

**NON-CONFIDENTIAL  
BOROUGH OF TAMWORTH**



# CABINET

17 January 2024

**A meeting of the CABINET will be held on Thursday, 25th January, 2024, 6.00 pm  
in Town Hall, Market Street, Tamworth**

## A G E N D A

### NON CONFIDENTIAL

**1 Apologies for Absence**

**2 Minutes of Previous Meeting (Pages 5 - 10)**

**3 Declarations of Interest**

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

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

**4 Question Time:**

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

**5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules (Pages 11 - 14)**

*(Report of the Chair of Corporate Scrutiny)*

**6 Draft Budget & Medium Term Financial Strategy 2024/25 (Pages 15 - 104)**

*(Report of the Leader of the Council)*

**7 Quarter Two 2023/24 Performance Report (Pages 105 - 204)**

*(Report of the Leader of the Council)*

**8 Business Rates Income Forecast 2024/25 (To Follow)**

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

**9 Annual residents' survey results (Pages 205 - 272)**

*(Report of the Portfolio Holder for Civic Pride and Engagement)*

**10 Exclusion of the Press and Public**

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

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

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

**11 Solway Close Report (Pages 273 - 396)**

*(Report of the Leader of the Council)*

**12 Update on commercial lease (Pages 397 - 400)**

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

**13 FHSF Update (Pages 401 - 404)**

*(Report of the Portfolio Holder for Future High Street Fund Delivery)*

Yours faithfully



**Chief Executive**

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**Access arrangements**

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

### **Filming of Meetings**

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

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

### **FAQs**

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

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

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## **MINUTES OF A MEETING OF THE CABINET HELD ON 14th DECEMBER 2023**

**PRESENT:** Councillors A Cooper, S Smith, P Thompson, M Summers and T Clements

The following officers were present: Andrew Barratt (Chief Executive), Rebecca Smeathers (Executive Director Finance (S151)), Joanne Goodfellow (Assistant Director Finance), Tina Mustafa (Assistant Director Neighbourhoods), Anna Miller (Assistant Director – Growth & Regeneration), Sarah Gear (Senior Licensing Officer), Leanne Costello (Senior Scrutiny and Democratic Services Officer) and Laura Sandland (Democratic and Executive Support Officer)

The meeting was opened by the Chief Executive, Andrew Barratt.

In the absence of the chair Councillor S Smith was appointed as Chair of the Committee for this meeting.

*(Moved by Councillor T Clements and seconded by Councillor A Cooper)*

### **95 APOLOGIES FOR ABSENCE**

The meeting was opened by the Chief Executive, Andrew Barratt.

In the absence of the chair Councillor S Smith was appointed as Chair of the Committee for this meeting.

*(Moved by Councillor T Clements and seconded by Councillor A Cooper)*

Apologies for absence were received from Councillor T Jay. It was noted that when the agenda was published, he was Deputy Leader and his apologies had been given in advance of the meeting.

Apologies for absence were received from Councillor J Oates. It was noted that when the agenda was published that Councillor Oates was not a member of the committee.

### **96 MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 30<sup>th</sup> November 2023 were approved as a correct record.

*(Moved by Councillor T Clements and seconded by Councillor A Cooper)*

**97 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

**98 QUESTION TIME:**

There were none.

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

There were none.

**100 COUNCIL TAX BASE 2024/25**

Report of the Portfolio Holder for Operations and Finance to report the Council Tax Base for the Borough Council for 2024/25.

**Resolved that Cabinet:**

1. Approved that Tamworth Borough Council resolves its calculation of the Council Tax Base for the year 2024/25 to be 23,479 (2023/24 – 23,376).

*(Moved by Councillor P Thompson and seconded by Councillor M Summers)*

**101 WRITE OFFS 1 APRIL 2023 TO 30 SEPTEMBER 2023**

Report of the Portfolio Holder for Operations and Finance to update Members on Write Offs for the period 1st April 2023 to 30th September 2023.

**Resolved that Cabinet:**

1. Endorsed the amount of debt written off for the period of 1st April 2023 to 30th September 2023 – Appendix A-E.

*(Moved by Councillor T Clements and seconded by Councillor M Summers)*

**102 REVIEW OF TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS**

Report of the portfolio holder for operations and finance to advise Members of the levels of reserves and to seek approval to re-purpose unspent reserves, following the recent review by CMT and the Executive Director Finance.

**Resolved that Cabinet:**

1. Approved the transfer of the reserves, as detailed in Appendix A, including £135,910.36 to General Fund Balances and £67,104 to Housing Revenue Account Balances (HRA); and
2. Noted the current levels of reserves remaining

*(Moved by Councillor M Summers and seconded by Councillor P Thompson)*

**103 SCRAP METAL POLICY 2024 - 2028**

Report of the Portfolio Holder for Environmental Health and Community Partnerships to bring before Cabinet the outcome of the approved consultation exercise for the draft scrap metal policy 2024 – 2028. The public consultation exercise concluded on 24th September 2023.

**Resolved that Cabinet**

1. Considered the draft Scrap Metal Policy 2024 – 2028 as suitable for adoption, subject to the revised code of conduct being incorporated.

*(Moved by Councillor M Summers and seconded by councillor T Clements)*

**104 PUBLICATION OF PLANNING MONITORING REPORTS**

Report of the Portfolio Holder for Housing and Planning to seek Cabinet approval for the publication of three monitoring reports that support the Local Plan. In addition, the report seeks to delegate the publication of the Monitoring Report, the Housing Delivery Paper in future years. Furthermore, the Neighbourhood Community Infrastructure Levy (CIL) allocation projects require to be determined by Cabinet.

**Resolved that Cabinet**

1. Approved for publication on Tamworth Borough Council's website the report attached as Appendix A and named draft 'Authority Monitoring Report'
2. Approved for publication on Tamworth Borough Council's website the report attached as Appendix B and named draft 'Housing Delivery Paper'
3. Delegated authority to publish future editions of the Authority's Monitoring Report and Housing Delivery Paper to the Assistant

Director – Growth & Regeneration in consultation with the Portfolio Holder responsible for planning;

4. Approved for publication on Tamworth Borough Council's website the report attached as Appendix C and named draft 'Infrastructure Funding Statement'
5. Allocated Neighbourhood CIL funding to the projects within Castle and Wilnecote ward as set out in the report.

*(Moved by Councillor P Thompson and seconded by Councillor A Cooper)*

*(Cllr Clements raised a question around whether she should vote as the item sits within her ward, however after discussion it was apparent there was no DPI but the conversation was noted)*

## **105 EXCLUSION OF THE PRESS AND PUBLIC**

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

*(Moved by Councillor T Clements and seconded by Councillor A Cooper)*

## **106 HOMELESS HUB & SEVERE WEATHER EMERGENCY PROTOCOL ARRANGEMENTS**

Report of the Portfolio Holder for Housing and Planning to update on the Home Hub & Severe Weather Emergency Protocol Arrangements.

**Resolved that Cabinet:**

1. Endorsed the Home Hub service offer and associated communications/ publication detailing face-to-face contact at the five community locations which will be known as the Home Hub. (See Annex 1- Draft Leaflet provided by the partners advertising the service.)
2. Supported the continuation of the Winter Relief scheme for the period 1st December 2023 – 28th February 2024 as approved by Cabinet on 16th March 2023. This includes enhanced support for additional units. Further to this delegating authority to the Portfolio Holder for Housing & Planning any required extension.

3. Acknowledged, as part of the assessment conducted on the 1st November 2023, there were no (0) recorded rough sleepers.

*(Moved by Councillor T Clements and seconded by Councillor P Thompson)*

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Leader

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25<sup>th</sup> January 2024**Report of the Chair of the Corporate Scrutiny Committee****Matters referred to Cabinet in accordance with the Overview and Scrutiny Procedure Rules**

<b>Scrutiny Committee</b>	<b>Title of Matter referred</b>	<b>Date of Scrutiny meeting</b>
Corporate Scrutiny	Housing Repairs Working Group Update	20th December 2023

**Exempt Information**

None.

**Purpose**

To notify Cabinet of the report and recommendations from the Housing Repairs Working Group item that was discussed at the meeting of Corporate Scrutiny on the 20<sup>th</sup> December 2023

**Recommendations**

**Following consideration of the item the Committee agree to the following recommendations being made to Cabinet:**

1. To add additional resource to TBC repairs team; when a MLDINS code is inputted for a property a manual lookback at the history of repairs for that property be conducted to identify if this Damp and/or Mould has been a previous issue at the property, or for the tenant at a previous property.
2. That the Damp & Mould inspection process become part of the repairs policy.
3. To ensure that vulnerable residents are prioritised when there are damp and mould issues within the home.

*(Moved by Councillor D Cook and seconded by Councillor C Bain)*

**Back Ground Information**

Following an update on the housing repairs service at the meeting of Corporate Scrutiny on the 27<sup>th</sup> July 2023, the committee established a cross committee working group.

## **Executive Summary**

The first meeting of the housing repairs working group was held on the 13<sup>th</sup> November 2023 where the focus was to be on damp and mould. The Assistant Director, assets attended the meeting to provide the working group with a summary of a report which was due to be submitted to the Housing and Homelessness Advisory Board around damp and mould inspections for October 2023.

The members of the working group asked questions around Capital Works programmes, how TBC recorded the interventions and residents' willingness to respond to recommendations from inspection? What would it take to get a property to an A ECP rating? Trickle vents on windows. How the council examines history of damp & mould and the quality of training of Equans Supervisors

The Committee requested further information from the Assistant Director but also considered some initial recommendations.

The Corporate Scrutiny committee were provided with the minutes of the meeting and an update on the 20<sup>th</sup> December 2023 where they resolved to move the two recommendations made by the working group along with a third recommendation around ensuring that vulnerable residents were prioritised when there were damp and mould issues.

## **Options Considered**

None.

## **Key considerations**

1. Scrutiny committees have statutory powers to make recommendations to the Executive, and the Executive (Cabinet) has a statutory duty to respond. They may also make reports and recommendations to external decision-making bodies.
2. The agenda for Executive meetings shall include a standing item entitled 'Matters Referred to the Cabinet In Accordance with the Overview and Scrutiny Procedure Rules'. The reports of overview and scrutiny committees and sub-committees referred to the Executive shall be included at this point in the agenda (unless they have been considered in the context of the Executive's deliberations on a substantive item on the agenda) within one calendar month of the overview and scrutiny committee or sub-committee completing its report/recommendations.
3. Scrutiny recommendations are addressed to the Cabinet, as the main Executive decision-making body of the council (or, where appropriate, an external agency).
4. Cabinet is being asked to note the scrutiny report / recommendations and that an Executive Response to the scrutiny recommendations be prepared for consideration by the Cabinet within two months from receiving the report or recommendations.



5. The minutes of the meeting of the scrutiny committee provide the record of the scrutiny committee's consideration of the issue and the scrutiny recommendations made during the meeting.
6. The scrutiny committee will be notified of the Executive Response made in respect to the scrutiny recommendations and may track the implementation of the Cabinet decisions and any actions agreed. This enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and review any outcomes arising.

### **Report Author**

Councillor Daniel Cook  
Chair of Corporate Scrutiny

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## **CABINET**

**25<sup>th</sup> January 2024**

## **JOINT SCRUTINY COMMITTEE (BUDGET)**

**31<sup>th</sup> January 2024**

### **Report of the Leader of the Council**

### **DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2024/25 to 2028/29**

#### **Purpose**

To approve the draft Medium Term Financial Strategy (attached at Appendix 1), to consult with the Joint Scrutiny Committee (Budget) on 31 January 2024 and receive their feedback on the:

- General Fund Revenue (GF) Budget and Council Tax for 2024/25;
- Housing Revenue Account (HRA) Budget for 2024/25;
- Capital Programme – General Fund & HRA;
- Medium Term Financial Strategy (MTFS)

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

#### **Recommendations**

**It is recommended that Cabinet:**

- 1. Approve the draft package of budget proposals included in the Medium Term Financial Strategy (as detailed at Appendix 1); and**
- 2. As required by the Constitution of the Council, the Joint Scrutiny Committee (Budget) on 31 January 2024 be requested to consider the budget proposals contained within this report.**

## **1 Executive Summary**

1.1 Based on the draft budget assumptions contained within the report, the headline figures for 2024/25 are:

- A General Fund Net Cost of Services of £8,244,460;
- A transfer of £1,209,314 from General Fund balances;
- The Band D Council Tax would be set at £201.89, an increase of £5 (2.6% - £0.10 per week) on the level from 2023/24 of £196.89;
- A transfer of £1,045,860 to HRA balances;
- General dwelling Rent increases will be increased by 7.7%, being CPI +1%. This will increase average rent from £99.66 in 2023/24 to £107.33.
- A 2024/25 General Fund Capital Programme of £1,858,200 (£6.111m over 5 years);
- A 2024/25 Housing Capital Programme of £11,042,580 (£45.436m over 5 years).

## **2 Background**

2.1 The Medium Term Financial Strategy (MTFS) is attached in full in Appendix 1.

2.2 The MTFS builds on the Draft Base Budget Forecast Report for 2024/25 to 2028/29 considered by Cabinet on 30 November 2023.

2.3 On 5<sup>th</sup> December 2023, the Secretary of State for Levelling Up, Communities and Local Government published a written ministerial statement on the 2024/25 local government finance settlement. The one year settlement is reflected in the MTFS. Final settlement figures are expected from in early February and will feed into the final budget report being presented to Council on 27 February 2024.

2.4 The budget proposals included in the MTFS reflect the need to compensate for reduced income levels arising from the uncertain political and economic conditions and potential significant medium term reductions in Government funding. This is matched against a desire to continue to address the Council's priorities / issues identified by Members and at the same time to seek continuous improvement in service delivery.

2.5 The increase in Council Tax is limited to the higher of £5 or 3% in order to avoid the need to hold a referendum. Three options for increasing Council Tax have been considered: zero, £5 and 2.99%. The results are summarised in Table 1 below.

**Table 1 – Comparison of different Council Tax Options**

<b>Year:</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>£5 Increase in council tax</b>						
Surplus (-) /Deficit	(204)	1,209	3,286	4,773	4,889	5,116
Balances Remaining (-) / Overdrawn	(9,819)	(8,609)	(5,323)	(551)	4,338	9,454
<b>2.99% Increase in Council Tax</b>						
Surplus (-) /Deficit	(204)	1,188	3,240	4,697	4,777	4,964
Balances Remaining (-) / Overdrawn	(9,819)	(8,630)	(5,391)	(694)	4,083	9,048
<b>Zero Increase</b>						
Surplus (-) /Deficit	(204)	1,327	3,523	5,131	5,370	5,723
Balances Remaining (-) / Overdrawn	(9,819)	(8,492)	(4,969)	162	5,532	11,255

- 2.6 All options leave the Council facing a deficit in 2024/25 and beyond which requires the use of reserves to balance the budget.
- 2.7 Existing General Fund reserves would be insufficient to cover deficit levels beyond 2025/26 if Council Tax is not increased at all.
- 2.8 Increases of either £5 or 2.99% will ensure that there are sufficient General Fund reserves to cover the deficit and leave the required minimum level (£500k) over the 3 year period to 2026/27. However, for either option, there remains a significant ongoing deficit. Whilst this can be met from General Fund reserves over the short term, savings in the region of £4m per year are required from 2027/28 in order to balance the budget.
- 2.9 The development of a Sustainability Strategy is required in order to avoid significant financial cuts in future years.
- 2.10 A General Fund five year revenue budget summary assuming a £5 increase in Council Tax is shown in Table 2 below.

**Table 2 – 5 Year Base Budget forecast assuming £5 increase in Council Tax**

	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2027/28 £'000</b>
<b>Estimated Net Cost of Services</b>	<b>8,083</b>	<b>11,878</b>	<b>12,118</b>	<b>12,469</b>	<b>12,914</b>
Proposed Policy Changes / Additional Costs Identified (Detailed at Appendix B)	162	(286)	659	645	651
<i>Recharge &amp; Inflationary Adjustments (Policy Changes)</i>	-	-	-	-	-
	-	-	-	-	-
<b>Net Expenditure</b>	<b>8,244</b>	<b>11,592</b>	<b>12,777</b>	<b>13,114</b>	<b>13,566</b>
<b>Financing:</b>					
RSG	322	328	335	342	349
Collection Fund Surplus/(deficit) (Council Tax)	33	33	33	33	33
Collection Fund Surplus/(deficit) (Business Rates)	(1,152)	-	-	-	-
Tariff Payable	(11,173)	(12,361)	(13,139)	(13,401)	(13,669)
Non Domestic Ratepayers	14,265	15,407	15,715	16,030	16,350
Council Tax Income	4,740	4,899	5,060	5,222	5,387
<b>Gross Financing</b>	<b>7,035</b>	<b>8,306</b>	<b>8,004</b>	<b>8,225</b>	<b>8,449</b>
Surplus(-)/Deficit	1,209	3,286	4,773	4,889	5,116
Balances Remaining (-) / Overdrawn	(8,609)	(5,323)	(551)	4,337	9,453

### **Housing Revenue Account**

- 2.11 The HRA budgets have been updated to reflect technical and policy changes (See Section 8 of the MTFs for further details).
- 2.12 Assuming increases in Rent capped CPI+1% (7.7%) allowed by the Government's recent rent setting guidance, the budget position indicates that balances will remain above the approved minimum level of £0.5m over the five year period.

**Table 3 Impact on HRA Balances after Policy Changes**

<i>Figures exclude internal recharges which have no bottom line impact.</i>	<b>Base Budget 2023/24</b> £	<b>Budget 2024/25</b> £	<b>Budget 2025/26</b> £	<b>Budget 2026/27</b> £	<b>Budget 2027/28</b> £	<b>Budget 2028/29</b> £
HRA Summary	(4,620,760)	(6,216,500)	(6,220,310)	(6,603,410)	(6,970,050)	(6,045,260)
ED Communities	28,060	30,470	32,810	35,360	38,000	40,660
AD People	268,240	285,230	289,080	292,680	296,380	300,200
AD Environment, Culture & Wellbeing	391,100	415,180	425,860	436,810	446,600	455,890
AD Assets	283,660	276,380	269,040	301,870	332,780	362,740
AD Neighbourhoods	4,473,180	4,163,380	4,040,440	4,114,070	4,193,770	4,271,530
<b>Grand Total</b>	<b>823,480</b>	<b>(1,045,860)</b>	<b>(1,163,080)</b>	<b>(1,422,620)</b>	<b>(1,662,520)</b>	<b>(614,240)</b>

<b>Balances B/Fwd</b>		<b>(1,977,004)</b>	<b>(3,022,864)</b>	<b>(4,185,944)</b>	<b>(5,608,564)</b>	<b>(7,271,084)</b>
<b>Balances C/Fwd</b>		<b>(3,022,864)</b>	<b>(4,185,944)</b>	<b>(5,608,564)</b>	<b>(7,271,084)</b>	<b>(7,885,324)</b>

2.13 Table 3 shows that Housing Revenue Account balances are expected to be £5.6m at the end of 2026/27. Whilst these balances would appear to be significant, they are required to build up reserves in order to meet the long term costs of the capital programme included in the 30 year HRA business plan (see section 8.5 of the MTFs, Appendix 1).

### Report Author

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

<b>Background Papers:-</b>	<b>Corporate Vision, Priorities Plan, Budget &amp; Medium Term Financial Strategy 2023/24, Council 23 February 2023</b>
	<b>Budget and Medium Term Financial Planning Process, Cabinet 31 August 2023</b>
	<b>Leaders Budget Workshop, 29 November 2023</b>
	<b>Draft Base Budget Forecasts 2024/25 to 2028/29, Cabinet 30 November 2023</b>

# Tamworth Borough Council Medium Term Financial Strategy 2024/25 to 2028/29

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## **SECTION 1 – PURPOSE AND OBJECTIVES**

- 1.1 The purpose of the Council’s financial strategy is to provide clear and understandable information on actions which are needed to ensure the long-term financial sustainability of the Council. It supports affordable, sustainable service delivery through the use of revenue budgets, capital budgets, reserves and balances.
- 1.2 A medium-term financial strategy (MTFS) sets out how finances are to be managed in such a way as to manage levels of rent, council tax and reserves. In simple terms, it will set out how a stable and robust financial platform can be created such that developments and improvements in services set out in the Corporate Plan can both be achieved and sustained over time.
- 1.3 The Strategy should reflect the priorities outlined in the Corporate Plan and link together with all other strategies of the organisation such as the Capital Strategy, Treasury Management Strategy and Reserves Strategy.
- 1.4 The objectives of the Council’s financial strategy are as follows:
  - a) To provide a stable financial foundation to assist in decision making.
  - b) To enable the Council to be proactive rather than reactive in terms of financing.
  - c) To support the continuance of the Council’s core service strategies.
  - d) To support sustainable service delivery using revenue budgets and reserves.
  - e) To seek to minimise the impacts on the council tax payer and housing rent payers of fluctuations in demand for resources.
  - f) To hold a working balance of cash and reserves sufficient to respond to unexpected events and/or opportunities.
  - g) To be flexible and responsive to changes in needs and legislation.
  - h) To take account of the wider economic climate and local influences.
  - i) To ensure that the capital base of the Council can be maintained within affordable and sustainable limits.
- 1.5 A number of principles have been developed to underpin these objectives:
  - a) Resources will be prioritised to meet the core aims of the Service as set out in the Corporate Plan and other strategies which flow from the Corporate Plan.

- b) Priorities will be reviewed in the light of available resources and financial performance.
- c) Priorities will be influenced by the Corporate Risk Register.
- d) Capital will be financed using the most advantageous method prevailing at the time finance is required, within the requirements of the Prudential Code. A full options appraisal will be carried out before financing decisions are taken.
- e) Investment decisions will be based on a balance of risk and return, remain biased towards low risk activity and follow the CIPFA principles of security, liquidity, and yield in that order.
- f) Council tax rates will be transparent and sustainable. This means that budgets will not be lowered and supported by reserves unless this is part of a long-term sustainable strategy and approved by Members.
- g) Housing rents will increase in accordance with Council's Rent Setting Policy (see section 8)
- h) Charging for services will remain sensitive to the needs of communities and their expectations of the Council.
- i) The Council will apply any year end surpluses / deficits to general fund reserves once any allocations to earmarked reserves have been made.
- j) Longer term financial planning will take account of the possible use of reserves to minimise the effect of reductions in funding as a means of transition, but not of permanent support.

## **Financial Management**

- 1.6 The Council's approach to medium term planning aims to integrate the Council's Corporate and financial planning processes. In accordance with that approach this report contains firm proposals for 2024/25 and provisional proposals for the following years.
- 1.7 It is intended that all aspects of the budget should be agreed by Members and so this report details each amendment which is proposed to the 2023/24 budget to arrive at the starting point for 2024/25.
- 1.8 The Council's medium term financial plan used as the basis for the 2024/25 budget, aims both to deal with a challenging financial position and to find resources to address the Council's corporate priorities and is based upon:
  - The need to compensate for reduced income levels arising from the continuing economic uncertainty and increased cost pressures.
  - Injecting additional resources into corporate priorities.

- Increasing income from council tax and fees and charges.
  - Making other savings and efficiencies.
- 1.9 Budget managers are fully involved in developing revenue and capital budgets to ensure that annual budgets accurately reflect demand levels and cost pressures. Inflation is built in where necessary and not necessarily applied at a flat rate across the board.
- 1.10 The external auditors of the Authority have consistently issued unqualified audit reports and positive management letters to the Council in respect of their audit of accounts and their conclusion on the effective arrangements in place to achieve value for money. The External Auditors, Grant Thornton, provided a draft 2022/23 audit opinion to the Audit and Governance Committee on 27 September 2023 which concluded that the Statement of Accounts were free of material misstatements. However, it should be noted that the audit is yet to be completed and the Council has not yet received the final audit opinion or value for money opinion.
- 1.12 The Internal Annual Audit Report for 2022/23 provided the following Annual Internal Audit Opinion:

*On the basis of audit work completed, Internal Audit's opinion on the council's framework of governance, risk management and internal control is reasonable in its overall design and effectiveness. Certain weaknesses and exceptions were highlighted by audit work. These matters have been discussed with management, to whom recommendations have been made. All these have been, or are in the process of being addressed.*

## **Financial Background**

- 1.13 The prevailing economic climate has caused increased financial pressures to be placed upon all public sector bodies and the Council is no exception. The overall funding position remains uncertain over the next three years.
- 1.14 The challenge to the organisation is not only how to survive in this period of uncertainty but how to continue to both provide and develop high quality services for the communities it serves. Finance is a clear enabler in this context and sound financial management is essential to ensure that maximum value can be achieved with the resources available.
- 1.15 The Council will continue to manage its financial resources to the highest professional standards and back this up with a strong governance framework which will include scrutiny by the Audit and Governance Committee and regular reporting to elected members and the Executive Management Team. In addition, an independent Internal Audit function is maintained to give additional assurances to both Members and Senior Officers. The service follows the Financial Management Code published by the Chartered Institute of Public Finance and Accountancy (CIPFA).

- 1.16 The post of Executive Director of Finance is responsible for developing and maintaining the Medium Term Financial Strategy and this post reports directly to the Chief Executive.

## **SECTION 2: ECONOMIC CONTEXT OF THE STRATEGY**

- 2.1 The current economic climate remains uncertain with many external influences. Local Government is expected to receive a one-year funding settlement for 2024/25. With a general election due to be held in 2024 there remains significant uncertainty around Local Government funding beyond 2024/25.
- 2.2 In November 23, CPI (Consumer Price Index) inflation decreased to 3.9% from 4.6% in October and 6.7% in September. The Bank of England inflation forecast expects inflation to carry on falling to reach the target of 2% by mid-2025.
- 2.3 Bank rate has increased from 0.75% in April 2022 to 5.25% in September 2023, its highest level since February 2008. Interest rates are expected to peak at the current rate before coming down again. This has two impacts on the Council in that expected borrowing rates will reduce over the coming year, but so will investment rates which will impact on investment income for 2024/25.

## **SECTION 3: ISSUES IMPACTING ON THE BUDGET**

### **Corporate Plan**

- 3.1 The Council's [Corporate Plan](#) covers the years 2022-2025 and sets out the priorities for the Council over this period. The MTFFS reflects the priorities set out in the Corporate Plan, including major Capital projects related to the Future High Streets project and Gungate development.

### **Risk / Corporate Risk Register**

- 3.2 The corporate risk register is reported quarterly to the Audit and Governance Committee. Corporate risks are identified, managed and monitored by the Corporate Management Team.
- 3.3 The five highest risks facing the Council are listed below:
- Energy supply Crisis
  - Cost of Living Crisis
  - High Inflation
  - Food supply crisis
  - Cyberattacks on critical infrastructure

- 3.4 The financial implications of these risks have been addressed in the capital and revenue proposed budgets.
- 3.5 The medium term financial planning process is being challenged by the uncertain political and economic conditions. The budget forecast is based on a 5 year period, but does contain a number of uncertainties. The forecast grant reductions and uncertainty over future Local Government funding arrangements put significant pressure on the ability of the Council to publish a balanced 5 year MTFs.
- 3.6 It is suggested that, given the uncertainty, there should be no knee jerk reactions – with a clear plan to focus on balancing the next 3 years’ budget position, in compliance with the Prudential Code (minimum balances of £0.5m) by which time the impact should be clearer.
- 3.7 There are a number of challenges affecting the Medium Term Financial Planning process for the period from 2024/25 to 2028/29 which add a high level of uncertainty to budget projections.
- 3.8 The most significant risks to capital and revenue forecasts are set out in Table 1 below:

**Table 1 - Risks to Capital and Revenue Forecasts**

<b>Risk</b>	<b>Control Measure</b>
Major variances to the level of grant / subsidy from the Government (including specific grants e.g. Benefits administration, Business Rates Section 31 funding); <b>(High)</b>	Sensitivity modelling undertaken to assess the potential impact in the estimation of future Government support levels;  <b>(High / Medium)</b>
Potential ‘capping’ of council tax increases by the Government or local Council Tax veto / referendum; <b>(Medium)</b>	Current indications are that increases of 3% or £5 for District Councils risk capping in 2024/25; <b>(Low)</b>
The achievement / delivery of substantial savings / efficiencies will be needed to ensure sufficient resources will be available to deliver the Council’s objectives through years 4 to 5. Ongoing; <b>(High)</b>	A robust & critical review of savings proposals will be required / undertaken before inclusion within the forecast;  <b>(High/Medium)</b>
Pay awards greater than forecast;  <b>(Medium)</b>	An offer of £1,925 for 2023/24 has been agreed. Increases of 2.0% p.a. assumed from 2025/26 following 4% in 2024/25; <b>(High / Medium)</b>
Pension costs higher than planned / adverse performance of pension fund;  <b>(Medium)</b>	Regular update meetings with Actuary; Following an option to ‘freeze’ the ‘lump sum’ element for the 3 years from 2020/21 (after the triennial review during 2019), with a further freeze to 2025/26 followed by 1% p.a. year on year increases included from 2026/27; <b>(Medium/Low)</b>

Risk	Control Measure
<p>Assessment of business rates collection levels to inform the forecast / budget (NNDR1) and estimates of appeals, mandatory &amp; discretionary reliefs, cost of collection, bad debts and collection levels;</p> <p>New burdens (Section 31) grant funding for Central Government policy changes – including impact on levy calculation;</p> <p><b>(High)</b></p>	<p>Robust estimates included to arrive at collection target. Ongoing proactive management &amp; monitoring will continue;</p> <p>Business Rates Collection Reserve - provision of reserve funding to mitigate impact of any changes in business rate income levels;</p> <p>Monitoring of the situation / regular reporting;<b>(High / Medium)</b></p>
<p>Local Council Tax Reduction scheme potential yield changes and maintenance of collection levels due to increases in unemployment caused by the pandemic;</p> <p><b>(High)</b></p>	<p>Robust estimates included. Ongoing proactive management &amp; monitoring (including a quarterly health check on the implications on the organisation – capacity / finance) will continue; <b>(High / Medium)</b></p>
<p>Achievement of income streams in line with targets in light of the economic conditions e.g. treasury management interest, car parking, planning, commercial &amp; industrial rents etc.</p> <p><b>(High / Medium)</b></p>	<p>Robust estimates using a zero based budgeting approach have been included;</p> <p><b>(Medium)</b></p>
<p>Continue to achieve high collection rates for council tax, business rates and housing rents – in light of the welfare benefit reforms and the impact of the current cost pressures on economic conditions and uncertainty.</p> <p><b>(Medium)</b></p>	<p>Robust monitoring and evaluation of the situation</p> <p><b>(Medium)</b></p>
<p>Impact of potential conflict in Middle East resulting in volatile financial markets/impact on oil prices and consequential inflation/energy price increases.</p> <p><b>(High / Medium)</b></p>	<p>Robust monitoring and evaluation of the situation</p> <p><b>(Medium)</b></p>
<p>Delivery of the capital programme (GF / HRA – including Regeneration schemes) dependent on funding through capital receipts and grants (including DFG funding through the Better Care Fund);</p> <p><b>(High / Medium)</b></p>	<p>Robust monitoring and evaluation – should funds not be available then schemes would not progress;</p> <p><b>(Medium)</b></p>
<p>Dependency on partner organisation arrangements and contributions e.g. Waste Management - (Staffordshire County Council (LCC) / Lichfield District Council (LDC).</p> <p><b>(High / Medium)</b></p>	<p>Memorandum of Understanding in place with LDC.</p> <p><b>(Medium)</b></p>
<p>Maintenance and repairs backlog for corporate assets – and planned development of long term strategic plan to address such.</p> <p><b>(High / Medium)</b></p>	<p>Planned development of long term strategic corporate capital strategy and asset management plan to consider the requirements and associated potential funding streams. <b>(Medium)</b></p>

<b>Risk</b>	<b>Control Measure</b>
Significant financial penalties arising from the implementation of the General Data Protection Regulations (GDPR). <b>(High / Medium)</b>	Implementation plan in place with corporate commitment and good progress. <b>(Medium)</b>
Property funds are not risk free - as such a risk based approach will need to be adopted – to balance risk against potential yield or return. Based on past performance there is the potential for returns of approximately 4% p.a. but this is not guaranteed.  The value of the funds are also subject to fluctuation – which could mean a capital loss in one year (as well as expected gains).  <b>(High/Medium)</b>	Any investment in funds which are deemed as capital expenditure will require the necessary capital programme budgets to be approved by full Council. Risk is inherent in Treasury Management and as such a risk based approach will need to be adopted – to balance risk against potential yield or return. It is suggested that risk be mitigated (although not eliminated) through investment in a diversified portfolio using a range of property funds.  Property Fund investment review carried out 2021. <b>(Medium)</b>

3.9 In light of these uncertainties and issues arising from the sensitivity analysis (see section 6.9), the budget contains contingency budgets of £100k in the General Fund (£250k for capital) and £130k for the Housing Revenue Account (HRA) (£100k for capital).

### **Public Consultation**

3.10 The results of the annual survey and budget consultation, to inform the decision-making process around council budget and priorities were considered by Cabinet on 25 January 2024.

3.11 737 people chose to take part in this, compared to 712 in 2022.

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

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

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

3.14 This is wholly consistent with the other findings in this survey, views around Tamworth as a place to live, responsiveness of the council and dissatisfaction

match these same areas where people would like to see increases in spending.

3.15 Beyond increases, it is more difficult to make clear conclusions. There is however appetite to reduce spending on:

- Arts, Assembly Rooms and Events
- Support to local businesses
- Tackling climate change

3.16 Like in 2022, reducing spending for Arts, Assembly Rooms and events remains the top choice of local people. This is also reflected in the question where we ask where people think we should make savings. It should however be noted the expenditure figures shown for Assembly Rooms and Castle are before any income generation.

3.17 As in 2022, respondents chose to increase charges for leisure and commercial property and opted for the lowest increase in council tax.

### **Capital Strategy**

3.18 The Capital Strategy for each year is approved by Council alongside the MTFS. The updated Capital Strategy for 2024/25 is attached at Appendix A. The Strategy sits alongside the Medium Term Financial Strategy (MTFS), Asset Management Plan and HRA business plan. This strategy sets out the Council's approach to capital investment and the approach that will be followed in making decisions in respect of the Council's Capital assets.

3.19 The Authority has considered the sustainability of its capital plans which have been mapped out over future years to assist in the revenue budget planning process. The 2024/25 to 2028/29 capital programme is attached at Appendix B (General Fund) and C (HRA) and will be considered alongside revenue budgets by Council February 2024. The revenue implications of the capital expenditure have been built into the revenue budgets for these years. The borrowing costs and long term affordability of the programme are considered as part of the Prudential Indicators set each year and are judged to be affordable (see section 3.24 – 3.25).

3.20 The draft General Fund capital programme totals £1.9m for 2024/25 and will require borrowing of £1.4m over the next 5 years subject to the exploration and availability of alternative funding. There is likely to be slippage from the 2023/24 capital programme which will be transferred into 2024/25.

3.21 Key Schemes include:

- Disabled Facilities Grants, £650k p.a. (including £547k p.a. BCF grant);
- Balancing Ponds, £100k (£700k over the 5 years);
- Refurbishment of Anker Valley changing rooms of £100k;
- Capital repairs programme at the Castle £250k
- Energy Efficiency Upgrades-Commercial and Industrial Units, £75k p.a.



- Street lighting, £171k;
- Technology upgrades including replacement hardware £300k; and system upgrades/renewals £245k
- Play area refurbishment, £200k;
- CCTV upgrades, £137k.

3.22 The draft HRA capital programme totals £11m in 2024/25 and will require borrowing of £2.8m over the next 5 years subject to the exploration and availability of alternative funding.

3.23 Key HRA Schemes include:

- HRA Business plan works to dwellings, £23.1m;
- Neighbourhoods £1.0m;
- Disabled Facilities Adaptations £3.5m;
- High Rise works £3.89m;
- Retained Garage Sites, £930k;
- Regeneration & Affordable Housing, £7.25m;
- Fire Risk mitigation works, £300k;
- Damp & Mould works, £500k;
- Decarbonisation works to achieve Zero Carbon, £3.0m.

### **The Prudential Code**

3.24 The Authority's Prudential Code will be approved alongside the MTFs on 27 February 2024. It will set out the prudential indicators for 2024/25. The freedoms provided by the Prudential Code for Capital Accounting are to be fully used to make the best possible investment decisions in relation to capital spending in order that meaningful choices can be made between borrowing, leasing, and the use of capital receipts. Nevertheless, it is still considered important that the Authority should not expose itself to unduly high levels of debt and it is necessary for a view to be taken as to how much debt is sustainable in the longer term.

3.25 The Authority predominantly funds its capital investments through capital receipts, grants and borrowing. The overall strategy for borrowing is set out in the Treasury Management Strategy document and in the Prudential Code Report. In the longer term there is still an exposure from the loan charges on new capital being greater than anticipated due to the unpredictability in borrowing rates. This may require some revision to future years' capital plans.

### **Technical Adjustments**

3.26 Revisions / updates have been made to the 2023/24 base budget in order to produce an adjusted base for 2024/25 and forecast base for 2025/26 onwards. These changes, known as technical adjustments, have been informed by feedback from budget managers and calculated to take account of:

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

3.27 The technical changes have not changed since the Draft Base Budget Forecast report considered by Cabinet on 30 November 2023. Any new changes have been incorporated into the Policy Changes and are detailed in section 3.29.

**Table 2 - General Fund Technical Adjustments Summary**

<b>Technical Adjustments</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>
Base Budget B/Fwd	8,806	8,083	11,878	12,117	12,469
Committee Decisions	(183)	1,866	(57)	25	0
Inflation	21	35	30	45	46
Other	(812)	1,412	(37)	2	134
Pay Adjustments	251	482	303	280	265
Revised charges for non-general fund activities	0	0	0	0	0
Virements	0	0	0	0	0
<b>Total / Revised Base Budget</b>	<b>8,083</b>	<b>11,878</b>	<b>12,117</b>	<b>12,469</b>	<b>12,914</b>

3.28 A breakdown of the technical adjustments can be found in Appendix D1, with HRA technical adjustments in Appendix D2.

### **Policy Changes**

3.29 Further updates to the budgets have been made to reflect changes in policy or developments that were not included in the 2023/24 MTFS or Technical Changes approved by Cabinet on 30 November 23. The main budget assumptions behind the changes to the budgets are shown in Appendix E. A full list of Policy Changes is attached at Appendix F. Policy Changes in excess of £50k are shown in Table 3 below:

**Table 3 - Policy Changes exceeding £50k**

<b>Proposal</b>	<b>Budget Change 2024/25 £'000</b>	<b>Budget Change 2024/25 £'000</b>	<b>Budget Change 2024/25 £'000</b>	<b>Budget Change 2024/25 £'000</b>	<b>Budget Change 2024/25 £'000</b>
<b>People</b>					
Retain Customer Service Advisor staff provision and make permanent 1.7 FTE posts to meet continuing demand re enquiries and service requests	51.5				
Revenue implications of capital projects - £26k Civica Electronic Document Management; £50k Customer Relationship Management and customer portal; £38k contact centre / telephony	104.0				
Realignment of Salaries Budgets following latest Pay Award	80.93	(38.61)	1.06	1.05	0.95
<b>Environment, Culture &amp; Wellbeing</b>					
Realignment of Salaries Budgets following latest Pay Award	110.6	(52.66)	1.56	1.37	1.18
Funding to subsidise public swimming at Snowdome (contract to be re-negotiated) – Approved Cabinet 30 Nov 23	110.0				
Creation of 3-person multi-skilled reactive maintenance team - 2 EMOs £60k; 1 Chargehand £35.53k annual vehicle rental £6.4k, fuel £3k, machinery and tools £7k	111.95				
Increased budget for salaries at the Assembly Rooms for 2 yrs, to sustain the Arts & Events Team yearly programme and activity, and ensure the department remains operational.	138.76		(138.76)		
<b>Finance</b>					
Removal of ongoing consultancy fees budget	(50.0)				
Reduced Local Government Services Grant (Section 5.21)	79.58	(79.58)			
New Homes Bonus extension (see 5.21)	(503.0)	503.0			
Realignment of Salaries Budgets following latest Pay Award	70.22	(33.89)	0.98	0.94	0.89
Minimum funding Guarantee (see 5.21)	96.38	(96.38)			
<b>Growth and Regeneration</b>					
Additional car parking income following price increases (approved Cabinet 1 Nov 23)	(157.0)				

3.30 The revised 2024/25 Net Cost of Services after Technical Adjustments and Policy Changes is £8,244k as detailed in Table 4 below. This is a reduction from 2023/24 mostly due to the extension of the New Homes Bonus for another year and an increase in income from investments due to assumed higher interest rates.

**Table 4 – 2024/25 Net cost of Services**

<i>Figures exclude internal recharges which have no bottom line impact.</i>	<b>Base Budget 2023/24 £</b>	<b>Technical Adjustments £</b>	<b>Policy Changes £</b>	<b>Budget 2024/25 £</b>
<b>Chief Executive</b>	1,890,420	(930)	13,580	1,903,070
<b>AD Growth &amp; Regeneration</b>	945,870	(90,790)	(70,420)	784,660
<b>ED Organisation</b>	610,280	53,190	33,710	697,180
<b>AD People</b>	2,445,180	(79,750)	447,260	2,812,690
<b>AD Environment, Culture &amp; Wellbeing</b>	3,824,980	(283,330)	529,790	4,071,440
<b>ED Finance</b>	90,630	(2,760)	5,090	92,960
<b>AD Finance</b>	(2,638,720)	(445,390)	(863,230)	(3,947,340)
<b>ED Communities</b>	-	0	-	0
<b>AD Assets</b>	(125,610)	86,250	19,440	(19,920)
<b>AD Neighbourhoods</b>	875,250	(90,430)	19,220	804,040
<b>AD Partnerships</b>	887,800	130,740	27,140	1,045,680
<b>Recharges</b>	-	0	-	0
<b>Total Cost of Services</b>	<b>8,806,080</b>	<b>(723,200)</b>	<b>161,580</b>	<b>8,244,460</b>
<b>Transfer from Business Rates Reserve</b>		-	-	0
<b>Net Cost</b>	<b>8,806,080</b>	<b>(723,200)</b>	<b>161,580</b>	<b>8,244,460</b>
Transfer to / (from) Balances	(1,207,869)	(1,445)	-	(1,209,314)
Revenue Support Grant	(302,008)	(20,004)	-	(322,012)
Retained Business Rates	(13,581,271)	(683,280)	-	(14,264,551)
Less: Tariff payable	10,686,850	486,112	-	11,172,962
Business Rates Levy		-	-	
Collection Fund Surplus (Council Tax)	(59,581)	26,581	-	(33,000)
Collection Fund Surplus (Business Rates)	260,300	891,330	-	1,151,630
<b>Council Tax Requirement</b>	<b>(4,602,501)</b>	<b>23,906</b>	<b>(161,580)</b>	<b>(4,740,175)</b>

3.31 The revised Net Cost of Services for 2023/24 to 2027/28 is included in Appendix G.

## SECTION 4: RESERVES AND BALANCES

- 4.1 The Local Government Finance Act 1992 requires billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement. The Treasurers' duty to report on the robustness of estimates and adequacy of reserves when the authority is considering its budget requirement is set out under section 25 of the Local Government Act 2003.
- 4.2 CIPFA sets out that reserves can be held for three main purposes:
- A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves.
  - A contingency to cushion the impact of unexpected events or emergencies - this also forms part of general reserves.
  - A means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but legally remain part of the General Fund.
- 4.3 The Authority reviews the levels of reserves it requires as part of the Reserves Report considered by Cabinet on 14 December 2023. At 31<sup>st</sup> March 2024 General Fund Reserves are expected to total £9.8m and HRA general reserves £2.0m as detailed in the table below:

**Table 5 Summary of Reserve Levels**

<b>Reserve</b>	<b>Opening Balance 1 April 2023 £'000</b>	<b>Closing Balance 31 March 2024 £'000</b>
General Fund Balances	9,615	9,820
Housing Revenue Account	2,761	1,977

- 4.4 At the Council meeting on 23<sup>rd</sup> February 2016 Members approved a minimum working level of General Fund balances of £0.5m. The minimum level of balances for planning purposes will remain at £0.5m.

## SECTION 5: FUTURE YEARS FUNDING STREAMS

### Income

- 5.1 The 2024/25 local government finance settlement has again been announced for one year only. For 2025/26 and beyond, the potential for a multi year settlement will depend on the timing of the General Election. There remains a high degree of uncertainty arising from the planned Fair Funding Review and Business Rates Reset which are the most significant changes in Local

Government funding for a generation. The main funding streams determined by the settlement are detailed in the paragraphs below.

5.2 The Council receives funding from 4 main funding streams –

- Revenue Support Grant (see sections 5.3 – 5.4)
- Business Rates (sections 5.5 to 5.20)
- Specific Grants (sections 5.21 to 5.22)
- Council Tax (sections 5.23 to 5.28)

### **Revenue Support Grant (RSG)**

5.3 Tamworth BC receives only a small proportion of its income through Revenue Support Grant - £322k in 2024/25 (£302k in 2023/24). In line with the Local Government Funding Policy Statement this has increased by September 23 inflation (6.7%). Future years RSG is expected to increase in line with inflation.

