



CABINET

10 July 2024

A meeting of the CABINET will be held on Thursday, 18th July, 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 3 - 6)

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

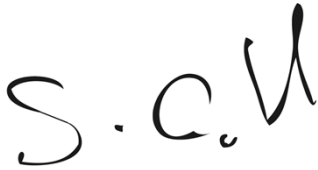
5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules

6 Quarter 4 2023-24 Performance Report (Pages 7 - 110)
(Report of the Leader of the Council)

7 Corporate Plan 2025 Development Timeline (To Follow)
(Report of the Leader of the Council)

8 Tamworth Electric Vehicle Strategy (Pages 111 - 158)
(Portfolio Holder for Environmental Sustainability, Recycling and Waste)

Yours faithfully

A handwritten signature in black ink, appearing to read 'S. C. V.' with a stylized flourish at the end.

Chief Executive

Access arrangements

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

Filming of Meetings

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

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

FAQs

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

To Councillors: C Dean, D Foster, N Arkney, B Clarke, S Daniels and L Smith.



MINUTES OF A MEETING OF THE CABINET HELD ON 27th JUNE 2024

PRESENT: Councillor , Councillors C Dean, D Foster, N Arkney, B Clarke, S Daniels and L Smith

The following officers were present: Stephen Gabriel (Chief Executive), Anica Goodwin (Executive Director Organisation), Rob Barnes (Executive Director Communities), Rebecca Smeathers (Executive Director Finance (S151)), Joanne Goodfellow (Assistant Director Finance), Christie Tims (Corporate Project Co-ordinator), Tracey Pointon (Legal Admin & Democratic Services Manager) and Laura Sandland (Democratic and Executive Support Officer)

1 APOLOGIES FOR ABSENCE

There were no apologies for absence

2 MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting held on 25th April 2024 approved and signed by the Leader Councillor C Dean as a correct record.

3 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

4 QUESTION TIME:

There were no Questions

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

Report of the Chair of the Corporate Scrutiny Committee. Notified Cabinet of the report and recommendations from the Housing Voids Update item that was discussed at the meeting of Corporate Scrutiny on the 22nd of April 2024.

Resolved that Cabinet agreed:

1. to instruct Officers to review the costs versus return, of employing an in-house inspection team to see if we can drive down the costs of voids.
2. to review how we recover damages costs from existing tenants and see if there is a more proactive way, we can approach this long term
3. that the Portfolio Holder calls Equans in to address Members major concerns around void turnaround times and ask them what their action plan is to improve this.

(Moved by Councillor B Clarke and seconded by Councillor L Smith)

6 AMENDMENT TO THE TERMS OF REFERENCE FOR THE STAFFORDSHIRE LEADERS BOARD

Report of the Leader of the Council enable Cabinet to consider the revised Terms of Reference agreed by the Staffordshire Leaders Board.

Resolved that Cabinet:

1. Considered and agreed the updates made to the Terms of Reference for the Staffordshire Leaders Board

(Moved by Councillor B Clarke and seconded by Councillor L Smith)

7 SUSTAINABILITY STRATEGY AND PRODUCTIVITY PLAN

Report of the Leader of the Council, Provided Cabinet with information and a timetable for the Financial Stability Plan and Productivity Plan. This report has been considered by Corporate Scrutiny on 25th June 2024.

Resolved that Cabinet approved:

1. The approach and timetable detailed in the Financial Stability Plan.
2. The budget and medium-term financial planning process
3. The Productivity Plan prior to submission and full publication to the Department for Levelling Up, Housing and Communities (DLUHC)
4. The delegation for finalisation and sign off of the Productivity Plan to the Leader and Chief Executive

(Moved by Councillor B Clarke and seconded by Councillor D

Foster)

8 WRITE OFFS 1 APRIL 2023 TO 31 MARCH 2024

Report of the Leader of the Council, Members endorsed the amount of debt written off for the period 01 April 2023 to 31 March 2024.

Resolved that Cabinet:

1. Endorsed the amount of debt written off for the period of 1st April 2023 to 31 March 2024 – Appendix A-E

(Moved by Councillor S Daniels and seconded by Councillor D Foster)

9 CORPORATE PEER REVIEW

Report of the Leader of the Council advised members of the Corporate Peer Challenge being undertaken on 29 to 31 October 2024 by the Local Government Association (LGA) and seek approval for the programme of work in the run up and following the review.

Resolved that Cabinet:

1. Cabinet noted the Corporate Peer Challenge will be undertaken 29 to 31 October 2024 and the scope will include core elements and the use of technology and innovation
2. That Cabinet approved the programme of work in preparing for the review and commit to the publication deadlines as set out in Appendix 1.

(Moved by Councillor B Clarke and seconded by Councillor N Arkney)

Leader

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Cabinet

Thursday, 18th July 2024

Report of the Leader of the Council

Quarter Four 2023/24 Performance Report

Exempt Information

None

Purpose

This report provides the Committee with an overview of Council performance for the fourth quarter of the 2023-24 financial year (January to March 2024). It reports the position in relation to progress with strategic corporate projects and updates on the financial position, corporate risk, audit, information governance and complaints. Corporate Scrutiny Committee considered the report on 25th June 2024.

Recommendations

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

Executive Summary

This is the fourth quarterly performance update for the year 2023/ 24.

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

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The report also contains Appendix 2 - Quarterly Performance Report – Corporate Scrutiny Discussion log, this document provides Cabinet with the questions asked at Corporate Scrutiny Committee and the responses given.

The quarterly performance report will continue to be developed on a quarterly basis in 2024/25 in line with Scrutiny feedback.

Resource Implications

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

Legal/Risk Implications Background

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

Equalities Implications

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

Environment and Sustainability Implications (including climate change)

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

Report Author

Zoe Wolicki – Assistant Director People

Appendices

Appendix 1 – Quarter 4 2023-24 Performance Report















Quarter 4 Performance Report 2023 – 24

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1. Quarter 4 Highlight 2023/24



 <p>New TBC Website has gone live</p>	 <p>100% of planning applications determined in time or with agreed extensions of time.</p>
 <p>Start our SharePoint migration</p>	 <p>3G pitch development at Anker Valley started following a successful bid to the Football Foundation.</p>
 <p>Release of Tamworth Castle TV advert</p>	 <p>Implementation of £1000 per Councillor Community grants</p>
 <p>Confirmation of Museum Accreditation status following re-accreditation submission in Q3.</p>	 <p>Business event held – awareness raising for local businesses to access local business support both by the Borough Council and external partners.</p>
 <p>Finalists in the Support Staffordshire Awards for the work on the community partnerships of the UK Shared Prosperity Fund</p>	 <p>Appointment into a new post: climate change officer</p>
 <p>Adoption of a new Street Trading policy.</p>	 <p>6 EV Vehicles arrived and put into service for the Clean and Green Team.</p>
 <p>Awarded £250K Covid Outbreak Management Fund money for projects across the Council and voluntary sector to address health inequalities</p>	 <p>Public Services Network Health check. </p>
 <p>Successful application for a first Youth ASB Civil Injunction to tackle anti-social behaviour</p>	 <p>Confirmation of GBSLEP funding for Saxon festival in July 2024</p>
 <p>Implementation of a new banded scheme for Localised Council Tax Reduction with effect from 1st April, increasing the overall level of support for the lowest income families.</p>	 <p>Increased call answer rates within customer services to 91% in Q4 of 23/24 - up 9.4% on last quarter of 22/23</p>
 <p>Successful main billing process undertaken, with 35,000 council tax and 2,000 NNDR bills issued to households and businesses.</p>	 <p>UK Shared Prosperity grant of £34,000 to enhance the Home Energy Advice Tamworth (HEAT) service with Community Home Solutions to address cost of living crisis, improved home insulation and reduce energy costs</p>

 <p>Tenant Satisfaction results are in – 58% satisfaction Chair of TCG introducing video to launch improvement plan</p>	 <p>Home Hub prevented over 200 households becoming homeless in first 6 months</p>
 <p>Council housing rent arrears lowest in last 5 years & external accreditation from Rent income excellence network – figures due out in annual report</p>	 <p>Neighbourhood Impact team piloting local surgeries to support communities tackle anti social behaviour</p>
 <p>Planted native hedges on bunding across open spaces.</p>	 <p>Play Park installed at Rainscar</p>
 <p>Annual review of fees and charges carried out and new rates approved with effect from 1st April</p>	 <p>Supported housing scheme residents reports 98% satisfaction with family support by local team</p>
 <p>Corporate Vision, Priorities Plan, Budget and Medium Term Financial Strategy approved at Council February 2024, setting a balanced budget over 3 years to 2026/27 for General Fund, and over 5 years to 2028/29 for HRA, and a 5 year capital programme.</p>	 <p>A number of digital improvements implemented - text messaging relaunched and further digital forms now live on the portal to support the transition to the new council website - brings the total to 22 live forms.</p>
 <p>Customer services surveys carried out to understand channel preference as part of front reception report and digital workstreams.</p>	 <p>Production of structural investigation report via HE funded capital project and development of capital bid to Arts Council</p>
 <p>CCTV shared service thanked by Scrutiny for preventing, detecting and deterring crime across Tamworth</p>	 <p>Assure go live for licensing service within Environmental Health</p>

2. Strategic Projects Summary


2.1 Corporate Plan 2022 - 2025 Strategic Projects Overview Report

Code	Project	Project Status	Due Date	Projects Highlights (Overall Project Comments)	Managed By
CP2022-25_PD_034	Asset management Strategy		31-Jul-2024	The key Asset Management Strategy is nearing completion and will be ready to present to The Asset Strategy Steering Group in the near future with an aim to present to Scrutiny and Cabinet before the end of Q2 2024.	Paul Weston
CP2022-25_TCP_004	FHSF		31-Mar-2025	The work is progressing positively and multiple projects are moving forwards simultaneously. Challenges persist but these are known to the project team.	Anna Miller
CP2022-25_TCP_005	Gungate		31-Mar-2025	Key priority is land assembly and work continues to achieve this.	Anna Miller
CP2022-25_PD_027	HRA Business Plan (2024-2054)		31-Mar-2025	HRA Business plan modelling completed with Cabinet decisions agreed 22/2/24 for tenant consultation on longer-term options. HRA showing balanced position over MTFS with longer term challenges from horizon scanning	Tina Mustafa
CP2022-25_PD_008	Local Government Boundary Review		31-Mar-2025	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.	Zoe Wolicki
CP2022-25_TCP_007	Net Zero		31-Mar-2025	Consultants Aether have been commissioned to work on an Action Plan which will provide a road map for net zero activities.	Anna Miller
CP2022-25_PD_047	Social Housing Regulatory Programme		31-Mar-2025	<ul style="list-style-type: none"> • Full Programme Mid-term review agreed by ELT 13/5/24 • Draft Recommendations in draft to agree with new Portfolio Holder for Cabinet June 2024 • Comms Plan in place 	Tina Mustafa





Code	Project	Project Status	Due Date	Projects Highlights (Overall Project Comments)	Managed By
				<ul style="list-style-type: none"> Resourcing and business case being prepared RSH introductory meeting 6/6/24 	
CP2022-25_PD_048	Strategic Review of Leaseholder Service Charges		31-Mar-2025	<ul style="list-style-type: none"> Cabinet report delivered 26th October 2023 The specification has been agreed and the Invitation to Tender issued. Tenders are due to be returned on 6th November 2023. Detailed delivery plan in place by January 2024 Survey work has been completed Draft report of findings to be delivered by June 2024 Some additional outputs likely to be identified <ul style="list-style-type: none"> Briefing for new portfolio holder to be undertaken June 2024 	Paul Weston
CP2022-25_PD_043	Sustainability Strategy to resolve long term MTFS position		31-Mar-2025	Project being scoped Report to cabinet March 2024	Becky Smeathers

Appendix 1 contains detailed highlight reports on each project.

2.2 Corporate Plan 2022 - 2025 Strategic Projects Overview at Red or Amber

Code	Project	Project Status	Due Date	Projects Highlights (Overall Project Comments)	Managed By
CP2022-25_TCP_004	FHSF		31-Mar-2025	The work is progressing positively and multiple projects are moving forwards simultaneously. Challenges persist but these are known to the project team.	Anna Miller

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

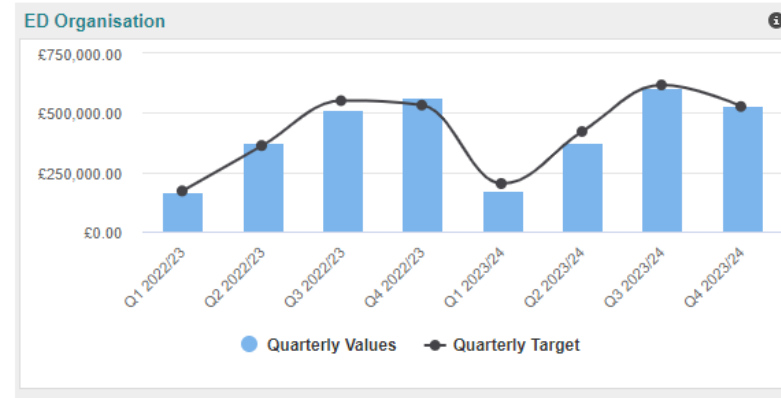
3. Finance

3.1 General fund – Actual Spend Summary - Quarter 4

▼ General Fund Summary - Actual Spend v3-



Minor variance



Minor variance.



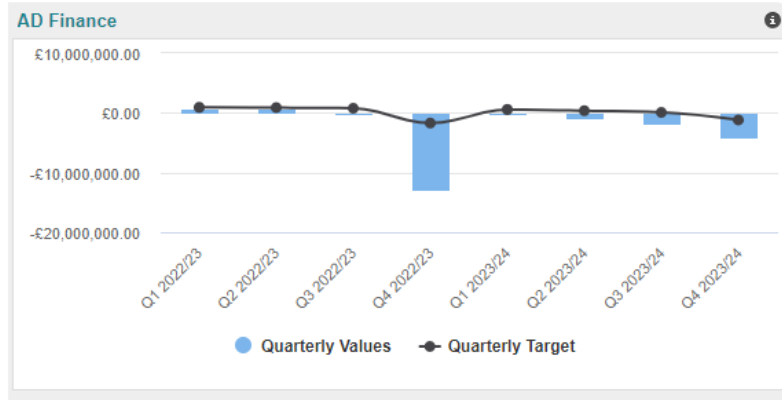
Minor variance



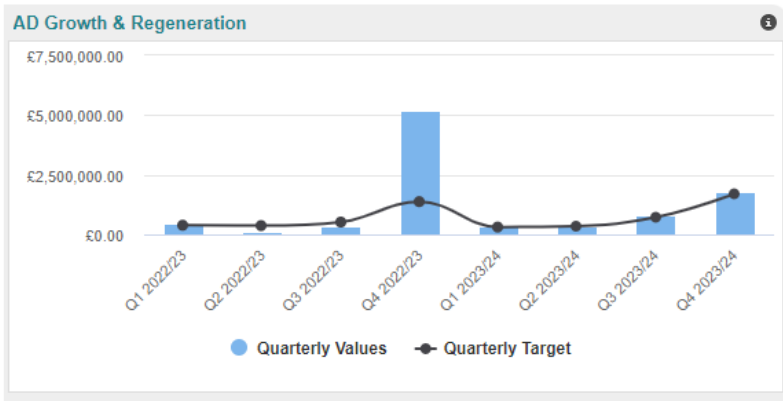
Shortfall in Assembly Rooms catering sales; Public Spaces vacancy allowance



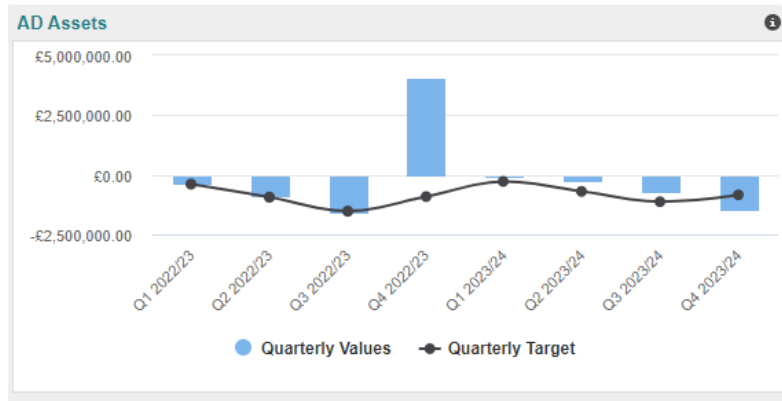
Vacancy Allowance, Increased license fee costs



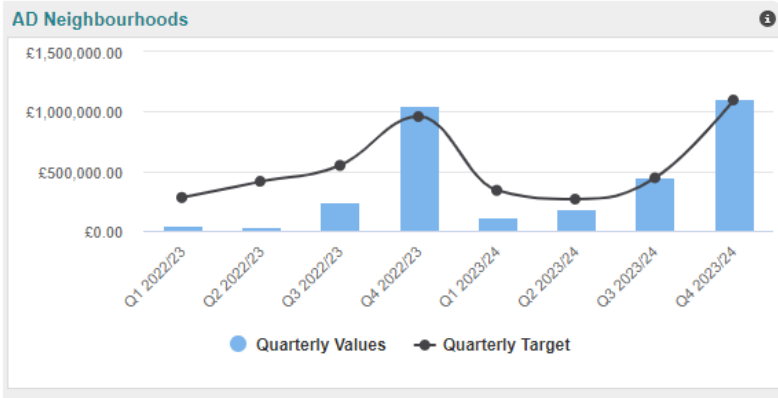
Treasury management interest and dividends



Shortfall in car park and planning income; unbudgeted NNDR bill at TEC



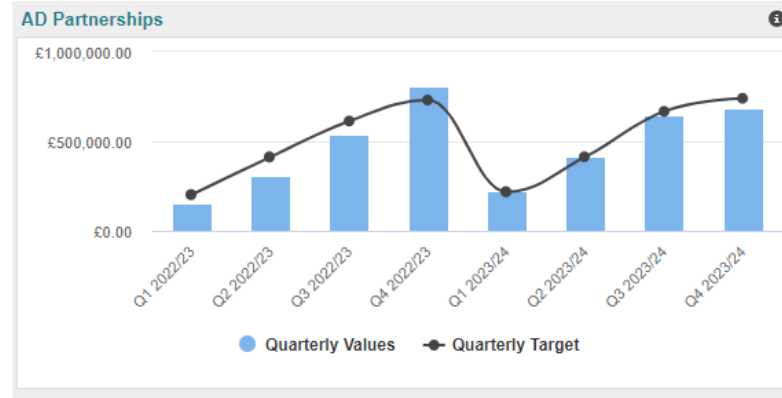
Part payment received for long outstanding Lease Rent invoices for which bad debt provision had been made



Minor Variance

Key

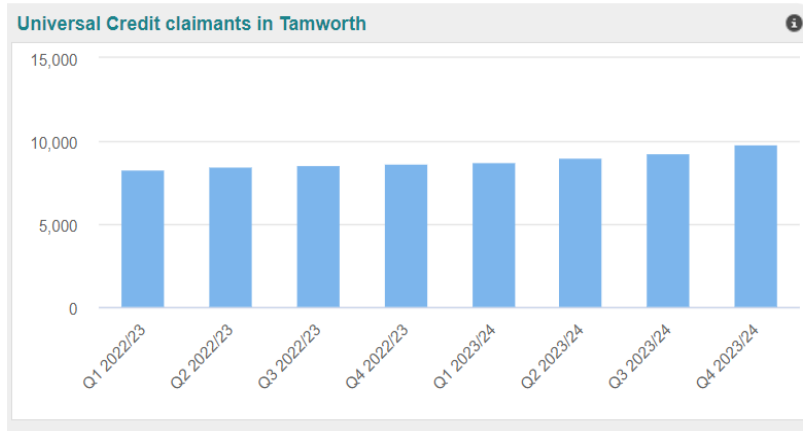
Quarterly Value is the year to date position



Minor Variance.

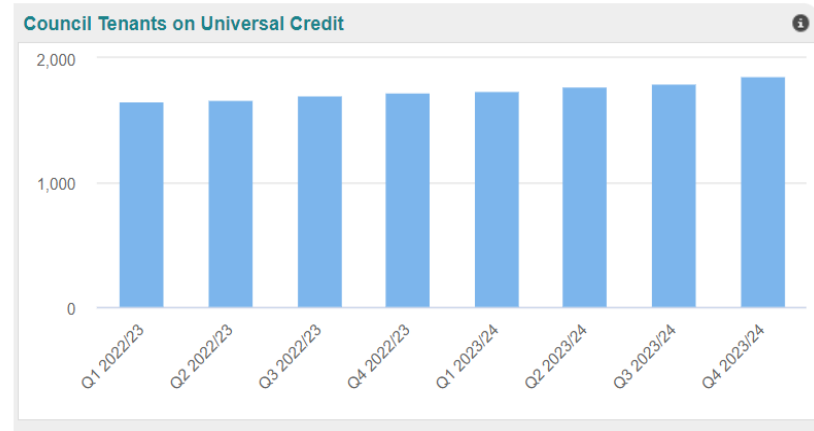
Quarterly Target is the year to date budget

3.2 Universal Credit Summary – Quarter 4



Commentary

There are 9,783 universal credit claimants in Tamworth.



Commentary

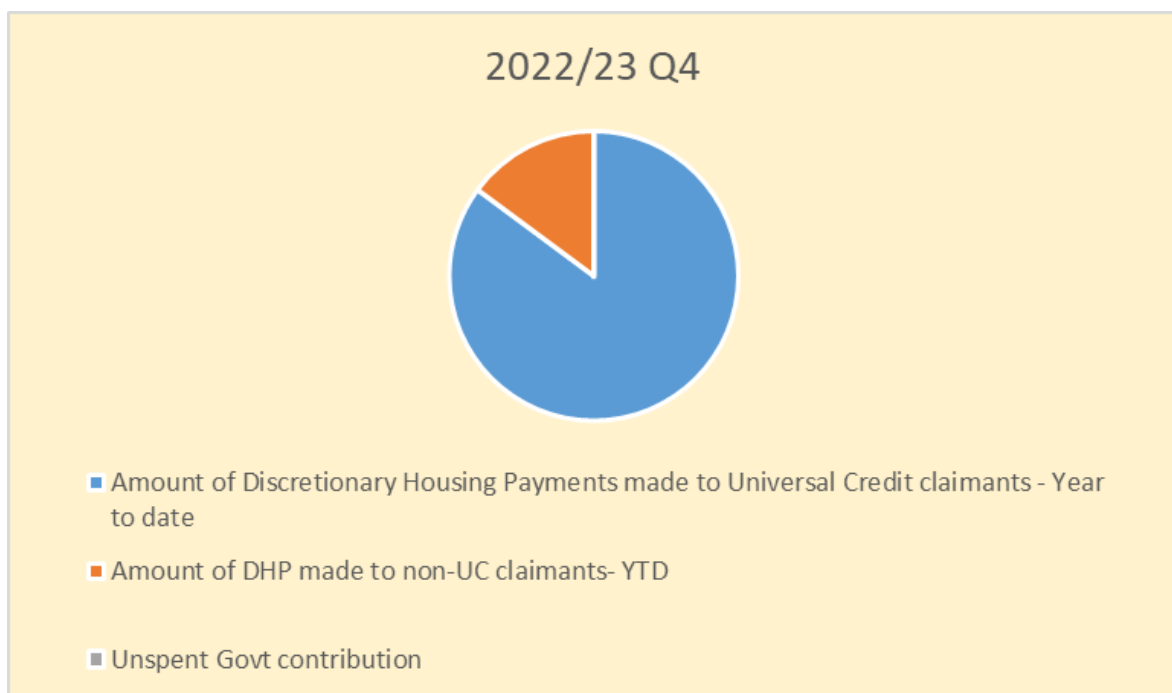
There are 1,860 council tenants on universal credit

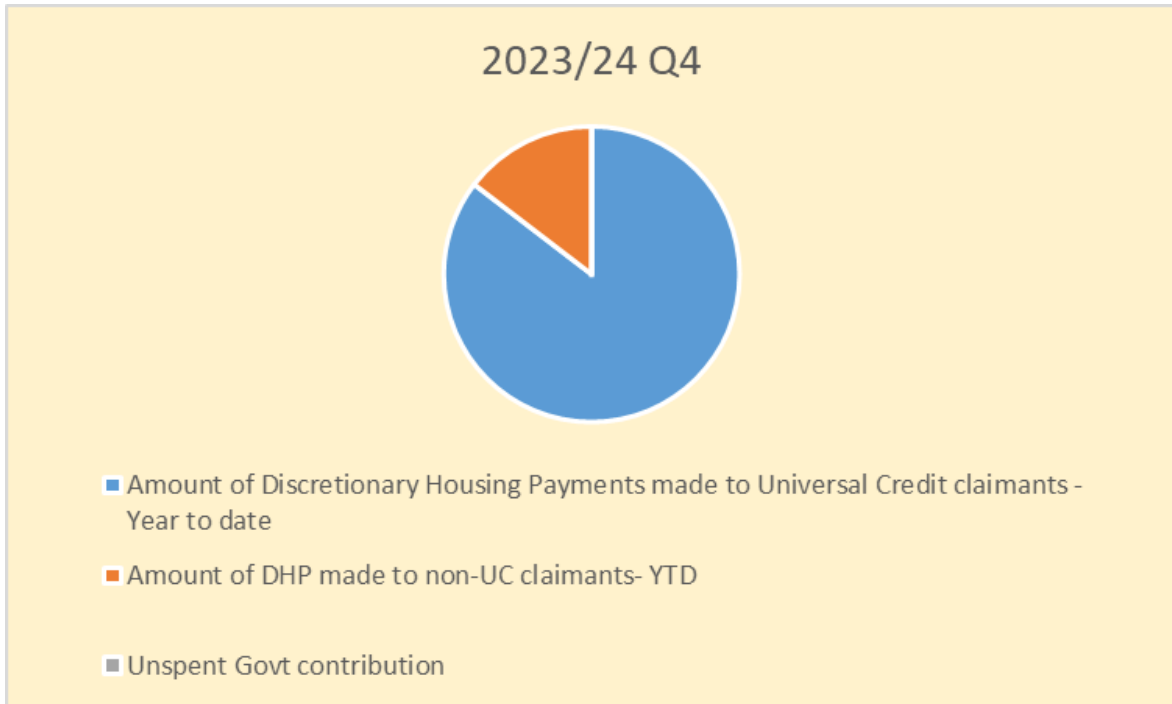
3.3 Economic Wellbeing

Quarterly updates are presented to monitor economic wellbeing and the impact 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.

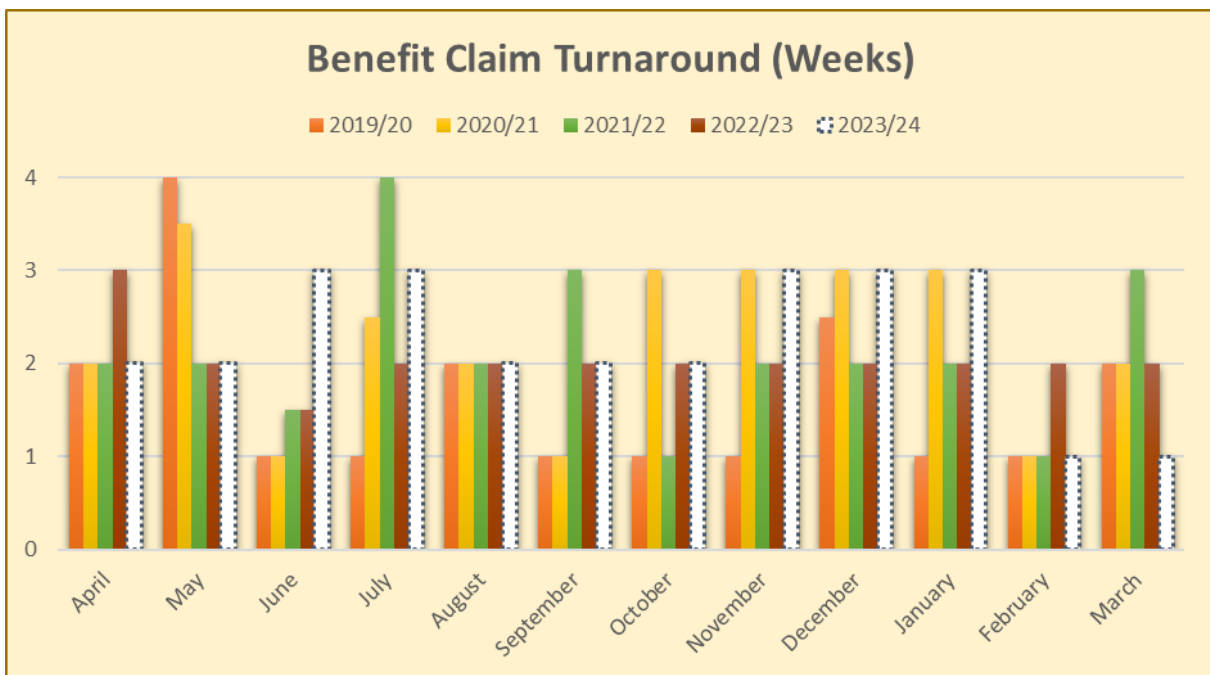
Benefits

An increase in the number of Discretionary Housing Payments (DHP) claims is reported though the value is the same as last year - DHP claims paid are £98k (£98k at 31st March 2023) with 132 successful claims from 307 applications (compared to 120 successful claims from 280 applications at 31st March 2023).

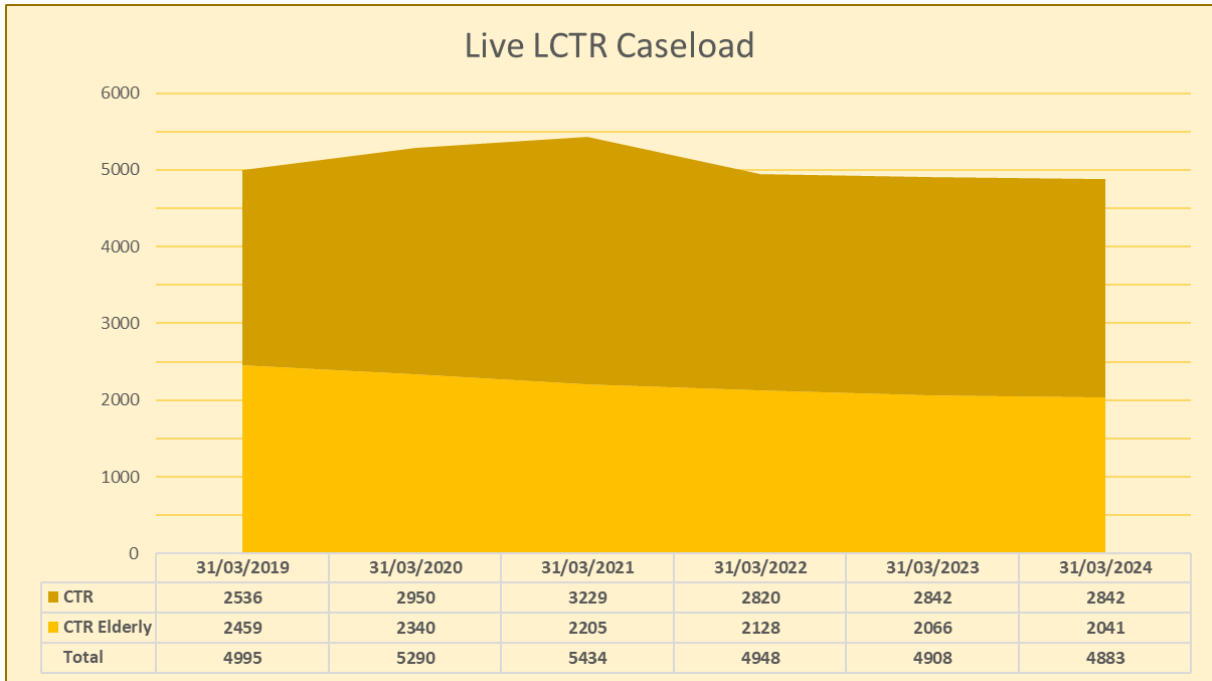




There is a 1 week timescale for processing claims (2 weeks as at 31st March 2023).

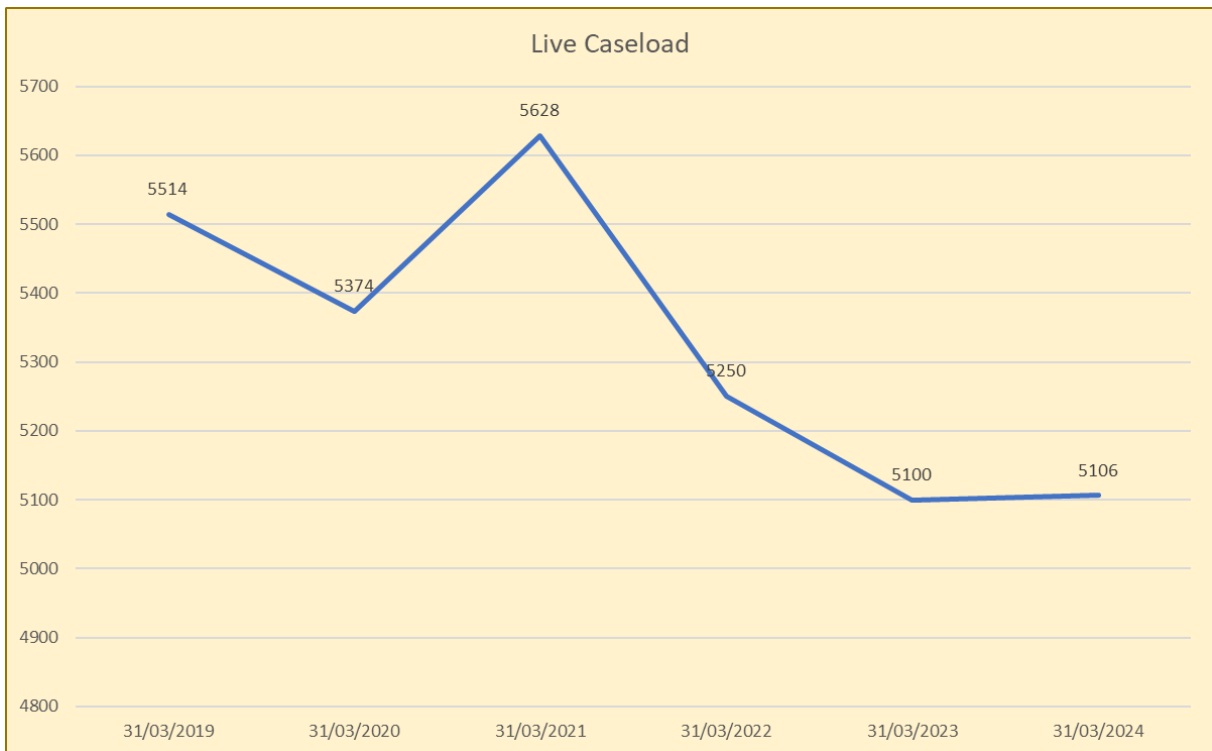


Local Council Tax Reduction Scheme claims are roughly level with 2022/23 (4,883 claimants as at 31st March 2024 compared to 4,908 at 31st March 2023) with a total scheme cost of £4.8m (£4.6m in 2022/23).

