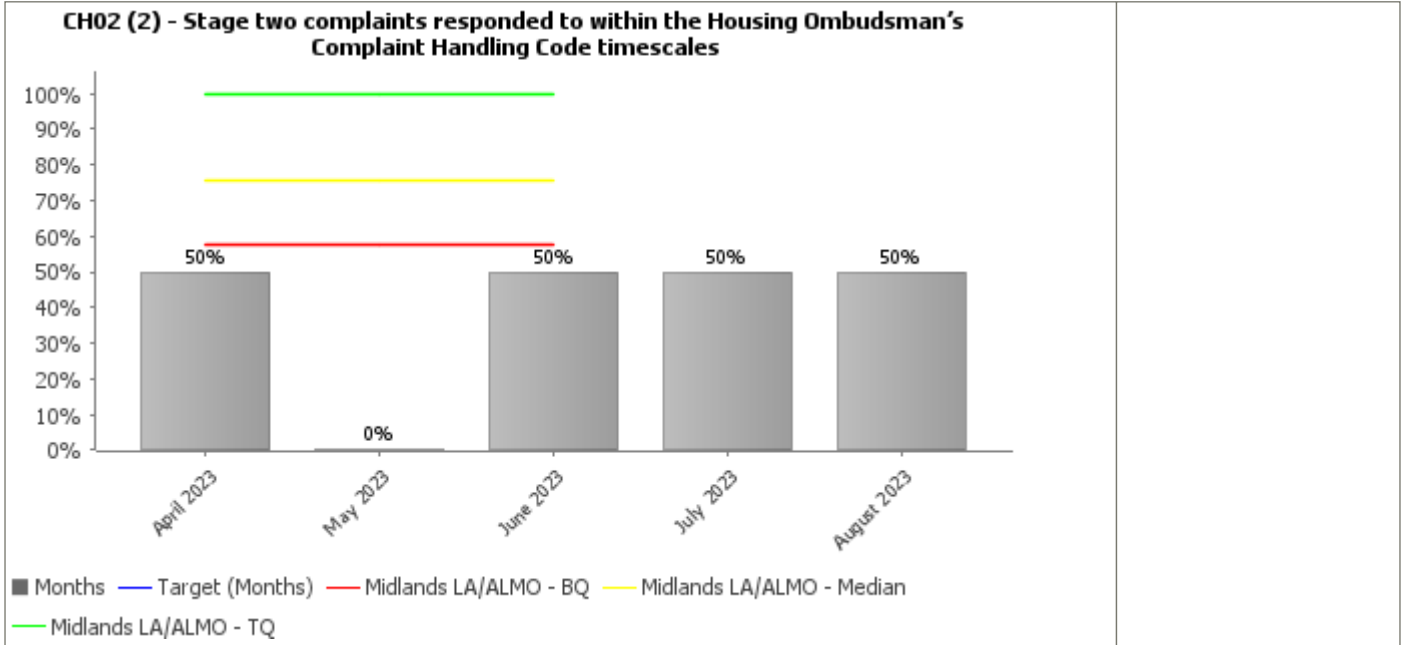
Code	TSM_CH01 (2)	Short Name	CH01 (2) - Stage two complaints received per 1,000 homes	
This measure will be based on the number of complaints the landlord receives for each 1,000 homes they own.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Nicola Hesketh	August 2023	17-Oct-2023	0.47	



