



CABINET

20 August 2024

A meeting of the CABINET will be held on Thursday, 29th August, 2024, 6.00 pm in Town Hall, Market Street, Tamworth

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Declarations of Interest

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

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

3 Question Time:

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

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

a Report of the Chair of Corporate Scrutiny (Update on Strategic leasehold Review) (Pages 5 - 8)

b Report of the Chair of Infrastructure, Safety and Growth Scrutiny (Annual Garden Waste Subscription charge) - To Follow

5 Comments, Compliments and Complaints (Pages 9 - 96)
(Report of the Leader of the Council)

6 Quarter One 2024-25 Performance Report (Pages 97 - 204)

(Report of the Leader of the Council)

7 Write Offs 1 April 2024 to 30 June 2024 (Pages 205 - 216)

(Report of the Leader of the Council)

8 Annual Report of the Treasury Management Service and Actual Prudential Indicators 2023/24 (Pages 217 - 236)

(Report of the Leader of the Council)

9 Budget and Medium Term Financial Planning Process 2025/26 (Pages 237 - 272)

(Report of the Leader of the Council)

10 Proposals for Tamworth Strategic Partnership (Pages 273 - 302)

(Report of the Portfolio Holder for Co-operative Council, Community Partnerships and ASB)

11 Exclusion of the Press and Public

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

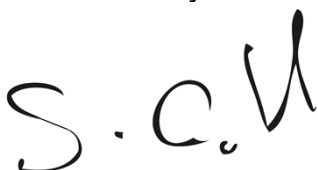
“That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business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

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

12 Update on Commercial Lease (To Follow)

(Report of the Portfolio Holder for Infrastructure, Heritage and Local Economy)

Yours faithfully



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.

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29th August 2024**Report of the Chair of the Corporate Scrutiny Committee****Matters referred to Cabinet in accordance with the Overview and Scrutiny Procedure Rules**

Scrutiny Committee	Title of Matter referred	Date of Scrutiny meeting
Corporate Scrutiny	Update on Leaseholder Strategic review	13 th August 2024

Exempt Information

None.

Purpose

To notify Cabinet of the report and recommendations from the Future High Street Fund item that was discussed at the meeting of the Corporate Scrutiny Committee on the 13th August 2024.

Recommendations

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

Resolved that the committee made an amendment to recommendation one to be made to cabinet to:

1. Strongly recommended that Cabinet adopt the recommendations of the report produced by Campbell Tickell.

The Committee moved an amendment to recommendation eight to be made to cabinet that:

2. This Council further develops a Service Improvement Plan, and this come back to the Corporate Scrutiny Committee.

(moved by Councillor T Jay and seconded by Councillor B Price)

A further two recommendations were made by the Committee that:

3. The Portfolio Holder and Officers devise an appropriate goodwill payment using industry standards as a small gesture from this Council to these residents in light of the inconvenience and worry caused during this period and seek approval from this Scrutiny Committee for this.

(Moved by Councillor T Jay and seconded by Councillor M Summers)

4. That Cabinet consider the adoption of a plain English crystal mark or similar alternative across the board for all Tamworth Borough Council communications.

(Moved by Councillor M Summers and seconded by councillor T Jay)

The Committee Endorsed the following recommendations made to them as part of the report:

- .5. Endorsed the content of the Section 20 notices produced by Campbell Tickell and approves submitting them to Cabinet for consideration for use in future consultations. [Appendix 2]
6. Approved recommending to Cabinet that consultation commences in relation to the remedial works identified in the Campbell Tickell report. [Appendix 2] 4.
7. Recommended to Cabinet the approach to undertaking remedial works as opposed to full roofing renewals
8. Supported the continuation of the working arrangements with Campbell Tickell to produce a formal "Leaseholder Policy".
9. Supported the instruction of legal services to commence amendments to future leases to include for a management charge and to clarify the position in relation to major works and renewals with any amendments to be approved by Cabinet before implementation

(Moved on block by councillor T Jay and seconded by Councillor B Price)

Back Ground Information

At Full Council in September 2022 further to a question from a Member of the Public under procedure rule no. 10 Following a review held by Corporate Scrutiny Committee a motion without notice was moved under rule 4.10.10 and it was resolved that the Council –

Agreed that the handling of communications to residents is brought to corporate scrutiny at the first available meeting and specifically how we handle communications to leaseholders. This should include looking at how leaseholders are made aware of their responsibility for payment for works required by Tamworth Borough Council as freeholder of their properties and their right to influence the Councils decisions, using the Gillway cases we've heard of tonight as our case study.

6th October 2022 – Corporate Scrutiny – a working group was established to consider this matter.

17th November 2022 – Corporate Scrutiny - it was reported that a list of questions had been compiled and would be sent to Officers/Portfolio Holder

8th December 2022 – Corporate Scrutiny – it was reported that responses had been received from Officers and a meeting was to be convened.

8th February 2023 – Corporate Scrutiny - an update was provided on the work of the group and a set of recommendations was moved to be presented to cabinet

23rd February 2023 – Corporate Scrutiny - make recommendations to Cabinet around Leasehold Service Charges. 21st August 2023 – Full Council agrees to Strategic Review of Leasehold Service Charges

14th March 23 – Corporate Scrutiny - update that at the Cabinet meeting on the 23rd February that 6 out of the seven recommendations made by the committee were agreed and that the working group should continue until June.

20th June 23 – Corporate Scrutiny - an update was provided to the Committee on the current status of the matter further to their recommendations. The Committee moved the following recommendation –

That this entire issue is referred to full council for a debate and make a decision how we are going to treat these vulnerable residents.

23rd August 2023 – At Full Council it was resolved that –

Council carry out a Strategic Review which includes the specifics of withdrawing existing stage 3 consultations and pausing the issuing of any further stage 3 consultations until the completion of the review unless there is an urgent need for works to address issues of health and safety or structural integrity

13th August 2024 – Corporate Scrutiny – Committee receive an update on the review.

Executive Summary

At the meeting of the Corporate Scrutiny Committee on the 13th August 2024 the Committee received the report of the Portfolio Holder for Housing Homelessness and Planning/Executive Director Communities to provide an update on the review of Leaseholder charging undertaken by Campbell Tickell in response to concerns raised about the Council, approach to leaseholder charging.

The report provided a summary of work done to date including the establishment of a leaseholder working group made up of Members and leaseholder representatives. It provided a summary of the key findings from the report of Campbell Tickell, who had been commissioned by Tamworth Borough council to reviews its engagement with leaseholders and its method for planning investment works. The report covered the options available to the Council and the advantages/risks associated with these. The report contained a suite of letters produced by Cambell Tickell for the Council as well as the full report.

During the discussion at Scrutiny the Committee raised a number of questions/ observations and concerns around –

- Whether the Officers endorsed the contents of the report and whether they proposed any deviations to the findings of the report
- How communication would be addressed, highlighting that communication from the Council had been poor in the past
- The Cost implications around the works
- Further information around the idea of submitting a test case to a first-tier tribunal
- Whether a goodwill gesture could be made to those affected by the process
- The next steps for the Council
- More information around the stock survey and roof surveys that had been carried out
- Clarification around Officer estimates for lifespan of roofs and cost of repairs in the meantime

The Committee were presented with eight recommendations. Following discussions the Committee moved to amend the first and last recommendation. The Committee moved five out of the eight recommendations as they were, and one was not moved. The Committee

moved a further two recommendations as above. These recommendations are being presented to Cabinet for consideration.

The full report is available at -

[\(Public Pack\)Agenda Document for Corporate Scrutiny Committee, 13/08/2024 18:00 \(tamworth.gov.uk\)](#)

Options Considered

None.

Key considerations

1. Scrutiny committees have statutory powers to make recommendations to the Executive, and the Executive (Cabinet) has a statutory duty to respond. They may also make reports and recommendations to external decision making bodies.
2. The agenda for Executive meetings shall include a standing item entitled 'Matters Referred to the Cabinet In Accordance with the Overview and Scrutiny Procedure Rules'. The reports of overview and scrutiny committees and sub-committees referred to the Executive shall be included at this point in the agenda (unless they have been considered in the context of the Executive's deliberations on a substantive item on the agenda) within one calendar month of the overview and scrutiny committee or sub-committee completing its report/recommendations.
3. Scrutiny recommendations are addressed to the Cabinet, as the main Executive decision making body of the council (or, where appropriate, an external agency).
4. Cabinet is being asked to note the scrutiny report / recommendations and that an Executive Response to the scrutiny recommendations be prepared for consideration by the Cabinet within two months from receiving the report or recommendations.
5. The minutes of the meeting of the scrutiny committee provide the record of the scrutiny committee's consideration of the issue and the scrutiny recommendations made during the meeting.
6. The scrutiny committee will be notified of the Executive Response made in respect to the scrutiny recommendations and may track the implementation of the Cabinet decisions and any actions agreed. This enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and review any outcomes arising

Report Author

Councillor Samuel Smith
Chair of Corporate Scrutiny

Thursday, 29 August 2024

Report of the Leader of the Council

Comments, Compliments and Complaints

Exempt Information

None

1. Purpose

The purpose of this report is to seek approval for the revised comments, compliments and complaints policy and to publish the required elements of the Housing Ombudsman statutory complaints handling code.

2. Recommendations

It is recommended that Cabinet:

1. Approve the Annual Complaints Performance and Service Improvement Report 2023-2024 for submission to the housing ombudsman.
2. Approve the updated Comments, Compliments and Complaints Policy for publication and implementation.

3. Executive Summary

3.1 The Housing Ombudsman's Complaint Handling Code,

Effective April 1, 2024, this statutory requirement outlines how landlords must handle complaints fairly and efficiently. The code's goal is to enhance service quality and foster better relationships between landlords and residents.

Key aspects of the Code include:

- Universal definition of a complaint.
- Easy access to the complaints procedure and ensuring residents are aware of it.
- A two-stage complaint procedure with clear response times.
- Fairness in complaint handling with a resident-focused process.
- Taking action to put things right and providing appropriate remedies.
- Creating a positive complaint handling culture through continuous learning and improvement.

Part of the new statutory nature of the Code means that as a housing landlord Tamworth Borough Council are required to submit an annual submission of performance against the code to demonstrate compliance. The submission requires Tamworth Borough Council to provide key information about the organisation's approach to complaint handling and to confirm compliance with the provisions of the code through an annual complaints performance and service improvement report, the submission must be made by 5 September 2024.

3.2 Annual complaints performance and service improvement report

This report is a comprehensive view of the council's performance in complaint handling as well as identifying future actions for improvement. The detailed report can be found at appendix A, the report must contain the following key elements:

3.2.1 Members responsible for complaints

One of the requirements of the code is for landlords to appoint members responsible for complaints. The Leader of the Council is responsible for all complaints corporately with the Portfolio Holder for Housing, Homelessness and Planning taking responsibility for housing related complaints

3.2.2 2023/24 Annual self-assessment

In line with the requirements of the Housing Ombudsman, a self-assessment has been undertaken to identify whether the organisation's current approach to complaints handling meets all the requirement of the 2024 Complaint Handling Code. This document can be found at Appendix A1.

3.2.3 Governing body response

There is a requirement for the governing body (in Tamworth's case Cabinet) to respond to the report and self-assessment, this is contained within the report.

3.2.4 Analysis of our complaint handling performance for housing services.

Qualitative and quantitative evidence is included to provide a thorough analysis of complaint handling performance which also identified key complaint themes and insight gained.

3.2.5 Learning from Complaints and Service Improvements

Complaints give us valuable information, enabling us to improve our services and overall customer satisfaction. The report highlights some of the improvements we have made in 2023-24.

3.2.6 Housing Ombudsman Report

The final element is to report on reports from the Housing Ombudsman regarding their findings in complaints made against Tamworth Borough Council.

3.3 Comments, Compliments & Complaints Policy

This policy has been revised to take account of the new code and this is attached at **Appendix B**.

The changes made are highlighted within the policy, some of the key changes are detailed below.

- An enhanced commitment to demonstrating continuous improvement
- Updated definition of a complaint to include the council as a social landlord
- Revision from 6 months to 12 months of the issue occurring or the resident becoming aware of the issue, in which to accept complaints
- Complainants not required to explain their reasons for requesting a stage 2 consideration
- Enhanced definition of a service request
- The requirement to have an Elected Member who takes full accountability for Housing complaints.

Resource Implications

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

Legal/Risk Implications

If the Annual complaints performance and service improvement report and policy are not approved and published by 5th September 2024 the council will be non-compliant with the complaint handling code and there is a risk that a complaint handling failure order will be issued.

Equalities Implications

A Community Impact Assessment is included at appendix B1.

Environment and Sustainability Implications (including climate change)

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

Report Author

Zoe Wolicki – Assistant Director People

Appendices

Appendix A - Annual Complaints Performance and Service Improvement Report 2023- 24

Appendix A1 – Self Assessment

Appendix A2 – Development areas

Appendix B - Comments, Compliments, and Complaints Policy

Appendix B1- Community Impact Assessment

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**Annual Complaints Performance and
Service Improvement Report 2023-2024**

1. Introduction

2. Members responsible for complaints

3. 2023/24 Annual self-assessment

4. Governing body response to the report

5. Analysis of our complaint handling performance

6. Learning from Complaints and Service Improvements

7. Housing Ombudsman Performance Report

1. Introduction

1.1 Housing Ombudsman Complaint Handling Code

Since 2020, the Housing Ombudsman Service has implemented new guidelines for Councils to improve complaint handling. These guidelines are detailed in the Complaint Handling Code, which aims to ensure efficient and fair resolution of residents' complaints. Additionally, the code encourages landlords to learn from complaints and enhance their services. The ultimate goal of the Complaint Handling Code is to establish best practices in complaint handling, provide better service to residents, and foster a positive complaint handling culture. From 1 April 2024, the Code became statutory meaning that landlords will be obliged by law to follow its requirements. The council must also report on performance to drive learning and continuous service improvements.

If the Ombudsman decides that the housing service has not handled a complaint in accordance with the code, and internal procedures, then the service risks the issue of a Complaint Handling Failure Order (CHFO) for maladministration, and the Ombudsman will order the Service to put things right and ensure compliance with the code. The Ombudsman publishes a report on CHFOs quarterly, and the Housing Service will be inspected by the Regulator every four years.

1.2 Complaint Handling at Tamworth Borough Council

Our Information Governance Team facilitate the council's corporate complaints process. Working closely with colleagues who deliver the services being complained about, to ensure we have a clear plan to resolve the immediate issues as well as working on what we can do differently in the future to prevent it happening again.

1.3 The Council's Comments, Compliments & Complaints Policy

The policy was extensively revised, and a new policy endorsed and implemented on 1 April 2023. The Housing Ombudsman has the power to review a social landlords' complaints policy to ensure it is compliant with their complaint handling code. In May 2023 such a review was undertaken on our newly implemented Comments, Compliments and Complaints Policy and clarifications were requested. The clarifications were centred around the customer experience and the phrasing of some paragraphs within the policy. The Housing Ombudsman subsequently reviewed the revised policy and confirmed that it was compliant with their code in August 2023.

1.4 Requirement for landlords to produce an annual complaint performance and service improvement report which is reported to its governing body (Cabinet) and must include:

- the annual self-assessment against the code to ensure the Council's complaint handling policy remains in line with its requirements.
- the governing body response to the self-assessment.
- a qualitative and quantitative analysis of the Council's complaint handling performance. This must also include a summary of the types of complaints the Council has refused to accept.
- any findings of non-compliance with the Code by the Ombudsman.
- the service improvements made as a result of the learning from complaints.
- any annual report about the Council's performance from the Ombudsman.
- any other relevant reports or publications produced by the Ombudsman in relation to the work of the Council.

This report is our first annual complaints Performance and Service Improvement Report covering the period 1 April 2023 to 31 March 2024.

2. Member responsible for complaints (MRC)

2.1 The Complaint Handling Code requires landlords to have a Member Responsible for Complaints (MRC) on their governing body to provide assurance on the effectiveness of its complaints system, including challenging the data and information provided.

2.2 The expectation is that the MRC is responsible for ensuring that complaint handling drives service improvement for residents and learning and business improvement for the organisation. The role of the MRC is to champion a positive complaint handling culture and build effective relationships with complaints teams, residents, its audit and risk committees as well wider teams and the Housing Ombudsman Service.

The MRC should be looking to seek assurances from the complaints team and where appropriate the operational teams that complaints are being managed, change is happening and that residents are being heard through the process. Tamworth Borough Council has two members responsible for complaints, the Leader of the Council is responsible for corporate complaints and the Portfolio Holder for Housing, Homelessness and Planning is responsible for Housing complaints.