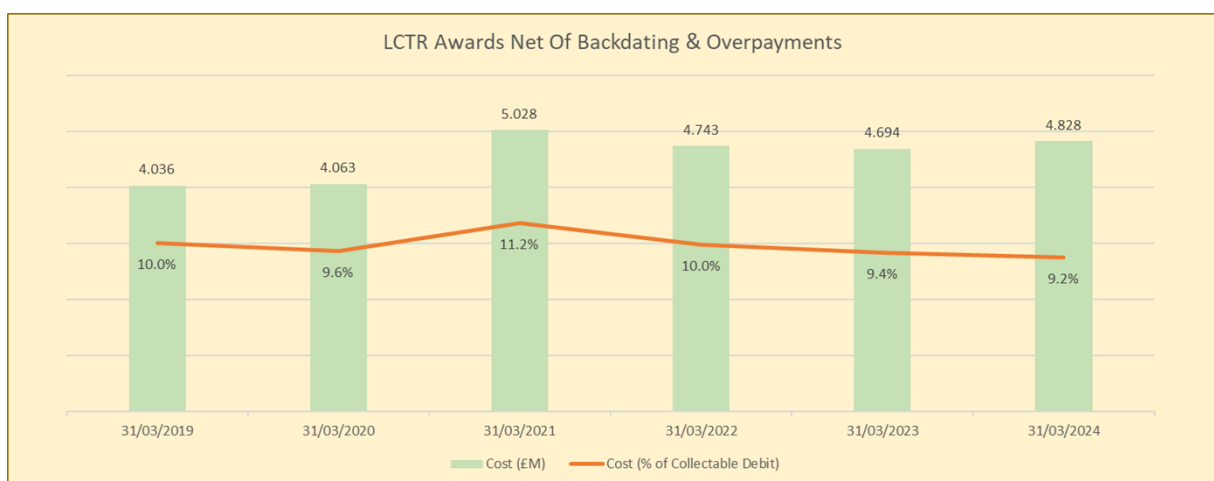
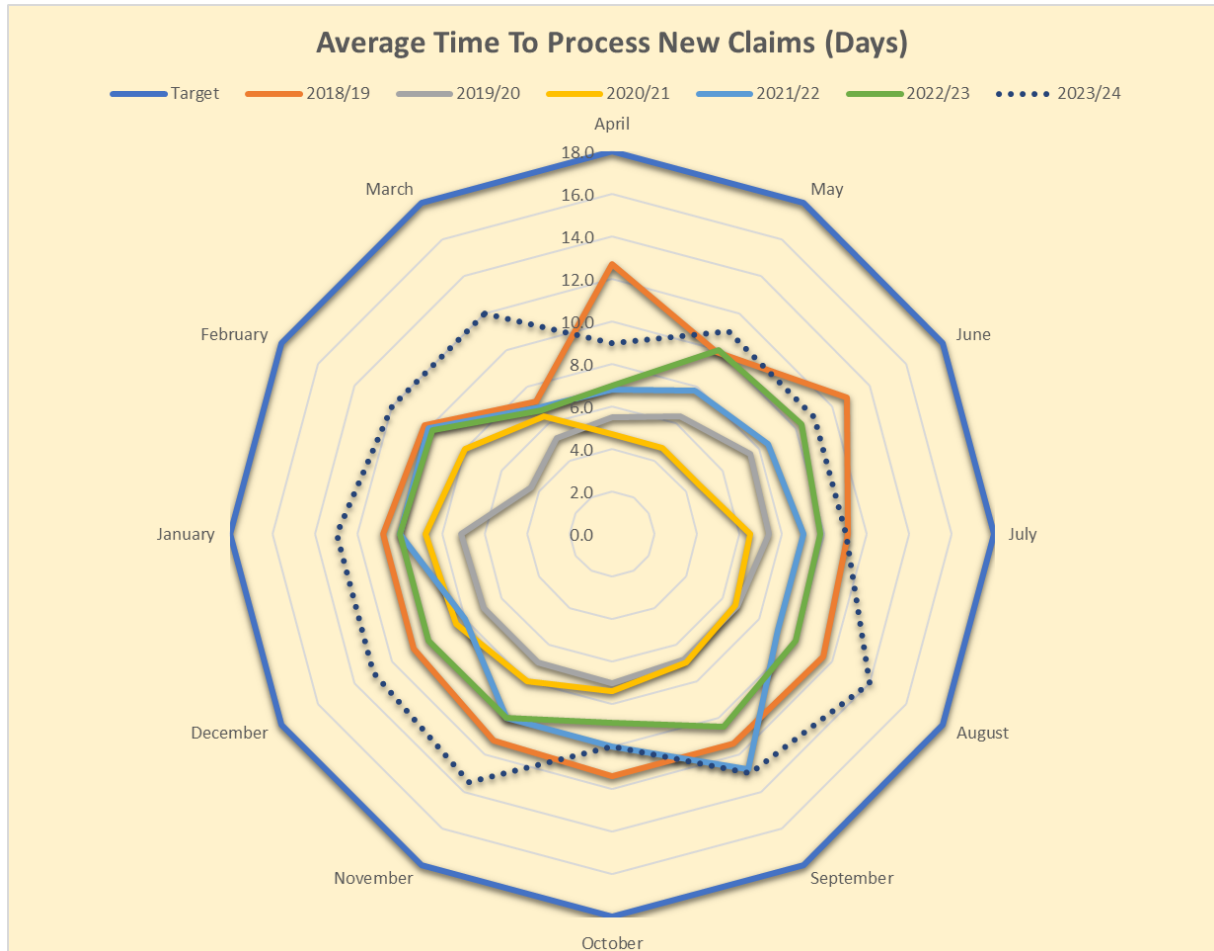


NB The live LCTR caseload increased on 01/04/2024 to 4,965 due to introduction of the banded scheme.

Live caseload figures at 31/03/2024 (LCTR plus housing benefit) are currently 5,106, marginally higher than the 31/03/2024 figure of 5,100. 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 12.0 days to March 2024 (6.7 days to March 2023). Whilst this is ahead of target it is apparent that due to the migration of Universal Credit the remaining Housing Benefit caseload is of a more complex nature which takes longer to process, which has been acknowledged by DWP.

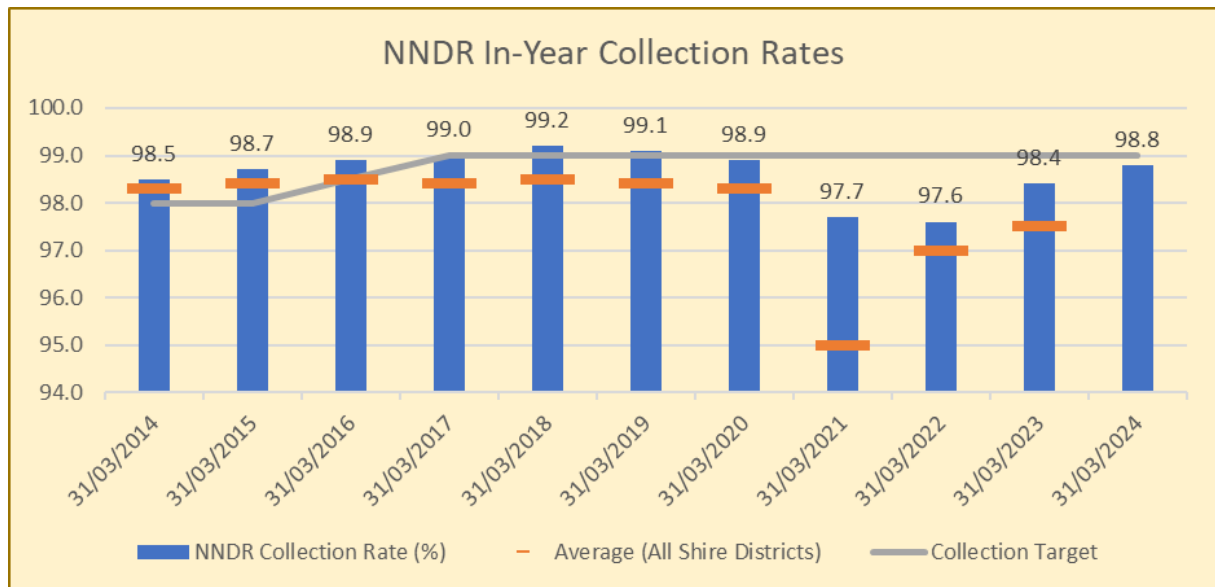


Revenues

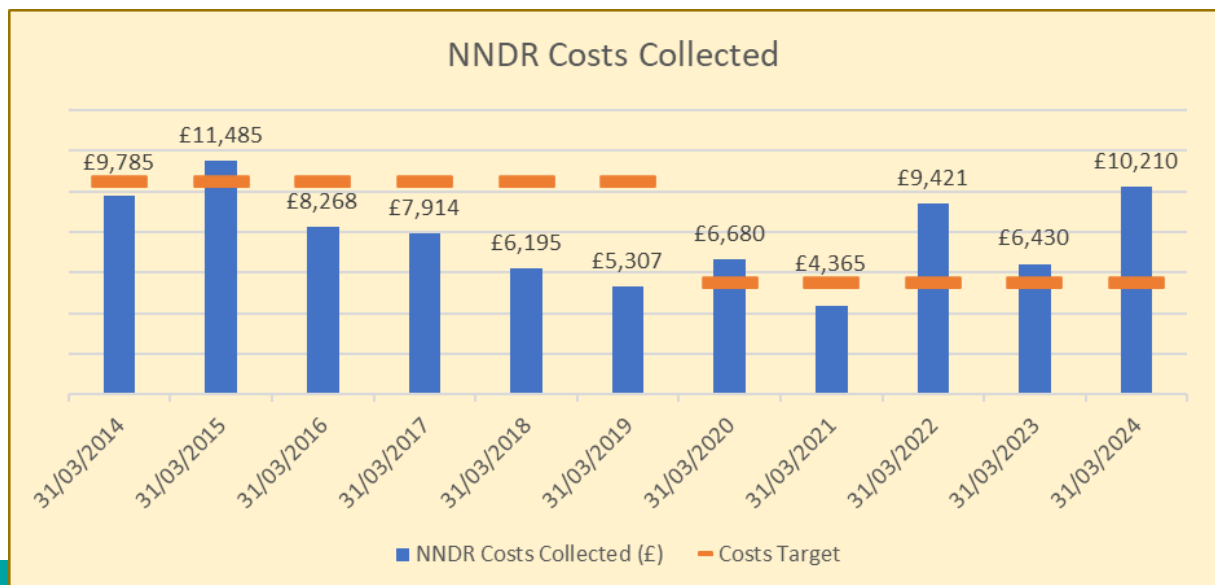
Recovery actions were eased to a degree due to the pandemic with a more generous approach to arrangements to pay. Also court time was limited so instead of one hearing per month there were just four hearings in 2020/21 commencing in December though the frequency has returned to near normal with nine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

NNDR

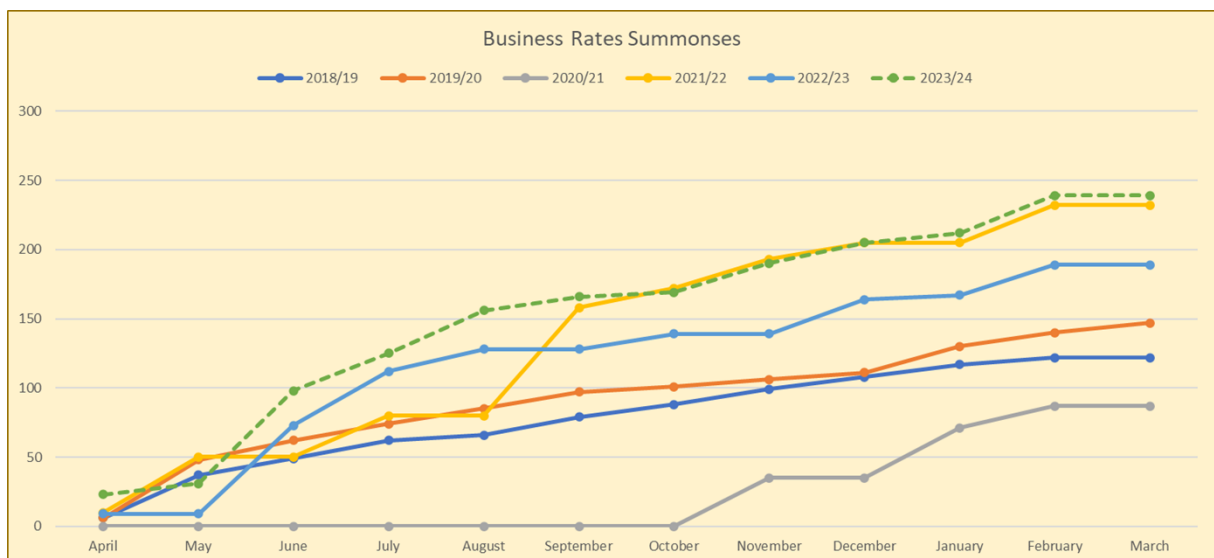
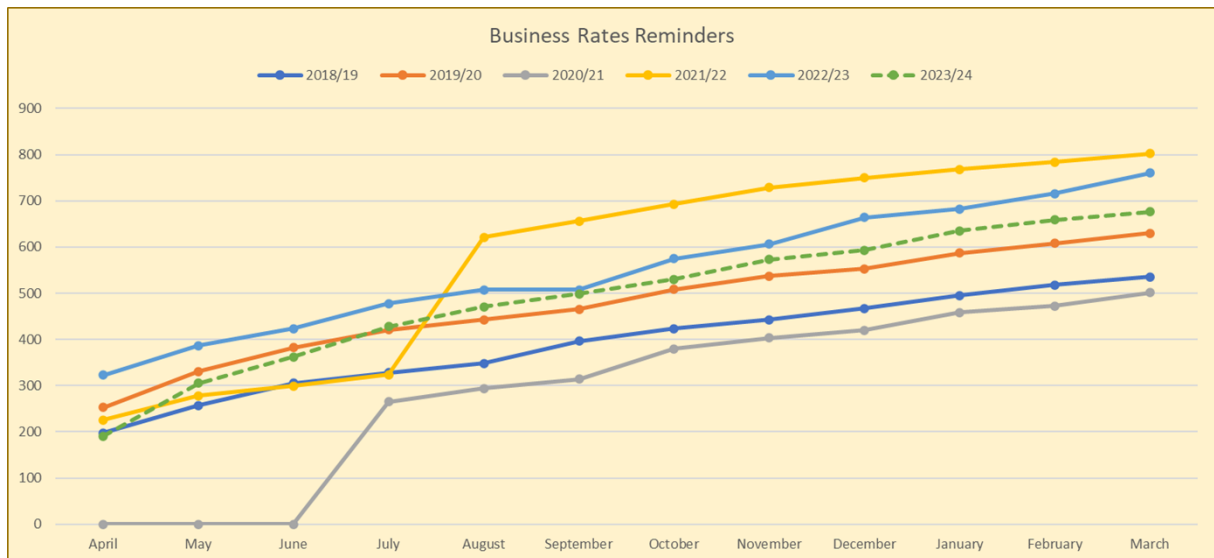
Collection performance continues to improve but remains behind target primarily due to targets being unchanged since before the COVID outbreak- current year collection level is 98.8%, below target by 0.2% at 31st March (97.6% as at 31st March 2022 and 98.4% as at 31st March 2023).

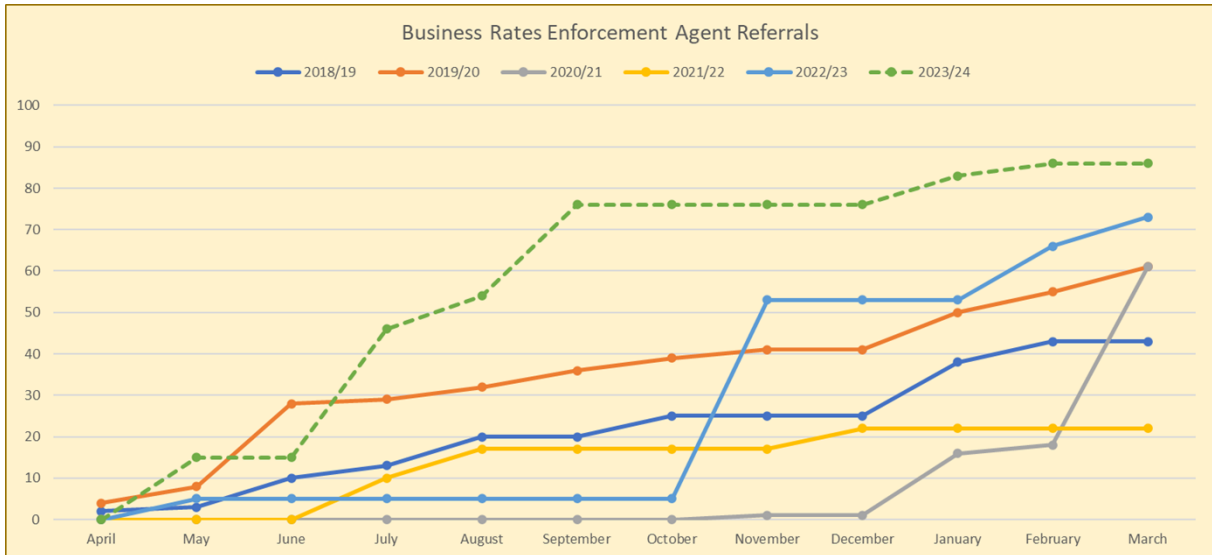


Court costs are £10.2k, above the target of £5.5k.

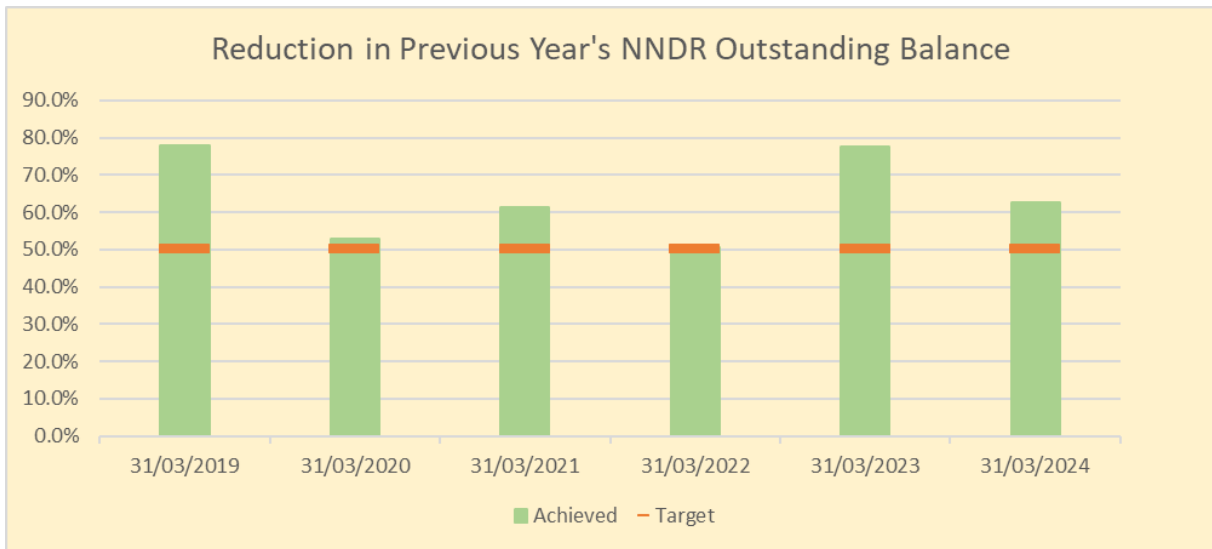


Reminders (676 for 2023/24) are at similar levels to 2019/20 levels (630) but with summons at higher levels than 2019/20. There have been 239 summonses compared to 147. There have been 86 enforcement agent referrals in 2023/24 (61 referrals in 2019/20).



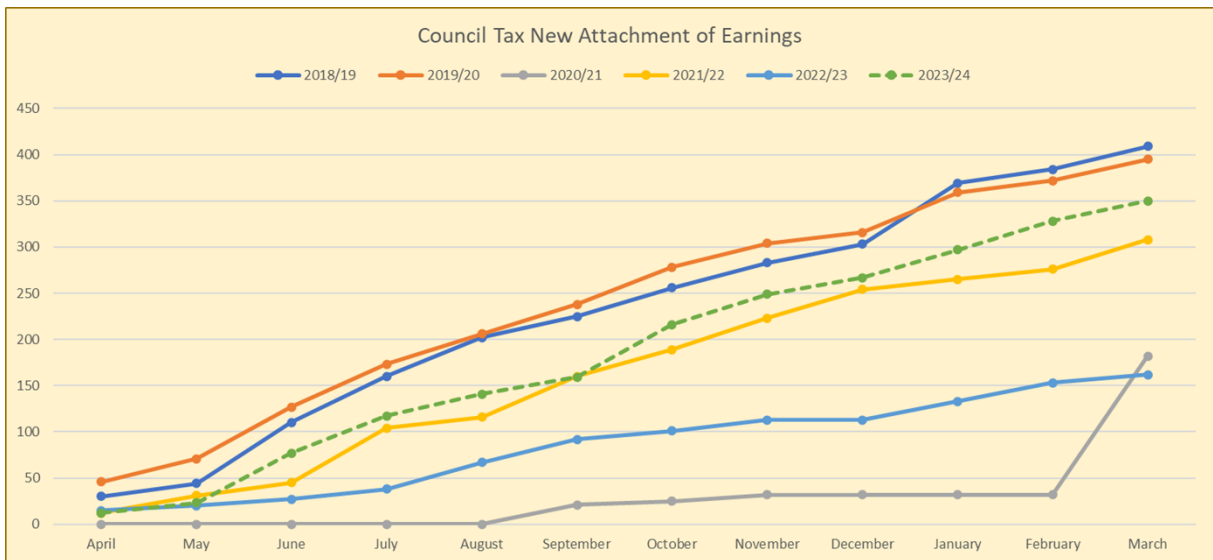
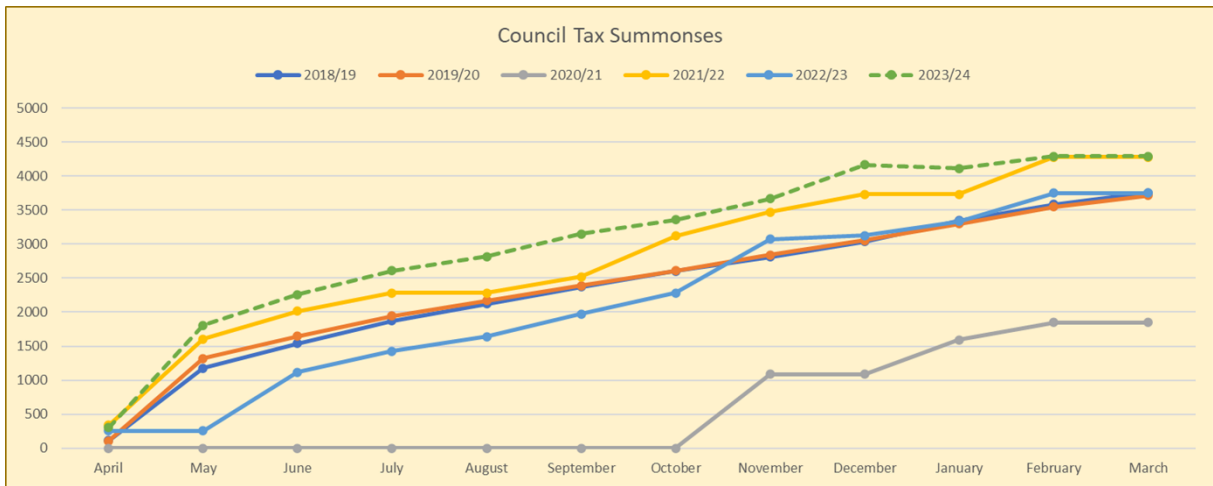
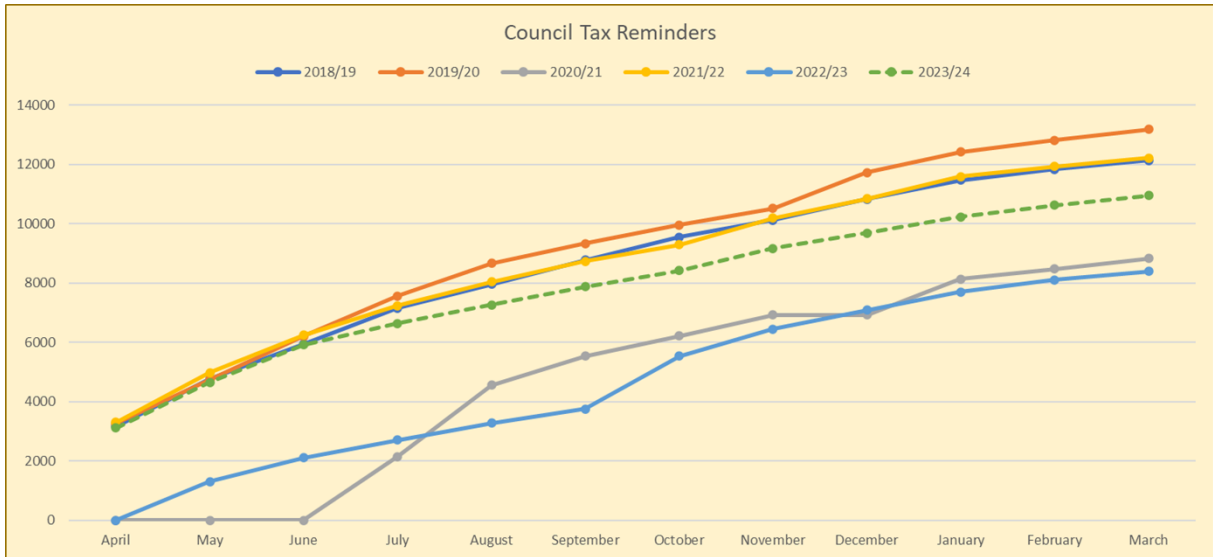


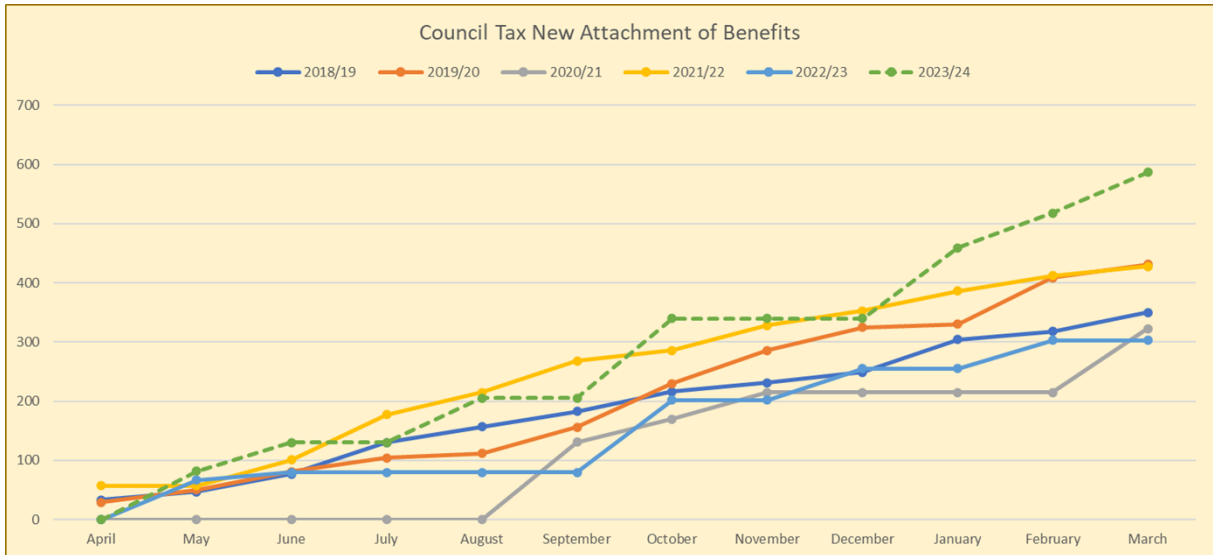
Arrears reduction in respect of 2022/23 debt stands at 62.6% compared to a target of 50.0%.



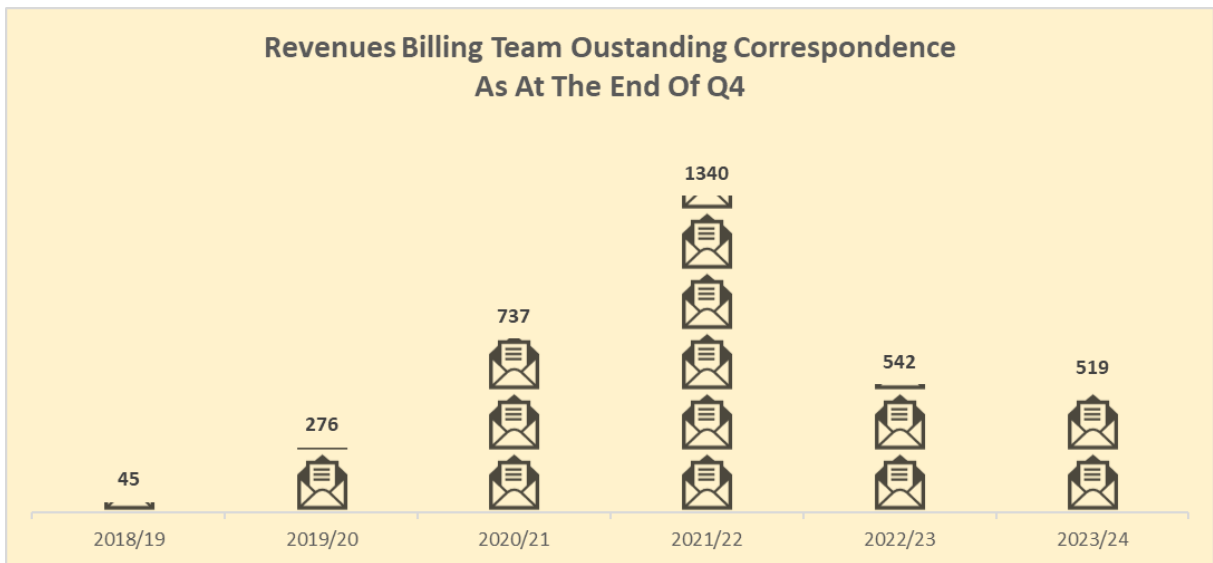
Council Tax

Reminders are at a lower level than 2019/20 (10,961 at 31st March 2024 compared to 13,194 for 2019/20) with liability orders at slightly higher levels (4,290 summonses compared to 3,714 in 2019/20 with 3,460 liability orders compared to 2,878). Attachment of earnings are at lower levels (350 attachments compared to 395 in 2019/20 meanwhile there were 2,821 enforcement agent referrals compared to 1,912 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.

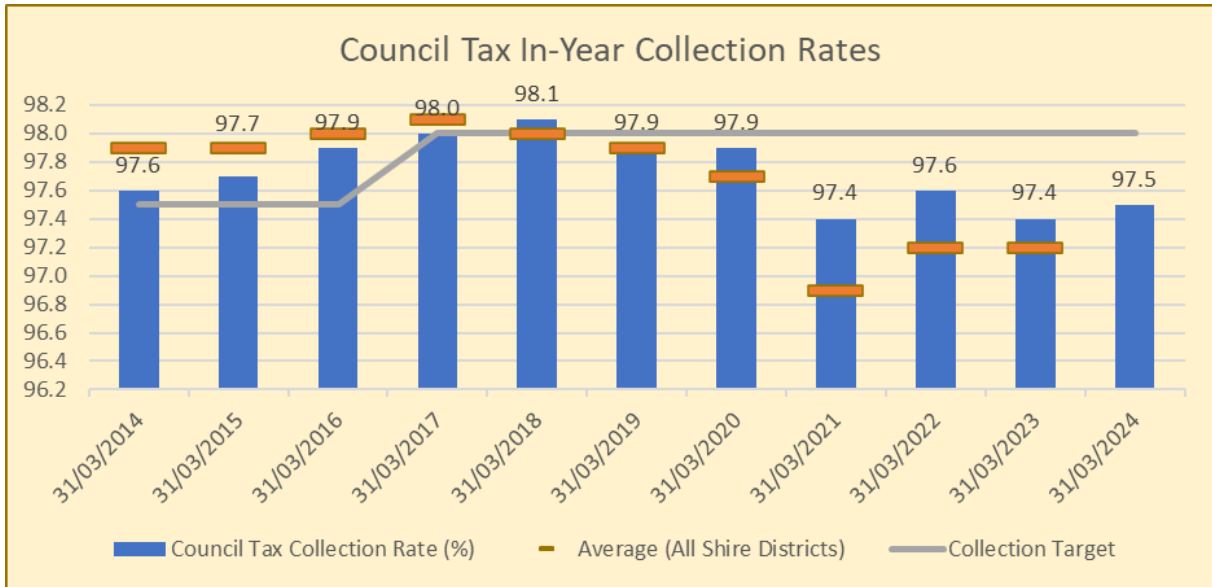




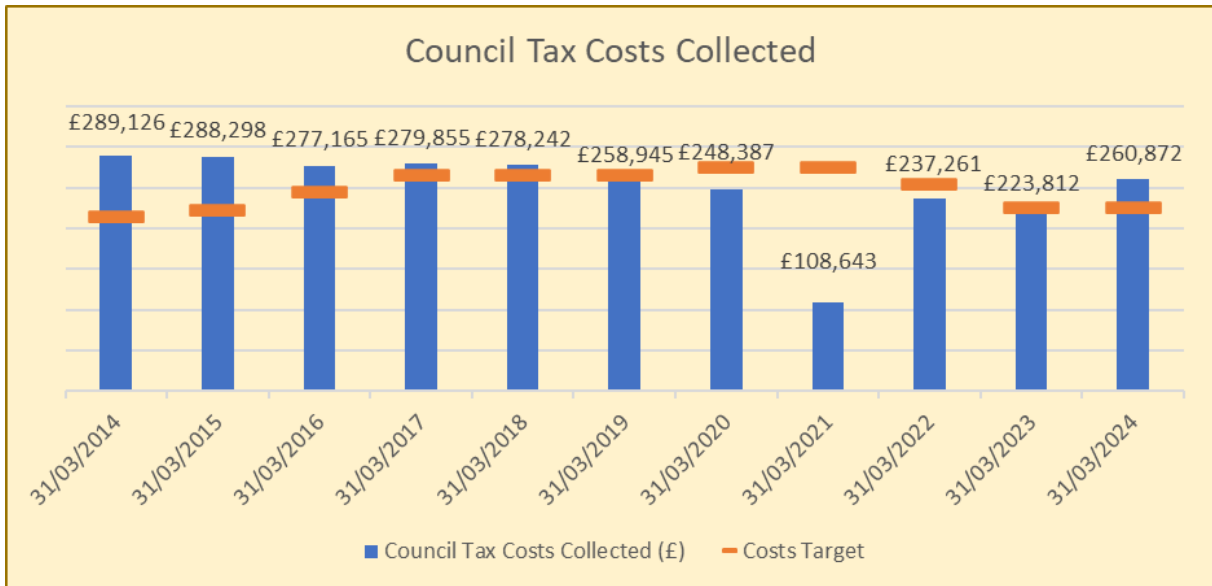
The backlog in processing of correspondence has been addressed and figures are now significantly better than normal. The Revenues Billing Team backlog has reduced from 542 outstanding items at the end of March 2023 to 519 at the end of March 2024 (300 items at 31st December 2021).