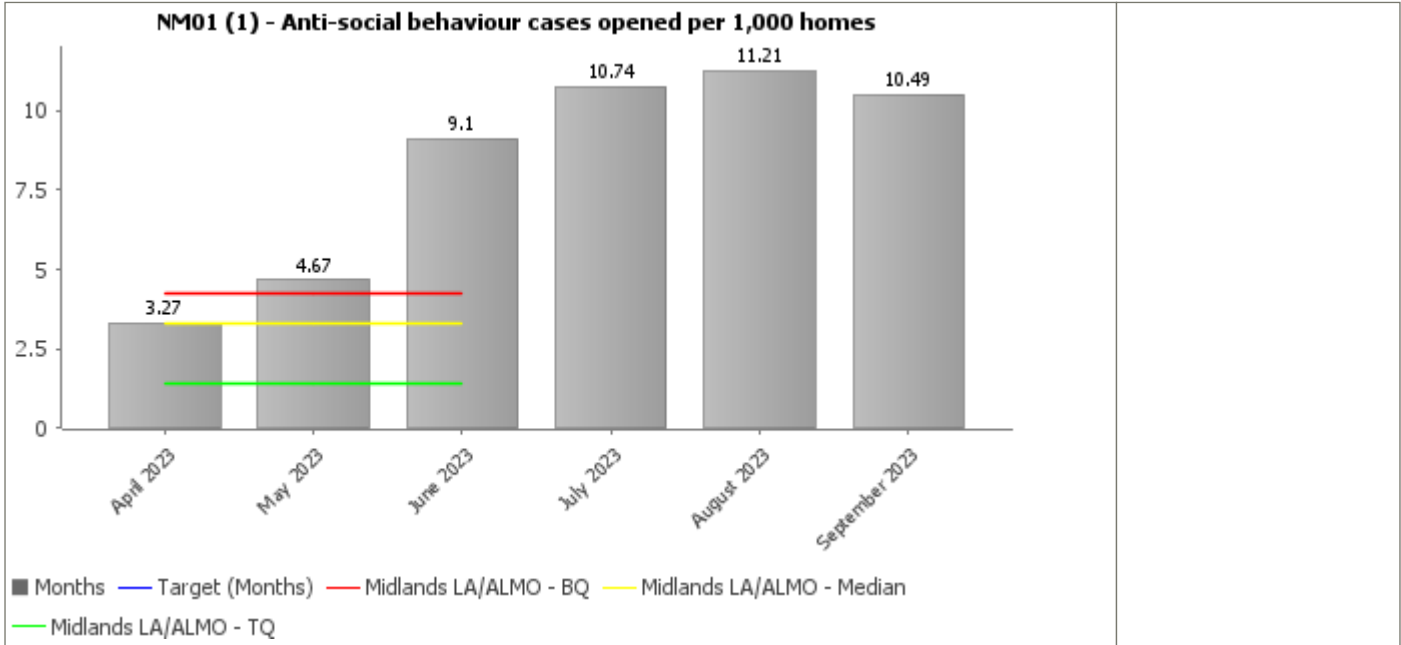
Code	TSM_CH02 (1)	Short Name	CH02 (1) - Stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	
<p>This measure will be based on the percentage of complaints the landlord responds to within the times set by the Housing Ombudsman's Complaint Handling Code. All social housing landlords have to follow this Code. The Housing Ombudsman is an independent organisation that tenants can ask to look at complaints about social housing landlords. Find out what the Complaint Handling Code says at: https://www.housing-ombudsman.org.uk/landlords-info/complaint-handling-code/</p>				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Nicola Hesketh	August 2023	17-Oct-2023	43.75%	