2.3 During 2024/2025 the Leader and the Portfolio Holder for Housing, Homelessness & Planning will work with officers to fulfil their role as the Members Responsible for Complaints (MRC). This will include assessing themes and/or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision as well as supporting a positive complaint handling culture.

3. Annual Self-Assessment

The council published its first Self-Assessment against the Housing Ombudsman Complaint Handling Code in 2023.

In line with the requirements of the Housing Ombudsman, a self-assessment has been undertaken to identify whether the organisation's current approach to complaints handling meets all the requirements of the 2024 Complaint Handling Code.

The council has identified many aspects of good practice and identified some areas of non-compliance. We have used the self-assessment findings, to put in place an action plan to support improvements in our complaint handling process and aim to achieve full compliance by 31 December 2024.

The 2024 self-assessment is found at appendix A1 with a detailed summary on the development areas found at appendix A2.

4. Governing Body Response to the report

Tamworth Borough Council are committed to providing the best service possible for our residents, placing them at the centre of everything we do as we look to deliver the best possible outcomes for residents.

Comments, compliments and complaints play a key role in enabling the housing landlord service to continuously improve its service delivery and identify what we are doing well and what we could be better at. The recent self-assessment against the Housing Ombudsman's Complaint Handling Code shows that we are mostly compliant with the code with an action plan developed to address areas where we want to strengthen our services.

We have been working hard to reduce the problems which lead to residents complaining and have made good progress in this including the following key changes:

- **Revised complaints policy:** Implementation of an updated complaints policy.

- **Centralised complaint processing team:** By centralising the complaint processing team, we have streamlined our operations.
- **Improved customer communication:** All communication received through the central team is now acknowledged within 5 working days. In 2023/2024, we achieved this with 95.5% of complaints received.
- **Records management:** We have enhanced records management to support performance report requirements

As Cabinet members responsible for the way Tamworth Borough Council deals with comments, compliments, and complaints we want to emphasise the importance of transparency, responsiveness, and accountability in how we handle feedback from our community. Feedback from our residents is crucial for our continuous improvement. Engaging with our community helps us to align our services with the needs and expectations of our residents.

When complaints are received, our priority is to address them promptly and thoroughly. We have established clear procedures to ensure that each concern is investigated, and any necessary actions are taken to resolve those issues.

Similarly, we greatly appreciate compliments and positive feedback. Recognising the hard work of our staff and the effectiveness of our services is vital in maintaining morale and motivation. We ensure that positive feedback is shared with relevant teams and individuals, celebrating successes and encouraging excellence.

We are committed to maintaining a feedback process that is accessible, respectful and constructive. We encourage all residents to share their experiences, suggestions and comments.

*Councillor Carol Dean
Leader of Tamworth Borough Council*

*Councillor Ben Clarke
Portfolio Holder for Housing, Homelessness and
Planning*

5. Analysis of our complaint handling performance for Housing Services

5.1 During the year 1 April 2023 to 31 March 2024 the council received 483 housing related enquires through the council's comments, compliments, and complaints channel, and of these:

- 176 were identified as a complaint with 156 recorded as stage 1 and 20 at stage 2.

5.2 Tenant Satisfaction Measures TSM's

The Tenant Satisfaction Measures Standard requires all registered providers to generate and report tenant satisfaction measures (TSMs) as specified by the regulator. The central aims of the TSMs are to provide tenants with greater transparency about their landlord's performance and inform the regulator about how a landlord is complying with consumer standards.

5.3 Stage 1 complaints

Table 1 provides qualitative statistics around quantity of Stage 1 complaints received and the number per 1000 homes.

Table 1

Stage 1	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
No. of complaints received	17	7	20	17	11	9	17	14	7	8	12	17	156
No. per 1,000 housing stock	3.97	1.63	4.67	3.97	2.57	2.10	3.96	3.26	1.63	1.87	2.79	3.96	36.38

Table 2 provides qualitative statistics around the number of complaints and percentage of complaints responded to within 10 working days.

Table 2

Stage 1	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Responded to within the Housing Ombudsman Complaint Handling timescales	9	7	10	8	5	7	4	6	6	7	10	7	86
Responded to within the Housing Ombudsman Complaint Handling timescales (%)	55	100	50	47	45	78	24	43	86	88	83	41	55

5.4 Stage 2 complaints

Table 3 provides qualitative statistics around quantity of Stage 2 complaints received and the number per 1000 homes.

Table 3

Stage 2	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
No. of complaints received	2	0	2	2	2	0	1	4	3	3	1	0	20
No. per 1,000 housing stock	0.47	0.00	0.47	0.47	0.47	0.00	0.23	0.93	0.70	0.70	0.23	0.00	4.66

Table 4 provides qualitative statistics around the number of complaints and percentage of complaints responded to within 20 working days.

Table 4

Stage 2	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
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Responded to within the Housing Ombudsman Complaint Handling timescales	2	0	1	1	1	0	1	2	0	2	0	0	10
Responded to within the Housing Ombudsman Complaint Handling timescales (%)	100	0	50	50	50	0	100	50	0	67	0	0	50

The Housing Ombudsman target of 10 days for responding to stage 1 complaints and 20 working days for stage 2 complaints has proven to be very challenging, 55% for stage 1 and 50% for stage 2 were responded to within timescale during 2023/24. This recognised as an area for improvement and is a key objective on the action plan for 2024/2025

The below table provides a summary of the number of complaints at stage 1 and 2 per department. Housing Repairs received the highest number of complaints for both stage 1 (110) and stage 2 (14).

Team	Number of Stage 1 complaints received	Number of Stage 2 complaints received
ASB	2	
Housing Repairs	110	14
Housing Repairs Gas	3	
Housing Repairs Planned	11	3
Housing Solutions	13	3
Multiple Depts	2	
Rental Income	1	
Sheltered Housing	0	
Tenancy Management	14	
Tenancy Involvement Group	0	
Wardens	0	
Total	156	20
Overall Total	176	

5.5 Acknowledgment of complaints

The complaint handling code dictates complaints must be acknowledged, defined, and logged at stage 1 or stage 2 of the complaints procedure within 5 working days of the complaint being received.

Of the 176 complaints recorded 168 (95.5%) were recorded within 5 working days of receipt by the central complaints team.

5.5 Other contacts

277 contacts were determined to be an enquiry, service request or service request update and 29 compliments were received. A summary of these contacts is provided below.

Team	Service Requests / Updates or General Enquiries	Compliments Received
ASB	30	
Housing Repairs	140	9
Housing Repairs Gas	4	
Housing Repairs Planned	14	1
Housing Solutions	19	9
Multiple Depts	3	
Rental Income	2	
Sheltered Housing		
Tenancy Management	65	10
Tenancy Involvement Group		
Wardens		
Total	277	29
Overall Total		

5.6 Complaint Themes

In 2023/2024 the primary reasons for residents submitting a complaint were:

- Delay in a service being received or the service not being received
- Missed Appointments
- Poor customer service, lack of communication

In addition, the council has gathered some insight from the complaints received, these being:

- There were delays in responding to complaints due to staff capacity
- Multiple contacts being received from residents using various channels for communication for the same issue
- The requirement for closer working relationship with our contractors to improve service delivery

6. Learning from Complaints and Service Improvements

6.1 The council is dedicated to providing a broad range of services, striving to get things right the first time. We acknowledge that we don't always succeed, and when mistakes occur, it's crucial that we learn from them. Complaints give us valuable information, enabling us to improve our services and overall customer satisfaction.

We are committed to listening when we have not got it right, ensuring we are doing all we can to prevent it happening in the future. We will continue to use complaint feedback alongside the other feedback we get from customer satisfaction surveys to drive improvements this year.

6.2 Some of the improvements made in 2023/2024:

1. **Revised complaint policy;** We have updated the Comments, Compliments and Complaints policy to reflect the requirements of the Housing Ombudsman statutory code.
2. **Centralised complaint processing team;** By centralising the complaint processing team, we have streamlined our operations.
3. **Improved customer communication:** All communication received through the central team is now acknowledged within 5 working days. In 2023/2024, we achieved this with 95.5% of complaints received.
4. **Efficient process for contractor complaints:** We have established a process to reduce the time our repair contractors receive complaint information.
5. **Improved templates:** Templates for our letters have been reviewed and improved.
6. **Records management:** We have enhanced records management to support performance report requirements.
7. **Void:** Incorporate a damp and mould assessment into our void inspection process.
8. **Development of a Service Improvement Plan;** this in consultation with tenants through the complaint review panel will identify and analyse themes so targeted outcomes for service improvement can be made.
9. **Included complaint performance in quarterly performance reports;** this was introduced in from the quarter 1 2023-24 performance report.

6.3 Our priorities for 2024-25

To support the council's commitment to complaints, the table below provides some of the key focuses over the coming months.

Customer Journey	Continue to improve the customer journey with: <ul style="list-style-type: none"> • regular meetings with service areas, working collaboratively to support the commitment of resolving issues first time and increase response times to complaints • development and implementation of the Council's Compensation Policy • an enhanced/documented set of customer care standards
Review of Process	A review of internal complaint handling processes is underway to support the implementation of the updated policy and to assist in improving our complaint handling timescales.
Training/ Guidance	Develop a programme of training for staff to include customer service training and complaint handling training for officers investigating complaints, supporting the council's commitment to ensure customers receive the best possible

	<p>service when making a complaint.</p> <p>Implement and embed the revised Compliments, Comments and Complaints policy.</p>
Communication	<p>The need for better communication in our complaints handling process is a key focus for 2024/2025.</p> <p>The introduction of improved monitoring processes will ensure</p> <ul style="list-style-type: none"> • we keep residents updated when we are working to resolve their issues and • increased management oversight at all stages of the process.
Recording of information	<p>Throughout 2023/2024 we have been monitoring and reviewing the data we collect when recording complaints received, this is helping the council to identify basic themes and categories to complaints, which is providing a more robust insight into the reasons why complaints are being made. In 2024/2025 this will be further developed to provide more robust management information to drive service improvement.</p>
Case Management System	<p>To improve customer service and support data driven decisions for the complaint handling, a review of the ICT case management system will be undertaken.</p>
Customer Satisfaction	<p>With the introduction of the council's Damp & Mould Policy and learning from complaints, a customer survey is undertaken to establish customer satisfaction on the handling of all reported cases of damp and mould.</p> <p>A complaint handling survey will be undertaken to further understand our customer satisfaction and how we can learn from complaints.</p>
Resource Capacity	<p>A review of resource capacity within the centralised team to ensure customers receive the best possible service when making a complaint.</p>
Learning from Complaints	<p>Continued learning from complaints through performance management and improved reporting, aligned to meet the Regulator of Social Housing's Tenant Satisfaction Measure standard.</p>

7. Housing Ombudsman Performance Report

7.1 The Housing Ombudsman publishes, on their website, individual landlord performance reports for landlords with 5 or more findings for a particular financial year. The Housing Ombudsman has not yet published its reports for 2023/24, so the information available on its website relates to 2022/23. As we had no determinations made by the Housing Ombudsman in the period 2022/23 there is no report relating to the Council currently published on the Housing Ombudsman's website.

7.2 Where a complaint is accepted for investigation the Ombudsman seeks to establish whether the member has been responsible for maladministration (which includes findings of service failure, maladministration and severe maladministration). This may be that the council:

- a. failed to comply with any relevant legal obligations
- b. failed to comply with any relevant codes of practice
- c. failed to apply its own policies and/or procedures
- d. delayed unreasonably in dealing with the matter
- e. behaved unfairly, unreasonably or incompetently; or
- f. treated the complainant personally in a heavy-handed, unsympathetic, or inappropriate manner

7.3 The Housing Ombudsman made two determinations for complaints considered in the year 1 April 2023 to 31 March 2024.

7.3.1 Case 1 was determined on 30 April 2024 in respect to the council's handling of damp and mould and repairs at a property. It was determined that there was severe maladministration in our handling of damp and mould at the property. It was also determined that there was maladministration in our handling of repairs. The council was ordered to:

- apologise to the resident
- to collaborate with the resident to produce an action plan
- to support the resident in making an insurance claim
- pay the resident £3250 compensation
- share the Ombudsman's report with the Executive Team and Cabinet member for housing
- update the Ombudsman service on progress of the damp and mould policy
- incorporate a damp and mould assessment into the void inspection process and
- inspect a broken fence in line with policy and explain the obligations of the council to the resident

All orders and recommendations were adhered to and on 12 June 2024 the Ombudsman confirmed the case had been closed satisfactorily.

7.2.2 Case 2 was determined on 29 July 2024 was in respect of the resident not being giving adequate notice of additional work needed to the property or the impact of the work and that the resident's property and possessions were damaged. The Ombudsman determined that there was a service failure by the council for both matters. The council was ordered to

- apologise for the failings identified in the report
- pay the resident £150 compensation

This has been actioned and the Ombudsman informed the formal closing of the case is yet to be received.

Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.

Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	<p>A complaint must be defined as:</p> <p><i>‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’</i></p>	Yes	(A link to the policy will be added before publication)	<p>The revised policy aligns with the new definition.</p> <p>Updated policy <i>A complaint is defined as an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, and/or the landlord its own staff, or those acting on its behalf, affecting a resident or group of residents</i></p> <p>Consultation with the tenant consultive group was undertaken May 2024 and the amended policy approved by Cabinet August 2024.</p>
1.3	<p>A resident does not have to use the word ‘complaint’ for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or</p>	Yes	(A link to the policy will be added before publication)	<p>The Councils Comments, Compliments, and Complaints policy now explicitly acknowledges that a customer does not have to use the word “complaint” for it to be treated as such.</p> <p>The council accepts complaints from third parties, this is detailed in the policy</p> <p>This being further strengthened across the wider organisation with any identified training.</p>

	representative must be handled in line with the landlord's complaints policy.			
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.	Yes	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy.</p> <p>Service requests submitted and identified through the complaints process are recorded, acknowledged and forward to the relevant team for review and response. The Information Governance monitor through to completion.</p>
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	(A link to the policy will be added before publication)	<p>The Councils Comments, Compliments, and Complaints Policy outlines our approach in this regard.</p>
1.6	An expression of dissatisfaction with	Yes	(A link to the policy will be added before publication)	<p>This is identified and reflected in the updated policy</p>

	<p>services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.</p>			<p>This is detailed in the Councils Comments Compliments, and Complaints Policy.</p> <p>Where we ask residents to complete surveys – for example, after major maintenance or improvement works have been carried out. Any dissatisfaction expressed through these surveys would not be defined as a complaint although we will make you aware of how you can pursue a complaint if you want to.</p>
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Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	<p>Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits</p>	Yes	(A link to the policy will be added before publication)	<p>Exclusions are detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>If there are valid reasons for not accepting a complaint, we write to the customer explaining why this is the case.</p> <p>If an issue is being reported for the 1st time, then it may be considered as a request for service rather than a complaint, this is detailed in the policy.</p>
2.2	<p>A complaints policy must set out the circumstances in which</p>	Yes	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p>

	<p>a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy. 			
2.3	<p>Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must</p>	Yes	(A link to the policy will be added before publication)	This is detailed in the Councils Comments Compliments, and Complaints Policy

	consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.			
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	(A link to the policy will be added before publication)	Complainants are advised if their complaint has not been accepted, including details of their right to take this decision to the Ombudsman
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	(A link to the policy will be added before publication)	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	(A link to the policy will be added before publication)	<p>There are several ways in which a complaint can be made, this is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>A Community Impact Assessment considers this and accompanies the policy.</p> <p>Tamworth Borough Council has mandatory equality and diversity training.</p>
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the	Yes	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>All staff have the relevant access to log a complaint.</p> <p>The Comments, Compliments and Complaints policy is a mandatory policy for all staff to be aware of.</p>

	appropriate person within the landlord.			
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	(A link to the policy will be added before publication)	<p>We encourage customers to tell us about their experience, good or bad, and/or suggest ways to improve our service delivery.</p> <p>This feedback can help us to:</p> <ul style="list-style-type: none"> • improve our performance • improve our business processes • re-design our services • enhance our reputation • train and develop our employees • share good practice • demonstrate service excellence • support diversity and inclusion <p>Customer feedback supports development of the customer experience in the Councils desire to improve service, satisfaction, and to ensure the Council is utilising the feedback provided by customers when planning, designing services and improving services.</p> <p>The Council will also be benchmarking against base line data.</p> <p>How to make a complaint is published on the website and provides details of the Housing Ombudsman.</p>
3.4	Landlords must make their complaint policy	Yes	(A link to the policy will be added before publication)	This is detailed in the Councils Comments Compliments, and Complaints Policy and published on the website.

	available in a clear and accessible format for all residents. This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.			
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	(A link to the policy will be added before publication)	This is detailed in the Councils Comments Compliments, and Complaints Policy
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at	Yes	(A link to the policy will be added before publication)	This is detailed in the Councils Comments Compliments, and Complaints Policy Stage 1 and Stage 2 acknowledgement letters provide details regarding acting on someone behalf.

	any meeting with the landlord.			
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	(A link to the policy will be added before publication)	This is detailed in complaint responses and on the website.