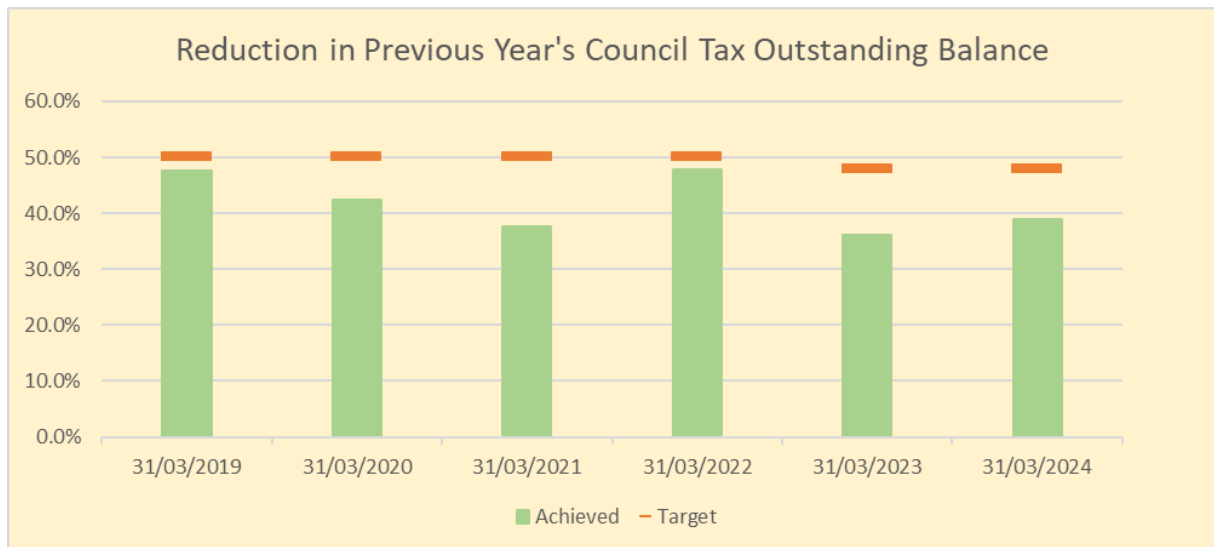
The current year collection level of 97.5% is below the target of 98.0%, this is just ahead of the 2019/20 collection performance of 97.4%. Performance is impacted by money being allocated elsewhere due to cost of living increases as well as higher arrears levels leading to reduced current year collection.



Court cost income is well ahead of target by £35k at £261k.



Arrears collection in respect of 2022/23 stands at 39.0%, behind the target of 48.0%.



As at 31st March 2024 there were 2,237 live Council Tax universal credit cases. The collection rate for universal credit cases was 80.0% (of a £714k collectable debit) compared to our overall collection rate of 97.5%. The difference shows universal credit collection approximately £125k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 28.8% compared to 74.4% overall. In addition, 1,618 reminders have been sent in respect of the 2,237 universal credit cases (10,186 for 34,841 overall liabilities). 19.0% of live cases have received a summons for non-payment, compared to a figure of 5.0% overall.

Housing

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

Tenants in receipt of Universal Credit:

Indicator	Qtr 4 2020/21	Qtr 1 2021/22	Qtr 2 2021/22	Qtr 3 2021/22	Qtr 4 2021/22	Qtr 1 2022/23	Qtr 2 2022/23	Qtr 3 2022/23	Qtr 4 2022/23	Qtr 1 2023/24	Qtr 2 2023/24	Qtr3 2023/24	Qtr4 2023/24
Number of Council Tenants on Universal Credit	1,449	1,519	1571	1556	1617	1655	1671	1,701	1,722	1,743	1,776	1,794	1,860
Number of Council Tenants on Universal Credit in Rent Arrears	680	954	987	1077	749	1063	1170	1,165	779	1,190	1,211	1,184	813
Percentage of Council Tenants on Universal Credit in Rent Arrears	46.9%	62.8%	62.8%	69.2%	46.3%	64.2%	70.0%	68.5%	45.2%	68.3%	68.2%	66.0%	43.7%
Number of Council Tenants on Universal Credit not in Rent Arrears	769	565	584	479	868	592	501	536	943	553	565	610	1,047
Percentage of Council Tenants on Universal Credit not in Rent Arrears	53.1%	37.2%	37.2%	30.8%	53.7%	35.8%	30.0%	31.5%	54.8%	31.7%	31.8%	34.0%	56.3%

Total **Rent** arrears (excluding former tenants) at 31st March 2024 were £458k compared to £507k at 31st March 2023 – a reduction of £49k (compared to a £12k reduction in the preceding year).

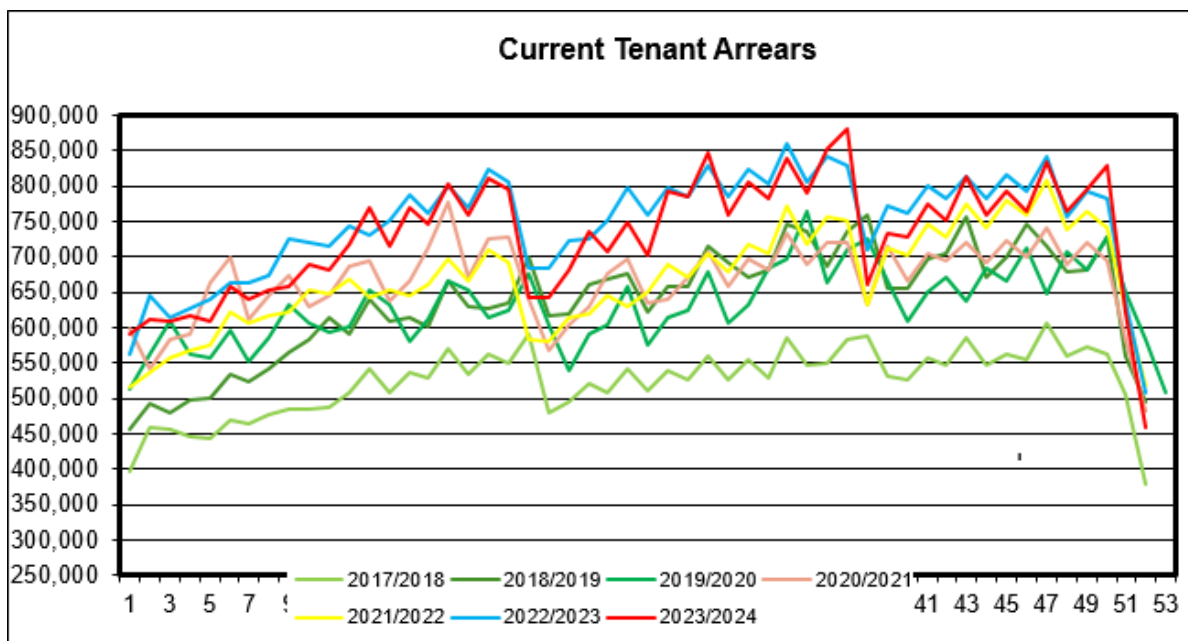
Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.06m at 31st March 2024, compared to £1.92m at 31st March 2023, an increase of £14k (compared to a £94k increase between 31st March 2022 and 31st March 2023 and an increase of £45k between 31st March 2021 and 31st March 2022).

There have been 8 evictions between 1st April 2023 – 31st March 2024.

Five applications have been received for hardship funding during Quarter 4 2023-2024, 4 of these applications have been approved and one is awaiting further supporting documentation from applicant to enable the applications to be fully assessed.

Arrears comparison graph year on year performance

The comparison chart below clearly illustrates that whilst arrears generally continue to increase, the general pattern of data across the years arrears remains consistent and arrears at year end 2023/2024 was £49k lower than year end of the previous financial year 2022/23.



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 – 31/03/2024
Council Tax	£9,053.69
Business Rates	£26,177.07
Sundry Income	£30,100.94
Housing Benefit Overpayments	£22,532.32
Housing	£72,198.69

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

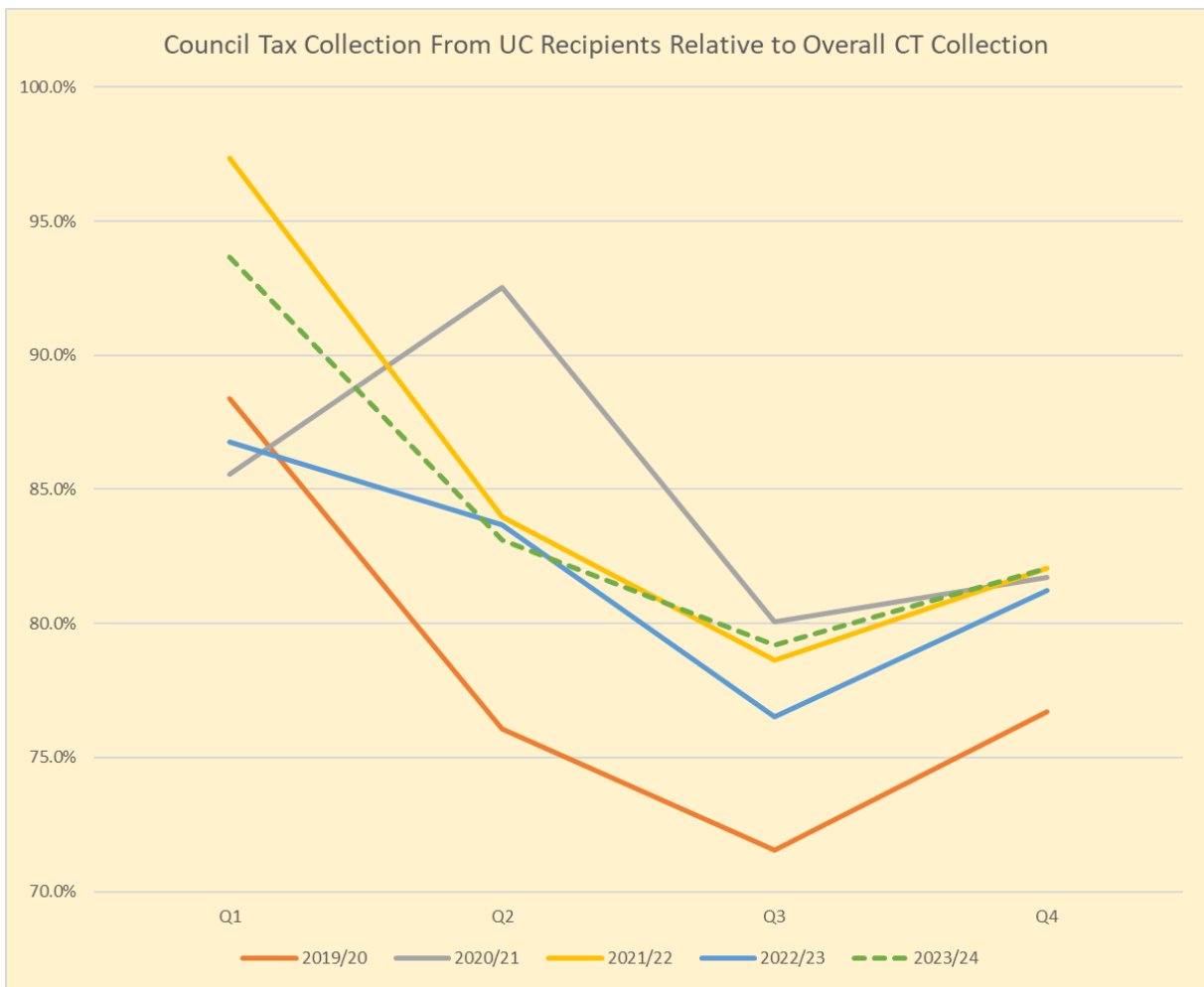
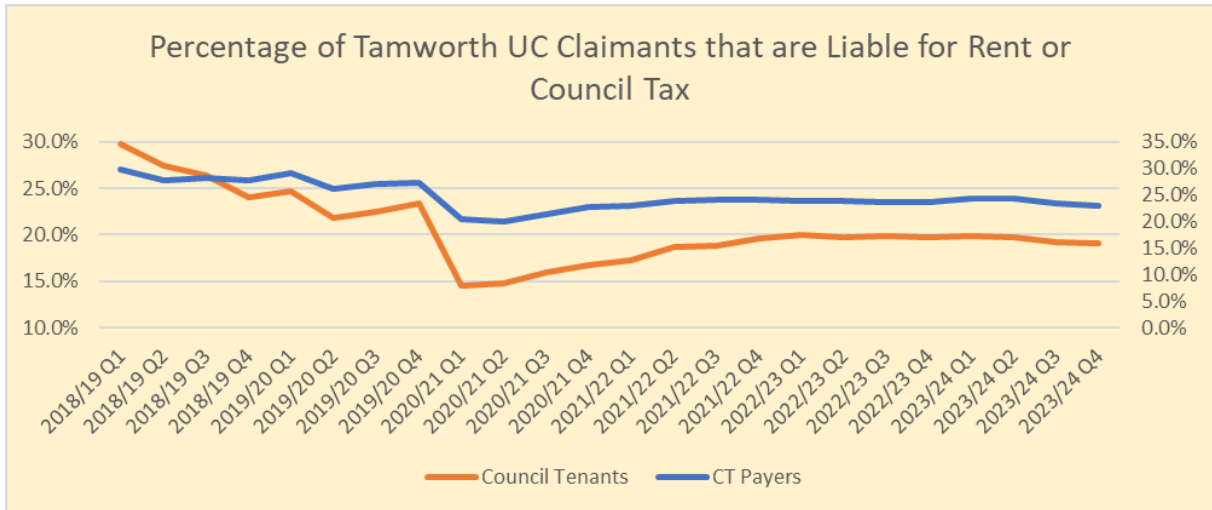
The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and will need to be considered for write off in accordance with the schemes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

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

Universal Credit

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

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 4 2020/21	Qtr 4 2021/22	Qtr 1 2022/23	Qtr 2 2022/23	Qtr3 2022/23	Qtr4 2022/23	Qtr1 2023/24	Qtr2 2023/24	Qtr3 2023/24	Qtr4 2023/24
live caseload figure	5,514	5,374	5,628	5,055	5,198	5,186	5,124	5,100	5,134	5,130	5,056	5,106
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	9,325	9,783
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	1,794	1,860
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	1,184	813
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%	66.0%	43.7%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	868	592	501	536	943	563	565	610	1,047
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%	34.0%	56.3%
Number of Council Tax Payers on Universal Credit	745	1,254	1,975	1,973	1,976	2,012	2,023	2,065	2,140	2,194	2,176	2,236
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	489	420
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%	22.5%	18.8%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1,712	1,553	1,943	1,862	1,613	1,669	1,769	1,725	1,687	1,816
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%	77.5%	81.2%
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	6,278,493	6,527,735
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	61,020	98,331
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	48,679	83,965



3.4 Medium Term Financial Strategy 2023/24 - 2027/28 Monitoring, March 2024

At its meeting on 27 February 2024, the Council approved a 2.95% increase in Council Tax (to £202.70 for a Band D property) alongside the 2024/25 budget and Medium Term Financial Strategy (MTFS). The projected budget 2024/25 to 2028/29 is shown in the table below.

	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000
Net Cost of Services	8,183	11,605	12,795	13,144	13,605
Financing:					
RSG	(322)	(328)	(335)	(342)	(349)
Collection Fund (Surplus) / deficit Council Tax	(27)	(27)	(27)	(27)	(27)
Collection Fund (Surplus) / deficit Business Rates	1,152	-	-	-	-
Business Rates Tariff	11,173	12,361	13,139	13,401	13,669
Business Rates net income	(14,265)	(15,407)	(15,715)	(16,030)	(16,350)
Council Tax	(4,759)	(4,941)	(5,130)	(5,326)	(5,528)
Gross Financing	(7,048)	(8,343)	(8,069)	(8,323)	(8,585)
(Surplus) / Deficit	1,135	3,262	4,726	4,822	5,020
Balances Remaining (-) / Overdrawn	(9,185)	(5,923)	(1,197)	3,625	8,645

The 2024/25 budget of £8.183m requires the use of £1.135m use of reserves. The use of reserves is currently projected to increase to unsustainable levels in future years and it will be necessary to deliver savings through the Sustainability Strategy to enable the Council to move towards a balanced budget.

The current economic climate remains uncertain with many external influences. Local Government received a one-year funding settlement for 2024/25. With the general election expected to be held in the latter part of 2024 a further one year settlement for 2025/26 is expected, making it difficult to plan longer term.

There remains significant uncertainty around Local Government funding beyond 2025/26 due to a potential change in government. The Business Rate Reset will also see the national redistribution of business rates so that any retained growth (since 2013/14) will be consumed into the national pot for redistribution. These reforms were expected to be in place by 2025/26, but this is now not expected until 2026/27 at the earliest. It is expected that Tamworth BC will lose significant growth when this occurs.

Housing Revenue Account (HRA)

A rent increase of 7.7% was approved by the Council on 27 February 2024 in line with CPI+1% allowed by the Government's rent setting guidance. The budget position indicates that balances will remain above the approved minimum level of £0.5m over the five year period, as outlined in the table below.

<i>figures exclude internal recharges which have no bottom line impact.</i>	Base Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	£	£	£	£	£	£
HOUSING REVENUE ACCOUNT						
HRA Summary	(4,620,760)	(6,218,000)	(6,201,910)	(6,566,060)	(6,916,950)	(7,305,750)
ED Communities	28,060	28,960	31,300	33,850	36,490	39,150
AD People	268,240	297,270	301,120	304,720	308,420	312,240
AD Environment, Culture & Wellbeing	391,100	419,370	430,050	441,000	450,790	460,080
AD Assets	283,660	223,510	216,270	249,200	280,230	310,310
AD Neighbourhoods	4,473,180	4,195,090	4,072,150	4,145,780	4,225,480	4,303,240
Housing Repairs	0	0	0	0	0	0
GRAND TOTAL	823,480	(1,053,800)	(1,151,020)	(1,391,510)	(1,615,540)	(1,880,730)
Balances B/Fwd	(2,762,484)	(2,531,484)	(3,585,284)	(4,736,304)	(6,127,814)	(7,743,354)
Balances C/Fwd	(2,531,484)	(3,585,284)	(4,736,304)	(6,127,814)	(7,743,354)	(9,624,084)

The table shows that Housing Revenue Account balances are expected to be £6.1m 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.

3.5 Financial Health Check Report – Provisional Outturn Period 13, March 2024

Executive Summary

This section of the report summarises the main issues identified at the end of March and is the ‘best estimate’ of the projected outturn at this time, though subject to the completion of final account working papers and audit procedures.

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy.

General Fund

Revenue

GENERAL FUND	Budget £000	Actual £000	Variance £000	Predicted Outturn Variance £000	Comment
Chief Executive	1,733	1,817	84	7	Minor Variance
AD Growth & Regeneration	1,696	1,794	98	294	Shortfall in car park and planning income; unbudgeted NNDR bill at TEC
ED Organisation	526	532	6	37	Minor Variance
AD People	667	737	70	214	Vacancy Allowance, Increased license fee costs
AD Environment, Culture & Wellbeing	4,366	4,472	106	353	Shortfall in Assembly Rooms catering sales; Public Spaces vacancy allowance
ED Finance	0	8	8	6	Minor Variance
AD Finance	(1,173)	(4,183)	(3,010)	(2,892)	Treasury management interest and dividends
AD Assets	(843)	(1,475)	(632)	(203)	Part payment received for long outstanding Lease Rent invoices for which bad debt provision had been made
AD Neighbourhoods	1,095	1,112	17	(68)	Minor Variance
AD Partnerships	740	684	(56)	(22)	Minor Variance
Total	8,807	5,498	(3,309)	(2,274)	

The projected full year position identifies a favourable variance against budget of £3.309m (£2.274m reported at period 11). This projection has highlighted several budget areas with significant variances (detailed at section 3.6).

Capital

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000
AD Growth & Regeneration	18,223	28,608	11,341	(17,267)	17,267	28,608
AD People	449	555	91	(464)	471	562
AD Environment, Culture & Wellbeing	944	2,847	147	(2,700)	2,686	2,833
AD Finance	-	45	1	(44)	-	1
AD Assets	1,408	3,862	782	(3,081)	3,037	3,819
AD Neighbourhoods	-	46	46	-	-	46
GF Contingency	250	2,250	-	(2,250)	2,250	2,250
TOTAL GENERAL FUND	21,274	38,214	12,408	(25,806)	25,711	38,119

The provisional outturn on capital schemes spend is £12.408m (£13.979m projected at period 11) compared to a full year budget of £38.214m (this budget includes re-profiled schemes from 2022/23 of £21.274m). It is requested that £25.711m be re-profiled into 2024/25 (£19.119m projected at period 11) which will result in an outturn of £38.119m (underspend of £0.095m on the General Fund capital programme).

A summary of Capital expenditure by Directorate can be found at section 3.7

Balances

Balances on General Fund are projected to be in the region of £11.718m at the year-end from normal revenue operations (£10.683m projected at Period 11) compared to £10.320m projected within the 2024/25 budget report – additional balances of £1.398m.

The change in the predicted out-turn variance since that predicted at period 11 (a favourable change of £1.035m) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Members should be aware that any unplanned call on the above balance could adversely affect our ability to resource activity within the current medium term financial plan.

Housing Revenue Account

Revenue

HOUSING REVENUE ACCOUNT	Budget £000	Actual £000	Variance £000	Predicted Outturn Variance £000
HRA Summary	(10,937)	(10,627)	310	(148)
ED Communities	-	15	15	12
AD Environment, Culture & Wellbeing	391	354	(37)	(33)
AD People	-	(21)	(21)	(3)
AD Assets	583	463	(120)	(45)
AD Neighbourhoods	4,380	4,053	(327)	(2)
Housing Repairs	6,407	6,777	370	(471)
Total	824	1,014	190	(690)

The projected full year position identifies an unfavourable variance against budget of £190k (£690k favourable reported at period 11). Individual significant budget areas reflecting the variance are detailed at section 3.6.

Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000
AD Assets	7,780	16,144	11,320	(4,823)	4,335	15,655
HRA Contingency	100	100	-	(100)	100	100
TOTAL HOUSING REVENUE ACCOUNT	7,880	16,244	11,320	(4,923)	4,435	15,755

The provisional outturn on programmed capital schemes is £11.320m (£11.493m projected at period 11) compared to a budget of £16.244m (including budget of £7.880m re-profiled from 2022/23). It is proposed that £4.435m be re-profiled into 2024/25 (£3.777m at period 11) in relation to delayed schemes, which will result in an outturn of £15.755m (underspend of £0.489m on the HRA capital programme).

A summary of Capital expenditure by Directorate can be found at section 3.7

Balances

Balances on the Housing Revenue Account are projected to be in the region of £1.747m at the year-end (£2.627m projected at period 11) compared to £2.530m projected within the 2024/25 budget report – reduced balances of £0.783m.

The change in the predicted out-turn variance since that predicted at period 11 (an unfavourable change of £0.880m) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

3.6 General Fund Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
ED Organisation	MEMBER SERVICES	MEMBERS ATTN ALLOW & FIN LOSS	275,807	336,180	(60,373)	Members allowances not increased in line with budgetary provision, and some members only due to receive 90% of allowance.
		CONT TO RESERVES	55,000	0	55,000	Transfer to reserve for Temp Chief Executive Support
AD Environment, Culture & Wellbeing	ASSEMBLY ROOMS	PERFORMERS FEES	433,575	388,580	44,995	Post Covid more shows gone to % fees. Expenditure is 80% of tickets sales which is industry standard.
	ASSEMBLY ROOMS BAR	BAR SALES	(134,753)	(81,010)	(53,743)	Higher income than expected
		CATERING SALES	(71,293)	(210,300)	139,007	Lower income than budgeted, mark up on sales not achievable
	COMMUNITY LEISURE	SPORT DEVELPMT PROJECT FUNDING	21,758	55,360	(33,602)	Funds released from reserves but not spent in the year, therefore transferred back to reserve
		CONT TO RESERVES	66,900	0	66,900	
		SECTION 106 RECEIPTS	(33,300)	0	(33,300)	
	PUBLIC SPACES	SALARIES	1,470,009	1,518,120	(48,111)	Several vacant posts in year covered by temp staff
		VACANCY ALLOWANCE	0	(111,130)	111,130	Vacancy Allowance
		VEHICLE HIRE	91,591	166,080	(74,489)	Delays in supply of new vehicles
		EQUIPMENT LEASE CHARGES	29,331	93,580	(64,249)	Delay in receiving new machines
		EQUIPMENT HIRE	66,085	32,170	33,915	Higher costs, due to new vehicles not being received as expected
		CONT TO RESERVES	41,000	0	41,000	Underspends to transfer to reserve
		TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	13,759	88,080	(74,321)
	CONT TO RESERVES		192,400	0	192,400	Underspend to Balancing Ponds Reserve
	MAINTENANCE OF ROADS (HRA)		(7,842)	60,090	(67,932)	Underspend to transfer to reserves
	LIGHTING		109,633	49,550	60,083	Increased costs not reflected in budget

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Environment, Culture & Wellbeing	SPORT PITCHES	CONT TO RESERVES	62,783	0	62,783	Contribution to retained funds for pitch maintenance & future sports facility development
		FEES & CHARGES 3G SPORTS	(54,013)	0	(54,013)	Income was not budgeted - transferred to reserve above.
	AD ENVIRONMENT CULTURE & WELLBEING	SALARIES	66,488	97,980	(31,492)	Vacant post for part of the year covered by temp staffing
AD People	ICT	MFT LICENCE/MTCE/IMP	558,624	526,190	32,434	Increase in annual licence fees above budgetary provision
	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(40,970)	40,970	Vacancy Allowance
	APPLICATIONS & DIGITAL INSIGHT	SALARIES	287,652	319,570	(31,918)	Underspend due to vacancies during the year
AD Assets	COMMERCIAL PROPERTY MANAGEMENT	RATES	101,191	60,980	40,211	NNDR bills paid for properties purchased in George St/Market St as part of FHSF Project to be re-let as Commercial Properties.
		PROVISION FOR BAD DEBTS	689,978	5,580	684,398	Bad debt provision in respect of outstanding Lease Rent invoices going back to Sept 2022 onwards.
		BAD DEBT PROVISION	(1,036,627)	0	(1,036,627)	Part payment received for long outstanding Lease Rent invoices, offsetting charge above.
		RENTS	(803,908)	(703,150)	(100,758)	Various rent increases throughout year and large invoice raised March 2024 for backdated rent

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Assets	INDUSTRIAL PROPERTIES	BAD DEBT PROVISION	(34,174)	0	(34,174)	Instalment plans set up for numerous Debtors resulting in reduction in bad debt provision
	MARMION HOUSE	ELECTRICITY	66,262	131,240	(64,978)	Bills lower than budgetary provision
		GAS	52,463	85,620	(33,157)	Bills much lower than budgeted for
		RATES	125,037	155,120	(30,083)	Credit on Rates bill for 2nd floor from 2022/23
		CONT TO RESERVES	55,000	0	55,000	Reserve set up to pay for unexpected Business Rates bill and utility bills on former Frankie & Benny's site
AD Neighbourhoods	HOMELESSNESS	BED & BREAKFAST INCOME	(42,193)	(150,000)	107,808	Benefit claim can be submitted at LHA rate, but not all claims are put through, B&B income is not achieved.
	HOMELESSNESS STRATEGY	HOMELESSNESS PREVENTION	78,660	150,000	(71,340)	Homelessness Hub project to continue in 2024/25
		CONT TO RESERVES	50,000	0	50,000	Underspend above to transfer to reserve - Homelessness hub project to continue in 2024/25
		GOVERNMENT GRANTS	(260,704)	(304,710)	44,006	Homelessness prevention grant
		SAVINGS-SERVICE REVIEW	0	(30,000)	30,000	Savings target not achieved
	NEIGHBOURHOOD IMPACT SERVICES	SALARIES	170,888	211,670	(40,782)	Post deleted following R&R review
	CCTV	SALARIES	0	40,520	(40,520)	Post deleted following R&R review

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Partnerships	PARTNERSHIP SUPPORT & DEV	HEALTH INEQUALITIES FUND COMF	27,621	251,342	(223,721)	Grant received in Advance
		GOVERNMENT GRANTS	(29,436)	(251,342)	221,906	Grant in Advance (COMF)
	CAR PARKING ENFORCEMENT COSTS	SALARIES	0	73,900	(73,900)	Two vacancies - funding used for Temp Staff as per agreement with City of Stoke on Trent
		PAYMENTS FOR TEMPORARY STAFF	57,600	0	57,600	Cost of agency staff offset against Salaries underspend
	SAFER STRONGER COMMUNITIES FND	CONT TO RESERVES	71,610	0	71,610	Underspend reserved for Domestic violence pathway contract & Asylum seekers dispersal grant
Chief Executive	JOINT WASTE ARRANGEMENT	RECYCLING JOINT ARRANGEMENTS	449,055	600,000	(150,945)	Recycling credit income paid over to SCC, underspend offsets Recycling Credits shortfall in income
		MISC CONTRIBUTIONS	(156)	(41,140)	40,984	Bulky waste income not achieved
		RECYCLING CREDITS-SCC	(449,055)	(615,000)	165,945	Offset by corresponding underspend
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(747,833)	(800,000)	52,167	Car Park income target not achieved
	CASTLE & MUSEUM	STRUCTURAL REPAIRS	117,679	169,340	(51,661)	Work to be continued in 2024-25. Underspend is reserved
		CONT TO RESERVES	153,057	0	153,057	Underspend reserved for castle projects
		SPONSORSHIP & GRANTS	(91,893)	(18,110)	(73,783)	Funding received from GBSLEP. Work to be continued in 2024-25. Underspend is reserved
	CASTLE SCHOOLS EDUCATION	CONT TO RESERVES	40,000	0	40,000	Reserve request for castle structural works
		SCHOOLS PROGRAMME	(89,276)	(45,000)	(44,276)	Additional income transferred to reserve as above

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Growth & Regeneration	ENVIRONMENTAL HEALTH	SALARIES	581,759	652,790	(71,031)	Two vacant posts
		VACANCY ALLOWANCE	0	(33,410)	33,410	Vacancy allowance
		CONT TO RESERVES	61,350	0	61,350	Salaries underspend transferred to reserve for additional staff costs
	DEVELOPMENT CONTROL	FEES & CHARGES PLANNING APP	(114,818)	(162,860)	48,042	Shortfall due to economic situation
	DEV. PLAN LOCAL & STRATEGIC	CONT TO RESERVES	63,780	0	63,780	From underspent budgets/additional income
	SHARED PROSPERITY FUND	GRANTS	415,833	447,940	(32,107)	Work to be continued in 2024-25. Underspend is reserved
	CLIMATE CHANGE	SALARIES	5,015	47,600	(42,585)	Vacant post to be reserved
		CONSULTANTS FEES	9,204	99,030	(89,826)	Underspend allocated to project to be taken into reserve.
		CONT TO RESERVES	132,300	0	132,300	Underspend reserved for Climate Change in 24/25
	TEC COLESHILL	RATES	119,581	4,460	115,121	Challenge ongoing with regard to NNDR bill.
AD Finance	BENEFITS	PROVISION FOR BAD DEBTS	(94,757)	25,000	(119,757)	Reduction in budgeted Bad Debt Provision required
		RENT ALLOWANCES	4,677,949	4,374,530	303,419	Based on DWP Final Claim – demand led
		COUNCIL TENANT RENT REBATES	6,507,382	6,126,350	381,032	
		CONTRIB TO COUNCIL TAX BENEFIT	152,144	0	152,144	Offset by contribution from reserves and government grant
		GOVERNMENT GRANTS	(131,563)	0	(131,563)	LCTRS Claimants Grant allocated to collection fund

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Finance	BENEFITS	COUNCIL TENANT GRANT	(6,391,918)	(6,082,470)	(309,448)	Based on DWP Final Claim – subsidy dependent on actual claims expenditure
		PRIVATE TENANT GRANT	(4,515,337)	(4,282,650)	(232,687)	
		OVERPAYMENT PRIVATE TENANT	(230,308)	(100,370)	(129,938)	
		OVERPAYMENT COUNCIL TENANT	(108,098)	(71,890)	(36,208)	
		PT OVERPAYMENT RECOVERY	96,376	0	96,376	
	BENEFITS ADMINISTRATION	SALARIES	531,948	561,970	(30,022)	Underspend due to staff vacancies
		VACANCY ALLOWANCE	0	(40,790)	40,790	Vacancy Allowance
		CONT TO RESERVES	30,000	0	30,000	Government grant income unspent to transfer to reserve.
		GOVERNMENT GRANTS	(55,084)	(24,080)	(31,004)	New burden grants to reserve
	CORPORATE FINANCE	CONSULTANTS FEES	0	50,000	(50,000)	Budget not required
		GENERAL CONTINGENCY	0	60,500	(60,500)	No further requirement identified
		CONT TO RESERVES	647,170	0	647,170	Underspends in respect of NNDR to be reserved.
		AUDIT FEE	115,036	203,450	(88,414)	Actual costs less than budgetary estimate.
		NNDR LEVY PAYMENTS	293,997	1,476,160	(1,182,163)	Reduced levy payable

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Finance	CORPORATE FINANCE	GOVERNMENT GRANTS	(2,759,760)	(3,214,880)	455,120	Section 31 grant income due re business rate reliefs
		MISC CONTRIBUTIONS	(414,646)	0	(414,646)	Business Rates pooling returned levy income
		CONTRIBUTION FROM RESERVES	(135,910)	0	(135,910)	Release unspent reserves Cabinet 14/12/23
		SAVINGS-SERVICE REVIEW	0	460,000	(460,000)	Offsetting bad debt provision on Commercial Property
		INTEREST PAYABLE TO RESERVE	303,999	26,550	277,449	Increased interest rates
	TREASURY MANAGEMENT	CONT TO RESERVES	200,000	0	200,000	Contribution to Transformation Reserve
		TREASURY MAN. RECHG TO HRA	(2,951,713)	(2,820,460)	(131,253)	Increased recharge to HRA due to impact of interest rates
		MISC INTEREST & DIVIDENDS	(3,373,444)	(1,337,340)	(2,036,104)	Increased investment income due to increased interest rates and balances available to invest
		PROPERTY FUND DIVIDENDS	(487,383)	(420,000)	(67,383)	Income received higher than budget
	ACCOUNTANCY	TBC CAPITAL WORKS	(3,950)	(48,950)	45,000	Delays in start of Project Accountant role hence reduced cost to be recharged