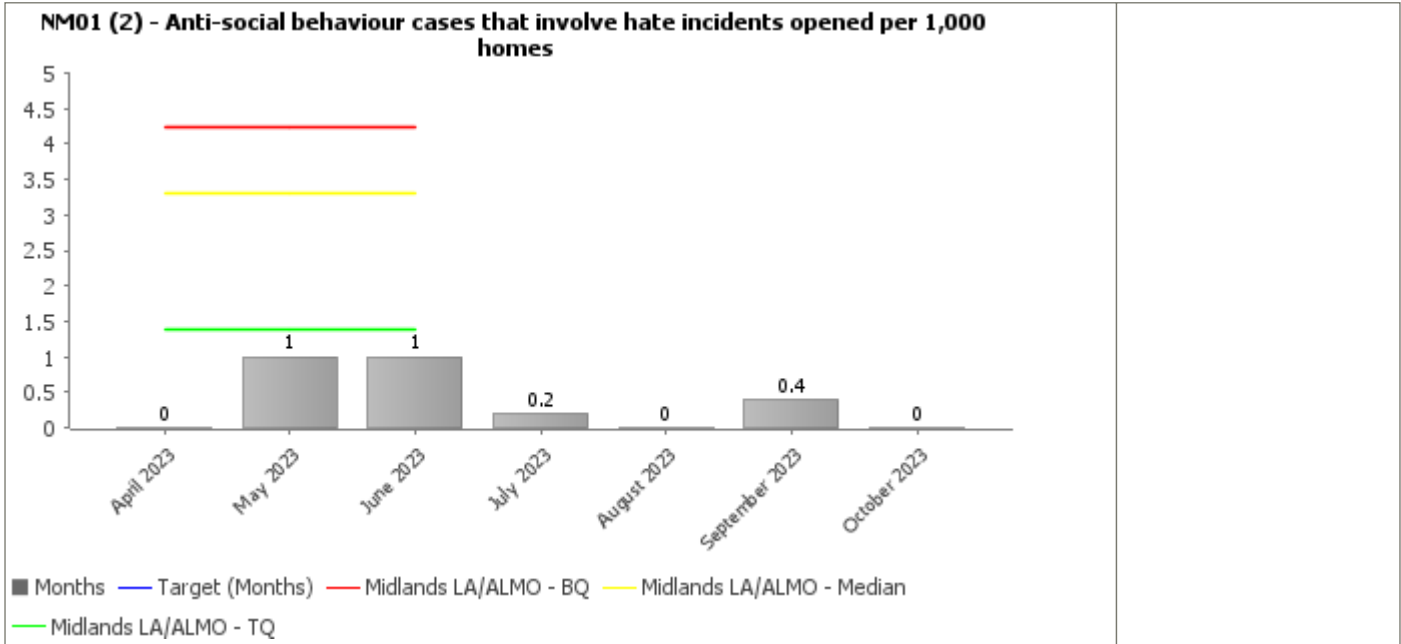
Code	TSM_CH02 (2)	Short Name	CH02 (2) - Stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	
<p>This measure will be based on the percentage of complaints the landlord responds to within the times set by the Housing Ombudsman's Complaint Handling Code. All social housing landlords have to follow this Code. The Housing Ombudsman is an independent organisation that tenants can ask to look at complaints about social housing landlords. Find out what the Complaint Handling Code says at: https://www.housing-ombudsman.org.uk/landlords-info/complaint-handling-code/</p>				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Nicola Hesketh	August 2023	17-Oct-2023	50%	