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This	Yes	(A link to the policy will be added before publication)	<p>The Councils Information Governance Manager (Monitoring Officer) is the councils designated complaint officer, and a centralised team is in place to facilitate the corporate complaints process.</p> <p>The Councils Assistant Director -People is the Ombudsman link officer.</p> <p>Designated Officers within each service area are responsible for investigation and review of complaints for their service. This is detailed in the Councils Comments Compliments, and Complaints Policy</p>

	role may be in addition to other duties.			
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes	(A link to the policy will be added before publication)	<p>The centralised team have access to all services and landlord functions.</p> <p>Clear processes are in place to define the management level required for complaint handling at each stage of the process. This is detailed in the policy</p>
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Partial (In Progress)		<p>Officer competence is monitored through performance management processes to support and ensure officers are trained to required levels. Any identified training needs are actioned accordingly.</p> <p>Dedicated resource for complaint handling sits in the Information Governance team, with and a tenant analyst sitting within Housing, supporting at service level.</p> <p>Designated officers sit within service areas who are responsible for the complaint investigation and response.</p> <p>Further the council has appointed an external resource to provide increased training and competence in complaint response compilation.</p>

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Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	(A link to the policy will be added before publication)	Tamworth Borough Council has a single policy for all complaints
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	(A link to the policy will be added before publication)	The policy details the 2-stage process.
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	(A link to the policy will be added before publication)	The policy details the 2-stage process.

5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Partial (In progress)		<p>Following a review of complaint notification procedures, a new procedure was implemented with the council's contractors Equans to support early notification of a complaint received. When?</p> <p>Equans is the primary repairs contractor and in recognition of the importance of dealing with complaints they now have a Resident Liaison Officer who investigates complaints from the contractor's perspective and feeds this into the overall Council response to complaints.</p> <p>The council has a contract in place with the repair's contractors, Equans and Wates setting out the requirements in relation to complaint responses.</p> <p>This is being further strengthened corporately and detailed in the action plan.</p>
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Partial - (In progress)		<p>Equans is the primary repairs contractor and in recognition of the importance of dealing with complaints they have now appointed a Resident Liaison Officer who investigates complaints from the contractor's perspective and feeds into the overall Council response to complaints.</p> <p>The council has a contract in place with the repair's contractors, Equans and Wates setting out the requirements in relation to complaint responses. Regular meetings are held with both</p>

				<p>contractors to discuss performance and achievement against targets.</p> <p>This action is being further strengthened corporately by including all council contractors and detailed in the action plan.</p>
5.6	<p>When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.</p>	Yes	<p>(A link to the policy will be added before publication)</p>	<p>Detailed in the Councils Comments, Compliments and Complaints Policy.</p> <p>Acknowledgment letters document the details provided by the complainant. If further clarification is required, this is requested though the Information Governance team.</p>
5.7	<p>When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.</p>	Yes	<p>(A link to the policy will be added before publication)</p>	<p>Acknowledgment letters document the details provided by the complainant. If further clarification is required, this is requested though the Information Governance team.</p> <p>This being further strengthened with a review of letters</p>
5.8	<p>At each stage of the complaints process, complaint handlers must:</p>	Yes	<p>(A link to the policy will be added before publication)</p>	<p>The current policy details what the complaint handlers’ responsibilities are.</p>

	<p>a. deal with complaints on their merits, act independently, and have an open mind;</p> <p>b. give the resident a fair chance to set out their position;</p> <p>c. take measures to address any actual or perceived conflict of interest; and</p> <p>d. consider all relevant information and evidence carefully.</p>			Any areas where further training is required will form part of training identified through the action plan
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	(A link to the policy will be added before publication)	<p>The Information Governance team write to the complainant if the time period for complaint response is going to exceed timescales.</p> <p>Whilst we advise the complainant of any updates. The investigation into a complaint may not be complete and any timeframe for completion is in the hands of the nominated officer. Investigations are conducted expeditiously, and any delays are due to complexity and the time spent gathering and assessing the evidence before responding. In more complex cases there is often regular interaction with the complainant. In these cases, delays are often discussed and agreed.</p>
5.10	Landlords must make reasonable adjustments	Partial (In progress)	Reasonable Adjustment Guidance	Reasonable adjustment guidance for all staff is available.

	<p>for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.</p>			<p>A Community Impact Assessment accompanies the policy.</p> <p>TBC has mandatory equality and diversity training.</p> <p>This being further strengthened with a review of information received when a complaint is recorded by the Information Governance team and how this is shared with the relevant service area.</p> <p>At the point of logging a repair request the Repairs Contact Centre record the preferred contact and access arrangements with the tenant and share these with the contractor when handing off the repair.</p>
5.11	<p>Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.</p>	Yes	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p>
5.12	<p>A full record must be kept of the complaint, and the outcomes at each stage. This must</p>	Yes	(A link to the policy will be added before publication)	<p>Complaints are facilitated and recorded centrally through the Information Governance Team.</p>

	<p>include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.</p>			<p>Designated officers are responsible for investigating and responding to complaints. Information is collated from the relevant sources and a response prepared for review and issue by the Information Governance Team.</p>
<p>5.13</p>	<p>Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.</p>	<p>Yes</p>	<p>(A link to the policy will be added before publication)</p>	<p>The Stage 1 and Stage 2 complaints are delegated and assessed by designated officers within each service area.</p> <p>This allows for any remedy that can be actioned immediately to be carried out / arranged and the customer informed.</p> <p>For example: a repair requires an inspection, this can be arranged swiftly and does not require an in-depth investigation.</p> <p>Officers within the team are allocated responsibility for responding at the various stages of complaints, information is collated from the relevant sources and a response prepared for review and issue by the Information Governance Team.</p> <p>Where possible and appropriate a complaint relating to a repair will result in either an inspection or an instruction to the contractor to attend to deal with the item of repair.</p>

5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Managing Unreasonable Customer Behaviour Policy	This is detailed in the Managing Unreasonable Behaviour Policy.
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	Managing Unreasonable Customer Behaviour Policy	Detailed in the Managing Unreasonable Behaviour Policy.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which	Yes	(A link to the policy will be added before publication)	The Stage 1 and Stage 2 complaints are delegated and assessed by designated officers within each service area.

	<p>require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.</p>			<p>This allows for any remedy that can be actioned immediately to be carried out / arranged and the customer informed.</p> <p>For example: a repair requires an inspection, this can be arranged swiftly and does not require an in-depth investigation.</p> <p>Officers within the team are allocated responsibility for responding at the various stages of complaints, information is collated from the relevant sources and a response prepared for review and issue for the Information Governance Team. Where possible and appropriate a complaint relating to a repair will result in either an inspection or an instruction to the contractor to attend to deal with the item of repair.</p>
6.2	<p>Complaints must be acknowledged, defined and logged at stage 1 of the complaint's procedure <u>within five working days of the complaint being received.</u></p>	Yes	(A link to the policy will be added before publication)	<p>Detailed in the Councils Comments, Compliments, and Complaints Policy</p> <p>The Information Governance team record all communication received through the Comments, Compliments & Complaints process.</p>
6.3	<p>Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.</p>	Partial (In Progress)	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>The percentage of Stage 1 responses provided within the required timescale (10 working days) is a key measure within performance reports.</p>

				<p>The council recognises that 100% of responses are not within this timescale for 2023/2024.</p> <p>This being further strengthened and a key focus for 2024/2025, by monitoring progress and regular reporting to Heads of Service and Assistant Directors, providing updated guidance and additional training.</p>
6.4	<p>Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.</p>	Yes	<p>(A link to the policy will be added before publication)</p>	<p>The Information Governance team will write to the complainant if an extension is required/agreed, including details of the Housing Ombudsman contact details.</p> <p>Officers are reminded and required to advise the Information Governance team if an extension of time is required as part of the service notification procedure</p>
6.5	<p>When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.</p>	Yes		<p>The Information Governance team write to the complainant if an extension is required/agreed.</p>

<p>6.6</p>	<p>A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.</p>	<p>Partial (In progress)</p>		<p>The Information Governance team record any actions arising from complaints, liaising with relevant teams until completed.</p> <p>This is being further strengthened through training, ongoing monitoring and improved processes.</p>
<p>6.7</p>	<p>Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.</p>	<p>Yes</p>	<p>(A link to the policy will be added before publication)</p>	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>To further strengthen this a review of complaint responses is underway and where improvement is necessary guidance and training will be provided</p>
<p>6.8</p>	<p>Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the</p>	<p>Yes</p>		<p>Where the centralised team identify additional elements, these are assessed and actioned appropriately. For example, through logging another complaint, adding details to an existing complaint or raising a service request if this is the first time the council is aware of the issue.</p>

	<p>new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.</p>			
<p>6.9</p>	<p>Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language:</p> <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	<p>Yes</p>	<p>(A link to the policy will be added before publication)</p>	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>Letter templates are currently under review to support complaint handlers with responses.</p>

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	(A link to the policy will be added before publication)	This is detailed in the Councils Comments Compliments, and Complaints Policy
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	(A link to the policy will be added before publication)	This is detailed in the Councils Comments Compliments, and Complaints Policy
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	(A link to the policy will be added before publication)	This is detailed in the Councils Comments Compliments, and Complaints Policy
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	(A link to the policy will be added before publication)	All stage 2 complaints are dealt with by a senior designated officer (EG: Head of Service / Assistant Director)
6.14	Landlords must issue a final response to the stage 2 within 20 working days of the complaint being acknowledged.	Partial (In-Progress)	(A link to the policy will be added before publication)	This is detailed in the Councils Comments Compliments, and Complaints Policy The percentage of Stage 2 responses provided within the required timescale (20 working

				<p>days) is a key measure within performance reports.</p> <p>The council recognises that 100% of responses are not within this timescale for 2023/2024.</p> <p>This being further strengthened and a key focus for 2024/2025</p>
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes		<p>The Information Governance team write to the complainant if an extension is required.</p> <p>Officers are reminded and required to advise the Information Governance team if an extension of time is required.</p>
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes		<p>The Information Governance team write to the complainant if an extension is required/agreed.</p>
6.17	A complaint response must be provided to the resident when the answer to the	Partial (In Progress)		<p>The Information Governance team record any actions</p>

	complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			<p>arising from complaints, liaising with relevant teams until completed.</p> <p>This is being further strengthened through training, ongoing monitoring and improved processes.</p>
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>To further strengthen this a review of complaint responses is underway and where improvement is necessary guidance and training will be provided</p>
6.19	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> a. the complaint stage; b. the complaint definition; c. the decision on the complaint; d. the reasons for any decisions made; e. the details of any remedy offered to put things right; f. details of any outstanding actions; and 	Yes	(A link to the policy will be added before publication)	This is detailed in the Councils Comments Compliments, and Complaints Policy

	g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes		

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 	Partial (In progress)		<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>This being further strengthened to support areas, with review of templates, training needs being identified and additional resources within the housing service.</p>

<p>7.2</p>	<p>Any remedy offered must reflect the impact on the resident as a result of any fault identified.</p>	<p>Yes</p>		<p>Proportionate remedies are offered where a complaint is upheld or partially upheld. For example, these can range from an apology, an agreement to carry out or complete repair work, or the payment of appropriate monetary compensation.</p> <p>The council seeks to return the complainant to the position they would have been had the service failure not occurred</p> <p>In respect of repairs the main aim is to remedy the failing. Where a failing has been identified the Council will acknowledge this and respond with an apology on behalf of the contractor and the council.</p>
<p>7.3</p>	<p>The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.</p>	<p>Yes</p>		<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>The complaint response details any remedy offered, for example if a new appointment is made for a missed appointment.</p>

				Any complaint response relating to repairs will clearly set out details of the proposed remedy, who will action this and when it will be actioned by. The HoS will monitor to ensure completion at service level. The Information Governance team record and monitor corporately any actions arising from complaint responses.
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Partial (In Progress)		This is detailed in the Councils Comments Compliments, and Complaints Policy This to be further strengthened through the compensation policy and training

Section 8: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.	Partial (In progress)		Regular reporting is provided to CMT, Cabinet and the wider organisation through the quarterly performance report. In addition to regular reporting to the Statutory Officers group.

	<p>b. a qualitative and quantitative analysis of the landlord’s complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</p> <p>c. any findings of non-compliance with this Code by the Ombudsman;</p> <p>d. the service improvements made as a result of the learning from complaints;</p> <p>e. any annual report about the landlord’s performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			<p>The Annual Complaints Performance and Service Improvement Report 2023-2024 is published on the website along with the governing body statement.</p> <p>Additional opportunities for learning from complaints have been identified and will be developed throughout 2024 – 2025.</p>
8.2	<p>The annual complaints performance and service improvement report must be reported to the landlord’s governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body’s response to the report must be published alongside this.</p>	Yes	(A link to the report will be added before publication)	<p>The Annual Complaints Performance and Service Improvement Report for 2023-2024 was reported to the governing and published on the Councils Website</p>
8.3	<p>Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.</p>	Yes	(A link to the self-assessment will be added before publication)	<p>The self-assessment has been reviewed as part the introduction of the statutory complaint handling code</p>
8.4	<p>Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.</p>	Yes		<p>The self-assessment will be reviewed if requested by the Housing Ombudsman</p>
8.5	<p>If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform</p>	Yes		<p>This requirement has been noted and will be complied</p>

	the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.			with in the event of such circumstances.
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Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Partial (In Progress)		<p>Examples of learning have been a detailed approach to dealing with Damp & Mould, development of a Damp & Mould Policy, development of a compensation policy and changes within the contractor's team to allow them to better respond to complaints.</p> <p>This area is being further developed to ensure that insights gained from complaints are incorporated into routine business operations</p>
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Partial (In Progress)		This area is being further developed to ensure that insights gained from complaints are incorporated into routine business operations
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on	Yes		Regular reports to Statutory Officers, and Tennant Complaints group.

	wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.			<p>Performance information shared with residents as part of the newsletter available. The newsletter regularly contains articles relating to articles relating to feedback such as "You Said – We Did"</p> <p>Tenants Annual Report includes details on complaint handling, learning and improvement.</p> <p>Landlord performance including complaints will be reviewed and scrutinised by the Housing & Homelessness Advisory Board which includes 2 tenant representatives. With the introduction of the Regulator of Social Housing's (RSH) New Tenant Satisfaction Measures, the Council's performance will be published on the Council's website.</p>
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or	Yes	Zoe Wolicki – Assistant Director People	

	policies and procedures that require revision.			
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes		Requirement has been identified and member responsible for complaints is the Leader of the Council – Carol Dean as portfolio holder responsible for complaints and the Portfolio Holder for Housing, Homelessness & Planning – Councillor Ben Clarke
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes		The MRC will receive regular updates through portfolio meetings
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance; b. regular reviews of issues and trends arising from complaint handling; c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and 	Yes		<p>The MRC will receive regular updates through portfolio meetings</p> <p>Oversight of quarterly and annual reports, with the aim to further strengthen this as we move through the first 12 months under the new code</p>

	d. annual complaints performance and service improvement report.			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments; b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and c. act within the professional standards for engaging with complaints as set by any relevant professional body. 	No		<p>This is a development area for 2024-25, the team will set out this requirement for third parties Employees role profiles will be updated to incorporate these requirements.</p>