5.4 Future year's RSG will be affected by the Fair Funding Review, will update the formulas used for distributing RSG between Authorities in an attempt to make it more equitable by reviewing relative needs and resources. The Draft Budget report presented to Cabinet on 30 November 23 assumed the reforms would come into place in 2025/26 but indications following the 2024/25 Draft Local Government Finance Settlement (published on 5 December 23) are that it is now unlikely to be before 2026/27. An inflationary increase to RSG has been applied for future years.

### **Business Rate income**

5.5 Total Business Rate income consists of 3 elements:

- Business Rate Income
- Tariff Payment
- Section 31 grants to compensate for Central Government decisions around Business Rate relief and adjustments to the multiplier.

#### **Outline of Business Rate Scheme**

5.6 The 2013/14 Business Rates Retention (BRR) scheme set out the mechanism for operating Business Rate collection. The scheme determines both the Business Rate Baseline (BRB) which identifies the amount of Business Rates that the Council is expected to collect each year and the Baseline Funding Level (BFL) which is based on an assessment of the authority's relative funding need and its assumed ability to generate council tax revenue.

5.7 Where the Baseline Funding Level exceeds the Business Rate Baseline (ie the Council collects more than what the government judge that it requires), as in Tamworth, the authority is required to pay a tariff into the central pool which

is then distributed to other Local Authorities whose collection levels fall short of their baseline need assessment. In 2023/24, the tariff payment was set at £10,686,850. An analysis of the estimated Baseline Funding Levels for future years following the Local Government Provisional Finance Settlement is shown in Table 6 below.

**Table 6 – Analysis of Baseline Funding Level**

<b>BASELINE FUNDING LEVEL</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Base Budget Forecast (November 23)</b>						
Business Rate Baseline	13,113	13,386	15,407	15,715	16,030	16,350
Less: Tariff payable	-10,687	-10,909	-12,881	-13,139	-13,401	-13,669
<b>Baseline Funding Level</b>	<b>2,426</b>	<b>2,476</b>	<b>2,526</b>	<b>2,577</b>	<b>2,628</b>	<b>2,681</b>
<b>MTFS Forecast (Provisional Settlement)</b>						
Business Rate Baseline	13,113	13,682	13,886	16,186	16,418	16,670
Less: Tariff payable	-10,687	-11,137	-11,303	-13,566	-13,760	-13,971
Technical adjustment following NNDR3 return	36	-36				
<b>Baseline Funding Level</b>	<b>2,462</b>	<b>2,509</b>	<b>2,583</b>	<b>2,621</b>	<b>2,658</b>	<b>2,699</b>
<b>Increase / (Decrease)</b>	<b>36</b>	<b>32</b>	<b>57</b>	<b>44</b>	<b>30</b>	<b>18</b>

5.8 The Government’s assessed Business Rates Baseline for the authority is only based on an adjusted average income figure going back to 2013/14. The actual income received is higher than this due to growth, which means that the provisional settlement no longer provides the real funding level for authorities.

5.9 If the actual amount of income received from business rate collection (due to growth), exceeds the Baseline Funding Level, the difference is split as follows:

**Table 7 – Split of Business Rates Growth**

	<b>%</b>
Tamworth BC	40
Central Pool	25
Staffordshire BR Pool (Section 5.11)	25
County Council	9
Fire	1
<b>Total</b>	<b>100</b>

5.10 New Burdens (Section 31) Grant is receivable from the Government to compensate the Council for business rate reliefs that form part of government policy (such as Small Business Rate Relief). Any section 31 grant that relates to growth will be split 50% to the Council and 50% to the Staffordshire Business Rate Pool.

- 5.11 The Council has been member of the Staffordshire and Stoke on Trent Business Rates pool since its inception in 2013/14. The pool charges a levy to its members equivalent to 25% of growth (as set out in table 7 above) plus 50% of Section 31 relief compensation grant. The levies are held in a reserve to pay out member authorities should their Business Rate income fall below the floor level set by the Government. Any excess funding can be distributed back to its member authorities by agreement with Members.
- 5.12 Business Rate charges usually increase annually in line with September Consumer Price Inflation (CPI) - 6.7% for September 23. This is achieved by increasing the Business Rate multiplier which is then multiplied with the rateable value of a property to determine the level of Business Rates to be paid to the Council.
- 5.13 For several years now the business rates multiplier has been frozen to minimise the impact of business rate increases on businesses during and since Covid-19. The Government has compensated the Council for loss of income by way of additional Section 31 grant.
- 5.14 In November's Autumn Statement it was announced that the 2024/25 business rates multiplier will be frozen again for small businesses at 49.9p, but the standard multiplier, which is used for other businesses, will increase in line with CPI. Whilst financially it should not affect the income that the Council receives as any changes will be reflected in the level of compensation grant received, it will be difficult to administer in the first instance due to changes being required to the BR software. The government has promised New Burdens funding to cover additional costs.

### **Business Rates Reset**

- 5.15 The Business Rate Reset will see the national redistribution of business rates so that any retained growth (since 2013/14) will be consumed into the national pot for redistribution. It is expected that Tamworth BC will lose significant growth.
- 5.16 These reforms were originally due to be in place by 2019/20 but have been deferred several times. The Draft Budget report presented to Cabinet on 30 November 23 assumed the reforms would come into place in 2025/26 but indications following the 2024/25 Draft Local Government Finance Settlement (published on 5 December 23) are that it is not going to be before 2026/27. This means that the Council will be able to retain its business rate growth for an additional year. However, the uncertainty continues and the Council still faces losing this growth in the future and needs to plan accordingly.
- 5.17 The business rates forecast income is subject to confirmation / finalisation over the next few weeks – the latest estimates are detailed below:



**Table 8 Business Rate Income Forecast**

<b>BASE BUDGET</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	£	£	£	£	£	£
<b>Base Budget Forecast (November 2023)</b>						
Retained Business Rates	13,581,271	15,104,982	15,407,081	15,715,223	16,029,527	16,350,118
Less: Tariff payable	-	-	-	-	-	-
	<u>10,686,850</u>	<u>10,909,136</u>	<u>12,881,072</u>	<u>13,138,694</u>	<u>13,401,467</u>	<u>13,669,497</u>
Total	2,894,421	4,195,846	2,526,009	2,576,529	2,628,060	2,680,621
<b>MTFS Forecast Provisional Settlement</b>						
Retained Business Rates	13,581,271	14,264,551	15,407,081	15,715,223	16,029,527	16,350,118
Less: Tariff payable	-	-	-	-	-	-
	<u>10,686,850</u>	<u>11,172,962</u>	<u>12,361,073</u>	<u>13,138,694</u>	<u>13,401,467</u>	<u>13,669,497</u>
Total	2,894,421	3,091,589	3,046,008	2,576,529	2,628,060	2,680,621

- 5.18 The reduction in 2024/25 estimates are due to an increase in the collection fund deficit from 2023/24 due to an increase in the allowance for revaluation appeals. The retained Business Rates forecast will be updated in the February budget report based on the NNDR1 return which is still being finalised.
- 5.19 There are still significant uncertainties around Business Rate funding - specifically the treatment of:
- Forecast levels of growth / contraction in business rates – including the level of void properties and unpaid business rates for 2024/25;
  - The estimated level of mandatory and discretionary reliefs;
  - The estimated level of refunds of Business Rates following the Appeal process – especially following the planned changes in rateable values arising from the Business Rates Revaluation from April 2023;
  - the treatment of Section 31 grant funding (including Small Business Rate Relief Grant) – which could affect the calculation of any levy payment and thereby reduce retained Business Rate income; and
  - The impact of the Business Rates Retention scheme review, Baseline reset (the Council’s baseline need level), the Fair Funding Review and the Spending Review on the likely tariff levels for future years.
- 5.20 The revised estimates for Business Rates arising from NNDR1 will feed into the next stage of the budget process.

## Specific Grants

5.21 Specific Grants received by Tamworth BC are detailed below:

- **Increased:** New Homes Bonus (NHB) - £503k. NHB is a grant paid to local councils to reflect and incentivise housing growth in their areas. The future of NHB has been very uncertain and it was expected that 2023/24 might be the last year that it was paid. However, further grant has been released for 2024/25 with an amended distribution formula which has seen Tamworth's grant increase from £347k to £503k. It is not certain whether the grant will be extended beyond 2024/25 and no income has been assumed for 2025/26 onwards.
- **Reduced:** Services Grant - This grant has been reduced from £95k to £15k. This reduction is due to the national pot being reduced to cover increases in other grants. The methodology for the grant remains unchanged.
- **Reduced:** Minimum Funding Guarantee – from £636k in 2023/24 to £540k in 2024/25 . This grant is intended to provide a funding floor for all local authorities, so that no local authority would see an increase in Core Spending Power that is lower than 3% (before assumptions on council tax rate increases). The grant has reduced significantly for 2024/25, largely due to the gain in New Homes Bonus (see above).

## Extended Producer Responsibility funding

5.22 Local authorities were expecting to receive additional income from the Extended Producer Responsibility for packaging (EPR) scheme for 2024/25. The scheme would also require the submission of data relevant to their waste collection services. The scheme has been delayed and it is too early to know the impact for the Council as the Government still plan to review and identify the position on funding for lower tier authorities particularly given the possible interactions with the EPR scheme. No funding has been built into future year's budgets at this point.

## Council Tax

5.23 In the past, the Government had the power under the Local Government Act 1999 to require councils to set a lower budget requirement if it considered the budget requirement and council tax had gone up by too much. The Localism Act 2011 abolished the capping regime but introduced new requirements on a Council to hold a local referendum if it increases its council tax by an amount exceeding the principles determined by the Secretary of State and agreed by the House of Commons (expected to be the higher of £5 or 3% for 2024/25).

5.24 Consideration of the likely level of Council Tax increases over the 5-year period is needed to avoid the potential costs of holding a referendum and to ensure that balances are maintained at the minimum approved level of £500k.

- 5.25 Last year's medium term financial strategy assumed ongoing increases of £5 per annum from 2024/25. The indication in the Provisional Funding Settlement is that the 'capping' threshold for District Councils will remain the higher of £5 or 3%.
- 5.26 The Council Tax Base of 23,479 was approved by Cabinet on 14 December 2023.
- 5.27 The draft Budget and Medium Term Financial Strategy is based on a council tax increase of £5 (2.6%) for 2024/25 followed by increases at £5 p.a. thereafter.
- 5.28 Each £1 increase in the band D Council Tax would raise approximately £23k per annum. For each 1% increase in Council Tax, the Council will receive £47k in additional income per annum.

## SECTION 6 - OUTLOOK FOR 2024/25 TO 2027/28

6.1 The Council is required to set the Council Tax precept at its meeting on 27 February 2024. The Draft Base Budget Forecasts 2024/25 to 2028/29 report considered by Cabinet on 30 November 2023 identified six options for increasing Council Tax levels for 2024/25:

- £5.00 – 2.54%
- £10.00 – 5.1%
- £1.00 – 0.5%
- £14.00 - 7.1%
- £0.00 – 0%
- £5.89 – 2.99%

6.2 Given the referendum limit identified in the provisional finance settlement is the highest of £5 or 3%, the options considered in this report have been reduced to a nil increase, £5 and 2.99%. The impact on Council Tax Band D levels are shown in Table 9 below.

**Table 9 – Council Tax Options Analysis**

	<b>Amount £</b>	<b>Increase £</b>	<b>Additional Income £'000</b>
Current Band D Council Tax	196.89		
£5 Increase	201.89	5.00	117
2.99% Increase	202.77	5.88	138
Zero increase	196.89	0.00	0

6.3 The impact of the different options on the budget deficit position is considered in the tables below.

**Table 10: Option 1 - £5 increase in Council Tax 2024/25 to 2028/29**

<b>Year:</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
<b>Forecast:</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Net Cost of Services	8,806	8,244	11,592	12,777	13,114	13,566
Projected underspend 2023/24	(1,412)					
RSG	(302)	(322)	(328)	(335)	(342)	(349)
Business Rates net income	(2,634)	(1,940)	(3,046)	(2,577)	(2,628)	(2,681)
Council Tax	(4,662)	(4,773)	(4,932)	(5,093)	(5,255)	(5,420)
<b>Surplus (-) /Deficit</b>	<b>(204)</b>	<b>1,209</b>	<b>3,286</b>	<b>4,773</b>	<b>4,889</b>	<b>5,116</b>
<b>Balances Remaining (-) / Overdrawn</b>	<b>(9,819)</b>	<b>(8,609)</b>	<b>(5,323)</b>	<b>(551)</b>	<b>4,338</b>	<b>9,454</b>
£ Increase	5.00	5.00	5.00	5.00	5.00	5.00
% Increase	2.61%	2.54%	2.48%	2.42%	2.36%	2.31%
Note: Resulting Band D Council Tax	196.89	201.89	206.89	211.89	216.89	221.89

6.4 If a £5 council tax increase is approved in 2024/25, there would be a deficit of £1.2m in 2026/27, £3.3m in 2025/26 and £4.8m in 2026/27. In the short term, these can be met from General fund reserves whilst leaving balances of £551k at the end of 2026/27 which is above minimum approved level of £500k. However, it should be noted that expenditure at this level is unsustainable in the long term with £9.5m needing to be saved by the end of 2028/29 and a Sustainability Strategy needs to be developed in the medium term to ensure the long term viability of the Council.

**Table 11: Option 2 – 2.99% (£5.89) increase in Council Tax 2024/25 to 2028/29**

<b>Year:</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
<b>Forecast:</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Net Cost of Services	8,806	8,244	11,592	12,777	13,114	13,566
Projected underspend 2023/24	(1,412)	-	-	-	-	-
RSG	(302)	(322)	(328)	(335)	(342)	(349)
Business Rates net income	(2,634)	(1,940)	(3,046)	(2,577)	(2,628)	(2,681)
Council Tax	(4,662)	(4,794)	(4,978)	(5,169)	(5,367)	(5,572)
Surplus (-) /Deficit	(204)	1,188	3,240	4,697	4,777	4,964
<b>Balances Remaining (-) / Overdrawn</b>	<b>(9,819)</b>	<b>(8,630)</b>	<b>(5,391)</b>	<b>(694)</b>	<b>4,083</b>	<b>9,048</b>
£ Increase	5.00	5.89	6.06	6.24	6.44	6.62
% Increase	2.61%	2.99%	2.99%	2.99%	2.99%	2.99%
Note: Resulting Band D Council Tax	196.89	202.78	208.84	215.08	221.52	228.14

6.5 If a 2.99% maximum council tax increase is approved in 2024/25, there would be a deficit of £1.2m in 2026/27, £3.2m in 2025/26 and £4.7m in 2026/27. These can be met from General Fund reserves until the end of 2026/27 whilst leaving £694k in balances which is above the minimum approved level of balances (£500k) at the end of the three year term. However, it should be noted that expenditure at this level remains unsustainable in the long term with £9.0m needing to be saved by the end of 2028/29. A Sustainability Strategy would still need to be developed in the medium term to ensure the long term viability of the Council, even with the maximum available increase in Council Tax.

**Table 12: Option 3 – Nil increase in Council Tax 2024/25 to 2028/29**

<b>Year:</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
<b>Forecast:</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Net Cost of Services	8,806	8,244	11,592	12,777	13,114	13,566
Projected underspend 2023/24	(1,412)	0	0	0	0	0
RSG	(302)	(322)	(328)	(335)	(342)	(349)
Business Rates net income	(2,634)	(1,940)	(3,046)	(2,577)	(2,628)	(2,681)
Council Tax	(4,662)	(4,656)	(4,695)	(4,735)	(4,774)	(4,813)
<b>Surplus (-) /Deficit</b>	<b>(204)</b>	<b>1,327</b>	<b>3,523</b>	<b>5,131</b>	<b>5,370</b>	<b>5,723</b>
<b>Balances Remaining (-) / Overdrawn</b>	<b>(9,819)</b>	<b>(8,492)</b>	<b>(4,969)</b>	<b>162</b>	<b>5,532</b>	<b>11,255</b>
£ Increase	5.00	0.00	0.00	0.00	0.00	0.00
% Increase	2.61%	0.00%	0.00%	0.00%	0.00%	0.00%
Note: Resulting Band D Council Tax	196.89	196.89	196.89	196.89	196.89	196.89

6.6 If no Council Tax increase is approved in 2024/25, there would be a deficit of £1.3m in 2026/27, £3.5m in 2025/26 and £5.1m in 2026/27. Existing General Fund reserves would be insufficient to cover deficit levels beyond 2025/26 as balances would fall below the minimum approved level of balances (£500k). Major cuts to services would need to be considered as part of a Sustainability Strategy to ensure the long term viability of the Council due to the expected shortfall in funding being in excess of £11m by 2028/29.

6.7 Each £1 increase in the band D Council Tax would raise approximately £23k per annum. For each 1% increase in Council Tax, the Council will receive £47k in additional income per annum.

6.8 It should be noted that Tamworth Borough Council, as the billing authority, also collect Council Tax on behalf of the County Council, Office of the Police and Crime Commissioner (OPCC) and Fire & Rescue Authority who are due to finalise their budgets for 2024/25 during February 2023. Indications of the potential impact of the Borough Council Tax proposals is shown for each Council Tax Band in Appendix H.

## Sensitivity Analysis

6.9 A review has been undertaken regarding the sensitivity of the factors within the forecasts, pay award & inflation, interest rate movements together with changes in Government Grant support. Details can be found in Appendix I and a summary is shown in the table below:

**Table 13: Sensitivity analysis of assumptions underlying the budget.**

Effect of x% movement:	% + / -	Impact over 1 year +/- £'000	Impact over 3 years +/- £'000	Impact over 5 years + / - £'000	Risk
Pay Award / National Insurance (GF)	1.0%	215	988	1,552	H
Pension Costs	1.0%	-	154	465	L
Council Tax	0.5%	19	139	243	L
Inflation / CPI	1.0%	279	566	1,144	H
Government Grant (inc NHB)	1.0%	116	345	504	L
Investment Interest	1.0%	487	1,834	2,700	H
Key Income Streams	10%	342	1,565	2,455	H
Business Rates	1.0%	278	1,301	2,051	H

## 7 GENERAL FUND SUMMARY AND CONCLUSIONS

- 7.1 The budget proposals reflect the need to compensate for reduced income levels arising from the uncertain political and economic conditions and potential medium term significant reductions in Government funding. This is set against a desire to continue to address the Council's priorities / issues identified by Members and at the same time to seek continuous improvement in service delivery.
- 7.2 The increase in Council Tax is limited to the highest of £5 or 3% in order to avoid the need to hold a referendum. Three options for increasing Council Tax have been considered: zero, £5 and 2.99%. The results are summarised in Table 14 below.

**Table 14 – Comparison of different Council Tax Options**

<b>Year:</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>£5 Increase in council tax</b>						
Surplus (-) /Deficit	(204)	1,209	3,286	4,773	4,889	5,116
Balances Remaining (-) / Overdrawn	(9,819)	(8,609)	(5,323)	(551)	4,338	9,454
<b>2.99% Increase in Council Tax</b>						
Surplus (-) /Deficit	(204)	1,188	3,240	4,697	4,777	4,964
Balances Remaining (-) / Overdrawn	(9,819)	(8,630)	(5,391)	(694)	4,083	9,048
<b>Zero Increase</b>						
Surplus (-) /Deficit	(204)	1,327	3,523	5,131	5,370	5,723
Balances Remaining (-) / Overdrawn	(9,819)	(8,492)	(4,969)	162	5,532	11,255

- 7.3 All options leave the Council in a deficit position in 2024/25 and beyond.
- 7.4 Existing General Fund reserves would be insufficient to cover deficit levels beyond 2025/26 if Council Tax is not increased at all.
- 7.5 Increases of either £5 or 2.99% will ensure that there are sufficient General Fund reserves to cover the deficit and leave the required minimum level (£500k) over the 3 year period to 2026/27. However, for either option, there remains a significant ongoing deficit. Whilst this can be met from General Fund reserves over the short term, savings in the region of £4m per year are required from 2027/28 in order to balance the budget.
- 7.6 The development of a Sustainability Strategy is required in order to avoid significant financial cuts in future years.
- 7.7 A General Fund five year revenue budget summary assuming a £5 increase in Council Tax is shown in Appendix G and summarised in Table 15 below.
- 7.8 Using the funding forecast and assuming increases in Council Tax of £5 per annum for 2024/25 onwards, the five year base budget forecast is as follows:

**Table 15 – 5 Year Base Budget forecast assuming £5 increase in Council Tax**

	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2027/28 £'000
<b>Estimated Net Cost of Services</b>	<b>8,083</b>	<b>11,878</b>	<b>12,118</b>	<b>12,469</b>	<b>12,914</b>
Proposed Policy Changes / Additional Costs Identified (Detailed at Appendix B)	162	(286)	659	645	651
<i>Recharge &amp; Inflationary Adjustments (Policy Changes)</i>	-	-	-	-	-
	-	-	-	-	-
<b>Net Expenditure</b>	<b>8,244</b>	<b>11,592</b>	<b>12,777</b>	<b>13,114</b>	<b>13,566</b>
<b>Financing:</b>					
RSG	322	328	335	342	349
Collection Fund Surplus/(deficit) (Council Tax)	33	33	33	33	33
Collection Fund Surplus/(deficit) (Business Rates)	(1,152)	-	-	-	-
Tariff Payable	(11,173)	(12,361)	(13,139)	(13,401)	(13,669)
Non Domestic Ratepayers	14,265	15,407	15,715	16,030	16,350
Council Tax Income	4,740	4,899	5,060	5,222	5,387
<b>Gross Financing</b>	<b>7,035</b>	<b>8,306</b>	<b>8,004</b>	<b>8,225</b>	<b>8,449</b>
Surplus(-)/Deficit	1,209	3,286	4,773	4,889	5,116
Balances Remaining (-) / Overdrawn	(8,609)	(5,323)	(551)	4,337	9,453

## 8 HOUSING REVENUE ACCOUNT

### HRA Technical Adjustments

8.1 Revisions / updates have been made to the 2023/24 base budget in order to produce an adjusted base for 2024/25 and forecast base for 2025/26 onwards. These changes, known as technical adjustments, have been informed by feedback from budget managers and calculated to take account of:

- The assumed increase in rent of 7.7% in line with the latest rent standard guidance.
- virements approved since the base budget was set.
- the removal of non-recurring budgets from the base.



- the effect of inflation.
- changes in payroll costs and annual payroll increments.
- changes in expenditure and income following decisions made by the Council.
- other changes outside the control of the Council such as changes in insurance costs and reduction in grant income.
- The 'Zero base budgeting' review of income levels.

8.2 These have not changed since the Draft Base Budget Forecast report considered by Cabinet on 30 November 2023 and are detailed in Appendix D2. Any new changes have been incorporated into the updated Policy Changes.

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

**Table 16 – Housing Revenue Account Technical Adjustments Summary**

<b>Technical Adjustments</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>
Base Budget B/Fwd	823	(1,315)	(1,278)	(1,540)	(1,782)
Committee Decisions	87	(74)	97	49	0
Inflation	253	190	195	235	242
Other	(2,582)	(254)	(654)	(620)	715
Pay Adjustments (Including pay award / reduction of 7.5% for vacancy allowance)	104	175	100	94	90
Revised charges for non-general fund activities	0	0	0	0	0
Virements	0	0	0	0	0
<b>Total / Revised Base Budget</b>	<b>(1,315)</b>	<b>(1,278)</b>	<b>(1,540)</b>	<b>(1,782)</b>	<b>(735)</b>

### **Policy Changes**

8.4 Further updates to the budgets have been made to reflect changes in policy or developments that were not included in the 2023/24 MTFS or Technical Changes approved by Cabinet on 30 November 23. A full list of Policy Changes is attached at Appendix F. There is only one Policy Change in

excess of £50k which related to the realignment of salary budgets following the latest pay awards (£87k in 2024/25).

- 8.5 It should be noted that the Policy Changes do not reflect 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 £35m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £387m over 30 years).

### **Rent Setting Policy**

- 8.6 On 30<sup>th</sup> November 2017, Cabinet considered and approved amendments to the Council's Rent Setting Policy to include arrangements to charge affordable rents on new and affordable housing.
- 8.7 The policy provides a framework within which Tamworth Borough Council will set rents and service charges and draws on the Department for Communities and Local Government Guidance on Rent Setting for Social Housing.
- 8.8 For 2024/25 (and in the medium term), should rents be set in line with the approved policy including a general increase of the consumer price index (CPI) measure of inflation of plus 1% - this would equate to a 7.7% increase (followed by forecast increases of 3% p.a.), due to the increased cost pressures currently being experienced. The 2023/24 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 forecast increase for 2024/25 will be 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).
- 8.9 Assuming increases in Rent capped CPI+1% (7.7%) allowed by the Government's recent rent setting guidance, the proposals will mean that balances will remain above the approved minimum level of £0.5m over the five year period.

**Table 17 Impact on HRA Balances after Policy Changes**

<i>Figures exclude internal recharges which have no bottom line impact.</i>	<b>Base Budget 2023/24</b> £	<b>Budget 2024/25</b> £	<b>Budget 2025/26</b> £	<b>Budget 2026/27</b> £	<b>Budget 2027/28</b> £	<b>Budget 2028/29</b> £
HRA Summary	(4,620,760)	(6,216,500)	(6,220,310)	(6,603,410)	(6,970,050)	(6,045,260)
ED Communities	28,060	30,470	32,810	35,360	38,000	40,660
AD People	268,240	285,230	289,080	292,680	296,380	300,200
AD Environment, Culture & Wellbeing	391,100	415,180	425,860	436,810	446,600	455,890
AD Assets	283,660	276,380	269,040	301,870	332,780	362,740
AD Neighbourhoods	4,473,180	4,163,380	4,040,440	4,114,070	4,193,770	4,271,530
<b>Grand Total</b>	<b>823,480</b>	<b>(1,045,860)</b>	<b>(1,163,080)</b>	<b>(1,422,620)</b>	<b>(1,662,520)</b>	<b>(614,240)</b>

<b>Balances B/Fwd</b>		<b>(1,977,004)</b>	<b>(3,022,864)</b>	<b>(4,185,944)</b>	<b>(5,608,564)</b>	<b>(7,271,084)</b>
<b>Balances C/Fwd</b>		<b>(3,022,864)</b>	<b>(4,185,944)</b>	<b>(5,608,564)</b>	<b>(7,271,084)</b>	<b>(7,885,324)</b>

8.10 Table 17 shows that Housing Revenue Account (HRA) balances are expected to be £5.6m at the end of 2026/27. Whilst these balances would appear to be significant, they are required to build up reserves in order to meet the long term costs of the capital programme included in the 30 year HRA business plan (see section 8.5).

### **Other Options Considered**

8.11 The impact of 2 further options for setting rent at CPI and no increase have been modelled and the impact is detailed in the table below for information.

**Table 18 impact of alternative rent setting models**

	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2026/27 £	2027/28 £
<b>Option 1: CPI + 1%</b>						
Rent (52 Weeks)	92.13	99.23	102.20	105.27	108.43	111.68
Rent (48 Weeks)	99.81	107.50	110.72	114.04	117.46	120.99
% Increase	7%	7.7%	3.0%	3.0%	3.0%	3.0%
	-	-	-	-	-	-
		<b>5 year impact</b>				<b>0</b>
<b>Option 2: CPI</b>						
Rent (52 Weeks)	92.13	98.31	100.27	102.28	104.32	106.41
Rent (48 Weeks)	99.81	106.50	108.63	110.80	113.02	115.28
% Increase		0.067	0.02	0.02	0.02	0.02
<b>Reduced Rent compared to Option 1</b>		<b>213,950</b>	<b>438,230</b>	<b>676,830</b>	<b>925,760</b>	<b>1,185,330</b>
		<b>5 year impact</b>				<b>3,440,100</b>
<b>Option 3: No increase</b>						
Rent (52 Weeks)	92.13	92.13	92.13	92.13	92.13	92.13
Rent (48 Weeks)	99.81	99.81	99.81	99.81	99.81	99.81
% Increase		0.0%	0.0%	0.0%	0.0%	0.0%
<b>Reduced Rent compared to Option 1</b>		<b>1,681,550</b>	<b>2,284,330</b>	<b>2,971,150</b>	<b>3,674,690</b>	<b>4,395,380</b>
		<b>5 year impact</b>				<b>15,007,100</b>
Inflation at CPI + 1%		7.7%	3.0%	3.0%	3.0%	3.0%

8.12 Table 18 shows that the 5 year impact of increasing by CPI rather than CPI + 1% is £3.4m. If no rent increase were applied, the 5 year impact would be £15m. Either of these options would have a significant impact on the long term funding of the HRA account leaving it with a significant funding deficit. This would require significant cuts, most likely in the capital programme which would affect the ability to maintain the current standard of housing stock.

## CORPORATE CAPITAL STRATEGY

### 1 INTRODUCTION

- 1.1 This Capital Strategy is a key corporate document that outlines how the Council intends to optimise the use of available capital resources to help achieve its objectives. Capital expenditure is a major cost to the Council and as a result it is necessary to ensure that key programmes of work requiring capital expenditure have been properly identified, evaluated and prioritised.
- 1.2 The Strategy sits alongside the Medium Term Financial Strategy (MTFS), Asset Management Plan and HRA business plan. This strategy sets out the Council's approach to capital investment and the approach that will be followed in making decisions in respect of the Council's Capital assets.
- 1.3 As part of the Council's business planning process, managers and Assistant Directors are required to consider the capital resources needed to deliver their services now and into the future (5 year timeframe).

#### Summary Capital Investment Plan

- 1.4 The draft General Fund capital programme will require borrowing of £1.4m over the next 5 years subject to the exploration and availability of alternative funding.
- 1.5 Key Schemes include:
- Disabled Facilities Grants, £650k p.a. (including £547k p.a. BCF grant);
  - Balancing Ponds, £700k;
  - Refurbishment of Anker Valley changing rooms of £100k;
  - Capital repairs programme at the Castle £250k
  - Energy Efficiency Upgrades-Commercial and Industrial Units, £75k p.a.
  - Street lighting, £171k;
  - Technology upgrades including replacement hardware £300k; and system upgrades/renewals £245k
  - Play area refurbishment, £200k;
  - CCTV upgrades, £137k.
- 1.6 The draft HRA capital programme will require borrowing of £2.8m over the next 5 years subject to the exploration and availability of alternative funding.
- 1.7 Key HRA Schemes include:
- HRA Business plan works to dwellings, £23.1m;
  - Neighbourhoods £1.0m;
  - Disabled Facilities Adaptations £3.5m;
  - High Rise works £3.89m;

- Retained Garage Sites, £930k;
- Regeneration & Affordable Housing, £7.25m;
- Fire Risk mitigation works, £300k;
- Damp & Mould works, £500k;
- Decarbonisation works to achieve Zero Carbon, £3.0m.

### **Impact on Medium Term Financial Plan**

- 1.8 The General Fund capital programme will require unsupported borrowing of £1.4m over the next 5 years which will be funded through internal borrowing (with an associated loss of investment interest) and will require provision for debt repayment.
- 1.9 Should the draft HRA capital programme proceed without amendment, there will be a significant funding gap for the HRA capital programme, requiring unsupported borrowing of £2.8m. There are no debt repayment costs for the HRA and the Government has now lifted the previous debt cap (of £79.407m). The current HRA Capital Financing Requirement (CFR) stands at £69.981m with planned borrowing in 2023/24 of £1.159m. However it should be noted that the additional borrowing associated with unsupported costs will mean higher debt interest costs for the HRA.

### **Summary of Risk Assessment**

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

### **THE CAPITAL STRATEGY**

- 2.1 The Capital Strategy is a 'live' and dynamic document, which will update and evolve as strategic influences and priorities change. The Corporate Capital Strategy will be reviewed annually and an update presented to Council in February each year as part of the MTFs report. However, should a significant situation arise, whether it be a policy matter, an investment opportunity or a new risk for example, an update to the Capital Strategy will be presented to Members as part of the quarterly performance report.
- 2.2 The Capital Strategy will:
- Reflect Members' priorities as set out in the Corporate Plan including the approach to the allocation of its capital resources and how this links to its priorities at a corporate and service level;

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

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

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

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

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

*Over the next five years the strategy is expected to see in the region of £51.5m of capital expenditure (both General Fund and HRA). The HRA capital programme is a key element of the 30 year HRA Business Plan. Within this financial context and considering the Council’s balance sheet and asset base, and its track record in acquiring, managing and disposing of assets where required to support its objectives, the capital strategy as a whole is proportionate to the Council’s overall activities and financial position.*

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

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

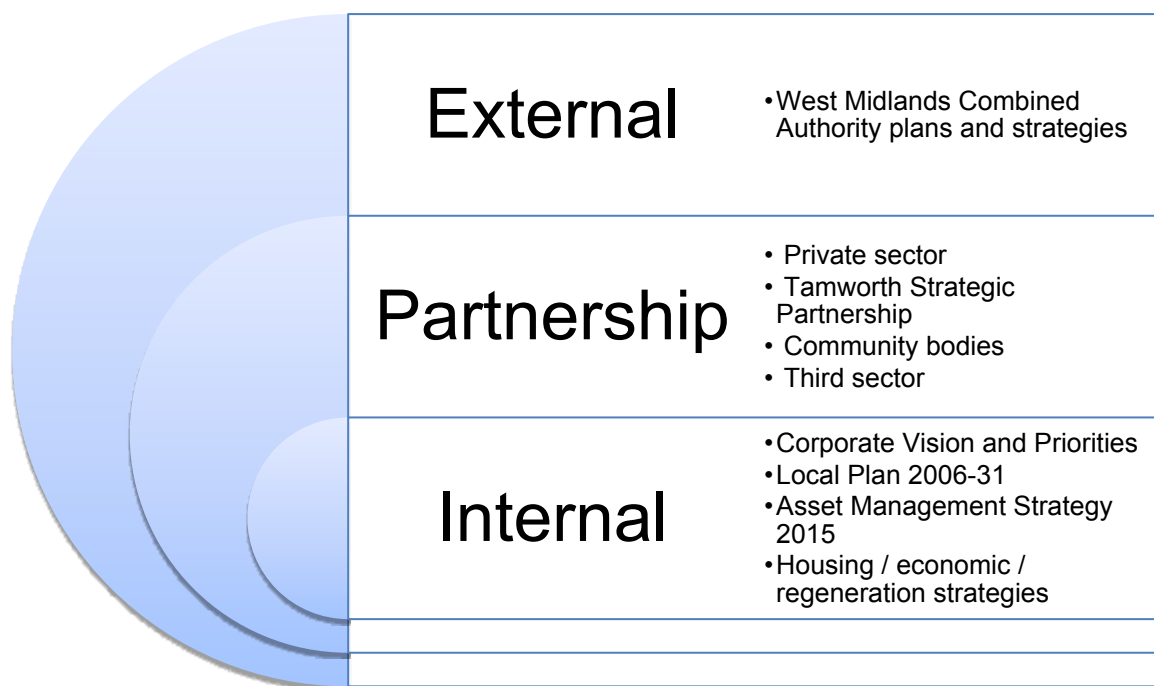
## **Background**

- 2.5 The Council has an ongoing capital programme of over £44m for 2023/24 and an asset base valued at £300m (as at 31<sup>st</sup> March 2023).
- 2.6 Traditionally the Council's capital programme has been set and approved for a five year period, with a 30 year HRA business plan setting out future plans for the Council's housing stock. In order to improve longer term strategic planning, so that the Council can better prioritise spending and align with local, regional and national priorities, it is recognised that the current capital programme needs to have a longer-term focus for the purposes of the capital strategy, ideally looking to a 20-30 year timeframe.
- 2.7 The process for the consideration of capital expenditure within the MTFs process has been reviewed and refined to ensure that there are provisional plans for expenditure out to a 10 year timeframe, with an indication of requirements out to 20-30 years.
- 2.8 A number of actions/improvements have been identified throughout this capital strategy, and they are summarised in an action plan, with target completion dates and responsible officers, at **Annex B**.

## **Influences**

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





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

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

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

### **The Capital Appraisal Process**

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

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

- 2.14 All capital bids should be prepared in light of the following list of criteria, and the proposed investment should address and be assessed with regard to:
- the contribution its delivery makes towards the achievement of the Council's Corporate Priorities;
  - the achievement of Government priorities and grant or other funding availability;
  - the benefits in terms of compliance with the Corporate Capital Strategy requirements of:
    1. Invest to save
    2. Maintenance of services and assets
    3. Protection of income streams
    4. Avoidance of cost.
- 2.15 The current de-minimis for capital expenditure is £10k per capital scheme.
- 2.16 It is important that capital investment decisions are not made in isolation and instead are considered in the round through the annual budget setting process.
- 2.17 All proposed schemes requiring capital investment should have as a minimum the following information:
- A description of the scheme;
  - The expected outputs, outcomes and contribution to corporate objectives;
  - The estimated financial implications, both capital and revenue;
  - Any impacts on efficiency and value for money;
  - The nature and outcome of consultation with stakeholders and customers (as applicable);
  - Risk assessment implications and potential mitigations; and
  - Any urgency considerations (e.g. statutory requirements or health and safety issues).
- 2.18 Corporate Management Team and Service Managers identify the potential need for capital investment, in light of external influences, internal strategies and plans, service delivery plans and, in particular, the Asset Management plan. This is seen as a core influence on the Capital Strategy, and informs the priorities and schemes considered as it takes account of issues such as the condition of council owned assets and future maintenance requirements. Other key considerations are health and safety requirements, statutory obligations of the council, operational considerations and emerging opportunities for investment including possible sources of external financing.
- 2.19 The Asset Strategy Steering Group (ASSG) review capital bids prior to consideration by Members. Once capital bids have been prioritised, Executive Management Team will review the outcome of the deliberations of the ASSG

and will make recommendations to Cabinet through an updated Medium Term Financial Strategy (MTFS) report on a proposed budget package which will include capital budget proposals. The MTFS report (including capital budget proposals) will ultimately be considered by Budget Setting Council each year.

- 2.20 It was previously recognised that further action is required to fully embed the capital appraisal process, including proper consideration of options and risk, into the capital strategy and planning processes at Tamworth, and ensure that this is not just a 'tick-box' exercise. Consideration of service units' capital requirements should now form part of the business planning process. The capital appraisal process and associated documentation has been reviewed and updated to ensure proper consideration is given to whole life costs of scheme. Further work is needed to further improve the consideration of alternative options; risk management, etc, and to address the concerns outlined on completion of the CIPFA Property Capital Strategy Self-Assessment Checklist.

### **Monitoring of Approved Capital Schemes**

- 2.21 Each capital scheme has a budget holder/project manager who is responsible for ensuring progress against scheme in line with agreed timescales and for ensuring adherence to the approved budget. The Collaborative Planning (CP) system is used to monitor spend against budget and to inform the projected outturn position. The budget holder/project manager will hold monthly meetings with his/her Accountant to update budget monitoring information on the system and provide a brief commentary as to the progress of each project. Projected capital slippage and potential re-profiling of associated budgets is also reported. The monitoring of progress on individual schemes is reported to Corporate Management Team on a monthly basis and to Cabinet quarterly as part of Financial and Performance Healthcheck reports.
- 2.22 An annual Capital Outturn report is prepared for Cabinet in June each year which details the final outturn for the year, the latest project update from the Service Manager and any proposals to re-profile spend to future financial years for Cabinet approval.
- 2.23 A post implementation review is not appropriate or necessary for all capital projects. They should be prepared where learning is identified which could assist future projects or where there is a significant financial or political impact. Directors should encourage the collation of data during the project and identify any lessons learned which will assist in improving the process in the future.
- 2.24 As part of the approved Strategy, the following action plan tasks have been implemented:
- a) A post implementation review is completed for each scheme where learning is identified which could assist future projects or where there is a significant financial or political impact;

- b) The Asset Strategy Steering Group meet on a Quarterly basis to scrutinise the completed post implementation reports and review the management and monitoring of the capital programme with appropriate feedback and challenge – identifying improvements to the future management of the capital programme.

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

[Financial guidance | Infozone \(tamworth.gov.uk\)](#)

## Review of Asset Management Plan

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

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

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

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

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

2.30 It has been identified that the Council, through this strategy and through the development of a long term strategic plan, needs to take a longer-term view of

the assets required to deliver its Corporate Plan priorities and to support its Medium Term Financial Strategy (MTFS), including spend required (and associated potential funding streams) to address the identified maintenance and repairs backlog for corporate assets. This could include the option to invest in or dispose of current asset holdings or make further acquisitions.

- 2.31 Significant work has been undertaken in this area in order to deliver a robust capital strategy, and the following action is to be completed by March 2024:-

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

## **HRA BUSINESS PLAN**

- 2.32 The Local Plan to 2031 has a target of 177 units of new housing, of which only 40 units per year are likely to be delivered by private developers. This represents only 21% of the total required number of new affordable homes – leaving 79% of need unmet.
- 2.33 The HRA Business Plan has the potential to address some of this unmet need. However the extent to which it can make up a shortfall depends on the resources available within the HRA.
- 2.34 The current draft Asset Management strategy identifies HRA housing stock and garages with a value of £243m as at 31<sup>st</sup> March 2023. The latest stock condition survey report received from Michael Dyson Associates as at April 2019 surveyed 850 properties and identified overall planned maintenance costs over the 30 year period of £27.5m, equating to an average of £32k per surveyed property. When this was extrapolated across the entire housing stock, the planned maintenance profile increased to a total estimated cost of £128m over the 30 year period.
- 2.35 The 30 year HRA business plan is currently under review following the decision by the Government to cap social housing rent increases at 7% for 2023/24, and in light of the net zero/carbon reduction agenda which would require significant capital spend on the housing stock. The latest modelling indicates 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 £387m over 30 years).
- 2.36 This deterioration in the long term financial position for the HRA is common across other local authorities and has been caused by a combination of:
- High levels of inflation. This has particularly impacted on building costs, which have risen by more than the recent high rates of general inflation.
  - Inclusion in the projected capital programme of significant levels of additional investment in decarbonisation works. These add £113m (plus inflation) to the investment requirement over 30 years.

- The government imposed a 7% cap on rent increases for existing tenants in 2023/24, which was less than would have been permitted if it had continued with its previously stated policy (CPI +1%). This meant that rents increased by less than the authority's costs in 2023/24, placing additional pressure on HRA balances
- Expectations for the interest rates chargeable on new borrowing have increased.

2.37 The baseline shows the HRA to be financially sustainable and affordable over the medium term. However, underlying cost pressures and a reliance on borrowing to deliver the capital programme cause the HRA to become unaffordable over the long term. The Council needs to take corrective action over the medium term to correct this situation and secure an HRA that is able to manage and maintain the existing housing stock sustainably over the long term.

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

## **DEBT AND BORROWING AND TREASURY MANAGEMENT**

2.39 Details of the Council's borrowing need (Capital Financing Requirement – CFR), current and forecast debt, and other prudential indicators, as required by the CIPFA Prudential Code for Capital Finance, will be set out in the Treasury Management Strategy Statement, Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2024/25.

### **Capital Funding Streams**

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

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

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

2.43 **Capital Receipts** – the Council is able to generate capital receipts through the sale of surplus assets such as land and buildings and has benefitted from £24m as a result of the sale of the Golf Course at Amington, which is

earmarked for investment under the Council's Commercial Strategy. The potential for future sales will be determined as part of the Council's Asset Management Strategy, to be refreshed as per the action plan detailed previously. Any further capital receipts generated will be reinvested in the capital programme.

- 2.44 **Reserves** – the Council has a level of reserves which are earmarked to be used to support delivery of the Corporate Plan or Invest to Save projects.
- 2.45 **Revenue Funding** – the Council can use revenue resources to fund capital projects by making a 'revenue contribution to capital,' however continuing revenue budgetary constraints mean this option is limited.
- 2.46 **Prudential Borrowing** – the introduction of the Prudential Code in 2004 allows Councils to undertake unsupported borrowing which is subject to the requirements of the Prudential Code for Capital Expenditure. The Council must ensure that unsupported borrowing is affordable, prudent and cost effective. This type of borrowing has revenue implications for the Council in the form of financing costs.

## **APPROACH TO RISK MANAGEMENT**

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

[Risk Management | Infozone \(tamworth.gov.uk\)](http://tamworth.gov.uk/Infozone/RiskManagement)

### **Risk Appetite**

- 2.48 The risk appetite is “the amount of risk that an organisation is prepared to accept, tolerate, or be exposed to at any point in time” (CIPFA). The Council will manage the risks by reducing, preventing, transferring, eliminating or accepting the risk.
- 2.49 Whilst the Council acknowledges that it will have “severe” (red) risks from time to time, it will endeavour to reduce those to an acceptable level either through controls or ceasing the activity (if applicable). Sometimes risks are identified and even though managed, may still remain “severe” (red risk).