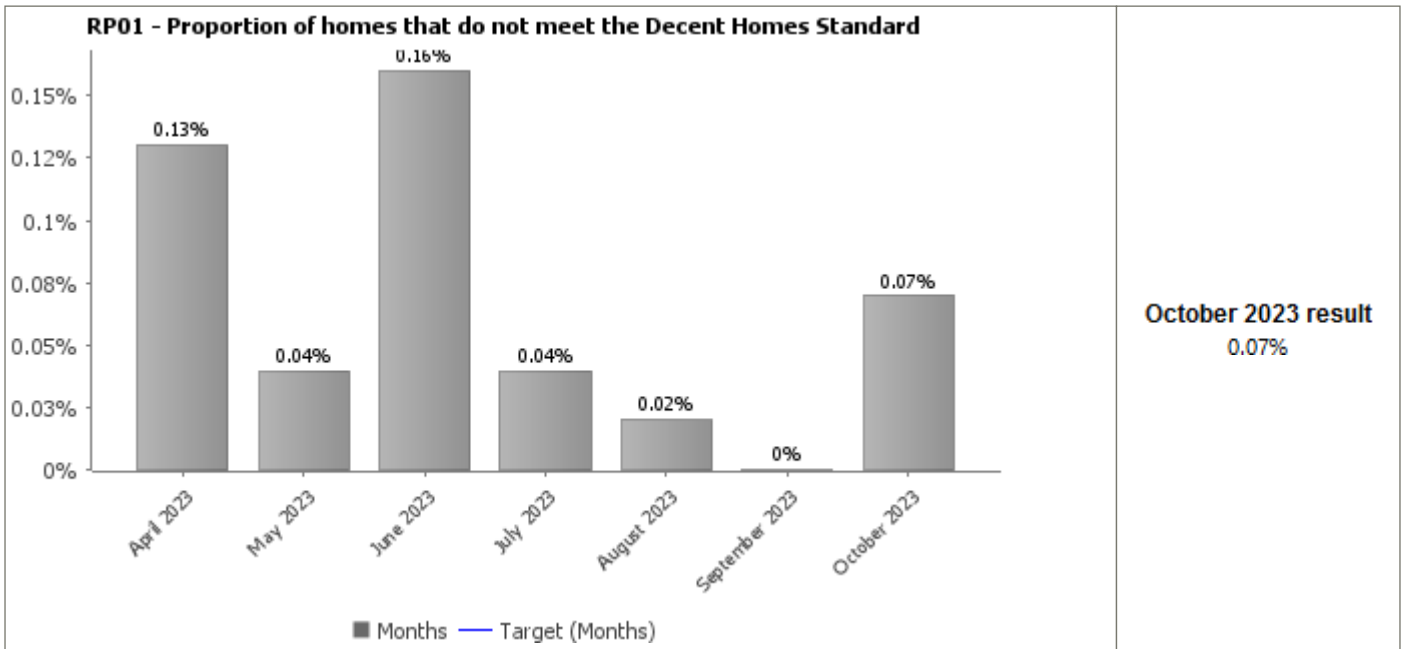
Code	TSM_NM01 (1)	Short Name	NM01 (1) - Anti-social behaviour cases opened per 1,000 homes	
This measure will be based on the number of anti-social behaviour cases opened for each 1,000 homes the landlord owns.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Lee Birch; Julia Gibbs	September 2023	11-Oct-2023	10.49	45 new cases - properties owned 4288



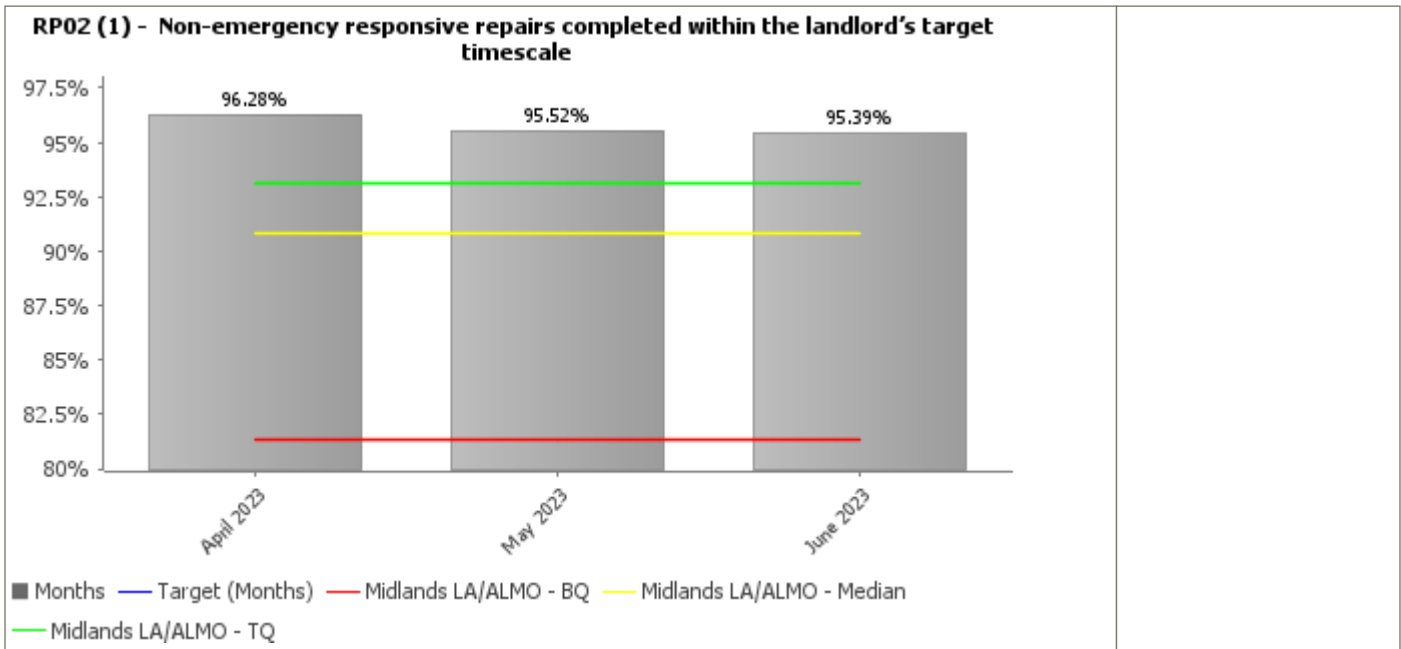
Code	TSM_NM01 (2)	Short Name	NM01 (2) - Anti-social behaviour cases that involve hate incidents opened per 1,000 homes	
This measure will be based on the number of anti-social behaviour cases opened for each 1,000 homes the landlord owns, including the number of cases that involve hate incidents.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Lee Birch; Julia Gibbs	October 2023	02-Nov-2023	0	No hate reports in October 2023