Appendix A2 – Development Areas

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Partial (In Progress)		<p>Officer competence is monitored through performance management processes to support and ensure officers are trained to required levels. Any identified training needs are actioned accordingly.</p> <p>Dedicated resource for complaint handling sits in the Information Governance team, with and a tenant analyst sitting within Housing, supporting at service level.</p> <p>Designated officers sit within service areas who are responsible for the complaint investigation and response.</p>
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process	Partial (In progress)		<p>Following a review of complaint notification procedures, a new procedure was implemented with the council's contractors Equans to support early notification of a complaint received.</p> <p>Equans is the primary repairs contractor and in recognition of the importance of dealing with complaints they now have a Resident Liaison Officer who investigates complaints from the contractor's perspective and feeds this into the overall Council response to complaints.</p>

	set out in this Code. Residents must not be expected to go through two complaints processes.			<p>The council has a contract in place with the repair's contractors, Equans and Wates setting out the requirements in relation to complaint responses.</p> <p>This being further strengthened corporately and detailed in the action plan.</p>
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Partial - (In progress)		<p>Equans is the primary repairs contractor and in recognition of the importance of dealing with complaints they now have a Resident Liaison Officer who investigates complaints from the contractor's perspective and feeds this into the overall Council response to complaints.</p> <p>The council has contract in place with the repair's contractors, Equans and Wates setting out the requirements in relation to complaint responses.</p> <p>This being further strengthened corporately and detailed in the action plan.</p>
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed,	Partial (In progress)	Reasonable Adjustment Guidance	<p>Reasonable adjustment guidance for all staff is available.</p> <p>A Community Impact Assessment accompanies the policy.</p> <p>TBC has mandatory equality and diversity training.</p> <p>This being further strengthened with a review of information received when a complaint is recorded by the Information Governance team and how this is shared with the relevant service area.</p>

	as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.			At the point of logging a repair request the Repairs Contact Centre record the preferred contact and access arrangements with the tenant and share these with the contractor when handing off the repair.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Partial (In Progress)	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>The percentage of Stage 1 responses provided within the required timescale (10 working days) is a key measure within performance reports.</p> <p>The council recognises that 100% of responses are not within this timescale for 2023/2024.</p> <p>This being further strengthened and a key focus for 2024/2025</p>
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are	Partial (In progress)		<p>The Information Governance team record any actions arising from complaints, liaising with relevant teams until completed.</p> <p>This is being further strengthened through training, ongoing monitoring and improved processes.</p>

	completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.			
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Partial (In-Progress)	(A link to the policy will be added before publication)	<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>The percentage of Stage 2 responses provided within the required timescale (20 working days) is a key measure within performance reports.</p> <p>The council recognises that 100% of responses are not within this timescale for 2023/2024.</p> <p>This being further strengthened and a key focus for 2024/2025</p>
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions	Partial (In Progress)		<p>The Information Governance team record any actions arising from complaints, liaising with relevant teams until completed.</p> <p>This is being further strengthened through training, ongoing monitoring and improved processes.</p>

	<p>required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.</p>			
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising; • Acknowledging where things have gone wrong; • Providing an explanation, assistance or reasons; • Taking action if there has been delay; • Reconsidering or changing a decision; 	Partial (In progress)		<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>This being further strengthened to support areas, with review of templates, training needs being identified and additional resources within the housing service.</p>

	<ul style="list-style-type: none"> • Amending a record or adding a correction or addendum; • Providing a financial remedy; • Changing policies, procedures or practices. 			
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Partial (In Progress)		<p>This is detailed in the Councils Comments Compliments, and Complaints Policy</p> <p>This to be further strengthened through the compensation policy and training</p>
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <p>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</p> <p>b. a qualitative and quantitative analysis of the landlord's complaint</p>	Partial (In progress)		<p>Regular reporting is provided to CMT, Cabinet and the wider organisation through the quarterly performance report. In addition to regular reporting to the Statutory Officers group.</p> <p>The Annual Complaints Performance and Service Improvement Report 2023-2024 is published on the website along with the governing body statement.</p> <p>Additional opportunities for learning from complaints have been identified and will be developed throughout 2024 – 2025.</p>

	<p>handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</p> <p>c. any findings of non-compliance with this Code by the Ombudsman;</p> <p>d. the service improvements made as a result of the learning from complaints;</p> <p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>			
<p>9.1</p>	<p>Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a</p>	<p>Partial (In Progress)</p>		<p>Examples of learning have been a detailed approach to dealing with Damp & Mould, development of a Damp & Mould Policy, development of a compensation policy and changes within the contractor's team to allow them to better respond to complaints.</p>

	result of any learning from the complaint.			This area is being further developed to ensure that insights gained from complaints are incorporated into routine business operations
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Partial (In Progress)		This area is being further developed to ensure that insights gained from complaints are incorporated into routine business operations
9.8	Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to: a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;	No		This is a development area for 2024-25

	<p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>			
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Technology and Information Services

COMMENTS, COMPLIMENTS & COMPLAINTS POLICY & PROCEDURES

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Revision Date	Version Control	Summary of changes
October 2022	010101	Initial Draft
June 2023	010102	Minor changes following feedback from Housing Ombudsman
December 2023	0103	Minor Change - formatting of front cover (page 1)
May 2024	010104	Review following release of the Housing Ombudsman and LGCSO Complaint Handling Code

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved
Anica Goodwin	Executive Director Organisation	
TULG	Trade Union Liaison Group	
CMT	Corporate Management Team	
CAB	Cabinet	
Heads Of Service	Advisory Body	
DPO / Monitoring Officer	Advisory Body	
Housing and Homelessness Advisory Board	Advisory Body for any Landlord amendments	
Tenant Consultative Group (TCG)	Advisory Body for any Landlord amendments	

Approvals Minor Change and Scheduled Review

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

Housing and Homelessness Advisory Board	Advisory Body for any Landlord amendments	
Tenant Consultative Group (CFG)	Advisory Body for any Landlord amendments	

Approval Path

Major Change

Nicola Hesketh
 Zoe Wolicki
 Heads of Service
 CMT
 Cabinet

Action

Submission
 Sponsor
 Consultative Group
 Corporate Approval
 Approval

Document Review Plans

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

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

Distribution

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

Security Classification

This document is classified as OFFICIAL

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Policy

Introduction

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

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

We recognise the importance of complaints and welcome them as a valuable form of feedback about our services

This feedback can help us to:

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

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

Accountability and transparency are integral to positive complaint handling culture and this policy is published on the council website at: [Comments, Compliments & Complaints](#).

We will also publish future complaints performance and service reports on there.

Scope

This policy:

- Applies to all Council employees, elected members and employees of organisations who deliver services on our behalf.
- Applies to anyone affected by our services.
- Covers all complaints, compliments and comments received about a service, **including landlord services**.
- States that compliments and comments can be made at any time.

- States that complaints can be made about a service within 12 months of the issue or incident occurring.

Our Objective

This policy will seek to deliver the following results:

- Resolve a complaint at the earliest opportunity
- Provide a resolution in accordance with timescales stated
- Increase customer satisfaction
- Learn from mistakes
- Identify and implement service improvements

Compliments and Comments

The council encourages its customers to let it know when it has done something well or they have a suggestion on how it can improve what it does.

A comment is a suggestion or observation about services, policies, practices as a whole, which impact on everyone and not just one individual. A comment can be positive or negative in nature.

A compliment is an expression of satisfaction, thanks, praise, or congratulations.

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

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

Compliments and Comments can be made at: [Comments, Compliments and Complaints | Tamworth Borough Council](#)

Service Requests

A service request is defined as a request from a resident to the organisation and or the landlord requiring action to be taken to put something right.

These initial requests for service, or action to be taken to put something right, may include expressions of dissatisfaction, but on not considered complaints under this policy. It is reasonable for the council to have an opportunity to respond to a service request for any issues reported first time.

Complaints

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

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

You do not have to use the word complaint for it to be treated as one. If you express any dissatisfaction to us, we will give you the choice to make a complaint

Who can complain?

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

Complaints made on behalf of someone else.

Complainants may choose to ask someone else to deal with the complaint on their behalf, such as relative, carer or friend. Complaints can also be made through a Councillor, Members of parliament or another elected person. Correspondence from these individuals will be dealt with in the same way as if it were received from the complainant themselves.

Where appropriate, the council will seek consent from the complainant to correspond with a third party on their behalf. This ensures compliance with data protection requirements and reassurance that the complainant wishes are being fulfilled.

Anonymous Complaints

The council values all complaints, including those made anonymously. Generally, anonymous complaints will be recorded as service enquires, unless the complaint raises issues of wider concern to the council that can be dealt with without further input from the complainant.

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

Complaint Examples

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

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

The above list does not cover everything but gives an indication of the type of things that complaints may be about.

Complaints Generally Excluded

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

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

Examples of excluded complaints include:

Service Requests and Surveys

A service request is when a customer and/or tenant asks us to take action to put something right, for example to carry out a repair. This would not be classed as a complaint, but these requests are still recorded, monitored, and reviewed regularly.

If you then express dissatisfaction with our response to your service request, this would be classed as a complaint even if we are still handling your request.

Where we ask residents to complete surveys – for example, after major maintenance or improvement works have been carried out. Any dissatisfaction expressed through these surveys would not be defined as a complaint although we will make you aware of how you can pursue a complaint if you want to.

Time Limits

It is far easier to find out what happened and to put things right if complaints are received at the time of the incident. As time passes it becomes more difficult to investigate events fairly and fully – people's memories fade or staff who were closely

involved may have left the Council. For these reasons, the Council will normally only accept complaints made within 12 months of the issue occurring or the customer becoming aware of the issue, unless they are excluded on other grounds.

However, if the complaint relates to safeguarding, health and safety issues or there are exceptional circumstances provided by the complainant for the delay in submitting the complaint, the Council may make a discretionary decision to accept complaints made outside of this time limit.

Reporting a Street Issue

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

Housing repairs

If you wish to report a repair or you would like an update to an ongoing housing repair, the most effective way to obtain this is by contacting the repairs team on 0800 183 0044 / repairs@tamworth.gov.uk

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

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

Environmental Health

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

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

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

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

Complaints about a planning application decision

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

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

and processes used to arrive at a decision

Housing Benefit and Council Tax Reduction – decisions or appeals

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

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

Council Tax

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

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

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

Business Rates

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

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

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

[Home - Valuation Tribunal Service](#)

Appeals relating to homelessness applications

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

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

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

Complaints made by members of staff against other members of staff

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

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

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

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

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

If you wish to complain about our enforcement practices or the behaviour of a member of staff, we may be able to consider this [under this policy](#).

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

Complaints in connection with the Data Protection Act, for example a Subject Access request, accidental disclosure of information, or regarding Freedom of Information (FOI), Environmental Information Regulations (EIR) will not be dealt with [under this policy](#).

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

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

Complaints against Elected Member conduct

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

ASB

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

Community Safety – Community Trigger requests

ASB Case Review investigations under the ASB, Crime and Policing Act 2014 will be investigated as per legal guidance by all partners and can be requested through Staffordshire Police website
<https://www.staffordshire.police.uk/advice/advice-and-information/asb/sf/asb-community-trigger/>

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

Unacceptable behaviour by complainants

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

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

In such exceptional circumstances, the Council has a right to specify how the individual complaint will be handled and how future contact from the complainant will be permitted. A separate [Managing Unreasonable Behaviour Policy](#) sets out the procedures for handling such complaints. If the Council has cause to invoke this policy details will be sent to the individual concerned.

Monitoring and Performance

Performance Standards

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

To support this, we will

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

Reporting on complaint outcomes and seeking continuous improvement

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

Examples of reports include:

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

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

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

An annual complaints performance report and service improvement report will be presented to Cabinet to meet the requirements of the Housing Ombudsman.

The annual report will include:

- An annual self-assessment against the Housing Ombudsman Complaints handling code to ensure the council (including landlord services) complaints policy meets their requirements
- A qualitative and quantitative analysis of our complaint's performance including a summary of the types of complaints we have refused to accept;
- Any findings of non-compliance with the Code;
- Details of service improvements made as a result of the learning from complaints;
- Any annual report about our performance from the Ombudsman; and
- Any other relevant reports or publications

The annual report will be reported to the Council's Cabinet by no later than the end of June each year. It will also be published on our website, together with any comments made by our Cabinet.

Continuous learning and improvement

As well as responding to individual complaints, we look at the number and type of complaints we receive to see if there are any common themes or trends. This can help us to identify issues and make changes to the way we do things so that the same thing does not happen again. We will publish details about the lessons we have learnt, and any changes made.

The Leader of the Council and the Portfolio Holder responsible for Housing are our Members Responsible for Complaints (MRC) and will receive regular information about the complaints we receive and how we have handled these.

The Members Responsible for Complaints will also support and encourage a positive complaint handling culture which reflects the need for all relevant staff to:

- Have a collaborative and co-operative approach towards handling complaints, working with colleagues and across departments
- Take collective responsibility for any shortfalls identified through complaints rather than blaming others, and
- Act within professional standard for engaging with complaints.

Comments, Compliments & Complaints Procedure

How to provide feedback or make a complaint

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

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

To provide **feedback**, customers can –

- Visit our website at [Comments, Compliments and Complaints | Tamworth Borough Council](#)
- Visit our website at [Contact Us](#)
- Telephone 01827 709709.
- Email: enquiries@tamworth.gov.uk
- Write to us at Marmion House, Lichfield Street, Tamworth, Staffordshire, B79 7BZ or
- Ask any member of staff to assist.

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

- complete an [the online form, alternatively](#)
- Telephone 01827 709709
- Email complaints@tamworth.gov.uk
- Write to us at Marmion House, Lichfield Street, Tamworth, Staffordshire, B79 7BZ.
- Ask any member of staff to assist.

[Complaints received via social media channels \(e.g., Twitter, Facebook\) will be forwarded to the Information Governance Team and handled in keeping with this policy](#)

[The Council will not provide complainant specific responses via social media sites.](#)

Customer Contact

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

Receipt outside of this policy

Complaints received by the service area directly, either by post, telephone or by email, will be passed to the Information Governance Team without delay so that the complaint may be recorded on the corporate complaints system and allocated appropriately.

Service Requests

Where a complaint **form** is submitted, and the Council **considers the details** fits the criteria of a service request (generally an issue that requires action that has not previously been reported to a service) then the enquiry will be recorded as such. The requester will be informed of the decision and the case passed to the relevant service for action through their normal processes.

Reasonable adjustments

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

Stage One

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

- Review, acknowledge, define, and log the complaint
- If the communication received is considered a service request, the IGT will:
 - record the details.
 - advise the customer that their communication is considered a service request and
 - pass it to the relevant service area for action through their normal processes.
 - Monitor the request through to completion.

If the communication received is considered a complaint, the IGT will:

- Pass to the designated officer where:

- All the issues raised in the complaint will be addressed and, where considered possible, the designated officer may resolve the complaint by phone or in person promptly in line with policy and the complaint handling codes, which **must** be followed up in writing, provided to the Information Governance team for recording and issuing to the contact.
- The IGT will write to the complainant with the following information :
 - the complaint stage
 - summary of complaint
 - summary of conversation with the designated officer
 - the decision on the complaint with reasons for that decision
 - the details of any remedy offered to put things right (EG: an apology)
 - details of any outstanding actions (EG: re-arrangement of appointment)

If it is not possible to deal with the issue raised promptly as they require further investigation, (EG – input required by a contractor) then the designated officer will:

- Consider and address all the issues raised in the complaint and, if necessary, gather further information
- Prepare and provide a detailed draft response for the Information Governance team to review & issue to the customer setting out and explaining the findings of their investigations.
- The written response **must** include:
 - the complaint stage
 - the complaint definition
 - the decision on the complaint
 - the reasons for any decisions made
 - findings on each aspect of the complaint, (e.g. upheld, not upheld, partially upheld or no conclusion)
 - the details of any remedy offered to put things right
 - details of any outstanding actions; and
 - details of how to escalate the matter to stage two if the resident is not satisfied with the answer

Where extension of time is required to enable the Council/and or landlord to fully respond to a complaint, the designated officer **must**, without due delay:

- decide whether an extension to the timescale is needed, taking into consideration the complexity of the complaint
- notify the IGT the reasons for the delay in responding to the complaint within 10 working days

The Information Governance team will communicate this with the complainant, including Ombudsman contact details.

The Information Governance team will, within **10 working days** (subject to any extension)

- Provide the full response, including details on how the complainant can escalate their complaint.

Stage Two

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

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

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

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

- Review, acknowledge, define, and log the complaint.
- If the communication received is considered an escalation to the stage 1 complaint, the IGT will:
 - - Pass to the appropriate Service lead for review and response.

The appropriate Service Lead will:

- Prepare and provide a detailed draft response for the Information Governance team to review & issue to the customer setting out and explaining the findings of their investigations.
- The written response **must** include:
 - the complaint stage
 - the complaint definition
 - the decision on the complaint
 - the reasons for any decisions made
 - findings on each aspect of the complaint, (e.g. upheld, not upheld, partially upheld or no conclusion)
 - the details of any remedy offered to put things right
 - details of any outstanding actions; and
 - details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.

Where extension of time is required to enable the Council/and or landlord to fully respond to a complaint, the service lead **must** without due delay:

- decide whether an extension to the timescale is needed, taking into consideration the complexity of the complaint
- notify the IGT the reasons for the delay in responding to the complaint within 20 working days

The Information Governance team will communicate this with the complainant, including Ombudsman contact details.

The Information Governance team will, within **20 working days** (subject to any extension)

- Provide the full response, including details on how the complainant can escalate their complain

If the complaint doesn't meet the requirements for escalation, the IGT will advise the contact of the decision and the right to refer their complaint to the Ombudsman.