### **Risk Management Roles and Responsibilities**

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

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

Group /Individual	Role
Corporate Management Team	<ul style="list-style-type: none"> <li>• Provide leadership for the process to manage risks effectively.</li> <li>• Review and revise the Risk Management Policy and Strategy in accordance with the review period.</li> <li>• Monitor and review the Corporate Risk Register on a quarterly basis including the identification of trends, upcoming events and potential new corporate risks.</li> </ul>
Audit & Governance Committee	<ul style="list-style-type: none"> <li>• Monitor the effectiveness of the Authority's risk management arrangements, including the actions taken to manage risks and to receive regular reports on risk management.</li> <li>• To monitor the actions being taken to mitigate the impact of potentially serious risks</li> </ul>
Cabinet	<ul style="list-style-type: none"> <li>• To provide strategic direction with regard to risk management.</li> </ul>
Directors / Assistant Directors	<ul style="list-style-type: none"> <li>• To provide leadership for the process of managing risks.</li> <li>• To ensure that risk management methodology is applied to all service plans, projects, partnerships and proposals.</li> <li>• To identify and manage business /operational risks.</li> <li>• To ensure that the management of risk is monitored as part of the performance management process.</li> </ul>
Directors / Assistant Directors	<ul style="list-style-type: none"> <li>• To ensure that all risks are identified, recorded and effectively managed in their area or responsibility.</li> <li>• To review and update their risk register on at least a quarterly basis but appropriate to the risk.</li> <li>• To determine the method of controlling the risk.</li> <li>• To delegate responsibility if appropriate for the control of the risk.</li> <li>• To notify the Director of new risks identified for consideration for inclusion on the corporate risk register.</li> </ul>
All staff	<ul style="list-style-type: none"> <li>• To ensure that risk is effectively managed in their areas.</li> <li>• To ensure that they notify their managers of new and emerging risks.</li> </ul>
Assistant Director – Finance	<ul style="list-style-type: none"> <li>• To ensure that the risk management strategy is regularly reviewed and updated.</li> <li>• Promote and support the risk management process throughout the Authority.</li> <li>• Advise and assist managers in the identification of risks.</li> </ul>

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



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

## **COMMERCIAL ACTIVITY**

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

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

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

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

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

## **Investment in Property Funds**

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

2.59 To date, the Council has invested £1.85m with Schrodgers UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.057m with Hermes Federated Property Unit Trust, total investment £11.962m. Although the capital values of the funds did initially fall, mainly since 31<sup>st</sup> March 2020, they then recovered and as at 31<sup>st</sup> March 2022 there was an overall gain of

£1.32m. However, since then capital values have fallen again, and as at 30<sup>th</sup> September the valuation stands at £10.62m, with an overall loss of £1.35m. It should be noted that investments in property are subject to fluctuations in value over the economic cycle and should yield capital growth in the longer term as the economy grows.

Fund Valuations	Investment	Valuation 31/03/2019	Valuation 31/03/2020	Valuation 31/03/2021	Valuation 31/03/2022	Valuation 31/03/2023	Valuation 30/09/2023
Schroders UK Real Estate Fund	1,848,933	1,897,716	1,884,412	1,848,933	2,139,618	1,727,176	1,638,076
Valuation Increase / (reduction)		48,783	(13,305)	(35,479)	290,685	(412,442)	(32,656)
Threadneedle Property Unit Trust	2,000,249	1,921,884	1,836,032	1,794,439	2,097,097	1,732,373	1,727,499
Valuation Increase / (reduction)		(78,365)	(85,852)	(41,594)	302,658	(364,724)	(7,604)
Threadneedle Property Unit Trust	4,056,536	-	-	-	4,407,163	3,640,676	3,630,433
Valuation Increase / (reduction)					350,627	(766,487)	(15,980)
Hermes Federated Property Unit Trust	4,056,500	-	-	-	4,450,808	3,741,712	3,620,146
Valuation Increase / (reduction)					394,308	(709,096)	(119,174)
<b>Total</b>	<b>11,962,218</b>	<b>3,819,601</b>	<b>3,720,444</b>	<b>3,643,372</b>	<b>13,094,687</b>	<b>10,841,937</b>	<b>10,616,154</b>
Valuation Increase / (reduction)		(29,581)	(99,156)	(77,072)	1,338,279	(2,252,750)	(175,414)

2.60 The following table details the dividend returns achieved from the property fund investments, which support the revenue budget. The Council received £458k in dividends from its property fund investments in 2022/23 (£269k in 2021/22), and has received £214k for the current financial year as at 30<sup>th</sup> September 2023 (Q2 returns not yet received in respect of Hermes).

Fund Valuations	Investment	Dividend Returns 31/03/2019	Dividend Returns 31/03/2020	Dividend Returns 31/03/2021	Dividend Returns 31/03/2022	Dividend Returns 31/03/2023	Dividend Returns 30/09/2023
Schroders UK Real Estate Fund	1,848,933	48,118	56,638	52,898	61,655	71,962	33,974
Threadneedle Property Unit Trust	2,000,249	60,056	90,274	75,452	79,231	83,373	46,086
Threadneedle Property Unit Trust	4,056,536	-	-	-	70,417	175,213	96,851
Hermes Federated Property Unit Trust	4,056,500	-	-	-	57,352	127,182	36,671
<b>Total</b>		<b>108,174</b>	<b>146,911</b>	<b>128,350</b>	<b>268,655</b>	<b>457,730</b>	<b>213,582</b>
<b>Annual Revenue % Return</b>		2.8%	3.8%	3.3%	2.2%	4.2%	4.7%

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

2.62 The annual revenue return is dependent on the property fund achieving rental income returns on the commercial property portfolio which has been relatively stable in the past due to the quality of the commercial property owned by the funds. With regard to the growth (or contraction) in the overall asset value – during the past 12 months there has been significant volatility within financial markets due to the tumultuous geopolitical and macroeconomic events, such as the Truss Government’s mini-budget and resultant gilts crisis and market correction (losses) in the short term. However, it has been recognised that the funds will be a long term investment for 10-15 years and would not be redeemed to realise a loss. A budget / reserve of £1.12m is also available to mitigate any losses.

### **Regeneration of Town Centre and Purchase of Gungate site**

2.63 Council on 11<sup>th</sup> April 2018 approved the purchase of the Gungate site within Tamworth town centre, incorporating the site of the former Gungate shopping precinct; a private pay and display car park currently leased to NCP for a term of 26 years; and a Council run pay and display car park leased to the Council on a peppercorn lease until 2062. This was funded from a £4million capital

budget financed from capital receipts from the sale of the Golf Course. Following the purchase of this site, the Council is now in receipt of an additional income stream in respect of the area leased to NCP.

- 2.64 The Council is entitled to purchase land to hold as an investment and regeneration opportunity under the Local Government Act 1972; and the Local Government Act 2003 gives the Council the power to invest for any purpose relevant to its functions under any enactment, or for the purposes of the prudent management of its financial affairs.
- 2.65 As part of this report, Members also approved the development of a regeneration opportunity including further site acquisition should this be beneficial; including formal negotiations with Staffordshire County Council and Staffordshire Police to look at the inclusion of land bordering the site; and to commence master planning works to bring the site to a commercially viable development opportunity. The report to Council recognised that any return from future redevelopment is not guaranteed, and that it could take several years to get a major regeneration project up and running. Initial plans are for a mixed housing/leisure development.
- 2.66 The Council worked with Aspinall Verdi and Altair to develop options for the site, and resources were secured from the Local Government Association (LGA) to pay for 40 days' consultancy; and an £80k grant was received from the Greater Birmingham and Solihull Local Enterprise Partnership. This resulted in the development of a masterplan for the Gungate North site and following the Government announcement of a further round of bidding for funds under their Levelling Up Fund Round 2 programme, a business case and bid was submitted for a scheme to regenerate the Gungate North site. The scheme comprised a high quality, net zero, sustainable office development, a convenience store, multi-storey car park and a college facility for students with high support needs. The bid for Government Levelling Up Funds was for £19.7m, with £6.3m Council funding, of which £4m is re-purposed from the Solway capital allocation, and including £1.4m expected capital receipt from the sale of land at Solway Close. Unfortunately, we were not successful in our bid for Levelling Up Funds, although work is progressing to conclude land ownership and assembly in order to mobilise the Gungate regeneration project, as approved by Council in July 2023.
- 2.67 With regard to the Gungate South site, discussions held with Homes England to assist the Borough Council in unlocking the potential of regeneration sites across the town resulted in a Heads of Terms signed off by Cabinet on the 30th September 2023. Homes England awarded the Council £100k to develop an investment strategy for potential housing sites within the borough, and liaison is continuing with them.

## Future High Streets Fund

- 2.68 The Government Future High Streets Fund was launched at the start of 2019 as part of a package of interventions aimed at improving Town Centres. Tamworth submitted its Expression of Interest (EOI) by the short deadline of March 22<sup>nd</sup> 2019. The EOI had to primarily focus on the story of the Town Centre and its need for this funding. The fund will grant between £5million and £25million to projects that will structurally transform Town Centres and meet local challenges. There was no requirement in the EOI to provide detailed projects, instead just provide short summaries of potential opportunities for which the funding could be used.
- 2.69 The £625 million fund had the following objectives:
- Investment in physical infrastructure
  - Acquisition and assembly of land including to support new housing, workspaces and public realm.
  - Improvements to transport access, traffic flow and circulation in the area.
  - Supporting change of use including (where appropriate) housing delivery and densification.
  - Supporting adaptation of the high street in response to changing technology.
- 2.70 The key challenges articulated in the EOI for Tamworth Town Centre were:
- High levels of vacant properties (predominantly retail – 14.2%)
  - Unbalanced housing, retail and office accommodation offer, above average number of retail units, below average number of offices and homes.
  - Limited night time economy: poor food drink and evening leisure offer.
  - General perception that the Town is a dated, unsafe and unattractive environment.
- 2.71 During December 2020, the Government confirmed that the Council has been awarded £21.65m, from the Government's £1bn Future High Streets Fund to renew and reshape town centres, to deliver a number of projects designed to create a town centre that meets the needs of 21st century residents, shoppers and visitors. It will bring town centre landowners, businesses, councils and other partners together, working on the common goal of reshaping the town centre into a place that Tamworth residents are proud of, that is economically successful and that draws visitors from around the country.
- 2.72 There are three main schemes of work now underway under the Future High Street Fund projects – Castle Gateway; Middle Entry and College Quarter. The Castle Gateway scheme includes work to redevelop empty shop units; demolish an unsightly building enabling the opening up of the Castle bridge and public realm landscaping. The Middle Entry project comprises the redevelopment of shop units into a flexible space with associated public realm works. The College Quarter involves the demolition of part of the Co-Op building and construction of a new college on the site, with the remaining building being redeveloped into an Enterprise Centre.

2.73 Each of the projects is currently progressing well, with Speller Metcalfe appointed to deliver the programme following a procurement process earlier in the year. As the design process progresses, the scope of works are further refined which gives a more accurate picture of the costs associated with delivering the programme. Construction costs are higher than expected due to inflation and the increased cost of materials, and the continued review of the cost plan and input from contractors has meant that projected costs associated with the works are now being more accurately determined. However, despite additional UKSPF, CIL and S106 funds being allocated to the programme, and the significant contingency funds earmarked to mitigate risks associated with the works, it is likely to be necessary to request the release of further funds from the retained Golf Course capital receipts to complete the Programme, subject to Council approval.

### Commercial and Industrial Property

2.74 The following table details the Council's current holding of commercial and industrial property.

INVESTMENT	VALUATION @ 31/03/22 £	ESTIMATED INCOME 2022/23 £	RETURN %	VALUATION @ 31/03/23 £	ESTIMATED INCOME 2023/24 £	RETURN %
Amington Industrial Estate (ground rents)	7,460,000	302,720	4.06	7,132,000	302,720	4.24
Lichfield Industrial Estate (ground rents plus 1 leased plot)	3,541,000	135,200	3.82	3,541,000	135,200	3.82
Local Centre Shops	2,479,500	233,191	9.4	2,363,500	236,153	9.99
Misc Corporate Property	17,655,450	1,192,155	6.75	15,215,444	1,189,030	7.81
Sandy Way Industrial Units	3,835,400	300,225	7.83	3,790,500	301,116	7.94
Tamworth Business Centre	1,313,000	129,657	9.87	1,227,000	125,206	10.20
Town Centre Shops	1,787,602	137,732	7.7	1,697,502	133,132	7.84
Total	38,071,952	2,430,880	6.38	34,966,946	2,422,558	6.93

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

## Non-Housing Asset Survey

Element	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yrs 6 to 10	Yrs 11 to 15	Yrs 16 to 20	Yrs 21 to 25	Yrs 26 to 30	Total
Roof Cover	£0	£98,424	£29,600	£21,500	£254,993	£289,032	£429,453	£74,963	£51,964	£49,140	£1,299,069
Wall finish	£1,244	£19,418	£6,886	£0	£15,430	£46,099	£291,382	£331,075	£390,430	£190,765	£1,292,730
Doors	£16,000	£10,900	£28,200	£900	£67,400	£528,000	£124,350	£34,350	£900	£750	£811,750
Windows	£20,430	£15,120	£11,760	£2,100	£82,650	£299,110	£121,140	£80,250	£3,780	£0	£636,340
Flooring	£653	£7,322	£2,650	£0	£41,197	£67,445	£135,606	£44,142	£28,940	£11,700	£339,656
Kitchen	£18,000	£7,500	£2,500	£0	£75,000	£53,500	£56,000	£6,000	£0	£0	£218,500
Ceiling	£54	£18,600	£2,268	£0	£1,716	£55,823	£66,223	£33,265	£384	£0	£178,333
Hardstanding	£0	£17,640	£0	£0	£0	£0	£2,592	£83,050	£44,165	£0	£147,447
Lighting	£1,260	£120	£480	£240	£67,644	£38,290	£16,380	£5,250	£480	£0	£130,144
Shutters	£0	£0	£0	£0	£1,500	£91,500	£1,500	£3,000	£0	£0	£97,500
Gutters	£900	£588	£2,472	£605	£9,386	£42,417	£10,306	£302	£0	£8,928	£75,905
Downpipes	£2,658	£0	£432	£0	£14,795	£39,358	£13,668	£108	£0	£3,528	£74,546
Roller Shutter Doors	£1,500	£0	£0	£0	£0	£25,500	£30,000	£6,000	£0	£0	£63,000
Paving	£0	£2,336	£4,944	£0	£5,690	£21,152	£24,480	£1,916	£0	£480	£60,998
Bathroom	£0	£0	£0	£0	£0	£18,000	£9,500	£0	£0	£0	£27,500
Toilets	£4,950	£4,400	£1,100	£0	£5,500	£7,200	£3,450	£900	£0	£0	£27,500
Fascia Board	£4,254	£8,910	£3,264	£0	£3,132	£6,246	£540	£0	£0	£0	£26,346
Boiler	£0	£0	£0	£0	£0	£5,400	£12,600	£1,800	£0	£0	£19,800
Air Conditioning Unit	£0	£0	£0	£0	£0	£10,800	£3,600	£1,800	£0	£0	£16,200
Heating	£500	£300	£0	£0	£300	£0	£10,620	£0	£600	£0	£12,320
Chimney	£0	£0	£0	£0	£0	£0	£1,800	£9,000	£1,200	£0	£12,000
Items <£10k	£3,500	£0	£350	£0	£8,022	£12,520	£4,600	£13,290	£1,710	£0	£43,992
<b>Grand Total</b>	<b>£75,903</b>	<b>£211,578</b>	<b>£96,906</b>	<b>£25,345</b>	<b>£654,355</b>	<b>£1,657,392</b>	<b>£1,369,790</b>	<b>£730,463</b>	<b>£524,553</b>	<b>£265,291</b>	<b>£5,611,576</b>

- 2.76 The above assets currently deliver a return for the Council and assist in balancing the MTFs. The capital programme includes £75k p.a. to ensure Industrial properties are compliant with the Energy Act and have Energy Performance Certificates as with effect from April 2018 it will not be possible to enter into long term lease agreements for commercial and industrial units with an EPC rating of 'E' or less. Many of our units fall into this category and will require a degree of improvement once they become vacant in order to relet.
- 2.77 The Council also has a Building Repairs Fund of c.£400k p.a. which should be included in the planned approach to asset management.
- 2.78 A revised draft Asset Management Strategy, Asset Management Plan, and updated draft acquisitions and disposals policies were developed and reported to Corporate Scrutiny during 2023/24. These are currently being revised following feedback, and it is planned to bring these to Cabinet for consideration by year end. A risk register around corporate asset management has been developed during the year. Informed by the results of the stock condition survey, further actions are planned as follows :-
- 1) **An Asset Management Plan for each property should be developed, including an asset viability model (DCF analysis), identifying demand, costs and income generated for each group of assets. The Asset Strategy Steering Group should receive the results of the viability modelling, and regular reports monitoring the performance of commercial property in order to identify poorly performing and well**

**performing assets, and as a result develop a plan for future maintenance and investment, and options appraisal/disposals plans as appropriate.**

- 2) A planned approach to be established for the use of the Building Repairs Fund for both planned maintenance & responsive repairs & Building Condition Standards.**

## **KNOWLEDGE AND SKILLS**

- 2.79 Treasury Management staff are either AAT or CCAB qualified and the three CCAB qualified staff must complete the annual CPD requirements of their professional accountancy bodies. Link Asset Services are currently contracted to provide treasury management advice and guidance, and have also been engaged to provide other one-off pieces of work, eg. property funds review in early 2018 and guidance/review of the draft Capital Strategy in December 2018.
- 2.80 Training for Members with regard to treasury management is undertaken on a regular basis, most recently in February 2023. In February 2018, there was also a presentation to Members from Link Asset Services with regard to our investments in property funds.
- 2.81 With regard to non-treasury investments, the Council employs qualified and experienced staff such as accountants, solicitors and surveyors. It is fully supportive in providing access to courses both internal and external to enable those staff to complete their Continuing Professional Development (CPD) requirements.
- 2.82 The Council ensures that its Members are qualified to undertake their governance role by providing training opportunities and access to workshops, etc.
- 2.83 The Council also procures expert advice and assistance such as financial and legal advice as and when required.



## CAPITAL PROGRAMME 2024/25 – 2028/29

Following a review of the Capital Programme approved by Council on 28th February 2023, a revised programme has been formulated including additional schemes which have been put forward for inclusion.

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

With regard to the contingency schemes/allocation, **£250k** remains in current year GF contingency funds and **£100k** remains in current year HRA contingency funds (which will be re-profiled into 2024/25 to provide contingency funding).

To inform discussions, the proposals have been reviewed by the Asset Strategy Steering Group and Corporate Management Team with initial comments & suggestions for each of the schemes outlined below.

General Fund	
<b>1)</b>	<p><b>Replacement TEC Roof</b> <i>Project score 48</i></p> <p>A new scheme has been proposed to replace the roof at the TEC £63.3k</p>
<b>2)</b>	<p><b>EDM System Upgrade/Replacement</b> <i>Project Score 12</i></p> <p>New scheme proposed in line with the approved ICT Strategy and Cloud first approach to ICT Service provision and in order to continue to benefit from on-going development of the EDM system and maintain flexible access to core systems, a migration from our existing legacy W2 system to the W3 cloud based EDM system or an alternative offering the required functionality is necessary - £149.95k.</p>
<b>3)</b>	<p><b>CRM &amp; Customer Portal</b> <i>Project Score 12</i></p> <p>New scheme proposed to leverage newer technology and benefit from continued development, expedite our digital transformation, deliver efficiencies and automation between front and back office and offer a modern digital enabled customer experience, a replacement CRM and Customer portal system - £20k.</p>
<b>4)</b>	<p><b>Contact Centre/Teams Telephony</b> <i>Project Score 12</i></p>

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New scheme proposed in line with our approved ICT Strategy, digital transformation aspirations to move more customer contact to digital channels to deliver efficiencies and to meet customer expectations for high-quality customer experiences across all contact channels and to also leverage new technology such as AI, a new omnichannel capable contact centre system is required. To compliment this, a move to Microsoft Teams Telephony will also be implemented to improve contact between employees and service areas and to further enhance the flexibility of the Council's workforce - £35k.

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**The provisional capital programme has been reviewed and includes the following schemes:**

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**5) Capital Repairs Programme - Castle**

**Project Score: 9**

Year 2 of total capital bid for £375k for completion of repair and maintenance works to the Scheduled Monument identified in Condition Report 2019 as urgent or required (desirable) within 10 years.

Year one design and prelims (£100k), year two capital works delivery (£250k). £25k originally requested in year 2 for an updated condition report no longer required as this is being met from current year revenue reserve. Project forms part of match funding for proposed grant application.

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**6) Capital works required to general fund assets**

**Project Score: 18**

Year 2 costs in relation to the following schemes:

£100k Refurbishment of Anker Valley changing rooms to improve facility and address water storage/heating issues

£14.2k, Roofing and renewal of walkways to Ellerbeck & Caledonian shops – additional funds requested to meet inflationary increases.

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**7) Replacement of Open Space Assets**

**Project Score: 12**

Year 2 £80k to Replace the existing wooden Snowdome footbridge. A recent structure inspection highlighted that the existing wooden footbridge near to the Snowdome will require replacement in the medium term.

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**8) Play Area Refurbishment**

**Project Score: 12**

£50k p.a. years 2-5 - complete one play area refurbishment p.a.

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

**Project Score: 63**

£100k 2024/25, £300k 2025/26, £220k 2026/27 and £80k 2028/29

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A 30 year rolling programme of works was approved for inclusion in the capital programme, with an annual spend required from 2023/24, for the 8 ponds at Stonydelph, Belgrave, Lakeside, Peelers Way.

The total cost of the programme over 30 years is £4.68m partially financed by existing reserves of £604k and annual revenue contributions totaling £1.92m, leaving a balance of £2.156m (from existing reserves/retained fund (£200k), Section 106 commuted sums (£404k) and ongoing annual revenue contributions (of £64k p.a.).

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**10) Technology Improvement/Replacement (Replacement PCs, Servers & Printers)**

**Project Score: 12**

A rolling programme was approved for £70k in 2023/24 followed by £60k p.a. from 2024/25 to 2027/28 – a further £60k is requested for 2028/29. Significantly increased reliance on ICT has resulted in a commitment to ongoing, large scale upgrade and maintenance to the TBC infrastructure, in line with technology lifecycles. The Council is also on a journey towards digital transformation and self service for customers, demand for flexible resilient and available ICT services to support this requires continued investment into the authority's hardware and associated software. The organisation is also establishing new, more flexible and agile ways of working which requires investment into technology to support ongoing effectiveness.

External factors including legislative requirements from central government in the guise of the Public Sector Network (PSN) Code of Connection, and the increase in required investment into cyber security to keep the council's network secure and available means continued investment is essential. It should be noted that corporate applications are excluded from this schedule of planned work.

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

**Project Score: 60**

A rolling programme was approved for £40k in 2022/23 followed by £40k every 3 years for Endpoint Protection (covering Anti Virus, Anti Malware and Encryption and the contract for Web and Email filtering). There is currently provision for £40k in 2025/26 however future requirements will be subject to confirmation as to whether we will be moving to a subscription model and incurring revenue rather than a capital cost.

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**12) Street Lighting**

£120k in 2024/25 and £50.96k in 2025/26

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A rolling programme was approved with an annual spend required from 2016/17. The Council has its own stock of street lighting across the borough, mainly in housing areas and other communal parts such as play areas and car parks. The street lighting assets are inspected and maintained by Eon on behalf of the Council under the terms of Staffordshire County Council PFI contract with Eon. Eon have produced a replacement street lighting programme which spans 40 years and include the replacement of all the lighting columns based on 'their life expectancy' and a lighting head replacement programmed based on providing more efficient low energy lighting heads. This appraisal is based on years 5-10 years of the replacement programme. The 40 year costed programme has been submitted as a whole life cost document.

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**13) Disabled Facilities Grants (DFG)**

£650k pa to 2028/29

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

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

£75k pa to 2028/29

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

To fund a degree of improvement to industrial units when they become vacant in order to be able to re-let them – as, with effect from April 2018, it will not be possible to enter into long term lease agreements for commercial and industrial units with and EPC rating of 'E' or less.

Depending on void levels, we could expect to lose around £20k p.a. increasing by £20k p.a. for the next 5 years (c.£300k over 5 years).

If we are able to let on License or Tenancy at Will arrangements we may be able to maintain a level of income but there will be an increase in other costs such as NNDR payments, repair costs, security costs and the like.

Investment in enveloping works to improve energy efficiency will prolong the life of the estate at the current rent levels but ultimately Sandy Way phase 2 will require a more significant investment project to give a long life expectancy.

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**15) CCTV Upgrades**

£45.71k pa to 2026/27

Following approval of the Shared Service, Capital budgets of £45,714 p.a. have been included.

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## **Housing**

There have been some changes in the Housing capital programme from that provisionally approved – with a number of new schemes proposed. It has also been updated to include the new year 5 costs for 2028/29.

It should be noted that there are no debt repayment costs for the HRA and the Government has now lifted the previous debt cap (of £79.407m). The current HRA Capital Financing Requirement (CFR) stands at £69.981m with planned borrowing in 2023/24 of £1.159m.

## **Housing Revenue Account**

### **1) Council House Adaptations**

#### ***Project Score 2***

A new scheme has been proposed to increase the current budget for Disabled Facilities Adaptations to £700k pa from £250k pa.

### **2) HRA Capital Programmes**

#### ***Project Score 48***

New scheme for investment works in line with HRA business plan

High Rise Ventilation £1.7m 24/25 renewal to all 6 blocks compliance requirement.

Fire Door Replacement on low level blocks £404k pa yr1 - 5

Garage site renewals 10 sites in 24/25 £930k

Roofing Programme increase in funds £250k 24/25

A further allocation has been requested with regard to High Rise Structural works which have been identified following a structural survey of the blocks in the town centre, including rebuilding parapet walls and cappings, removal and/or replacement of brick slips, and strapping of brickwork and concrete to balcony areas. These works are expected to cost £600k pa from 2025/26 – 2027/28, subject to a detailed capital appraisal to be submitted.

#### **The provisional capital programme has been reviewed – assumed continuing with amounts required in 2028/29:**

Structural Works £200k pa to 2028/29

Bathroom Renewals £575k pa to 2028/29

Gas Central Heating Upgrades and Renewals £685.5k pa to 2028/29

Kitchen Renewals £700k pa to 2028/29

Roofing and renewal of walkways to Ellerbeck & Caledonian shops – £38k in 2024/25 only - additional funds requested to meet inflationary increases.

Major Roofing Overhaul & Renewals – updated appraisal received for additional funds in 2024/25, then £1.5m pa thereafter to 2028/29

Window & Door Renewals - £400k pa to 2028/29

Neighbourhood Regeneration - proposal for additional £60k in 24/25 for provision of parking spaces, then £200k pa to 2028/29

Rewire £100k pa to 2028/29

CO2/Smoke Detectors £64k pa to 2028/29

Fire Risk Mitigation Works £300k 2024/25 only

Damp and Mould works £100k pa to 2028/29

High Rise Refuse Chute Renewals £150k 2024/25 only

Works to Achieve Zero Carbon - £1m 2024/25 to 2026/27

Sheltered Lifts and Stairlift Renewals - £250k 2024/25 then £50k pa to 2028/29

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Internal Flooring and Decoration at Eringden £90k 2024/25 only

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Street Lighting - £180k 2024/25 and £76.44k 2025/26 - HRA share to continue in line with the approved 30 year programme .

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Regeneration and Affordable Housing - £250k 2024/25, then £1.75m 2025/26 to 2028/29

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**CAPITAL STRATEGY ACTION PLAN**

**ANNEX B**

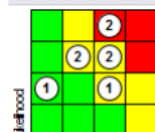
<b>REF</b>	<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMESCALE</b>
1	The capital appraisal process and associated documentation to be reviewed and updated where appropriate to ensure proper consideration is given to whole life costs of schemes; alternative options; risk management, etc, and to address the concerns outlined on completion of the CIPFA Property Capital Strategy Self-Assessment Checklist.	J Goodfellow	March 24
2	Following receipt of the updated Asset Management Strategy, an Asset Management Plan for each property should be developed, including an asset viability model, identifying demand, costs and income generated for each group of assets. The Asset Strategy Steering Group should receive the results of the viability modelling, and regular reports monitoring the performance of commercial property in order to identify poorly performing and well performing assets, and as a result develop a plan for future maintenance and investment, and options appraisal/disposals plans as appropriate.	P Weston/J Goodfellow/Asset Strategy Steering Group	Commenced October 2019 – report to Cabinet planned by March 24
3	A planned approach to be established for the use of the Building Repairs Fund for both planned maintenance & responsive repairs & Building Condition Standards	P Weston/ J Goodfellow	Commence October 2019 – to be completed March 24

## CAPITAL STRATEGY RISK REGISTER

## Corporate Capital Strategy Risk Register

Generated on: 03 January 2024

## Current Risk Matrix



Severity

Code	Title	Assessment Code and Title	Trend	Status	Date Reviewed
CSRR1920_001	Risk of not identifying capital requirements	6 serious-unlikely	▬	▲	03-Jan-2024
CSRR1920_002	Risk of insufficient funds to meet capital needs, including impact of external financial pressures	12 serious - very likely	▬	●	03-Jan-2024
CSRR1920_003	Risk of inadequate resources to deliver capital programme	9 serious-likely	▬	▲	03-Jan-2024
CSRR1920_004	Risk of significant budget re-profiling/timescales slipping	6 significant-likely	▬	▲	03-Jan-2024
CSRR1920_005	Risk of significant overspends	9 serious-likely	▲	▲	03-Jan-2024
CSRR1920_006	Risk of investments (including property funds) under-performing and income falling	12 serious - very likely	▬	●	03-Jan-2024
CSRR1920_007	Risk of inadequate PIR/required outcomes of a capital scheme not achieved	2 minor-unlikely	▬	✓	03-Jan-2024
CSRR1920_008	Risk of legislative changes/changes in Government policy having an impact on funds available or accounting treatment	6 significant-likely	▬	▲	03-Jan-2024



### Draft General Fund Capital Programme 2024/25 to 2027/28

General Fund Capital Programme	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	Total £
Capital Repairs Programme - Castle	250,000	-	-	-	-	<b>250,000</b>
Roofing Renewal at Tamworth TEC	63,340	-	-	-	-	<b>63,340</b>
Replacement PC's, Servers and Printers	60,000	60,000	60,000	60,000	60,000	<b>300,000</b>
Endpoint Protection and Web- Email Filter	-	40,000	-	-	-	<b>40,000</b>
Civica EDM System upgrade	149,950	-	-	-	-	<b>149,950</b>
CRM & Customer Portal	20,000	-	-	-	-	<b>20,000</b>
Contact Centre & Telephony	35,000	-	-	-	-	<b>35,000</b>
Street Lighting	120,000	50,960	-	-	-	<b>170,960</b>
Refurbishment of Play Areas	50,000	50,000	50,000	50,000	-	<b>200,000</b>
Balancing Ponds	100,000	300,000	220,000	-	80,000	<b>700,000</b>
Snowdome Footbridge	80,000	-	-	-	-	<b>80,000</b>
Refurbishment of Anker Valley changing rooms to improve facility and address water storage/heating issues.	100,000	-	-	-	-	<b>100,000</b>
GF Capital Salaries	45,000	45,000	45,000	45,000	45,000	<b>225,000</b>
Disabled Facilities Grant	650,000	650,000	650,000	650,000	650,000	<b>3,250,000</b>
Energy Efficiency Upgrades to Commercial and Industrial Units	75,000	75,000	75,000	75,000	75,000	<b>375,000</b>
Roofing and renewal of walkways to Caledonian shops	3,000	0	0	0	0	<b>3,000</b>
Roofing and renewal of walkways to Ellerbeck	11,200	-	-	-	-	<b>11,200</b>
CCTV Upgrades	45,710	45,710	45,710	-	-	<b>137,130</b>
<b>Total General Fund Capital</b>	<b>1,858,200</b>	<b>1,316,670</b>	<b>1,145,710</b>	<b>880,000</b>	<b>910,000</b>	<b>6,110,580</b>

<b><u>Proposed Financing:</u></b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>	<b>2027/28 £</b>	<b>2028/29 £</b>	
Grants - Disabled Facilities	546,890	546,890	546,890	546,890	650,000	<b>2,837,560</b>
General Fund Capital Receipts	4,400	49,400	59,400	45,000	-	<b>158,200</b>
Golf Course Receipts	63,340	-	-	-	-	<b>63,340</b>
Sale of Council House Receipts	294,420	275,420	266,420	-	260,000	<b>1,096,260</b>
General Fund Capital Reserve	220,000	324,960	20,000	-	-	<b>564,960</b>
<b>Unsupported Borrowing</b>	729,150	120,000	253,000	288,110	-	<b>1,390,260</b>
Total	<b>1,858,200</b>	<b>1,316,670</b>	<b>1,145,710</b>	<b>880,000</b>	<b>910,000</b>	<b>6,110,580</b>

**Key:**



Capital appraisal received with New Scheme for 2024/25 or adjusted figures supplied

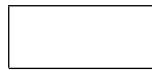


Figure agreed to previous years report or ongoing scheme assumed at same amount



No appraisal received



Confirmation still required



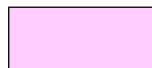
Amended since Base Budget report

## Draft Housing Revenue Account Capital Programme 2024/25 to 2028/29

<b><u>Housing Revenue Account</u></b> <b><u>Capital Programme</u></b>	<b>2024/25</b> <b>£</b>	<b>2025/26</b> <b>£</b>	<b>2026/27</b> <b>£</b>	<b>2027/28</b> <b>£</b>	<b>2028/29</b> <b>£</b>	<b>TOTAL</b> <b>£</b>
Structural Works	200,000	200,000	200,000	200,000	200,000	1,000,000
Bathroom Renewals	575,000	575,000	575,000	575,000	575,000	2,875,000
Gas Central Heating Upgrades and Renewals	685,500	685,500	685,500	685,500	685,500	3,427,500
Kitchen Renewals	700,000	700,000	700,000	700,000	700,000	3,500,000
Major Roofing Overhaul and Renewals	1,750,000	1,500,000	1,500,000	1,500,000	1,500,000	7,750,000
Window and Door Renewals	400,000	400,000	400,000	400,000	400,000	2,000,000
Neighbourhood Regeneration	260,000	200,000	200,000	200,000	200,000	1,060,000
Disabled Facilities Adaptations	250,000	250,000	250,000	250,000	250,000	1,250,000
Disabled Facilities Adaptations - ADDITIONAL FUNDING	450,000	450,000	450,000	450,000	450,000	2,250,000
Rewire	100,000	100,000	100,000	100,000	100,000	500,000
CO2 / Smoke Detectors	64,000	64,000	64,000	64,000	64,000	320,000
Roofing and renewal of walkways to Caledonian shops (HRA)	4,600	-	-	-	-	4,600
Roofing and renewal of walkways to Ellerbeck (HRA)	33,400	-	-	-	-	33,400
Install Fire Doors High Rise	404,800	404,800	404,800	404,800	404,800	2,024,000
High Rise Ventilation System	1,715,280	-	-	-	-	1,715,280
Fire Risk Mitigation Works	300,000	-	-	-	-	300,000
Damp and Mould Works	100,000	100,000	100,000	100,000	100,000	500,000
High Rise Refuse Chute Renewals	150,000	-	-	-	-	150,000
Works to Achieve Zero Carbon	1,000,000	1,000,000	1,000,000	-	-	3,000,000
Sheltered Lifts and Stairlift Renewals	250,000	50,000	50,000	50,000	50,000	450,000
Internal flooring and decoration at Eringden	90,000	-	-	-	-	90,000
Retention of Garage Sites	930,000	-	-	-	-	930,000
High Rise Structural Works		600,000	600,000	600,000		1,800,000
Capital Salaries	200,000	200,000	200,000	200,000	200,000	1,000,000
Street Lighting	180,000	76,440	-	-	-	256,440
Regeneration & Affordable Housing	250,000	1,750,000	1,750,000	1,750,000	1,750,000	7,250,000
<b>Total HRA Capital</b>	<b>11,042,580</b>	<b>9,305,740</b>	<b>9,229,300</b>	<b>8,229,300</b>	<b>7,629,300</b>	<b>45,436,220</b>

<b>Proposed Financing:</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>TOTAL</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Major Repairs Reserve	4,360,500	3,805,500	3,615,500	3,615,300	3,610,500	<b>19,007,300</b>
HRA Capital Receipts	950,000	425,000	419,800	420,000	420,000	<b>2,634,800</b>
Regeneration Revenue Reserves	3,462,000	2,584,000	2,590,000	2,585,000	2,584,800	<b>13,805,800</b>
Capital Receipts from Additional Council House Sales (1-4-1)	100,000	700,000	700,000	700,000	700,000	<b>2,900,000</b>
Capital Receipts from HRA Buy Back Scheme	19,800	-	-	-	-	<b>19,800</b>
Regeneration Reserve	710,080	476,440	485,000	479,000	314,000	<b>2,464,520</b>
Affordable Housing Reserve	420,200	614,800	399,000	400,000	-	<b>1,834,000</b>
<b>Unsupported Borrowing</b>	<b>1,020,000</b>	<b>700,000</b>	<b>1,020,000</b>	<b>30,000</b>	<b>-</b>	<b>2,770,000</b>
<b>Total</b>	<b>11,042,580</b>	<b>9,305,740</b>	<b>9,229,300</b>	<b>8,229,300</b>	<b>7,629,300</b>	<b>45,436,220</b>

**Key:**



Capital appraisal received with New Scheme for 2024/25 or adjusted figures supplied



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



No appraisal received



Confirmation still required



Amended since Base Budget report

## General Fund – Technical Adjustments 2024/25

	Budget 2023/24	Technical Adjustments						Total Adjusted Base 2024/25	
		Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	Changes in Recharges £		Total Adjustments £
Chief Executive	1,890,420	-	36,850	(33,270)	240	(4,750)	-	(930)	<b>1,889,490</b>
AD Growth & Regeneration	945,870	(19,500)	(80,390)	(16,340)	(13,850)	39,290	-	(90,790)	<b>855,080</b>
ED Organisation	610,280	-	11,000	21,710	15,700	4,780	-	53,190	<b>663,470</b>
AD People	2,445,180	-	(206,160)	25,000	53,950	47,460	-	(79,750)	<b>2,365,430</b>
AD Environment Culture & Wellbeing	3,824,980	-	(279,400)	(2,540)	(56,710)	55,320	-	(283,330)	<b>3,541,650</b>
ED Finance	90,630	-	-	100	(160)	(2,700)	-	(2,760)	<b>87,870</b>
AD Finance	(2,638,720)	32,000	281,290	7,640	(810,440)	44,120	-	(445,390)	<b>(3,084,110)</b>
ED Communities	-	-	-	-	-	-	-	-	-
AD Assets	(125,610)	19,500	1,000	24,120	22,400	19,230	-	86,250	<b>(39,360)</b>
AD Neighbourhoods	875,250	(32,000)	(67,770)	1,000	(11,770)	20,110	-	(90,430)	<b>784,820</b>
AD Partnerships	887,800	-	120,810	(6,580)	(11,270)	27,780	-	130,740	<b>1,018,540</b>
<b>Grand Total</b>	<b>8,806,080</b>	-	<b>(182,770)</b>	<b>20,840</b>	<b>(811,910)</b>	<b>250,640</b>	-	<b>(723,200)</b>	<b>8,082,880</b>

Appendix D2

Housing Revenue Account – Technical Adjustments 2024/25

	Technical Adjustments								
	Budget 2023/24	Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	Changes in Recharges £	Total Adjustments £	Total Adjusted Base 2024/25
HRA Summary	(4,620,760)	90,840	131,930	199,740	(1,987,010)	-	-	(1,564,500)	<b>(6,185,260)</b>
ED Communities	28,060	-	-	80	(60)	(2,700)	-	(2,680)	<b>25,380</b>
AD People	268,240	-	(27,000)	280	1,510	1,590	-	(23,620)	<b>244,620</b>
AD Environment Culture & Wellbeing	391,100	-	-	2,050	(3,170)	13,380	-	12,260	<b>403,360</b>
AD Assets	283,660	-	-	5,030	(169,070)	41,980	-	(122,060)	<b>161,600</b>
AD Neighbourhoods	4,473,180	(90,840)	(18,000)	45,930	(424,600)	49,650	-	(437,860)	<b>4,035,320</b>
Housing Repairs	-	-	-	-	-	-	-	-	-
<b>Grand Total</b>	<b>823,480</b>	-	<b>86,930</b>	<b>253,110</b>	<b>(2,582,400)</b>	<b>103,900</b>	-	<b>(2,138,460)</b>	<b>(1,314,980)</b>

## Main Budget Assumptions

Inflationary Factors	2024/25	2025/26	2026/27	2027/28	2028/29
Inflation Rate - Pay Awards	4.00%	2.00%	2.00%	2.00%	2.00%
National Insurance	10.00%	10.00%	10.00%	10.00%	10.00%
Superannuation	22.1%	22.1%	22.1%	22.1%	22.1%
Inflation Rate (RPI)	3.40%	2.40%	2.40%	2.80%	2.80%
Inflation Rate (CPI)	3.50%	2.40%	2.40%	2.80%	2.80%
Investment Rates	4.25%	2.75%	2.60%	2.50%	2.50%
Base Interest Rates	5.00%	3.00%	2.50%	2.50%	2.50%

- For 2022/23 a £1,925 increase on all pay points for Local Government pay was agreed. For 2023/24, an offer of a £1,925 increase on all pay points has been subject to union ballot and has been included. Future years remain uncertain but a 4.0% increase has been assumed for 2024/25 with annual increases of 2.0% p.a. from 2025/26.
- Overall, Fees and Charges will rise generally by 5% in 2024/25 (2.5% p.a. thereafter) except where a proposal has otherwise been made (car parking charges, corporate & industrial property rental income, statutory set planning fees, leisure fees);
- Revised estimates for rent allowance / rent rebate subsidy levels have been included;
- At this stage no changes to the level of recharges between funds has been included;
- Revenue Support Grant of £322,012 will increase annually by inflation. The impact for the Council will be confirmed by MHCLG as part of the *Local Government Finance Settlement* with a provisional announcement in December 2023.
- The New Homes Bonus scheme, which has been extended for 2024/25 will end pending consultation on the future of the scheme;
- An increase of £5 p.a. in Council Tax;
- Future Pension contribution levels – following an option to ‘freeze’ the ‘lump sum’ element for the 3 years from 2020/21 (after the triennial review during 2019), a further overall freeze has been agreed in line with the Actuary’s indications for the 3 years from 2024/25 (together with a pre-payment of the 3 year contributions in April 2023). The primary contribution rate is 22.1% from 2023/24 (16.5% 2022/23) with a corresponding reduction in the lump sum element – better reflecting the split between future costs (funded by the primary contribution) which are expected to rise in line with inflation and past service costs (funded by the lump sum element). 1% p.a. year on year increases have been included from 2026/27;
- Increase in rent levels by CPI plus 1% (7.7% for 2024/25 based on the September CPI figure of 6.7%) - the Government has confirmed that social housing annual rent increases can rise by up to

the consumer price index (CPI) measure of inflation plus 1% for five years from 2020, following the conclusion of a consultation on the new rent standard.

10. Forecasts have been informed by the Bank of England Inflation report (August 2023), HM Treasury – Forecasts for the UK Economy (August 2023<sup>2</sup>). Any significant variances will be considered later in the budget setting process.