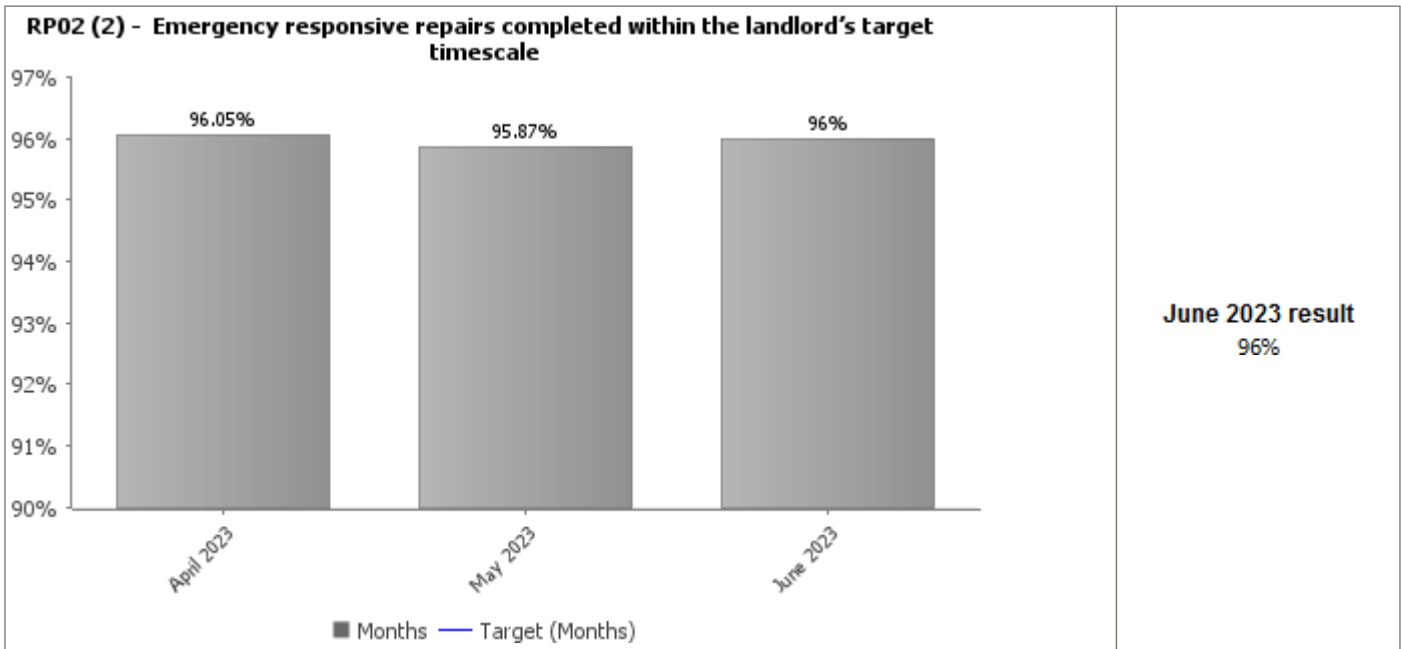
Code	TSM_RP01	Short Name	RP01 - Proportion of homes that do not meet the Decent Homes Standard	
This measure will be based on the percentage of a landlord's homes that do not meet the Decent Homes Standard. This is a government document describing conditions that social homes should meet.				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Ann Summers; Paul Weston	October 2023	01-Nov-2023	0.07%	3 Disrepair cases received in October making a total of 21 claims since 01.04.2023 Data is untested as awaiting a stock condition survey due March 2024