Escalation

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

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

[The Local Government and Social Care Ombudsman](#)

Complaint form: [How to register a complaint - Local Government and Social Care Ombudsman](#)

Telephone: 0300 061 0614

The telephone line is open:

Mondays 10am to 1pm
Tuesdays 10am till 1pm
Wednesdays 1pm till 4pm
Thursdays 10am till 1pm
Fridays 10am till 1pm

Write to:

Local Government and Social Care Ombudsman
PO Box 4771
Coventry
CV4 0EH

Housing Ombudsman Service (For complaints against Tamworth Borough Council
Landlord Services)

Complaint form: [online complaint form](#)

Email: info@housing-ombudsman.org.uk

Phone: 0300 111 3000 (Phonelines are open Monday to Friday 9am to 5pm)

(Lines will be closed for staff training every Thursday from 3.30pm to 5pm.)

Write to:
Housing Ombudsman Service
PO Box 1484
Unit D
Preston
PR2 0ET

Putting things right

When something has gone wrong, the Council will acknowledge this and set out the actions it has already taken (or which will be taken) to put things right. These can include:

- Acknowledging where things have gone wrong
- Providing an explanation, assistance, or reasons
- Taking action if there has been delay
- Reconsidering or changing a decision
- Amending a record or adding a correction or addendum
- Providing a financial remedy in line with our compensation policy
- Changing policies, procedures, or practices

The Council will take into account the guidance issued by the relevant Ombudsman when deciding on appropriate remedies.

If a complaint is upheld you can expect an apology and for us to put things right quickly. We may also propose one or more of the above actions. Where reasonably possible the aim of these actions is to return the complainant to the position they would have been had the service failure not occurred. Although we will consider each complaint on its merits we will try to ensure we offer similar remedies for similar situations.

Where a complainant owes money to the Council, for example for rent or Council Tax arrears, any financial remedy will in most cases be offset against the debt. It will not be offset if there is a legitimate dispute about the debt (for example, there is a benefit claim pending), or if the financial remedy is for a specific purpose (for example, to decorate after repairs), or if it is to replace damaged possessions.

Matters relating to Officer conduct will not be shared with the complainant; these will be dealt with internally under the Council's HR disciplinary policies, where appropriate.

Satisfaction surveys

Once we have dealt with your complaint, we may send you a survey or contact you to find out how satisfied you were with the way we handled your complaint. We would appreciate you taking the time to fill this in or talk to us as this information will help us improve the way we handle complaints.

Data Protection

We collect, hold and process information in accordance with the requirements of the UK General Data Protection Regulation and the Data Protection Act 2018. We will ensure the Data Protection principles are adhered to and all personal information provided as part of a complaint will be kept in line with our retention policy and only shared with other Council departments or contractors where it is necessary to do so. More information about how the council handles your data and your rights under the data protection legislation can be found at: [Data Protection Act | Tamworth Borough Council](#)

Consultation

Consultation on this policy has taken place with CMT, Cabinet, Tenant Consultative Group

Roles & responsibilities:

Corporate Management Team (CMT) will:

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

Heads of Service & Service Leads will:

- manage delivery of the policy within their service area.
- designate an officer to review and respond to Stage 1 complaints via the Information Governance team.
- provide Stage 2 responses to the customer via the Information Governance team.
- ensure the policy is applied when dealing with complaints.
- demonstrate learning from feedback and action plans.
- include the policy principles in any contracted or commissioned services.

Designated Officers responding to Stage 1 complaints will:

- investigate Stage 1 complaints.
- provide Stage 1 responses to the customer via the Information Governance team.
- ensure the policy is applied when dealing with complaints, including adherence with response timescales.
- Complete action plans where appropriate (EG: lessons learnt / actions arising from a complaint)

Designated Officers responding to Stage 2 complaints will:

- investigate Stage 2 complaints.
- provide Stage 2 responses to the customer via the Information Governance team.
- ensure the policy is applied when dealing with complaints, including adherence with response timescales.
- Complete action plans where appropriate (EG: lessons learnt / actions arising from a complaint)

The Information Governance Team will:

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

End of Document



Part 1 – Details			
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Comments, Compliments & Complaints Policy & Procedure		
Date Conducted	August 2024		
Name of Lead Officer and Service Area	Zoe Wolicki Assistant Director - People		
Commissioning Team (if applicable)	N/A		
Director Responsible for project/service area	Anica Goodwin		
Who are the main stakeholders	Employees / Customers, Current Tenants, Current Leaseholders, MP and Councillors, Relevant Ombudsman		
Describe what consultation has been undertaken. Who was involved and what was the outcome	The policy has been ratified by the Tenant Consultative Group, with input by Heads of Service, CMT and Housing Advisory Board with comments noted and considered prior to submission to Cabinet for endorsement.		
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)			
What are you assessing? Indicate with an 'x' which applies	<table border="1"> <tr> <td>A decision to review or change a service</td> <td><input type="checkbox"/></td> </tr> </table>	A decision to review or change a service	<input type="checkbox"/>
A decision to review or change a service	<input type="checkbox"/>		

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

Part 2 – Summary of Assessment

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

The Policy acts as a guide designed to provide members of the public, tenants, leaseholders, and staff clear with guidance on how Tamworth Borough Council handles complaints and what they should expect when they complain, in addition to ensuring that complaints are resolved promptly, politely, and fairly.

This Policy (version 010104) has been reviewed following the implementation of a revised Code in April 2024 and the new statutory link to the Regulator for Social Housing to be fully compliant with the Code.

Who will be affected and how?

Employees / Customers, Current Tenants, Current Leaseholders, MP and Councillors, Relevant Ombudsman will or maybe effected.

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

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If you answered 'Yes', please indicate what they are?			
Unreasonable Behaviour Policy			
Reasonable Adjustment Guidance			
Data Protection Policy			
Information Security Policy			

Part 3 – Impact on the Community

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

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The policy applies consistent and fair treatment irrespective of age.</p> <p>Where people are unable to access the info via the website due to technological barriers, we will support residents through paper based communications.</p> <p>Reasonable Adjustments Guidance</p>
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The policy applies consistent and fair treatment irrespective of disability and explicitly references reasonable adjustments</p> <p>Accessible Communication: Ensure that all information related to the change is communicated in accessible formats such as large print or easy to read formats. Accessible online resources and communication channels will be available, considering the needs of individuals with visual impairments or cognitive disabilities</p>

			Reasonable Adjustments Guidance
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status.
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The policy applies consistent and fair treatment irrespective of race</p> <p>Communication and Information: We ensure that information about this policy is communicated in a culturally sensitive and inclusive manner, addressing potential language barriers and catering to the needs of diverse racial communities. The focus is on promoting equity, fairness, and inclusive service provision for all members of community.</p> <p>Where people are unable to access the application form, via the website or internet, our officers assist them and also directs them to places such as community groups or libraries where they can access the internet if applicable.</p>
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief.
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex

Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment for all groups
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	May have limited capacity to make complaint but support from Officers, other partners, community groups and in direct communication with carers is available.
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Homeless may not have access to technology or telephony to make complaints.
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	May have limited capacity to make complaint but support via other partners, community groups and in direct communication with carers is available.
Those with Physical Health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Physical health may require a reasonable adjustment
Social inclusion Please include refugees and asylum seekers,	<input checked="" type="checkbox"/>	<input type="checkbox"/>	May not have a good command or written or spoken english
Social inclusion: Armed Forces The Armed Forces Covenant is a pledge that together we	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

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			
Health and Wellbeing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Climate Change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

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

Impact Area	Details of the Impact	Action to reduce risk
Homelessness	Homeless may not have access to technology or telephony to make complaints	The policy recognises and supports reasonable adjustments. Officer support is available to support our customers through the comments compliments, complaints policy.
Mental Health	May have limited capacity to make complaint	The policy recognises and supports reasonable adjustments. Officer support is available to support our customers through the complaints process.
Refugees and asylum seekers	May not have good command of written and spoken english	A translation service is available to ensure accessibility.
Physical Health	May have limited capacity to make a complaint	The policy recognises and supports reasonable adjustments. Officer support is available to support our customers through the complaints process.
Vulnerable Adults	May have limited capacity to make a complaint	

Part 5 - Action Plan and Review

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

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

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

Date of Review (If applicable)

End of Document

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Thursday 29 August 2024

Report of the Leader of the Council

Quarter One 2024-25 Performance Report

Exempt Information

None

Purpose

This report provides Cabinet with an overview of Council performance for the first quarter of the 2024-25 financial year (April to June 2024). It reports the council's position in relation to progress with strategic corporate plan projects and updates on the financial position, corporate risks, audits, information governance and complaints.

Recommendations

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

Executive Summary

This is the initial quarterly performance report for 2024/25, considered by Corporate Scrutiny Committee on August 13, 2024. The detailed log of committee discussions and officer responses is available in Appendix 3.

Following valuable feedback, the report format has been revised to enhance user-friendliness. These changes aim to make the report more accessible and easier to navigate for all users. The updated format includes simplified language and a more organised layout to ensure information is presented in a straightforward and engaging manner.

The report attached at appendix 1 contains the following sections:

1. Quarter 1 Highlight 2024/25
2. Strategic Projects Summary
3. Finance
 - 3.1 Financial Health Check Report – Period 3 June 2024
 - 3.2 General Fund & HRA Revenue Monitoring Main Variances
 - 3.3 Capital Programme Monitoring
 - 3.4 Economic Wellbeing
 - 3.5 Medium Term Financial Strategy 2023/24 - 2027/28 Monitoring, March 2024
 - 3.6 Treasury Management Update – Period 3 – 2024/25
 - 3.7 Property Funds
 - 3.8 Liability Benchmark
4. Corporate Risk
 - 4.1 Corporate Risks Detailed Summary Quarter 1 2024/25
 - 4.2 Detailed Corporate Risk Register Summary 2024/25
5. Audit plan update – end of Quarter 1
6. Information Governance Reports
 - 6.1 Personal Data Breaches
 - 6.2 Freedom of information (FOI) and Environmental Information Regulations (EIR) requests.
 - 6.3 Subject Access Requests
 - 6.4 Comments, Compliments and Complaints update
 - 6.5 Detailed view of 2024/25 complaints up to end Quarter 1

Resource Implications

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

Legal/Risk Implications

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

Equalities Implications

A community impact assessment is attached at appendix 2.

Environment and Sustainability Implications (including climate change)

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

Report Author

Zoe Wolicki – Assistant Director People

Appendices

Appendix 1 – Quarter 1 2024/25 Performance Report

Appendix 2 – Community Impact Assessment















Appendix 3 – QPR 1 Scrutiny discussion log

Appendix 1 - Quarter 1 Performance Report 2024/25





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1. Quarter 1 Highlight 2024/25
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 3. Finance
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 - 3.3 Capital Programme Monitoring
 - 3.4 Economic Wellbeing
 - 3.5 Medium Term Financial Strategy 2023/24 - 2027/28 Monitoring, March 2024
 - 3.6 Treasury Management Update – Period 3 – 2024/25
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 - 3.8 Liability Benchmark
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 - 4.1 Corporate Risks Detailed Summary Quarter 1 2024/25
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 - 6.1 Personal Data Breaches
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- Appendices
- Appendix A - Strategic Projects Highlight Reports

1. Quarter 1 Highlight 2024/25

 <p>Ten large scale industrial units approved at Apollo, potentially creating 100 new jobs in the area.</p>	 <p>Completion of the draft statement of accounts for 2023/24.</p>
 <p>A range of opportunities were delivered including two new rounders sessions, Zumba as part of National Wellbeing Week and walking football are all new additions to the offer for residents with wider community engagement support underway.</p>	 <p>External audit issued an unqualified opinion on our statement of accounts for 2022/23 and reported that the Council has 'appropriate arrangements in place to ensure it manages risks to its financial sustainability.</p>
 <p>Tamworth Castle retained their official approval as one of the best small visitor attractions in Staffordshire following a Visit England Assessment.</p>	 <p>Street Trading Regulation came into force across the borough.</p>
 <p>Reviewed and updated community impact assessment.</p>	 <p>Tamworth castle wins Trip Advisor award for the 9th year running.</p>
 <p>Tunstall take over from Careium delivering the 24/7 Sheltered Community Alarm service</p>	 <p>Recruitment Drive underway for volunteers for Emergency & Business continuity Planning.</p>
 <p>Delivered nearly 40 Press Releases to promote and share successes.</p>	 <p>Castle advert achieved 60.5k plays on social media.</p>
 <p>Audiences seeing our social media content nearly 7.5million time in Q1.</p>	 <p>Freedom of Information I /Data Protection / Environmental Information Regulations response of 99.42% against SLA.</p>
 <p>A successful St Georges Day took place in April with an estimated 12,000 in attendance.</p>	 <p>Key upgrade to Revenues and Benefits system platform completed.</p>
 <p>Ticket sales increased by almost £21,000 when compared with Q1 2023, as the team continues to upsell.</p>	 <p>3 licensed taxi drivers issued with penalty points in the period April – June 2024 for breach of licence conditions.</p>
 <p>607 Foodbank vouchers issued, almost double the 336 issued during the same period in 2023.</p>	 <p>New depot outer fencing installed.</p>
 <p>Reviewed and updated Code of Conduct to comply with Social Housing Framework.</p>	

2. 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-Oct-2024	Final draft with Asset Strategy Steering Group for consideration and approval before being put of forward plan for formal approval. Cabinet report Oct 2024	Paul Weston
CP2022-25_TCP_004	FHSF		31-Mar-2025	Challenges in Q1 persist however the project is picking up pace. <ul style="list-style-type: none"> • Getting the flex build into contract following demolition of the old middle entry units (contract now executed) • Ensuring Peel Café acute; build is completed on time and any issues and delays are mitigated (this was resolved and completion was achieved early July so was on track by end of Q1) • TEC2 – discovery of windows poor condition, needs additional replacements that had to be agreed and costed. Now resolved. • Programming of castle bridge works, discussions on when this should take place (before or after fireworks) 	Anna Miller
CP2022-25_PD_043	Financial Stability plan to resolve long term Medium Term Financial Strategy position		31-Mar-2025	Project being scoped	Becky Smeathers
CP2022-25_TCP_005	Gungate		31-Mar-2025	Land assembly on Gungate North is progressing well to acquire SCC land/properties. Removal of the covenant on their youth centre property is close to being removed which will allow acquisition to go ahead.	Anna Miller

Code	Project	Project Status	Due Date	Projects Highlights (Overall Project Comments)	Managed By
				Plans to split bingo hall from ATIK nightclub have been developed and negotiations with new nightclub owners are taking place. Briefing on Gungate being prepared for ELT	
CP2022-25_PD_027	Housing Revenue Account Business Plan (2024-2054)	✔	31-Mar-2025	The HRA business plan will be subject to consultation with tenants commencing with the tenants conference on 16th September. This will address protestation of work to Assess measures to increase income and reduce expenditure.	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. This is now likely to be later due to the UKPGE on 4 July 2024	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. Climate Action Workshop was delivered successfully to Officers and AD's. The workshop included discussions on our baseline, climate adaptation and actions to reduce emissions across the organisation.	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 to agree with new Portfolio Holder for Cabinet 6/6/24 •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 to accelerate work related to regulatory compliance. •Regulatory Social Housing introductory meeting 6/6/24 	
CP2022-25_PD_048	Strategic Review of Leaseholder Service Charges	✔	31-Mar-2025	<p>The external consultants, Campbell Tickell have produced a draft report for consideration by the Leasehold Working Group; this will be presented to Corporate Scrutiny in August for their consideration and comments before a final report making recommendations on how to proceed with Leasehold Service Charges is considered by Cabinet.</p> <p>The report contains a number of observations and elements to consider, included in this will be updated communications, a report on specific roofing conditions and options relating to payments. Leaseholders have been written to update on the progress of the work and they will receive further updates once the various committees have had an opportunity to consider the recommendations.</p>	Paul Weston

Appendix A contains detailed highlight reports on each project.

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 Financial Health Check Report – Period 3 June 2024

Executive Summary

This section to the report summarises the main issues identified at the end of June 2024.

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000	Comment
Chief Executive	82	96	14	2	11	9	Minor variance
AD Growth & Regeneration	619	690	71	1,524	1,675	151	Minor variance, vacancy allowance
ED Organisation	221	174	(47)	601	624	23	Minor variance, vacancy allowance
AD People	1,557	1,565	8	666	820	154	Minor variance, vacancy allowance
AD Environment Culture & Wellbeing	1,928	1,944	16	6,376	6,702	326	Shortfall in Assembly Rooms ticket sales; vacancy allowance
ED Finance	32	35	3	-	10	10	Minor variance
AD Finance	339	88	(251)	(2,350)	(2,956)	(606)	Increased treasury management investment income
AD Assets	(199)	320	519	(696)	(725)	(29)	Minor underspend
AD Neighbourhoods	298	69	(229)	1,030	1,190	160	Minor variance, vacancy allowance
AD Partnerships	202	226	24	1,030	1,115	85	Minor variance, vacancy allowance
Total	5,079	5,207	128	8,183	8,466	283	

The General Fund has an unfavourable variance against budget at Period 3 of £128k.