## Policy Changes 2024/25 to 2028/29

SERVICE AREA	Sheet No.	Budget Changes 24/25 £'000	Budget Changes 25/26 £'000	Budget Changes 26/27 £'000	Budget Changes 27/28 £'000	Budget Changes 28/29 £'000
EXECUTIVE DIRECTOR ORGANISATION	1	33.710	(5.88)	0.170	0.170	0.180
PEOPLE	2	447.26	(64.11)	(23.77)	1.05	0.95
ENVIRONMENT, CULTURE & WELLBEING	3	529.79	(52.66)	(137.20)	(38.63)	1.18
EXECUTIVE DIRECTOR FINANCE	4	5.09	(2.44)	0.05	0.06	0.05
FINANCE	5	(863.23)	(235.58)	1,086.12	0.94	0.89
EXECUTIVE DIRECTOR COMMUNITIES		-	-	-	-	-
NEIGHBOURHOODS	6	19.22	(9.15)	0.27	0.25	0.24
PARTNERSHIPS	7	27.14	(17.16)	0.55	0.50	0.44
ASSETS	8	19.44	(9.24)	0.29	0.30	0.27
CHIEF EXECUTIVE	9	13.58	(6.49)	0.15	0.15	0.16
GROWTH & REGENERATION	10	(70.42)	(44.94)	18.91	20.46	2.24
<b>TOTAL</b>		<b>161.58</b>	<b>(447.65)</b>	<b>945.54</b>	<b>(14.75)</b>	<b>6.60</b>
<b>Cumulative Cost / (Saving)</b>		<b>161.58</b>	<b>(286.07)</b>	<b>659.47</b>	<b>644.72</b>	<b>651.32</b>

HOUSING REVENUE ACCOUNT	Sheet No.	Budget Changes 24/25 £'000	Budget Changes 25/26 £'000	Budget Changes 26/27 £'000	Budget Changes 27/28 £'000	Budget Changes 28/29 £'000
HOUSING REVENUE ACCOUNT - SUMMARY	11	(31.24)	-	-	-	-
HOUSING REVENUE ACCOUNT - EXECUTIVE DIRECTOR COMMUNITIES	12	5.09	(2.44)	0.05	0.06	0.05
HOUSING REVENUE ACCOUNT - ASSETS	13	114.78	(58.72)	0.60	0.57	0.53
HOUSING REVENUE ACCOUNT - NEIGHBOURHOODS	14	128.06	(85.55)	1.07	1.04	0.91
HOUSING REVENUE ACCOUNT - ENVIRONMENT	15	11.82	(5.59)	0.20	0.17	0.14
HOUSING REVENUE ACCOUNT - PEOPLE	16	40.61	(2.72)	0.08	0.07	0.07
<b>TOTAL</b>		<b>269.12</b>	<b>(155.02)</b>	<b>2.00</b>	<b>1.91</b>	<b>1.70</b>
<b>Cumulative Cost / (Saving)</b>		<b>269.12</b>	<b>114.10</b>	<b>116.10</b>	<b>118.01</b>	<b>119.71</b>

## Policy Changes Summary Staffing Implications

SERVICE AREA	Budget Changes 24/25 FTE	Budget Changes 25/26 FTE	Budget Changes 26/27 FTE	Budget Changes 27/28 FTE	Budget Changes 28/29 FTE
EXECUTIVE DIRECTOR ORGANISATION	-	-	-	-	-
PEOPLE	4.7	-	-	-	-
ENVIRONMENT, CULTURE & WELLBEING	6.2	-	(3.2)	-	-
EXECUTIVE DIRECTOR FINANCE	-	-	-	-	-
FINANCE	-	-	-	-	-
EXECUTIVE DIRECTOR COMMUNITIES	-	-	-	-	-
NEIGHBOURHOODS	-	-	-	-	-
PARTNERSHIPS	-	-	-	-	-
ASSETS	0.8	-	-	-	-
CHIEF EXECUTIVE	-	-	-	-	-
GROWTH & REGENERATION	1.0	-	-	-	-
<b>TOTAL</b>	<b>12.7</b>	<b>-</b>	<b>(3.2)</b>	<b>-</b>	<b>-</b>
HOUSING REVENUE ACCOUNT	Budget Changes 24/25 FTE	Budget Changes 25/26 FTE	Budget Changes 26/27 FTE	Budget Changes 27/28 FTE	Budget Changes 28/29 FTE
HOUSING REVENUE ACCOUNT - SUMMARY	-	-	-	-	-
HOUSING REVENUE ACCOUNT - EXECUTIVE DIRECTOR COMMUNITIES	-	-	-	-	-
HOUSING REVENUE ACCOUNT - ASSETS	2.6	(1.3)	-	-	-
HOUSING REVENUE ACCOUNT - NEIGHBOURHOODS	1.0	(1.0)	-	-	-
HOUSING REVENUE ACCOUNT – ENVIRONMENT, CULTURE & WELLBEING	-	-	-	-	-
HOUSING REVENUE ACCOUNT - PEOPLE	1.0	-	-	-	-
<b>TOTAL</b>	<b>4.6</b>	<b>(2.3)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**EXECUTIVE DIRECTOR ORGANISATION**

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
<b>OR 1</b>	Realignment of Salaries Budgets following latest Pay Award Members Allowances - cost of two Special Responsibility Allowances due to additional Cabinet Members		12.31	(5.88)	0.17	0.17	0.18
<b>OR 2</b>			21.40	-	-	-	-
<b>Total New Items / Amendments</b>			<b>33.71</b>	<b>(5.88)</b>	<b>0.17</b>	<b>0.17</b>	<b>0.18</b>

**STAFFING IMPLICATIONS**

Item No	Proposal/(Existing Budget)	Implications	24/25	25/26	26/27	27/28	28/29
			FTE	FTE	FTE	FTE	FTE
<b>TOTAL</b>			-	-	-	-	-

PEOPLE							
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25	25/26	26/27	27/28	28/29
			£'000	£'000	£'000	£'000	£'000
PE 1	To extend the corporate training budget in order to meet needs identified in PDR process, inclusive of essential training such as health and safety for Street Scene and training to meet legislative requirements set by the Social Housing Regulatory Programme.		10.00	-	-	-	-
PE 2	To extend the elected members training budget to account for the high amount of new councillors		2.00	-	-	-	-
PE 3	Additional funding for targeted marketing, including Christmas and Aethelfest in 2024, and the purchase of a gazebo and additional casual staff costs to enable a presence at various events		17.80	(17.8)	-	-	-
PE 4	Increase budget for postage to meet continuing demand and increased postage costs		40.00	-	-	-	-
PE 5	Remove income budget for sale of goods at TIC (£15k) net of associated budget for purchase of retail stock (£6k)		9.58	-	-	-	-
PE 6	Retain CSA staff provision and make permanent 1.71 FTE posts to meet continuing demand re enquiries and service requests		51.50	-	-	-	-
PE 7	New post 0.2 FTE Box Office Asst to support Arts & Events team		8.10	-	-	-	-
PE 8	Make permanent current temporary CSO post 0.81 FTE		27.30	-	-	-	-
PE 9	Revenue implications of proposed capital schemes - £26k Civica EDM; £50k CRM & Customer Portal; £28k Contact Centre/Telephony		104.00	-	-	-	-
PE 10	Electoral Process - new apprentice post at National Minimum Wage - additional cost due to increased rate at max age, offset by £4.3k anticipated New Burdens Funding, for 2 years only		24.83	-	(24.83)	-	-
PE 11	Ongoing software licence costs of Modern Democracy system - net of poll clerk staff savings	May be covered by New Burdens but to be	31.69	(7.70)	-	-	-
PE 12	Additional Gr E Comms & Marketing post to expand the capacity of the in-house marketing resource for the Assembly Rooms, Castle and events		39.53	-	-	-	-
PE 13	Realignment of Salaries Budgets following latest Pay Award		80.93	(38.61)	1.06	1.05	0.95
<b>Total New Items / Amendments</b>			<b>447.26</b>	<b>(64.11)</b>	<b>(23.77)</b>	<b>1.05</b>	<b>0.95</b>

STAFFING IMPLICATIONS							
Item No	Proposal/(Existing Budget)	Implications	24/25 FTE	25/26 FTE	26/27 FTE	27/28 FTE	28/29 FTE
PE 6	Retain CSA staff provision and make permanent 1.71 FTE posts to meet continuing demand re enquiries and service requests		1.71				
PE 7	New post 0.2 FTE Box Office Asst to support Arts & Events team		0.20				
PE 8	Make permanent current temporary CSO post 0.81 FTE		0.81				
PE 10	Electoral Process - new apprentice post at National Minimum Wage - for 2 year period		1.00		(1.0)		
PE 12	Additional Gr E Comms & Marketing post to expand the capacity of the in-house marketing resource for the Assembly Rooms, Castle and events		1.00				
<b>TOTAL</b>			<b>4.72</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**OPERATIONS AND LEISURE**

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
OPS 4	Heritage Lights Festival – three year programme net of grant funding to be confirmed		-	-	-	-	-
OPS 1	Realignment of Salaries Budgets following latest Pay Award		110.58	(52.66)	1.56	1.37	1.18
OPS 2	Assembly Rooms cinema - increase in Broadcasting costs budget £5k pa to improve the offer and associated increase/re-alignment of income £2.5k pa		2.50	-	-	-	-
OPS 3	Following 2023 trial event 'Christmas Wonderland in Tamworth' additional budget of £40k pa for 3 years to repeat and build on this event.		40.00	-	-	(40.00)	-
OPS 4	Increased budget for outdoor summer events 'We Love Tamworth' to grow the event		10.00	-	-	-	-
OPS 5	Increased budget for Fireworks event to keep pace with additional costs and fund external traffic management plan		6.00	-	-	-	-
OPS 6	Funding to subsidise public swimming at Snowdome (contract to be re-negotiated)		110.00	-	-	-	-
OPS 7	Creation of 3-person multi-skilled reactive maintenance team - 2 EMOs £60k; 1 Chargehand £35.53k annual vehicle rental £6.4k, fuel £3k, machinery and tools £7k		111.95	-	-	-	-
OPS 8	Increased budget for salaries at the Assembly Rooms, to sustain the Arts & Events Team yearly programme and activity, and ensure the department remains operational.	Temporary staff to be retained further two years pending review. Cover 10% shift allowance and First Aid.	138.76	-	(138.76)	-	-
<b>TOTAL</b>			<b>529.79</b>	<b>(52.66)</b>	<b>(137.20)</b>	<b>(38.63)</b>	<b>1.18</b>

**STAFFING IMPLICATIONS**

Item No	Proposal/(Existing Budget)	Implications	24/25	25/26	26/27	27/28	28/29
			FTE	FTE	FTE	FTE	FTE
OPS 7	Creation of 3-person multi-skilled reactive maintenance team - 3 EMOs		3.00	-	-	-	-
OPS 8	Increased budget for salaries at the Assembly Rooms, to sustain the Arts & Events Team yearly programme and activity, and ensure the department remains operational.		3.24	-	(3.24)	-	-
<b>TOTAL</b>			<b>6.24</b>	<b>-</b>	<b>(3.24)</b>	<b>-</b>	<b>-</b>

EXECUTIVE DIRECTOR FINANCE							
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25	25/26	26/27	27/28	28/29
			£'000	£'000	£'000	£'000	£'000
ED 1	Realignment of Salaries Budgets following latest Pay Award		5.09	(2.44)	0.05	0.06	0.05
<b>Total New Items / Amendments</b>			<b>5.09</b>	<b>(2.44)</b>	<b>0.05</b>	<b>0.06</b>	<b>0.05</b>

**STAFFING IMPLICATIONS**

Item No	Proposal/(Existing Budget)	Implications	24/25	25/26	26/27	27/28	28/29
			FTE	FTE	FTE	FTE	FTE
<b>TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

FINANCE							
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
FIN 1	Removal of ongoing consultancy fees budget	If required for specific projects to be requested/built in as part of budgetary proposal	(50.00)	-	-	-	-
FIN 2	Local Government Services Grant confirmed but at reduced rate from 24/25 (previously £94.58k now indicated £15k)		79.58	(79.58)	-	-	-
FIN 3	New Homes Bonus to continue for a further year		(503.00)	503.00	-	-	-
FIN 4	Realignment of Salaries Budgets following latest Pay Award		70.22	(33.89)	0.98	0.94	0.89
FIN 5	Lower Tier Funding Guarantee Grant	Reduction in income budget for Lower Tier Funding Guarantee notified for 2024/25	96.38	(96.38)	-	-	-
FIN 6	Business Rates Levy Payment	Inclusion of budget for levy payment following deferral of Business Rates reset	125.00	(125.00)	-	-	-
FIN 7	Business Rates Relief S31 Grant	New Burdens Funding for Government scheme to reduce business rates charges following deferral of reset	(181.41)	181.41	-	-	-
FIN 8	Deferred reset Business Rates Levy Payment		-	1,631.86	(1,631.86)	-	-
FIN 9	Deferred reset Business Rates Relief S31 Grant		-	(2,717.00)	2,717.00	-	-
FIN 10	Transfer from Business Rates Equalisation Reserve		(500.00)	500.00	-	-	-
FIN 11			-	-	-	-	-
FIN 12			-	-	-	-	-
FIN 13			-	-	-	-	-
<b>Total New Items / Amendments</b>			<b>(863.23)</b>	<b>(235.58)</b>	<b>1,086.12</b>	<b>0.9</b>	<b>0.9</b>
STAFFING IMPLICATIONS							
Item No	Proposal/(Existing Budget)	Implications	FTE	FTE	FTE	FTE	FTE
			24/25	25/26	26/27	27/28	28/29
<b>TOTAL</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



NEIGHBOURHOODS							
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
NEI 1	Realignment of Salaries Budgets following latest Pay Award		19.22	(9.15)	0.27	0.25	0.24
<b>Total New Items / Amendments</b>			<b>19.22</b>	<b>(9.15)</b>	<b>0.27</b>	<b>0.25</b>	<b>0.24</b>

PARTNERSHIPS							
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
PAR 1	Remove budget for the St Peter's Community Centre, as the 5 year grant agreement for £9k per annum has ended.		(9.00)	-	-	-	-
PAR 2	Realignment of Salaries Budgets following latest Pay Award		36.14	(17.16)	0.55	0.50	0.44
<b>Total New Items / Amendments</b>			<b>27.14</b>	<b>(17.16)</b>	<b>0.55</b>	<b>0.50</b>	<b>0.44</b>

ASSETS							
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
AST 1	The creation of a permanent Senior Adaptations Caseworker post (across both services) into the Disabled Adaptations Team to manage increased demand, support service improvements and overall delivery timescales. Projected Grade G (split GF and HRA)		45.01	-	-	-	-
AST 2	Recharge of the above post to Capital CA1004 78%		(45.01)	-	-	-	-
AST 3	Realignment of Salaries Budgets following latest Pay Award		19.44	(9.24)	0.29	0.30	0.27
<b>Total New Items / Amendments</b>			<b>19.44</b>	<b>(9.24)</b>	<b>0.29</b>	<b>0.30</b>	<b>0.27</b>

#### STAFFING IMPLICATIONS

Item No	Proposal/(Existing Budget)	Implications	FTE	FTE	FTE	FTE	FTE
			24/25	25/26	26/27	27/28	28/29
AST 1	The creation of a permanent Senior Adaptations Caseworker post (across both services) into the Disabled Adaptations Team to manage increased demand, support service improvements and overall delivery timescales. Projected Grade G (split GF and HRA)		0.8	-	-	-	-
<b>TOTAL</b>			<b>0.8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### CHIEF EXECUTIVE

Item	Proposal/(Existing Budget)	Implications	Budget	Budget	Budget	Budget	Budget
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
CE 1	Realignment of Salaries Budgets following latest Pay Award		13.58	(6.49)	0.15	0.15	0.16
CE 2			-	-	-	-	-
CE 3			-	-	-	-	-
CE 4			-	-	-	-	-
<b>Total New Items / Amendments</b>			<b>13.58</b>	<b>(6.49)</b>	<b>0.15</b>	<b>0.15</b>	<b>0.16</b>

GROWTH & REGENERATION							
Item No	Proposal/(Existing Budget)	Implications	Budget	Budget	Budget	Budget	Budget
			24/25	25/26	26/27	27/28	28/29
			£'000	£'000	£'000	£'000	£'000
G&R 1	To make the Regeneration Projects Officer post, which is currently a fixed term 3 year post, permanent, recognising the pipeline of Regeneration projects, including Gungate, LUF 3, Homes England, Amington Local Centre, Marmion House redevelopment, Solway CIs disposal, etc. The post is funded to 2025/26 via FHSF and Gungate capital budgets, and there is also the potential to offset future costs with expected grant from the Enterprise Zone Regional Investment Fund (subject to approval)		-	-	19.07	39.58	1.47
G&R 2	To establish an annual budget over three years for the delivery of Saxon Living History events in the Castle & Grounds		20.00	-	-	(20.00)	-
G&R 3	To establish indicative operational budgets for The Flex building, planned to be delivered by November 2024 as part of the FHSF regeneration programme, net of expected income.		(2.88)	(11.93)	-	-	-
G&R 4	Additional car parking income under scenario modelling re revised tariffs and charges approved by Cabinet November 23		(157.00)	-	-	-	-
G&R 5	Realignment of Salaries Budgets following latest Pay Award		69.46	(33.01)	(0.16)	0.88	0.77
G&R 6			-	-	-	-	-
<b>Total New Items / Amendments</b>			<b>(70.42)</b>	<b>(44.94)</b>	<b>18.91</b>	<b>20.46</b>	<b>2.24</b>
STAFFING IMPLICATIONS							
Item No	Proposal/(Existing Budget)	Implications	24/25	25/26	26/27	27/28	28/29
			FTE	FTE	FTE	FTE	FTE
G&R 1	To make the Regeneration Projects Officer post, which is currently a fixed term 3 year post, permanent		1.00				
<b>TOTAL</b>			<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

HOUSING REVENUE ACCOUNT - SUMMARY								
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change	
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000	
HRA 1	Increase in service charges income due to additional cleaning service at new blocks at Wilnecote Day Centre (policy change HASS 4)		(31.24)	-	-	-	-	
<b>Total New Items / Amendments</b>			<b>(31.24)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

HOUSING REVENUE ACCOUNT - EXECUTIVE DIRECTOR COMMUNITIES								
Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change	
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000	
HENV 1	Realignment of Salaries Budgets following latest Pay Award		5.09	(2.44)	0.05	0.06	0.05	
<b>Total New Items / Amendments</b>			<b>5.09</b>	<b>(2.44)</b>	<b>0.05</b>	<b>0.06</b>	<b>0.05</b>	

**HOUSING REVENUE ACCOUNT - ASSETS**

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
HASS 1	Budget provision to cover cost of using existing TBC employed Cleaners to ensure cleaning of HRA communal areas can continue to be carried out in the event that any current cleaning staff member becomes unavailable due to sickness or long term absence. In the last couple of years the demand to use Agency Cover for staff absence has increased significantly whilst the same level of cleaning is still expected to be carried out.		40.00	(40.00)	-	-	-
HASS 2	The creation of a permanent Senior Adaptations Caseworker post (across both services) into the Disabled Adaptations Team to manage increased demand, support service improvements and overall delivery timescales. Projected Grade G (split GF and HRA)		12.70	-	-	-	-
HASS 3	Recharge of the above post to Capital CR2008 22%		(12.70)				
HASS 4	New low rise blocks have been built at the former Wilnecote Day Centre in Hockley. A full cleaning service will be required to clean all the communal areas of these buildings (properties have been built but as yet tenancy start dates have not yet been confirmed). There is no spare capacity within the current Cleaning Team to accommodate the additional cleaning required from the building of these new blocks. It is therefore proposed to create 1 x new full time Cleaner (37 hours per week). Cleaner will be required to undertake the cleaning of the communal areas of these new blocks and also help with delivering stock to various sites, carry out vacuum checks, carry out cleaning checks and any other daily cleaning duties required as well as being able to help out at other TBC communal areas to cover other Cleaners holidays and sickness. Post will be a Grade B position.		31.24				
HASS 5	An additional van is also required on a hire basis similar to the one that is currently used by the HRA Cleaning team. Current vehicle being hired from Radius Vehicle Solutions at net cost of £3,900 per annum		4.00				
HASS 6	Realignment of Salaries Budgets following latest Pay Award		39.54	(18.72)	0.60	0.57	0.53
<b>Total New Items / Amendments</b>			<b>114.78</b>	<b>(58.72)</b>	<b>0.60</b>	<b>0.57</b>	<b>0.53</b>

**STAFFING IMPLICATIONS**

Item No	Proposal/(Existing Budget)	Implications	24/25	25/26	26/27	27/28	28/29
			FTE	FTE	FTE	FTE	FTE
HASS 1	Budget provision to cover cost of using existing TBC employed Cleaners to ensure cleaning of HRA communal areas can continue to be carried out in the event that any current cleaning staff member becomesunavailable due to sickness or long term absence. In the last couple of years the demand to use Agency Cover for staff absence has increased significantly whilst the same level of cleaning is still expected to be carried out. Cleaners are graded B and £40,000 will equate to just over 49 hours (1.33 FTE)		1.3	(1.33)			
HASS 2	The creation of a permanent Senior Adaptations Caseworker post (across both services) into the Disabled Adaptations Team to manage increased demand, support service improvements and overall delivery timescales. Projected Grade G (split GF and HRA)		0.22				
HASS 4	1 Gr B FTE Cleaner for new low rise blocks at the former Wilnecote Day Centre in Hockley.		1.00				
<b>TOTAL</b>			<b>2.6</b>	<b>(1.33)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**HOUSING REVENUE ACCOUNT -  
NEIGHBOURHOODS**

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
HNEI 1	Budget provision to cover the cost of extending the temporary post `Resident Support Worker` at Eringden Block for a further year until March 2025 on a Grade E. Realignment of Salaries Budgets following latest Pay Award		41.43	(41.43)	-	-	-
HNEI 2			86.63	(44.12)	1.07	1.04	0.91
HNEI 3			-	-	-	-	-
HNEI 4			-	-	-	-	-
HNEI 5			-	-	-	-	-
HNEI 6			-	-	-	-	-
HNEI 7			-	-	-	-	-
<b>Total New Items / Amendments</b>			<b>128.06</b>	<b>(85.55)</b>	<b>1.07</b>	<b>1.04</b>	<b>0.91</b>

**STAFFING IMPLICATIONS**

Item No	Proposal/(Existing Budget)	Implications	23/24	24/25	25/26	26/27	27/28
			FTE	FTE	FTE	FTE	FTE
HNEI 1	Budget provision to cover the cost of extending the temporary post `Resident Support Worker` at Eringden Block for a further year until March 2025 on a Grade E.		1.0	(1.0)			
<b>TOTAL</b>			<b>1.0</b>	<b>(1.0)</b>	<b>-</b>	<b>-</b>	<b>-</b>

HOUSING REVENUE ACCOUNT – ENVIRONMENT, CULTURE & WELLBEING						
Item No	Proposal/(Existing Budget)	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
		24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
<b>HOPS 1</b>	Realignment of Salaries Budgets following latest Pay Award	11.82	(5.59)	0.20	0.17	0.14
<b>HOPS 2</b>		-	-	-	-	-
<b>Total New Items / Amendments</b>		<b>11.82</b>	<b>(5.59)</b>	<b>0.20</b>	<b>0.17</b>	<b>0.14</b>

**HOUSING REVENUE ACCOUNT - PEOPLE**

Item No	Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
			24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
<b>HPEO 1</b>	Realignment of Salaries Budgets following latest Pay Award To retain the post of Housing Repairs CSO Gr D on a permanent basis from April 2024 (currently a temporary post to 31.3.24)	To meet continuing high demand	5.71	(2.72)	0.08	0.07	0.07
<b>HPEO 2</b>			34.9	-	-	-	-
<b>Total New Items / Amendments</b>			<b>40.61</b>	<b>(2.72)</b>	<b>0.08</b>	<b>0.07</b>	<b>0.07</b>

**STAFFING IMPLICATIONS**

Item No	Proposal/(Existing Budget)	Implications	24/25 FTE	25/26 FTE	26/27 FTE	27/28 FTE	28/29 FTE
<b>HPEO 2</b>	To retain the post of Housing Repairs CSO Gr D on a permanent basis from April 2024 (currently a temporary post to 31.3.24)	To meet continuing high demand	1.00				
	<b>TOTAL</b>		<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Appendix G

### General Fund Five Year Revenue Budget Summary

<i>Figures exclude internal recharges which have no bottom line impact.</i>	<b>Base Budget 2023/24</b>	<b>Budget 2024/25</b>	<b>Budget 2025/26</b>	<b>Budget 2026/27</b>	<b>Budget 2027/28</b>	<b>Budget 2028/29</b>
	£	£	£	£	£	£
Chief Executive	1,890,420	1,903,070	1,895,210	1,884,270	1,872,910	1,861,280
AD Growth & Regeneration	945,870	784,660	810,830	841,420	899,140	934,350
ED Organisation	610,280	697,180	717,120	738,010	760,230	783,020
AD People	2,445,180	2,812,690	2,906,140	2,951,350	3,023,520	3,092,390
AD Operations & Leisure	3,824,980	4,071,440	4,198,230	4,088,370	4,121,680	4,191,710
ED Finance	90,630	92,960	95,310	97,870	100,520	103,190
AD Finance	(2,638,720)	(3,947,340)	(919,540)	556,890	652,960	854,870
ED Communities	-	0	0	0	0	0
AD Assets	(125,610)	(19,920)	10,790	(296,880)	(267,570)	(238,310)
AD Neighbourhoods	875,250	804,040	810,960	826,010	840,870	855,450
AD Partnerships	887,800	1,045,680	1,067,340	1,089,760	1,109,680	1,127,640
Recharges	-	0	0	0	0	0
<b>Total Cost of Services</b>	<b>8,806,080</b>	<b>8,244,460</b>	<b>11,592,390</b>	<b>12,777,070</b>	<b>13,113,940</b>	<b>13,565,590</b>
<b>Transfer from Business Rates Reserve</b>	-	0	-	-	-	-
<b>Net Cost</b>	<b>8,806,080</b>	<b>8,244,460</b>	<b>11,592,390</b>	<b>12,777,070</b>	<b>13,113,940</b>	<b>13,565,590</b>
Transfer to / (from) Balances	(1,207,869)	(1,209,314)	(3,299,978)	(4,787,076)	(4,903,227)	(5,131,000)
Revenue Support Grant	(302,008)	(322,012)	(328,452)	(335,021)	(341,722)	(348,556)
Retained Business Rates	(13,581,271)	(14,264,551)	(15,407,082)	(15,715,224)	(16,029,528)	(16,350,119)
Less: Tariff payable	10,686,850	11,172,962	12,361,073	13,138,695	13,401,468	13,669,498
Collection Fund Surplus (Council Tax)	(59,581)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
Collection Fund Surplus (Business Rates)	260,300	1,151,630	-	-	-	-
<b>Council Tax Requirement</b>	<b>(4,602,501)</b>	<b>(4,740,175)</b>	<b>(4,884,951)</b>	<b>(5,045,444)</b>	<b>(5,207,931)</b>	<b>(5,372,413)</b>

Figures include proposed Policy Changes

## Estimated Council Tax levels at each band for 2024/25

Authority:	Tamworth Borough Council Tax 2023/24	Tamworth Borough Council	* Staffordshire County Council	* Office of the Police & Crime Commissioner (OPCC) Staffordshire	* Staffordshire Commissioner Fire and Rescue Authority	<b>Total 2024/25</b>	Total Council Tax 2023/24
	£	£	£	£	£	£	£
Demand/Precept on Collection Fund		4,740,175	35,575,845	6,399,671	2,037,251	<b>48,752,942</b>	
Council Tax Band							
A	131.26	134.59	1,010.15	181.71	57.85	<b>1,384.30</b>	1,341.96
B	153.14	157.03	1,178.50	212.00	67.49	<b>1,615.02</b>	1,565.63
C	175.01	179.46	1,346.86	242.28	77.13	<b>1,845.73</b>	1,789.28
<b>D</b>	<b>196.89</b>	<b>201.89</b>	<b>1,515.22</b>	<b>272.57</b>	<b>86.77</b>	<b>2,076.45</b>	2,012.94
E	240.64	246.75	1,851.94	333.14	106.05	<b>2,537.88</b>	2,460.25
F	284.40	291.62	2,188.65	393.71	125.33	<b>2,999.31</b>	2,907.58
G	328.15	336.48	2,525.37	454.28	144.62	<b>3,460.75</b>	3,354.90
H	393.78	403.78	3,030.44	545.14	173.54	<b>4,152.90</b>	4,025.88
% increase	2.83%	2.54%	2.99%	4.61%	+	3.16%	3.07%

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

## Sensitivity Analysis

	Risk	2024/25 £'000	2025/26 £'000	2026/27 £'000
<b>Pay Award / National Insurance (GF)</b>				
Impact +/- 0.5% Variance £'000	L	215	328	445
Budget Impact over 1 year	L	215		
Budget Impact over 3 years	M	988		
Budget Impact over 5 years	M	1552		
<b>Pay Award / National Insurance (HRA)</b>				
Impact +/- 0.5% Variance £'000	L	69	105	143
Budget Impact over 1 years	L	69		
Budget Impact over 3 years	L	317		
Budget Impact over 5 years	M	498		
Subject to negotiation for Local Government pay (including any protection for low paid employees)				
<b>Pension Costs</b>				
Impact +/- 0.5% Variance £'000	L	0	0	154
Budget Impact over 1 year	L	0		
Budget Impact over 3 years	L	154		
Budget Impact over 5 years	M	465		
3 year agreement in place from 2023/24 - subject to stock market & membership changes				
<b>Council Tax</b>				
Impact on Council Tax income £'000		19	46	74
Budget Impact over 1 year	L	19		
Budget Impact over 3 years	L	139		
Budget Impact over 5 years	M	243		
<b>Inflation / CPI</b>				
Impact +/- 0.5% Variance £'000	L	279	425	571
Budget Impact over 1 year	L	0		
Budget Impact over 3 years	L	0		
Budget Impact over 5 years	M	0		
<b>Government Grant</b>				
Impact +/- 1.0% Variance £'000	L	66	100	129
Budget Impact over 1 year	L	66		
Budget Impact over 3 years	L	295		
Budget Impact over 5 years	M	454		
<b>Investment Interest</b>				
Impact +/- 0.5% Variance £'000	L	487	609	738
Budget Impact over 1 year	L	487		

Budget Impact over 3 years	H	1,834		
Budget Impact over 5 years	H	2,700		
<b>Key Income Streams (GF)</b>				
Impact +/- 10% Variance £'000	L	342	520	703
Budget Impact over 1 year	L	342		
Budget Impact over 3 years	H	1,565		
Budget Impact over 5 years	H	2,455		
<b>Key Income Streams (HRA)</b>				
Impact +/- 1% Variance £'000	L	427	646	870
Budget Impact over 1 years	L	427		
Budget Impact over 3 years	H	1,943		
Budget Impact over 5 years	H	3,043		
<b>New Homes Bonus</b>				
Impact +/- 10% Variance £'000	L	50	0	0
Budget Impact over 1 year	L	50		
Budget Impact over 3 years	L	50		
Budget Impact over 5 years	M	50		
<b>Business Rates</b>				
Impact +/- 0.5% Variance £'000	L	278	433	590
Budget Impact over 1 year	L	278		
Budget Impact over 3 years	M	1,301		
Budget Impact over 5 years	H	2,051		

Thursday, 25<sup>th</sup> January 2024

## Report of the Leader of the Council

### Quarter Two 2023/24 Performance Report

#### Exempt Information

None

#### Purpose

This report provides Cabinet 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. The report was considered by Corporate Scrutiny Committee on 20<sup>th</sup> December 2023.

#### Recommendations

It is recommended that Cabinet 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 line with further Scrutiny and Cabinet feedback.

This report includes at appendix 2 a record of discussion points and areas for clarification which arose when Corporate Scrutiny Committee considered the report.

#### 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












Appendix 2 – Corporate Scrutiny Committee discussion points and clarifications

# 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 31<sup>st</sup> 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 <sup>st</sup> 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"> <li>• Cabinet approved latest update 26/10/23</li> <li>• Internal infrastructure supporting the Programme established with all meeting/agenda framework</li> <li>• Tenant Consultative Group work shop planned 14/11/23 to review capacity</li> <li>• Housing &amp; Homelessness Advisory Board Work programme agreed with oversight of the programme – next meeting 23/11/23</li> </ul>





					<ul style="list-style-type: none"> <li>• Corporate Scrutiny reviewing Programme on 28/11/23</li> <li>• Communication Strategy to be scoped</li> </ul>
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)

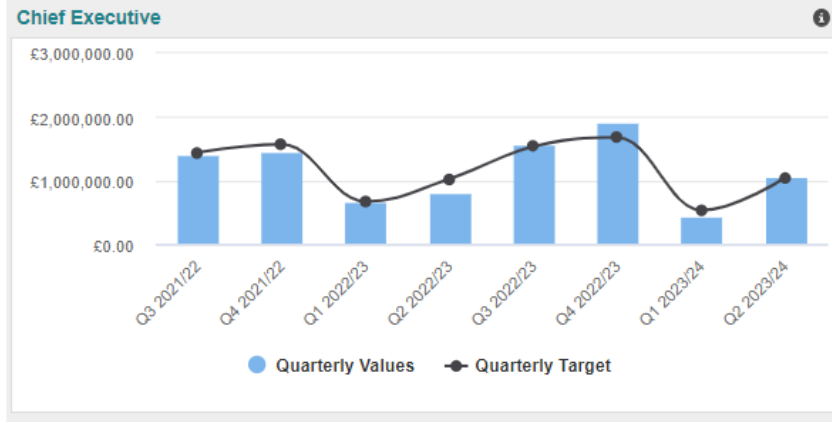
Code	Project	Project Status	Due Date	Managed By	Projects Highlights Overall Project Comments
CP2022-25_TCP_004	FHSF		31-Mar-2024	Anna Miller	Cost pressures on the programme are having a significant impact on being able to deliver individual projects.

### Project Status Key

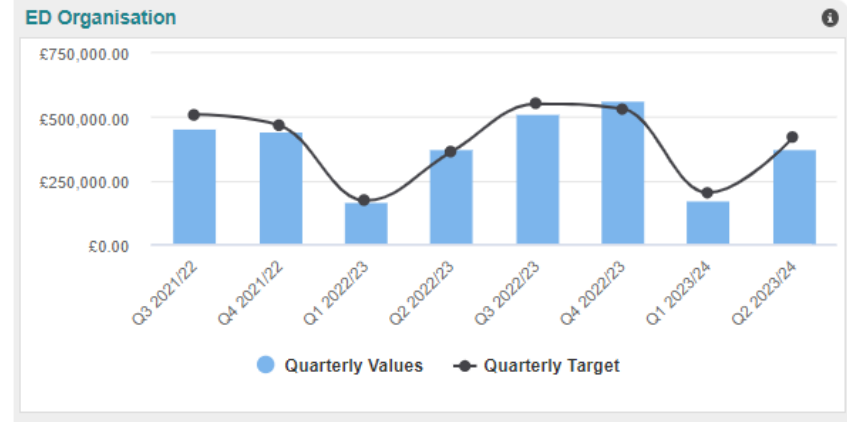
-  Action completed
-  Action not on track and not in control
-  Action not on track but in control
-  Action on track and in control

### 3. Finance

#### 3.1 General fund – Actual Spend Summary - Quarter 2



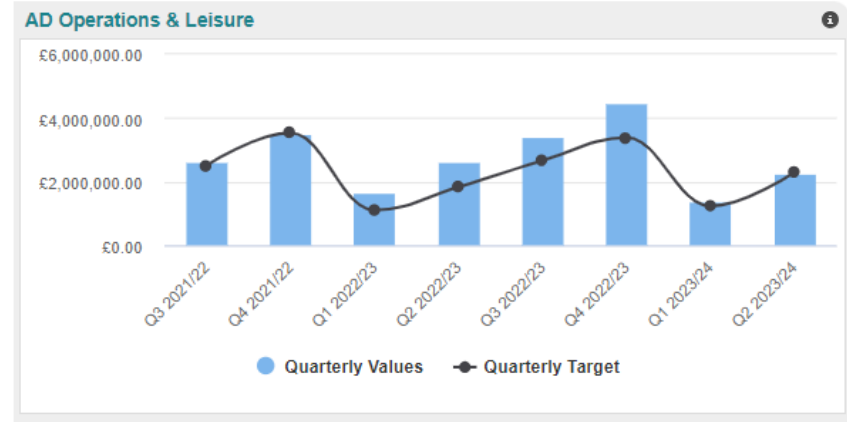
Minor variance



Minor variance



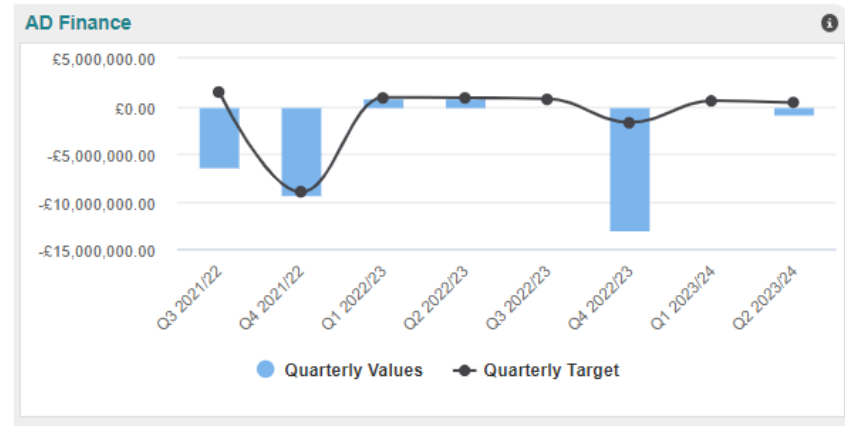
Minor variance



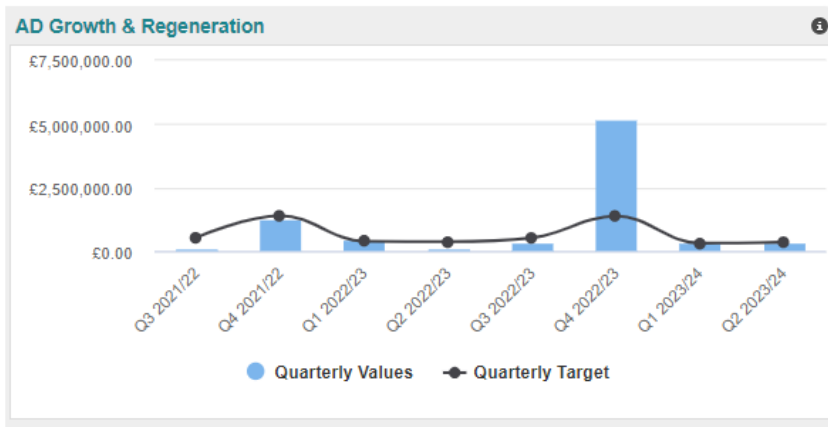
Shortfall in Assembly Rooms catering sales; Streetscene vacancy allowance



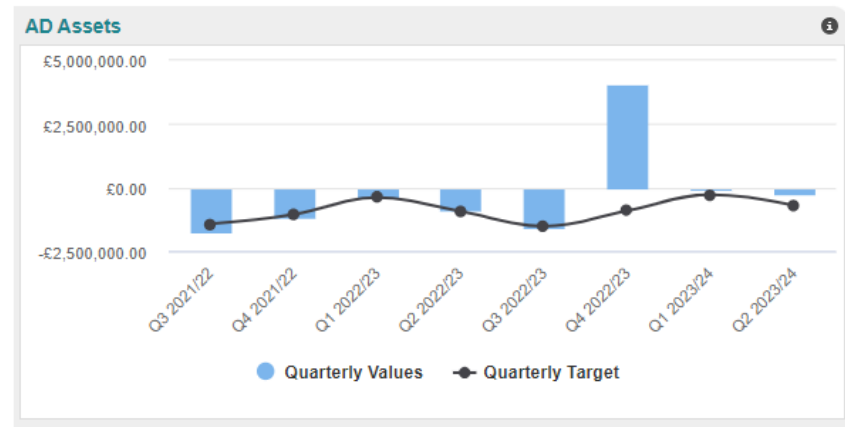
Customer Services vacancy allowance and postage budgets



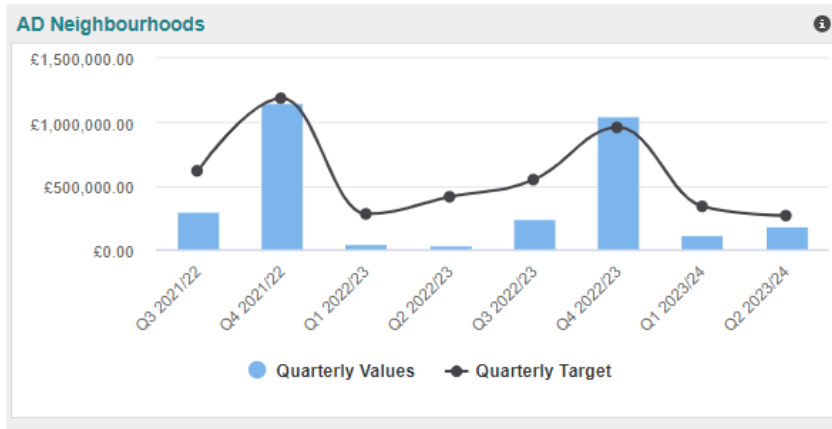
Minor variance



Shortfall in car parking income



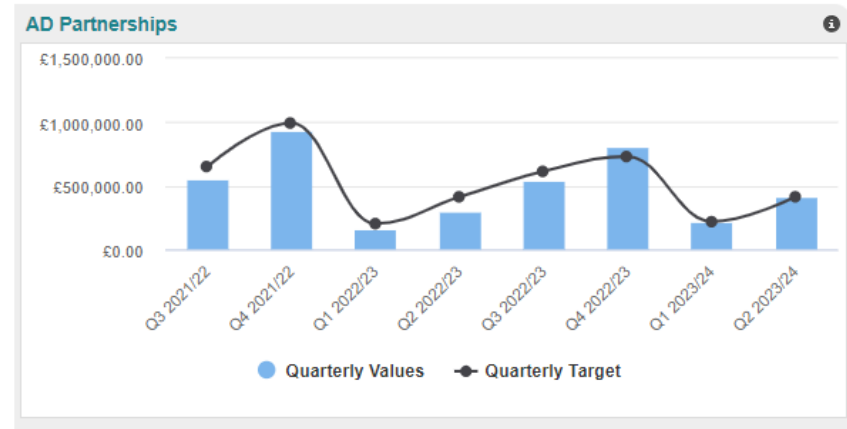
Marmion House electricity and rates underspends



Shortfall in B & B income recovered

**Key**

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

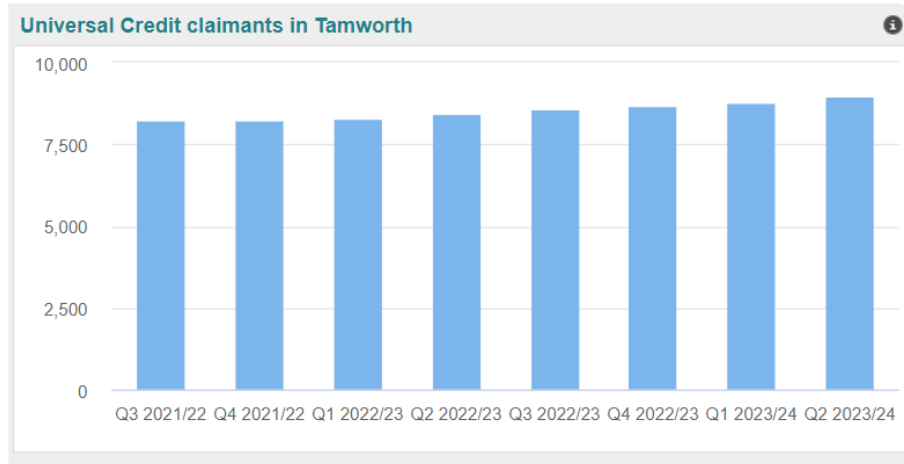


Car Parking Enforcement agency staff costs

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

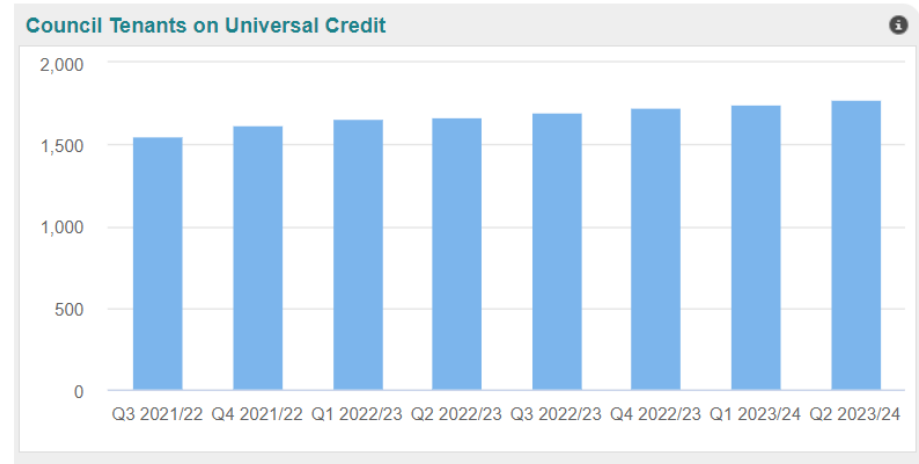
## 3.2 Universal Credit Summary – Quarter 2

### Corporate Scrutiny Committee - Universal Credit Summary-



#### Commentary

There are 8,998 universal credit claimants in Tamworth.