Code	TSM_RP02 (1)	Short Name	RP02 (1) - Non-emergency responsive repairs completed within the landlord's target timescale	
<p>This measure will be based on the percentage of repairs the landlord has done within the target time they have set for themselves. As part of this measure, landlords will have to make these target times public. This will measure both emergency and non-emergency repairs requested by tenants. Repairs planned by the landlord will not be included.</p> <p>Shared ownership homes will not be included in these five tenant satisfaction measures as repairs to these homes are the shared owner's responsibility, not the landlord's.</p>				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Martin Harper	June 2023	01-Aug-2023	95.39%	



Code	TSM_RP02 (2)	Short Name	RP02 (2) - Emergency responsive repairs completed within the landlord's target timescale	
<p>This measure will be based on the percentage of repairs the landlord has done within the target time they have set for themselves. As part of this measure, landlords will have to make these target times public. This will measure both emergency and non-emergency repairs requested by tenants. Repairs planned by the landlord will not be included.</p> <p>Shared ownership homes will not be included in these five tenant satisfaction measures as repairs to these homes are the shared owner's responsibility, not the landlord's.</p>				
Ownership Assigned To	Performance Data Last Update	Settings Last Modified Date	Performance Data Current Value	Notes & History Latest Note
Martin Harper	June 2023	01-Aug-2023	96%	



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SPECIFICATION – TENANT SATISFACTION MEASURES: TENANT SURVEY

1. Introduction

The Council requires a specialised external organisation with both the technical and legal expertise, to prepare and undertake an independent **Tenant Perception Survey** across all 4320 Council tenants, that must meet the Regulator of Social Housing requirements (as set out within Regulator of Social Housing's guidance and technical documents available on gov.uk website; [Tenant Satisfaction Measures Standard - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/612227/Tenant_Satisfaction_Measures_Standard_-_GOV.UK.pdf), including;

- *Tenant Satisfaction Measures: Tenant Survey Requirements*
- *Tenant Satisfaction Measures: Technical Requirements*
- *Tenants Satisfaction Measures: Summary of Requirements*
- *Tenant Satisfaction Measures: Guidance on the submission of data to the regulator*
- *Tenant Satisfaction Measures: FAQ's*

The Contractor with the support of the Council will;

- Review and fully understand the Regulator of Social Housings Tenant Survey Requirements, including the scope and approach which are detailed within the Regulators guidance and technical documents.
- Produce and deliver a Tenant Perception Survey to all 4320 Tamworth Borough Council tenants, which meets the Regulators timeframe and requirements, including the publication of summary of approach.
- Collect the tenant perception survey response data, which meets the Regulators timeframe and requirements.
- Calculate and process the tenant perception survey, with meets the Regulators timeframe and requirements.
- Produce a report setting out the tenant perception survey response data/information in a suitable format, in readiness for the Council to annually submit the data returns to the Regulator.
- Produce and present a report on the tenant perception survey responses/findings along with recommendations for improving tenant satisfaction.
- Produce a Tenant Satisfaction Improvement action plan.
- Prepare and publish the survey performance against the tenant satisfaction measures in a manner and format that is timely, clear, and easily accessed by tenants.