Significant variances identified resulting in a favourable change to net underspend of £1.035m

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
ED Organisation	MEMBER SERVICES	MEMBERS ATTEN ALLOW & FIN LOSS	(60,373)	0	(60,373)	Members allowances not increased in line with budgetary provision, and some members only due to receive 90% of allowance.
		CONT TO RESERVES	55,000	0	55,000	Transfer to reserve for Temp Chief Executive Support
AD Environment, Culture & Wellbeing	ASSEMBLY ROOMS	PERFORMERS FEES	44,995	111,000	(66,005)	Shortfall in income less than predicted.
	PUBLIC SPACES	VEHICLE HIRE	(74,489)	(40,000)	(34,489)	Delays in supply of new vehicles
		EQUIPMENT LEASE CHARGES	(64,249)	0	(64,249)	Delay in receiving new machines
		CONT TO RESERVES	41,000	0	41,000	Underspends above to transfer to reserve
	TBC HIGHWAYS MAINTENANCE	MAINTEN HIGHWAY RELATED ASSETS	(74,321)	0	(74,321)	Underspend to transfer to Reserves
AD Environment, Culture & Wellbeing	TBC HIGHWAYS MAINTENANCE	CONT TO RESERVES	192,400	0	192,400	Underspend to Balancing Ponds Reserve
		MAINTENANCE OF ROADS (HRA)	(67,932)	0	(67,932)	Underspend to transfer to Reserves
AD Assets	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	684,398	0	684,398	Bad debt provision in respect of outstanding Lease Rent invoices going back to Sept 2022 onwards.
		BAD DEBT PROVISION	(1,036,627)	0	(1,036,627)	Part payment received for long outstanding Lease Rent invoices, offsetting charge above.
		RENTS	(100,758)	(25,000)	(75,758)	Various rent increases throughout year and large invoice raised March 2024 for backdated rent

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Assets	MARMION HOUSE	CONT TO RESERVES	55,000	0	55,000	Reserve set up to pay for unexpected Business Rates bill and utility bills on former Frankie & Benny's site
AD Neighbourhoods	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	44,006	(65,994)	110,000	Budgetary provision £110k
		SAVINGS-SERVICE REVIEW	30,000	0	30,000	Savings target not achieved
Chief Executive	JOINT WASTE ARRANGEMENT	RECYCLING JOINT ARRANGEMENTS	(150,945)	0	(150,945)	Recycling credit income paid over to SCC, underspend offsets Recycling Credits shortfall in income
		MISC CONTRIBUTIONS	40,984	0	40,984	Bulky waste income target not achieved
		RECYCLING CREDITS-SCC	165,945	0	165,945	Offset by corresponding underspend
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	52,167	90,000	(37,833)	Shortfall in income less than expected
	CASTLE & MUSEUM	STRUCTURAL REPAIRS	(51,661)	0	(51,661)	Work to be continued in 2024-25. Underspend transferred to reserve
		CONT TO RESERVES	153,057	63,000	90,057	Underspends including GBSLEP funding reserved for castle projects
	ENVIRONMENTAL HEALTH	SALARIES	(71,031)	(40,000)	(31,031)	Vacant posts
		CONT TO RESERVES	61,350	24,300	37,050	Underspend reserved for Environmental Staffing
	DEV. PLAN LOCAL & STRATEGIC	CONT TO RESERVES	63,780	0	63,780	From underspent budgets/additional income
	CLIMATE CHANGE	CONSULTANTS FEES	(89,826)	0	(89,826)	Underspend allocated to project to be taken into reserve.
		CONT TO RESERVES	132,300	0	132,300	Underspend reserved for Climate Change in 24/25

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Finance	BENEFITS	RENT ALLOWANCES	303,419	265,900	37,519	Based on DWP Final Claim - demand led
		COUNCIL TENANT RENT REBATES	381,032	326,340	54,692	
		COUNCIL TENANT GRANT	(309,448)	(277,360)	(32,088)	
	CORPORATE FINANCE	CONT TO RESERVES	647,170	568,480	78,690	Additional underspends to transfer to reserves
		AUDIT FEE	(88,414)	(50,000)	(38,414)	Actual costs less than budgetary estimate.
		NNDR LEVY PAYMENTS	(1,182,163)	(827,120)	(355,043)	Reduced levy payable
		GOVERNMENT GRANTS	(2,759,760)	(3,214,880)	455,120	Section 31 grant income due re business rate reliefs
		MISC CONTRIBUTIONS	(414,646)	(259,620)	(155,026)	Business Rates pooling returned levy income
	TREASURY MANAGEMENT	INTEREST PAYABLE TO RESERVE	277,449	0	277,449	Increased interest rates
		CONT TO RESERVES	200,000	0	200,000	Contribution to Transformation Reserve
		MINIMUM REVENUE PROVISION GF	(203,830)	(71,630)	(132,200)	Reduced MRP requirement due to slippage in capital scheme
		TREASURY MAN. RECHG TO HRA	(131,253)	(33,450)	(97,803)	Increased recharge from HRA due to impact of interest rates
	ACCOUNTANCY	TBC CAPITAL WORKS	45,000	0	45,000	Delays in start of Project Accountant role hence reduced cost to be recharged

Housing Revenue Account – Main Variances

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
AD Operations & Leisure	CARETAKERS	SALARIES	217,253	255,550	(38,297)	Vacant post
AD Assets	SERVICE CHARGES	SERVICE CHARGE	(69,713)	(37,400)	(32,313)	Additional Leaseholder invoices sent out for S20 Works
	REPAIRS CONTRACT	SALARIES	337,560	396,330	(58,770)	Reserves towards agency/temp staff
	REPAIRS CONTRACT	CONT TO RESERVES	94,010	0	94,010	Contribution to reserves re repair contract
	HRA CLEANERS	ELECTRICITY	150,835	234,110	(83,275)	Bills received much lower than budgeted for
AD Neighbourhoods	GENERAL	CONT TO RESERVES	69,900	0	69,900	Contribution to reserves re Housing condition survey and Social Housing Regulatory project
		RECHARGE OF INSURANCE PREMIUMS	(78,295)	(39,190)	(39,105)	Including debtor accrual for leaseholders insurance charges
	INCOME MANAGEMENT	VACANCY ALLOWANCE	0	(31,440)	31,440	Vacancy allowance
	ESTATE MANAGEMENT	SALARIES	307,491	349,670	(42,179)	Vacant posts. Budget to offset Temp Staff cost
		PAYMENTS FOR TEMPORARY STAFF	63,822	29,500	34,322	Offset by underspend on salaries
	THOMAS HARDY COURT	GAS	69,689	126,030	(56,341)	Invoices were lower than budgeted figures
		CENTRAL HEAT RECH TO TENANTS	(75,398)	(40,720)	(34,678)	Service charges calculated annually and based on higher bills.
	SHELTERED HOUSING GENERAL	MAINTENANCE AND SECURITY	19,441	84,940	(65,499)	Monies released from Retained Funds re Lifeline upgrade were not spent this financial year and are transferred back to reserve as below
		CONT TO RESERVES	78,700	0	78,700	Lifeline upgrade funds unspent plus reserve for Pilot 12 Month Temporary Scheme Manager - Business Case approved Feb 2024
	OAKENDALE	GAS	38,219	73,580	(35,361)	Utility bills much lower than budgeted for

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
Housing Repairs	REPAIRS CONTRACT	CONT TO RESERVES	370,180	0	740,360	Contribution to reserve from underspends below to fund parapet wall works required in 24/25
		RESPONSIVE REPAIRS	1,721,572	1,809,650	(88,078)	Underspend due to number of jobs being allocated to different account codes
		VOIDS	1,108,798	1,500,000	(391,202)	Numerous jobs cancelled or not completed, awaiting some outstanding invoices
		WALL FINISHING & LINTELS	270,168	640,350	(370,182)	Underspend on project to transfer to reserve
		STAIRLIFT MAINTENANCE	29,942	65,000	(35,058)	Lower requirements for the stairlift maintenance than budgeted.
		GAS HEATING SYSTEMS MAINTENANCE	629,982	550,000	79,982	Insufficient budget -budget was allocated based on spend last year.
		MISC. (NON SPECIFIC)	10,657	80,000	(69,343)	Used for ad hoc spend, offsets disrepair cost
		PERIODIC ELECTRICAL TESTING	128,086	300,000	(171,914)	Underspend, many jobs from the past years have been cancelled

DIRECTORATE	COST CENTRE	ACCOUNT CODE	ACTUAL	BUDGET	VARIANCE	COMMENT
Housing Repairs	REPAIRS CONTRACT	DISREPAIR COSTS	269,735	0	269,735	Unbudgeted spend
		PLANNED MAINTENANCE	21,837	126,160	(104,323)	Cost mainly related to fire doors replacement and sprinklers; underspend to offset disrepair work
		RECHARGABLE WORKS	(164,855)	0	(164,855)	Unbudgeted recovery of cost of damages to properties
	REPAIRS	FIRE FIGHTING EQUIPMENT	226,887	100,000	126,887	Servicing and replacing out of date equipment
HRA Summary	H R A SUMMARY	CONTRIBUTION TO REPAIRS A/C	5,871,082	6,406,600	(535,518)	Underspend on Housing Repairs
		PROVISION FOR BAD DEBTS	205,782	353,000	(147,218)	Reduction in arrears
		GENERAL CONTINGENCY	0	130,000	(130,000)	Unspent contingency
		CONT TO RESERVES	130,000	0	130,000	Social Housing Regulatory Project reserves
		ITEM 8 DEBIT	2,951,713	2,820,460	131,253	HRA recharge re treasury management reflecting increased interest rates
		CONTRIBUTION FROM RESERVES	(67,104)	0	(67,104)	Unspent reserves returned to balances approved Cabinet 14/12/23
		SERVICE CHARGE	(274,706)	(239,020)	(35,686)	Service charges higher than budgeted, mainly due to increase of electricity charges
		GARAGE RENTS	(302,386)	(333,010)	30,624	Increased number of void garages, garage refurbishment project in progress

Significant variances identified resulting in an unfavourable change to net underspend of £0.880m

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
AD Neighbourhoods	GENERAL	CONT TO RESERVES	69,900	24,000	45,900	Additional contribution to reserves re Housing condition survey and Social Housing Regulatory project
	ESTATE MANAGEMENT	LIGHTING	0	48,300	(48,300)	Additional costs expected
	SHELTERED HOUSING GENERAL	MAINTENANCE AND SECURITY	(65,499)	0	(65,499)	Monies released from Retained Funds re Lifeline Upgrade not spent this financial year.
		CONT TO RESERVES	78,700	0	78,700	Unspent fund transferred to reserve to spend in 24/25
Housing Repairs	REPAIRS CONTRACT	RESPONSIVE REPAIRS	(88,078)	0	(88,078)	Underspend due to number of jobs being allocated to different account codes Invoice in dispute was included at Period 11.

DIRECTORATE	COST CENTRE	ACCOUNT CODE	VARIANCE	PERIOD 11 PREDICTED OUTTURN VARIANCE	CHANGE IN PREDICTED OUTTURN VARIANCE P11 TO P13	COMMENT
Housing Repairs	REPAIRS CONTRACT	PERIODIC ELECTRICAL TESTING	(171,914)	0	(171,914)	As a result of many jobs from the past years being cancelled
		DISREPAIR COSTS	269,735	153,000	116,735	Significant increase in disrepair cost
		PLANNED MAINTENANCE	(104,323)	(60,000)	(44,323)	Cost mainly related to fire doors replacement and sprinklers; it is also to offset disrepair work
	REPAIRS	FIRE FIGHTING EQUIPMENT	126,887	(15,000)	141,887	Servicing and replacing out of date equipment
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	(147,218)	0	(147,218)	Reduction in arrears
		CONT TO RESERVES	130,000	0	130,000	Unspent contingency funds identified to add to Social Housing Regulatory Project reserves
		ITEM 8 DEBIT	131,253	33,450	97,803	Treasury management recharge reflecting increased interest rates
		RENTS	17,623	(100,000)	117,623	Expected to overachieve on budget however, last 2 weeks of March being rent free

3.7 Capital Programme Monitoring

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Growth							
Gungate Development	652	2,652	468	(2,184)	2,184	2,652	Report agreed by Council 18th July regarding progressing the scheme, since then significant budget has been vired to FHSF schemes, remaining funds to be re-profiled.
Repairs to Castle Elevation	429	429	429	-	-	429	Project Completed
FHSF Castle Gateway	4,859	6,630	846	(5,784)	5,784	6,630	Additional funding agreed by Council in February, unspent budget to be re-profiled.
FHSF Middle Entry	611	6,188	345	(5,843)	5,843	6,188	Additional funding agreed by Council in February, unspent budget to be re-profiled.
FHSF College Quarter	11,672	12,403	9,205	(3,198)	3,198	12,403	£9m spend with South Staffs college, unspent budget to be re-profiled.
Capital Repairs Programme - Castle	-	98	25	(73)	73	98	New project in 2023-24, will start looking for delivery
Fire and Intruder Alarm Renewals at Tamworth Castle	-	60	6	(54)	54	60	New project in 2023-24, will start looking for delivery
Heating Renewals at Tamworth Castle	-	38	-	(38)	38	38	New project in 2023-24, will start looking for delivery
Roofing Renewal at Tamworth Castle	-	110	16	(94)	94	110	New project in 2023-24, will start looking for delivery
Service Area Total	18,223	28,608	11,341	(17,267)	17,267	28,608	

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD People					-		
Replacement It Technology	20	70	45	(25)	25	70	Network refresh to be brought forward
Self Service Customer Portal	10	10	10	-	-	10	Project went live Jan 23.
Endpoint & Web E-Mail Filter	40	40	28	(12)	12	40	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	42	1	(41)	41	42	Consultancy and training fees, unlikely to spend full budget.
R & R Smart Working IT Requirements	250	250	-	(250)	250	250	Budget will fund desktop and network refresh
ICT Audio/Visual Technology Town Hall	87	87	-	(87)	87	87	To be reprofiled into 24/25
ITrent HR & Payroll SAAS	-	-	7	7	-	7	Costs relating to 22-23 which should have been accrued
Civica Digital Image Store	-	56	-	(56)	56	56	Civica software now outdated. Decision to be made whether to update as far as possible or move to new cloud-based software. Will not be spent by Mar-24, may need to be repurposed into the Civica wider system upgrade.
Service Area Total	449	555	91	(464)	471	562	

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Environment, Culture & Wellbeing					-		
Wigginton Park Section 106	11	11	-	(11)	11	11	Volunteers groups moving slowly resulting in delays in delivering management plan. Will needed to be reprofiled into 2024/25.
Broadmeadow Nature Reserve	11	11	-	(11)	11	11	Delays in identifying projects due to staffing shortages unlikely to spend during the current financial year. Will needed to be reprofiled into 2024/25.
Public Open Space Section 106	27	27	-	(27)	27	27	Delays in identifying projects due to staffing shortages unlikely to spend during the current financial year. Will needed to be reprofiled into 2024/25.
Street Lighting	69	303	-	(303)	303	303	Ongoing 40 year + replacement scheme, delays likely to planned works may need to reprofile some funds to 2024/25. Situation to be monitored however, EON not being very forthcoming with any information.
Local Nature Reserves	24	24	-	(24)	24	24	Grant funding HLS from Rural Payments Agency. Delays in identifying projects due to staffing shortages unlikely to spend during the current financial year. Will needed to be reprofiled into 2024/25.
Amington Community Woodland	757	757	-	(757)	757	757	On hold due to issues on site with levels. Will needed to be reprofiled into 2024/25.
Refurbishment Castle Grounds Tennis Courts	10	10	4	(6)	-	4	Majority of work completed.
Refurbishment of Play Areas	35	197	110	(87)	87	197	Work at Celandine completed. Works at Rainscar to be completed by end of year and tenders out for Beauchamps play areas so likely to carry forward.
Balancing Ponds	-	230	-	(230)	230	230	New scheme in 2023/24 ongoing discussions with Environment Agency re disposal of silt from Falcon holding pond. Will needed to be reprofiled into 2024/25.

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Environment, Culture & Wellbeing					-		
Boardwalk Warwickshire Moor	-	20	-	(20)	20	20	Delays to the new project in 2023-24, will start looking for delivery but likely to need to be reprofiled into 2024/25
Improved security at Depot including gates, alarms and access	-	120	6	(114)	114	120	Delays in project due to planning issues so not likely to start this financial year. Will need to reprofile funds into 2024/25
Refurbishment of Anker Valley changing rooms	-	250	-	(250)	250	250	New project in 2023/24, work can't start until the pitch has been completed so will need to reprofile into 2024/25.
Installation of 3G pitches at Anker Valley	-	814	11	(802)	802	814	New project in 2023/24, figures now finalised main construction works to delayed start till April 2024. Majority of funding to be reprofiled into 2024/25.
Renewal of Lighting at Depot	-	50	-	(50)	50	50	New project in 2023/24, not likely to be completed in this financial year, dependent on security being completed. Will needed to be reprofiled into 2024/25.
Street Scene Equipment	-	24	24	-	-	24	Machinery received in November
Assembly Rooms Development	-	-	(9)	(9)	-	(9)	-
Service Area Total	944	2,847	147	(2,700)	2,686	2,833	
AD Finance							
GF Capital Salaries	-	45	1	(44)	-	1	Project Accountant in post from end October
Service Area Total	-	45	1	(44)	-	1	

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets							
Disabled Facilities Grant	1,262	1,912	210	(1,702)	1,700	1,910	Still at the initial stage of running the services in House, expected underspend of £1.7m - all to be reprofiled, works are in pipeline.
Energy EFF Upgrade Commercial and Industrial Properties	-	75	34	(41)	-	34	Due to new regulation to provide updated EPC for the properties, cost for the year £33,7k. Remaining budget can be offered up.
R & R Office Requirements	145	145	5	(140)	140	145	Awaiting option appraisal but unlikely to be fully spent this year, budget will be reprofiled
Town Hall Improvements	-	689	-	(689)	689	689	Project is on hold and won't progress this year, it will be reprofiled to the next year
Roofing and renewal of walkways to Caledonian shop	-	85	-	(85)	85	85	Leaseholders' implications - have to be put on hold, it will not happen this year. Budget to be reprofiled.
Roofing and renewal of walkways to Ellerbeck	-	56	-	(56)	56	56	Leaseholders' implications - have to be put on hold, it will not happen this year. Budget to be reprofiled.
Commercial Lease Bolebridge	-	900	532	(368)	368	900	New project in 2023-24, Acquisition completed. In the process of putting together formal documentation with Legal. Slippage to next financial year for Capital contribution towards the work required.
Service Area Total	1,408	3,862	782	(3,081)	3,037	3,819	

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Neighbourhoods							
CCTV Infrastructure	-	46	46	-	-	46	Payment to WMCA for the CCTV shared services has been made. The project is completed for this year
Service Area Total	-	46	46	-	-	46	
GF Contingency							
Gf Contingency	100	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled
Cont-Return on Investment	20	20	-	(20)	20	20	No plans to release funds identified as yet, to be re-profiled
GF Contingency Plant and Equipment	100	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled
GF Contingency Castle Curtain Wall	30	30	-	(30)	30	30	No plans to release funds identified as yet, to be re-profiled
GF Contingency Middle Entry Costs	-	2,000	-	(2,000)	2,000	2,000	Contingency budget established following Council approval re FHSF funding in February, to be re-profiled.
Service Area Total	250	2,250	-	(2,250)	2,250	2,250	
GENERAL FUND TOTAL	21,274	38,214	12,408	(25,806)	25,711	38,119	

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets							
Structural Works	129	288	187	(100)	100	288	The estimated spend this year is £100k. Any underspend to be carried forward to the next year to support Fire mitigation project that Wates are working on.
Bathroom Renewals	-	673	719	46	-	719	Overspend of £46k. Discussions with contractor to resolve the invoicing issue and updating Orchard system to enable accurate monitoring of spend and invoicing
Gas Central Heating Upgrades and Renewals	845	1,530	1,441	(89)	89	1,530	Boiler install as per programme. Budget to cover additional work required during winter season and the rest to fund Eringden electric heaters upgrades in 2024/25
Kitchen Renewals	-	700	532	(168)	168	700	Contract split between Wates and Equans. Underspend on Wates allocation, which will be reprofiled for the kitchens which will be finished in 2024/25
Major Roofing Overhaul and Renewals	-	1,500	1,460	(40)	40	1,500	Work on track. High volume of work has come through. Wates predict underspend of £40k and this will be used next year to support the roof insulation
Window and Door Renewals	-	400	412	12	-	412	Overspend due to additional work completed by Wates.
Neighbourhood Regeneration	59	259	253	(6)	6	259	Work on track, including repaving around Social Club. £6k underspend which will require reprofiling
Disabled Facilities Adaptations	173	423	198	(225)	225	423	PO raised for OT services, Contractor was sent a list of minor work, but we are looking at more cost-effective options to deliver the services. At this point slippage £225k
Rewire	180	330	-	(330)	330	330	Budget to be used for rewiring at the properties where roofs were upgraded, in addition due to changes in best practice the plastic consumer boxes have to be upgraded to metal. Still awaiting pricing from Wates who are communicating with the Building Safety regulator regarding best approach. Full budget will need reprofiling.

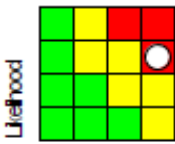

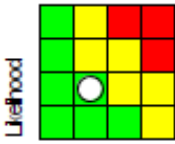

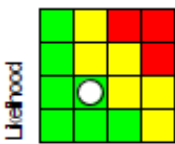

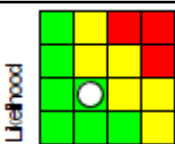

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets							
CO2 / Smoke Detectors	-	64	-	(64)	-	-	No charges for the smoke detectors replacement went through this year but Equans identified that potentially £60k might be required for LD2 Smoke alarms that on Orchard were allocated to Periodic checks under repairs.
Insulation	18	18	-	(18)	18	18	Linked with Roofing work - won't be spent this year, need reprofiling
Works associated with renewal of drainage at High Rise	-	830	819	(11)	-	819	Project completed.
Renewal of Roofing at Eringden	-	185	-	(185)	185	185	Contract with Wates. Since 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	-	255	168	(87)	87	255	Budget include work related to Windows and Doors. Will be spent on doors replacement following Fire Mitigation Assessment, the underspend of £87k will be reprofiled and used on Windows next year.
Roofing and renewal of walkways to Caledonian shops (HRA)	-	127	-	(127)	127	127	Leaseholders' implications - to be put on hold until next year - budget to be reprofiled
Roofing and renewal of walkways to Ellerbeck (HRA)	-	167	-	(167)	167	167	Leaseholders' implications - to be put on hold until next year - budget to be reprofiled
Replace High Rise Soil Stacks	360	360	360	-	-	360	Completed
Sheltered Schemes	106	176	108	(68)	68	176	Projects have been identified but there will be an underspend of £67.5k to be reprofiled to fulfil requirements submitted by the Schemes Managers
Energy Efficiency Improvements	70	70	1	(69)	69	70	Scheme awaiting pricing by Wates, won't be utilised this year - linked with loft insulation to be reprofiled
Install Fire Doors High Rise	15	19	19	-	-	19	Project completed

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets							
High Rise Ventilation System	120	29	-	(29)	-	-	Due to implementation of new regs, this project is postponed to next year. New capital bid has been submitted and this year budget can be offered as savings
Fire Risk Mitigation Works	204	504	508	5	-	508	Wates quoted for High Rise work identified by Ridge and Partners report. The budget will be spent in full
Damp & Mould Works	72	172	-	(172)	172	172	Work comes though Housing Repairs and is related to Disrepairs /water damage. Currently looking at work such as Insulation, ventilation etc
Decarbonisation	1,117	1,019	584	(435)	-	584	Project completed.
High Rise Refuse Chute Renewals	-	11	-	(11)	-	-	Project completed
Sheltered Lifts and Stairlift Renewals	275	635	23	(612)	612	635	No plans for new Sheltered Lifts, the budget should be used up for the stairlifts, appointing Stannah lifts, underspend will be required next year to clear the backlog of jobs
Fire Alarm Panel Renewals	50	50	-	(50)	50	50	Awaiting Fire Service to agree the specification for Equans. If we don't hear back from FS, we will seek another specialist to provide the specification. Upgrading from Communal systems to Individual domestic.
Scooter Storage at High Rise	30	30	-	(30)	-	-	There are questions regarding recharges for the scooter storage. Project won't progress this year
Upgrade Pump Room at High Rise	-	25	-	(25)	25	25	It won't be spent this year - budget to be reprofiled to support pump upgrade next year
Retention of Garage Sites	314	852	846	(6)	-	846	All work planned for this year have been completed
Capital Salaries	-	200	327	127	-	327	Additional costs financed by overall underspend

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
AD Assets							
Software Fire Safety Surveys	90	90	-	(90)	-	-	Approx £118k for the Software Fire Safety to be covered by reserves therefore budget on this code can be considered for savings
HRA Street Lighting	42	392	-	(392)	392	392	This project is with Street Scene. Awaiting information from EON
Asset Management Software HRA	14	14	4	(10)	8	12	Additional requirement has been identified, budget to be re-profiled.
Telecare System Upgrades	66	66	-	(66)	66	66	Digital upgrades. Tunstall provided a quote for 16 sites (2.3k per site). Works to be completed next financial year
Regeneration & Affordable Housing	1,936	2,186	1,133	(1,052)	1,052	2,186	The completion of the Wilnecote project will take place within next few weeks. No more acquisitions will be completed this year. Remaining budget to be reprofiled
Caledonian Depot New Build	1,497	1,497	1,219	(278)	278	1,497	Work has started, expected completion of 75% this year - 25% to reprofile. Estimated completion day in May 2024.
Service Area Total	7,780	16,144	11,320	(4,823)	4,335	15,655	
HRA Contingency							
HRA Contingency	100	100	-	(100)	100	100	To be re-profiled
Service Area Total	100	100	-	(100)	100	100	
HRA Total	7,880	16,244	11,320	(4,923)	4,435	15,755	

4. Corporate Risk

4.1 Corporate Risks Detailed Summary Quarter 4 2023/24

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	 <p>Likelihood</p> <p>Severity</p>	30-Apr-2024	4	3	12		Joanne Goodfellow; Becky Smeathers
2	Governance 2023	To ensure the Council is fully compliant in all legislative requirements	 <p>Likelihood</p> <p>Severity</p>	30-Apr-2024	2	2	4		Rob Barnes; Anica Goodwin; Becky Smeathers
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'	 <p>Likelihood</p> <p>Severity</p>	02-May-2024	2	2	4		Hannah Peate; 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	 <p>Likelihood</p> <p>Severity</p>	30-Apr-2024	2	2	4		Rob Barnes; Anica Goodwin; Becky Smeathers

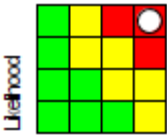
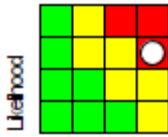
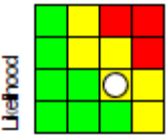
5	Organisational Resilience 2023/24	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future.		30-Apr-2024	3	3	9		Rob Barnes
6	Failure to meet climate change ambitions/ meet net zero targets and plan 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		30-Apr-2024	3	3	9		Rob Barnes
7	Information and Data Management -	Lack of insight from information and data systems could impede effective decision making and affect systems viability.		30-Apr-2024	3	2	6		Becky Smeathers; 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		30-Apr-2024	3	3	9		Rob Barnes

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

4.2 Detailed Corporate Risk Register Summary 2023/24

1 Finance/Financial stability 2023/24

Risk Code		Risk Title	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	30-Apr-2024	Target Date	




Causes

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

Consequences

- Inability to plan long term due to uncertainty over future Local Government funding. The General Election is not expected before Autumn 2024. This leaves insufficient planning time for an incoming government to implement anything but a one year settlement for 2025/26. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme have been repeatedly deferred and are unlikely before 2026/27 at the earliest. While this means the Council will be able to retain its business rate growth for 2025/26, it also means that the uncertainty continues, making it difficult to plan beyond one year with any certainty.
- * Unplanned cost reductions / savings requirements
- * Financial issues leading to the Authority being taken over by Government appointed officers.
- * Inability to plan investments into assets

		<p>*Inability to diversify income streams</p> <p>*Social cohesion erosion could occur as public are adversely impacted by cost of living impact – potential for reputational 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		Review of reserves and retained funds reported to Cabinet in December and release of unspent funds to be returned to balances approved £135,910.36 to General Fund Balances and £67,104 to Housing Revenue Account Balances (HRA)	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 2023 outline funding 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 Producer Responsibility funding).

But this means that the big questions about the future of the funding system remain unaddressed one way or another.

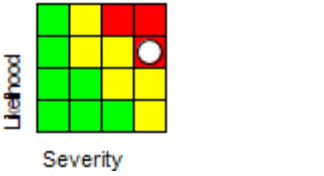
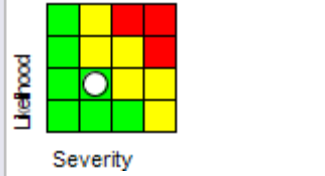
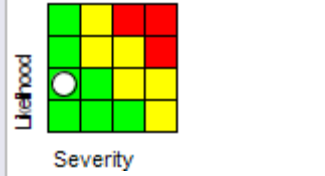
While this means the Council will be able to retain its business rate growth for 2024/25 and 2025/26, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2026/27.

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.



Corporate Priority affected
Priority2: The Economy
Priority4: Living in Tamworth
Priority5: Town Centre

2 Governance 2023

Risk Code		Risk Title	To ensure the Council is fully compliant in all legislative requirements
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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	30-Apr-2024	Target Date	

Causes	<ul style="list-style-type: none"> * Failure of democratic process * Failure to understand or respond adequately to new or changing legislation or regulation * No horizon scanning of legislative changes * Out of date policies and procedures *Lack of capacity to meet changing demands and priorities *Not enough capacity to plan ahead proactively due to reactive nature of business activity *Decisions made by Members could impact current planned work *Insufficient direction for strategic priorities – may not be fit for purpose which leads to lack of clarity with planning 	Consequences	<ul style="list-style-type: none"> * Prosecution of individuals * Loss of reputation * Adverse impact on Tamworth residents * Authority taken over by Government appointed officers * Increase in costs, Legal and settlement * Potential harm to vulnerable persons, employees and commercial relationships * Legal action * Financial penalties * Reputational damage * Difficulties quantifying what success of objectives/priorities will look like * Impede work that is underway or already planned * 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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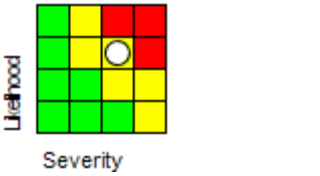
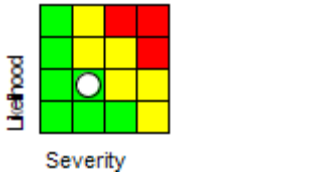
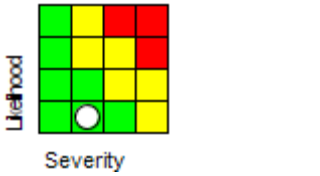
Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Audit and Scrutiny Committees	31-Mar-2024		Regular meetings in place, training plan for Audit Committee members being developed.	Joanne Goodfellow
Policies and Procedures	31-Mar-2024		<p>HR policies and procedure updated in line with SMART working and distributed via ASTUTE</p> <p>Policy management audit undertaken, recommendations:</p> <p>1 centralised repository of policies ensuring regular reviews are undertaken</p> <p>2. Heads of service reminded of their responsibility to update policies within their service area</p> <p>Each policy should have a standard cover sheet</p>	Zoe Wolicki

Latest Note	Meeting of Statutory Officers held this quarter - all actions/issues being managed
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Corporate Priority affected	<p>Priority2: The Economy</p> <p>Priority4: Living in Tamworth</p> <p>Priority: Organisation</p>
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3 Promoting community resilience and cohesive communities

Risk Code		Risk Title	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	2	Severity	2
Likelihood	3	Likelihood	2	Likelihood	1
Risk Score	9	Risk Score	4	Risk Score	2
		Date Reviewed	02-May-2024	Target Date	

Causes	<ul style="list-style-type: none"> . Lack of strong local leadership (political, community etc) . Failure to provide or signpost support for the most vulnerable in our communities . Lack of communication activity/strategy to engage with local communities . Lack of partnership working and initiatives . Failure to understand local issues . Lack of sustainable approach to community engagement and development which is inclusive and embraces diversity . Poor educational outcomes and job opportunities Failure to engage with other statutory agencies 	Consequences	<ul style="list-style-type: none"> . May be unable to support the vulnerable leading to wider demands on public services . Wider health and employment inequality . Rise in crime or perception of crime . Increased levels of community tensions . Rise in environmental crime? . Lack of civic pride Lack of aspiration
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
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Commissioning of debt/advice services	31-Jul-2024		Contract in place until March 2025	Joanne Sands
Community cohesion officer in place	31-Jul-2024		Community Cohesion Officer in place until March 2025	Joanne Sands
Quality open spaces	31-Jul-2024		This is an ongoing work agenda of maintaining our open spaces. Working with Staffordshire Wildlife Trust they support local community groups to maintain the seven local nature reserves that we have in the borough.	Hannah Peate
Strong Community Safety Partnership in place	31-Jul-2024		Partnership in place. CSP plan in place 2023-2026 and Community Safety Strategic Assessment refreshed annually with report to IS&G scrutiny committee	Joanne Sands
Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.	31-Mar-2024		Links to all relevant community safety groups, priority working areas including Cost of Living group and Directors Health Inequalities group	Joanne Sands
Support for the Voluntary Sector	19-Jul-2024		Voluntary sector pledge signed 2021. Community grants schemes in place	Joanne Sands
Tell Us	31-Jul-2024		New policy implemented policy reviewed by housing ombudsman	Zoe Wolicki

			rolled out to all staff via astute	
Use of insight	31-Jul-2024		PID and project scope complete Trueman Change directly awarded for consultancy support to produce a model and systems for data collection and analysis	Hannah Peate; Zoe Wolicki
Wellbeing Strategy	19-Jul-2024		Baseline in place - H&W Scrutiny Nov 23 Update of district profiles in hand	Joanne Sands
Wide range of arts, sporting and community events	19-Jul-2024		Wide range of events delivered across 2023-24. Including free holiday activity programmes run in conjunction with a range of partners, St Georges Day, We Love Tamworth Events, Kings Coronation, Christmas Events Programme. New ParkRun funded, set up and started. Fireworks Events. Tribute concert events.	Hannah Peate

Latest Note

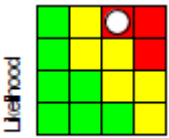
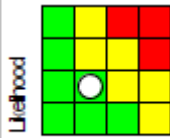
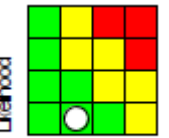
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Corporate Priority affected






Priority1: The Environment
Priority4: Living in Tamworth
Priority5: Town Centre

4 Lack of resources, capacity and right skills in place

Risk Code		Risk Title	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	30-Apr-2024	Target Date	

Causes	<ul style="list-style-type: none"> *Executive staff turnover may lead to experience/ knowledge loss *Inability to drive public engagement and manage increase in demand/ expectations *Lack of succession planning *Aging profile of organisation *Lack of incentive for young people to work for council *Competitive salary market impedes finding right candidates including not enough applicants for vacant roles *Increased workloads may not leave enough capacity to complete all in a timely manner *Lack of capacity to respond to changes regulations due to delays in releasing from the Gov and staff already stretched with current workloads. * Failure to have the organisational structure and a skilled and motivated workforce * Ineffective project management and governance * Ineffective performance management 	Consequences	<ul style="list-style-type: none"> *Difficulties retaining staff – they may look more external opportunities *Costs of turnover and retraining new starters *Potential for non-compliance with specific roles that require accreditation or specific skills *Ability to respond to regulatory/ statutory changes may be inefficient *Working to prioritised work/ leader decisions * Unable to deliver organisational strategies * Increased turnover/absenteeism Service failure leading to ombudsman intervention and increased compensation claims * Decreased staff engagement and satisfaction resulting in poor performance. Impact on health and wellbeing of existing staff
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Comments, complaints.	31-Mar-2024		Comments, Compliments, Complaints Policy issued to all staff via Astute - January 2024	Zoe Wolicki
Effective employee relations	31-Mar-2024		Trade Union Meetings held on regular basis at least quarterly All policies and procedures compliant with legislation with 3 yearly reviews or earlier if legislation dictates. Regular communications with staff via monthly newsletter and everyone emails	Anica Goodwin; Zoe Wolicki
Monitoring of staff turnover	31-Jul-2024		Update to CMT and Statutory Officers Group	Anica Goodwin; Hannah Peate; Zoe Wolicki
Training plan resourced	31-Mar-2024		PDR process complete initial analysis of training required complete priority training procurement process underway	Zoe Wolicki
Workforce plan in place	31-Jul-2024		Work continues to be completed by September 2024	Hannah Peate; Zoe Wolicki

Latest Note

Vacancies continue to be monitored. Where pressure points are identified these are being kept under review.