The projected full year position identifies an unfavourable variance against budget of £283k or 3.5%.

This projection has highlighted several budget areas for concern, detailed at **section 3.2**

A balance of £95k was held in the General Contingency Budget at the end of June 2024 which, as part of the non-essential 'managed underspend' review, is forecast will not be required at present.

Balances

Balances on General Fund are projected to be in the region of £9.319m at the year-end from normal revenue operations compared to £9.185m projected within the 2024/25 budget report– additional balances of £134k.

Capital

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000
AD Growth & Regeneration	17,267	4,395	1,066	(3,329)	17,580	17,394	(186)	186	17,580
AD People	471	184	16	(168)	736	736	-	-	736
AD Environment, Culture & Wellbeing	2,686	784	939	155	3,136	3,136	-	-	3,136
AD Finance	-	11	-	(11)	45	20	(25)	-	20
AD Assets	3,037	944	200	(744)	3,776	3,776	-	-	3,776
AD Neighbourhoods	-	11	-	(11)	46	46	-	-	46
AD Partnerships	-	3	10	8	10	10	-	-	10
GF Contingency	2,250	563	-	(563)	2,250	2,000	(250)	250	2,250
TOTAL GENERAL FUND	25,711	6,895	2,232	(4,663)	27,579	27,118	(461)	436	27,554

Capital expenditure incurred was £2.232m compared to a profiled budget of £6.895m. At this point it is predicted that £27.118m will be spent by year end against a full year budget of £27.579m (this includes re-profiled schemes from 2023/24 of £25.711m).

A summary of Capital expenditure is shown at **section 3.3**.

Treasury Management

At the end of June 2024, the Authority had £60.901m invested in the money markets. The average rate of return on these investments is 4.98% though this may change if market conditions ease (4.78% when combined with property funds).

The Authority also has property fund investments of £1.849m with Schroders UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.056m with Hermes Federated Property Unit Trust. Returns for 2023/24 on the property fund investments were 3.93% for Schroders, 4.77% for Threadneedle and 3.19% for Hermes. Quarter 1 Threadneedle and Hermes returns have not yet been received. Although the capital values of the funds did initially fall, mainly since 31st March 2020, they then recovered and as at 31st March 2022 there was an overall gain of £1.32m. However, since then capital values have fallen again, and as at 30th June 2024 the valuation stands at £10.207m, with an overall loss of £1.755m. It should be noted that investments in property are subject to fluctuations in value over the economic cycle and should yield capital growth in the longer term as the economy grows.

Borrowing by the Authority stood at £63.060m at the end of June 2024, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.

A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **section 3.6**

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000
HRA Summary	(6,159)	(5,871)	288	(12,775)	(12,802)	(27)
ED Communities	32	37	5	-	-	-
AD Environment Culture & Wellbeing	138	127	(11)	419	442	23
AD People	58	44	(14)	-	-	-
AD Assets	316	331	15	554	599	45
AD Neighbourhoods	761	853	92	4,191	4,250	59
Housing Repairs	(220)	846	1,066	6,557	6,557	-
Total	(5,074)	(3,633)	1,441	(1,054)	(954)	100

The HRA has an unfavourable variance against budget at Period 3 of £1.441m

The projected full year position identifies an unfavourable variance against budget of £100k or 9.43%. Individual significant budget areas reflecting the variance are detailed at **section 3.2**

Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000
AD Assets	4,335	3,844	2,060	(1,784)	15,377	15,377	-	-	15,377
HRA Contingency	100	25	-	(25)	100	100	-	-	100
TOTAL HOUSING REVENUE ACCOUNT	4,435	3,869	2,060	(1,809)	15,477	15,477	-	-	15,477

Housing Capital expenditure of £2.060m has been incurred as at the end of Period 3 compared to a profiled budget of £3.869m. At this point it is predicted that the full year budget of £15.477m will be spent by the year-end (including £4.435m re-profiled from 2023/24).

A summary of Capital expenditure is shown at **section 3.3**

Balances

Balances on the Housing Revenue Account are projected to be in the region of £3.174m at the year-end compared to £3.585m projected within the 2024/25 budget report.

3.2 Revenue Monitoring Main Variances

General Fund – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Environment Culture & Wellbeing	ASSEMBLY ROOMS	PERFORMERS FEES	173,604	99,000	74,604	366,090	110,000	476,090	Post Covid more shows gone to % fees. Expenditure is 80% of tickets sales which is industry standard. Predicted outturn based on this industry standard
		TICKET SALES	(222,219)	(149,120)	(73,099)	(596,510)	0	(596,510)	Demand for tickets greater than originally anticipated when budgets set based on those which have been on offer in the first quarter
	ASSEMBLY ROOMS BAR	SALARIES	12,932	46,980	(34,048)	187,920	(40,000)	147,920	Several vacant posts covered by temp staff and or casual staff on wages
		WAGES	37,016	9,000	28,016	33,900	60,000	93,900	Being used to cover vacant posts
	PUBLIC SPACES	SALARIES	380,702	424,140	(43,438)	1,696,610	(40,000)	1,656,610	4 vacant posts up until July
		VACANCY ALLOWANCE	0	(28,890)	28,890	(115,500)	115,500	0	Vacancy Allowance
		CONTRIB FROM STAFFS C C.	(168,370)	(123,050)	(45,320)	(123,050)	(45,320)	(168,370)	Additional funding from SCC to deliver grass cutting on verges
AD People	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(10,890)	10,890	(43,600)	43,600	0	Vacancy Allowance
AD Assets	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	578,641	1,410	577,231	5,580	0	5,580	100% provision provided for 2 x unpaid Lease Rent invoices

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Neighbourhoods	HOMELESSNESS	BED AND BREAKFAST COST	69,595	38,790	30,805	155,100	70,000	225,100	Overspend on B&B cost, some will be recovered from Homelessness Prevention Grant
		BED & BREAKFAST INCOME	(20,332)	(38,770)	18,438	(155,100)	72,000	(83,100)	Benefit payments are at the LHA rate which is much lower than the actual cost of B&B
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(343,706)	(48,848)	(294,859)	(212,500)	0	(212,500)	Homelessness prevention grant still to be allocated to expenditure codes
AD Partnerships	CAR PARKING ENFORCEMENT COSTS	STANDARD CHARGES	(8,877)	(30,330)	21,453	(121,350)	56,000	(65,350)	Budget based on historical collection level which will not be achieved this year, future year's target to be considered as part of 25/26 MTFS.
AD Growth & Regeneration	OUTSIDE CAR PARKS	RATES	339	152,110	(151,771)	152,110	0	152,110	Rates to be processed as at P3, no outturn variance.
		SHORT STAY CAR PARKING	(204,799)	(287,820)	83,021	(1,107,000)	0	(1,107,000)	Delay implementing new tariffs
	CASTLE & MUSEUM	CONTRIBUTION FROM RESERVES	0	(33,218)	33,218	(132,870)	0	(132,870)	Reserves released
	ENVIRONMENTAL HEALTH	VACANCY ALLOWANCE	0	(9,690)	9,690	(38,740)	38,740	0	Vacancy Allowance
	CLIMATE CHANGE	CONSULTANTS FEES	89,025	129,720	(40,695)	129,720	0	129,720	Year to date underspend but no outturn variance predicted at this stage
		CONTRIBUTION FROM RESERVES	0	(33,180)	33,180	(132,720)	0	(132,720)	Reserves released
	TEC COLESHILL	RATES	0	83,210	(83,210)	83,210	0	83,210	Rates to be processed as at P3, no outturn variance.
		RENTS	0	(33,120)	33,120	(132,500)	0	(132,500)	No rent yet, as TEC won't be open until the end of the year

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Finance	BENEFITS	RENT ALLOWANCES	1,127,750	1,024,400	103,350	4,411,160	395,820	4,806,980	Predicted outturns based on DWP Estimate Claim as at P3
		COUNCIL TENANT RENT REBATES	1,827,393	1,727,730	99,663	6,512,180	868,290	7,380,470	
		COUNCIL TENANT GRANT	(1,946,904)	(1,705,310)	(241,594)	(6,427,700)	(910,630)	(7,338,330)	
		PRIVATE TENANT GRANT	(1,120,932)	(1,006,770)	(114,162)	(4,335,280)	(450,530)	(4,785,810)	
		OVERPAYMENT COUNCIL TENANT	(14,691)	(35,160)	20,469	(140,590)	80,000	(60,590)	Projections based on actual position at P3
		PT OVERPAYMENT RECOVERY	20,362	0	20,362	0	82,000	82,000	
	BENEFITS ADMINISTRATION	VACANCY ALLOWANCE	0	(10,770)	10,770	(43,040)	43,040	0	Vacancy Allowance
		CONT TO RESERVES	0	0	0	0	30,000	30,000	Government grant to reserves
		GOVERNMENT GRANTS	(45,892)	(14,450)	(31,442)	(14,450)	(30,000)	(44,450)	Government grant

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
	CORPORATE FINANCE	GOVERNMENT GRANTS	(193,279)	(160,740)	(32,539)	(643,000)	0	(643,000)	Year to date grants received above budget, no outturn variance to be reported as yet.
			(636,805)	(679,260)	42,455	(2,717,000)	0	(2,717,000)	S31 Business Rate Relief Grants
	TREASURY MANAGEMENT	MISC INTEREST & DIVIDENDS	(697,341)	(466,590)	(230,751)	(1,866,350)	(872,260)	(2,738,610)	Expected interest above budget due to increased interest rates

General Fund – Policy Changes Savings / Additional Income

Cost Centre	Account	2024/25 POLICY	2024/25 Management Budget	Predicted Outturn Variance	Predicted Outturn	Comment
		CHANGES				
ASSEMBLY ROOMS	BROADCAST INCOME	(2,500)	(18,880)	0	(18,880)	Additional income expected in year
PARTNERSHIP SUPPORT & DEV	GLASCT HTH COMM BLDG COSTS	(9,000)	0	0	0	No outturn variance projected
OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(307,000)	(1,107,000)	0	(1,107,000)	Delay implementing new tariffs, but no outturn variance projected as yet
THE FLEX BUILDING	RENTS	(64,310)	(64,310)	0	(64,310)	Income expected mid-year as building has not been opened
CORPORATE FINANCE	CONSULTANTS FEES	(50,000)	0	0	0	£6.5k committed for Link Advisory service on investment options appraisal. No further spend expected.

Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Housing Repairs	REPAIRS CONTRACT	LIFT MAINTENANCE	(11,716)	18,750	(30,466)	75,000	0	75,000	Payments for previous year's accruals are still outstanding
		GAS HEATING SYSTMS MAINTENANCE	86,498	170,000	(83,502)	680,000	0	680,000	Majority of work will take place in the second half of the year
		DISREPAIR COSTS	(95,754)	45,000	(140,754)	180,000	0	180,000	Accrual from last year still to be settled
		RECHARGABLE WORKS	(39,440)	0	(39,440)	0	0	0	Invoices raised to tenants for damages caused to property
	REPAIRS	FIRE FIGHTING EQUIPMENT	(115,756)	25,000	(140,756)	100,000	0	100,000	Payments for previous year's accrual are still outstanding
		ASBESTOS REMOVAL	0	62,500	(62,500)	250,000	0	250,000	Glenfield asbestos removal will take place within the next month
HRA Summary	H R A SUMMARY	PROVISION FOR BAD DEBTS	189,106	92,490	96,616	370,000	0	370,000	Currently showing overspend but the figure will reduce after the rent-free weeks
		RENTS	(6,037,028)	(6,088,130)	51,102	(22,947,540)	150,000	(22,797,540)	Higher level of voids that budgeted for

3.3 Capital Programme Monitoring

Capital Programme Monitoring

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
Gungate Development	2,184	546	25	(521)	2,184	2,184	-	-	2,184	Progressing the scheme, may need to reprofile some funding if plans not completed by the year end.
FHSF Castle Gateway	5,784	1,446	251	(1,195)	5,784	5,598	(186)	186	5,784	Projection in line with latest DLUHC return
FHSF Middle Entry	5,843	1,461	274	(1,187)	5,843	5,843	-	-	5,843	Latest projection to DLUHC reported that budget would be committed in full this year
FHSF College Quarter	3,198	799	460	(340)	3,198	3,198	-	-	3,198	Latest projection to DLUHC reported that budget would be committed in full this year
Capital Repairs Programme - Castle	73	81	13	(68)	323	323	-	-	323	New project in 2023-24, will start looking for delivery
Fire and Intruder Alarm Renewals at Tamworth Castle	54	13	5	(9)	54	54	-	-	54	New project in 2023-24, will start looking for delivery
Heating Renewals at Tamworth Castle	38	9	38	28	38	38	-	-	38	New project in 2023-24, will start looking for delivery
Roofing Renewal at Tamworth Castle	94	23	1	(22)	94	94	-	-	94	New project in 2023-24, will start looking for delivery
Roofing Renewal at Tamworth TEC	-	16	-	(16)	63	63	-	-	63	New project in 2024-25, will start looking for delivery
Service Area Total	17,267	4,395	1,066	(3,329)	17,580	17,394	(186)	186	17,580	

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD People								-		
Replacement It Technology	25	21	14	(7)	85	85	-	-	85	Network refresh to be brought forward due to issue with VMWare
Endpoint & Web E-Mail Filter	12	3	-	(3)	12	12	-	-	12	Likely to extend for another 1-3 years and then plan to move to revenue budget as part of Microsoft agreement.
Asset Management Database	41	10	2	(8)	41	41	-	-	41	Consultancy and training fees expected. Unlikely to spend full budget.
R & R Smart Working IT Requirements	250	63	-	(63)	250	250	-	-	250	Remaining funds may be required for digital signage but unlikely to be spent by March 25.
ICT Audio/Visual Technology Town Hall	87	22	-	(22)	87	87	-	-	87	In contact with potential supplier. Spend still to be agreed, unlikely to be finalised by March 25.
Civica Digital Image Store	56	14	-	(14)	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. May need to be repurposed into the Civica wider system upgrade.
Civica EDM System upgrade	-	37	-	(37)	150	150	-	-	150	Budget to be fully spent
CRM & Customer Portal and Contact Centre	-	5	-	(5)	20	20	-	-	20	Budget to be fully spent
Telephony schemes	-	9	-	(9)	35	35	-	-	35	Budget to be fully spent
Service Area Total	471	184	16	(168)	736	736	-	-	736	

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Environment Culture & Wellbeing								-		
Wigginton Park Section 106	11	3	-	(3)	11	11	-	-	11	Working with Staffordshire Wildlife Trust to identify projects.
Broadmeadow Nature Reserve	11	3	-	(3)	11	11	-	-	11	Delays in identifying projects due to staffing shortages unlikely to spend during the current financial year
Public Open Space Section 106	27	7	-	(7)	27	27	-	-	27	Officers working to prioritise S106 requests.
Street Lighting	303	106	31	(75)	423	423	-	-	423	Ongoing 40 year + replacement scheme, delays likely to planned works. Situation to be monitored however, EON not being very forthcoming with any information.
Local Nature Reserves	24	6	-	(6)	24	24	-	-	24	Grant funding from rural payments Agency to support works identified.
Amington Community Woodland	757	189	27	(162)	757	757	-	-	757	TBC not taken ownership of the site as yet.
Refurbishment of Play Areas	87	34	79	44	137	137	-	-	137	Rainscar play area refurbishment complete. Beauchamps Park area currently awaiting tender.
Balancing Ponds	230	83	-	(83)	330	330	-	-	330	New scheme in 2023/24 ongoing discussions with Environment Agency re disposal of silt from Falcon holding pond.