The Council will meet and agree the key milestones with the Contractor and plan to ensure that all items listed in 3 below are delivered at the relevant points. The indicative milestones listed below are when the Council will expect work packages to be completed, but these will be agreed as part of the initial discussion with the Contractor.

Outcome	Lead	Timescales
Commissioning of Contractor.	The Council	Oct/Nov 2023
Submission of proposed project programme plan, methodology/approach plan, project timetable during the inception meeting.	The Contractor	Oct/Nov 2023
Complete an initial desk top review – to establish and understand the Regulator of Social Housing Requirements for the Tenants Survey, as set out within their guidance and technical documents ` <i>Tenant Satisfaction Measures: Technical Requirements</i> and <i>Tenant Satisfaction Measures: Tenant Survey Requirements etc.</i>	The Contractor with the Council supporting with document requests	Dec 2023
First draft of survey, covering letter and communication programme.	The Contractor	Dec/Jan 2023
Produce and deliver the tenant perception survey.	The Contractor	Jan 2023
Communication programme will continue throughout the entire duration of this programme with all stakeholders.	The Contractor	Throughout the entire programme
Collect the tenant perception survey responses.	The Contractor	February 2024
Calculate and process the tenant perception survey responses.	The Contractor	February 2024
Produce a report setting out the tenant perception survey response data/information in a suitable format, in readiness for the Council to annually submit the data returns to the Regulator.	The Contractor	February 2024
Produce and present a report on the tenant perception survey responses/findings along with recommendations for improving tenant satisfaction. The report will be presented to the Council's leadership teams, tenant groups and then to a Cabinet meeting.	The Contractor	March 2024
Produce a Tenant Satisfaction Improvement action plan.	The Contractor	March 2024
Prepare and publish the survey performance against the tenant satisfaction measures in a manner and format that is timely, clear and easily accessed by tenants	The Contractor	April 2024

2. Background

The Regulatory of Social Housing is creating a new system for assessing how well social housing landlords in England are doing at providing good quality homes and services. In addition to introducing revised consumer standards, this will involve a set of tenant satisfaction measures (TSMs) that social housing landlords must report on, with effect from April 2024.

The Tenant Satisfaction Measures Standard requires all registered providers of social housing to collect and report annual on their performance from April 2024, on a core set of defined measure to provide tenants with great transparency about their landlord's performance and gives the Regulator an idea of which landlords might need to improve things for their tenants. In addition to this, the survey will maximise the Council's understanding of overall tenants' satisfaction and expectation, identify areas for service improvement, compare satisfaction and enable performance comparison with other comparable Borough Councils.

The tenant satisfaction measure information must meet the regulator's requirements as set out in the Tenant Satisfaction Measures: Technical Requirements and Tenant Satisfaction Survey Requirements.

Full details are set out on the government website: [Tenant Satisfaction Measures Standard - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/standards/tenant-satisfaction-measures-standard), including;

- *Tenant Satisfaction Measures: Technical Requirements*
- *Tenant Satisfaction Measures: Tenant Survey Requirements*
- *Tenant Satisfaction Measures: Guidance on the submission of data to the regulator*
- *Tenant Satisfaction Measures: FAQ's*
- *Tenants Satisfaction Measures: Summary of Requirements*

The Tenant Satisfaction Measures comprise of 12 tenant perception measures, to be provided through tenant surveys carried out by the provider, and 10 landlord management information measures. The measures cover five themes: 1) keeping properties in good repair, 2) maintaining building safety, 3) respectful and helpful engagement, 4) responsible neighbourhood management and 5) effective handling of complaints.

Landlords will be able to survey all their tenants. Landlords with many homes will also have the option of surveying only some of their tenants. Tamworth Borough Council have chosen to survey all Council tenants.