#### Commentary

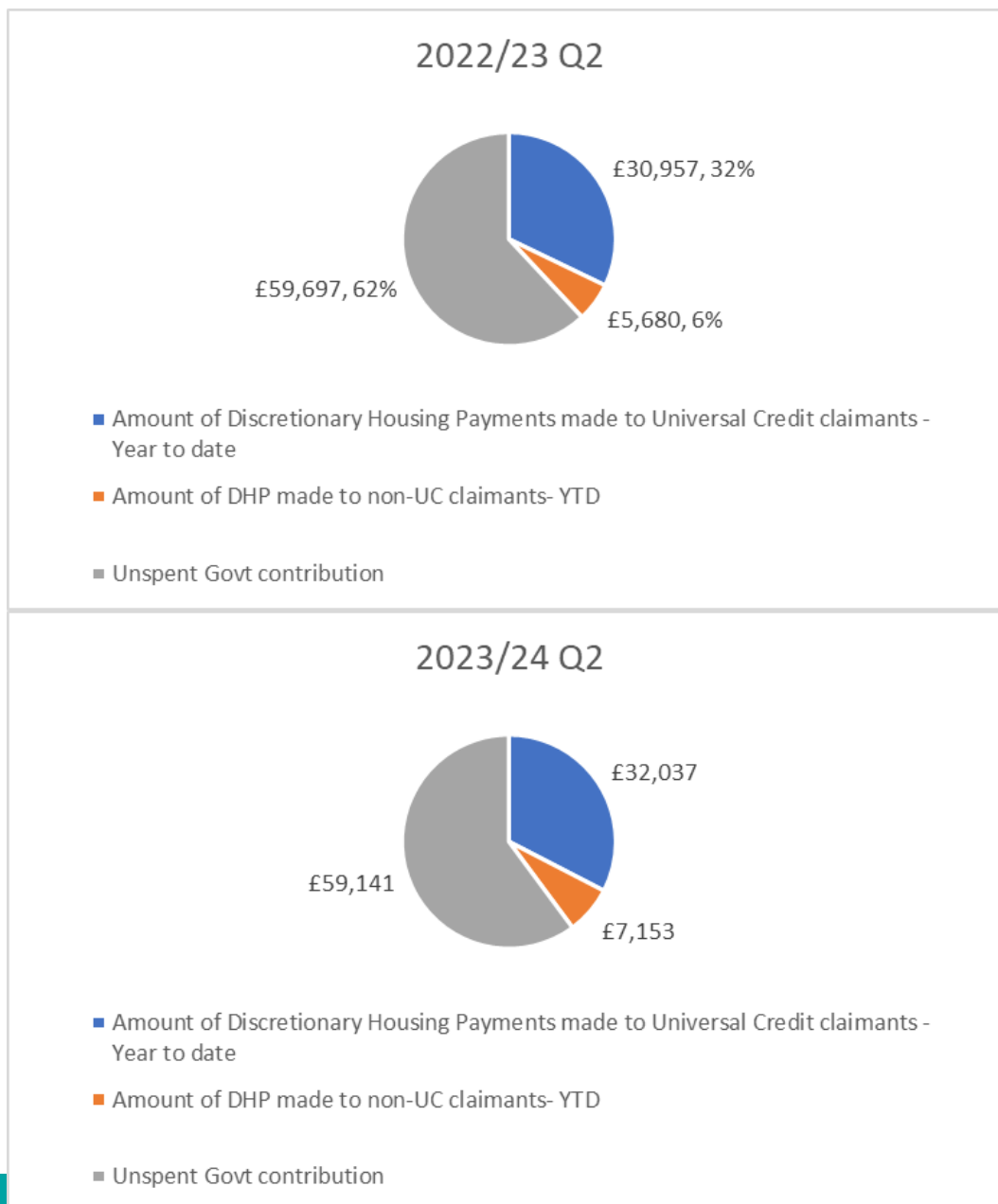
There are 1,776 council tenants on universal credit

### 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

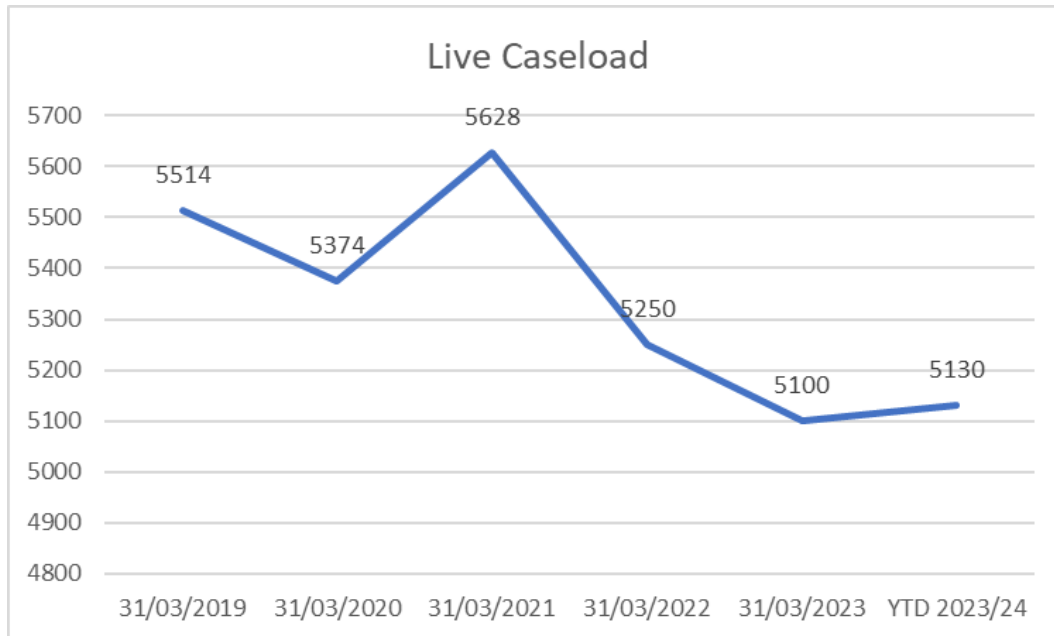
A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £39k (£37k on 30<sup>th</sup> September 2022) with 53 successful claims from 151 applications (compared to 64 successful claims from 150 applications on 30<sup>th</sup> September 2022). The reason 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 30<sup>th</sup> September 2022).





Local Council Tax Reduction Scheme claims are roughly level with 2022/23 (4,942 claimants as of 30<sup>th</sup> September 2023 compared to 4,992 on 30<sup>th</sup> 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.

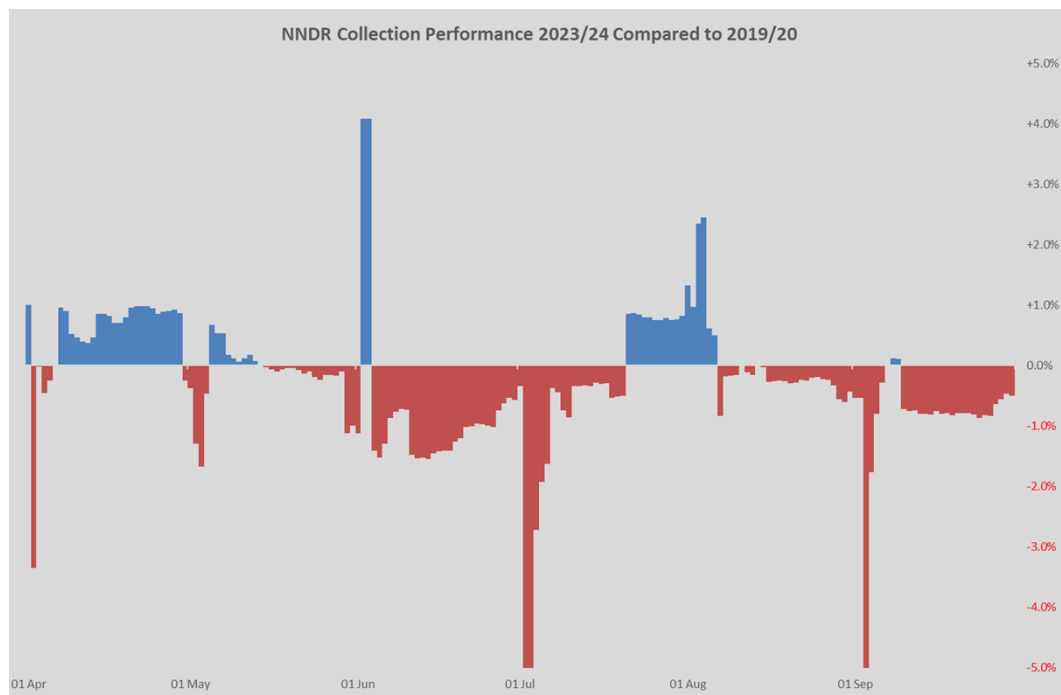
## Revenues

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 30<sup>th</sup> September (48.2% as at 30<sup>th</sup> September 2021 and 61.2% as at 30<sup>th</sup> 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).

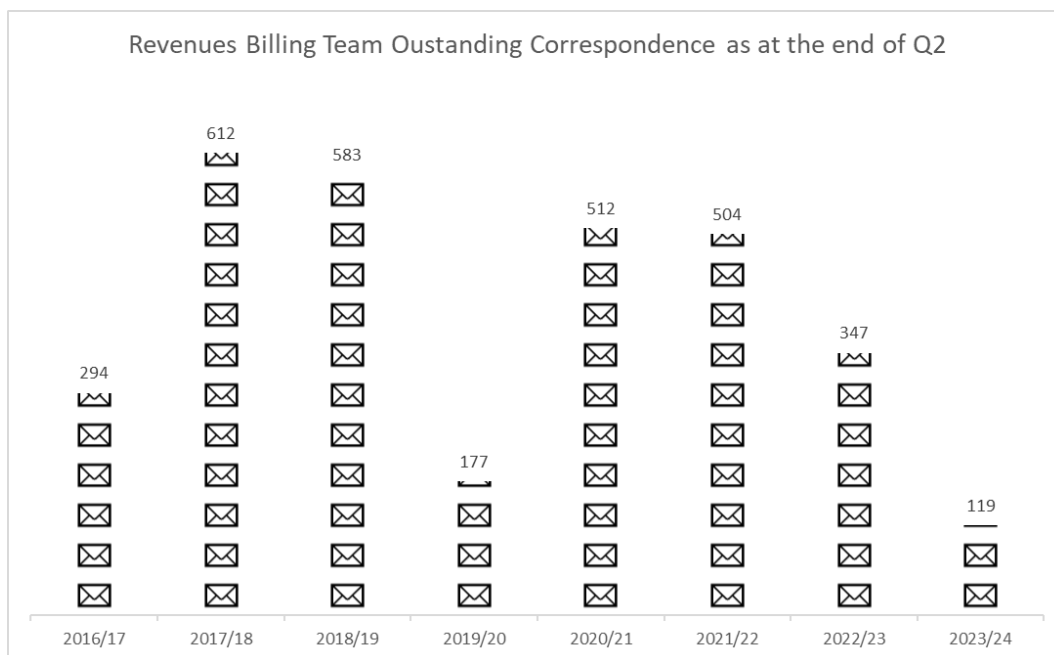
Arrears reduction in respect of 2023/24 debt stands at 46.8% compared to a target of 42.2%.

## Council Tax

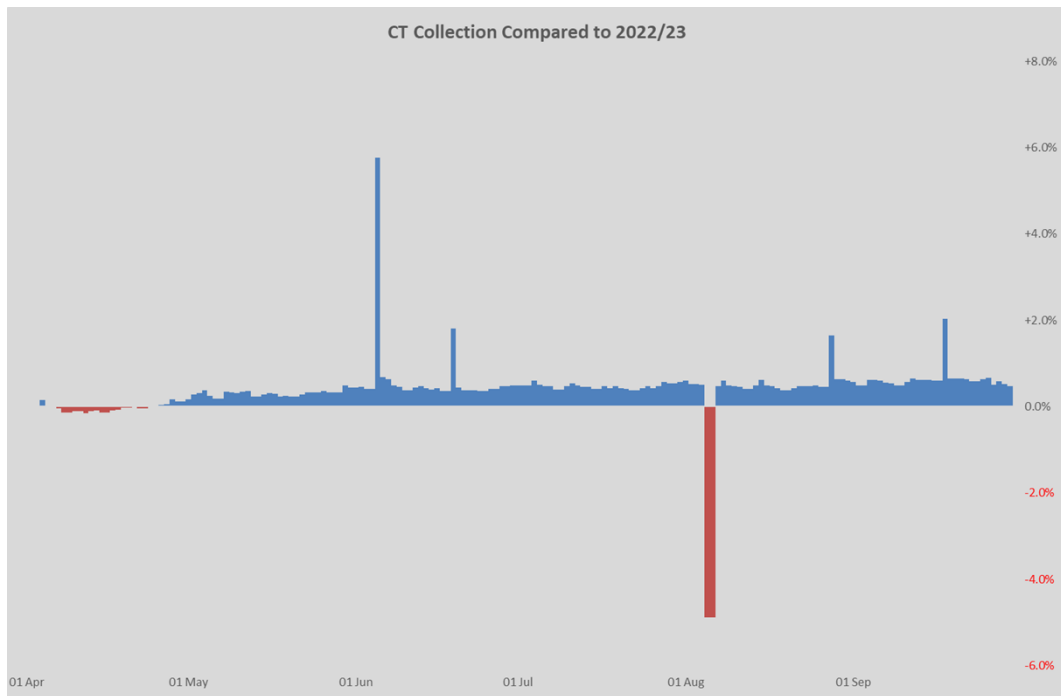
Reminders are at a lower level than 2019/20 (7,885 at 30<sup>th</sup> September 2023 compared to 9,330 for 2019/20) with liability orders at slightly higher levels (3,150 summonses compared to 2,387 in 2019/20 with 2,293 liability orders compared to 1,899). The reduction in reminders is principally due 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 30<sup>th</sup> 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 30<sup>th</sup> 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:**

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

Total **Rent** arrears (excluding former tenants) on 30<sup>th</sup> September 2023 were £748k compared to £799k on 30<sup>th</sup> 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.

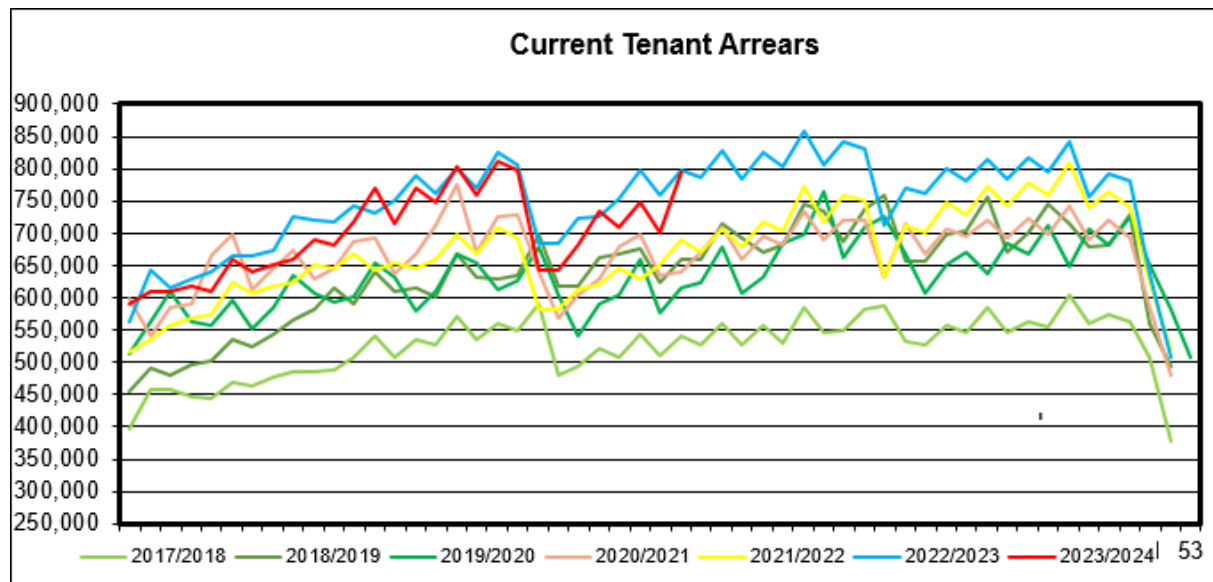
Tamworth Borough Council's performance compared with previous years						
	2018/19	2019/20	2020/21	2021/22	2022/23	Estimated Top Quartile by Housemark*
Number of Evictions	18 (0.42%)	13 (0.31%)	Ban on evictions Covid-19	2 (0.04%)	9 (0.09%)	0.17%

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

<b>Indicator</b>	<b>Qtr 4 2018/19</b>	<b>Qtr 4 2019/20</b>	<b>Qtr 4 2020/21</b>	<b>Qtr 4 2021/22</b>	<b>Qtr 1 2022/23</b>	<b>Qtr 2 2022/23</b>	<b>Qtr3 2022/23</b>	<b>Qtr4 2022/23</b>	<b>Qtr1 2023/24</b>	<b>Qtr2 2023/24</b>
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
<b>Projected Balances per MTFS Council February 2023</b>	(9,170)	(7,962)	(5,865)	(1,101)	3,577	8,506	8,506
<b>Revised Stress Tested Forecasts:</b>							
Best Case Revised Forecast Balances - July 2023	(9,615)	(9,097)	(7,970)	(4,275)	(1,094)	2,387	6,446
Central Case Revised Forecast Balances - July 2023	(9,615)	(9,097)	(7,678)	(3,691)	205	4,351	9,020
Worse Case Revised Forecast Balances - July 2023	(9,615)	(8,179)	(5,519)	(290)	4,851	10,241	16,157
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:*

<b>Change:</b>	<b>Budget Impact</b>
<b><i>Savings / increased income</i></b>	
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
<b><i>Additional costs / reduced income</i></b>	
Revenue impact of FHSF increased capital spend from financed from retained capital receipts	£120k pa
Increased pay award	c. £220k pa from 24/25
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	
<b>Projected Balances per MTFS Council February 2023</b>	(4,431)	(3,608)	(3,331)	(2,849)	(2,434)	(2,152)	
<b>Revised Stress Tested Forecasts:</b>							
Best Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(2,744)	(3,485)	(4,314)	(5,298)	(6,222)
Central Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(1,738)	(1,470)	(1,268)	(1,198)	(1,047)
Worse Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(1,711)	(1,414)	(1,183)	(1,084)	(902)
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
<b><i>Savings / increased income</i></b>	
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
<b><i>Additional costs / reduced income</i></b>	
Updated balances b/f from increased overspend	£1.669m 22/23 only
Increased pay award	c.£84k pa from 24/25
Increased depreciation & RCCO from affordable rent	£1.5m pa from 24/25
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
<b>Total</b>	<b>6,586</b>	<b>5,705</b>	<b>(881)</b>	<b>8,805</b>	<b>7,394</b>	<b>(1,411)</b>

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 Spent £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	-	-	-	-	-	-	-	-	-
									-
<b>GF Contingency</b>	250	-	-	-	250	30	(220)	220	250
<b>TOTAL GENERAL FUND</b>	<b>21,274</b>	<b>13,422</b>	<b>4,353</b>	<b>(9,069)</b>	<b>33,518</b>	<b>32,034</b>	<b>(1,484)</b>	<b>1,397</b>	<b>33,430</b>

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
<b>Total</b>	<b>(5,821)</b>	<b>(6,505)</b>	<b>(684)</b>	<b>824</b>	<b>784</b>	<b>(40)</b>

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
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>7,880</b>	<b>8,124</b>	<b>7,326</b>	<b>(798)</b>	<b>16,244</b>	<b>14,127</b>	<b>(2,116)</b>	<b>1,890</b>	<b>16,017</b>

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)	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
<b>AD Growth</b>										
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
<b>Service Area Total</b>	<b>18,223</b>	<b>10,189</b>	<b>3,558</b>	<b>(6,631)</b>	<b>25,878</b>	<b>25,878</b>	<b>-</b>	<b>-</b>	<b>25,878</b>	

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
<b>AD People</b>								-		
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.
<b>Service Area Total</b>	<b>449</b>	<b>278</b>	<b>59</b>	<b>(218)</b>	<b>555</b>	<b>286</b>	<b>(269)</b>	<b>207</b>	<b>493</b>	
<b>AD Operations &amp; Leisure</b>								-		
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
<b>Service Area Total</b>	<b>944</b>	<b>1,429</b>	<b>97</b>	<b>(1,332)</b>	<b>2,881</b>	<b>2,881</b>	<b>-</b>	<b>-</b>	<b>2,881</b>	
<b>AD Finance</b>										
GF Capital Salaries	-	23	-	(23)	45	20	(25)	-	20	Project Accountant will be in post from end October, therefore underspend projected
<b>Service Area Total</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>(23)</b>	<b>45</b>	<b>20</b>	<b>(25)</b>	<b>-</b>	<b>20</b>	
<b>AD Assets</b>										
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
<b>Service Area Total</b>	<b>1,408</b>	<b>1,481</b>	<b>639</b>	<b>(843)</b>	<b>3,862</b>	<b>2,893</b>	<b>(970)</b>	<b>970</b>	<b>3,862</b>	



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
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	23	-	(23)	46	46	-	-	46	Scheme to be completed by October
<b>Service Area Total</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>(23)</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>46</b>	
<b>GF Contingency</b>										
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	-
<b>Service Area Total</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>30</b>	<b>(220)</b>	<b>220</b>	<b>250</b>	
<b>GENERAL FUND TOTAL</b>	<b>21,274</b>	<b>13,422</b>	<b>4,353</b>	<b>(9,069)</b>	<b>33,518</b>	<b>32,034</b>	<b>(1,484)</b>	<b>1,397</b>	<b>33,430</b>	

## 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
<b>AD Assets</b>										
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
<b>Service Area Total</b>	<b>7,780</b>	<b>8,074</b>	<b>7,326</b>	<b>(748)</b>	<b>16,144</b>	<b>14,027</b>	<b>(2,116)</b>	<b>1,890</b>	<b>15,917</b>	

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
<b>Service Area Total</b>	<b>100</b>	<b>50</b>	<b>-</b>	<b>(50)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>7,880</b>	<b>8,124</b>	<b>7,326</b>	<b>(798)</b>	<b>16,244</b>	<b>14,127</b>	<b>(2,116)</b>	<b>1,890</b>	<b>16,017</b>	

### 3.8 Treasury Management Update – Period 6 - 2023/24

<b>Borrower</b>	<b>Deposit £</b>	<b>Rate %</b>	<b>From</b>	<b>To</b>	<b>Notice</b>
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
<b>Total</b>	<b>68,642,000</b>	<b>5.28%</b>	-	-	-
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%	-	-	-
<b>Total</b>	<b>80,604,218</b>	<b>5.13%</b>	-	-	-

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

<b>Fund</b>	<b>Initial Investment</b>	<b>Fund Value 30/09/2023</b>	<b>2023/24 Return to Date</b>		
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
<b>Total</b>	<b>£11,962,217.92</b>	<b>£10,616,153.80</b>	<b>£143,364.79</b>	<b>4.23%</b>	

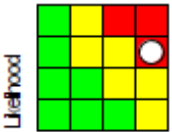

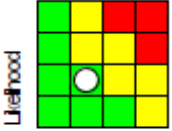





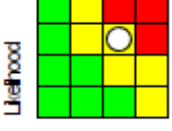

External Borrowing as of 30<sup>th</sup> September 2023:

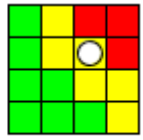

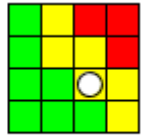

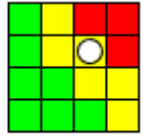

<b><u>Borrowing from PWLB</u></b>				
<b>Loan Number</b>	<b>Rate</b>	<b>Principal</b>	<b>Start</b>	<b>Maturity</b>
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087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








## 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

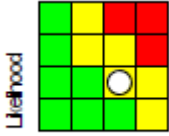
Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

## 4.2 Detailed Corporate Risk Register Summary 2023.

### 1 Finance/Financial Viability 2023/24

<b>Corporate Risk Heading</b>	Finance/Financial stability 2023/24
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<b>Corporate Risk</b>	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	
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Risk of Austerity cuts/Major variances to the level of grant/subsidy</li> <li>* Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)</li> <li>* Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities.</li> <li>* Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Inability to plan long term due to uncertainty over future Local Government funding. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25.</li> <li>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.</li> <li>* Unplanned cost reductions / savings requirements</li> </ul>	

	<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	

<b>Causes</b>	<ul style="list-style-type: none"> <li>* Failure of democratic process</li> <li>* Failure to understand or respond adequately to new or changing legislation or regulation</li> <li>* No horizon scanning of legislative changes</li> <li>* Out of date policies and procedures</li> <li>*Lack of capacity to meet changing demands and priorities</li> <li>*Not enough capacity to plan ahead proactively due to reactive nature of business activity</li> <li>*Decisions made by Members could impact current planned work</li> <li>*Insufficient direction for strategic priorities – may not be fit for purpose which leads to lack of clarity with planning</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Prosecution of individuals</li> <li>* Loss of reputation</li> <li>* Adverse impact on Tamworth residents</li> <li>* Authority taken over by Government appointed officers</li> <li>* Increase in costs, Legal and settlement</li> <li>* Potential harm to vulnerable persons, employees and commercial relationships</li> <li>* Legal action</li> <li>* Financial penalties</li> <li>* Reputational damage</li> <li>* Difficulties quantifying what success of objectives/priorities will look like</li> <li>* Impede work that is underway or already planned</li> </ul>
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			* 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
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Corporate Priority affected	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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### 3 Promoting Community Resilience and Cohesive Communities

<b>Corporate Risk Heading</b>	Promoting community resilience and cohesive communities
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<b>Corporate Risk</b>	<b>Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth ‘the place’</b>
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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	

<b>Causes</b>	<ul style="list-style-type: none"> <li>. Lack of strong local leadership (political, community etc)</li> <li>. Failure to provide or signpost support for the most vulnerable in our communities</li> <li>. Lack of communication activity/strategy to engage with local communities</li> <li>. Lack of partnership working and initiatives</li> <li>. Failure to understand local issues</li> <li>. Lack of sustainable approach to community engagement and development which is inclusive and embraces diversity</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>. May be unable to support the vulnerable leading to wider demands on public services</li> <li>. Wider health and employment inequality</li> <li>. Rise in crime or perception of crime</li> <li>. Increased levels of community tensions</li> <li>. Rise in environmental crime?</li> <li>. Lack of civic pride Lack of aspiration</li> </ul>
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**Issue** . Poor educational outcomes and job opportunities  
Failure to engage with other statutory agencies

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

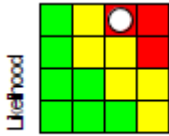
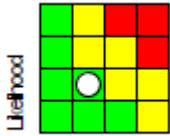
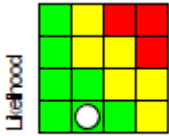
**Latest Note** No change

**Corporate Priority affected** Priority1: The Environment  
Priority4: Living in Tamworth  
Priority5: Town Centre

## 4 Lack of Resources, Capacity and right skills in place

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

<b>Causes</b>	<ul style="list-style-type: none"> <li>*Executive staff turnover may lead to experience/ knowledge loss</li> <li>*Inability to drive public engagement and manage increase in demand/ expectations</li> <li>*Lack of succession planning</li> <li>*Aging profile of organisation</li> <li>*Lack of incentive for young people to work for council</li> <li>*Competitive salary market impedes finding right candidates including not enough applicants for vacant roles</li> <li>*Increased workloads may not leave enough capacity to complete all in a timely manner</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>*Difficulties retaining staff – they may look more external opportunities</li> <li>*Costs of turnover and retraining new starters</li> <li>*Potential for non-compliance with specific roles that require accreditation or specific skills</li> <li>*Ability to respond to regulatory/ statutory changes may be inefficient</li> <li>*Working to prioritised work/ leader decisions</li> <li>* Unable to deliver organisational strategies</li> <li>* Increased turnover/absenteeism</li> <li>Service failure leading to ombudsman intervention and increased compensation claims</li> </ul>
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	<ul style="list-style-type: none"> <li>*Lack of capacity to respond to changes regulations due to delays in releasing from the Gov and staff already stretched with current workloads.</li> <li>* Failure to have the organisational structure and a skilled and motivated workforce</li> <li>* Ineffective project management and governance</li> <li>* Ineffective performance management</li> </ul>		<ul style="list-style-type: none"> <li>* Decreased staff engagement and satisfaction resulting in poor performance.</li> <li>Impact on health and wellbeing of existing staff</li> </ul>
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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"> <li>Priority2: The Economy</li> <li>Priority4: Living in Tamworth</li> <li>Priority: Organisation</li> </ul>
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# 5 Organisational Resilience 2023/24





Corporate Risk Heading **Organisational Resilience 2023/24**

**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	

<b>Causes</b>	<ul style="list-style-type: none"> <li>* Significant event outside of our control e.g. major disaster, pandemic etc.</li> <li>* Staff not aware of action to be taken in the event of an emergency/disaster</li> <li>* Lack of sufficient agile operational options</li> <li>* Lack of corporate overview to understand and effectively prioritise workloads, resource allocation and understand where cross-function collaboration stands.</li> <li>* National and local political interference may impede planning and priorities</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Services not delivered</li> <li>* Reduced 'economic attractiveness'</li> <li>* Loss of reputation</li> <li>* Potential to misalign resources</li> <li>* Governance does not provide the full picture</li> <li>* Negative public perception may damage Council's reputation</li> </ul>
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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

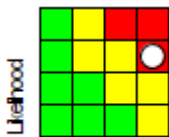
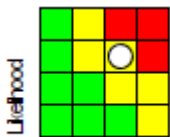
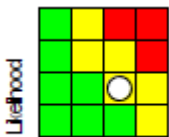
Latest Note	No change
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Corporate Priority affected	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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## 6 Failure to meet climate change ambitions/ meet net zero targets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

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

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1B - Development of infrastructure for acting on Climate Change	31-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 -

**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	

<b>Causes</b>	<ul style="list-style-type: none"> <li>*Isolated systems may not support sharing information.</li> <li>*Lack of joined up systems</li> <li>*Non-user-friendly systems may inhibit competency/confidence</li> <li>*Unable to keep up with costs of updating systems</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>*Inability to drive value of decision making from data</li> <li>*Missed or gaps in data could impede tracking progress of work especially with leavers</li> <li>*Not paying for updates to systems could result in vulnerabilities - potential for cyber-attacks. Not making use of data available to us.</li> </ul>
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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	

<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of investment in the Borough</li> <li>* General downturn in the economy due to factors beyond our control</li> <li>* Failure to recognise economic changes</li> <li>* The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases.</li> <li>* Changes in Job market</li> <li>* Inadequate business continuity plans</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Economic prosperity declines</li> <li>* Deprivation</li> <li>* Reduced Business Rates income</li> <li>* Tamworth not seen as a positive place to live or invest in</li> <li>* Lack of economic and commercial growth</li> <li>* Unable to recruit key/essential skills</li> <li>* Failure to deliver project outcomes</li> <li>* Failure to deliver corporate plan</li> <li>* Government intervention</li> <li>* Increased customer dissatisfaction</li> <li>* Unrealised benefits</li> </ul>
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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 30<sup>th</sup> June 2023. Internal Audit have fully completed 2 out of the 3 audits rolled forward from 2022/23 and the remaining audit is awaiting management agreement during the quarter. An analysis of audit plan completion and indicatively planned audits is shown in the table below;

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

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

A full report is to be presented to Audit & Governance Committee on 23<sup>rd</sup> 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 <sup>th</sup> September 2023 Number of personal data breaches recorded	4
01 July 2022 – 30 <sup>th</sup> 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 <sup>th</sup> September 2023 – total requests received	125
01 July 2022 – 30 <sup>th</sup> 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 <sup>th</sup> September 2023 – Number of Internal review requests received	0
01 July 2022 – 30 <sup>th</sup> 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 <sup>th</sup> September 2023 – Number of Enquiries received by ICO	0
01 July 2022 – 30 <sup>th</sup> September 2022 - Number of Enquiries received by ICO	0
01 July 2023 – 30 <sup>th</sup> 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 <sup>th</sup> September 2023 – total requests received	9
01 April 2022 – 30 <sup>th</sup> 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 <sup>th</sup> September 2023 – Number of Enquiries received by ICO	0
01 July 2022 – 30 <sup>th</sup> September 2022 - Number of Enquiries received by ICO	0
01 April 2023 – 30 <sup>th</sup> 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
<b>Complaints</b>					
Number of Stage 1 Complaints	108	60	48		
Number of Stage 2 Complaints	9	4	5		
<b>Complaints (Overall Total)</b>	<b>117</b>	<b>64</b>	<b>53</b>		
<b>Responses (Stage 1)</b>					
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		
<b>Total</b>	<b>108</b>	<b>60</b>	<b>48</b>		
<b>Responses (Stage 2)</b>					
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		
<b>Total</b>	<b>9</b>	<b>4</b>	<b>5</b>		
<b>Number of Compliments</b>	<b>33</b>	16	17		
<b>Number of Service Requests</b>	<b>335</b>	169	166		
<b>Overall Total</b>	<b>485</b>	<b>249</b>	<b>236</b>	<b>0</b>	<b>0</b>
<b>Member Enq</b>					
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		
<b>Total</b>	<b>243</b>	93	150		
<b>Complaints (%) Qtr 2</b>					
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		
<b>Overall Contact Total</b>	<b>728</b>				

## 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											
<b>Total</b>	<b>48</b>	<b>5</b>	<b>53</b>	<b>27</b>	<b>21</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>166</b>	<b>17</b>
<b>Overall Total</b>	<b>236</b>										


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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<b>Asset management Strategy</b>	Purpose: Development of Asset Management Strategy to guide future of built assets owned by the council. Scope: Review of existing strategy, costed stock condition survey, development of overarching strategy, development of asset management plans.	<b>Overall Project Status</b>	✔	<b>Managed By</b>	Paul Weston
<b>Activities since last period</b>	Surveys completed Gap analysis completed Additional surveys quoted	<b>Planned Activities for next period</b>	Draft strategy document Draft plans	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	None	<b>Resourcing Requirements</b>	External resource in place for surveys	<b>Decisions required from CMT</b>	None
<b>Note</b>	Finalising document to reflect Scrutiny Committee comments.	<b>Date</b>	14-Jul-2023	<b>Author</b>	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.

<b>FHSF</b>		<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>	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.	<b>Planned Activities for next period</b>	ISAG in October. A&G in October and Programme Board 1 Nov.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>	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.	<b>Resourcing Requirements</b>	Budgets will be exceeded.	<b>Decisions required from CMT</b>	
<b>Note</b>	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.	<b>Date</b>	31-Oct-2023	<b>Author</b>	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><b>Gungate</b></p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders. Scope: Development of land north and south of Spinning School Lane into a mixed use site which will support the town centre by delivering uses that complement the existing offer and increase footfall, choice and prosperity.</p>	<p><b>Overall Project Status</b></p>	<p></p>	<p><b>Managed By</b></p>	<p>Anna Miller</p>
<p><b>Activities since last period</b></p>	<p>Agreement on NCP acquisition. Negotiations ongoing on ATIK lease.</p>	<p><b>Planned Activities for next period</b></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><b>Amber/Red Areas</b></p>	
<p><b>Risks including Stakeholder Issues, budget and timing</b></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><b>Resourcing Requirements</b></p>		<p><b>Decisions required from CMT</b></p>	
<p><b>Note</b></p>		<p><b>Date</b></p>		<p><b>Author</b></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)


<b>HRA Business Plan including Resident's Survey (STAR)</b>	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	<b>Overall Project Status</b>	✓	<b>Managed By</b>	Tina Mustafa
<b>Activities since last period</b>	Glen Smith engaged as part of financial modelling and already working with Lynne P on scenario planning to inform development	<b>Planned Activities for next period</b>	PW commissioned ARK to review repairs cost which will significantly impact on the HRA plan	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	Carbon neutral targets will significantly impact on HRA resources (i.e. EPC c+ and electric charging; fuel poverty) HRA currently showing funding gap	<b>Resourcing Requirements</b>	Consultancy support and corporate project team involving finance. Given alignment with self-assessment likely to require project manager	<b>Decisions required from CMT</b>	None
<b>Note</b>		<b>Date</b>		<b>Author</b>	

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


<b>Local Government Boundary Review</b>	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.	<b>Overall Project Status</b>		<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	Awaiting formal communication from boundary commission for project inception	<b>Planned Activities for next period</b>	In line with boundary commission requirements	<b>Amber/Red Areas</b>	none
<b>Risks including Stakeholder Issues, budget and timing</b>	none	<b>Resourcing Requirements</b>	none	<b>Decisions required from CMT</b>	none
<b>Note</b>	Still awaiting boundary commission notification	<b>Date</b>	30-Oct-2023	<b>Author</b>	Pardeep Kataria


**Net Zero**

<p><b>Net Zero</b></p>	<p>Purpose: Make the Council's activities net-zero carbon by 2050 with aspiration to achieve 2030 should the council be financially able to do so                  Scope:                  1) Ensure that political and chief officers leadership teams embed this work in all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the council's activities;                  2) The Council (including the Executive and Scrutiny Committee) consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies;                  3) Receive a report to the relevant scrutiny committee regarding the level of investment in the fossil fuel industry that any of our investments have;                  4) Ensure that all reports in preparation for the 2021/2022 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency;</p>	<p><b>Overall Project Status</b></p>		<p><b>Managed By</b></p>	<p>Anna Miller</p>
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<b>Activities since last period</b>	Third round of recruitment underway. Discussions with Aether to deliver 1) climate change action plan and Tamworth Adaptation Plan using a financial waiver.	<b>Planned Activities for next period</b>	Receive final proposal from Aether and obtain agreement for a financial waiver.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>	Difficulty recruiting.	<b>Decisions required from CMT</b>	
<b>Note</b>		<b>Date</b>		<b>Author</b>	

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

<b>Key Workstream</b>	<b>KW Status</b>	<b>KW Assigned To</b>	<b>KW Notes</b>
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.

<b>Key Workstream</b>	<b>KW Status</b>	<b>KW Assigned To</b>	<b>KW Notes</b>
Stage 2			Preparation of tender underway.

## Social Housing Regulatory Programme

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



## Strategic Review of Leaseholder Service Charges

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

<b>Key Workstream</b>	<b>KW Status</b>	<b>KW Assigned To</b>	<b>KW Notes</b>
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

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

# Town Centre Masterplan

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

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

**QUARTERLY PERFORMANCE REPORT – CORPORATE SCRUTINY DISCUSSION LOG**

Issue	Response	Any Follow up action required
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**Quarter two performance report – Corporate Scrutiny 20/12/23**

1	<b>What measures had been put in place since the demolition of the Peel Café to ensure the situation did not happen again.</b>	Moving forward any works relation to the Future High Street Fund Project requiring planning permission would now always be considered through a full planning committee meeting.	NFA
2	<b>Whether any council asset requiring planning permission should be put through planning committee.</b>	It was agreed that this matter would be discussed separately to try to resolve this issue.	Chief Executive to meeting with chair to discuss

**Quarter 2 Performance Report - Corporate Scrutiny 16/11/23**

1	<b>Clarification around where target figures came from? Are they benchmarking of comparing with figures from previous years?</b>	It was confirmed that where areas are within the corporate plan then targets are based on milestones set within this, however benchmarking is used within finance and housing, however, it was highlighted by the Chair that previous Council experience has shown that benchmarking can be subjective.	NFA
2	<b>Where the improvement in corporate risk has come from?</b>	The current risk has remained as a 4, it is the risk likelihood that has improved from a 4 to a 3. The monitoring in place would impact on the likelihood and the current underspend would impact on their position, however it was noted that whilst the risk is improved it is still in the red status and very much on the radar and being monitored and that there are still long term challenges.	NFA

**QUARTERLY PERFORMANCE REPORT – CORPORATE SCRUTINY DISCUSSION LOG**

Issue	Response	Any Follow up action required
<p><b>The Committee asked how this improvement was sensitive to interest rate changes as there is still uncertainty over this?</b></p>	<p>This was based on interest rates already received on reserve balances. Interest rate projections and sensitivity will be considered when setting the upcoming budget.</p>	
<p>3 <b>Clarification over the ‘General Fund Main Variances table’ as the table is difficult to interpret the figures as red usually represents a negative figure and why, if red is a positive figure, do the catering sales appear to show a loss of £130k and what the position around the assembly rooms was.</b></p>	<p>This was being looked into and agreed to provide a briefing note to explain the table and understanding around these figure.</p>	<p>Briefing note to explain the figures in the table. 28/11/24 Briefing note circulated from Rebecca Smeathers</p>
<p>4 <b>Clarification around the charts on tenants arrears as we seem to be showing an increasing level of arrears whilst evictions are low, but you would expect evictions to start increasing and what plan is in place?</b></p>	<p>The graph relates to current tenant arrears but the figure that is being referred to as increasing is across all areas including former tenant, garage, court costs and garages. However, although evictions remain low work is ongoing around tenancy sustainment.</p>	<p>NFA</p>

**QUARTERLY PERFORMANCE REPORT – CORPORATE SCRUTINY DISCUSSION LOG**

Issue	Response	Any Follow up action required
<p>5 <b>Clarification around Council tax collection rates of 58%.</b></p>	<p>The collection rate is current collection for the year so far, officers added that the figure was the collection rate at the end of quarter two and a collection rate of over 50% is considered good at this stage.</p>	<p>NFA</p>
<p>6 <b>Clarification around the medium term financial strategy central case which suggests that the Council would be 3.3 million pound short after 3 years.</b></p>	<p>These shortfall figures are from when the budget was set in February however this has improved due to the underspend and that these would be revised.</p>	<p>NFA</p>
<p>7 <b>Clarification around the enabling works at the Peel Café and why this historic building was demolished?</b></p>	<p>When the report was written enabling works were to remove the frontage and the rear extension. The original planning permission was to remove the rear elevation and the shop front, it also included the removal of the first floor to improve ceiling heights, and removal of the second, whilst removing the rotten windows at the front and back and removal of the staircase.</p> <p>Once the building was surveyed it was identified that the roof sub structure was rotten and needed to be removed which led to an amendment of the planning permission which left a front and rear façade which was to be maintained by inserting steel across them.</p> <p>The condition of the brickwork was very poor and the most feasible option was to remove and reinstate the front and rear elevations.</p>	<p>NFA</p>

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Thursday, 25 January 2024

## Report of the Portfolio Holder for Civic Pride and Engagement

### Annual residents' survey results

#### Exempt Information

NONE

#### Purpose

To share the results of the annual survey and budget consultation, to inform the decision-making process around council budget and priorities.

#### Recommendations

It is recommended that:

1. Cabinet endorse the survey report.

#### Executive Summary

737 people chose to take part in this survey, this number is on a par with the number of responses in 2022.

#### Council priorities, spending and income

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

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

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

These remain the same top three as in 2022.

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

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

There is however appetite to reduce spending on

- Arts, Assembly Rooms and Events
- Support to local businesses
- Tackling climate change

Like in 2022, reducing spending for Arts, Assembly Rooms and events remains the top choice of local people. This is also reflected in the question where we ask where people think we should make savings. It should however be noted the expenditure figure shown for Assembly Rooms and Castle are before any income generation.

As in 2022, respondents chose to increase charges for leisure and commercial property and opted for the lowest increase in council tax.

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

Responses match those areas which where the council is already working hard to improve. So, while overall satisfaction results (when we include those with no strong opinion) remains the same as the previous survey carried out in 2022, action is continuing to address these issues.

- 52% are satisfied with Tamworth as a place to live (rising to 68% when those with no strong opinion are included).
- 67% feel safe when out during the day, the feeling of safety decreases after dark.

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

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

These were the top issues in the 2022 survey. Showing these remain the key issues for local people, and confirms the council is right to seek improvements in these areas.

While last year in research by Sunlife Insurance<sup>1</sup> Tamworth was ranked fourth in a list of safest places for over 60s to live in England and Wales. So, while this may factually be the case, there is a difference in perceptions.

## **Satisfaction with services**

Over half of respondents are satisfied/no strong opinion about how the council runs things.

From anecdotal evidence online we know that some local people feel there are issues with potholes, pavements, and traffic plus a feeling anti-social behaviour is an issue for some which is likely to contribute to a feeling that as the council we should be doing more.

- 34% satisfied with how the council runs thing (rising to 55% when those with no strong opinion are included).
- 28% agree the council acts on the concerns of residents.

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

- 73% satisfied with waste collection services.
- 35% satisfied with street cleaning services.
- 56% satisfied with sport and leisure.
- 55% satisfied with parks and open spaces.

## **Information and contacting the council**

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

86% would contact the council via digital means (non-digital means are via Councillor or suggest visiting the TIC in the Assembly Rooms).

Customer services data shows that in the last 12 months (Oct 2022 – Sept 2023) 95,000 contacts from customers have been digital and around 333 were face to face at the TIC in the Assembly Rooms.

Generally, people **are** aware that the Assembly Rooms and Tamworth Castle are council services.

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<sup>1</sup> See [report](#).

## **Demographics**

In total, 60,400 people were eligible to take part in this survey (adults). 737 people actually took part, which is 1.2% of the eligible population.

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

Around 2.5% of Tamworth's population have a non-white background, positively, 8% of respondents were from a diverse background.

## **Common theme**

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

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

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

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

- New Neighbourhood impact team, tackling anti-social behaviour across the borough.
- Introduced the government's maximum level fine for fly-tipping and fines for those caught littering, fly-posting or damaging property with graffiti set at £500.
- Maintained the green bin subscription fee at the same rate with the council absorbing rises in service costs.
- Fly-tipping cameras installed in hotspots to catch those responsible. Also, litter cam in high litter areas.
- Making it easier for local people to report any issue to us including street issues via the MyTamworth app any time day or night.
- Delivered free business support and over £30,000 in grants to local businesses to improve and develop their business.
- Taking all actions legally available to tackle unauthorised encampments.
- Introduced 30minutes free parking across all our town centre car parks.
- Launched a new service to support those at risk of becoming homeless. This new service further builds upon our existing in-home support services so we can reach more people in need.
- On our annual rough sleeper count we've reported 0 rough sleepers in Tamworth.
- Through early intervention, prevented 149 households from becoming homeless.
- Progressing our £20million government future high street fund project to rejuvenate Tamworth town centre that meets the needs of 21<sup>st</sup> century shoppers, residents and businesses. With large parts of the project are expected to complete in 2024.
- Invested £2.5million in our high-rise tower blocks replacing all soil pipes and installing new heaters.
- Improving council social housing in Hockley in a £3.5million programme to improve thermal efficiency.
- Coordinated volunteer teams to litter pick and improve the condition of the historic castle gatehouse.
- Held a series of 'pop up' engagement sessions at the town hall, providing opportunities to meet a range of teams from across the council including repairs, regeneration housing and environmental health.
- Held knife awareness talks in schools when the Knife Angel was in nearby Lichfield.
- Community orchard planted in Wigginton park.
- Launched civic pride awards, recognising the work and value of the towns many volunteers and unsung heroes.