Corporate Priority affected

Priority2: The Economy


Priority4: Living in Tamworth




Priority: Organisation

5 Organisational Resilience 2023/24

Risk Code		Risk Title	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	30-Apr-2024	Target Date	
Causes	<ul style="list-style-type: none"> * Significant event outside of our control e.g. major disaster, pandemic etc. * Staff not aware of action to be taken in the event of an emergency/disaster * Lack of sufficient agile operational options * Lack of corporate overview to understand and effectively prioritise workloads, resource allocation and understand where cross-function collaboration stands. * National and local political interference may impede planning and priorities 		Consequences	<ul style="list-style-type: none"> * Services not delivered * Reduced 'economic attractiveness' * Loss of reputation * Potential to misalign resources * Governance does not provide the full picture * Negative public perception may damage Council's reputation 	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Business Continuity Planning	31-Jul-2024		Majority of Service Areas have reviewed their local BCP and have updated in the new format and now	Paul Weston

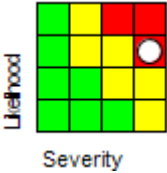
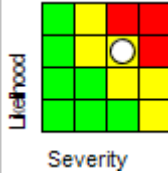
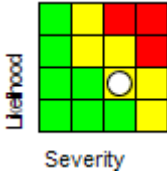
			have a plan that reflects current working practices.	
Delivery of People and Organisational Strategy	31-Mar-2024		Completed	Zoe Wolicki
Develop Project management skills for key staff	31-Jul-2024		staff requiring training identified via PDR process training to be delivered in 2024	Hannah Peate; Zoe Wolicki
Emergency Planning	31-Jul-2024		Detailed & RAG rated Emergency Planning improvement plan discussed several times at CMT highlighting preparedness' for any major incident. Close working with CCU as part of the Staffordshire Resilience Forum.	Tina Mustafa

Latest Note	No change
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Corporate Priority affected	<ul style="list-style-type: none"> Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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6 Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure.

Risk Code		Risk Title	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	3
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	6
		Date Reviewed	30-Apr-2024	Target Date	

Causes	<ul style="list-style-type: none"> * Staff not aware of action to be taken in the event of an emergency/disaster * Global warming/climate change - severe weather impacts to the Borough * Failure to plan ahead financially for cost implications * Not having the specialist skills in place to develop adverse climate resistant infrastructure * Lack of trained staff to deal with emergencies and over reliance on 3rd parties. 	Consequences	<ul style="list-style-type: none"> * Life and property put in harms way * Extreme weather conditions/impact on business's & communities * Failure to have a plan for recovery/ repairs/ public support Impact on vulnerable people Unable to deliver services
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1B - Development of infrastructure for acting on Climate Change	31-Jul-2024		Ongoing discussions with BP Pulse over the delivery of an EV charging hub on Riverdrive.	Anna Miller

Latest Note

Climate change officer in post

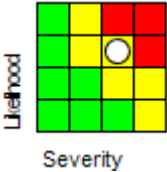
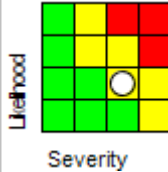
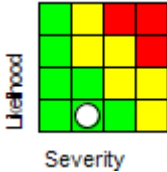
Corporate Priority affected


Priority1: The Environment

Priority4: Living in Tamworth

7 Information and Data Management -

Risk Code		Risk Title	Lack of insight from information and data systems could impede effective 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	30-Apr-2024	Target Date	
Causes	<ul style="list-style-type: none"> *Isolated systems may not support sharing information. *Lack of joined up systems *Non-user-friendly systems may inhibit competency/confidence *Unable to keep up with costs of updating systems 		Consequences	<ul style="list-style-type: none"> *Inability to drive value of decision making from data *Missed or gaps in data could impede tracking progress of work especially with leavers *Not paying for updates to systems could result in vulnerabilities - potential for cyber-attacks. Not making use of data available to us. 	

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Cyber Security	31-Mar-2024		ICT monitor cyber security measures regular information to staff via newsletters Cyber e-learning mandatory training for all staff	Zoe Wolicki

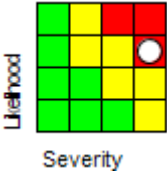
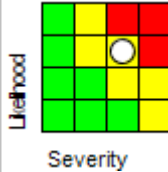
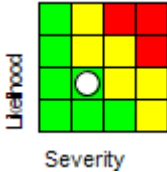
Data Protection	31-Mar-2024		policies and procedures for DP on Astute	Zoe Wolicki
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Latest Note Improvements to systems are being delivered through ICT strategy.

Corporate Priority affected Priority2: The Economy
Priority: Organisation



8 Inability to deliver economic growth, sustainability and prosperity in the Borough

Risk Code		Risk Title	Lack of economic growth, sustainability and prosperity in the Borough at the levels required
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	2
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	4
		Date Reviewed	30-Apr-2024	Target Date	

Causes	<ul style="list-style-type: none"> * Lack of investment in the Borough * General downturn in the economy due to factors beyond our control * Failure to recognise economic changes * The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases. * Changes in Job market * Inadequate business continuity plans 	Consequences	<ul style="list-style-type: none"> * Economic prosperity declines * Deprivation * Reduced Business Rates income * Tamworth not seen as a positive place to live or invest in * Lack of economic and commercial growth * Unable to recruit key/essential skills * Failure to deliver project outcomes * Failure to deliver corporate plan * Government intervention * Increased customer dissatisfaction * Unrealised benefits * Negative public perception may damage Council's reputation
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
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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 establish themselves in the town.</p>	Anna Miller
3A - Local plan to improve infrastructure, evening economy and transport links	31-Jul-2024		Issues and options consultation completed	Anna Miller

Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Jul-2024		Final draft to be presented to Asset Strategy Steering Group for consideration.	Paul Weston
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Latest Note	No change from previous assessment.
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Corporate Priority affected	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre
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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 Plan update – End of Quarter 4

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 4 2023/2024 we have completed 87% of the audit plan. In addition, we have fully completed the 3 audits rolled forward from 2022/23. 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	25	31	87
Completed and finalised 2022/23 audits	2	3	3	3
Audits drafted and awaiting management agreement 2022/23	1	0	0	0
Audits drafted and awaiting management agreement 2023/24				1
Audits deferred to 2024/25				1

Planned work initially envisaged that by 31 March 2024 we would have completed 100% of the Audit Plan. We are currently awaiting final management comments for 1 audit and the remaining audit has been deferred to and included in the Audit Plan for 2024/25.

Outstanding Audit Recommendations

The total outstanding actions at the end of Quarter 4 are 48 (10 high, 26 medium, 12 low). During 2023/24 the Audit Manager held quarterly meetings with all Assistant Directors to review all outstanding recommendations, for Quarter 4 these meetings will be undertaken during April/May 2024. This has shown a specific improvement in the implementation and the number of recommendations.

Priority of Recs	High	Medium	Low	Total
Number of O/S recs – 31 Dec 2023	12	28	12	52
Number of recs closed during period Jan 24 – Mar 24	2	3	5	10
Number of additional recs made during Quarter 4	0	5	5	10
Number of O/S recs at 31 March 2024	10	26	12	48
Overall movement of rec numbers during Quarter 4	-2	-2	0	-4

As at 31 March 2024 there were 10 high priority recommendations all were overdue and these have been followed up 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 4 2023.

01 January 2024 – 31 st March 2024 Number of personal data breaches recorded	2
01 January 2023 – 31 st March 2023 Number of personal data breaches recorded	1
Increase / decrease of % compared to same time last year	100% increase.
Highest amount received Quarter 4 2023	February and March – 1
Lowest amount received Quarter 4 2023	January - 0
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 4 2023.

01 January 2024 – 31 st March 2024 – total requests received	199
01 January 2023 – 31 st March 2023 - total requests received	152
Increase of % compared to same period last year	30.92%
Highest monthly requests received	93 January 2024
Lowest monthly requests received	52 March 2024
Responded to within statutory requirement of 20 working days	197
Percentage responded to within statutory requirement of 20 working days	98.99%

High Demand Service Areas

Service Areas for FOI/EIR requests Quarter 4 2023.

Planning	32
Transfer to SCC	31
ICT	16

Request Trends

Top 3 topics for FOI/EIR requests in Quarter 4 2023 were:

Property CIL Charge Schedules
Illegal Vape Sales,
ICT Systems and software currently in use and contracts

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 4 2023

01 January 2024 – 31 st March 2024 – Number of Internal review requests received	0
01 January 2023 – 31 st March 2023 - Number of Internal review requests received	1
Increase or decrease of % compared to same period last year	100% decrease
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 4 2023

01 January 2024 – 31 st March 2024 – Number of Enquiries received by ICO	0
01 January 2023 – 31 st March 2023 - Number of Enquiries received by ICO	0
01 July 2023 – 30 th September 2023 – ICO Findings	N/A

6.3 Subject Access Requests

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

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

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

The table below provides a summary of statistics for Quarter 4 2023

01 January 2024 – 31 st March 2024 – total requests received	8
01 January 2023 – 31 st March 2023 - total requests received	8
Increase / decrease of % compared to same time last year	No Increase or Decrease
highest amount received Quarter 4 2023	January and March – 3
lowest amount received Quarter 4 2023	February - 2
Responded to within statutory timeframe of one calendar month	8
Responded to within statutory timeframe of one calendar month %	100%

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

The table below provides a summary of statistics for Quarter 4 2023

01 January 2024 – 31 st March 2024 – Number of Enquiries received by ICO	0
01 January 2023 – 31 st March 2023 - Number of Enquiries received by ICO	0
01 January 2024 – 31 March 2023 – ICO Findings	N/A

6.4 Comments, Compliments and Complaints

Summary view of 2023/24 complaints up to end Quarter 4

2023/2024	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year Total
Complaints					
Number of Stage 1 Complaints	60	48	47	59	214
Number of Stage 2 Complaints	4	5	11	9	29
Complaints (Overall Total)	64	53	58	68	243
Responses (Stage 1)					
Within SLA	35	27	19	40	121
Outside SLA	25	21	21	19	86
No response recorded	15	5	7	0	27
No response recorded (still within SLA)	1	0	0	0	1
Total	60	48	47	59	214
Responses (Stage 2)					
Within SLA	2	3	4	6	15
Outside SLA	2	2	2	3	9
No response recorded	1	0	3	0	4
No response recorded (still within SLA)	1	0	2	0	3
Total	6	5	11	9	31
Number of Compliments	16	17	13	14	60
Number of Service Requests	169	166	164	105	604
Overall Total	249	236	235	187	907
Member Enq					
Number of Member Enquiries Received	93	150	131	105	479
Response Within SLA	56	126	83	99	364
Response Outside SLA	0	12	3	3	18
No response recorded (Note: one may not be required)	37	12	45	6	100
No response recorded (still within SLA)	0	0	0	0	0
Total	93	150	131	108	482
Overall Contact Total					1389
Complaints (%)					
Stage 1 - within SLA	58%	56%	40%	68%	
Stage 1 - outside SLA	42%	44%	45%	32%	
Stage 2 - within SLA	33%	60%	36%	67%	
Stage 2 - outside SLA	33%	40%	18%	33%	


6.5 Detailed view of 2023/24 complaints up to end Quarter 4

Breakdown of Data (Service Area) Qtr 4	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			0								
Benefits	2		2	2							
Car Parks			0							3	
Castle			0								
CCTV			0								
Commercial Assets	1		1		1					2	
Council Tax & Revenues	7	1	8	7			1			5	2
Customer Services			0							2	1
Democratic Services			0								
Elections			0								
Environmental Health			0							8	
Housing Repairs	26	1	27	18	8		1			35	3
Housing Repairs Gas	1		1		1					2	
Housing Repairs Planned	2	2	4	1	1		1	1		2	
Housing Solutions	4	1	5	3	1			1		5	2
Joint Waste	1		1	1						4	
Land Charges / Legal (Right to Buy)			0								
Multiple Depts			0								
Partnerships			0								1
Planning & Development			0								
Private Sector		1	1				1				
Rental Income			0								
Sheltered Housing			0								
Street Scene	9	2	11	5	4		1	1		19	3
Tenacy Management	4		4	2	2		1			13	
Tenacy Involvement Group			0								
Theatre	2	1	3	1	1						2
Wardens			0								
SCC			0							5	
ICT			0								
Total	59	9	68	40	19	0	6	3	0	105	14
Overall Total	187										
Complaints acknowledged within SLA (5 working days)	65	96%									


Appendix 1 - Strategic Projects Highlight Reports


Asset management Strategy


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Asset management Strategy	Purpose: Development of Asset Management Strategy to guide future of built assets owned by the council. Scope: Review of existing strategy, costed stock condition survey, development of overarching strategy, development of asset management plans.	Overall Project Status		Managed By	Paul Weston
Activities since last period	<ul style="list-style-type: none"> • Surveys completed. • Gap analysis completed. • Additional surveys quoted. • Amendments being worked on in readiness for next update to Scrutiny and Cabinet, 	Planned Activities for next period	<ul style="list-style-type: none"> • Draft strategy document. • Draft plans. • Document on track for completion in April 2024 to go to Cabinet in May 2024. 	Amber/Red Areas	Amber - document due for completion April 2024 in readiness for Cabinet in May 2024.
Risks including Stakeholder Issues, budget and timing	Needs to ensure there are links with SHRP project.	Resourcing Requirements	No further resourcing required at this stage.	Decisions required from CMT	None.
Note	Final draft to be presented to Asset Strategy Steering Group before proceeding to Cabinet [May 24].	Date	16-May-2024	Author	Paul Weston
	Finalising document to reflect Scrutiny Committee comments.		14-Jul-2023		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	Report to be presented to Asset Strategy Steering Group before approval by Cabinet.

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

FHSF	Delivery of £21.65m project to renew the town centre	Overall Project Status		Managed By	Anna Miller
Activities since last period	Discussions with Highways, Peer Group and Spellers as a result of re-introducing scope back into the programme. Programme to be revised to accommodate original project scope. Work continues on party wall agreements and Nationwide legals. Discussions to begin on Peer Group license to work on building. Enhanced discussions with Peer over license and work to their building vs scope of works.	Planned Activities for next period	Conclusion of licence scope with Peer Group. Continuation of construction on Peel and TEC. Moving the Flex contract forwards. Continuation of party wall agreements.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing	RAAC and liabilities. Market Street properties and their condition. Continued protracted discussions on middle entry scope risk programme issues.	Resourcing Requirements		Decisions required from CMT	
Note	Work has started at the Peel Cafe and TEC. Report to go to Full Council to request Capital Money in February. Work on the FLEX/ME entry project is awaiting a Full Council decision on budget, to be able to move forwards. Awaiting Govt to approve extensions to spend deadlines to allow commitment of spend by September and actual spend by end March 2025.	Date	24-Jan-2024	Author	Anna Miller
	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		31-Oct-2023		Anna Miller

	Council to request capital money to support the project.				
	<p>Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. Several 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 Subcommittee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.</p>		14-Jul-2022		Anna Miller

<p>Gungate</p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders. Scope: Development of land north and south of Spinning School Lane into a mixed use site which will support the town centre by delivering uses that complement the existing offer and increase footfall, choice and prosperity.</p>	<p>Overall Project Status</p>		<p>Managed By</p>	<p>Anna Miller</p>
<p>Activities since last period</p>	<p>Space and place commissioned and work in draft format to determine feasibility of split with ATIK. Work underway on understanding rights of way constraint on Gungate North. Agreed NCP legals. Contract signed.</p>	<p>Planned Activities for next period</p>	<p>Rights of way issues to continue to be explored. Highways advice to be sought.</p>	<p>Amber/Red Areas</p>	
<p>Risks including Stakeholder Issues, budget and timing</p>	<p>Legal issue around rights of way access and the police station - needs resolution. Rekom, the owners of ATIK have gone into administration with a number of the companies that they own. Whilst STIK remains open it is not clear if this is the long term plan for the venue. Risk to project to be able to split the building with Buzz.</p>	<p>Resourcing Requirements</p>	<p>The Gungate capital pot has been substantially reduced as a result of Full Council decision (27/224) wrt to the FHSF budget issues.</p>	<p>Decisions required from CMT</p>	<p>Need further direction on what will be delivered on the site to allow masterplanning process to proceed.</p>

Note	Date	Author

Key Workstream	KW Status	KW Assigned To	KW Notes
Delivery north site	✔	Anna Miller	Space and Place inception meeting to design ATIK/Buzz split.


Key Workstream	KW Status	KW Assigned To	KW Notes
Delivery south site	✔	Joanne Goodfellow; Thomas Hobbs; Karen Moss	Work underway to acquire NCP lease and take back the car park.

Key Workstream	KW Status	KW Assigned To	KW Notes
Land Assembly north site	✔	Thomas Hobbs	<p>SCC have met with occupants of Tamyouth centre to set out that a termination notice for vacant possession is imminent.</p> <p>SCC are in the final throes of satisfying the Charities Commission requests to allow them to dispose of the site to TBC.</p>

Key Workstream	KW Status	KW Assigned To	KW Notes
Land Assembly south site	✔	Joanne Goodfellow; Thomas Hobbs	NCP is now in TBC control. There is a question mark around the Bennetts Taxi site and should this be purchased to round off the site. Work is underway to establish a value/negotiating start point to be able to make a decision.

Key Workstream	KW Status	KW Assigned To	KW Notes
Partnership with Homes England - Governance	✔	Thomas Hobbs	The Borough Council has a MOU with Homes England.

HRA Business Plan (2024-2054)

HRA Business Plan (2024-2054)	Purpose: This plan will detail our ambitions over the next 30 years as to how we manage and look to improve our housing stock. Specifically reviewing the GF contribution to the HRA as part of EMT agreed financial sustainability planning Scope: Reviewing the HRA financial planning around the business plan and how it contributes to the corporate agenda	Overall Project Status		Managed By	Tina Mustafa
Activities since last period	Glen Smith engaged as part of financial modelling and already working with LynneP on scenario planning to inform development	Planned Activities for next period	Cabinet report due 22/2/24 following several sessions at Homeless & Housing Advisory Board and financial workshops with Portfolio Holder and Leader PW commissioned ARK to review repairs cost which will significantly impact on the HRA plan	Amber/Red Areas	longer-term financial challenges
Risks including Stakeholder Issues, budget and timing	Carbon neutral targets will significantly impact on HRA resources (i.e. EPC c+ and electric charging; fuel poverty) HRA currently showing funding gap	Resourcing Requirements	Consultancy support and corporate project team involving finance. Given alignment with self-assessment likely to require project manager	Decisions required from CMT	None
Note	HRA Business plan modelling on track with Cabinet report planned 22/2/24. Portfolio Holder and Leader involved in briefings to Board and associated workshops. HRA showing balanced position over MTFs with longer term challenges from horizon scanning	Date	23-Jan-2024	Author	Tina Mustafa


Key Workstream	KW Status	KW Assigned To	KW Notes
Commission work on HRA business plan drafting and ambitions	✔	Lee Birch; Tina Mustafa	HRA Business Plan modelling complete by external consultants

Key Workstream	KW Status	KW Assigned To	KW Notes
Financial Update and Scenario Planning	✔	Joanne Goodfellow	Reported to Cabinet 22/2/24 with full scenario and stress financial testing completed. Consultation with tenants to start


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

Key Workstream	KW Status	KW Assigned To	KW Notes
HRA Business Planning Tenant Leaseholder Engagement			


Local Government Boundary Review


Local Government Boundary Review	An electoral review of Tamworth Borough Council. Purpose: is to consider the number of councillors elected to the council, the names, number and boundaries of the wards, and the number of councillors to be elected to each ward.	Overall Project Status		Managed By	Zoe Wolicki
Activities since last period	awaiting formal communication from boundary commission for project inception (as at 31 December 2023)	Planned Activities for next period	in line with boundary commission requirements	Amber/Red Areas	none
Risks including Stakeholder Issues, budget and timing	none	Resourcing Requirements	none	Decisions required from CMT	none
Note	Still awaiting communications from commission.	Date	16-May-2024	Author	Pardeep Kataria
	still awaiting communications from commission		24-Jan-2024		Zoe Wolicki
	Still awaiting boundary commission notification		30-Oct-2023		Pardeep Kataria


Net Zero

Net Zero	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;	Overall Project Status		Managed By	Anna Miller
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Activities since last period	Data requests to support GHG baseline work have been collected. Building energy audits have started. Set up workshops to explore net zero priorities for the organisation.	Planned Activities for next period	draft building energy audit report available. Baseline GHG calculations available.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
Note	New Climate Change Officer Starts at the end of February, who will be tasked with moving the project forward.	Date	24-Jan-2024	Author	Anna Miller

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

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

Key Workstream	KW Status	KW Assigned To	KW Notes
Stage 2		Anna Miller	Consultants commissioned.

Social Housing Regulatory Programme

Social Housing Regulatory Programme	The Social Housing Regulatory Programme is the Councils organisational wide approach to ensuring compliance with the Social Housing (Regulation) Act 2023. It is focused on RSH inspection preparedness and there is 8 projects across the programme with complex interdependencies highlighted.	Overall Project Status		Managed By	Tina Mustafa
Activities since last period	<ul style="list-style-type: none"> • Programme now established • Diary of meetings now completed • Projects Scoped • Intensive governance arrangements providing scrutiny (Corporate scrutiny) 	Planned Activities for next period	<ul style="list-style-type: none"> • Programme mid-term review completed with ELT 13/5/24 • Cabinet paper being drafted 06/06/24 	Amber/Red Areas	<ul style="list-style-type: none"> • Self-referral being considered by ELT • As per individual Project Plans • Risk Map to be shared with Audit & Governance
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements	Resourcing plan being prepared by Programme lead to support improvement plan organisationally with scaling up of resourcing on key programme areas	Decisions required from CMT	ELT agreed draft Cabinet aims on 13/5/24
Note	Programme actions on track - Red risk areas identified as part of the Programme control	Date	23-Jan-2024	Author	Tina Mustafa
	<ul style="list-style-type: none"> • Cabinet approved latest update 26/10/23 with next cabinet report planned for 14/03/24 • Homelessness & Housing Advisory Board to consider 13/2/24 latest performance on TSMS; Satisfaction survey and self-referral options • Programme OPs meetings diarised until year end • Internal infrastructure supporting the Programme established with all meeting/agenda framework 		23-Jan-2024		Tina Mustafa

	<ul style="list-style-type: none">• Tenant Consultative Group - Options paper on additional advocacy to be considered March 2024• Communication Strategy to be scoped				
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Appendix 2 - Quarterly Performance Report – Corporate Scrutiny Discussion log

Quarterly Performance Report – Corporate Scrutiny 25/06/24			
Ref	Issue	Response	Any follow up action required
1	Outturn Variants	Variance is 3.3 million which is an increase from £2.274 million that was reported previously the difference relates to a bad debt adjustment. In process of finalizing the accounts and will be working through under spends with budget managers to look at consistent underspends	No action required
2	Corporate risks 4.1 Finance/financial stability 2023 2024 with red risk status 2023/24 was balanced so is the title wrong or are the ratings wrong Red marker on Financial stability into the future with no data assigned to it. Is red the correct rating given the three years balanced budget and then we know that certain things drop out the budget that actually do get added back in by Government	The red status on this risk relates to the long-term financial sustainability of the council the deficit in future years in increasing significantly. The risk relates to the 2023/2024 budget setting, but we will look at for the next meeting with a view of changing the name	Assistant Director – Finance to update.
3	Future High Street Fund (FHSF) – Program - Risks – more understanding on risks moving forward, is the risk profile reducing.	FHSF is a complex program with a number of risks which have mitigated as far as they can, but what is reflected from the report it is not possible to entirely mitigate all the associated risks. The project board meets on a monthly basis, so the project is kept under regular review. The risks are managed and will continue to be managed.	No action required

4	FHSF – PDF page 89 Individual notes and due date on the right. These dates are all in the past can we have a complete column included in the report	Officers will take back to look at the presentation whilst looking at making the report more transparent.	Rob Barnes/ Z Wolicki
5	Public open spaces. Underspend could this be given to Councillor's to spend on Wards	Some staff shortages which are now back in post. Certain 106 monies do come with conditions Officer to bring back explanation of how the monies are spent.	Rob Barnes
6	Page 16 Strategic Projects – risk showing green is that correct?	R Barnes to check if this is realistic and update on progress.	Rob Barnes
7	'Where managed by' is included in the report are these all up to date	Yes, checked by Corporate Management Team	No further action required
8	Review of Leaseholder Services and are leaseholders being kept up to date.	Full implementation of all the recommendations within the timescales and yes leaseholders will know the outcomes once they have been received but the delivery will take longer.	No further action required
9	Where a budget hasn't been spent is the budget lost. (pg 62)	106 set aside it's not lost its set aside for the next financial year. Under normal budget underspent budget managers have an opportunity to request it to be carried forward if there was a legitimate reason for it not being spent they can request for it to be carried forward.	No further action required.

Thursday, 18 July 2024

Report of the Portfolio Holder for Environmental Sustainability, Waste and Recycling**Tamworth Electric Vehicle Strategy****Exempt Information**

None

Purpose

This report details the work undertaken in developing the Tamworth Electric Vehicle Charging Infrastructure Strategy, and requests approval from Cabinet for the adoption and formal publication of the Strategy.

Recommendations

It is recommended that:

Cabinet approve the final version of the Tamworth Electric Vehicle Charging Infrastructure Strategy.

Executive Summary

On the 6th April 2023 it was requested that Tamworth Borough Council commission a borough-wide bespoke strategy to provide a framework for making decisions around EV charging in Tamworth.

Tamworth Borough Council (TBC) has commissioned Amey to develop Tamworths Electric Vehicle (EV) Charging Infrastructure Strategy.

The bespoke strategy includes;

- a review of available technology and user specific considerations.
- A Commercial Model Appraisal
- a Technology and Market Review which provides in-depth guidance in line with the BSI PAS 1899 electric vehicle charging accessibility specification and in addition commentary on compliance of charging point providers.
- advice regarding open communication protocols such as that of Open Charge Point Protocol (OCPP)
- Network capacity maps to gain a clearer understanding of available capacity across the borough.
- Future recommendations

This Strategy report coincides with the findings and recommendations of earlier work undertaken on behalf of Staffordshire County Council (SCC) to generate an Electric Vehicle Strategy. The Staffordshire EV Charging Infrastructure Strategy explored the potential growth of charging infrastructure across the county, including Tamworth. The strategy aimed to coordinate the development of accessible chargepoints and support local authorities, residents, businesses, or others looking to install chargepoints through providing information and guidance. It established that the role of the SCC is to coordinate and facilitate the development of a charging network that meets the needs of the people of Staffordshire, including the equitable distribution of infrastructure and reducing risks associated with poorly located and/or insufficiently maintained facilities. This understanding of the role has been

applied here to TBC with a recognition that some elements of flexibility and resilience can be better provided through a more local approach.

The Tamworth Electric Vehicle Charging Infrastructure Strategy will provide more depth to local and national policy as relevant, a bespoke evaluation of the state of the market in relation to existing chargepoint provision in Tamworth, and a more localised view of the propensity for EV demand, points of interest and network capacity in the borough. Other areas included in the scope including Open Charge Point Protocol (OCPP) considerations, commercial models, the vision, accessibility, funding, and recommendations are also addressed.

The Electric Vehicle Charging Infrastructure Strategy coincided with national and local ambitions towards decarbonisation and air quality improvements, such as the reduction in levels of Nitrogen Dioxide (NO₂) associated with road vehicles and provide accessibility to charging points for all residents across the borough.

It is also recognised that to meet the objectives of the SCC strategy (as adopted by TBC's Cabinet in April 2023) considerable collaboration with SCC is needed to ensure accessibility and affordability ambitions are met for users without access to a driveway.

Options Considered

The options are to (a) adopt, or (b) not adopt the strategy. The benefits of adopting the strategy includes greater access to external funding opportunities and increased viability to engage with the private sector. Working in partnership with SCC is advantageous given their duties with regard to transport. By adopting the Tamworth Electric Vehicle Infrastructure Strategy this would align with the Council's stated ambition to reach Net Zero Carbon emissions by 2050 and aligns with the current corporate plan priority to develop infrastructure for acting on climate change.

Resource Implications

An EV action plan is being developed to set out actionable work streams from the Strategy. This will result in tasks for TBC staff and potential budget implications if activity is to be progressed.

The key EV work stream in the near term is to work in collaboration with SCC who are taking the lead in delivering the LEVI fund project. TBC will need to support with further information regarding site identification such as, land ownership, wayleaves and contracts. SCC have secured capability funding and are in the process of recruiting an Electric Vehicle Project Manager that will support TBC and other officers across the County to roll out the proposed infrastructure.

Legal/Risk Implications Background

There are no significant legal issues arising from the report at this stage, however, legal input will be required as the matter progresses in respect of procurement, suitable governance arrangements and land access permissions.

Equalities Implications

Tamworth Borough Councils Electric Vehicle Infrastructure strategy aims to achieve accessible and affordable charging infrastructure to all residents, with priority given to the 9,378 households who lack off-street parking and are situated outside of a 5-minute walk from a public chargepoint. The Strategy provides guidance for a brand-new standard that offers crucial guidelines for creating easily accessible public charging stations for EVs.

All EVCPs will be fully accessible and adhere to PAS 1899 standards for accessibility and will provide infrastructure for those that need to use public charge points during the day providing equality of access to charge points and enabling more households to own/lease an EV.

Environment and Sustainability Implications (including climate change)

Tamworth Borough Councils Electric Vehicle Infrastructure strategy supports the transition to sustainable transport to achieve net zero by 2050, whilst looking at sustainable solutions to deliver this. Supporting the public availability of EV charge point infrastructure is vital for enabling the uptake of cleaner fuel technology for road vehicles. The installation of electric vehicle charge points will directly contribute to reducing carbon emissions across the Borough and assist with reducing some air pollutants, principally Nitrogen Dioxide, that cause a reduction in air quality.

Background Information

Tamworth Borough Council declared a 'Climate Emergency' on the 19th November 2019 and has pledged to make the Council's operations and activities carbon neutral by 2050, with the aspiration to do so by 2030 if we are financially able to do so.

To support the drive to reach net zero carbon emissions and decarbonise road transport by 2050, the UK government set out its ambitions for all new cars to be electric by 2035. It is recognised that electric vehicles have significant benefits, particularly in relation to air quality, public health and the reduction of carbon emissions, and that usage of electric vehicles by residents, and demand for charging infrastructure, are increasing.

Staffordshire County Council is one of 13 local authorities, together with regional transport body Midlands Connect, to successfully bid for a total of £39.3 million from the LEVI scheme.

The UK Government's LEVI fund supports local authorities in England to work with the Chargepoint industry, to improve the roll out and commercialisation of local charging infrastructure. These public chargepoints will help residents who don't have off-street parking and need to charge their electric vehicles (EVs). LEVI capital fund indicative funding allocation for Staffordshire County Council is £4,588,000.

On the 6th April 2023, Cabinet agreed to adopt the [Staffordshire County Council Public Electric Vehicle Charging Infrastructure Strategy](#) which outlined working together to investigate opportunities to expand the charging network in local authority-owned car parks in town and district centres

The strategy also sets out the ambition to collaborate together cross-authority to bring a consistent approach to EV charging infrastructure and to benefit from economies of scale across Staffordshire. Tamworth Borough Councils public car parks provide an opportunity to include additional chargepoints in areas of higher need (based on; social demographic, utilisation forecasts or poor electricity connectivity) funded through the LEVI scheme. It should be noted that the majority of chargepoint infrastructure in Tamworth is expected to be installed at on-street locations on County Council land.

The selection of off-street locations will be determined by the estimated number of local residents within a 5-minute walk who do not have access to private off-street parking and the nearby electricity capacity. Efforts will be made to ensure there is a fair allocation across all district and boroughs and throughout residential areas.

The cost to increase the EV infrastructure throughout Tamworth is significant, and therefore the council will need to work closely with SCC in order to benefit from government Local Electric Vehicle Infrastructure (LEVI) funding to assist with the costs.

Report Author

Laura Patrick – Senior Regeneration Officer

Thomas Hobbs - Head of Economic Development and Regeneration

List of Background Papers

Staffordshire County Council's Electric Vehicle Charging Infrastructure Strategy
SCC EV Charging Infrastructure Strategy Overview

Appendices

Appendix A – Tamworth Borough Council Electric Vehicle Strategy

Appendix B - Community Impact Assesment

Amey

EV Strategy Report

**Tamworth Borough Council Electric Vehicle Strategy
Rp001 / v2.1**

09/04/2024

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1. Introduction

1.1. Purpose

Tamworth Borough Council (TBC) has commissioned Amey to develop an Electric Vehicle (EV) Charging Infrastructure Strategy. This Strategy report will coincide with the findings and recommendations of an earlier work undertaken on behalf of Staffordshire County Council (SCC) to generate an Electric Vehicle Strategy. TBC's own EV Strategy shall align with the previous work but shall provide a richer local, rather than regional, update of previous assessments.