Landlords will be allowed to include their own questions as well as the 12 required questions exactly as the Regulator has written them.

Landlords will be responsible for making sure that their surveys results are meaningful. This includes getting enough responses and avoiding carrying out surveys in ways that might stop certain groups of tenants taking part.

When Landlords publish their tenant satisfaction measure results, they will have to report how they carried out their tenant perception surveys, including how other issues that may affect the results. Landlords with 1000 or more home will also have to annually submit their data to the Regulator of Social Housing as from April 2024.

The Regulator of Social Housing will 1) use the satisfaction measure results to spot areas where they may need to follow up with a particular landlord to make sure they are meeting the required standards. 2) publish the results of tenant satisfaction measure for all landlords with 1000 or more. These results will come out once a year, starting Autumn 2024.

3. Scope

The production and undertaking of the **Tenant Perception Survey**, which will include but not limited to, the following elements: -

- Produce a detailed project action plan which explains the methodology.
- Review changes in legislation, social housing regulatory standards, statutory obligations, best practice etc. to inform requirements to be included Tenant Perception Survey.
- Fully review and understand what exactly is expected from the Regulator of Social Housing including the *‘Tenant Satisfaction Measures: Technical Requirements and Tenant Satisfaction Measures: Tenant Survey Requirements’*. This review will examine the Regulator of Social Housing’s **scope of the tenant perception survey**, including; the type of tenant perception survey, survey questions and response options, survey question wording, questionnaire structure, timing of survey, collection methods, relevant tenant population, data protection and confidentiality, publication of summary of approach, regulatory data returns, sampling approach, sample size, representative of responses, survey collection method, timeframe, accessibility and barriers to responding etc.
- Calculate, process, and produce a report setting out the tenant perception survey response data/information in a suitable format, in readiness for the Council to annually submit the data returns to the Regulator, covering both calculated tenant perception measures as well as summary information on the survey approach used. This information must be collected within a timeframe set by the Regulator, meet all Regulators requirements, whilst ensuring the information is accurate, reliable, valid.
- Produce and present a report on the tenant perception survey responses/findings along with recommendations for improving tenant satisfaction. The report will be presented to the Council’s leadership teams, tenant groups and then to a Cabinet meeting.
- Produce a 3 Year Tenant Satisfaction Improvement action plan. The action plan will be presented to the Council’s leadership teams, tenant groups and then to a Cabinet meeting.
- Prepare and publish the survey performance against the tenant satisfaction measures in a manner and format that is timely, clear and easily accessed by tenants i.e., Council’s website, Tenants Magazine, Annual Report etc. This should include information about how the Council have met the regulator’s requirement set out in *‘Tenant Satisfaction Measures: Technical Requirements and Tenant Satisfaction Measures: Tenant Survey Requirements’*.

4. Approach

The approach will mainly be guided by the requirements for undertaking a **Tenant Perception Survey**, which will include, but not necessarily be limited to, the following: -

- A corporate project team will be established with relevant and accountable staff who will support the provision of the Contractor’s initial desk top review Regulator of Social Housing Requirements for Tenant Satisfaction Measures: Tenant Survey Requirements etc.
- Initial project mobilisation meeting with lead officers to clarify and agree expectations and project plan including a delivery timetable.

- Regular project group progress update meetings and virtual teams meeting with Lead Officers.
- Research and fully understand the Social Housing regulatory framework including what exactly is expected from the Regulator of Social Housing including the *‘Tenant Satisfaction Measures: Technical Requirements and Tenant Satisfaction Measures: Tenant Survey Requirements’*.
- Communication with all stakeholders may include tenant consultative group meetings, social media campaigns, individual meetings with stakeholders, members and the corporate management team.
- Present survey findings and recommendations, to Corporate Management Team, Committee, and tenant groups, followed by submission of a draft tenants’ satisfaction action plan report to inform Cabinet, along with the necessary survey response data to submit to the Regulator of Social Housing.
- An audit trail of meeting notes, actions, etc.

-The End-

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