- With Staffordshire County Council delivered a new footpath linking the Anker Valley estate to Tamworth station.
- Completed our regular annual programme of estate inspections covering all wards in the borough.
- Well developed mechanisms for tenants to be involved in improving our housing services.
- Over 99% of our social housing repairs fixed in the first visit.
- Invested in the preservation and protection of Tamworth's historic environment.
- Delivered free community archaeology, heritage crafts and re-enactment events (funded by UKSPF) to provide opportunities to engage with local history.
- Delivered a full programme of free events such as St George's Day celebrations, Kings Coronation celebrations, fireworks, Christmas lights switch on and food markets.
- Delivered a bigger than ever before Christmas extravaganza; a month-long programme of activities and events including providing low-cost options for local families.
- And much more.

### **Options Considered**

NA

### **Resource Implications**

None specifically arising from this report; however, the findings are to inform decision making around future council budgets and priorities.

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

NA

### **Equalities Implications**

None specifically arising from this report, however any implications on budget decisions and council priorities may have equalities implications.

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

None from this report. The main approach to the survey was 'digital by default'.

### **Background Information**

Appendix A Tamworth Borough Council's Annual Survey Report 2023

Appendix B Tamworth Borough Council's Annual Survey 2023 verbatim comments

### **Report Author**

Tania Phillips – Head of Corporate Communications

### **Appendices**

Appendix A Tamworth Borough Council's Annual Survey Report 2023

Appendix B Tamworth Borough Council's Annual Survey 2023 verbatim comments

# November 2023

## Tamworth Borough Council's annual survey

### Appendix A – the full list of comments

This section includes verbatim comments from survey participants.

However, offensive or abusive comments have been removed.

#### Sports and leisure

Cowboys running Tamworth

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Maybe charge for some children's activities

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the sports pitches are never kept clean

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Work with local schools and use their pitches/facilities?

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It's appalling that you say that there is sport when you got rid of all the swimming provision! Leaving just the snowdome. Considering you had multi use within schools, you now do nothing yet keep people in pointless jobs running football pitches! Get rid of the staff who are useless and employ people with actual knowledge of multiple sports and how it should be run correctly! These activities need to be funded to keep children & young people busy and developing personal skills.

---

Charge for these or charge more

---

Perhaps make a nominal charge for these activities

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Essential to reduce anti social behaviour

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Very little provided for the disabled

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Make a small charge for holiday activities

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NA

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ADDITIONAL SPORTS HALLS NEEDED

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Scrap fireworks display or charge for it

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Burn them down like you do other listed buildings like the swimming baths! Almost every sport and leisure facility is private after you sold the golf course off for millions

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Should encourage more people to take part and use all the facilities

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A swimming pool

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Fair allocation

---

Ensuring that business that use the parks to run fitness clubs are licensed, registered, with the council and are fully insured

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use more volunteers. Create a volunteer Tamworth and get people who are retired/semi retired/ on benefits/ offenders, community service/ work out what % this covers in Tamworth and make it attractive to 'give back time' do volunteer awards where people get a subsidy in council tax perhaps if they clock up hours of supporting services and volunteering. Be it litter picking, planting at green spaces, providing help for services etc. This would support the economics and people who are incentivised to give say 1 day a week or a few hours. Would even help them get back into work etc. This goes for all categories. Create a 'give back to Tamworth Campaign' advertise it at the assemblies and have a week where people can sign up to help with such a diverse range of skills. Or do a leaflet drop with local councillors. Make people part of Tamworth community and bring them together. If they don't want council tax to go up then they should help out if not in work.

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Cut back on the free children's activities

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A small increase for services as not everyone uses these

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Charge for holiday activities

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Perhaps reduce activities to slightly fewer, but higher quality individual events to encourage attendance in higher footfalls.

If there is no money, why spend so much on play parks. There was nothing wrong with the old ones.

Do a reduced charge for activities to help plug the gap rather than being completely free

Those that use these regularly should pay more towards their upkeep.

Charge businesses that use public open space to run their business, including running and fitness businesses

Make a nominal charge for children's activities for parents who earn over a certain amount

We were promised more spending from the sale of the golf course whereas that money gone

These are very important, especially for low income families

What about improving services so they are used more. You closed the golf course which generated income. Cannock manages to have a central leisure centre and golf course.

Need more free children's activities as playspace is always sold out quickly

Essential to reduce anti social behaviour

More places for play and leisure

The community could potentially run the pitches etc

Make parents pay for holiday activities like when the space scheme was running

You should include free attractions for our teens to keep them off the streets

Not enough information out there and the diversity! Not all of us have children, adult options would be good!!

Make it free to all, not just people on Benefits who do not work and don't need help during holidays

Bring back public paying swimming baths. If snowdome can make a commercial success, so could tbc.

Funding from sports council

Encourage clubs and teams to hold fund raising activities in exchange for priority bookings.

Holiday events free to all children is not well advertised or used

Good use of existing facilities. Eg utilising high school facilities. Opportunities such as free sessions at Cliff Lakes were excellent as this can be expensive.

More holiday clubs for kids

Very important

Sponsored

Open community gym in old baths, this benefits rehabilitation.

Charge for these

stop free holiday activities. even if people on low benefit should pay

Charge a nominal amount for holiday activities

Need to improve activities for summer hols and children.

Doesn't benefit majority

More youth clubs

Working parents need more help

Use more volunteers

Charge adults more

Remove free activities. Working parents don't get support so why should any other children

Stop spending money on facilities that are hardly used ie tennis court I've not seen a single player in at least 20 visits

No sports centre, no track, improve outdoor gym stuff and place in other areas of castle grounds

Reinstate local parks for younger children to access in their local communities

Don't pay for free holidays.

Bring back free swimming

Close them

Cut counselor benefits

---

We need a community gym and leisure centre that people can afford not the private gym prices if on benefits it could help with obesity which would help other services nhs etc

---

More holiday clubs

---

There is very little in the way of council leisure centres for fitness activities. This is really disappointing as many other local services charge and want a person to contract with them.

## Heritage and Castle

Cowboys running Tamworth
Lower admission, get more schools in and visitors
Private investment
Local citizens pay less than outside visitors
All primary children in Tamworth should be able to visit free with an adult.
Like to know more re castle expenses because there is a charity that raises money fo castle as well.
It should be given to English heritage to manage leaving the council to run the grounds only.
Continually underfunded, yet a critical point of the town's Heritage. More should be done to utilise this amazing asset, including a better education programme and events roster. Just look at Bosworth Battlefield for a great example.
Try to attract more volunteers to assist with guiding by, welcoming visitors. Involve schools, young people, voluntary organisations and also older people (U3A?) encouraging people to 'give back'
Advertise it more
Use this as a way of promoting Tamworth. The Castle, Castle Grounds and rivers are a fantastic facility which should be marketed outside of Tamworth to attract visitors and new business in to the town.
Hardly any facilities for the disabled
More fund making events
fantastic job
Bring back discount for Tamworth rate payers
Promote the castle, i.e have an evening restaurant, making a unique feature of the castle to generate income, superb clubs etc.
Hand castle over to english heritage
Sack the cleaner and gardener, it looks like you have already
We need to make more of the Castle as an attraction to bring more people to visit TAMWORTH just like Lichfield do.
Could english heritage or nat trust run this?
Fair allocation
Better promotion increased visitors to town
As before
Charge more for the castle
free entry to residents using post code
Not to reduce spending, invest in more paid events to make a return, encourage attending the castle to encourage rising income, not limited to children and families, but high level young adult and adult, mature audiences. Increase castle's revenue by having a good quality gift shop feature with branded merchandise to promote the castle and Tamworth heritage as a destination.
Aston Hall works with the National Trust could this not benefit the castle? Residents of Tamworth are paying for its upkeep and get reduced entry cost for residents.
Free or reduced price for residents
Disabled so have no opinion
charge slightly more for visitors /get more grants
Make it more commercial. Proper wedding planning for example. Otherwise it's great.
You again have been given 21 million times improve the town centre where is that money going
These should be a major attraction for visitors



Pass it on the English Heritage.

We need to get tourists from the rest of the UK to visit. However they would need accommodation so housing illegal immigrants isn't acceptable

are there more grants that could be applied for to fund repairs etc?

free entry to residents using post code

Lower entrance fee to encourage people to visit it

the jewel of our town. cherish it

reduce as too much spent

Providing free parking for tourists in town center such as getting free tickets if you buy tickets for Castle etc

Advertising more would help

Waste of money

Funding from National lottery

Good education programme. How can this be developed to capitalise in local heritage?

Look at the costs , use the location for different uses eg Weddings.

Sponsored

Look after it, before it falls down

Events chargeable

Stop cutting trees down needlessly

Doesn't this have charity status or help from National Trust?

So many people dont know Tamworth has a castle.

Keep up the good work

Its useage needs expanding

This is our pride and joy

Turn off

Charge adults more

Not a priority

Improved publicity to increase visitors

People hear about events too late. More than a few Facebook posts needed.

Good so far. Continue to redevelop the entrance to the grounds by nationwide

More could be made of thr castle, a cafe and open the castle

Investment

Sell it

Don't waste money on fireworks and Christmas lights. Just a Christmas tree outside the main church and one in Ankerside.

Increase admission prices by 5/10 % . It's a national treasure and requires investment and it attracts visitors to the town. So look at it that way rather than reducing funfing

It now has a good roof. Residents now need to keep or make good their own roof needs so as not to become a burden on the System - that gets harder !

## Arts, Assembly Rooms and events

Cowboys running Tamworth

Let local artist hold gigs /shows and use faculty for practice ££££

Make hiring costs more affordable.

Council tax should not fund this service, it should be self financing and generate income. Huge unmet opportunity for making income from bar and food sales both at shows and outdoor events.

The Assembly Rooms box office should not be a substitute front desk. There is a lack of privacy and the staff there are not qualified to talk about the majority of residents issues.

Event organisers should be responsible for generating their income from an event not tax payers

Local citizens pay less than outside visitors

Keep promoting this fantastic space.

Increase event prices

Needs to be profitable in its own right and support itself.

Wonderful venue with some fantastic events, please do not cut back here!

Charge for events such as the fireworks which is currently free!

Advertise events more

They are good, but maybe reduce costs

Stop wasting money on fireworks, they are not good for the environment or wildlife and pets.

The public pay for events in the assembly rooms so this should be self funding. The acts in the bandstand do this voluntarily so where do the costs come from?

No mention of facilities for the disabled

absolute hero and go over and beyond

The Assembly Rooms are a great asset but a big expense. Providing frontline Council services from here is a good way to justify the costs. Maybe more could be done. A lot of people from outside Tamworth visit the fireworks in the Castle grounds. They park at the last minute and spend nothing in the town. Maybe it is time to charge people an admission fee.

Promote events better and get better acts

Burn it down like you do most listed buildings you can't sell off, I'd rather have a local police station and magistrates court that made our community safer rather than Polishing that old turd that nobody uses anyway

Charge for outdoor events like St George's day & fireworks and better schedule assembly rooms to have profit making events, significantly improve marketing to ensure events are fully booked, advertise on local Facebook groups.

Would like to see a P&L. Transparency of finance

Too much has money has already been spent on it. Should be advertised more and lower the admission prices for local people to attract more.

This, is surely a profit making concern anyway? Judging by the price of drinks etc.

This should not be subsidised by the council. If you cannot make a profit from it you should sell it.

Slight reduction

More of the same increase visitor numbers

Start supporting local talent not just bringing in gig names within budget. Smaller towns have a fringe festival. Tamworth supports corporate venture not local talent.

Increase ticket costs

Lots of events don't appear to be effectively marketed. Please see facebook threads where this is often discussed. Better marketing would lead to higher revenue.

Having a few less events or making them chargeable

Fewer events that have poor sales or have no evidence to support that the event will sell or has a market, and encourage high quality bespoke events; either larger annual events that evoke high attendance and spend to increase revenue. Have a large event or festival that requires a small charge where possible.

Vanity project. Let it stand on its own or close.

Too much spent already

The Assembly Rooms should be self funding it shouldn't need this much council support

The free events in the castle grounds are amazing but do we really need so many when you need to save money

Is the aim to make this facility self funding?

Open Sundays

Very good

reduce the amount you spend

Good value

charge slightly more for tickets

Again, it should be commercial. Still spending what is being spent after the refurbishment is a failure of management.

They have spent enough already

Charge for the free events such as the fireworks etc

Better shows and more advertising

I do not think that everyone in the town knows enough about these

Get more local groups ie drama and choir groups to do concerts, these would interest the local public more and can be sold at a cheaper price to also encourage more people to buy tickets, your tribute band prices are really expensive

This should be self financing. Get rid of the fireworks or make it chargeable to cover costs.

Promote it more

Extortionate amount for so little

are there more grants that could be applied for to fund arts related projects?

They are good, but maybe reduce costs

Farcical that Customer Services Team in Assembly Rooms have to tackle issues that should be dealt with by council workers who work from home and will not come to council offices and have face to face meetings. Getting through on phone takes way too long. Covid no longer an issue. Get workers back into the council offices where they belong

Worth all its money

reduce as too much spent

Increase prices for events

Less free events, such as bonfire night and St George's day

Last summer in the Castle Grounds with all the events was brilliant, big screen, 80s music, why not this year?!

Waste of money as already been refurbished

The council is spending a considerable sum on events in castle grounds but don't consider town centre residents. The noise is too much every weekend.

Cut down on events eg. annual firework display

Increase ticket prices slightly, they would still be very reasonable.

Not everyone follows advertising online so not always full capacity

Great start, we've been twice in 2 months. Continue to attract great acts

The programming at TAR's is much improved and showing more access to a variety of performances. Improved marketing would decrease the number of empty seats seen at some events

Brilliant asset for Tamworth, great shows and friendly staff

The assembly room events cost a fraction of tickets in Birmingham so I'm sure people would pay more. Free events are attended by thousands of people who don't pay council tax to Tamworth so I don't see why we as Tamworth residents should provide free events for people paying tax to Lichfield, north warks and even further afield

Really important to bring bigger and bigger events to the area .

Get sponsored

Should it not be paying for itself

more advertising lots of people dont know when events are on

Higher ticket prices

Increase ticket prices for non residents

Why is so much invested in this building and events? Who attends these events?

Needs more advertising of what's on

Cut funding to these events. Charge more and use the profits to manage and run the assembly rooms.

More variety needed and better advertising

Could you please tell me why a councillor gave £9000 to fund the pride event

Why haven't you provided any comments on what the amount of money you spend in the assembly rooms is for?

Love it

Not a priority

Charge for events in Castle grounds ie fireworks etc

Literally no idea why you're paying so much, people would rather have a house and emergency support and supporting us through our broken environment and economy than a show every weekend.

Better promotion to increase support

Let a booking firm manage assems and take a percentage

Continue supplying service

Your publicity on Facebook is often far too late, meaning we learn about events too late to book

Fewer shows

Assembly Room events should be priced to cover costs

Gem in Tamworth. Keep supporting

Knock it down for carpark

More events to attract a wider audience. Less tribute bands and provide more drama and plays. It could appeal to more tastes. Take a look at the Garrick..more quality more revenue from ticket sales. Cuts aren't the way to the way to prosper, unless it's wasteful spending?

More groups and big artists to come (like David Essex)

It would be useful to know how much events create in revenue alongside the costs of running it in the information you provide in this email. Would help me to know if it is viable and profitable.

Nice to have but have not seen trading figures

## Refuse collection and recycling

Cowboys running Tamworth

---

go vack to using blue bins gir cardboard

---

Bring blue bins back and get rid of bags

---

Get rid of the blue bags

---

I think our service is good, I would like some sort of waste food collection.

---

public bins are not emptied enough

---

Why do we have to pay for a green bin?

---

To improve the area as a whole £5 collection charge on single large items or £15 for 2 to 4 items as a guide

---

A good service

---

More assemblies more all school aged children (primary & secondary) to educate them. Awards & competitions for them if they participate. It'll look good on your website. Schools could have an activate role rather than just an assembly.

---

Let privately owned commercial vehicles take waste to the nearest tip!

---

Go back to just blue bin recycling

---

Get rid of those stupid blue bags for cardboard they aren't big enough and are an eyesore.

---

Improve efficiency

---

Make sure the dustbin men pick up the litter they drop all over the streets

---

Should be less strict on what can actually be recycled

---

Replace the idiotic system for blue bins/bags

---

More bins and more regular emptying,

---

Greater emphasis on all of us to REDUCE our waste

---

Get a refund for the horrendous bag idea.

---

We need much more information about what is recycleable

---

Messages not always passed on to crews very little street cleaning

---

Excellent service lots of cardboard not being picked up should be other way round blue bins paper and cardboard glass and plastic blue bags

---

Make sure that the households with the most waste, i. e occupatnts pay more, nit just get a bigger bin because more people live at the propery.

---

Go back to 1 bin collections, none of it is recycled anyway

---

Get rid of the stupid blue bags

---

Blue bags to recycle card and newspaper, is small for a property. In Leicestershire they put an extra thin bin.Can it be considered?

---

Leave it alone system is ok , changing will only make it worse .

---

Great service just need clearer info for some customers on where the waste goes

---

Fine fly tippers

---

Employ permanent staff not agency workers on poor pay.

---

Emptying green bins monthly as most bins are only part filled.

---

Slight reduction

---

Rejecting recycling only to go landfill waste of time

---

Tamworth BC should consider paid commercial waste collections. Unless this is already done as part of the joint waste scheme with Lichfield DC, this is a huge area to profit from. as before

---

Charge £20 for Green Bin Service.

---

let Tamworth run it instead of Lichfield

---

Collecting less times per month

Charging for green bins contradicts eco policy. You should charge for black bins by weight.

---

Scrap Green bin charge and make it self funding by selling the green recycled waist as compost

---

We've already had a HUGE increase in green waste costs over the recent years. No further costs are acceptable- negotiate better and consider how we could generate revenue from waste.

---

Black bins must be heavier now residents are also using them for green waste when they don't sign up to the additional cost. Has these been factored in when deciding to continue to charge for green bins?

---

Bigger blue bags

---

Excellent

---

Room for improvement but OK

---

Great effort by the teams! Well done.

---

Get rid of these stupid blue bags they are not big enough and a pain to store.

---

Challenge the company who does the waste as we do most of the work for then they just take it away

---

Now excellent and efficient. Garden waster Service is good value

---

Get rid of the silly blue bag

---

Better negotiations, less work and hassle for residents

---

Help people seperate recycling further, penalise those who dont recycle.

---

let Tamworth run it instead of Lichfield

---

We need much more information about what is recycleable

---

A good service apart from having to pay for green bin emptying

---

Paying the money for a green bin for a year when it is not really used in the winter periods is disgusting

---

Ok

---

keep the same just get refuse collectors too do their job properly

---

Hi litter pick in the wilnecote area hi think people who keep the area should have a reduction in council tax

---

Get rid of blue bags

---

Monthly recycling collection, just use 2 blue bins rather than the stupid blue bags which leave the streets in a mess when the scraps of paper ect are strewn across the streets, using a larger bin would mean you could collect less often

---

Why we using bags and bins and they get tipped into the same truck

---

You started charging for the green bins, hmm how successful money wise was that. Make it free again and people would be more willing to keep their gardens tidy

---

Not value for money

---

Get rid of the bag and just have blue bin

---

Get rid of those stupid blue bags and use the blue bins. As bags are the wrong size waste of money there should of been consultation on this...

---

Being back bins for card board recycling

---

Ask the refuse workers to pick up the rubbish they drop on roads on collection days

---

A good service.

---

Blue bags are a pain!

---

Good service

---

Recycling could be much better. . We have recently moved here from Wales and are dismayed that you do not have any food waste recycling. The amount recycled over all seems to be low compared to our previous unitary Authority. However, we must commend the recycling centre at Grendon.

---

Weekly collections for rubbish staying fortnightly for recycling

---

Get rid of costly blue bags that go missing and need replacing regularly

---

Increase recycling options

---

Get rid of blue bags and use blue bins again

---

Bring back free green bins

---

So many maggots in the bin in summer.. And the smell!

---

On the whole pretty good - but they should pick up rubbish they drop.

---

hot moths need to take black bins once a week,

---

About the only thing done relatively well in my area apart from your introduction of the bags fiasco which leaves more rubbish left on the streets.

---

Scrap the paper bags, recycle more and so should council buildings!

---

Why am I paying for green bin refuse

---

More communal recycling areas

---

Why do you need to increase spending for refuse collection? Surely the council can make money from recycling

---

Do a good job

---

Get the bin men to pick up the rubbish they drop and leave in the streets.

---

More user friendly systems - which don't involve micro sorting of waste.

---

Fine, not keen on blue bag though.

---

Maintain

---

The recycling split into the bags is an absolute farce.

---

High rise doesn't have recycling

---

Recycling not working, I would estimate you recycling figures have reduced with the introduction of the blue bags. Make it easier for residents to recycle not harder.

---

Lot of unnecessary sorting. Cardboard back un wheels bins

---

Blue collection monthly

---

More bins and recycling around the centre and Ventura and fast food places need to be surcharged for littering

## Parks, open spaces and street cleaning

Cowboys running Tamworth

---

send the weed killer round and empty the drains

---

Work with the people who already help to keep the streets clean at No cost - encourage residents to keep places tidy

---

More fines for littering etc

---

i don't think this is done

---

Streets are a disgrace lawn cutting by employees who don't care and do half hearted job

---

The above fits in with this. Get young people on board. They are our future leaders.

---

Ask local residents if they would support council workers maintain ling areas such as lawn mowing, hedge trimming rletc.

---

Charge litter louts, use cctv more.

---

Roads have been very neglected without volunteers litter , weeds etc would be a lot worse.

---

More resources need to be deployed in the housing estates not just the parks.

---

Coordinate more with volunteers such as litter pickers to help in these areas

---

Level of street cleaning is dreadful

---

Why are so many plants annuals? Street cleaning is not a priority for me.

---

Are these services out sourced if so how do the costs compare to in house

---

Very little street cleaning on our estate

---

Leave some areas to re-wild.

---

this has really really deteriorated

---

We keep asking for more bins for litter especially the Broom we are encouraging people to enjoy this open space I pick up black bin full most mornings as are only brown bin is always overflowing with poop bags

---

More protection from travellers getting on the parks. Clamp down on littet and damage to the parks.

---

You should adopt spaces for new estates. A scandal that you dont

---

What street cleaning

---

Sack them, the streets, green keeping and surrounding areas look atrocious

---

Encourage local voluntary groups to take over maintenance

---

Stop changing the flowers multiple times a year, pick some lovely native plants that can stay all year long

---

Police in fireworks display as more people is interested from other counties, lots of pushing, in queues

---

Parks and green open spaces are what local people enjoy about Tamworth so MUST be preserved .

---

You are failing miserably here. We need a lot more, bigger and better placed bins eg at bus stops, by benches etc

---

Clean the streets! And clean the drains to stop flooding!

---

Reduce -

---

Don't know but I wonder if some people in the high rise flats might like to take some of the area I bet there are people in the flats in the town might like the chance to garden?

---

It would appear that the castle grounds has a far larger team of operatives than in the singular areas of the town. Maybe dispersing some of these staff members to other areas would be beneficial for residents as well as the council.

---

Fine more people for litter dropping and those who do not clean up after they're dogs have messed

---

Promote more volunteers

---

Utilise green spaces for events or walks or trails and charge a minimal fee to attend the activities to raise revenue? Street cleaning and maintenance are vital to maintain funded.



More grass cutting in summer not done often enough and leaves clean up in autumn lights improve in passageways and wild trees and nettles etc to be cut down weeds in the verges to be killed off

Charge people more for fly tipping, littering. Higher on the spot punishments for travellers that go on open spaces, refusing to leave and leaving it a mess.

All open spaces are essential for mental health.

Ensuring travellers are immediately removed from dosthill park and other local areas would save thousands of pounds in the clean up operation after they have left and would restore some confidence in the council that local views are taken on board, use the powers that have come into force to evict these travellers and save money that the residents pay you that could be better used for the local communities that are so often affected by travellers 'pitching up' in parks, football pitches and even car parks

Spend less on Britain in bloom, pls t flowers which will come up each year rather than die

Ditch the use of bedding plants and planters. Convert to permanent planting schemes.

Grass to be swept up after cutting not leaving a mess

Does ok

develop volunteers group for some tasks

More needs to be done in less well off areas.

Offer discounts on council tax for residents who will help with the maintenance voluntarily

Get low metal barrier posts around all of our parks to stop travellers illegally camping on them and in turn costing the council (tax payer) money to repair damage and clean up human faeces that they always leave!

What a joke you let the gypsy stay on and cost you more

Crucial for the environment of all

Engage community groups

The streets are a disgrace with rubbish blowing about everywhere

Get more volunteers to help maintain the green spaces - we would if we were asked and shown how to.

more perennials and wild areas

Maintenance for our parks also more park rangers to monitor vandalism ect

There is a volunteer group that cleans the streets for you that's why the streets are getting cleaner.

Flytipping seems to have become worse, furniture and waste has been left in the street near my address for months and nothing seems to ever be done. There's no pride in the area, some residents just know the council will clean up after them, eventually

Clean the Streets and the A5 bypass it's a disgrace

Kerbsides and pedestrian alleyways look very unkempt and make areas look scruffy.

Street signs in poor repair

Encourage or stop people littering and fly tipping! Take action against the culprits!

The Roads are a disgrace ! Island off Marlborough Way / B5000 !!!!!

what street cleaning ?

Stop sending the street cleaner down streets with cars parked either side. Waste of time and money. A man and his broom would do better.

Less houses built as ruining our open spaces

Plant the grass verges with wildflowers to encourage bees then stop mowing April to September

Ensure that when street clean operatives are out and about they not only pick up reported flytipping but use any capacity they have and pick up anything they see.

Trees need cutting down in size over hanging car parks and gardens

This only happens to Town Centre parks and street cleaning is normally left to volunteers to do the picking up of rubbish

Prevent abuse by travellers

Parks and open spaces great, street cleaning poor in neighbourhood's.

It infuriates me as to how much the council is relying on Volunteers to keep at borough litter free. This should really be part of the councils job . There needs to be more awareness raising for the public in general.

Toilets in Castle grounds that are open and working

Change law to get longer ban for Gypsies, not return in 1 year

Street cleaning especially weeds

More bins - trees and bushes in certain areas removed rather than being over grown and full of litter

They are not maintained now! Stop travellers using and abusing these spaces and save money in the clearing up after them it's disgusting and frightening for residents!

How much of this budget goes to the centre of Tamworth and Castle grounds. How about sharing that out to the larger parts of Tamworth?

Grass cutting in Amington should be to the same standard as council areas - this year has been very poor, irregular and rushed so lots of areas missed which makes our area untidy

This apparently has the highest amount of money spent on it? How? All the open spaces, walkways and public areas in my local area are a disgrace. Overgrown, unkempt and uncared for. The vast majority of that budget clearly goes to the town centre only. Spread the budget, look after the whole of Tamworth and actually do your whole town proud.

Maybe cut down on the 1000's spent on Tamworth in bloom even though it does make the town look lovely it's a massive outlay with no real financial gain to the town and could look just as pretty on a smaller budget

Use the spaces more

Need to maintain

Some lampposts are on all day why?

More public toilets with better opening hours

Take ownership and ankerside parking. Current provider has introduced new systems for parking charges but the block is so poorly maintained. Will not be parking there in the near future

Get rid of all the hanging baskets, nobody walks around looking upwards and the majority are ten feet in the air and are hardly noticeable.

Involve offenders doing community service - or whatever it is called now- to actually do something for their community.

Parks team do a wonderful job, street cleaning seems to focus on town centre only.

Perhaps you should take on weed killing from staffs cc and charge them!

Stop selling assets off for building

Encourage better recycling and increase bin emptying in open spaces. More dog waste bins

Cameras to catch fly tippers and fine them

Spend less money on plants

Use Volunteers

Build on them

More needs to be done to secure parks and green spaces from travellers illegally setting up camp and creating a mess which subsequently costs the council a lot of money to clean up afterwards. Surely it's a no brainer to invest in proper protection to save money in the long term

I'm not sure litter pickers do any nature reserves isn't it the local community?

Keep the flowers in the castle grounds but not all around the town. Tamworth in Bloom is a waste of money.

Cut grass and pick up at same time

We believe that two 73 year old people who have saved all their lives for retirement pay too much, as in our case £3k, its like renting our own home.

## Tackling anti-social behaviour

Bring back community wardens
Cowboys running Tamworth
More teaching in schools
Be tougher on anti-social behaviour
this is not done
Not enough to do no youth clubs make it easier for volunteer groups to access shit up building
More police on the street side
Tackle underage drinks service in bars.
Not having a college in centre of town will help with anti social behaviour
Get police onto the streets with improved visibility and take public concerns seriously
it is very important that you tackle antisocial behaviour caused by many of the Brewery House residents. We, the residents at Balfour have been complaining about this to the council and the police and nothing has improved
Need more community wardens. They did/do a brilliant job
We need more police patrols around the clock.
Shouldn't this be handled by the police / police & crime commissioners taking from council tax? BIG savings here...
On the spot fines for people for dropping litter!
More police patrols, and camera's on b5000
We live in sorrel, have cars damaged, see drugs dealt and taken daily and put up with the rowdy behaviour because of them, the police suggest we move, but this is our home and I am near my disabled mother, but moving does feel like the only way to deal with it for us.
Re open the local police station and have officers patrolling the streets
Kids need other activities not arresting
A police presence in the town centre would help, especially around some of the pubs/bars where young people meet
drug taking and selling of drugs has significantly increased
More police presence in local hot spots
Drug dealing in parks and open spaces, needs better policing, i. e better direct communication of crime in progress to the police on the streets.
Try spending money on giving the kids something other to do than be antisocial, most community centres are boarded up for lack of funding!
Cameras, especially boy racers
Drunk adults in town centre. Colin Grazier residents are a big problem
Police in events, pubs in town, at any time you see people smoking drugs, at any time, people have their massive dogs to terrified people. Same in park's, footh paths, teenagers male on holidays mess up and are violent with girls, asylum seekers and refugees are in the street not causing problems but they are bullied and it creates fights
That should be the Police's job. Council should insist on more Police Officers based in Tamworth and NOT just PCSO's. Should come out of the police budget.
You haven't been very successful here. It is getting worse
Noise pollution from dogs barking is getting worse
Increase + (The people of Tamworth don't feel safe in the Town Centre anymore, and this is the truth)
More events social economy means people are not bored
I'm not sure what is currently done in the town, as it feels like seemingly nothing at all. Between Tamworth BC and Staffordshire Police, I hold very little faith in either. The streets seem to have gone back into the ages of mobs hanging around footpaths and

underpasses of an evening being generally very unpleasant. Motorbikes on footpaths are a HUGE problem in the town, particularly Belgrave lakes and the surrounding areas. Either CCTV or better barriers should be considered.

have trained town volunteers to be 'Town Rangers' so much antisocial behaviour during the day. Have a ranger team that are ex police or military background perhaps and train rangers to move people on. Make the town a safe place.

Stop youths riding motorcycles on public footpaths threatening public who are out walking

Grow community spirit

police should be dealing

Not to reduce.

More police on the beat

More visible police in areas where anti social behaviour occurs, I.e. dosthill park

Ensure residents are safe

let the police handle this

Mission impossible but a valiant effort

Spending so much is ridiculous. Do we really have that big of a problem?

County drive estate, anti social driving specifically of cars coming out of Dorset Close.

Dangerous speeds excess of 40mph every single day

Get the police to actually do their job!

More police on the street during the evening

Closer relationship with police and youth facilities

Where are the street wardens. Do the police know that Tamworth exists

What did the £500,000 fund?

We haven't been able to sit outside this summer without the bike smell of weed.

Disgusting.

isn't this a police matter?

police should be dealing

Kids need other activities not arresting

not enough police, especially after 6pm when it starts

No police on the streets anymore to tackle this problem

Gangs and smell of drugs everywhere, increase in attention to crime on social media.

Where are the services who dealt with this, ive not seen a street warden for over a year, they used to be a frequent sight in our streets

Bring back wardens

no point paying more because we havent got the service we pay for at present

Travellers and drug dealers need tackling close off alleys

Never stop this family's start's at home

More policing. I don't feel safe at night with gangs of youths hanging about

More police out and about on foot

We need our Police Atation back! We aren't putting anyone off acting like they shouldn't!

Whatever has happened to the cctv and warden. Not to mention Bobbies on the beat. Bring them back if you want to rid the town of druggies and anti social behaviour. Plus somewhere to lock them up. It seems every decision that has been made over the past few years has been completely detrimental to the wellness of the town and surrounding areas. What's the point of beautiful flowers if people are to scared to stop and admire them.

I've suffered antisocial behaviour for 6 years with little or no help from the authorities. It is only now that we are getting some help and have been largely ignored by the responsible authorities.

No more migrants in our town.

Government funds

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More police patrols

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More police presence. It's impossible to see a policeman/woman as there's no front desk. This is unacceptable.

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Put cameras on in worst places

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More police in town

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No knowledge

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Not been here long enough to be aware of this as we do not go into the main areas at night.

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More police patrols

---

A must. Keep cars out of town centre a must.

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more visible police presence

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More police, you never see any here

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You cannot reduce spending on this

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Increase police coverage

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More street lights and cctv

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It's not being tackled is it! Kids with machetes, no police presence? Vehicles constantly being stolen and broken into? Where do you spend all this money?

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Surely this is for the police to action

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You've got such a way to go on this.

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More police presence to tackle drug dealers, stop antisocial motor bikes and electric scooters

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Motorbikes and scooters ridden on pavements. Dogs fouling and causing distress and unsavoury characters walking around freely causing damage and distress to local residents. What do you do? Nothing.

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Police presence

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Bring back our police station and court

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We need more police on the streets

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More police

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Cars parked on sidewalks double yellow lines every day outside of schools

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Local nature reserves are rife with drug takers rarely see any police or street wardens checking out the areas especially at school leaving times.

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The fact you pay so little when anti social behaviour is such a big issue is awful, paying £3/4 million to the assembly rooms yet only £300k to antisocial behaviour? That's absolutely disgusting

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Better street lighting in problem areas

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More pro-active deterrents, visible policing

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Really a police job but more cctv and reporting back on cctv being used would be good for the community

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Including cracking down on parents parking inconsiderately outside schools.

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More police on beat, and encourage more community activities with police

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Very bad near Stonydelph Spar cycle track underpass

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speeding and riding bikes on pavements on Lichfield Rd

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Isn't that a police job

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Prosecute them all.

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Police at night in all local boroughs

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Bitch them we are too soft

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More needs to be done to secure parks and green spaces from travellers illegally setting up camp and creating a mess which subsequently costs the council a lot of money to

clean up afterwards. Surely it's a no brainer to invest in proper protection to save money in the long term

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Well obviously we need more police presence to tackle this we need the police station back in town

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More evidence and visibility of police and psco's on the streets . Work SMARTER Doesn't have to mean bigger spend

---

There really needs to be an approach whereby services and groups for young people exist to keep them off the streets and out of trouble.

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Litter and graffiti are a huge problem. Youths in the town centre and electric scooters are a problem. I see scooters used by people in Tamworth every day.

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we already fund Police so perhaps more value for that Figure

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

Cowboys running Tamworth

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Clean

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Potholes are absolutely insane in Tamworth!! They need some serious reviewing!!!

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Stop letting lichfield council build hiding in your limits so that the town doesn't get suffocated and the tax goes to lichfield

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Investment in the town.

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Don't see how the way the town centre is being developed will bring in money. When the college goes into town centre it will put people off going

---

Tamworth as a shopping destination is dead. No encouragement for town centre businesses. Find use for empty shops. Penalise absentee landlords of empty premises. Have more and cheaper car parking

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Get rid of posters plastered all over empty shops. Make sure when premises are vacated they are left in a clean and tidy condition.

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Some of the town centre roads & shop frontages look very shabby. I am ashamed of taking any visitors into town centre.

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Until you can find a way of helping/encouraging visitors/shopper's the get from Ventura into the Town Centre the decline of central shopping will accelerate. A train/tram/mini bus service for access from the FREE parking at Ventura

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focus on Town centre to bring the heart of Tamworth back, but at the same time keeping its historical character. Better local public transport to encourage us to move away from car focus living.

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More trees and less cars would do this. We need better air quality by cycling and walking initiatives.

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The £21 million keeps being mentioned but there is no evidence of anything happening. The longer you take to improve Tamworth the less you will get for your money which is not cost effective

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You have purchased a number of shops on George Street/Market Street to redevelop. These have been empty for over a year with no publicity in the windows to say the reason why and the exciting regeneration this will bring. Why?. This makes visitors feel the town centre is failing as all they see are derelict empty shops. A poor performance by TBC.

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More respect by tbc on the history and historical importance of tamworth. Too much vandalism of the old tamworth by tbc

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Get more shops occupied and provide decent town centre communal areas

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its sad to walk round

---

Get land train from Jolly Sailer car park over lady bridge to castle to bring more footfall to the castle grounds we get a lot of out sorts coming to ventura park that have never ventured into our town centre parts of George street look fab get all the rest of properties painted up give incentives to small individual shop keepers

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It wouldn't be any worse if nobody bothered at all

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Town centre is not nice compared to Lichfield

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Can TGIF restaurant can be in Tamworth, in nowadays Al fresco restaurants in Lichfield are better

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This is totally the Council's fault that it has destroyed this aspect of Tamworth life and needs to be improved very quickly and not just on vanity projects like the Assembly Rooms .

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Needs a good strong focus

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Slight increase

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Spend your money wisely, tidy up the town centre shop fronts, reduce rents so that companies will rent the premises, encourage specialist shops like boutiques, book shops, antique/vintage shops, collectors outlets, individual sellers such as fabrics, jewellery, cookery, gardening, art and craft etc.

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inspecting council house garden to improve the look of the area

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Maybe utilise the people on community service or the immigrants housed in the hotels and get them to do things like litterpick , painting scruffy buildings, railings, trim back overgrown trees etc etc Things that would benefit the town

More funding and grants in this area to deliver more schemes and programmes to support the local environment and economy.

More green areas

Market traders - make more welcome

The fact the is is one of the lowest spend areas and the biggest public complaint says a lot. I would need more evidence to understand what needs to be done.

ROADS POTHOLES POTHOLES

Encourage the owners/landlords of empty shops to rent them out so the town centre improves; landlords/commercial property owners should not get tax advantages for leaving premises empty so consider a levy on empty premises.

Business & shops should be told to improve their frontages etc. Church st , George st especially.

I think the Council should prioritise linking Centura to tge Town Centre with a free mini-bus, tram or even land train and use some of the Gvt funds for town improvements to make the Town Centre more for leisure/ niche/small shops and make all parking free for at least 2 hours (or preferably all the times me)to

No idea what you do with this category, surely improving in other areas covers this?

More trees and less cars would do this. We need better air quality by cycling and walking initiatives.

Town centre redevelopment is waste of money when we have so many empty shops. Ventura is a nightmare.

The town centre looks very run down and it feels like a downward spiral. Poor choice of shops due to effects of Ventura.

Get rid of all the refugees taking up rooms in our local hotels

the area is too run down so do the job what has been payed for

More volunteers

Scrap the regeneration of the town, people's shopping habits have changed and no amount of money thrown at improving the town centre will change how people shop (Ventura and Internet shopping)

The town needs to be more like Lichfield with lovely social environment

Tamworth is making a mess of the town centre.

Government funds

There is no social places in my area and environment is not clearly done, you want people to walk or ride to work we have very few footpaths/cycle paths in our area to industrial areas which in winter people never do either as walking on roads can be dangerous

Why no mention of the cost of Britain in bloom?

The Town centre is looking a sorry site . Lower parking charges and lower business rates to help small businesses

You need to improve the town centre to encourage businesses to want to come into Tamworth. Ventura is good but we need an improved town centre. We have a beautiful castle which beings in tourists, but what then, there is nothing. You can do better!

Repair uneven paths, look adjacent bottom house lich st, and keep them swept.

Improve roads especially two gates lights

Have more food festivals actually in the town instead of the castle grounds like Lichfield does.we have so much to offer with our castle and history and the tamworth tap which keeps winning awards but the town centre is dead.

Make people more aware

Clean, usable public toilets. The castle grounds toilets are unusable and vile! Bring back pay on entry and a constant cleaner

Where are Boris's high skilled high-paying jobs?



Tamworth Town centre is dead. No one knows theres a castle (i mean its not like its sprung up overnight) Ventura is the new town centre. Who really wants to live here? Improving local transport would help residents on the outer reaches of this town, feel part of it.

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Bring shops back to the town

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Make our hospital fit for purpose stop building until we have an infrastructure more doctors and dentists

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Make the town a better place to visit. Offer free car parking

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No town un the country needs more shops. Turn Ankerside into residential accommodation.

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The ditches and streets in Tamworth are filled with rubbish.

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Out of councils hands - more discipline overall

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It's work in progress but transport is bad to areas where people work. Industrial estates, outside of town to town centre and of course to birmingham, lichfield and sutton coldfield

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Ensure infrastructure is prioritised when considering housing development

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Encourage local business to invest in town centre. Good to encourage a theme for the town, while major construction underway encourage community to get involved somehow, or to visit and see progress or works

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Some could be done by volunteers or apprentice

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Make it people want to come don't price them away

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The revamp of the centre should really be done to allow shops to fill the place and get it back to a thriving town not a college and coffee shops we need better independent shops but they have to be able to afford the rents too

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The pedestrian area is be violated by cars every day now.

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Potholes are a disgrace

## Grants for voluntary organisations and charities to support vulnerable people in Tamworth

Cowboys running Tamworth

Ask people what services they need? Promote local services!

Very important. Those grants make a difference to organisations ran by volunteers.

Engage with local residents as to how we can support the council and these charities in their efforts./

Grants should encourage Tamworth to exercise, drive less and learn to cook - for example

Having a combined approach to support of the vulnerable and homeless, that results in change not just supporting people to keep them where they are

Only give small amounts that they have to match

What like putting hundreds of immigrants in the travelodge but.cant even get the lawns cut properly?

I spoke on behalf of my son, as his carer, appointee , and applying and approved Planned permission for disabled toilet in my household, still waiting to be done.

More funding and grants in this area to deliver more schemes and programmes to support the local community groups and organisations.

Remove refugees, don't give them money, we have our own vulnerable people in Tamworth and they're not it.

Support our local community and businesses

Charity belongs as a charity case, not an industry. Either prioritise the offer as a service or stop funding.

Clear out the holiday Inn and get that money to people of Tamworth

Try and help if possible

So long as those charities look after local people only, not send the money to care4calais

Find places for young men that are homeless and have no where to go

charities raise enough money just get them to stop paying execs. so much

I agree however central Government should fund better

Cut this

Why cant you do more? Fancy flower beds in Castle Grounds can go without and use this money in more beneficial ways for the greater community.

More consideration of which groups you support

Doesn't actually go to the right people

There are enough of these organisations available in the area. We don't need to fund any more. Money would be better used elsewhere

Depends on the services

As required

This is extremely important, not that the conservatives care about helping vulnerable people based on how much you're paying towards it.

Appropriate applications to available funding

There's a lot of community groups and thats great but they all dip into the same pots instead of combining forces. Stop giving so much away and instead encourage more cooperative work in the third sector

Support homeless charities and heart of Tamworth activities

Keep and increase

Reduce

Always needed for vulnerable who cannot access internet

## Commissioning services from voluntary organisations and charities to support vulnerable people in Tamworth

Cowboys running Tamworth

I think we should commission more with this sector

More people should be employed direct by the council to do the jobs not paying agencies to do it

Service should be provided at the lowest cost either in house or via commissions

Depends on how much the commissions cost - generally these are expensive consultants which do not provide value for money

Vulnerable people cost more money if you don't support them

If you are giving grants to voluntary organisations why are you then buying back there services

Must be accountable too much waste going on officials

Again stop funding these vile men only groups of asylum seekers supposedly claiming asylum that came through several other countries they apparently felt unsafe yet stab our residents who fund them being here in to live off Tamworth residents council tax

People with disabilities need support when attending for job interviewsrt for

Consistent funding to commissioning services from charities is important to give a consistent flow of funding to charities which support the vital well being of the community.

Focus on actual vulnerable people e.g. people with disabilities, ex service personnel, elderly. Not giving money out to people who just don't want to get a job.

This costs more money than it would if TBC actually did the service themselves

Work along side the charity

Charity belongs as a charity case, not an industry. Either prioritise the offer as a service or stop funding.