The Staffordshire EV Charging Infrastructure Strategy explored the potential growth of charging infrastructure across the county, including Tamworth. The strategy aimed to coordinate the development of accessible chargepoints and support local authorities, residents, businesses, or others looking to install chargepoints through providing information and guidance.

It established that the role of the SCC is to coordinate and facilitate the development of a charging network that meets the needs of the people of Staffordshire, including the equitable distribution of infrastructure and reducing risks associated with poorly located and/or insufficiently maintained facilities. This understanding of the role has been applied here to TBC with a recognition that some elements of flexibility and resilience can be better mitigated or withdrawn through a more local approach.

This Strategy shall provide more depth to local and national policy as relevant, a bespoke evaluation of the state of the market in relation to existing chargepoint provision in Tamworth and with a more localised view of propensity for EV demand, points of interest and network capacity in the borough. Other areas included in the scope including Open Charge Point Protocol (OCPP) considerations, commercial models, the vision, accessibility, funding, and recommendations are also addressed.

The Strategy, whilst aligning with the Staffordshire EV strategy, has implemented significant effort to ensure that this commission offers a richer and more localised context for TBC and its residents. This will coincide with national and local ambitions towards decarbonisation and air quality improvements, such as the reduction in levels of Nitrogen Dioxide (NO₂) associated with road vehicles and provide accessibility to charging points for all residents across the borough.

It is also recognised that to meet the objectives of the SCC strategy (as adopted by TBC's Cabinet in April 2023) considerable collaboration with SCC is needed to ensure accessibility and affordability ambitions are met for those users without access to a driveway. TBC are not alone in undertaking this work and SCC have already completed several aspects of the work required in relation with demand and energy grid capacity studies to identify target areas.

1.2. Approach

This analysis seeks to apply a more local focus on the work completed for SCC in 2023. This work therefore aligns with the SCC approach and will involve capturing the wider context of Tamworth in terms of demographics, geography, and current EV infrastructure and comparing these against regional and national figures.

To achieve this, the Strategy comprises of a local literature review, an overview of chargepoint technology with a focus on accessibility and smart technologies, a commercial review detailing the benefits, risks, and responsibilities of each approach, insights into charge point provision, identification of locations that will benefit the community, and recommendations for successful deployment of chargepoints in Tamworth.

The EV Strategy for Tamworth is aligned to the Staffordshire EV Strategy, but the local context will help inform the key recommendations bespoke to Tamworth. This will allow for early mitigation of pain-points and satisfaction of current needs. As a result, this approach will guide the creation of a comprehensive EV Strategy for TBC.

1.3. Context

- Demographics data

According to the most recent census data (Office for National Statistics, 2021), the population in Tamworth is approximately 78,000 reflecting an increase of 2.3% since 2011. This growth rate is slower than was recognised for England as a whole (6.6%) or the West Midlands region (6.2%). Being the ninth most densely populated of the 30 local authority areas, Tamworth occupies roughly 21 km², this equates to 3,645 residents per square kilometre.

Table 1 presents a comparison of Tamworth’s age demographics between 2011 and 2021 census:

Age	Population		Comment
	2011	2021	
65 and over	11,144	14,800	Increased by 32.8%
15 to 64	51,277	49,900	Decreased by 2.8%
Under 15	14,392	14,000	Decreased by 2.7%

Table 1 - Tamworth’s population age comparison (2011 - 2021 census). Source: ONS 2021 and 2011 census.

In terms of employability, of those residents aged 16 and over, and excluding full-time students, 58.3% said they were employed, showing a slight decrease from the 50.6% recorded in 2011. Nevertheless, unemployment has also fallen with 2.7% registering as unemployed in 2021, compared with 4.1% in 2011. Finally, the percentage of retired residents in Tamworth has increased from 20.3% (2011) to 22.8% (2023).

- Implications of demographic data

To demonstrate the EV chargepoint needs of the region, according to the Staffordshire EV Strategy, 97% of households that do not have access to off-street parking are not within a 5-minute walk of a public chargepoint which equates to approximately 92,000 households.

Figure 1 presents the access to on-street and off-street parking in Tamworth (Field Dynamics and ZapMap, 2023)



Figure 1 - Tamworth households without access to off-street parking, own elaboration derived from Field Dynamics and Zap Map

It has been observed that a considerable portion of households, which is approximately 71% or 23,851, have access to off-street parking. However, there are still 29% or 9,831 households without it. What's worth noting

is that 95% (9,378) of residential properties without off-street parking are more than a 5-minute walk from an existing EV charger site, thus highlighting the need for chargepoint provision.

As more people adopt EVs, there will be an increased need for EV charging. To meet this demand, the council should ensure that there are enough public charging points for those without access to off-street parking. Providing these charging points early on can help build trust among the public and encourage more people to switch to EVs.

■ **Transport data**

From work completed for the Staffordshire EV Strategy and reviewing currently available chargepoints, EV infrastructure deployment in Tamworth is increasing but falls short when compared with the West Midlands. Figure 2, taken from ZapMap in mid-October 2023, highlights the six charging locations available for public access although all but two (both located within the Ventura Shopping Park) are on private land associated with Morrisons (supermarket), WH Horton Ltd (bathroom supplies), Premier Inn or Holiday Inn (hotels). Across these locations, are combination of slow, fast and rapid infrastructure is available with most (4 of 6) only offering slow (7kw) charging.

The main focus of this approach is to establish a chargepoint network that is fair and accessible, with priority given to the 9,378 households who lack off-street parking and are situated outside of a 5-minute walk from a public chargepoint.

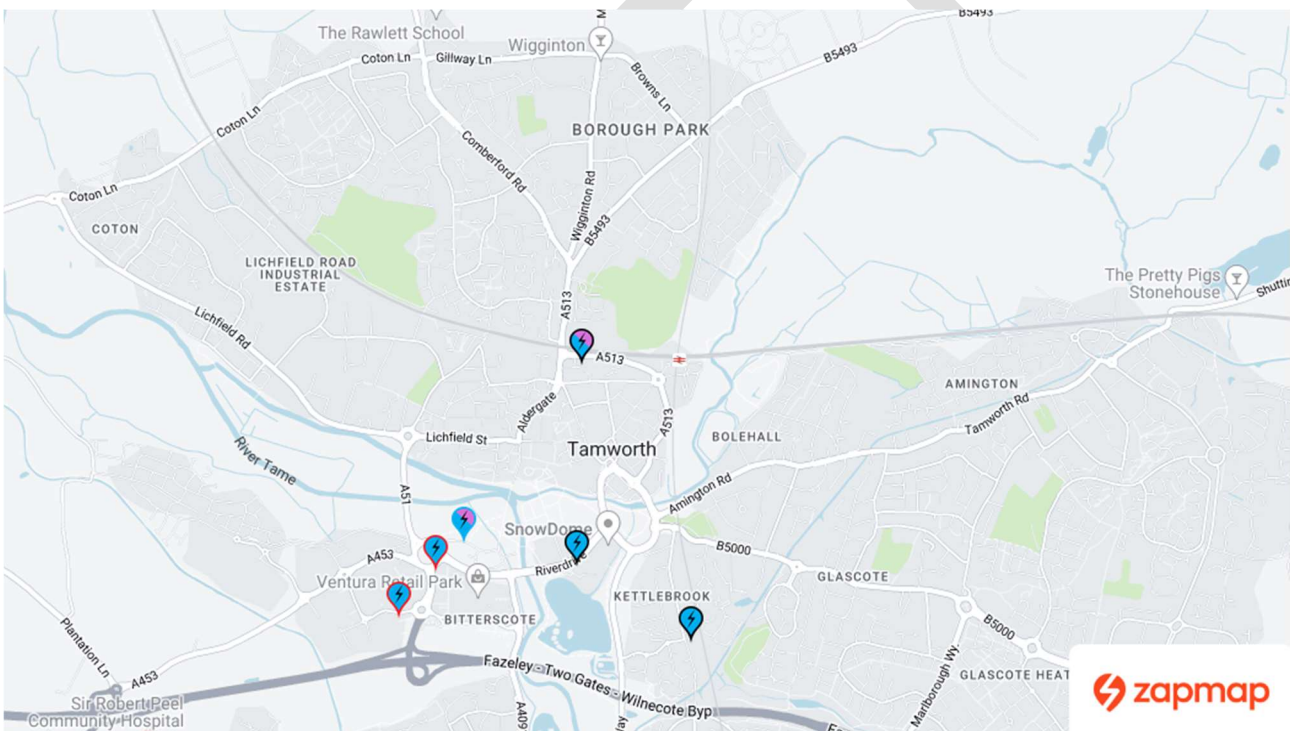


Figure 2 - Map showing publicly available chargepoints in Tamworth

It is important for TBC to take into consideration the involvement of the private sector in meeting the current and future needs of the area. TBC should engage with the relevant stakeholders to identify the necessary actions that need to be taken. This involves striking a balance between current demands and anticipated future needs, as the adoption of EVs increases among the public. Additionally, it's crucial to assess the extent to which current usage and charging patterns are indicative of the evolving trends among the growing population of EV users.

2. Policy review

To ensure that Tamworth's EV Strategy is reflective of the current conditions, the policy review takes stock of national, regional, and local policies that will be fed into Tamworth's EV strategy. Firstly, the national objectives are discussed and the plan to reduce transport emissions. Secondly, the key objectives of the Staffordshire County Council EV strategy will be highlighted to ensure that the Tamworth outcomes are aligned. Finally, other local policies that will impact the EV strategy, such as local transport and corporate plans will be assessed.

This process will set the direction for the Tamworth EV strategy and ensure that local needs are addressed while adhering to the overarching direction of the region.

2.1. National policies

The UK's Net Zero Strategy (BEIS, 2021) introduced in 2021, sets out the policies to support the decarbonisation of UK industry including Transport. Transport is one of the largest polluting sectors in the UK, and particularly road transportation which accounts for 91% of all transport emissions demonstrating a need for action.

The strategy sets out a number of key policies to support the decarbonisation of the sector including, a zero-emission mandate starting from 2024, which will progressively see more EVs on UK roads and recently updated targets have been set to end of the sale of petrol and diesels cars and vans by 2035. These commitments were further highlighted alongside a 2035 delivery plan within Transitioning to zero emission car and vans (Department for Transport, 2021).

To facilitate and encourage more zero-emission vehicles, the Staffordshire EV Strategy published in 2023 by Staffordshire County Council, highlights the need for a tenfold increase in public charging by 2030. The approach emphasised by the strategy aims to be holistic and fair, catering to the needs of the entire population, whether they are residential or on-route. This will be achieved through various forms of charging, including en-route and destination charging, as well as on-street and residential hubs. The goal is to have a minimum of 300,000 public chargepoints by 2030, which could potentially increase to 700,000 if there is a higher prevalence of on-street charging.

2.2. Staffordshire regional policies

Strategic Plan 2022-2026

The Strategic Plan (Staffordshire County Council, 2021) establishes a comprehensive vision for the future of Staffordshire along with multiple strategic priorities and ambitions for sustainable growth, enhancing the lives and livelihoods of residents through innovative solutions and a community focus. The three key outcomes are set as:

- Have access to more good jobs and share the benefits of economic growth.
- Live in thriving and sustainable communities.
- Be healthier and independent for longer.

While the priorities are defined as being:

- Support Staffordshire's economy to grow, generating more and better paid jobs.
- Tackle climate change, enhance our environment, and make Staffordshire more sustainable.
- Encourage good health and wellbeing, resilience, and independence.
- Fix more roads and improve transport and digital connections.
- Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential.

These are all under the single pledge to “Live within our means and deliver value for money” which clearly demonstrates that whilst significant appetite exists for innovative solutions for recognised problems might occur – fundamental assurances and evaluations must happen first.

Although there is no explicit reference to EVs, addressing climate change and enhancing transportation and digital connectivity implicitly acknowledges their potential influence. Nevertheless, any EV solutions that aim to resolve problems related to decarbonising transportation must be introduced responsibly in collaboration with local communities, partners, and businesses.

Staffordshire Climate Change Strategic Development Framework

The Staffordshire Climate Change Strategic Development Framework (Staffordshire County Council, 2020) outlines the steps that the county council will take to decrease carbon emissions in the region. One of the primary policies is to ensure that all council services are aware of the importance of reducing carbon emissions and are dedicated to doing so. This entails decreasing the emissions produced by the council's fleet and promoting the use of low-emission vehicles, as well as decreasing reliance on vehicle travel and encouraging the use of active travel alternatives across the region.

The updated Staffordshire Climate Change Action Plan (Staffordshire County Council, 2022), acknowledges the necessity of taking multiple measures to monitor, decrease, and ultimately eliminate the carbon emissions produced by the Council. These measures include putting a stop to carbon emissions altogether, finding ways to remove existing carbon emissions, and assisting communities and businesses in preparing for the effects of a shifting climate. In support of reducing vehicle emissions key policies include:

- Collaborate with district and borough councils to develop a unified strategy for implementing electric vehicle infrastructure throughout Staffordshire.
- Maintain communication with them to explore ways in which climate change mitigation can be factored into planning considerations.
- Ensure sufficient resources are available to support business areas in identifying opportunities and understanding carbon impacts.
- Investigate the transitions of Council fleet to alternative fuels or more carbon efficient options where appropriate by 2025.
- Work with Amey to roll out EV charging across all highway's depots.

Staffordshire Local Transport Plan

The Staffordshire Local Transport Plan to 2026 set out several key policies to help improve the transport network, while reducing emissions and supporting modal shift. The strategy notes that 34% of all carbon emissions come from road transport in Staffordshire, highlighting the need to act.

Key policies include:

- Reducing transport emissions and the impact it has on the Highway Network which include promoting the use of EVs and investing in charging infrastructure.
- Promote alternatives to private vehicles by investing in active travel methods including the increase of public transport patronage.
- Support economic growth and regeneration.
- Help improve social inclusion and ensure equity across the region.

Staffordshire's regional policies are centred on reducing carbon emissions in transportation, with a focus on road transportation. To achieve this goal, they prioritise encouraging the adoption of EVs and the necessary infrastructure to support them. Additionally, they promote the use of public transport and active travel models while keeping the needs of the entire region in mind when making decisions.

2.3. Staffordshire EV strategy

In January 2023, the Staffordshire EV Strategy was released, and covers multiple aspects such as policy, funding, and technology. The strategy outlines five different charging solutions, including EV charging hubs, EV forecourts, on-street charging, residential off-street parking, and off-street charging. Furthermore, the strategy considers the current and future demand for each district and borough in Staffordshire, as well as the entire region, to aid in strategic decision making.

The strategy makes clear recommendations to ensure that chargepoint deployment in the region is successful including:

- **Engage the market:** Local authorities should review this EV Charging Strategy and ensure feedback they receive from chargepoint users and stakeholders at key delivery points is included in further plans and actions.
- **Procurement:** Local authorities should engage with their procurement teams to assess the appropriate avenues for procurement, considering the operating and commercial models that are optimal for each local authority.
- **Charging infrastructure locations:** Local authorities should ensure a feasibility study is undertaken that follows good practice with well-developed processes and procedures for installing any chargepoints that will be publicly accessible. SCC will continue to engage with all district and borough councils to provide a consistent approach to EV rollout across Staffordshire.
- **Chargepoint operators (CPOs):** District and borough councils should engage as a group with private chargepoint operators to ensure they follow best practice and encourage charging solution at locations tailored to the requirements of each area, for the benefit of as many citizens as possible.
- **Monitoring the network:** Each district and borough council should ensure a monitoring system is in place to review the impact of their EV charging strategy and feed this back to the public where relevant.

These recommendations and guiding principles will be used as the baseline for Tamworth's EV strategy. At the same time, the specific charging infrastructure needs for Tamworth will be addressed as part of the strategy development.

2.4. Tamworth policies

At a local level, Tamworth has developed initiatives to support the transition to sustainable transport including the addition of new bus services, enhancing access for sustainable modes at the Ventura retail park and improving the overall condition of multiple bus shelters and the mainline Tamworth Rail Station (Tamworth Borough Integrated Transport Strategy 2015 – 2031).

The TBC Local Plan 2006-2031 (Tamworth Borough Council, 2006) corresponds with these initiatives and the underlying ambitions by setting out the policies and strategies to regenerating existing plans and lays the foundation to deliver a sustainable and connected town. Two critical policies include developing a sustainable transport network that supports the Staffordshire Local Enterprise Partnership to improve the transport network for all users, prioritise more sustainable transport modes, and raise awareness on environmental issues. The second key policy is delivering sustainable transport which will be achieved through travel planning and ensuring new developments have sustainable travel at the core of the process.

In addition, the TBC's Corporate Plan (Tamworth Borough Council, 2021) to 2025 sets out the plan for the council over the next 3 years which includes, a review of the local plan to improve the transport links within Tamworth and improve existing walkways and cycling routes. The plan also highlights some achievements to date such as establishing a contract with an electric vehicle chargepoint supplier for 4 fast chargers on designated council car parks.

3. Technology and market assessment

This section covers the essential technologies for chargepoints, key considerations such as user access and the potential commercial models available for deployment. This knowledge will be crucial for developing the strategy and making effective recommendations. Aiming to present a tailored perspective on the current opportunities relevant to TBC, this section evaluates the established and advancing EV charging technologies, existing commercial models, accessibility considerations, smart charging protocols and other associated innovations. The methodology relies on a combination of desk-based research and our in-house expertise to pinpoint potential gaps and identify emerging trends in the market.

3.1. Technology review

The progress of EV charging technology has primarily been led by private initiatives covering not only the initial development of technical solutions, but also their operation and maintenance. In this context, the demand and market expansion has shown a continuous growth, becoming increasingly appealing for these companies to explore faster and more advanced technological solutions. In addition to the charging technology, particular attention has been given to developments in EV technology and to battery capacity as it continues impacting charging time, and therefore user's behaviours.

In this context, a key element to highlight is the lack of a consistent terminology, which encompasses aspects ranging from charging speed to the technological requirements for utilising EV chargepoints facilities.

EV charging modes and EV charging speed

The '*BS EN 61851-1-Electric Vehicle Conductive Charging System Standard*' outlines four different charging modes, each delineating the circuit type, socket configuration, and subsequently, the available power capacity. Moreover, these modes have an impact on the charging speed, and it is worth noting that not all the modes are compatible with every EV. With ongoing innovations in the market, it is anticipated that these definitions and standards will undergo continuous modifications, updates, and further development.

The following is an overview of the various contexts in which these modes and EV charging speeds are observed in the market.

- **Mode 1:** Covers the charging of an EV through a standard 13-amp/three-pin plug socket. This mode is the least recommended for public use, primarily because it offers limited protection due to the absence of an in-cable control box (ICCB), which ensures safe communication between the outlet and the vehicle during charging. Typically used for e-bikes and e-scooters.
- **Mode 2:** Uses a standard 13-amp/three-pin plug socket, with a significant feature being in the inclusion of an in-cable control and protective device (ICCPD) within the cable. The ICCPD plays a crucial role in setting the charging power to a specific level and offers protection against potential hazards by identifying any current imbalances within the circuits. Can be used in both residential and more public spaces.
- **Mode 3:** Involves the utilisation of a dedicated circuit, users have the option of employ either a tethered (typically bespoke to the specific vehicle to be charged) or untethered cable. Typically observed residential, public, and workplace charging scenarios
- **Mode 4:** As the only mode to provide DC, via a tethered cable, directly to the vehicle by using an integrated charger. Mode 4 chargepoints are commonly in the 20-50kW range and charging in excess of 350kW level may be available in the medium term. This can see an EV charged to 80% in approximately 15 minutes. Typically observed in charging hubs or industrial places, not available as residential charging.

Furthermore, with the expected ongoing growth in the demand for EVs, the importance of dependable and effective charging solutions becomes paramount. Therefore, it is crucial to recognise that charging speed and modes used can also influence user's behaviour.

Figure 3 below presents a visual approach of the different EV charging devices speed considered and their capacity (kW), aligned with the new criteria adopted by the DfT in November 2023 (Department for Transport - DfT, 2023).

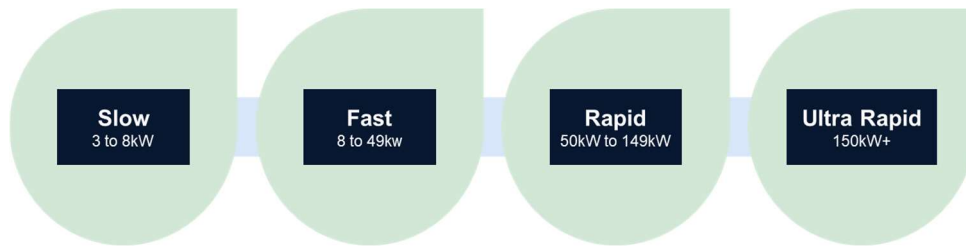


Figure 3 - Charging Speeds Considered

As part of the market split in terms of EV charging speed devices in the UK market, as of October 2023 considers a total of 49,220 public EV chargepoints. As observed in Figure 4 below, the current landscape reflects a predominant use of fast charging solutions, followed by slower charging options, with rapid and ultra-rapid chargers making up the third and fourth tiers of prevalence (Department for Transport - DfT, 2023). This distribution underlines the increasing emphasis on enhancing the convenience and efficiency of EV charging devices across different locations.

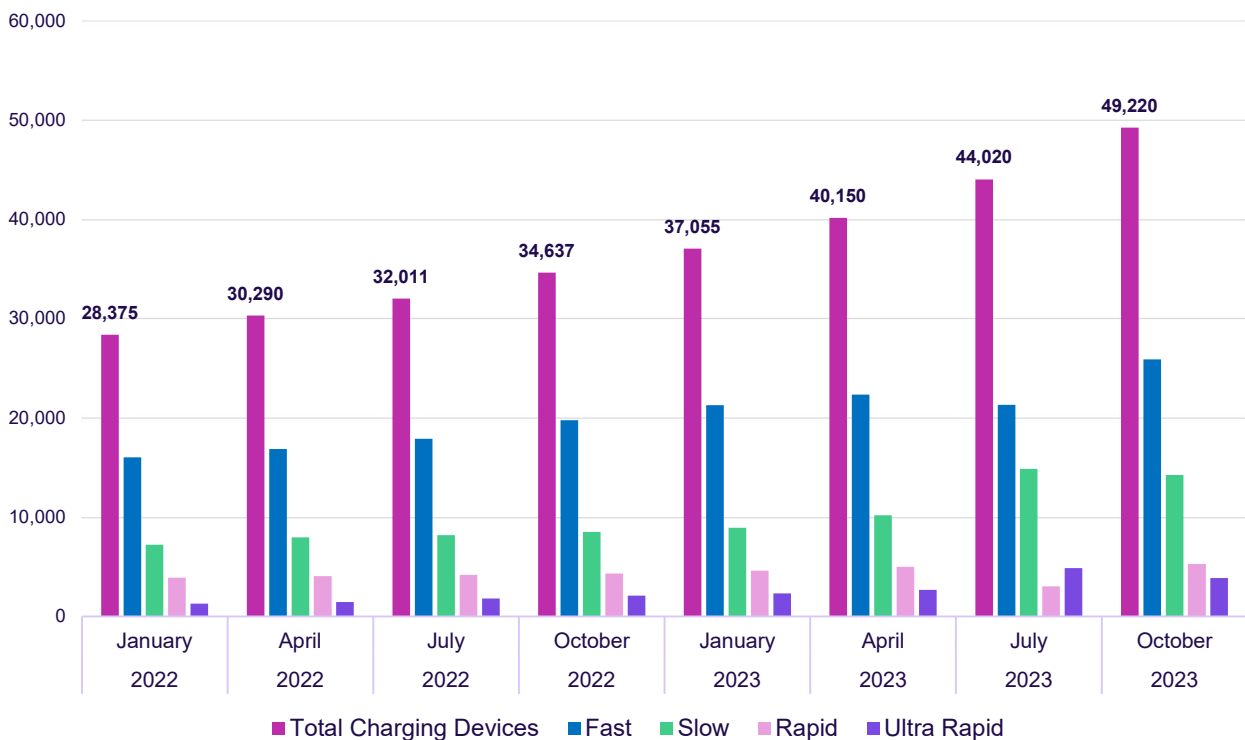


Figure 4 - 2022 and 2023 UK speed of charging devices installed (using former criteria). Source: DfT data published in November 2023.

In Staffordshire there has been growth in the number of chargepoints available, within the last year a total of 80 new EV public chargepoints have become available. Figure 5 presents the publicly available EV rapid and ultra-rapid charging devices by local authority in Staffordshire per 100,000 population. Additionally, as can be observed Tamworth has increased the provision of chargepoints from 3.9 (Oct-19) to 25.4 (Oct-23) EV public chargepoints per 100,000 population in the last four years..

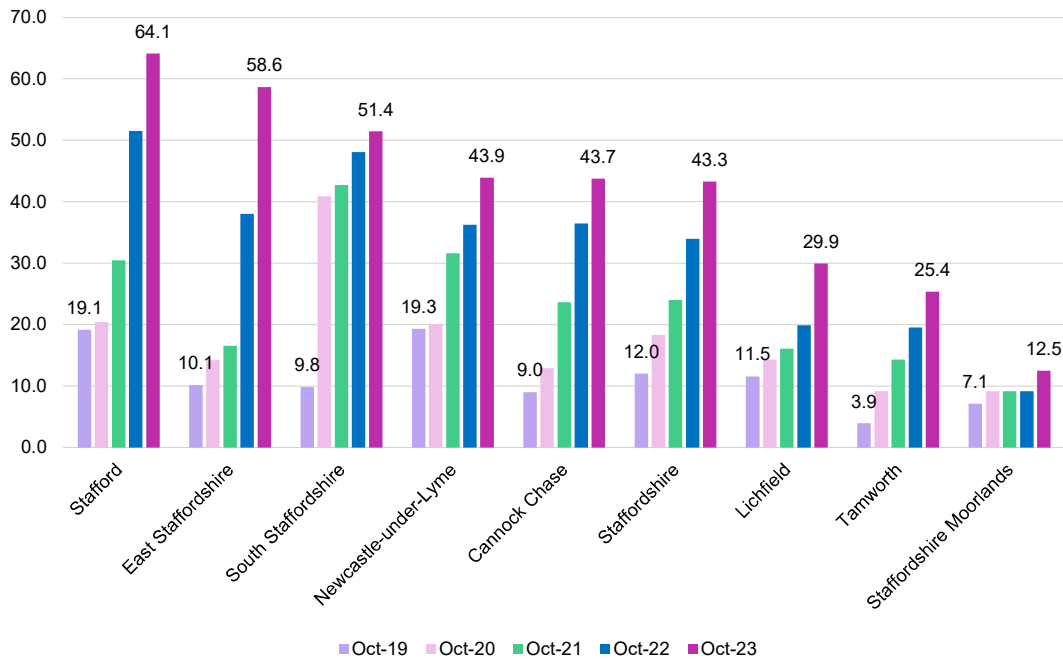


Figure 5 - EV rapid charging or above devices by local authority in Staffordshire per 100,000 population. Source DfT data published in November 2023.

Depending on the specific needs, the council can choose from various chargepoint speeds. Table 2, which follows the criteria implemented by the DfT in November 2023 (Department for Transport - DfT, 2023) provides a description of the available EV chargepoint speeds and their most common use cases.

Speed	Description
Slow	The definition of slow charging solution refers to a charge between 3kW and 8kW and either mode 2 or mode 3. Slow charging devices are typically well-suited for off-street residential use cases, as they allow EVs to charge overnight, aligning with recommendations and guidance of DfT to charge during off-peak hours. These kinds of devices would also be suitable for PHEVs which do not demand a continuously available EVCP.
Fast	<p>The concept of fast charging typically covers a charging ranging from 8kW to 49kW, employing modes 2, 3, CHAdeMO, or Combined Charging System (CCS). Nevertheless, it is worth highlighting that CHAdeMO has restricted used as only certain manufacturers use it, making CCS more popular. As previously noted, when adopting and installing fast chargepoints, upgrades to the power supply may be necessary to ensure the minimum electrical network infrastructure. Fast charging can be delivered through a variety of chargepoints, kerbside units, dedicated parking bays or residential charging units.</p> <p>Fast charging can suit diverse needs and use cases, as they have the potential to become a convenient solution for quick top-ups of EVs while visiting places of interest, such as: supermarkets, hospitals, public car parks, or tourist destinations. Moreover, fast charging proves advantageous in off-street residential set-ups and can be particularly beneficial for households with more than one EV.</p>
Rapid	Typically, Rapid chargers offer a range of 50kW to 149kW. Due to existing constraints within the power grid infrastructure, off-street and on-street residential solutions are typically unable to support rapid and ultra-rapid charging. Instead, such high-speed charging is more frequently available at forecourts, dedicated charging hubs, or commercial venues.

Ultra-Rapid

Covering those charging devices with a capacity over 150kW, ultra-rapid charging technology remains relatively new, with a smaller participation within the current UK market, meaning it may not be compatible with all EVs. The availability of rapid and ultra-rapid charging is generally limited to locations with designated parking bays, offering the advantage of delivering a substantial boost to the EV's battery in a shorter duration. This is particularly valuable at places like service stations, supermarkets, or retail parks, where drivers can efficiently charge their EVs during brief stops. Same as with rapid, ultra-rapid charging also proves advantageous for EV users covering longer-distance journeys.

Table 2 - EV Chargepoint Speeds

EV charging solutions

A variety of charging options are available to meet the needs of electric vehicle users, including those who charge at home or while on the go. To ensure that more people switch to EVs, a comprehensive range of charging solutions is essential. In Figure 6, which considers market trends in the UK and the needs of TBC, you can see an overview of the different chargepoint options. The subsequent section will delve into each solution and its potential use case.



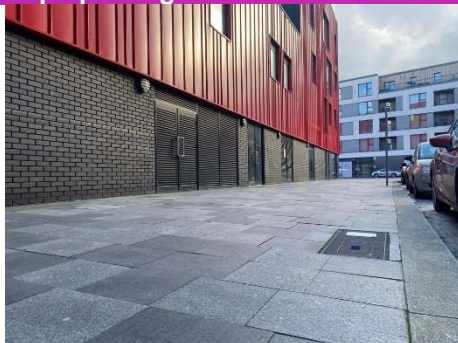
Figure 6 - EV Charging solutions

▪ **On-Street Charging**

These EV charging solutions play a vital role in encouraging the uptake of electric vehicles in residential areas with limited or no private parking space. Often, they come equipped with fast and rapid charging capabilities, serving as a crucial means to facilitate the transition to EVs for private vehicle owners. Initial findings suggest that some local authorities are dismissing certain options, like 'gullies' due to inherent risks and potential liabilities. Since not all households have access to off-street parking, on-street charging facilities present an efficient and seamless alternative to support the transition to electric vehicles.

Examples of existing on-street solutions available in the market are listed in Table 3:

Pop up charger



Source: Urbanfox

These 7kW chargers are designed to limit street clutter and are installed into the pavement that pop-up when required for charging, and then retracts flush to the pavement when not in use. The chargers can also be deployed in car park locations.

The charging units are easily reachable and comply with the minimum socket height requirements outlined in the PAS guidelines. Additionally, they are designed to remain secure and prevent from rising if excess weight is detected. Fully funded or partnership options are available.

Gul-e



Source: Energy Saving Trust

Innovative solution aiming to tackle hazards caused by fixed or event temporary infrastructure on streets, pavement Gul-e's present a solution for residential areas lacking off-street parking. These gullies enable EV users to route a charging cable discreetly and safely from their home chargepoint unit directly to their EV [11].

This solution came as a result of the Go Ultra Low Oxford (GULO) pilot conducted by Oxford City Council in 2017. There most pilots have been small, in 2022, there was roll out of 30 OxGul-e units across the county which includes urban and rural homes. As Gul-e EV chargers adapt to the unique conditions of each household, this innovative solution seamlessly combines the advantages of off-street charging solutions with the flexibility of public EV charging options located near residential areas.

Post-mounted charger



Source: Connected Kerb

One of the most common on-street 7-22kW chargers are post mounted. These chargers often require pavement of have significant space on the street to mount without disrupting people or traffic flow.

These chargers can come with a single or dual socket which would allow two vehicles to be charged simultaneously. Connected Kerb has a unique modular design that separates the underground "brain" of the charger from above the ground socket meaning it can be replaced or upgraded easily. Partially or fully funded models are available.

Table 3 - EV on-street charging solutions

- **Off-Street Charging**

Covering both private and publicly owned facilities, off-street charging solutions typically encompass fast, rapid, and ultra-rapid charging solutions, depending on needs, power network capacity, and preferences. Destination charging within off-street provides a convenient option for EV owners to charge their vehicles while visiting other destinations. These chargers are normally designed to offer a moderate charging rate, allowing EV drivers to top up their batteries over a longer duration.

As off-streets charging solutions offer considered both privately and publicly owned, they can be found in private premises such as offices, depots, or residences (typically covering slow charging solutions) or in places nearby shopping centres, touristic attractions, among others.

- **EV Charging Hub**

EV Hubs represent a significant opportunity to establish a wide-reaching, publicly accessible charging infrastructure. This plays a vital role in the transition to EV, as it addresses concerns about charging availability and range anxiety during longer journeys, thereby enhancing the overall experience for EV users. Typically, EV Hubs provide four or more fast (or even rapid and ultra-rapid) charging stations, often with the potential to encourage the use of other transportation modes.



Figure 7 - EV Hub Dundee source: ChargePlace Scotland

Depending on the scale, EV Hubs can support community uptake in EVs or target high volume traffic routes existing in the county council. Beyond the charging capacity, these hubs have also the potential to serve as versatile spaces, offering additional advantages, including community engagement or retail services.

Recent developments of EV Hubs in the UK have demonstrated the potential feasibility of implementing this charging solution in locations owned by local authorities and where existing facilities are already in place, such as public car parks. This opportunity not only speeds up the deployment process but also reduces the potential costs associated with infrastructure development or land acquisition.

▪ EV Forecourt

Frequently regarded as the future of electric vehicle charging infrastructure, EV forecourts introduce an innovative approach to addressing the demand for EV charging while simultaneously promoting additional activities. In this context, EV forecourt concept takes further the notion of EV Hubs and have the capability to promote economic development and social inclusion (Darwish, Rady, Abbod, Almatrafi, & Lai, 2022). These kinds of facilities, commonly offer rapid and ultra rapid charging options and have the potential to implement innovative solutions such as solar panels, or even commercial partnerships.

Moreover, as the transition process to EVs is undergoing, fuel station or other existing facilities have the potential to support the switch providers could often promote the adoption of EV Forecourt, more detailed approach regarding potential commercial models can be observed in Section 3.2.

Chargepoint accessibility / PAS 1899

The design and installation of chargepoints should be in accordance with the requirements of PAS 1899:2022, a brand-new standard that offers crucial guidelines for creating easily accessible public charging stations for EVs. The design guidance covers signage and information, the built environment, and the process of charging an electric vehicle, including:

- Charging point locations including kerbside, car parks and service stations.
- Charging types including fast and rapid.
- Access needs.
- Journey types including local and long distance.