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Environmental, Culture & Wellbeing								-		
Boardwalk Warwickshire Moor	20	5	-	(5)	20	20	-	-	20	Delays to the new project in 2023-24, started to look for deliveries. Order being placed for remedial work to take place.
Snowdome Footbridge	-	20	-	(20)	80	80	-	-	80	Feasibility of costs and design underway. Full project plan to be developed upon completion of this work.
Improved security at Depot including gates, alarms and access	114	28	-	(28)	114	114	-	-	114	Outer fencing complete and upgraded security systems.
Refurbishment of Anker Valley changing rooms	250	88	-	(88)	350	350	-	-	350	New project in 2023/24, work can't start until the pitch has been completed
Installation of 3G pitches at Anker Valley	802	201	800	599	802	802	-	-	802	Construction of 3G pitch implemented
Renewal of Lighting at Depot	50	13	-	(13)	50	50	-	-	50	New project in 2023/24, dependent on security works being completed as phase 1.
Assembly Rooms Development	-	-	3	3	-	-	-	-	-	Commitment to be cleared off
Service Area Total	2,686	784	939	155	3,136	3,136	-	-	3,136	

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Finance										
GF Capital Salaries	-	11	-	(11)	45	20	(25)	-	20	Will not be fully spent due to availability of Project Accountant resource
Service Area Total	-	11	-	(11)	45	20	(25)	-	20	
AD Assets										
Disabled Facilities Grant	1,700	588	200	(387)	2,350	2,350	-	-	2,350	Significant work has been put in place by the team since the service was taken back inhouse. Cases are now being triaged within six weeks of receipt. The structure has been reviewed to facilitate service delivery and grants are now being processed and approved with works commencing on a number of projects. The new IT system is due to be built by the external supplier over the next 3-6 months. Based on an initial assessment of the caseload it is anticipated that if all cases go to grant approval stage the budget will be fully allocated although as works tend to follow funds won't have been fully expended.
Energy EFF Upgrade Commercial and Industrial Properties	-	19	-	(19)	75	75	-	-	75	Due to new regulation we have to provide updated EPC for the re-let properties - none has been requested as yet
R & R Office Requirements	140	35	-	(35)	140	140	-	-	140	Proposal regarding Reception area will be submitted to ELT July 2024 Awaiting decision regarding future plans
Town Hall Improvements	689	172	-	(172)	689	689	-	-	689	Project on hold. Decision still to be made.
Roofing and renewal of walkways to Caledonian shop	85	22	-	(22)	88	88	-	-	88	Linked to leaseholders service charges review, will be completed by Equans

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
Roofing and renewal of walkways to Ellerbeck	56	17	-	(17)	67	67	-	-	67	Linked to leaseholders service charges review, will be completed by Equans
Commercial Lease Bolebridge	368	92	-	(92)	368	368	-	-	368	New project started in 2023-24, Acquisition completed. In the process of putting together formal documentation with Legal.
Service Area Total	3,037	944	200	(744)	3,776	3,776	-	-	3,776	

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Neighbourhoods										
CCTV Infrastructure	-	11	-	(11)	46	46	-	-	46	Purchase order to WMCA for the CCTV shared services has been raised in July.
Service Area Total	-	11	-	(11)	46	46	-	-	46	
AD Partnerships										
Staffordshire 3 Memorial	-	3	10	8	10	10	-	-	10	To be fully spent
Service Area Total	-	3	10	8	10	10	-	-	10	
GF Contingency										
Gf Contingency	100	25	-	(25)	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled if unspent
Cont-Return on Investment	20	5	-	(5)	20	-	(20)	20	20	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Plant and Equipment	100	25	-	(25)	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Castle Curtain Wall	30	8	-	(8)	30	-	(30)	30	30	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Middle Entry Costs	2,000	500	-	(500)	2,000	2,000	-	-	2,000	May not be required depending on agreement with regard to options for Middle Entry, in which case to be re-allocated to Gungate scheme
Service Area Total	2,250	563	-	(563)	2,250	2,000	(250)	250	2,250	
GENERAL FUND TOTAL	25,711	6,895	2,232	(4,663)	27,579	27,118	(461)	436	27,554	

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Assets										
Structural Works	100	75	41	(34)	300	300	-	-	300	Programme has not started yet this year, but it is expected that the full budget will be spent
Bathroom Renewals	-	144	54	(90)	575	575	-	-	575	Budget will be spent in full, work on track
Gas Central Heating Upgrades and Renewals	89	194	(291)	(484)	775	775	-	-	775	Boiler install as per programme. Heating upgrades at Sheltered scheme Anker Moor and Eringden in addition to ongoing boiler and electric heating renewal - budget will be spent in full.
Kitchen Renewals	168	217	135	(82)	868	868	-	-	868	Budget will be spent in full, work on track
Major Roofing Overhaul and Renewals	40	448	350	(98)	1,790	1,790	-	-	1,790	Work for £1.5m have been issued to Wates, £200k will be spent for Balfour Block.
Window and Door Renewals	-	100	58	(42)	400	400	-	-	400	Some of the budget will support the Eringden fire windows replacement, £360k worth work plan was issued to Wates
Neighbourhood Regeneration	6	67	52	(15)	266	266	-	-	266	Waiting for Housing to issue their requirements.
Disabled Facilities Adaptations	225	231	174	(57)	925	925	-	-	925	It is expected that the budget will be spent in full. Still dealing with previous year jobs.
Rewire	330	108	144	36	430	430	-	-	430	Awaiting stock condition surveys feedback. 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. Some of the budget will be used for consumer unit upgrade following kitchen upgrades
CO2 / Smoke Detectors	-	16	51	35	64	64	-	-	64	Programme will be issued to Equans
Insulation	18	4	4	(1)	18	18	-	-	18	To assist with insulation of the roofing programme

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Assets										
Works to Achieve zero Carbon	-	250	-	(250)	1,000	1,000	-	-	1,000	Both Wates and Equans are being invited to submit proposals for delivery of a scheme by way of a 'mini-competition', to get the most from the scheme the 2024/25 programme will roll straight into the 2025/26 programme giving an overall project of £2m. The scheme will consist of External Wall Insulation [EWI] to properties in the Hockley area following on from the Social Housing Decarbonisation Fund programme completed last year. The aim is to install some renewable heating and energy sources.
Renewal of Roofing at Eringden	185	46	37	(9)	185	185	-	-	185	This project will not commence until the outcome of the Strategic Review of Leaseholder Service Charges has been completed. The initial report has been received by the working group and it is anticipated that a report will be considered by Cabinet in September 2024. It is unlikely that works will commence until towards the end of Q3 2024.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
Renewal of Windows at Eringden	87	22	87	66	87	87	-	-	87	Will be used in full for Eringden fire windows.
Roofing and renewal of walkways to Caledonian shops (HRA)	127	33	-	(33)	132	132	-	-	132	This project will not commence until the outcome of the Strategic Review of Leaseholder Service Charges has been completed. The initial report has been received by the working group and it is anticipated that a report will be considered by Cabinet in September 2024. It is unlikely that works will commence until towards the end of Q3 2024.
Roofing and renewal of walkways to Ellerbeck (HRA)	167	50	-	(50)	200	200	-	-	200	This project will not commence until the outcome of the Strategic Review of Leaseholder Service Charges has been completed. The initial report has been received by the working group and it is anticipated that a report will be considered by Cabinet in September 2024. It is unlikely that works will commence until towards the end of Q3 2024.
Sheltered Schemes	68	17	22	5	68	68	-	-	68	Awaiting instructions from Housing to identify their requirements
Energy Efficiency Improvements	69	17	69	51	69	69	-	-	69	Linked to loft insulation and Windows replacement at Eringden. This project will not commence until the outcome of the Strategic Review of Leaseholder Service Charges has been completed. The initial report has been received by the working group and it is anticipated that a report will be considered by Cabinet in September 2024. It is unlikely that works will commence until towards the end of Q3 2024.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
Install Fire Doors High Rise	-	101	81	(20)	405	405	-	-	405	Lower rise blocks, the budget is fully allocated to fulfil the programme A programme of works has been identified and instructions issued to our contractor Wates to commence works. These should all be complete before the end of the current financial year.
High Rise Ventilation System	-	429	343	(86)	1,715	1,715	-	-	1,715	Awaiting building safety officer to start with the project on High Rise Blocks
Fire Risk Mitigation Works	-	75	19	(56)	300	300	-	-	300	Wates quoted for High Rise work identified by Ridge and Partners report. The budget will be spent in full
Damp & Mould Works	172	68	111	43	272	272	-	-	272	Budget allocated for insulation and capital work following disrepair claims
High Rise Refuse Chute Renewals	-	38	-	(38)	150	150	-	-	150	Budget to assist with the Ventilation systems at High Rise blocks

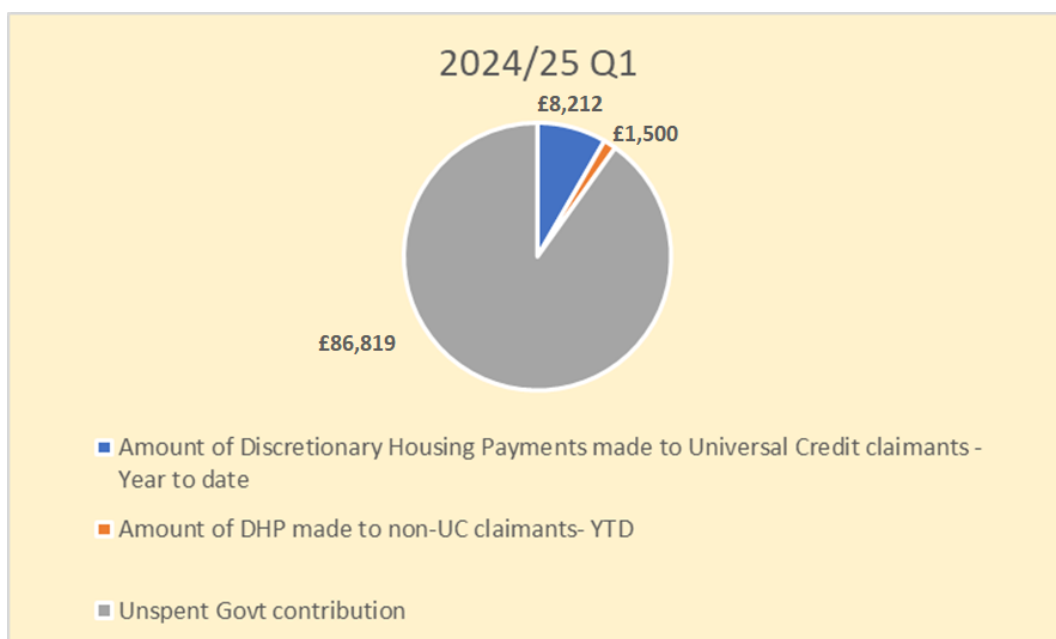
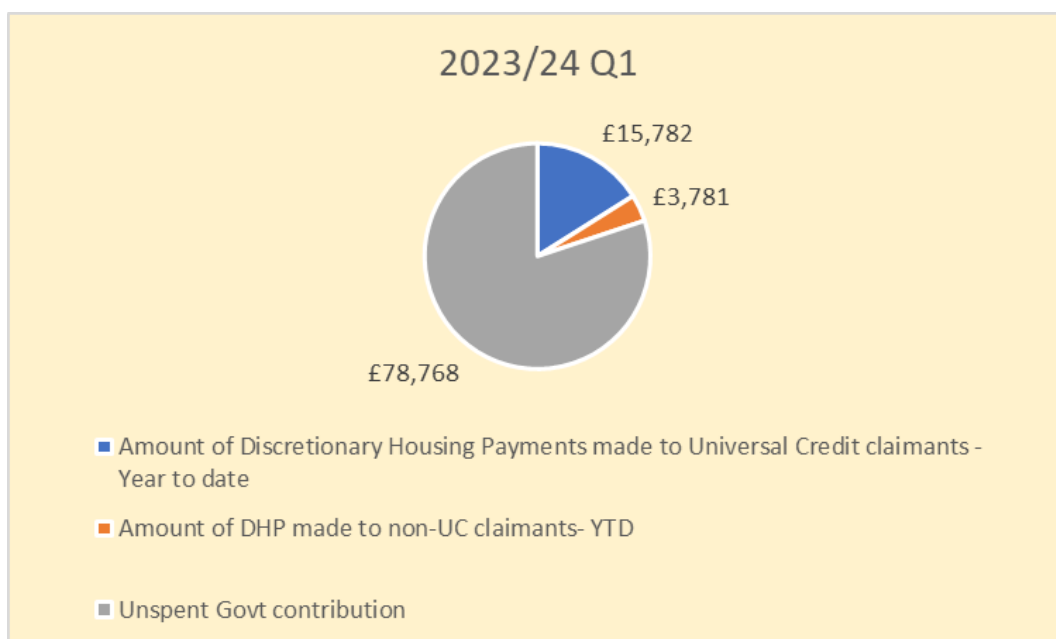
HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Assets										
Sheltered Lifts and Stairlift Renewals	612	215	10	(206)	862	862	-	-	862	Looking into requirements for any replacements, some work will be required for the emergency call systems and ongoing stairlift renewal.
Fire Alarm Panel Renewals	50	13	-	(13)	50	50	-	-	50	Awaiting the design for the fire alarm systems
Upgrade Pump Room at High Rise	25	6	-	(6)	25	25	-	-	25	Will be used for Pump replacement
Internal flooring decoration at Eringden	-	23	-	(23)	90	90	-	-	90	Equans to complete after window and doors have been replaced by Wates.
Retention of Garage Sites	-	233	186	(47)	930	930	-	-	930	Budget for the garage demolition/upgrades/replacement has been fully allocated
Capital Salaries	-	50	-	(50)	200	200	-	-	200	Budget to be reviewed in year
Software Fire Safety Surveys	-	-	-	-	-	-	-	-	-	Approx £118k for the Software Fire Safety. The cost of this will be covered by reserves. Budget on this code can be considered for savings
HRA Street Lighting	392	143	32	(112)	572	572	-	-	572	This project is with Street Scene. Awaiting information from EON
Asset Management Software HRA	8	2	0	(2)	8	8	-	-	8	Additional requirement has been identified
Telecare System Upgrades	66	16	37	21	66	66	-	-	66	Digital upgrades. Tunstall provided a quote for 16 sites (2.3k per site). Work with Tunstall ongoing.
Regeneration & Affordable Housing	1,052	326	139	(187)	1,302	1,302	-	-	1,302	Looking into new development scheme which will use the full budget, no acquisitions at this point
Caledonian Depot New Build	278	70	116	46	278	278	-	-	278	Work completed. Budget for the final bill and the retention cost
Service Area Total	4,335	3,844	2,060	(1,784)	15,377	15,377	-	-	15,377	
HRA Contingency										
HRA Contingency	100	25	-	(25)	100	100	-	-	100	No variance yet reported, to be re-profiled if unspent.
Service Area Total	100	25	-	(25)	100	100	-	-	100	
HRA Total	4,435	3,869	2,060	(1,809)	15,477	15,477	-	-	15,477	

3.4 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

The Authority has received £98,331 Discretionary Housing Payments (DHP) grant from the DWP for 2024/25. This is allocated to those tenants (both public and private sector) most in need who fall into difficulty with their housing costs. The grant is expected to be fully allocated by the end of the financial year. A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £10k (£20k at 30th June 2023) with 14 successful claims from 47 applications (compared to 26 successful claims from 88 applications at 30th June 2023).

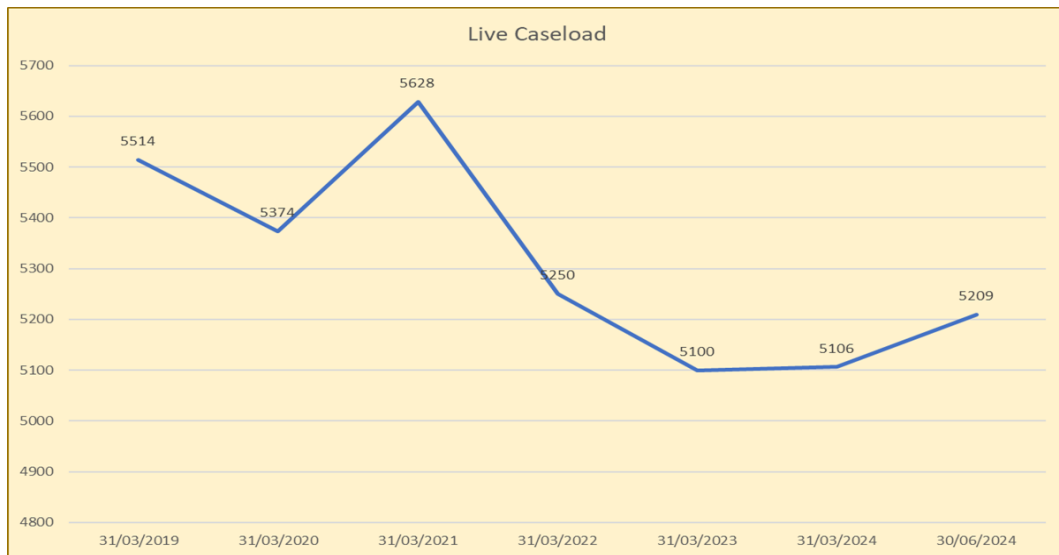


The year to date average time for processing new claims and change of circumstances to the end of June is 9.6 days against a DWP target of 18 days (11.0 for June 2023).