Grants

When needed

Have places where young men can get help with trying to get off alcohol and drugs already enough is spent on these

Social care for the vulnerable should not be reliant on the voluntary sector. They should be fully funded. Expecting them to rely on support from volunteers (which cannot be guaranteed). is discriminatory and treats the vulnerable as less than the rest of the community

At the right price

Get own staff

Is this value for money?!

Depends what they are - full disclosure would be nice

Stop immigrants in our town close the hotel

Again depending on the type of service

Very vague statement- need more details.

CIC and Pathways are OK but the outcomes are sometimes a bit fishy. Perhaps council itself should interview service users instead of relying upon reports from these groups.

More designated crisis centres for homeless and destitute families in area. Jobs fayres are also a good idea

They are volunteers!!!

Keep and increase

Reduce

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

Cowboys running Tamworth

Start looking after local people first charity begins at home the old sayings goes

Very important

Support private landlords rather working against us. You have a reputation for only support

You absolutely should not cut funding from any of these services, the council housing stock is already shockingly poor (highlighted by your own cllrs on social media). If anything the budget and housing stock needs to be drastically increased.

Homeless people were quickly removed from the streets during the pandemic why has this not continued?

more focus on security and creating a nice town centre so businesses don't move away

There are already empty houses, flats, future tenants need to be scrutinised

Essential services that need maintaining

Old council offices to be turned into emergency rooms bottom floor for advice etc

Again try helping our own people who have actually put in to our community not come from half way across the world

Council employees WFH efficient or not? Council workers efficiency?

Charge private landlords for a annual inspection of there properties as most only do the bare minimum.

Increase + (Focus on hard working long tax paying citizens of Tamworth when it comes to Housing, stop prioritising housing for people from different areas, another common compliant)

Regulating private landlords is quite frankly insulting. The sheer state of homes that probate landlords deem acceptable is utterly shocking. On top of this, there is absolutely no security for renters whatsoever. If you have policies in place, please do share them.....

Reduce the Criteria for help needed.

Safe affordable housing should be in reach of all Tamworth residents

Don't spend a penny on illegal immergrants

Remove refugees out of Tamworth, a huge cost to the people of Tamworth and a loss of money for snowdome and what was once snowdome's hotel as it no longer has people able to stay there. They do not pay into the town but the residents of Tamworth are funding them and it's not acceptable and they're making people feel very unsafe with many reported incidents that are not being followed up!

TBC do not do enough to tackle the lack of social housing, the percentage of available social housing on new builds should be increased considerably, and a fair system put in place for waiting list places, the bidding system is detrimental to those who are not computer literate

Utilise council homes or private rented properties rather than spend extortionate costs on hotels and bed and breakfasts

Clean homes not wet and damp

Getting this right is important. I'd be saying the council should be giving basic advice and looking at how to reduce long term demand- ie better education and telling people not to move in with people and giving up their own homes. Or don't expect the tax payer to pay for your three children and give you a home too.

People of Tamworth First should be dealt with instead of the asylum seekers in the holiday Inn we were told it was going to be ukraine women and children not just anyone

Government lie

Support private landlords to improve their stock, don't just 'regulate' us!

private landlords need regulation by government

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Providing decent emergency accommodation

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get rid of the "asylum seekers "

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To many people coming in to the UK no where to buy using are tax

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Build more council houses to replace the ones sold and not replaced

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Not value for money

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Make landlords pay for the work the council has to do to support tennantd

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There are to many new houses being built in Tamworth we do not have enough essential services to cope with the extra income of people.

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Government funds

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I wouldn't no where to find information

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More council housing

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Better housing and advise

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More housing for Tamworth people

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Build more social housing, or convert the Town centre to a majority of housing .

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Ensure emergency accommodation is furnished and flooring laid to help the vulnerable people using them

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Nothing for migrants/asylum seekers

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Why cant we see anyone face to face??

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Sort out the council accommodation that is not being lived in

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Staffordshire council should provide a greater percentage of the council tax Tamworth residents pay each year to Tamworth council. Most of the services they are responsible for funding are the services that require greater attention

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People need to take more responsibility for themselves

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Control the amount of properties purchased from private landlords.

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Ensuring benefits for housing are used appropriately for housing

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Definitely need more, council housing stock is poor, temp accom limited, we don't see rough sleepers much but when council advice is find private rental thats difficult, few available and even fewer available for those on low income or benefits. Build more and charge more for air bnb and empty properties including above shops.

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See above

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Do not sell the land at Wiggintin park fof hoysing

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Open Marmion House. Some floors could be accommodation

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Same

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Deal with disgusting neighbours

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I'm all for more affordable housing and council housing but the doctors dentist schools need to be built to

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What are you doing to regulate private landlords?

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More housing advice for those that need it

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This is always needed

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More Government support needs to be pressed for in categories of Applicants

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

Cowboys running Tamworth

Great idea, promote all local businesses - shout about them on Visit Tamworth

Businesses (particularly small, independent business' really need your help right now!!!)

Support for small businesses not large

good if it's small businesses, but they are struggling because of Ventura and parking charges

Some wasteful ideas in late look good on paper but not used to full potential

Improve the town centre, lower start up rents for bussnesses.

Scrap some of this. Giving too much free money away unncessarily

The only business grant available was giving many thriving businesses thousands from council tax during covid regardless of weather they actually needed it

Already has enough funding . Does not need increasing .

If a business needs financial support it needs to look at what's it's doing and cut costs or close. Council tax money should not be used to prop up failing businesses.

Increase +

The right business how bus is the enterprise centre what does it actually do?

I've honestly never heard of Tamworth BC handing out grants to businesses....

more people opening businesses in the town - start ups would be beneficial to the economy. But encourage them to start businesses. Get business leaders to volunteer to teach different aspects of starting a business. I started a business in Perth Australia and was supported by the local government. They had an excellent program of support and most was from volunteer business people giving free bite size courses. 1/ business accounts, bite size one morning and a booklet, 2. marketing, 3, planning a business plan and feasibility, etc. They cost about £10 but anyone thinking about starting a business felt supported and had the knowledge. I still have my booklets if anyone wants to take a look. The accounts one for instance was run by a guy who owned a local business and his accounts assistant. They just gave up 1 morning about every 2 months. The fee covered the booklets. Out of it the people that attended the sucess rate of people starting a business was 86% people felt they had the suppo

Local businesses would benefit from free car parking on the weekends to encourage shoppers to come to Tamworth Town Centre instead of Ventura

Businesses should be able to stand on their own

More and higher grants and investment in supporting businesses is crucial in this current economy and businesses who are struggling to survive in the current climate. More investment needed to deliver high level schemes and interventions. To allocate more resource.

I am a director at a business and I know nothing of support for businesses

Grants for new businesses

Put in place a scheme that once the business is profitable they pay back the grants

What are grants given for? What support packages

small charge for support

Grants for basics should stop. Only for big returns.

How will an enterprise centre in the middle entry improve Tamworth centre. Look at Lichfield. Building college in town centre will increase litter etc. we need more restaurants & private accommodation in the centre to encourage people to use local restaurants etc. Residents of tamworth have to go to Lichfield for decent lunch.

Fully agree need more towards help setting business up even perhaps a accountancy free advice service for a year.

This is very important and should be available whenever needed

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make businesses pay their own way

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Charge less rent to small businesses to encourage people

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Government funds

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Any developments in this area would be welcomed to support Tamworth to become a thriving innovative place to live/work.

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Yes definitely start with small business

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Cut

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Continue

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Stop giving grants to businesses

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Too much red tape probably.

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Local businesses? You're not interested. Tamworth is full of vape, barbers, charity and Costas.

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Too many small businesses are trying to start and rely on grants to get them going. I would only give grants to a business that is going to benefit the community in general and not one that will benefit the proprietor

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More support for small businesses

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This is OK. Could be improved. Have a business led regeneration group, not a BID because they can't afford it.

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More support for independent business.

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Maintain and increase support if possible. Healthy living and increase support for active lifestyles

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Need to attract business into the town centre. Look at Lichfield, great town.

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Yes but get rid of TEC enough officers in Marmion house

## Improved access to information/customer services

Cowboys running Tamworth

Customer Services should have their own building (Town Hall) - If I was homeless and needed help/advice, I would feel embarrassed to go into the Assembly Rooms whilst people are buying tickets and drinking coffee etc - That's me personally though, I would hate to discuss my private business in-front of other people.

Put a face back in place not everyone does the internet like a business TBC needs firm roots an at the moment it as none stop blaming covid now get back to d we irk properly not from home

A proper office staffed

So, so important to stop some of the issues turning into the snivel problems.

Tamworth has always been good at letting people know what's happened not what is going to happen

You need to update the website portal it's extremely aesthetically out of date and clunky compared to other local councils. Reflects poorly on the council, easier access to forms/applications online and general help and information, cuts down costs drastically for administrative staff.

The elderly, disabled and vulnerable often do not know where to go to get help

Council should be more sympathetic to residents problems re trees.

The desk in the theatre needs to be better advertised.

Customer access Centre for Council tenants

Well now you closed the main offices .that should be a big saving

improve website and info hubs in libraries/GP surgeries/ community centres.

I think the money being spent should be more than adequate, problem solve as to why it's not not seek to spend more

I feel this could be more accessible than it is.

We have been trying to speak to someone face to face at the council with no success....where is everybody

Totally ruined put the information place back in George street heart of town where you could get leaflets and tickets easily whose idea to move it ridiculous even corporation st was good

I only recently found out that you could contact the Council at the Assembly Rooms. Rather than spending additional money maybe the council tax bill leaflet can simply show where to contact especially those services at the Assembly Rooms and library.

Sack them all, not even tbc complaints link works, I have sent many complaints with zero correspondence so what's the point in customer service?

Marketing needs to be significantly improved, social media presence is dreadful, you need to have a presence on some of the main Facebook groups and promoting the work you do Customer services always is vital for everybody. In any business and our council offices to help communities of any ethnic group.

Most definitely needs improvements. No face to face option since Covid , so Council must have already saved a good sum of money

Bring back Marion house!

Reduce (The Internet and an actual Council Building like the Predecessor that has been abandoned; Remove the "Work-from-home" employment scheme for Council Employees if you want to be easier to speak to.

Large premises not needed

use your volunteer army.

Nothing wrong with how it was having a reception desk for the more vulnerable that cannot do things online.

Promote everything good about Tamworth and its events/services on Social Media, including FB, Instagram and X (formerly Twitter)



weekly news letter from the council on updates and planning

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You need to understand that many people do not use social media or limit their facebook useage to a limited circle. The lack of publicity around town etc contributed to the poor attendance at the Tamworth fest on the 10 Sept noone knew about it.

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No access/limited access since Marion house was closed

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We need a place to physically go a talk to housing and other council staff

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Someone who answers the phone. Get staff back in a office. People want to talk to a person not a machine .

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use council empty properties to have a desk in town centre not assembly room

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100% agree we need the TBC "super girls" back a the office. Plenty of shops handy?  
Somewhere to collect paperwork like this - so better response from wider age groups

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review methods

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24:7 online is essential now a days. Moving from the assembly rooms too - I'd suggest a pop up on Ventura, more people visit there!

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Need a central, easy parking contact point for face to face enquiries etc.

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Yes to much red tape to find what you want internet not always good as it looks for key words not actually like talking to a real person.

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Cant believe the only face to face you can get with the council is at the assembly rooms public desk, this needs to be improved

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Bring back a central bus station on Aldergate. This will give people access to mysterious information centre in the assembly rooms.

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Need more face to face in a better place than the Assembly rooms

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There should be a proper council office with a front desk where people can talk to council staff not everyone can do it online

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open up marmion house ,proper face to face.

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Provide information on where a young man can go to get help

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just use social media

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Using the Assembly rooms I believe was a temporary solution to the problem bad on the person/s who deemed it suitable as a permanent base for the public to use. There's no privacy to start with, the staff have had no training. All trained staff are still working from home I believe- nice for them I guess but not for the member of public who needs help and advice. This service has gone down hill tremendously and needs addressing immediately.

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Not value for money

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Actual answer the phone

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Why do the council not open a face to face office for people contact

---

Streamline processes, better informative web site. Up to date information available prior to the event not afterwards.

---

Not every one uses social media

---

Who wants to go to assembly rooms and discuss private and personal information in front of the cafe area not me

---

Re-open Marmion house.

---

Definitely we need face to face facilities to sort out issues

---

I feel customer services are ineffective in there present form. With marmion House being closed some departments have become inaccessible and clocked in invisibility.

---

Stop wasting money on expenses for yourselves for example you don't need expensive venues or food bought in when you have offices council and local parliamentary meeting can be made cheeper along with councilors expenditures they earn enough to pay for themselves. Also why are refugees put up in fancy hotels making my area unsafe while our homeless are in horrible dangerous hostels

---

Currently fine i have email and phone

---

Essential

---

Is there a customer services? Robots dont count! If everything was done properly there wouldn't be need to make complaints

When are we going to be able to see someone face to face??

---

never see anything what is happening in Tamworth

---

However much you claim to be spending on customer service is a waste. There is no communication. No-one to complain or talk to and nothing gets done if you complain online. Where does this money go?

---

This is irrelevant

---

Since working from home customer service doesn't exist

---

Maintain web page LD with recent changes

---

Tamworth needs proper office places especially to speak in private. A desk in the Assembly Rooms is not acceptable

---

People are always stopping at Marmion House. The staff at assembly rooms are lovely but not equipped to deal with council tax, housing, fly dipping etc use the old Bon Marche as a base, it's by the town hall, wheelchair accessible and room to queue without disturbing other business.

---

More community action online and information boards regarding history of tamworth and support available

---

There must be a front office with full services and private spaces to replace the front desk at Marmion House

---

Needs a front desk for people who don't have internet access

---

Have a decent desk

---

Open Marmion House. Presented situated not acceptable

---

Email us

---

Live telecast council meetings that residents can watch

---

We need Marion house back up and running I really don't understand why staff are still working from home whilst we pay for an empty building and extra heating etc for staffs homes

---

Honestly people working from home isn't the best way for people to access support from the council. plus farming out those services to TIC isn't the best idea. Events and culture are different organisational cultures than Council services. So sooner a new building the better..good to sell marmion house

---

Better c/s advice

---

Better guidance/signage at Marion house and recorded message regarding assembly rooms

---

A well informed front Desk & Telephone system would in many cases provide a quicker & efficient service

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

### **Background**

To help elected members set the council budget, priorities and to seek views from local people on the effectiveness of the council, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with council priorities. Part of this survey includes satisfaction with Tamworth and a place to live and satisfaction with Tamworth Borough Council services.

This report outlines the findings of the 2023 annual survey.

737 people chose to take part in this survey, this number is on a par with the number of responses in 2022.

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## Executive summary

### Survey Purpose

The purpose of this survey is to engage local people in decision making about council budget and priorities and to gauge satisfaction with Tamworth and Tamworth Borough Council. This information will be used by councillors to inform their decisions and improve council services.

### Methodology

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

### Council priorities, spending and income

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

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

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

These remain the same top three as in 2022.

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

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

There is however appetite to reduce spending on

- Arts, Assembly Rooms and Events
- Support to local businesses
- Tackling climate change

Like in 2022, reducing spending for Arts, Assembly Rooms and events remains the top choice of local people. This is also reflected in the question where we ask where people think we should make savings. It should however be noted the expenditure figure shown for Assembly Rooms and Castle are before any income generation.

As in 2022, respondents chose to increase charges for leisure and commercial property and opted for the lowest increase in council tax.

### Tamworth as a place to live

Responses match those areas which where the council is already working hard to improve. So, while overall satisfaction results (when we include those with no strong opinion) remains the same as the previous survey carried out in 2022, action is continuing to address these issues.

- 52% are satisfied with Tamworth as a place to live (rising to 68% when those with no strong opinion are included).
- 67% feel safe when out during the day, the feeling of safety decreases after dark.

---

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

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

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

These were the top issues in the 2022 survey. Showing these remain the key issues for local people, and confirms the council is right to seek improvements in these areas.

While last year in research by Sunlife Insurance<sup>2</sup> Tamworth was ranked fourth in a list of safest places for over 60s to live in England and Wales. So, while this may factually be the case, there is a difference in perceptions.

### **Satisfaction with services**

Over half of respondents are satisfied/no strong opinion about how the council runs things.

From anecdotal evidence online and feedback from councillors we know that some local people feel there are issues with potholes, pavements, and traffic plus a feeling anti-social behaviour is an issue for some which is likely to contribute to a feeling that as the council we should be doing more.

- 34% satisfied with how the council runs thing (rising to 55% when those with no strong opinion are included).
- 28% agree the council acts on the concerns of residents.

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

- 73% satisfied with waste collection services.
- 35% satisfied with street cleaning services.
- 56% satisfied with sport and leisure.
- 55% satisfied with parks and open spaces.

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

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

86% would contact the council via digital means (non-digital means are via Councillor or suggest visiting the TIC in the Assembly Rooms).

Customer services data shows that in the last 12 months (Oct 2022 – Sept 2023) 95,000 contacts from customers have been digital and around 333 were face to face at the TIC in the Assembly Rooms.

Generally, people **are** aware that Tamworth Assembly Rooms and Tamworth Castle are council services.

### **Demographics**

In total, 60,400 people were eligible to take part in this survey (adults). 737 people actually took part, which is 1.2% of the eligible population.

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

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

Around 2.5% of Tamworth's population have a non-white background, positively, 8% of respondents were from a diverse background.

### **Conclusion**

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

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

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

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

- New Neighbourhood impact team, tackling anti-social behaviour across the borough.
- Introduced the government's maximum level fine for fly-tipping and fines for those caught littering, fly-posting or damaging property with graffiti set at £500.
- Maintained the green bin subscription fee at the same rate with the council absorbing rises in service costs.
- Fly-tipping cameras installed in hotspots to catch those responsible. Also, litter cam in high litter areas.
- Making it easier for local people to report any issue to us including street issues via the MyTamworth app any time day or night.
- Delivered free business support and over £30,000 in grants to local businesses to improve and develop their business.
- Taking all actions legally available to tackle unauthorised encampments.
- Introduced 30minutes free parking across all our town centre car parks.
- Launched a new service to support those at risk of becoming homeless. This new service further builds upon our existing in-home support services so we can reach more people in need.
- On our annual rough sleeper count we've reported 0 rough sleepers in Tamworth.
- Through early intervention, prevented 149 households from becoming homeless.
- Progressing our £20million government future high street fund project to rejuvenate Tamworth town centre that meets the needs of 21<sup>st</sup> century shoppers, residents and businesses. With large parts of the project are expected to complete in 2024.
- Invested £2.5million in our high-rise tower blocks replacing all soil pipes and installing new heaters.
- Improving council social housing in Hockley in a £3.5million programme to improve thermal efficiency.
- Coordinated volunteer teams to litter pick and improve the condition of the historic castle gatehouse.
- Held a series of 'pop up' engagement sessions at the town hall, providing residents with opportunities to meet a range of teams from across the council including repairs, regeneration housing and environmental health.
- Held knife awareness talks in schools when the Knife Angel was in nearby Lichfield.
- Community orchard planted in Wigginton park.
- Launched civic pride awards, recognising the work and value of the towns many volunteers and unsung heroes.

- With Staffordshire County Council delivered a new footpath linking the Anker Valley estate to Tamworth station.
- Completed our regular annual programme of estate inspections covering all wards in the borough.
- Well developed mechanisms for tenants to be involved in improving our housing services.
- Over 99% of our social housing repairs fixed in the first visit.
- Invested in the preservation and protection of Tamworth's historic environment.
- Delivered free community archaeology, heritage crafts and re-enactment events (funded by UKSPF) to provide opportunities to engage with local history.
- Delivered a full programme of free events such as St George's Day celebrations, Kings Coronation celebrations, fireworks, Christmas lights switch on and food markets.
- Delivered a bigger than ever before Christmas extravaganza; a month-long programme of activities and events including providing low-cost options for local families.
- And much more.

## Introduction and methodology

### Introduction

To help elected members set the council budget and priorities, every year we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. Part of this survey includes satisfaction with Tamworth and a place to live and satisfaction with Tamworth Borough Council services.

In this survey we asked questions about:

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

This report outlines the findings of the 2023 annual survey.

### Methodology

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

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

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

To encourage responses, we have:

- Written to a random sample of 1,300 Tamworth residents inviting them to take part. This is roughly 130 addresses in each ward.
- Contacted specific groups directly inviting them to take part:
  - Our citizens' panel,
  - Community & Voluntary Groups,
  - Tamworth Businesses,
  - Housing tenants,
  - Tamworth Borough Council staff (many of which are residents).
- Issued press releases and delivered social media promoting the survey.
- Delivered paid for social media advertising towards the end of the survey period to encourage people to take part.
- Elected members were also invited to share the survey with their constituents.

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

### Timetable

Action	Date
Cabinet	31 August 2023
Launch survey	4 September 2023
All members' budget seminar	9 October 2023
Survey close	18 October 2022
Survey results to elected members to inform budget setting decisions	January 2024



### **Statistically representative**

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

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

A note on self-selection bias:

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

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

Gaganpreet Sharma, All Research Journal. Vol 3. 2017

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

### **Comparisons**

We are able to compare our survey against our own past results from the 2021 and 2022 residents' surveys.

Our surveys use the Local Government Association's recommended set questions for satisfaction surveys.

To enable benchmarking with other council's we would need to commission a statistically representative survey. This would give us confidence that the views shared were true for those living in Tamworth.

### **Interpreting the results**

This report contains tables, infographics and charts.

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

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

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

## Council priorities, spending and income

All five council priorities remain important to local people

### Spend more

- Tackling ASB
- Improving the economic, physical, social and environmental condition of Tamworth
- Maintaining parks, open spaces, nature reserves and street cleaning

Same list as 2022

### Spend less

- Assembly Rooms and events
- Support to local businesses
- Tackling climate change

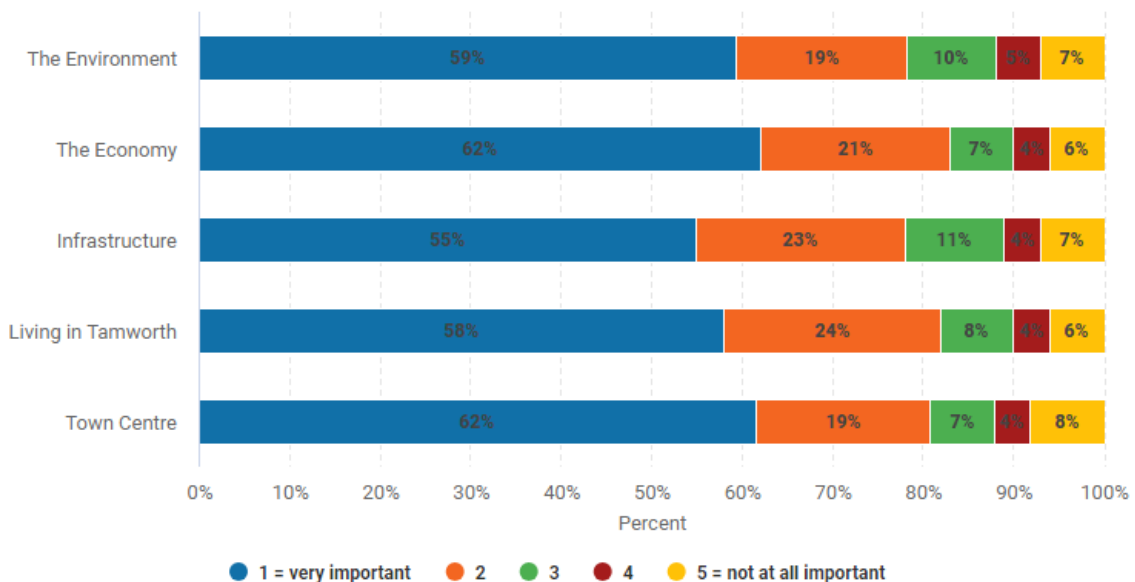
Assembly Rooms was the top choice in 2022, the other two are new for reductions this year.

The largest proportion of respondents want the smallest council tax increase

### Priorities

Tamworth Borough Council's five priorities are set out in the [2022-2025 Corporate Plan](#).

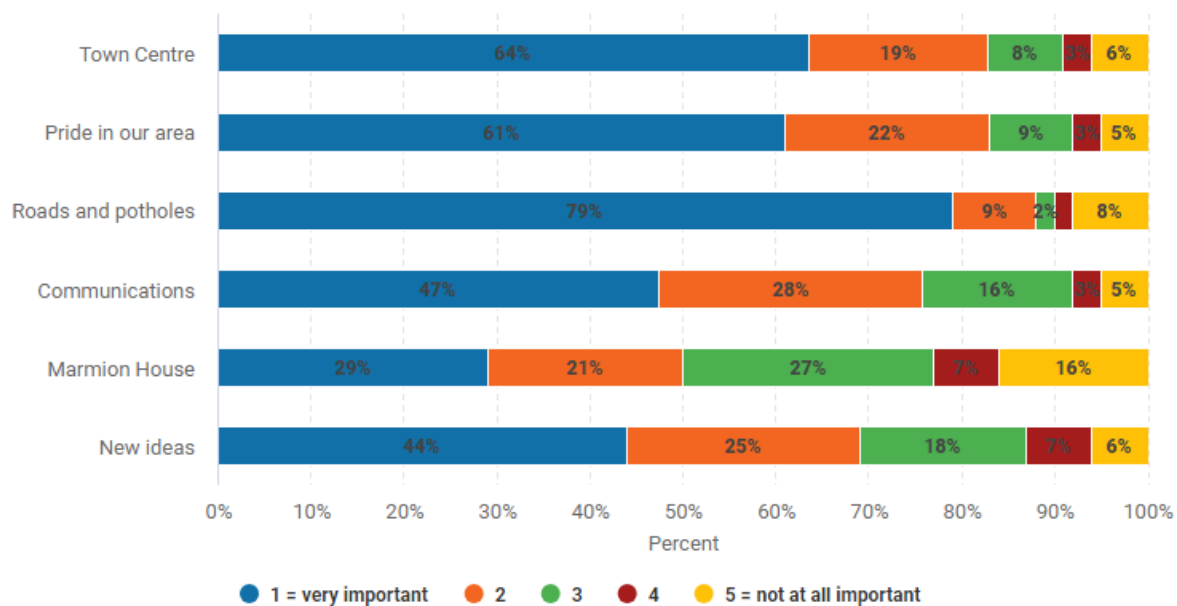
In the survey, we shared the full list of priorities and then asked people to consider how important they thought there were, on a scale of 1-5, where 1 was very important.



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

In 2023, six immediate areas of focus were identified; to make visible significant changes to how we tackle issues in these areas. In the survey, we also shared the full list areas of focus

and asked people to consider how important they thought there were, on a scale of 1-5, where 1 was very important.



Those completing the survey agree all but Marmion House are important areas of focus, with roads and potholes being the most important. It was made clear in the survey that roads and potholes are a county council responsibility.

### Providing value for money

While only ten pence in every pound of council tax collected comes to Tamworth Borough Council, respondents generally do not think the council provides value for money. However, there is a significant positive shift in views since 2022.

As last year, there continues to be a theme around dissatisfaction with things such as feeling safe, anti-social behaviour, litter, and the visual aspects of Tamworth, including those issues outside of council control such as roads and pavements (maintenance, state of repair and weeds).

In answering this question, we're potentially seeing people continuing to feel unhappy with their surroundings.

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

	Tamworth 2023	Tamworth 2022	Tamworth 2021
Strongly or tend to agree	36%	29%	44%
Neither agree or disagree	24%	32%	31%
Tend to or strongly disagree	39%	41%	23%
Don't know	0%	2%	2%

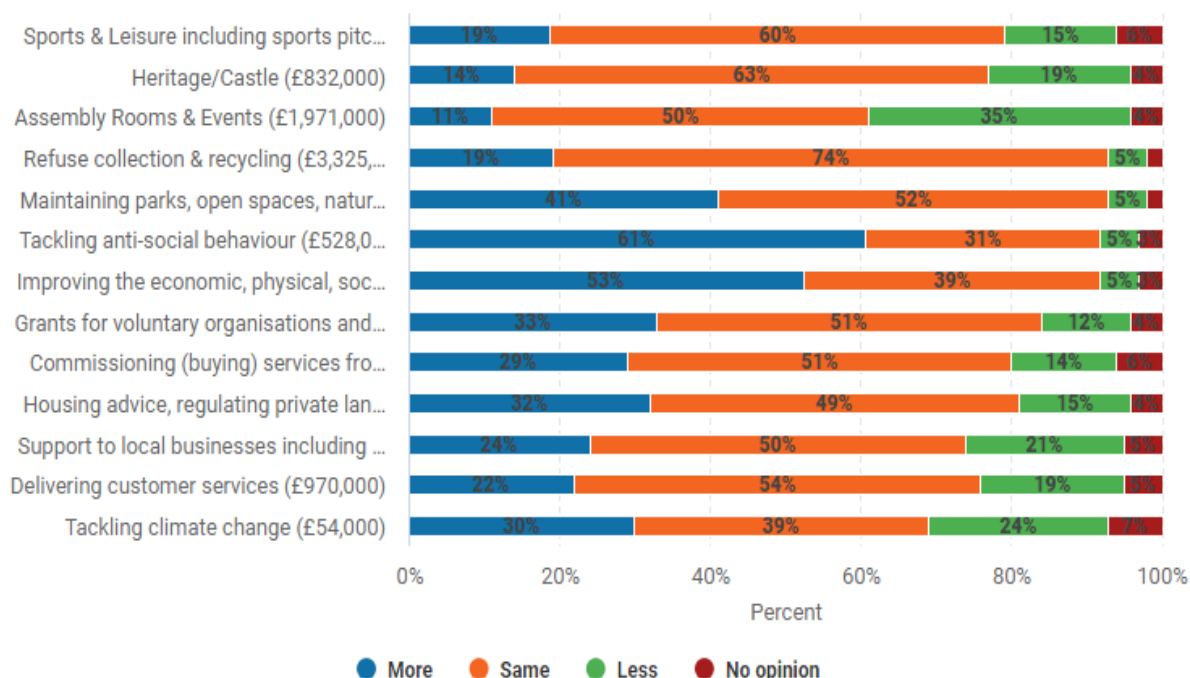
### Spending

Financial stability is and has been the key requirement for local authorities. It is likely that government funding to local council will reduce in the future.

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

To help people understand, the existing annual spend was shared. For the first time, tackling climate change was added to the list.

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



	Tamworth 2023		Tamworth 2022	
	More	Less	More	Less
Sports & leisure inc sports pitches and free children's holiday activities (£480,000)	19%	15%	19%	22%
Heritage/castle (£832,000)	14%	19%	18%	24%
Assembly Rooms and events (1,971,000)	11%	35%	12%	39%
Refuse collection and recycling (£3,325,000)	19%	5%	27%	10%
Maintaining parks, open spaces, nature reserves and street cleaning (£3,101,000)	41%	5%	44%	8%
Tackling ASB (£528,000)	61%	5%	65%	5%
Improving the economic, physical, social and environmental condition of Tamworth (£299,000)	53%	5%	58%	6%
Grants to voluntary organisations and charities to support vulnerable people in Tamworth (£158,000)	33%	12%	28%	20%
Commissioning services from voluntary organisations and charities to support vulnerable people in Tamworth (£368,000)	29%	14%	17%	26%
Housing advice, regulating private landlords, tackling homelessness and providing emergency accommodation (£703,000)	32%	15%	32%	16%
Support to local businesses inc grants, free business development and TEC (£552,000)	24%	21%	19%	27%
Delivering customer services (£970,000)	22%	19%	20%	37%
Tackling climate change (£54,000)	30%	24%	-	-

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

- Tackling anti-social behaviour (£528,000 existing spend)
- Improving the economic, physical, social and environmental condition of Tamworth (£299,000 existing spend)
- Maintaining parks, open spaces, nature reserves and street cleaning (£3,101,000 existing spend)

This is the same top three as in 2022.

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

Beyond increases, it is more difficult to make clear conclusions. However, as in 2022, the highest appetite is to spend less on:

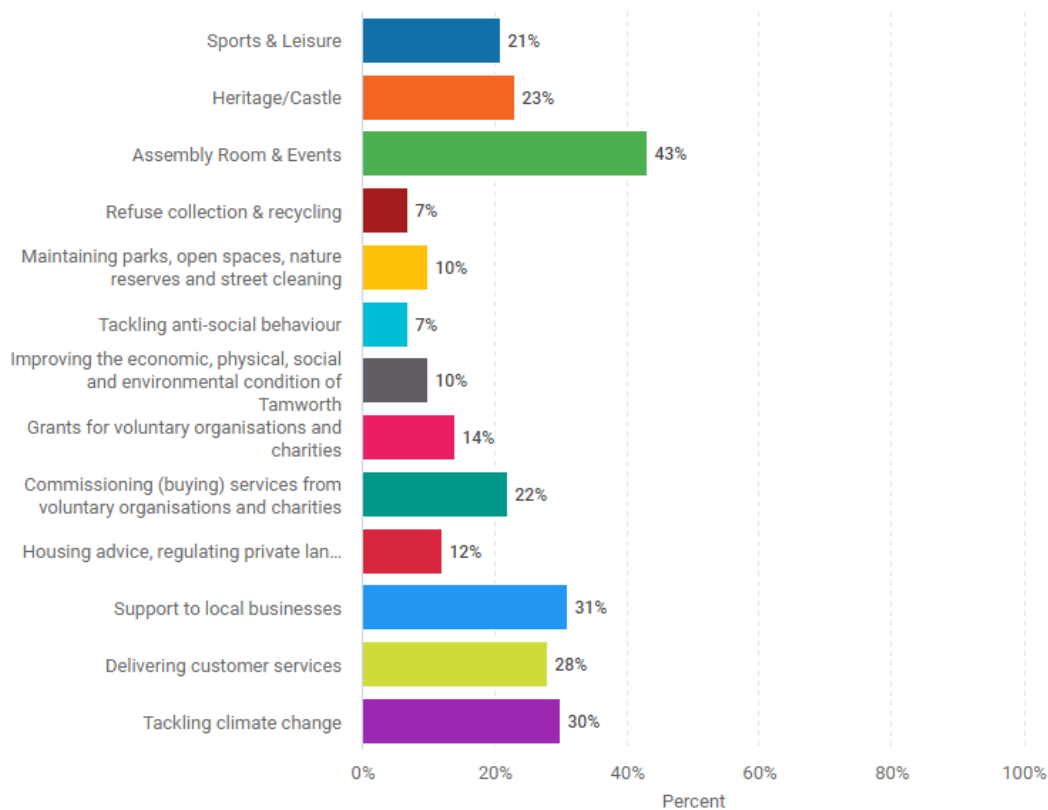
- Arts, Assembly Rooms and Events (£1,971,000 existing spend)

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

### Where to make savings

Here we asked people to choose up to three areas.

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



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

- Arts, Assembly Rooms and Events
- Support to local businesses inc grants, free business development and TEC
- Tackling climate change

Appetite to reduce spending on support for businesses, appears to be at odds with other responses in the survey; we see people prioritising the economy and town centre, yet 31% of all those answering this question chose to make savings in this area.

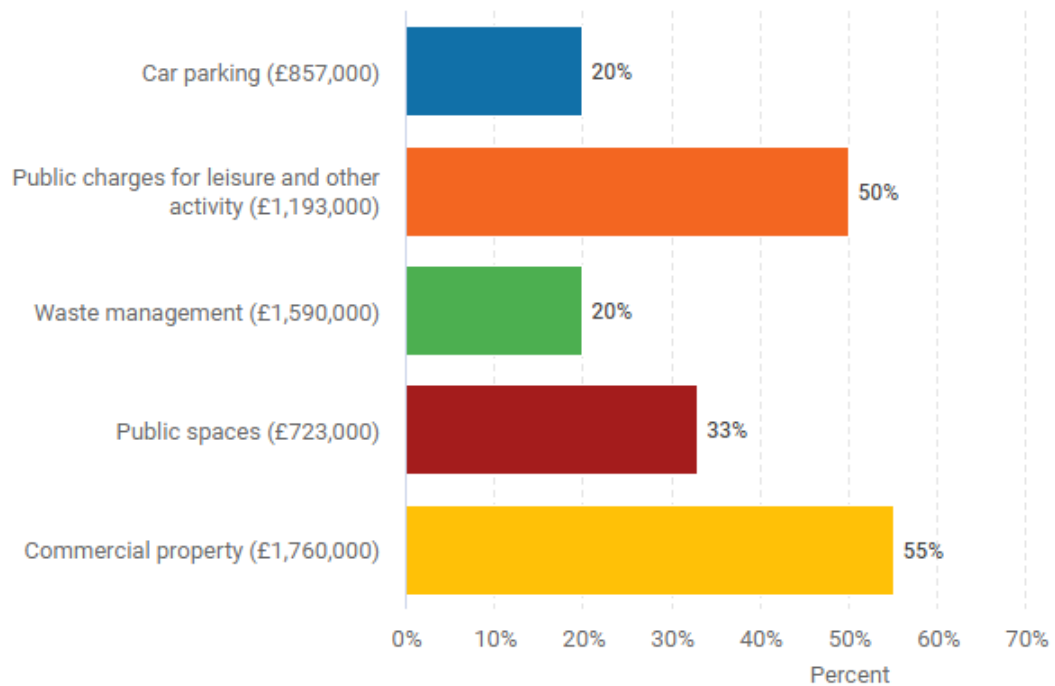
Positively, those areas identified by respondents for increased spending are already priority areas where a significant amount of work is happening:

- New Neighbourhood impact team, tackling anti-social behaviour across the borough.
- Introduced the government's maximum level fine for fly-tipping and fines for those caught littering, fly-posting or damaging property with graffiti set at £500.
- Fly-tipping cameras installed in hotspots to catch those responsible. Also, litter cam in high litter areas.
- Making it easier for local people to report any issue to us including street issues via the MyTamworth app any time day or night.
- Delivered free business support and over £30,000 in grants to local businesses to improve and develop their business.
- Taking all actions legally available to tackle unauthorised encampments.
- Progressing our £20million government future high street fund project to rejuvenate Tamworth town centre that meets the needs of 21<sup>st</sup> century shoppers, residents and businesses. With large parts of the project are expected to complete in 2024.
- Invested £2.5million in our high-rise tower blocks replacing all soil pipes and installing new heaters.
- Improving council social housing in Hockley in a £3.5million programme to improve thermal efficiency.
- Coordinated volunteer teams to litter pick and improve the condition of the historic castle gatehouse.
- Held knife awareness talks in schools when the Knife Angel was in nearby Lichfield.
- Community orchard planted in Wigginton park.
- Completed our regular annual programme of estate inspections covering all wards in the borough.
- Over 99% of our social housing repairs fixed in the first visit.
- Invested in the preservation and protection of Tamworth's historic environment.

### **Increasing charges**

Like last year, respondents chose to increase charges for leisure and commercial property.

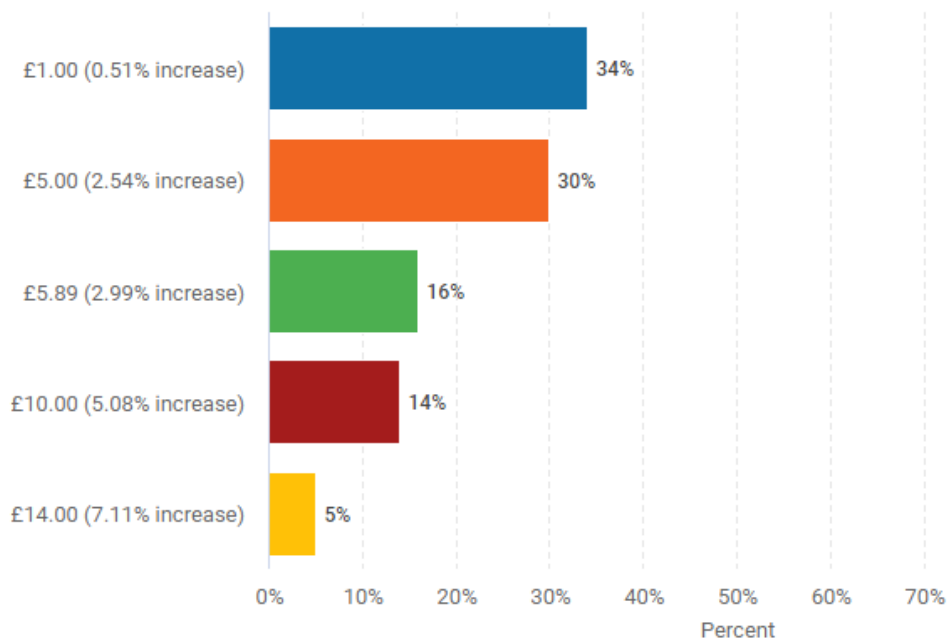
Again, as above, there are inconsistencies here, people have chosen to increase charges for commercial property, while conversely there is also a desire for us to increase spending improving the economic, physical, social and environmental condition of Tamworth, which commercial property contributes to.



### Council Tax increases

While we appreciate that tax increases are a burden to us all, we asked for views on council tax increases. Noting our five-year budget plan included a £5 per year increase (based on a band D property).

Most respondents, **34%** have opted for the minimal council tax increase.



### Comments

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

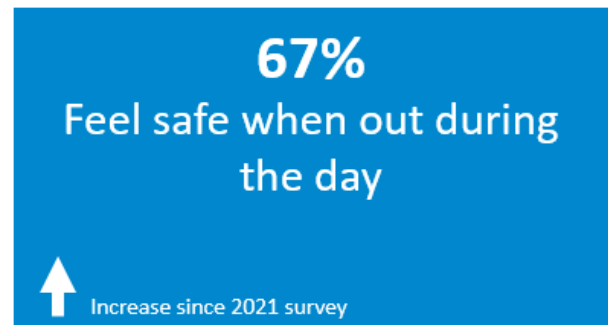
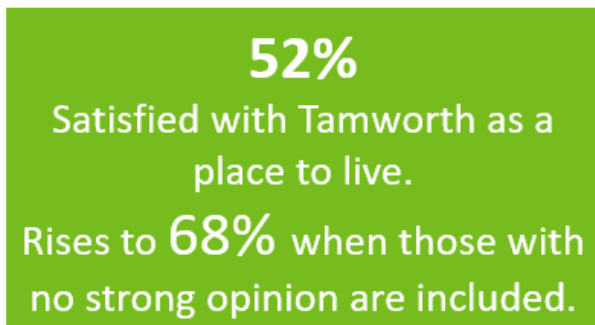
There are no clear common recommendations for any budget topics. Many comments suggest there may be inefficiencies while others make suggestions that would significantly increase spending.

It is however important to note, that as expected (local government is complex!), those residents commenting are unclear on how the council spends money, with many suggestions referring to things we already do.

The full list of comments can be read in **Appendix B**.



## Tamworth as a place to live



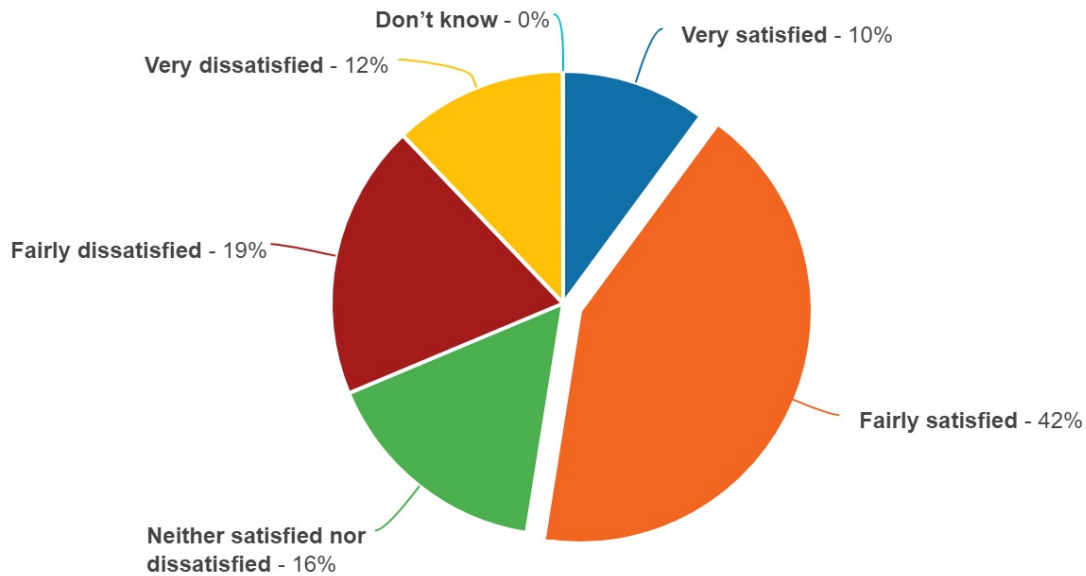
While first look may seem to suggest overall satisfaction in Tamworth as a place to live has decreased, if those who selected neither satisfied or dissatisfied with Tamworth, this rises to 68%, which is broadly in line with the results from 2022.

As last year, throughout the feedback, there continues to be a theme around dissatisfaction with things such as feeling safe, anti-social behaviour, litter, and the visual aspects of Tamworth, including those issues outside of council control such as roads and pavements (maintenance, state of repair and weeds).