User considerations

As part of the standard, specific user considerations are highlighted to improve the experience of charging a vehicle. Table 4Error! Reference source not found., which draws and expands upon Designability's

guidance (Design Guidance for Accessible EV Charging 2022) and outlines the key considerations for Tamworth when installing chargepoints to guarantee accessibility and availability for all users.

Consideration Benefits to user	
Chargepoint	
Information and instructions	Charging can be made simple and reassuring by providing step-by-step instructions before, during, and after the process. These instructions should be visually clear and easy to understand. It's also helpful to provide these instructions in a smartphone app, with information large enough to be read from an appropriate distance.
Positioning and location	When installing a unit, it is important to ensure that all its parts are easily reachable from the ground level where the user will be standing or sitting. This ensures accessibility without any potential obstructions or harm to the user or anyone nearby. Bollards and raised plinths are often apart of the installation setup. Any additional measures should consider access to all types of users.
Charging unit parts	<p>The following features must be seen, reached, and used by both standing & seated users:</p> <ul style="list-style-type: none"> - Cables and connectors - Sockets - Screens - Buttons (start and stopping charging) - Payment terminals - Lights and signage
Signage	
Navigation instructions	Clear and effective navigation signage can be incredibly helpful in saving time and reducing frustration for people looking for charging points. In addition, it can also prevent congestion as users may hesitate or become disoriented when searching for available charging spots.
Information on signage	<p>Important to make clear information such as:</p> <ul style="list-style-type: none"> - Who can use the chargepoint? - What type of charging is available? - Applicable parking charges - Parking time limits
Positioning	It is important to keep in mind that signs that are not placed properly can make it harder to access charging points, so it's crucial to avoid positioning them in a way that could potentially obstruct or harm the user.
Vehicle	
Space around the vehicle	Space around the vehicle can enable or limit the access to a chargepoint. It is important to make sure drivers have the space the space to open and close their vehicle door without obstruction. This includes having sufficient space between the front of the vehicle and the chargepoint to ensure access to all users is possible.
Other	
Lighting and shelter	It is worth noting that disabled individuals may require additional time to enter and exit the vehicle, as well as to navigate around the charging process. This is why it's important to consider their needs when designing and installing chargepoints.
Nearby amenities	Being close to amenities can be particularly important to disabled users how may need access to rest rooms or other services while charging their vehicle.

Table 4 - specific user considerations for chargepoint accessibility

Therefore, the objective of this standard is to support the development of an inclusive EV charging infrastructure. It can aid designers, and installers in anticipating and removing limitations and obstacles that might impede any user from using the chargepoint independently.

Innovation and ancillary facilities

- **Battery storage**

The market for battery storage solutions for SMEs is growing, and there are already offers for systems with storage capacities of 64 to 200 kWh combined with 30kW or 50kW controllers, which set a limit on how much power may be pulled at any given moment (GivEnergy, 2023). The operational lifetime guarantees are getting longer, and costs per kWh are currently often between £600 and £700/kwh installed [ex VAT] (Jackman & Clissitt, 2023). When the future demand for vehicle charging will be significantly higher, monitoring the export power from a new solar array may determine that it would be practical to install a battery storage system to power the EV chargepoint. However, it is important to consider that the storage capacity should be dimensioned to cover, if not all, a certain percentage of charging demand each evening.

- **Smart charging**

Another important characteristic that can be considered during the EVCP deployment is the possibility to use smart functions and load management capabilities. The main goal of “smart” load management is to optimise energy usage and thus reduce grid connection cost and time. Depending on the location of EV chargers, the system’s electrical demand is often higher in certain times of the day and certain seasons of the year with winter evenings seeing the highest demand. Smart charging helps to avoid charging the EVs during these peak hours and or maximise the use during times of renewable energy production. In general, this reduces the costs for generation capacity and the electricity network, which includes the cables and other electrical devices (Department for Business, Energy & Industrial Strategy, 2023).

Another important thing to consider is that smart charging can also be programmed to reduce carbon emissions by delaying the charging from times with high levels of carbon intensity or to times when the grid mix generates relatively low emissions (Tang, Cockerill, Pimm, & Yuan , 2021).

The supplier could also incentivise the change in time of energy demand through demand-side response techniques by increasing user demand for energy when the supply is high or reducing demand when the supply is low. The user plays therefore plays an important role in optimising energy usage in response to better time-based rates or other types of financial incentives (iea, 2023).

- **Open Communication Protocols**

With the objective of facilitating the communication between EV charging stations, network software companies, CPOs and EV users, protocols have been adopted aiming to ensure universal compatibility, shared communication, the availability of up-to-date information regarding the performance of each charge point (Wevo, 2022).

The Open Charge Point Protocols (OCPP) was established in 2009 by the Open Charge Alliance, OCPP is a free to use accessible, open-source protocol to allow the chargepoint to communicate with the chargepoint management system. (Open Charge Alliance, 2023). In addition, other open-source protocols that allow the chargepoint to communicate with other system actors such as energy management systems.

Table 5 presents a summary of each protocol, highlighting the objective, data shared, and use cases.

	Open Charge Point Protocol	Open Smart Charging Protocol	Open Charge Point Interface Protocol
Objective	Allows network managers to select hardware and software from a variety of providers.	Communication bridge between charge point management system and energy management system.	Facilitates roaming across eMobility service providers and Charge Point Operators.

	Open Charge Point Protocol	Open Smart Charging Protocol	Open Charge Point Interface Protocol
Data exchanged	Charge point status, energy usage, and charging session details.	Grid operators, demand response aggregators, or energy management systems. 24-hour forecast of the electricity grid's available capacity.	Charge point status, tariffs, energy usage, charging session details, locations, availability, error codes, and other relevant details.
Use case	When deploying a network of chargers, it allows the council to choose any chargepoint supplier and back-office system that is OCCP compliant.	The 24-hour forecast of the accessible capacity helps optimise charging times for individual vehicles and avoid exceeding network capacity which can increase costs.	Helps promote an improved user experience removing the boundaries between charge point operators and other services.

Table 5 - Protocols comparison

It is important to highlight that the usage of smart charging standards (OCPP or other protocols) is not mandatory in the UK, however, is seen as good practice to enable interoperability, promote innovation, and provide a better user experience.

- **Solar PV power generation**

Solar PV power generation is one of the most affordable ways to supply on-site power generation because it is a well-established, dependable technology. When linking solar PV to EV charging bays, the daytime demand could be offset by the solar generation. This supplies a large quantity of power, especially, throughout the summer daytime period (Solar Energy Technologies Office, 2023).

Depending on energy tariffs and whether about 60–70% of the power generated is used on site, payback for the capital cost of a roof-mounted solar PV system is often estimated to be between 8 years (Jackson, 2023). A significant portion of this generated energy could be used on site, the surplus can be sold to the grid. However, to make the best use of the technology, it would be advisable installing an array in only one site initially and determining the percentage of usage before any further installations. Installing PV in the site with most priority initially would be the most logical solution. The PV scale up across multiple locations has the potential to unpack benefits regarding operational costs, enhance sustainable energy production, and increase innovation at TBC.

3.2. Commercial model appraisal

The selection of the appropriate commercial model will be critical to ensure the long-term suitability of the EV chargepoint network in Tamworth. TBC must carefully consider its willingness to invest, assume responsibility, evaluate potential risk, and consider the potential for generating income that can be reinvested in the chargepoint network.

In this context, it is important to highlight that in addition to the studies and internal considerations done by the council, it is expected that CPOs will assess the worthiness of investing in specific areas or sites. The results of this assessment will influence CPOs decision to invest and their support in terms of contract length, revenue sharing, and other particularities that might be needed for each specific case.

The evaluation process here proposed begins with an analysis of each commercial model, highlight their key Strengths, Weakness, Opportunities, and Threats (SWOT). This provides a concise summary of each commercial model and will facilitate to conduct a comparative analysis. Furthermore, it will enable the council to make informed decisions about each model and identify a suitable model.

In addition to the analysis proposed, it is highly recommended to engage with key stakeholders to identify and validate the thought process and ensure that the findings align with real-world market conditions.

Commercial models

▪ Concession

A concession model offers a hands-off option for councils to implement chargepoints with a less significant involvement. In this model, it is expected that the CPO will fully-fund chargepoints but in return will control most of the decision making. This would likely include, chargepoint placement and types, for example, rapids may be installed, where higher tariff and possible returns are possible but may not be in the best interests of the population.

It is anticipated the CPO would control the tariff, maintenance schedules, and the overall chargepoint experience. While this would alleviate several responsibilities to the council it could also increase the risk of consumer dissatisfaction, performance controls should be agreed and monitored with the CPO over the course of the contract.

It may be possible for the council to receive a small percentage of the revenue share. However, it will be considerably less than what is possible through the own and operate and match-funding commercial models. As the network expands so would the revenue to the council, however, due to the model it would be limited compared to what could be possible.

KEY TAKEAWAYS

- little or no upfront capital costs, which would enable tbc to refocus spending.
- passive approach to chargepoint provision, little or no control, which may not benefit the population.
- limited revenue share, less opportunity to reinvest and influence the expansion of the network.

▪ Land rental

In a similar way to the Concession model, the land rental can be a more passive approach to chargepoint provision, where land or car parking spaces are rented to the CPO for a fixed term, which will allow the CPO to utilise the space for chargepoints. The CPO would be responsible for install, commissioning, and operational needs. This would therefore relieve the responsibilities from the council. In return, the CPO would expect to have control over what chargepoint/s to deploy, setting the tariff and to take most of the revenue.

This would provide Tamworth with reoccurring revenue stream regardless of the utilisation of the chargepoint, which would be at the CPOs risk. Therefore, this model may only be attractive to CPOs where a return is possible in the short to medium term, which may rule out rural communities. The key benefit compared to other business models is that revenue would be generated from day one with little investment and risk. Whereas the other models discussed would generate revenue based on utilisation which may take time to establish.

It would also tie up the space for the length of the contract. In some cases, these spaces could be best utilised for other purposes such as mobility hubs or other purposes. Initial feasibility could help identify spaces that would be best utilised for chargepoints and therefore identifying where the Land Rental model could be successful.

KEY TAKEAWAYS

- establishes a fixed revenue stream for Tamworth. the more spaces that are rented the greater the revenue.
- reduced responsibility on Tamworth, most of the risk lies with the CPO.
- CPO is likely to only rent space where they know a return is possible.

▪ Match Funding

This model would typically involve sharing the capital costs responsibilities in some cases 50/50 between the council and the CPO. Therefore, this would alleviate some of the capital costs required in the own and operate model. A revenue share would then be determined and agreed by the two parties. The start of the revenue share may begin once some of the initial investment is paid back.

It is possible to serve rural communities in this model. However, it is likely that a CPO would want to take a portfolio approach (the entire network) to deploy in these areas and may also take a higher revenue share to

compensate for possible lower utilisation rates and higher operational costs. In addition, chargepoint placement and type would likely be a joint decision with the CPO and therefore, the council may have to compromise.

This model would likely reduce the risks to TBC as installation, maintenance, and back-office solutions can be the responsibility of the CPO. However, while the tariff can be influenced by the council, the CPO would also have power in the decision.

KEY TAKEAWAYS

- share the upfront capital costs with the CPO. savings can be reallocated.
- ability to serve rural communities through a portfolio approach. revenue share can be adjusted to make rural areas more attractive to CPOs.
- share and lower the level of risk and responsibility of the network. could also lower the level of influence.

▪ Own and Operate

This model would require the greatest level of investment and potential risk for Tamworth but would also provide the greatest level of flexibility with the chargepoints. Should the council make the decision to own and operate chargepoints all the capital costs (hardware, civils, install, commissioning) would need to be covered. In addition, maintenance and ongoing operational costs would be the responsibility of the council, with the option to be contracted out. The chargepoint management solution and the overall customer experience would also be the council's responsibility.

While this model would take place a higher level of responsibility and risk on TBC it also provides significant opportunities. A concession agreement (or match funding) will often require the placement and charger types to be agreed upon between the parties with utilisation being a key consideration. While utilisation is important, this model would allow the council to make independent decisions that has the needs of the population at the forefront. In addition, tariff setting, and dynamic pricing can be a mechanism to attract users as well as generate significant revenues which can be reinvested back into the network.

However, this model would require a greater level of operational and legal expertise in the chargepoint installation and maintenance programmes – which could become a risk as the network expands and responsibilities increase. Furthermore, software solution experience would be required for the back-office and front facing application for users. It is important to note, that this arrangement the council could own the infrastructure and revenue generation, but the CPO manages the back-office for a fee therefore, responsibilities could be outsourced to a third-party for an agreed fee which could lower the risk levels but also level of influence.

KEY TAKEAWAYS

- all capital costs covered by TBC. LEVI funding can be utilised to support.
- ability to shape the deployment schedule based on user needs.
- high level of risk and responsibility placed on TBC. However, could be lowered through outsourcing some of the responsibilities such as back-office management to a third-party.

SWOT Analysis

To obtain a thorough understanding of the commercial models existing in the market, a SWOT analysis was performed to provide insights into the choices accessible to TBC. This analysis was carried out to ensure that the findings align with the prevailing market conditions. Additionally, this approach will assist Tamworth in streamlining the available options and pinpointing the most suitable course of action.

Figures 11 to 14 below present a SWOT appraisal for each the commercial models available. It is important to highlight that variations of these models may be available, as particular conditions can be agreed. Therefore, further engagement is advised aiming to identify efficiencies and flexibility between parties.

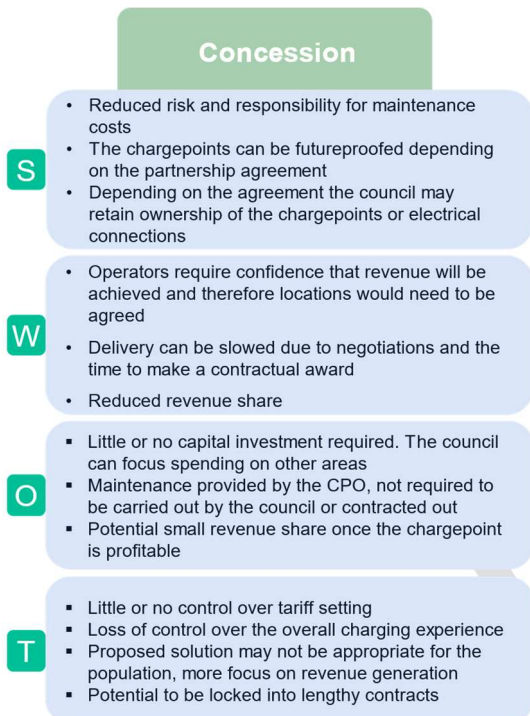


Figure 8 - Concession SWOT Analysis

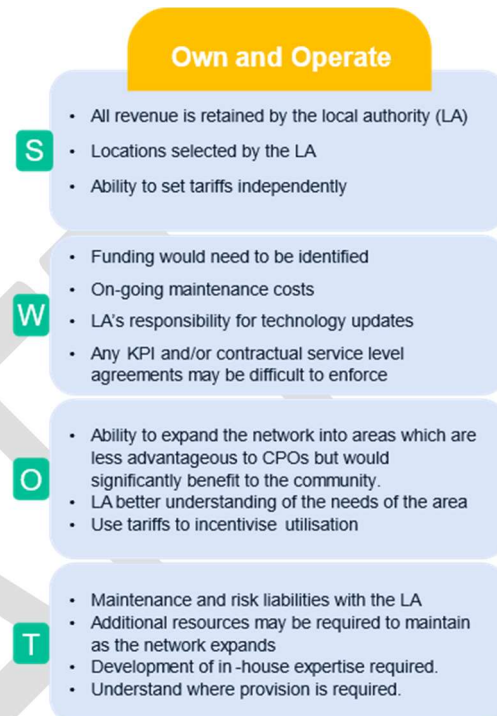


Figure 9 - Own and Operate SWOT Analysis

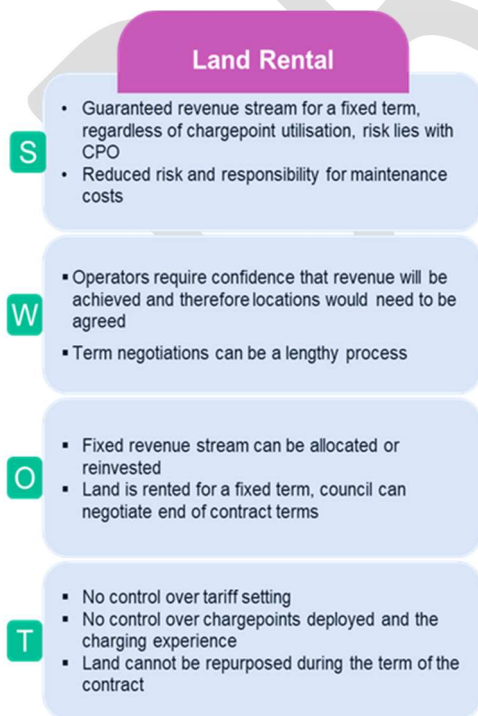


Figure 10 - Land Rental SWOT Analysis

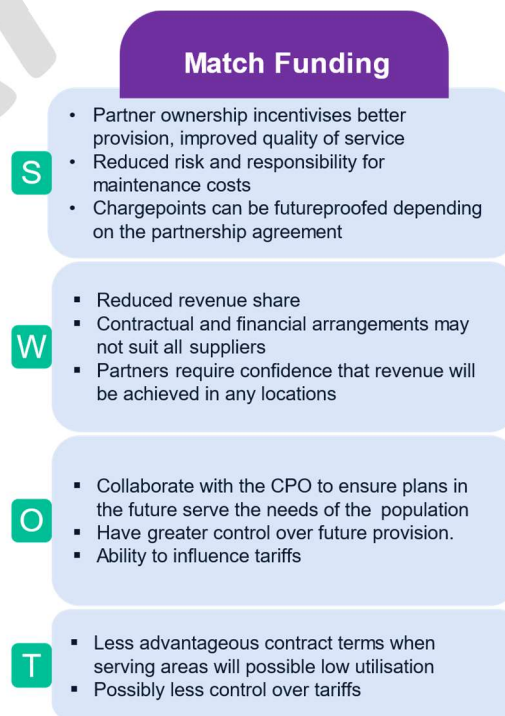


Figure 11 - Match funding SWOT Analysis

Commercial model considerations

To digest the commercial models that are outlined in the SWOT analysis, it is important to focus on those specific factors present in Tamworth that should be considered when deciding on the most suitable commercial model. Additionally, it is worth emphasising that the following considerations are based on a general overview of each commercial model. It is highly advisable to engage with relevant stakeholders as the particulars of each commercial model may vary depending on specific requirements and needs.

When deciding the specific commercial model to implement, Tamworth should consider the differing trade-offs in terms of capital investment, revenue-sharing, roles and responsibilities of each party, service level expectations, and length of the contract. Additionally, to effectively navigate this dynamic landscape, Tamworth should prioritise the engagement with CPOs, as they would play an integral role in the EV and provide valuable insights and expertise that can help identify the potential variables and flexibility of different commercial arrangements.

Finally, it is important to highlight that current funding streams such as the Local Electric Vehicle Infrastructure (LEVI) encourage local authorities collaborate with CPOs when deciding on the commercial model and delivery of chargepoint provision. Therefore, models like concessions or match-funding which public and private entities collaborate to establish partnerships with the goal of ensuring the implementation of necessary infrastructure in each local authority.

DRAFT

3.3. Funding opportunities

The Staffordshire EV strategy detailed the various funding options that could aid the deployment of charging infrastructure in the region. The Local Electric Vehicle Infrastructure (LEVI) fund is an essential factor in fulfilling on-street charging requirements. We have provided specific details regarding the eligibility criteria and conditions for LEVI, along with additional funding options that can assist in fulfilling the broader requirements of Tamworth.

Local Electric Vehicle Infrastructure (LEVI)

The LEVI fund aims to support local authorities across England during the roll out of EVCP to support on-street provision. Nevertheless, there is a certain level of flexibility as applicants can also include potential EVCP covering tourists, commuters, taxis, and commercial vehicles (Department for Transport - DfT, 2023). In anticipation of the application submission on 30th November below are key elements we advise considering when populating the form.

- Tamworth must reflect that the majority of the EVCP will benefit residents without off-street parking.
- Tamworth can identify additional beneficiaries, e.g., taxis, commuters, commercial vehicles (but must be the minority).
- To best serve LEVI's target users, local authorities should either keep control over where chargepoints are placed or work together with the CPO to make these decisions.
- As stipulated by the fund, most of the costs of a project must be related to the installation of lower-powered infrastructure suitable for local charging (<22 kW). Other chargepoints are accepted in the minority.
- Renewable energy generation such as solar canopies and battery storage is eligible.
- Tamworth should not include EVCP for locations such as: workplaces, off-street parking. There is also a restriction to include potential chargers covering buses or heavy goods vehicles.

Despite the fact the LEVI fund application is, in general terms, flexible in terms of the project completion and the potential beneficiaries, Tamworth must identify the rationale regarding the EVCP location, and clearly highlight the reasoning and evidence value for money.

Figure 12 below shows the expenses typically covered by the LEVI fund during the EVCP deployment:

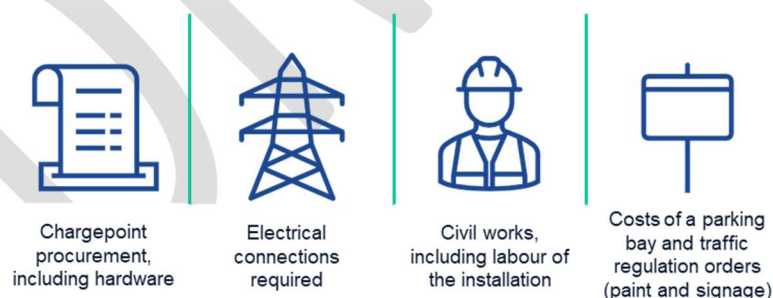


Figure 12 - LEVI expenses covered

It is acknowledged by our own expertise working with local authorities across England, that CPOs have in some cases developed their market offer that includes LEVI funding and therefore should be used as a tool to potentially agree the terms in either fully-fund or match fund scenarios.

Staffordshire County Council with support from 13 local authorities that includes TBC, together with regional transport body Midlands Connect, has successfully bid for a total of £39.3 million from the LEVI scheme.

SCC is taking the lead in the delivery of the LEVI fund project. TBC will support with further information regarding site identification such as, land ownership, wayleaves etc. SCC has been awarded an indicative amount of £4,588,000 capital funding and are in the process of recruiting an Electric Vehicle Project Manager that will support TBC and other officers across the County to roll out the proposed infrastructure.

The LEVI funding will be used to install public chargepoints for the 92,000 Staffordshire homes that are without off-street parking and are not within a convenient distance of a chargepoint. Charge points will be installed between 2024 and 2028. 2,657 charging sockets has been forecasted to be installed across the County. A high-level site identification exercise for Tamworth has been submitted based on demand analysis.

On-Street Residential Chargepoint Scheme (ORCS)

The ORCS has represented a vital initiative in the UK designed to assist local authorities in the establishment of EV charging infrastructure for residents, specifically those who do not have access to off-street parking (Office for Zero Emission Vehicles, 2023).

Recent amendments have been adopted aiming to ensure more local authorities benefit from this scheme and to allow funding to be used on charging infrastructure for local authority-supported car clubs (Office for Zero Emission Vehicles, 2023).

The changes introduced are:

- ORCS will provide up to a maximum of 50% of capital expenses.
- Grants will be capped at £200,000 with a maximum of £7,500 per chargepoint.
- Charging infrastructure for the use of local-authority supported car club will be eligible for funding.

It is worth mentioning that the scheme provides financial support to local authorities, helping them deploy on-street charging points in residential areas, covering both rural and urban regions. The ORCS programme addresses this challenge by facilitating the installation of EV charging infrastructure on public roads and in residential neighbourhoods.

Working Charging Scheme (WSC)

As part of the wider options Tamworth might find suitable for their needs, the WSC provides an alternative route to fund the upfront expenses of the purchase and installation of the EVCP. Covering an up to 75% of the total expenses (inclusive of VAT), capped at a maximum of £350 per socket and 40 sockets across all the sites per applicant (Office of Zero Emission Vehicles, 2023).

The scheme has the potential to be deployed across the Tamworth, as it is open to public sector organisations, businesses, and charities. The WCS is run by the OZEV and administered by the DVLA.

It is important to highlight that the WCS only covers EVCP which is intended for staff or the fleet. However, it can be used by the local authority for its own fleet premises even if the fleet is yet transition to low-emission vehicles.

4. Establishing the Vision

The Staffordshire EV Strategy was produced in 2023, to assist the county's Net Zero goals and offer a preliminary evaluation of the infrastructure potential for EV charging.

To align to the Staffordshire EV Strategy, whilst achieving a focus on Tamworth, the same approach to the demand analysis is carried out with some key updates (highlighted below) to the datasets. The main goal of the demand analysis is to identify locations with a greater potential for EV usage and pinpoint crucial areas for chargepoint installation.

4.1. Methodology

The methodology consists of a spatial analysis by gathering and organising pertinent data into a geographic information system (GIS). GIS provides a unique ability to aggregate data and infer the kinds of trips people are making and the purpose of them. It is then possible to consider the number of trips that could be completed using an EV and the requirement for charging infrastructure. As part of the Staffordshire EV Strategy, GIS maps were customised for the districts and boroughs of Staffordshire, including Tamworth.

Propensity map

Based on a number of factors regarding adoption of EVs, the SCC analysis developed a profile of those residents most likely to be able to switch to EVs. Using specific SCC data, the first stage was to create a high-level demographic profile and travel behaviour of residents who are most likely to adopt electric vehicles. Residents with a higher propensity to use an EV across SCC were identified with the following characteristics:

Characteristic	High propensity
Age	25-54, the most likely to adopt new technology
Household income	£30,000, given the cost of new EVs
Household access to a car	Minimum 1 car, which supports a potential shift
Household employment status	Employed or a third-level student
Travel to work	20km or more
Mode share of car for commuting	Greater than 80%

Table 6 - Propensity characteristics

Subsequently, a matrix and a score system were developed to evaluate these various forms of information and pinpoint the areas with the highest concentration of potential EV adopters. Figure 13 outlines the outcome of the potential EV demand developed in the Staffordshire EV charging strategy.

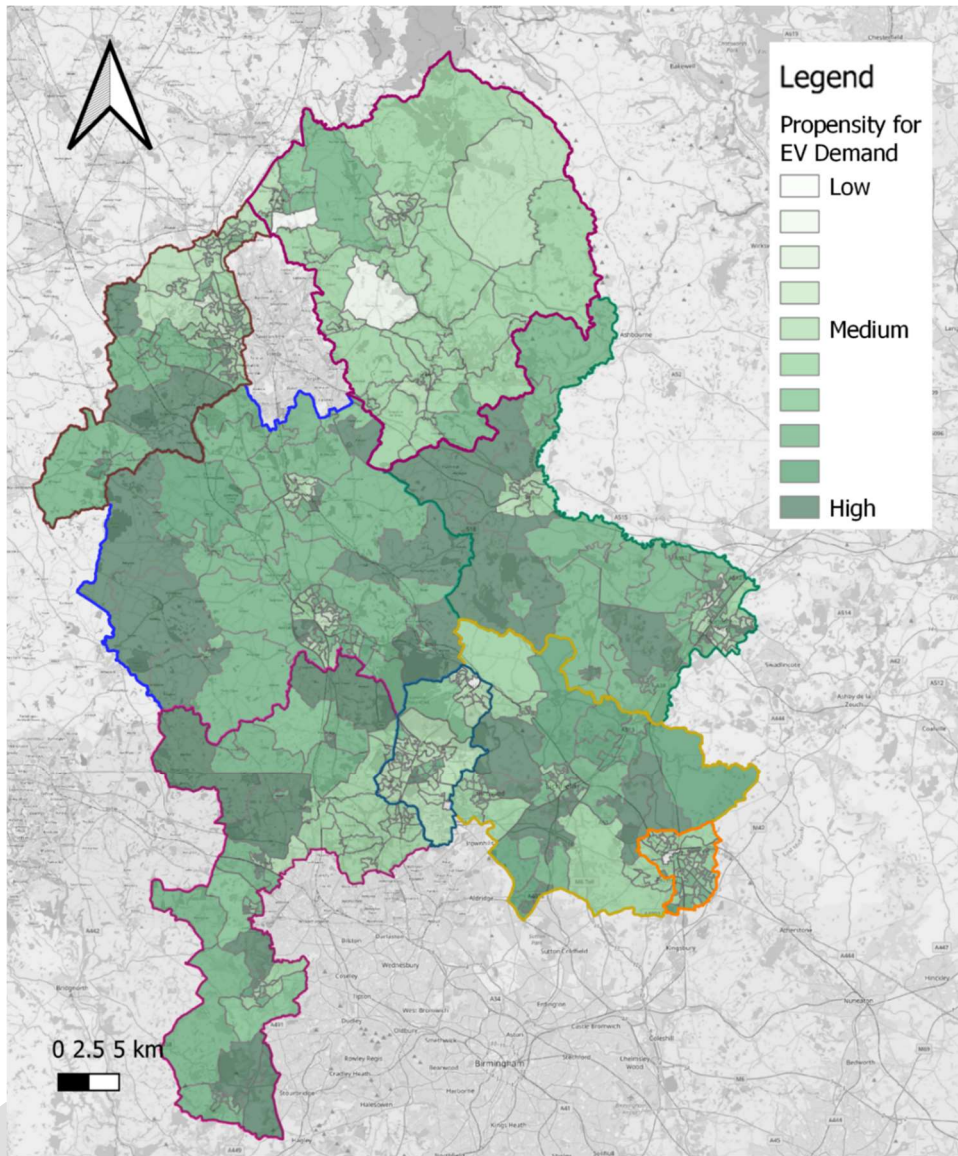


Figure 13 - Staffordshire EV charging propensity and proposed EV charging locations (source: Amey, [Staffordshire County Council Public Electric Vehicle Charging Infrastructure Strategy](#), Staffordshire County Council, 2023)

Combined assessment

Furthermore, more research was done to consider other journey statistics, point of interests and infrastructure throughout SCC. Specifically, a higher propensity to use an EV could be linked to:

Items used in the combined assessment	
Routes with number of cars commuting within Staffordshire	
Points of interest to identify potential destinations (updated for Tamworth)	
Infrastructure assessment	Network capacity map (updated for Tamworth)
	Car parks (updated for Tamworth)
	Land ownership
	Fuel stations
	Existing chargers

Table 7 - Combined assessment metrics

Finally, the propensity map of Staffordshire illustrating the districts and boroughs with levels of propensity to adopt EVs and the combined assessment are used to identify the suggested EV chargepoint locations and the type of infrastructure that will most likely meet demand.

Tamworth updates

Propensity maps and combined assessment are developed for Tamworth’s demand analysis using the same methodology described above and the results of the proposed locations for chargepoints are consistent with the Staffordshire EV charging strategy. The following maps have been updated to have a clearer understanding of the TBC area:

- Points of interest map provides a more granular and detail information on the type of attractors.
- Network capacity map includes the capacity of the National Grid substations in MVA.
- Car parks include information on available capacity from the grid.

It is important to note that the outputs of the demand analysis and the proposed location for chargepoints shown below are consistent with the results provided in the Staffordshire EV Strategy and the details of the successful LEVI funding application.

4.2. Tamworth Demand Analysis

Propensity map

The specific demand analysis for Tamworth can be extrapolated from the GiS developed for SCC. As explained above, the propensity map results from the combination of demographics and information on travel behaviour of people living in the 51 LSOAs. It is possible to see that the highest propensity is identified in Amington and in the southern part of the borough.

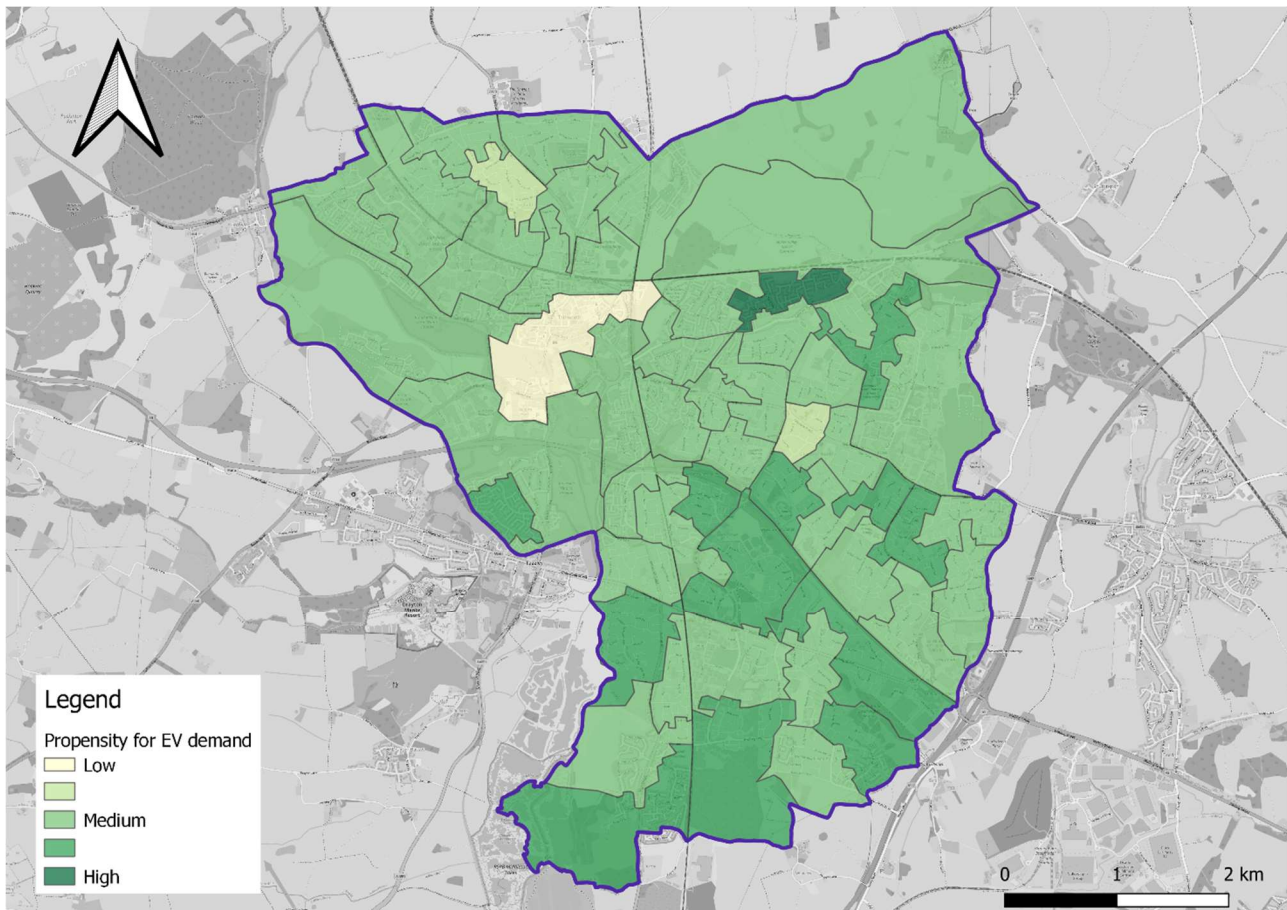


Figure 14 - Tamworth Propensity

Combined assessment

Focusing on the areas with high propensity from the propensity map, the combined assessment which includes information on routes of commuting by car, points of interests, network capacity and infrastructure allows for independent valuation of the EV charging location.

Commuting in Tamworth

The amount of car commutes throughout the borough is depicted in Figure 15. Instead of showing door-to-door travel, the data (sourced by the [Propensity to Cycle Tool](#)) provides general start and end points and a visualisation of routes with most cars for commuting. This information is indeed used to display the number of car-based commutes. During the analysis, these locations are considered the most likely affected by an EV transition and would consequently require the greatest number of charge points.

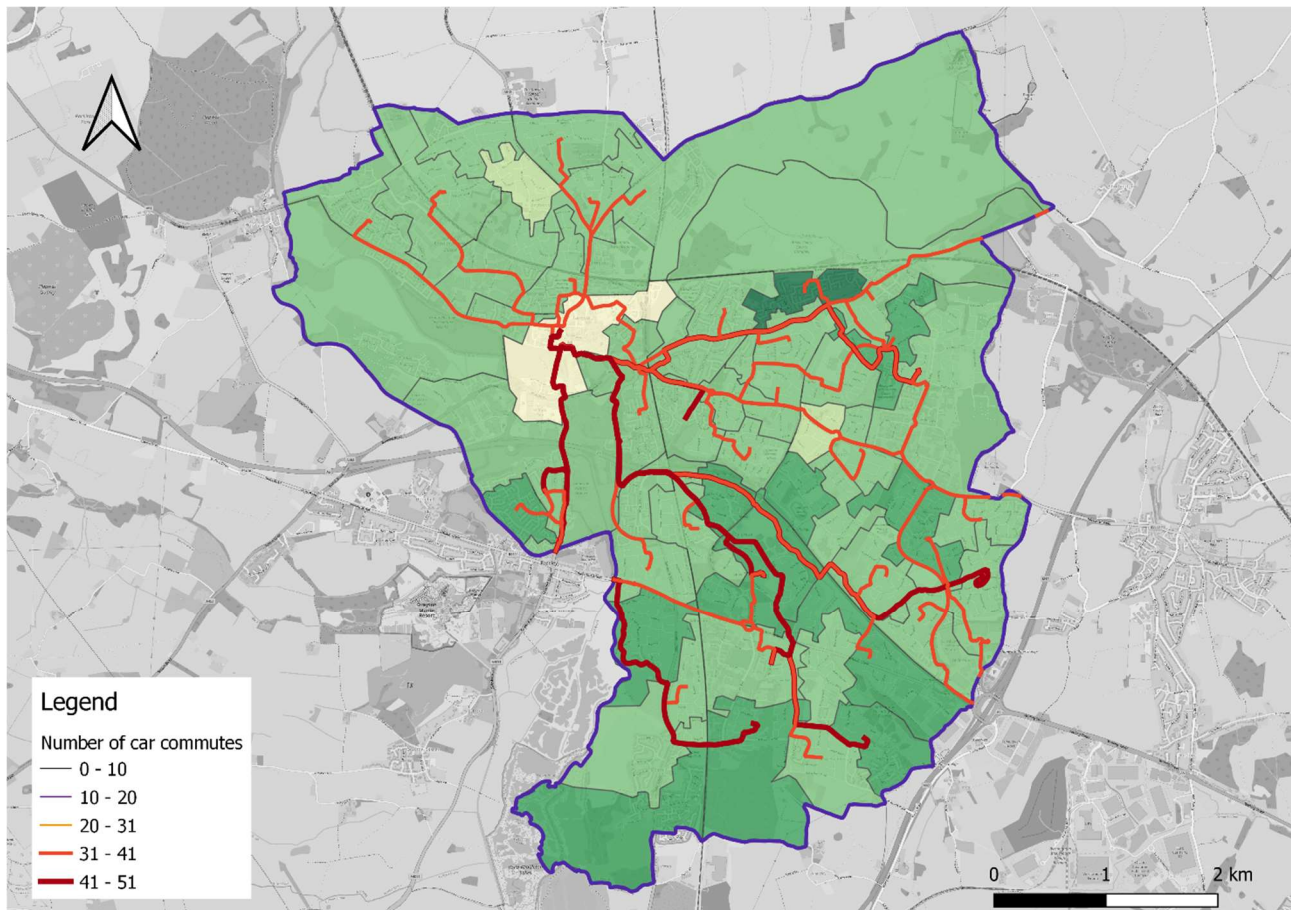


Figure 15 - Tamworth car commuting

Points of Interest in Tamworth

A selection of the mapped points of interest are displayed in Figure 16. Points of interest are mapped to identify potential trip attractors such as offices, supermarkets, industrial areas, and tourism destinations. The points of interest that were most expected to have a significant number of car trips were given a higher score (note that no real-time people movement data that would display the mode and destination was obtained).

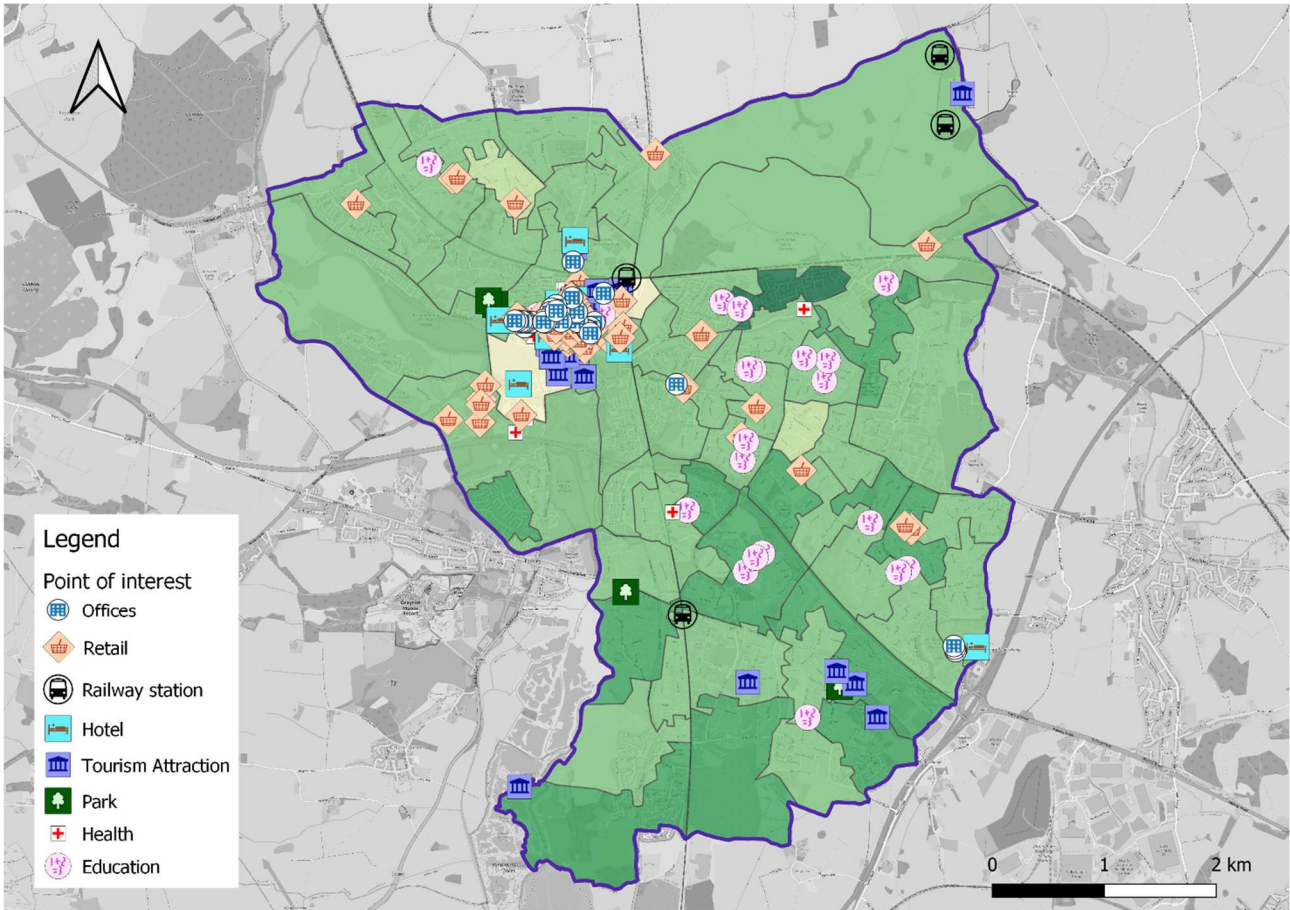


Figure 16 - Tamworth's points of interest

Substation capacity in Tamworth

Figure 17 gives an indication on the available capacity in 14 car parks in Tamworth town centre as per the static visualisation shown in the report provided by Tamworth Borough Council¹. This information is not available for the rest of the 18 car parks around the borough and should be investigated to help with location selection in the future. The figure also displays every National Grid sub-station in Tamworth, providing some insight into the locations of available power and potential capacity constraints. Considering the potential locations of hubs and rapid charging sites, the substation capacity might have a particularly significant effect on feasibility and cost of install, therefore the existing capacity should be discussed further with National Grid.

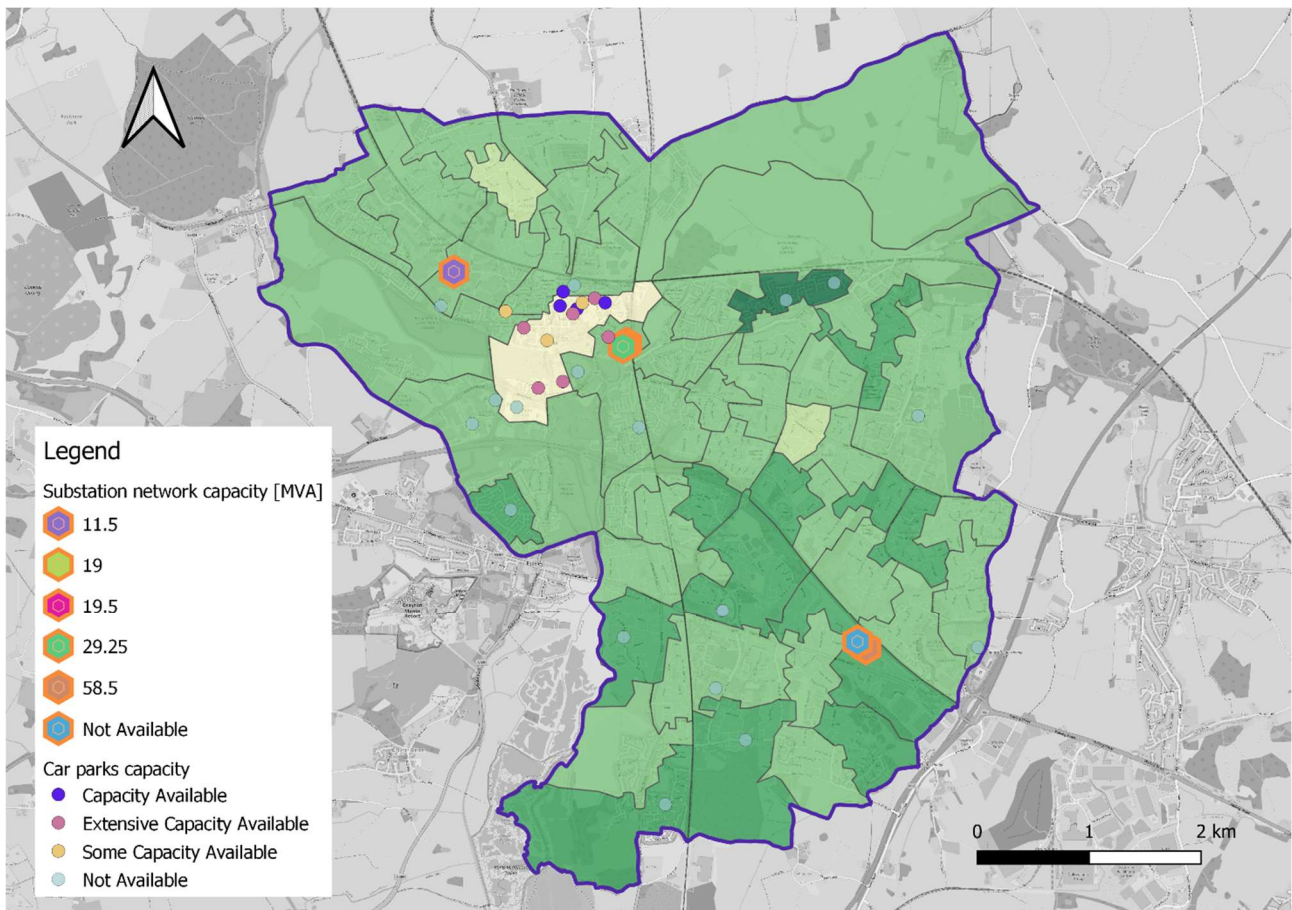


Figure 17 - Sub-Station network capacity

¹ Staffordshire LEVI Project, slide 15.

Tamworth - proposed locations

Following the methodology used for SCC, the propensity map and the combined assessment led to the proposed locations in Figure 18. At this stage, the existing infrastructure is examined to ensure adequate location for new charging points and to avoid any conflicts with existing provision. The location of the following types of charging infrastructure was investigated:

Charging infrastructure	Location type	Demand target
EV charging hub	Multiple chargers in the same location often with the opportunity to add other modes of transport or at transport hubs such as train stations	Depending on scale, it can support a community uptake in EVs or target high volume traffic routes such as the Strategic Road Network, to support longer EV journeys to or through the area
EV forecourt	Existing petrol stations	Support the provision of EV charging while there is still a need for petrol vehicles.
Residential off-street charging ²	Private residents with off-street parking	Support private car owners to switch to EV
Off-street charging	Charging in car parks both private and Council owned	Support destination charging

Table 8 - Existing charging infrastructure investigations

² In residential areas with limited access to private driveways, it is important to consider the possibility of installing [on-street charging](#) solutions to continue supporting residential private car owners' switch to EVs.

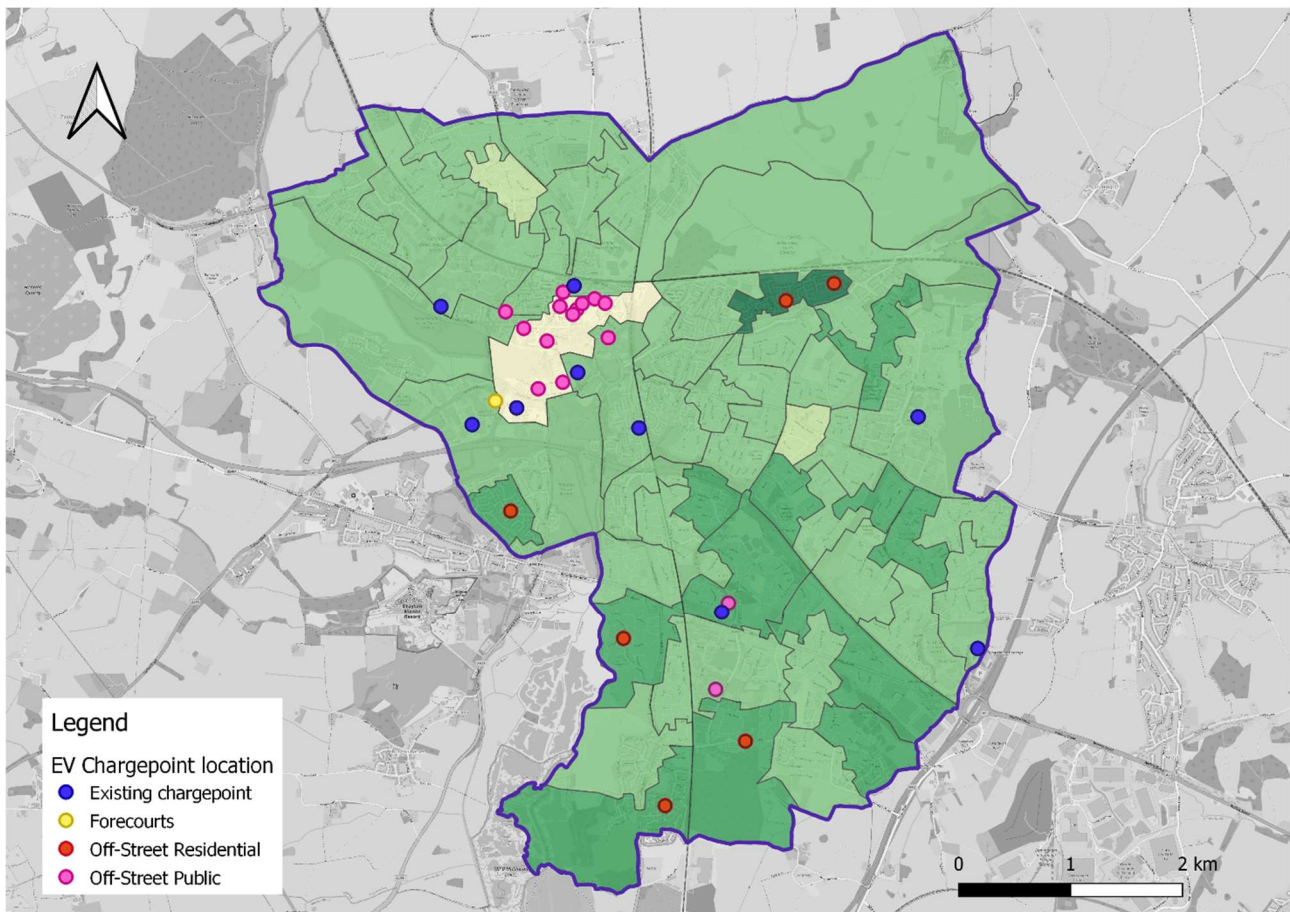


Figure 18 - Tamworth - proposed locations

Looking at Figure 18, it is worth noting that even though the demographics of Tamworth town centre suggest a low potential demand for electric vehicles among residents, it's important to consider the journeys to and from the town centre and the places of interest. The town centre could potentially serve as a location to charge en-route, meaning that chargepoint provision would still be necessary.

Furthermore, starting the conversation with private business, petrol stations, supermarkets, and retail parks to understand their intentions for supporting EV adoption would help inform the council's strategy to deploy chargepoints and ensure the equity of provision across the borough.

Off-street public charging stations in car parks provide an accessible option for EV owners who do not have the possibility to charge at home (29% of the population in Tamworth); nevertheless, the council must internally collaborate to identify which car parks would be best suited for provision.

To reduce the need for public-operated EV charging, incentives for off-street residential charge points, such as those on driveways, should be given priority. The council should also interact with residents and provide support when it can.

EV Charging Hubs were not located in Tamworth during the analysis across Staffordshire County. The rationale behind it can be attributed to the high costs of hubs, which can be justified when serving a large residential demand or high-volume traffic routes such as the Strategic Road Network, to support longer EV journeys to or through the area. However, if Tamworth wants to have several fast, rapid, or ultra-rapid charging stations placed in a single well-planned area, it is suggested to best pursue the hubs in collaboration with commercial operators who can support the development and ongoing management.

Moreover, it is imperative for the council to ensure the construction and advancement of EV charging stations in council-owned car parks.

To guarantee simple accessibility for the community and good coverage for the demand, the suggested charge point locations for public off-street car parks, EV charging hubs, and off-street residential areas should ideally be within a 1km radius.

Finally, the successful LEVI fund application sought to help SCC, TBC and neighbouring local councils scale-up local charge point delivery, allowing more residents, especially those without off street parking, to switch to EVs. The application outlined that 92,000 homes in the region are without off street parking and not within a convenient distance (determined as being 5 minutes' walk) of a charging point.

A high-level site identification exercise for Tamworth was submitted as part of the wider SCC LEVI application and so additional demand analysis, from a TBC context, may not be required. As an indication, 2,657 charging sockets has been forecasted to be installed across the County with installations anticipated as being between 2024 and 2028.

4.3. Key findings from demand analysis

The key findings from the demand analysis are distilled in this section. The Staffordshire EV Strategy recommended that the charging network should prioritise off-street residential and off-street charging locations, such as car parks. EV hubs can then be utilised to improve the overall network. It is assumed that the private sector will be responsible for installing chargepoints in EV forecourts.

The earlier analysis for SCC resulted in the development of an EV charging hierarchy (Figure 19) that considers factors such as propensity analysis and specific solutions that are suitable for the deployment of EV facilities. Whilst this analysis has focussed on the delivery of relevant, sustainable solutions, and considered the more local context in analysing demand, the hierarchy can be retained as this remains the most representative of the patterns found and needs anticipated in Tamworth.

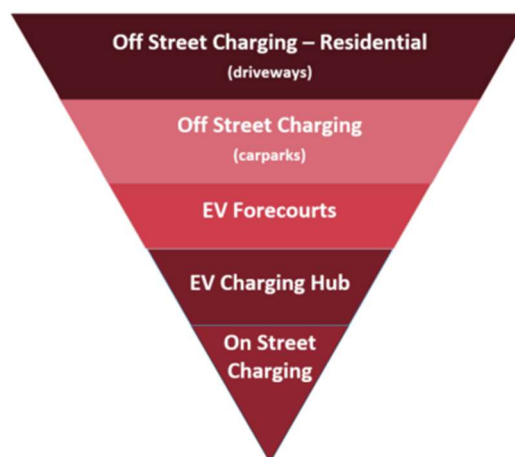


Figure 19 - Hierarchy of chargepoint solutions

The demand analysis for Tamworth outline that there is an opportunity to encourage the adoption of EVs across the borough using a range of chargepoint options. Consistent with the Staffordshire EV strategy, a similar approach would be recommended, focusing on initially the low-hanging fruit such as encouraging those with driveways to adopt EVs and home chargers, additionally new technology is allowing home chargers to serve the wider community.

Furthermore, council car parks can be targeted and repurposed to house chargepoints. It's worth noting that these car parks are situated in the town centre, which could provide convenient charging options for residents who lack off-street parking and en-route charging opportunities. In addition, to off-street charging opportunities for residents, on-street charging options should also be evaluated where appropriate which may be on a case-by-case basis depending on the area and street location.

Any efforts to promote EVs by TBC should align with the wider region's goals of prioritising sustainable transportation and reducing reliance on private vehicles.

Analysing the areas with a higher propensity demand for EVs which are predominantly located in the south of Tamworth, it is suggested that these areas could be best served through off-street resident chargepoint

options. Furthermore, points of interest in these areas should be explored to understand whether there are plans for chargepoints to be installed that could help serve the residents in the area.

To make informed decisions about where to place chargepoints and ensure transport equity across the borough, it's crucial to understand the demand for EVs and the current location of chargepoints. The proposed locations can help with this, but it's worth noting that the markers only indicate general areas, not exact locations.

In addition, it would be beneficial for the borough to consider the available network capacity when deciding where to place chargepoints. This would allow for the deployment of chargepoints in areas where network upgrades are not required, therefore keeping costs low. This consideration should be integrated into the planning process for future deployment.

As highlighted, it might not be practical at present to have charging stations specifically for en-route charging due to low demand. However, as more commuters and visitors switch to EVs, it is worth considering this option in the future.

When selecting locations for chargepoint installations, it's important to think ahead. By including plans for future expansion in the planning process, the necessary civil works and ducting can be completed in the initial phase, which will simplify the addition of more chargepoints later. This approach can also lead to cost savings for the council in the long run.

It is important to consider the residents living in areas where the predicted adoption of EVs is low. To promote the adoption of EVs in these areas, infrastructure should be targeted and developed to support these communities. This strategy should be integrated into the wider transportation plan, which should include public bus routes that are essential for serving these areas.

To promote the use of EVs in the Tamworth borough, a comprehensive selection of chargepoint options should be developed to instil confidence in the community. The council can start by deploying chargepoints in areas under their control, such as council-owned carparks. Engaging with key stakeholders, including local businesses, retail parks, supermarkets, leisure, and community centres, is also important to ensure equitable distribution of chargepoints throughout the borough and create an environment conducive to EV adoption.

To reiterate, TBC are not at the beginning of this demand analysis process. Significant work has been undertaken already to ascertain likely areas of demand, energy grid capacity and other success factors which might influence deployments. This was carried out both as part of the Staffordshire EV Strategy (as adopted by TBC's Cabinet in April 2023) and within the LEVI funding application. Ongoing collaboration with SCC is therefore needed to ensure objectives are met.

5. Recommendations

The local recommendations for Tamworth were specifically tailored to reflect the area's unique considerations, with the regional Staffordshire EV Strategy playing a significant role in their development.

Moreover, the successful LEVI funding application will establish several elements of TBC's anticipated delivery plan and so progress towards achieving these must be facilitated in collaboration with SCC.

▪ Engage the community

Engaging with key market stakeholders is crucial for Tamworth before deciding to deploy chargepoints. The council can use demand analysis to understand current and future EV adoption in the borough and determine the need for chargepoint provision. However, it's important to involve residents in the decision-making process to ensure their needs are considered. This will help gain community support and confidence for any future chargepoint provision.

Furthermore, it is important to involve stakeholders who have a stake in the provision of chargepoints, such as local businesses, retail, leisure, and community centres, to gain a comprehensive understanding of their upcoming plans for charging infrastructure. This information will assist the council in making informed decisions about the future and ensuring that the provision of chargepoints is evenly distributed throughout the borough to meet the needs of Tamworth residents.

NEXT STEPS

- Tamworth should reach out to groups that represent residents or go directly to residents to understand specific chargepoint needs in the area.
- In addition, Tamworth should engage with the business community to understand their EV ambitions, which can inform any future chargepoint deployment.

▪ Identify suitable locations

The demand analysis of the strategy (completed as part of the Staffordshire EV Strategy) helps identify the areas and the types of chargepoints that should be deployed in Tamworth. However, it is important to conduct additional feasibility studies to ensure that the chargepoints are deployed in the right locations to meet the necessary requirements and aid in the adoption of EVs.

To ensure that the chargepoints are deployed in the most appropriate locations and facilitate the adoption of EVs, it is essential to conduct a feasibility study that considers various factors such as user travel behaviour and site compatibility for charging. For instance, it would be advisable to assess council car parks to determine the best-suited location for charging infrastructure.

After identifying potential locations, additional assessments would be triggered, such as evaluating site network capacity, conducting civils feasibility studies, and capital cost requirements. These assessments would provide valuable information to determine whether deploying chargepoints in these locations is the right decision.

NEXT STEPS

- Within the areas identified for chargepoints from the demand analysis, prioritise and conduct further feasibility to narrow down the locations suitable for chargepoint infrastructure.

▪ Procurement

The procurement exercise will identify an appropriate partner for the delivery of chargepoints in Tamworth. Initial market engagement should be conducted with chargepoint operators to further understand their offering and potential commercial arrangements based upon the sites identified through the feasibility analysis.

Choosing the right commercial strategy is a vital part of assessing the potential impact of the future chargepoint network in Tamworth, as well as the associated risks and responsibilities. The council must work with relevant parties in procurement and Councillors members to determine the preferred approach that aligns with the council's broader objectives.

To ensure the successful deployment, operation, and maintenance of chargepoints in the area, suppliers should be put to the test during the procurement exercise. It's necessary to evaluate their ability to meet key performance indicators, such as chargepoint uptime, and ensure that the chargepoints are accessible to all users.

NEXT STEPS

- TBC should conduct initial market engagement as part of the procurement process to further understand the chargepoint provider landscape and how they can best serve the community.
- Utilise the initial market engagement to develop a Tamworth specific procurement specification to go out to market with.

▪ Chargepoint operators (CPOs)

It is important for Tamworth to consider the consequences of selecting either one or multiple CPOs. The advantages and disadvantages of each approach are likely to be comparable whether Tamworth chooses to act independently or alongside the other district and borough councils across SCC. Multiple providers may be required where specific on-street deployments such as gully or lancet type charging is the preferred route.

NEXT STEPS

- Engage with CPOs to ensure they follow best practice and encourage charging solutions at locations tailored to the requirements of each area, for the benefit of the whole population. Note, this should also be a part of the initial engagement during procurement.

• Monitoring the chargepoint network

To ensure that the public has trust in public chargepoints and that the network is successful, it is essential to monitor their performance closely. Tamworth should create a monitoring system that assesses the progress of chargepoint provision and communicates it both internally within the Council and to the public when relevant. Tamworth would be responsible for determining which metrics to monitor and who to share them with.

The selected chargepoint management system could help support this process and provide the necessary data required to monitor the network. By being transparent about the network's performance, it can help to build trust and demonstrating progress towards clear goals will show a commitment to these objectives and may encourage greater public adoption.

NEXT STEPS

- Develop a network monitoring system that incorporates key performance metrics. The selected chargepoint management system should be engaged as part of this process.

As a component of the county strategy, additional materials were created to aid in the implementation of chargepoints. The following resources will be just as vital for the local plan.

EV Toolkit: The county council has a toolkit (SCC, 2021) that includes important information about owning and operating an EV, which is available on their website for public use. Tamworth should refer users to this resource as needed.

EV Charging Action Plan: This document sets out all the steps required and allows the capability to track and manage each EV charging project. The developed EV Charging Action Plan should be adopted and implemented as part of Tamworth strategy to deploy chargepoints.

5.1. Other considerations

In addition to recommendations detailed above, the following actions should be considered to further facilitate the deployment of chargepoints and encourage the adoption of electric vehicles.

▪ EV demonstrations and access

To encourage the adoption of electric vehicles and make deploying chargepoints easier, targeted engagement with different user groups is crucial. These groups include retail estate owner/operators, large-scale employers, young people, elderly individuals, commuters, and people living with disabilities. Overcoming the various obstacles around electric vehicles and charging infrastructure is essential, and one way to do so is by providing users with firsthand experience and demonstrations. CPOs and vehicle manufacturers could lend their support to this initiative, which would ultimately benefit Tamworth's overall approach to providing for the borough and address key public concerns.

- **Charging infrastructure trials in specific locations**

Tamworth may consider deploying chargepoints with incentives for users on a trial basis, such as offering free or discounted charging, to jumpstart the demand for electric vehicles. Alternatively, they could utilise temporary infrastructure by making use of the available portable chargepoints on the market. This approach would allow users to gain first-hand experience and build confidence in the technology.

- **Encourage private sector buy-in**

To facilitate the use of EVs among employees at local businesses, workplace charging will be necessary. A viable approach is to establish a framework that allows for the deployment of standardised charging infrastructure. Businesses can also take advantage of the Workplace Charging Scheme grant to fund the installation of chargepoints. Furthermore, should be encouraged to implement an EV first policy for company cars as part of their sustainability goals, which can incentivise staff to adopt EVs and have a known affect across the wider community.

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Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Tamworth Electric Vehicle Strategy	
Date Conducted	02/05/24	
Name of Lead Officer and Service Area	Thomas Hobbs	
Commissioning Team (if applicable)		
Director Responsible for project/service area	Anna Miller	
Who are the main stakeholders	Staffordshire County Council	
Describe what consultation has been undertaken. Who was involved and what was the outcome	<p>As part of the work lead by Amey, SCC have been working with the Energy Saving Trust to look at demand analysis using:</p> <ul style="list-style-type: none"> • Local Context and Demographics • Transport Trends and Behaviour • Existing Infrastructure • Stakeholder Engagement- collaborating with local authorities, businesses, and communities to gather insights and address specific needs. 	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	<p>SCC have worked with consultants Amey who specialise in Electric Vehicle infrastructure Strategy and project Implementation to help to gather evidence and demand analysis to understand the benefits and the contribution that Ev Infrastructure has to the community.</p>	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	X
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x'	New	x

which applies	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

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

Tamworth Borough Council declared a 'Climate Emergency' on the 19th November 2019 and has pledged to make the Council's operations and activities carbon neutral by 2050,

To support the drive to reach net zero carbon emissions and decarbonise road transport by 2050, the UK government set out its ambitions for all new cars to be electric by 2035.

It is recognised that electric vehicles have significant benefits, particularly in relation to air quality, public health and the reduction of carbon emissions, and that usage of electric vehicles by residents, and demand for charging infrastructure, are increasing.

Therefore a strategy is required to a more localised view of propensity for EV demand, points of interest and network capacity in the borough. The benefits of adopting the strategy includes greater access to external funding opportunities and increased viability to engage with the private sector

Who will be affected and how?

The whole community will benefit from the reduction emissions.

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

Yes No

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

Part 3 – Impact on the Community

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

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Strategy aims to widen access to EV charging infrastructure including for those with disabilities
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Marriage and Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Those with caring/dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	This impact areas is not affected specifically in a direct way
Those on low income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Strategy aims to provider greater access to EV charging facilities including putting charge points into communities where most dwellings do not have access to driveways. This will make EV use more accessible to those on low income although high cost of

			vehicle ownership continues to be a barrier.
Those with drug or alcohol problems	<input type="checkbox"/>	X	This impact areas is not affected specifically in a direct way
Those with mental health issues	<input type="checkbox"/>	X	This impact areas is not affected specifically in a direct way
Those with physical health issues	<input type="checkbox"/>	X	This impact areas is not affected specifically in a direct way
Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	X	This impact areas is not affected specifically in a direct way
Social inclusion: Armed Forces The Armed Forces Covenant is a pledge that together we acknowledge and understand that those who have served in the armed forces, and their families, should be treated with fairness and respect and any impact should be considered	<input type="checkbox"/>	x	This impact areas is not affected specifically in a direct way
Health and Wellbeing	x	<input type="checkbox"/>	Increased electric vehicle adoption will improve air quality and therefore peoples health, particularly those with respiratory conditions.
Climate Change	x	<input type="checkbox"/>	The installation of electric vehicle charge points will directly contribute to reducing carbon emissions across the Borough and assist with reducing some air pollutants, principally Nitrogen Dioxide, that cause a reduction in air quality.

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications. this includes climate change considerations

This is the section in which to please outline any actions to mitigate negative or enhance positive impacts in terms of economic, environmental or wider societal considerations, and actions to review and monitor the overall impact of the change accordingly.

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which</i>	<i>Signposting to other services. Look to external funding</i>

	<i>may lead to a reduced standard of living & subsequent health issues</i>	<i>opportunities.</i>
Disability	Infrastructure is installed without the consideration of disabled users. Therefore making usability challenging.	All EVCPs will be fully accessible and adhere to PAS 1899 standards for accessibility and will provide infrastructure for those that need to use public charge points during the day providing equality of access to charge points and enabling more households to own/lease an EV.

Part 5 - Action Plan and Review

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

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

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
Providing equality of EV Infrastructure	Ensure that accessibility is factored in when designing EV infrastructure schemes.	Thomas Hobbs	Annual review	EV Charging infrastructure that can be utilised by the entire community.

Date of Review (If applicable)

Guidance and form updated July 2023 following CMT approval.