### Satisfaction with Tamworth as a place to live

Overall, satisfaction has decreased very slightly since the previous survey. This question is the first asked on the survey, so is not directly related to council services but a general view of Tamworth.

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



	Tamworth 2023	Tamworth 2022	Tamworth 2021
Very or fairly satisfied	52%	57%	70%
Neither satisfied or dissatisfied	16%	13%	11%
Fairly or very dissatisfied	30%	30%	17%

Interestingly, on 2022 research by Sunlife Insurance<sup>3</sup> ranked Tamworth fourth in a list of safest places for over 60s to live in England and Wales. To compile the list, the company analysed the number of burglaries and thefts per person in UK towns to determine which is the least dangerous. They also considered the prevalence of influenza and ambulance response times. This potentially shows a disconnect between actual experiences and perception.

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

Feelings of safety in the day and after dark have improved since asked in 2022.

#### Feeling safe outside after dark

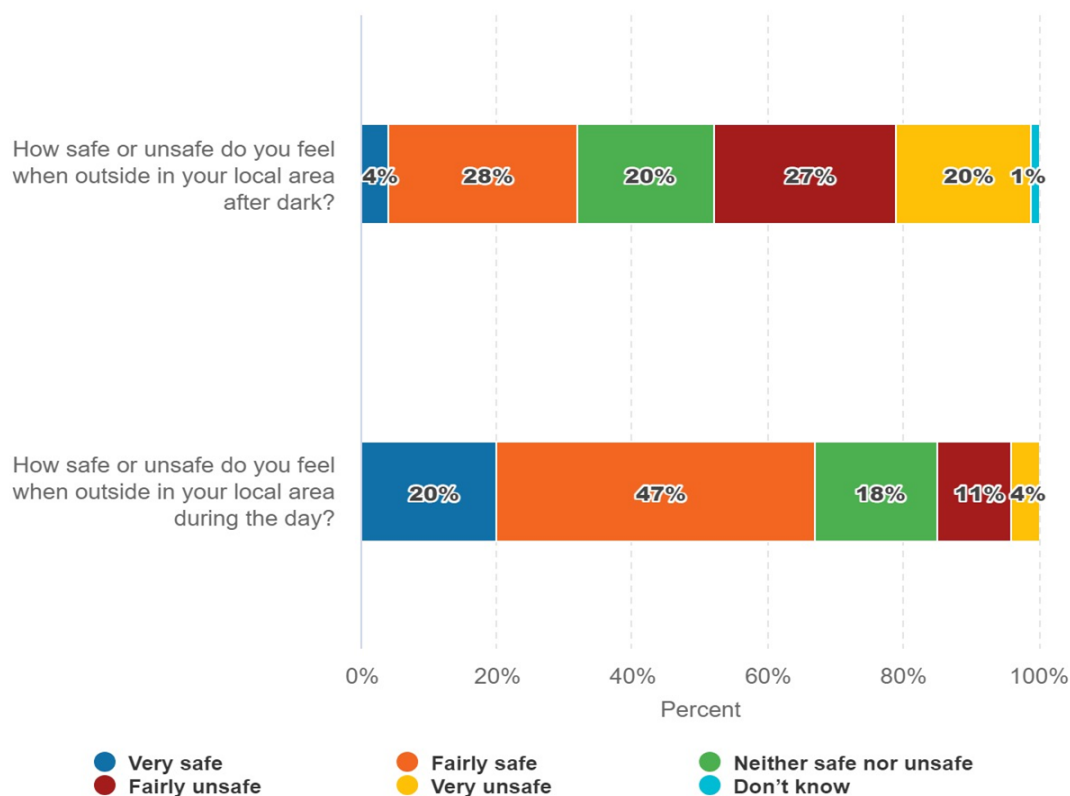
	Tamworth 2023	Tamworth 2022	Tamworth 2021
Very or fairly safe	32%	29%	40%
Neither safe or unsafe	18%	19%	19%
Fairly or very unsafe	46%	52%	41%

#### Feeling safe outside during the day

	Tamworth 2023	Tamworth 2022	Tamworth 2021
Very or fairly safe	67%	64%	74%
Neither safe or unsafe	18%	17%	14%
Fairly or very unsafe	16%	19%	13%

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

## Community Safety



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

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

- New Neighbourhood impact team, tackling anti-social behaviour across the borough.
- Introduced the government's maximum level fine for fly-tipping and fines for those caught littering, fly-posting or damaging property with graffiti set at £500.
- Fly-tipping cameras installed in hotspots to catch those responsible. Also litter cam in high litter areas.
- Taking all actions legally available to tackle unauthorised encampments.
- Coordinated volunteer teams to litter pick and improve the condition of the historic castle gatehouse.
- Held knife awareness talks in schools when the Knife Angel was in nearby Lichfield.
- Completed our regular annual programme of estate inspections covering all wards in the borough.
- Continues close working with local police to tackle and resolve anti-social behaviour issues.

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

As in 2022, the top three issues for local people are:

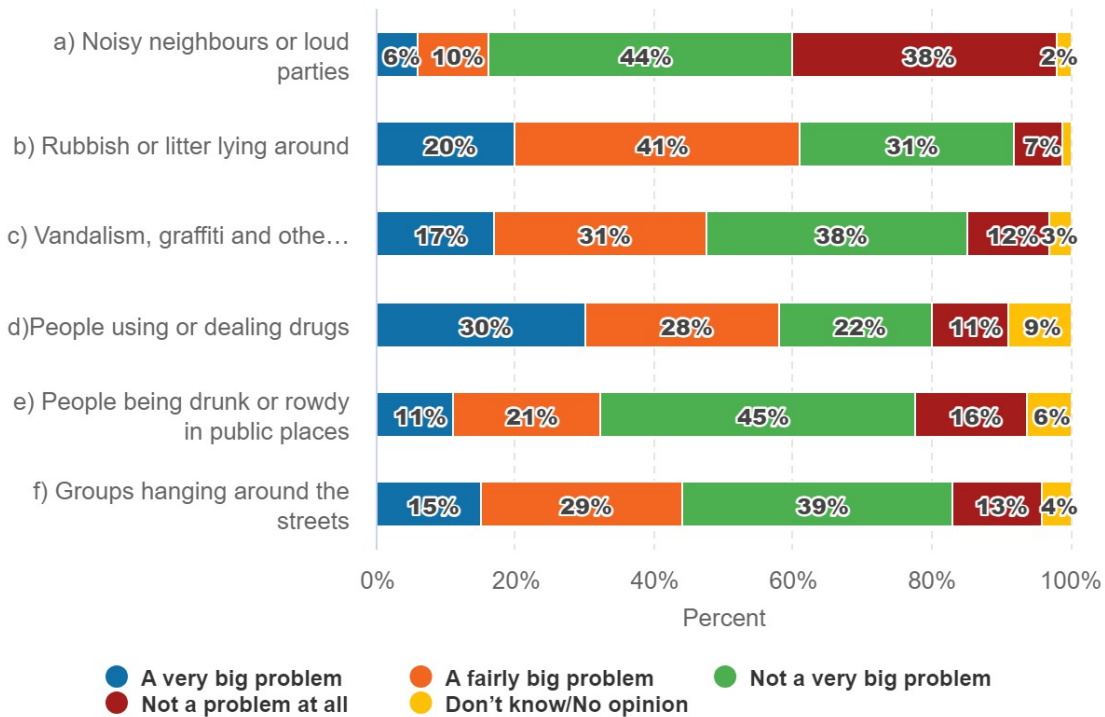
- Rubbish and litter

- People using or dealing drugs
- Vandalism, graffiti or deliberate damage

These were the same top issues in the 2022 survey, and aside from people using or dealing drugs, we now show a three-year trend in the top issues for local people in terms of anti-social behaviour and vandalism/graffiti etc.

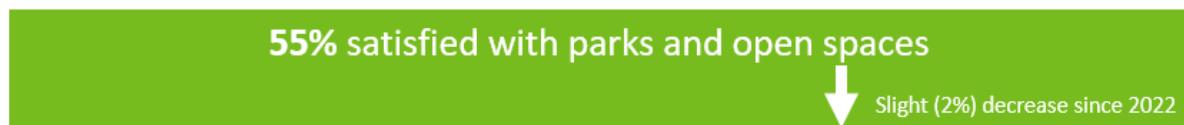
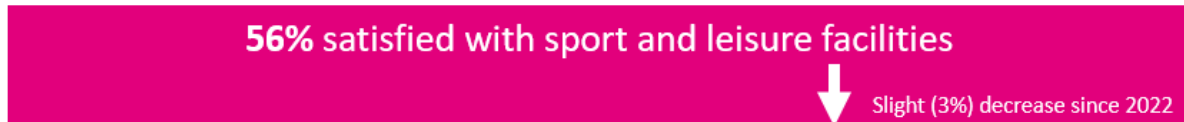
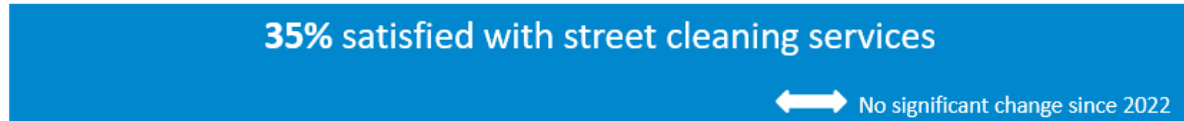
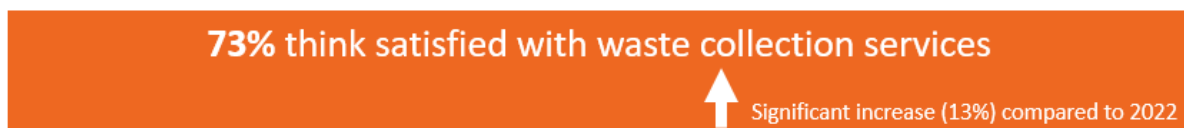
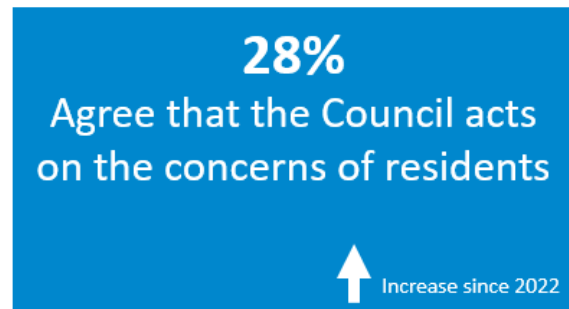
Noisy neighbours is less of an issue than in 2022, and the others are broadly similar to the findings in 2022.

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



	A very or fairly big problem			Not a very big or not a problem			Don't know		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Noisy neighbours and loud parties	16%	20%	13%	82%	77%	85%	2%	3%	2%
Rubbish or litter lying around	61%	63%	66%	38%	37%	34%			
Vandalism, graffiti and deliberate damage	48%	49%	35%	50%	48%	64%	3%	3%	2%
People using or dealing drugs	58%	59%	45%	33%	19%	40%	9%	22%	15%
People being drunk or rowdy	32%	35%	22%	61%	57%	72%	6%	8%	6%
Groups hanging around the streets	44%	47%	32%	52%	48%	63%	4%	5%	5%

## Satisfaction with services



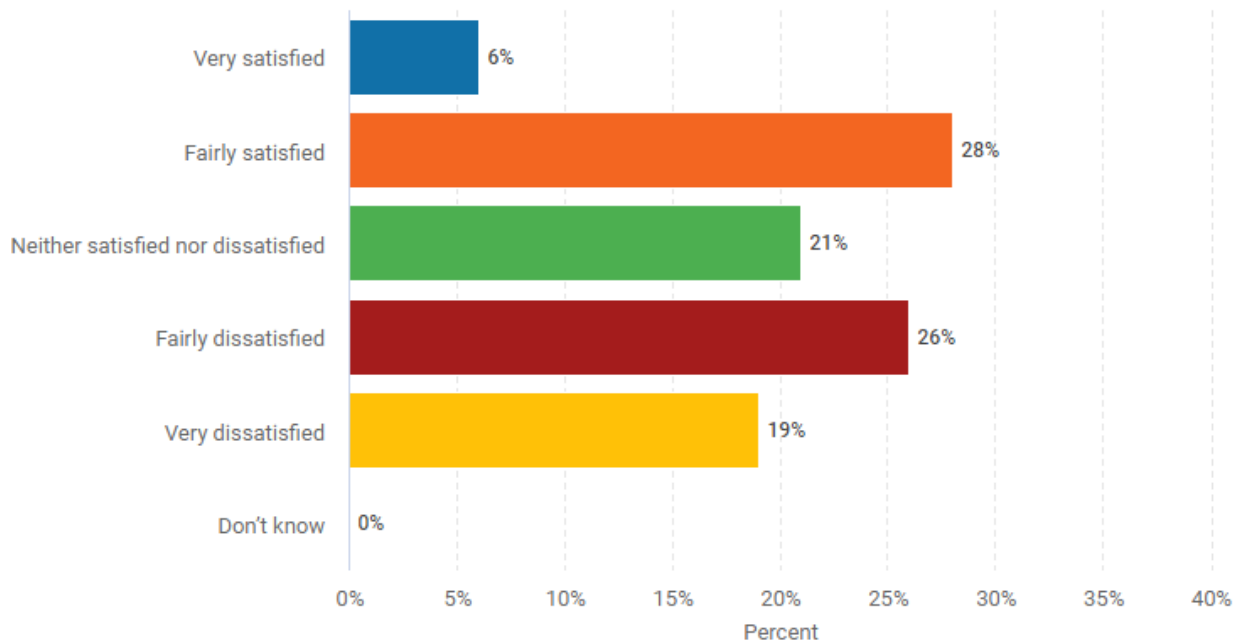
## Satisfaction with how Tamworth Borough Council runs things

Over half of respondents are satisfied/no strong opinion about how the council runs things.

From anecdotal evidence online we know that some local people feel there are issues with potholes, pavements, and traffic plus a feeling anti-social behaviour is an issue for some which is likely to contribute to a feeling that as the council we should be doing more.

However, 62% of all customer enquires received are for housing repairs, council tax, housing solutions or benefits. The remainder are varied, and do cover litter, reporting a problem with trees/bushes, anti-social behaviour, but it is clear these are NOT part of the top enquiries to the council. So, while people are showing some dissatisfaction in this survey, this does not correspond to request for services from the council.

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



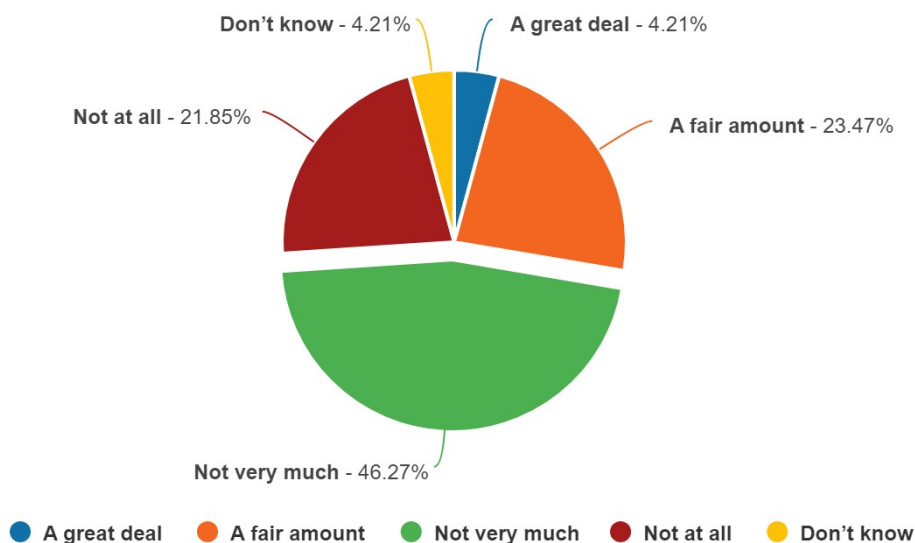
	Tamworth 2023	Tamworth 2022	Tamworth 2021
Very or fairly satisfied	34%	37%	54%
Neither satisfied or dissatisfied	21%	17%	21%
Fairly or very dissatisfied	45%	46%	24%

**The extent to which residents believe Tamworth Borough Council acts on the concerns of local residents**

This has improved slightly since the survey in 2022. Interestingly, more people this year had an opinion here than last year, despite the amount of people contacting us in the last 12 months being largely the same. (Many in 2022 selected don't know.)

	Tamworth 2023	Tamworth 2022	Tamworth 2021
A great deal or fair amount	28%	24%	44%
Not very much or not at all	68%	46%	49%
Don't know	4%	30%	7%

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



### How do you feel about Tamworth Borough Council

Since 2022, there is very little change in the numbers who would speak positively about the council.

Answers to this question are likely to relate to the question above, where respondents so not feel concerns of local residents are acted upon.

	Tamworth 2023	Tamworth 2022	Tamworth 2021
I speak positively of the council without being asked	5%	4%	8%
I speak positively of the council if I'm asked	17%	16%	31%
I have no views	29%	28%	29%
I speak negatively about the council if I'm asked	37%	39%	24%
I speak negatively about the council without being asked	12%	12%	7%
Don't know	1%	1%	2%

#### Achieved:

- New Neighbourhood impact team, tackling anti-social behaviour across the borough.
- Introduced the government's maximum level fine for fly-tipping and fines for those caught littering, fly-posting or damaging property with graffiti set at £500.
- Maintained the green bin subscription fee at the same rate with the council absorbing rises in service costs.
- Fly-tipping cameras installed in hotspots to catch those responsible. Also, litter cam in high litter areas.
- Making it easier for local people to report any issue to us including street issues via the MyTamworth app any time day or night.
- Delivered free business support and over £30,000 in grants to local businesses to improve and develop their business.
- Taking all actions legally available to tackle unauthorised encampments.
- Introduced 30minutes free parking across all our town centre car parks.

- Launched a new service to support those at risk of becoming homeless. This new service further builds upon our existing in-home support services so we can reach more people in need.
- On our annual rough sleeper count we've reported 0 rough sleepers in Tamworth.
- Through early intervention, prevented 149 households from becoming homeless.
- Progressing our £20million government future high street fund project to rejuvenate Tamworth town centre that meets the needs of 21<sup>st</sup> century shoppers, residents and businesses. With large parts of the project are expected to complete in 2024.
- Invested £2.5million in our high-rise tower blocks replacing all soil pipes and installing new heaters.
- Improving council social housing in Hockley in a £3.5million programme to improve thermal efficiency.
- Coordinated volunteer teams to litter pick and improve the condition of the historic castle gatehouse.
- Held a series of 'pop up' engagement sessions at the town hall, providing opportunities to meet a range of teams from across the council including repairs, regeneration housing and environmental health.
- Held knife awareness talks in schools when the Knife Angel was in nearby Lichfield.
- Community orchard planted in Wigginton park.
- Launched civic pride awards, recognising the work and value of the towns many volunteers.
- With Staffordshire County Council delivered a new footbath linking the Anker Valley estate to Tamworth station.
- Completed our regular annual programme of estate inspections covering all wards in the borough.
- Well-developed mechanisms for tenants to be involved in improving our housing services.
- Over 99% of housing repairs fixed in the first visit.
- Invested in the preservation and protection of Tamworth's historic environment.
- Delivered free community archaeology, heritage crafts and re-enactment events (funded by UKSPF) to provide opportunities to engage with local history.
- Delivered a full programme of free events such as St George's Day celebrations, Kings Coronation celebrations, fireworks, Christmas lights switch on and food markets.
- Delivered a bigger than ever before Christmas extravaganza; a month-long programme of activities and events including providing low-cost options for local families.
- And much more.

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

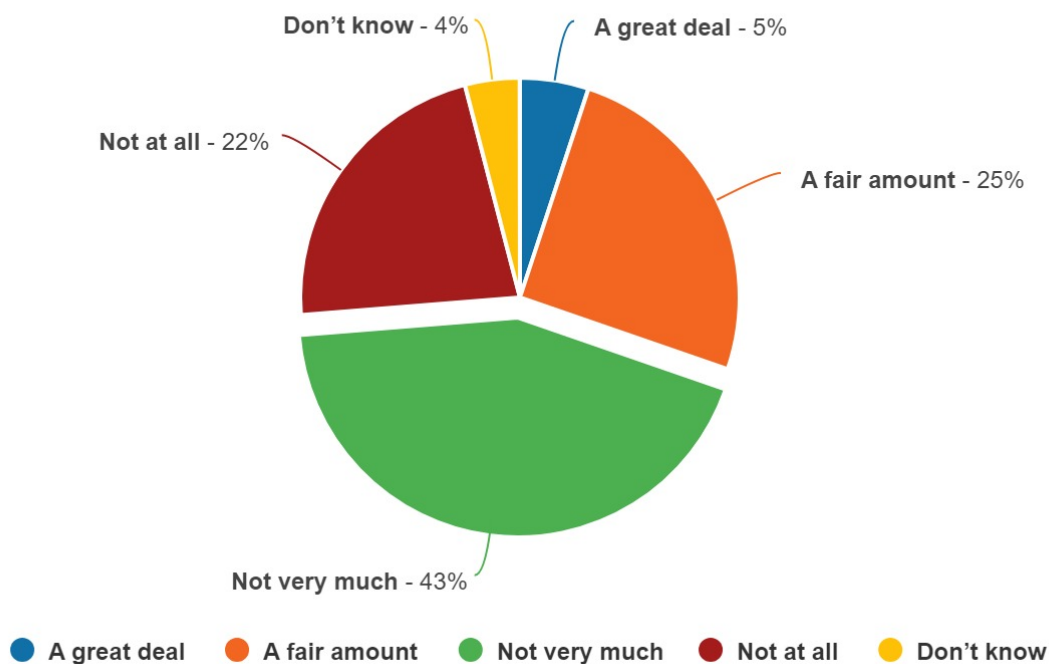
This is the second time we've asked this question. Results remain low; and trust is very difficult to change as it is fundamentally based on beliefs on whether individuals or organisations have good intentions and will behave well towards us.

Trust in organisations and governments across the world is at an all-time low after COVID, and research suggests this is influenced by feelings of economic insecurity and perceptions of poor government performance.

We can see from the dissatisfaction levels in services and in general with Tamworth as a place to live people have a perception of poor services and a poor environment; until those perceptions change, it is likely trust levels will remain low.



## How much do you trust Tamworth Borough Council?



	Tamworth 2023	Tamworth 2022
A great deal or fair amount	30%	30%
Not very much or not at all	65%	40%
Don't know	4%	30%

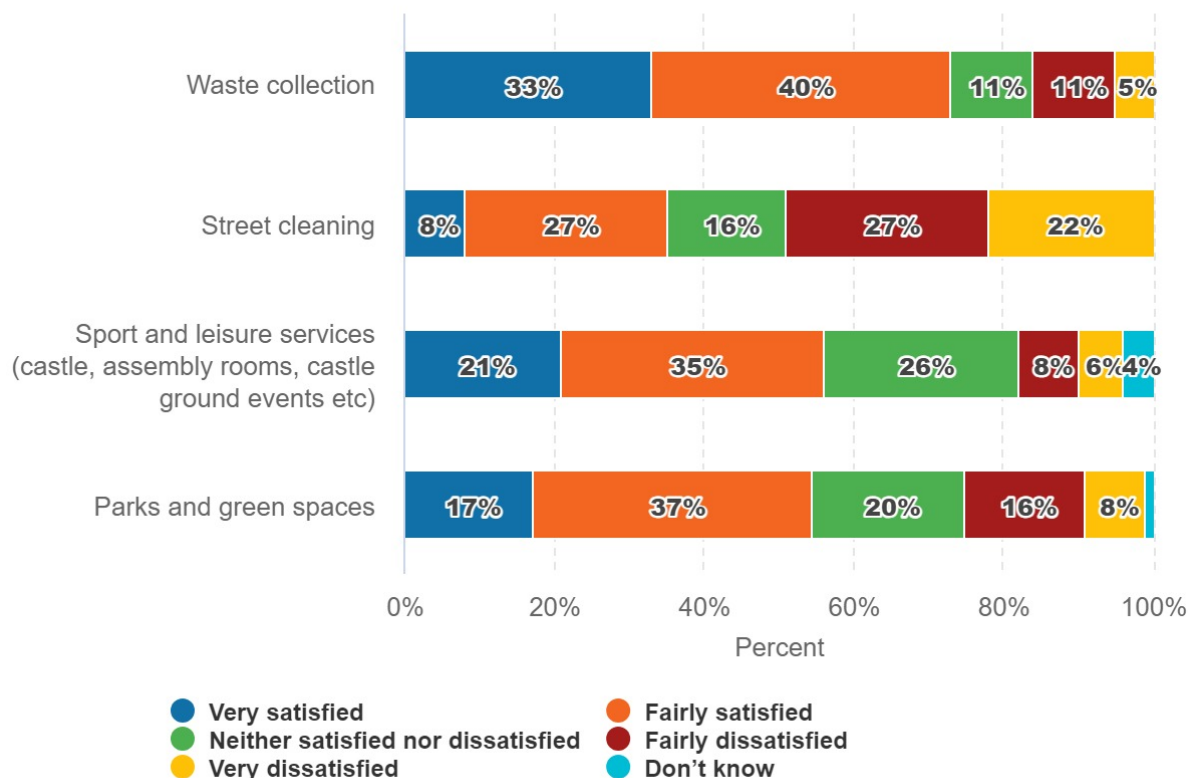
### Satisfaction with services

The question asked, how satisfied people were with:

- Waste collection
- Street cleaning
- Sport and leisure services (castle, assembly rooms, castle grounds, events etc)
- Parks and green spaces

Last year was the first time we have asked these questions, so the answers were our baseline for future surveys.

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



Satisfaction with waste collection services has increased, possibly indicating people now feel comfortable with the new service. As last year overall people are least satisfied with street cleaning. This is in line with the questions above around litter, graffiti and vandalism being seen as the biggest local issues.

Waste collection	Very or fairly satisfied	Fairly dissatisfied or very dissatisfied	Neither satisfied or dissatisfied
Tamworth 2022	60%	30%	10%
Tamworth 2023	73%	16%	11%

Street cleaning	Very or fairly satisfied	Fairly dissatisfied or very dissatisfied	Neither satisfied or dissatisfied
Tamworth 2022	36%	48%	16%
Tamworth 2023	35%	49%	16%

Sport and leisure	Very or fairly satisfied	Fairly dissatisfied or very dissatisfied	Neither satisfied or dissatisfied	Don't know
Tamworth 2022	59%	15%	22%	4%
Tamworth 2023	56%	13%	26%	0%

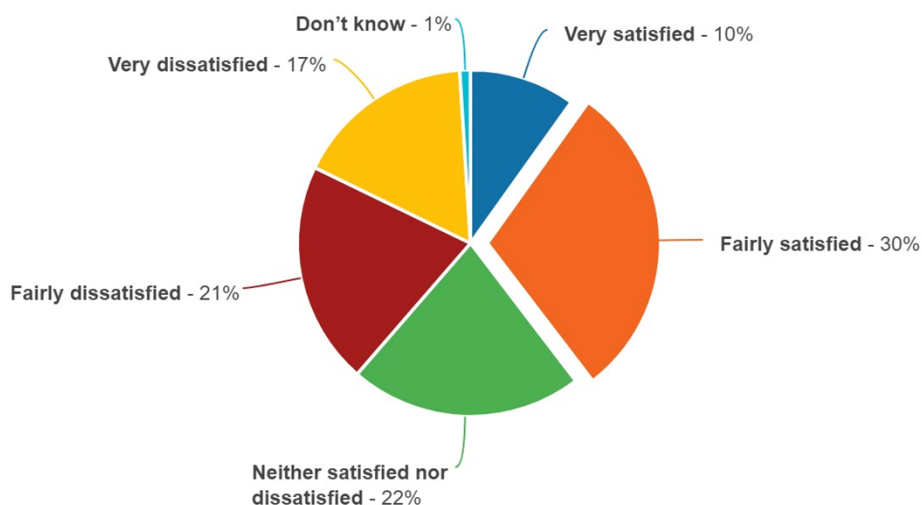
Parks and green spaces	Very or fairly satisfied	Fairly dissatisfied or very dissatisfied	Neither satisfied or dissatisfied	Don't know
Tamworth 2022	57%	25%	17%	1%
Tamworth 2023	55%	24%	20%	0%

**Satisfaction with leisure, entertainment, shopping facilities and amenities that are available in and around Tamworth**

Last year was the first time we have asked these questions, so the answers were our baseline for future surveys.

There is minimal change from the 2022 survey. This is not surprising, changes in facilities and amenities will take time to deliver.

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



	Tamworth 2023	Tamworth 2022
Very or fairly satisfied	40%	43%
Neither satisfied or dissatisfied	22%	20%
Fairly or very dissatisfied	38%	37%

## Information and contacting the council



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

**86%** would contact the council via digital means

**55%** of respondents have contacted the council for services in the last 12 months

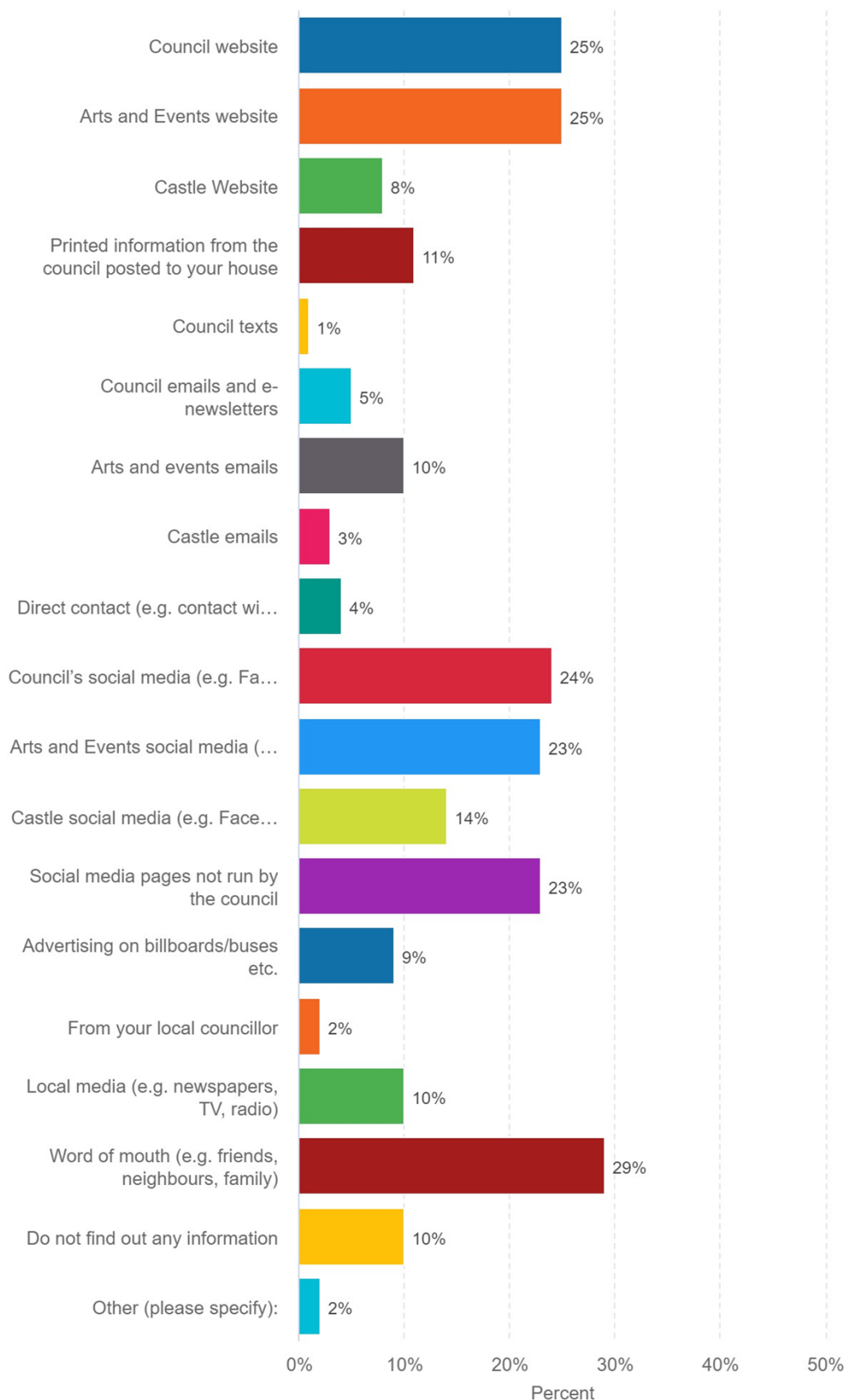
### **How do you find out about Tamworth Borough Council and the services it provides (inc events in the Castle Grounds, at the Assembly Rooms and Castle)?**

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

There may however be bias here, for although the survey was promoted in local media, sent to our citizen panel members and 1,300 local people were written to inviting them to take part, the vast majority heard about the survey via social media (52%), so it follows that our respondents use social media more widely for information.

Compared to 2022, there is very little change in the information sources people use.

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



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

Over half of respondents (55%) have contacted the council for a service within the last 12 months. This rises to over 82% when you include those who contacted the council over year ago.

This is not representative of the borough; our customer services team are not in regular contact with more than half of borough residents.

	Tamworth 2023	Tamworth 2022	Tamworth 2021
In the last month	21%	22%	25%
More than a month ago, but in the last six months	19%	26%	23%
More than six months ago, but in the last year	15%	12%	16%
Over a year ago	27%	26%	36%
Never	18%	14%	23%

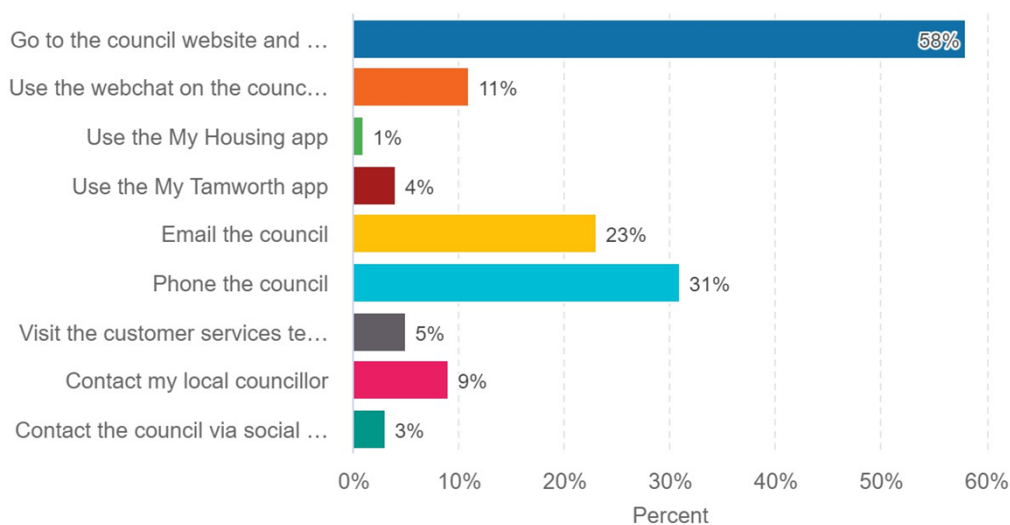
### If you had to contact the council, what would you do

The responses to this question are very interesting. Only 14% of respondents would choose a non-digital option to contact the council (selecting contact via a Councillor or visiting the TIC in the Assembly Rooms).

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

Customer services data shows that in the last 12 months (Oct 2022 – Sept 2023) 95,000 contacts from customers have been digital and around 333 were face to face at the TIC in the Assembly Rooms. In the same year the TIC customer services team also dealt with 248 parking permits and 1,263 tourist/destination queries. They also shared over 800 Assembly Rooms What's on guides.

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



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

	<b>Tamworth 2023</b>	<b>Tamworth 2022</b>	<b>Tamworth 2021</b>
Very or fairly well informed	23%	29%	53%
Not very well or not at all well informed	74%	42%	37%
Don't know	2%	29%	11%

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

- Via council run websites; Tamworth Borough Council, Tamworth Castle, Tamworth Arts and Events and Visit Tamworth.
- Via traditional press releases, these are posted on the main Tamworth Borough Council website and shared with news outlets. Majority are picked up and used by local media.
- Via council run social media; over 16+ channels for the different services. E.g. Facebook for Tamworth Borough Council, Tamworth Assembly Room, Tamworth Castle and Visit Tamworth. Plus, Instagram for most of these services. This also includes paid advertising for some shows, events and performances.
- Direct email to those people signed up to castle, arts and events mailing lists.
- Tenant newsletter to social housing tenants.
- Assembly Rooms What's on guide shared via leaflet racks in supermarkets/train stations etc over a 15 mile radius of Tamworth. What's On guides also distributed to a number of borough homes using local low-cost distribution channels.
- Paid advertising for castle and assembly rooms shows in local, regional and (where appropriate), national magazines and publications.
- Handing out flyers at shows and events.
- Banners and posters throughout Tamworth town centre and Ventura.
- And via our customer services team and outreach services for vulnerable people.

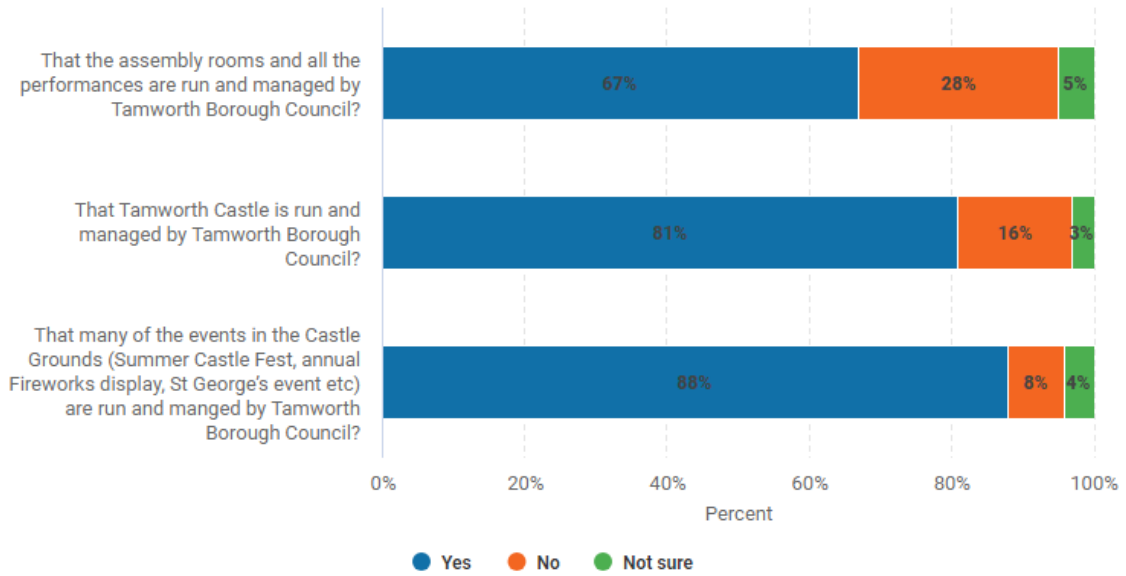
**Did you know...**

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

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

Compared to last year, more of the survey respondents know the assembly rooms, Tamworth castle and many outdoor events are run and managed by Tamworth Borough Council.

## Did you know



<b>Assembly rooms</b>	<b>Tamworth 2023</b>	<b>Tamworth 2022</b>
Yes	67%	55%
No	28%	40%
Don't know	5%	5%

<b>Tamworth Castle</b>	<b>Tamworth 2023</b>	<b>Tamworth 2022</b>
Yes	81%	71%
No	16%	23%
Don't know	3%	5%

<b>Events</b>	<b>Tamworth 2023</b>	<b>Tamworth 2022</b>
Yes	88%	83%
No	8%	13%
Don't know	4%	4%



## Demographics

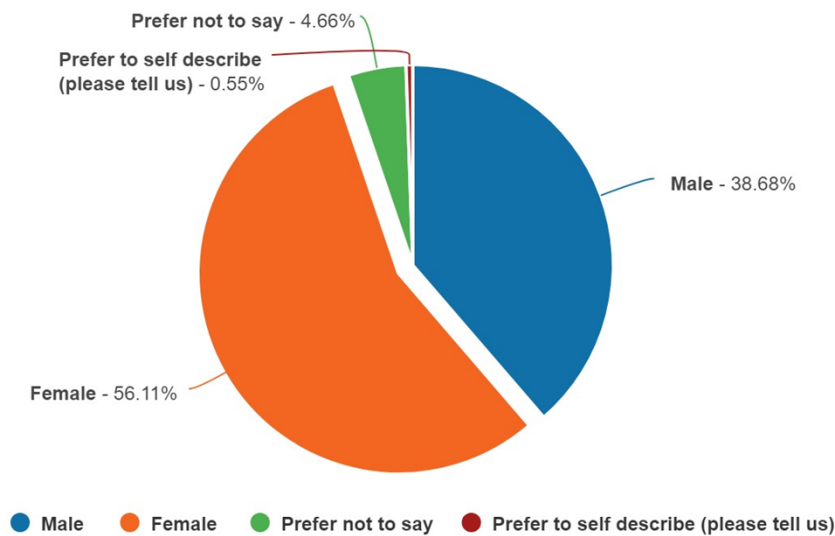
In total, 60,400 people were eligible to take part in this survey (adults) according to the latest census figures.

737 people actually took part, which is 1.2% of the eligible population. A similar number took part in 2022.

### Gender

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

Which of the following best describes you?

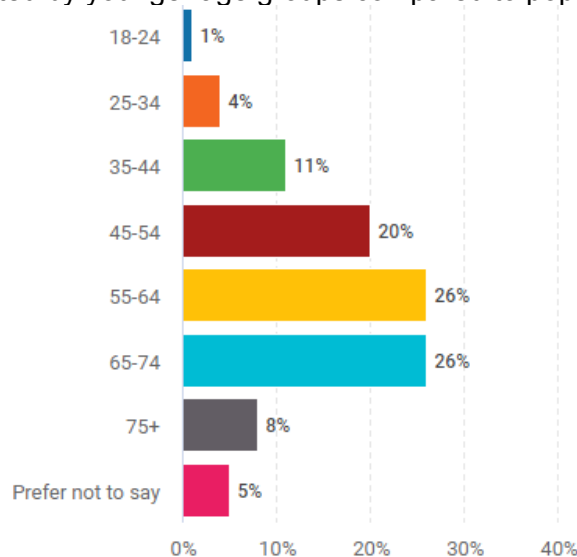


### Ethnicity

Around 2.5% of Tamworth's population have a non-white background, positively, 8% of respondents were from a diverse background. 8% of respondents chose not to disclose their ethnicity.

### Age profile of respondents:

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



### Who are you?

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

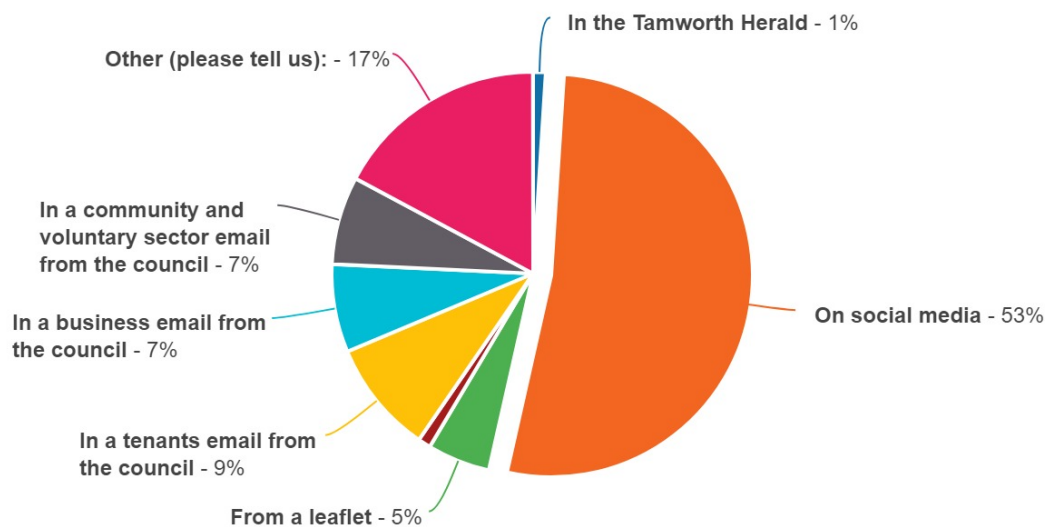
### Where did you hear about the survey?

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

As we can see, for our respondents, the most successful method of communication was social media with 52% of respondents hearing through this channel. Those selected other mentioned seeing the survey on our website or from being a Tamworth Borough Council citizens' panel member.

Others heard mainly through direct communications from the council. Interestingly we wrote to 1,300 local residents and promoted via local print media, but majority saw the consultation opportunity via social media.

Please tell us where you heard about this survey



## Conclusion

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

However, we do not know what bias our self-selecting, social media savvy sample brings. In statistical terms, we cannot claim that this survey represents the views of everyone living in Tamworth. *But* we should not dismiss the feedback because of this issue.

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

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

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

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

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