The Council is required by law to operate a Local Council Tax Reduction Scheme (LCTR) to provide financial support to those most in need. LCTR claims are slightly higher than 2023/24 (5,039 claimants as at 30th June 2024 compared to 4,950 at 30th June 2023). This is largely due to the introduction of the banded scheme for 2024/25 approved by [Cabinet on 12 December 2023](#).

The introduction of the scheme has led to a reduction in council tax arrears for those on universal credit from 18.8% at the end of March 24 to 6.9% at the end of June 24.

The total number of people claiming LCTR or housing benefit have increased slightly to 5,201 as at 30 June 24 compared to 5,134 as at 30 June 23. After allowing for the LCTR increase due to the introduction of the banded scheme this continues to suggest a flattening out of the general downwards trend aside from the increase in 2021 due to the pandemic.



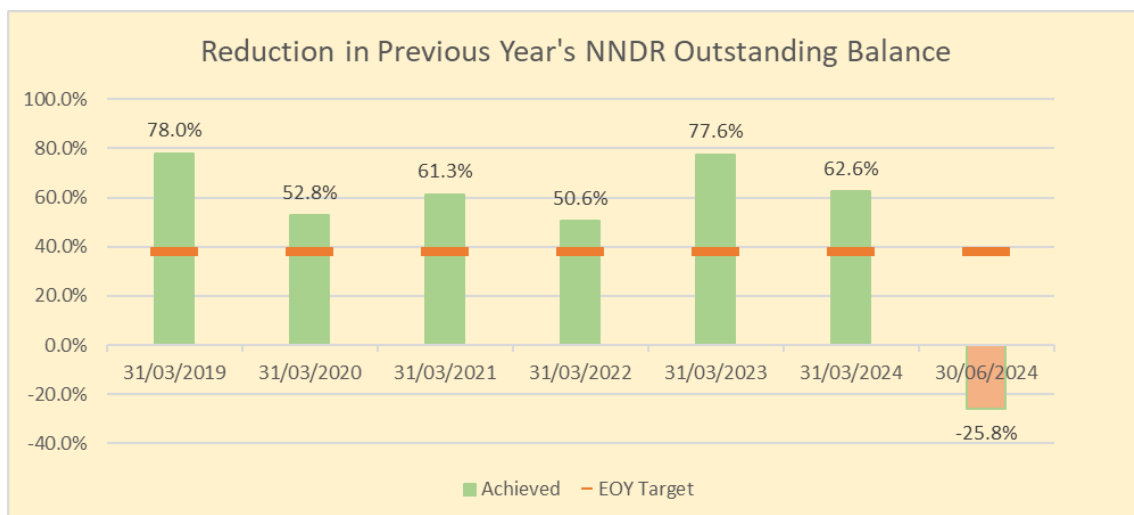
Business Rates (National Non Domestic Rates – NNDR)

Business Rates collection level to 30 June 24 is 28.3% of the annual total, below target by 0.1% at 30th June (28.3% as at 30th June 2023).

Reminders (397 for 2024/25) are at similar levels to 2023/24 levels (362) but with summons at higher levels than 2023/24. There have been 119 summonses in the first quarter compared to 98 in the same quarter for 2023/24. There have been 9 enforcement agent referrals in 2024/25 (15 referrals in 2023/24).

Where the collection of arrears results in court action, the Council aims to recover its court costs. £4,100 were recovered in court costs in the 3 months to the end of June 24 which is above the year-to-date target of £1.2k (end of year target is £6.0k). This can vary depending on the amount of court time available.

The collection of arrears outstanding as 31/03/24 is showing as a negative balance following a number of valuation amendments resulting in backdated fresh liabilities (so more is owed at as at the end of June compared to the balance at the end of March). It is expected that the Council will be able to collect the increased amounts by the end of the financial year.



Council Tax

Reminders in Q1 are at a lower level than 2023/24 (4,782 at 30th June 2024 compared to 5,925 for 2023/24) with liability orders also at lower levels (1,475 summonses compared to 2,256 in 2023/24 with 1,279 liability orders compared to 1,497, however the summons figure is lower as His Majesty's Courts and Tribunal Services (HMCTS) have no time available for us to conduct Liability Order hearings in July 2024, so no summonses have taken place in June). Attachment of earnings are at slightly higher levels (87 attachments compared to 77 in 2023/24) meanwhile there were 883 enforcement agent referrals compared to 1,106 in 2023/24.

The Revenues Billing Team backlog has reduced from 519 outstanding items at the end of March 2024 to 82 at the end of June 2024 (38 items at 30th June 2024).

The current year collection level of 29.8% is below the target of 30.1%, this is just behind the 2023/24 collection performance of 29.9%. Performance is impacted by the cost of living increases that customers face as well as higher arrears levels leading to reduced current year collection.

Court cost income is well ahead of target by £11k at £48k. The end of year target is £175k, lower than previous years due to anticipated reduced recovery because of the new banded LCTR scheme causing less account adjustments and more bills with zero charge.

Arrears collection in respect of 2023/24 stands at 16.1%, behind the target of 22.6% and the Q1 equivalent last year of 18.4%.

As at 30th June 2024 there were 2,403 live Council Tax universal credit cases. The collection rate for universal credit cases was 29.0% (of a £455k collectable debit) compared to our overall collection rate of 29.8%. The difference shows universal credit collection approximately £4k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 31.2% compared to 75.2% overall. In addition, 511 reminders have been sent in respect of the 2,403 universal credit cases (4,452 for 34,924 overall liabilities). 7.0% of live cases have received a summons for non-payment, compared to a figure of 3.0% overall.

Housing

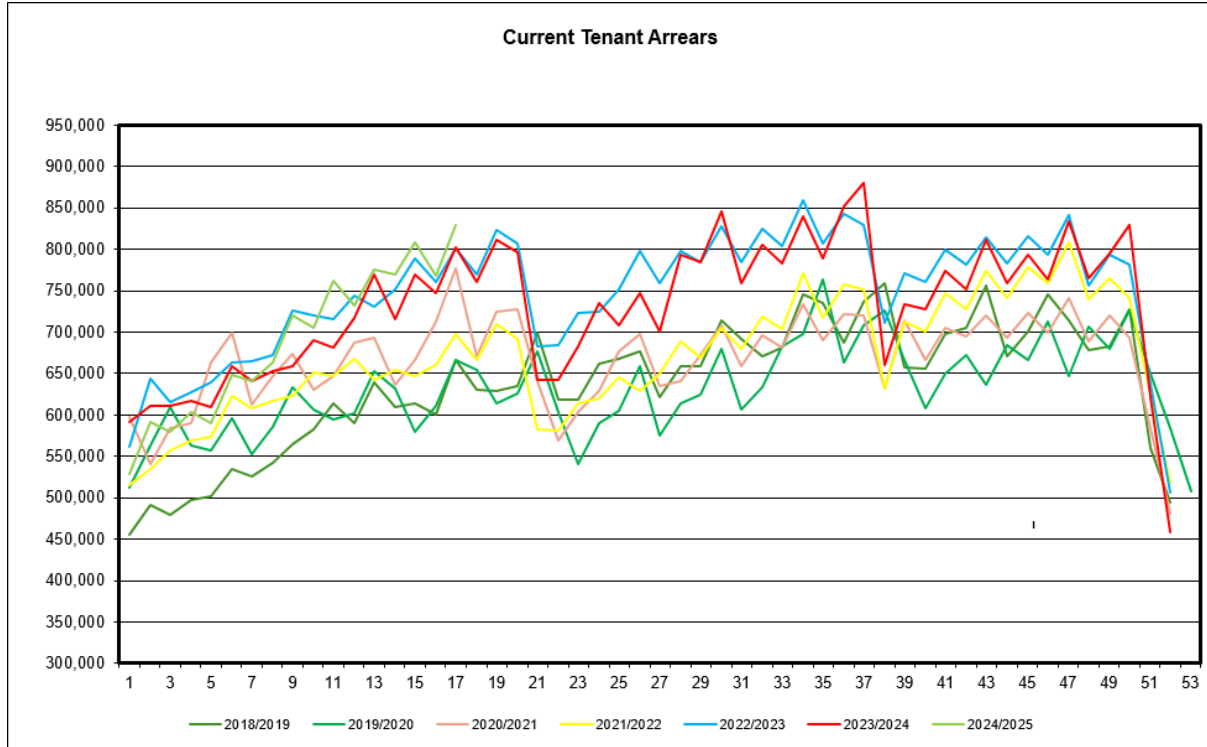
Total **Rent** arrears (excluding former tenants) at 30th June 2024 were £776k compared to £770k at 30th June 2023.

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.38m at 30th June 2024, compared to £2.06m at 31st March 2024, an increase of £320k (compared to a £300k increase between 31st March 2023 and 30th June 2023).

There has been 1 eviction since 1st April 2024. 65 applications for hardship funding have been received to 30th June 2024 of which 33 have been approved and 5 are ongoing.

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.



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	01/04/24 –30/06/24
Council Tax	£6,694.52
Business Rates	£54,539.71
Sundry Income	£6,845.75
Housing Benefit Overpayments	£10,878.04
Housing	£48,370.94

Many of our residents/customers continue to be financially impacted post 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 number of universal credit claimants in Tamworth have increased from 8,705 at the end of 2022/23 to 10,137 at 30 June 2024. This is expected to increase further as the roll out of universal credit continues.

Currently, 68.9% of universal credit claimants who are council tenants are behind with their rent, although this does tend to drop at the end of the financial year due to tenants using their rent free weeks to catch up on payments (43.7% at the end of March 24).

The percentage of Council Tax payers on universal credit and in arrears has fallen from 420 at the end of March 24 to 166 at the end of June. This is largely due to the introduction of the Local Council Tax reduction scheme, which demonstrates its success in targeting those least able to pay. More detailed information can be found in the table below.

Indicator	2022/23	Qtr 1 2023/24	Qtr 2 2023/24	Qtr 3 2023/24	Qtr 4 2023/24	Qtr 1 2024/25
Number of Universal Credit claimants in Tamworth	8,705	8,774	8,998	9,325	9,783	10,137
Council Tenants						
Number of Council Tenants on Universal Credit	1,722	1,743	1,776	1,794	1,860	1,962
Number of Council Tenants on Universal Credit and in Rent Arrears	779	1,190	1,211	1,184	813	1,352
Percentage of Council Tenants on Universal Credit and in Rent Arrears	45.2%	68.3%	68.2%	66.0%	43.7%	68.9%
Council Tax						
Number of Council Tax Payers on Universal Credit	2,065	2,140	2,194	2,176	2,236	2,403
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	396	371	469	489	420	166
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	19.1%	17.3%	21.4%	22.5%	18.8%	6.9%

3.5 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 2024/25 to 2028/29 General fund budget 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 Financial Stability Plan to enable the Council to move towards a balanced budget.

The process for setting the 2025/26 to 2029/30 budget has started with the planning process being presented to Cabinet on 29 August 24.

There are known additional financial pressures for 2025/26 for both General Fund and the Housing Revenue Account (HRA) which are not included in the table above. These include additional costs of £243k relating to the waste contract considered by Cabinet on 8 August 24. Other pressures include anticipated reduction in town centre rental income and anticipated increases in repairs and maintenance costs in Council Housing.

The current economic climate remains uncertain with many external influences. Local Government is expected to receive a one year settlement for 2025/26 making it difficult to plan longer term. However, it is likely that a multi year settlement will be made for 2026/27 and beyond.

The Business Rate Reset will see the national redistribution of business rates so that any retained growth (since 2013/14) will be consumed into the national pot for redistribution. When setting the 2024/25 budget, these reforms were expected to be in place by 2026/27, but this is now considered more likely that this will now be 2027/28 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 Housing Revenue Account is projected to be in a surplus position over the next 5 years with balances expected to be £6.1m at the end of 2026/27 and £9.6m by the end of 2028/29. 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.

3.6 Treasury Management Update – Period 3 – 2024/25

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

Prudential Indicator for Capital Expenditure

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

Capital Expenditure	2023/24 Original Programme	Budget B'fwd from 2023/24	Virements in Year	Total 2024/25 Budget	Actual Spend @ Period 3	Predicted Outturn	2024/25 Revised Estimate *
	£m	£m	£m	£m	£m	£m	£m
General Fund	1.868	25.711	-	27.579	2.232	27.118	27.554
HRA	11.043	4.435	-	15.477	2.060	15.477	15.477
Total	12.911	30.146	-	43.057	4.292	42.596	43.032

Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of the Capital Financing Requirement (CFR) in the preceding year plus the estimates of any additional CFR for 2024/25 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

	2023/24	2024/25 Original	2024/25 Projected	2024/25 Budget
	Outturn	Estimate	Outturn	
	£m	£m	£m	£m
Gross borrowing	63.060	63.060	63.060	63.060
Less investments	66.813	16.293	50.889	50.428
Net borrowing	-3.753	46.768	12.172	12.633
CFR (year end position)	74.600	79.190	74.419	78.812

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

Authorised Limit for External Debt	2024/25 Original Indicator	Current Position	2024/25 Revised Indicator
Borrowing	89.436	89.436	89.436
Total	89.436	89.436	89.436

Borrowing

The following table shows the Capital Financing Requirement (CFR), which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary.

Capital financing Requirement	2023/24	2024/25	2024/25	2024/25
	Outturn	Capital Programme	Projected Outturn	Budget
	£m	£m	£m	£m
CFR – Non Housing	4.092	7.029	3.911	6.653
CFR – Housing	70.507	72.160	70.507	72.159
Total CFR	74.600	79.190	74.396	78.812
Net movement in CFR	0.325	4.254	(0.181)	4.212
Operational Boundary				
Expected Borrowing	63.060	63.060	63.060	63.060
Other long term liabilities	-	-	-	-
Total Debt 31st March	63.060	63.060	63.060	63.060

The Council's estimated revised capital financing requirement (CFR) for 2024/25 is £74.396m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. The table shows the Council has borrowings of £63.060m and plans to utilise £11.336m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevails.

It is not anticipated that any additional borrowing will be undertaken during 2024/25

Investments held as at 30th June 2024:

<i>Borrower</i>	<i>Deposit £</i>	<i>Rate %</i>	<i>From</i>	<i>To</i>	<i>Notice</i>
NatWest Bank	5,000,000	6.15%	10-Jul-23	08-Jul-24	-
NatWest Bank	5,000,000	5.85%	08-Aug-23	08-Aug-24	-
Birmingham City Council	5,000,000	5.80%	29-Jan-24	29-Jul-24	-
LB of Barking & Dagenham	5,000,000	5.60%	15-Jan-24	15-Jul-24	-
Oadby & Wigston	4,000,000	5.60%	12-Jan-24	12-Jul-24	-
Lancashire Council	5,000,000	5.35%	01-May-24	01-Nov-24	-
Crawley Council	5,000,000	5.00%	10-May- 24	11-Nov-24	-
LB of Newham	5,000,000	5.40%	10-May-24	11-Nov-24	-
Medway Council	5,000,000	5.40%	24-May-24	25-Nov-24	-
Southampton Council	5,000,000	5.35%	18-Jun-24	18-Dec-24	-
MMF – Aberdeen	0	5.18%	-	-	On call
MMF – PSDF	2,328,000	5.21%	-	-	On call
MMF – Federated	9573000	5.23%	-	-	On call
Total	60,901,000	4.98%	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.47%	-	-	-
Threadneedle Property Unit Trust	6,056,785	4.27%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.14%	-	-	-
Total	72,863,218	4.78%	-	-	-

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

Fund	Initial Investment	Fund Value 30/06/2024	2024/25 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£1,554,216.50	£16,554.69	3.59%	Returns Received Monthly. Received up to Jun-24.
Threadneedle Property Unit Trust	£6,056,785.32	£5,185,589.82	0	4.72%	Returns Received Quarterly. Received up to Mar-24
Hermes Federated Property Unit Trust	£4,056,499.57	£3,467,313.52	0	3.19%	Returns Received Quarterly. Received up to Mar-24
Total	£11,962,217.92	£10,207,119.84	£16,554.69	4.09%	

3.7 Property Funds

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

Fund Valuations	Investment	Valuation 31/03/2020	Valuation 31/03/2021	Valuation 31/03/2022	Valuation 31/03/2023	Valuation 31/03/2024	Valuation 30/06/2024
Schrodgers UK Real Estate Fund	1,848,933	1,884,412	1,848,933	2,139,618	1,727,176	1,567,521	1,554,217
Valuation Increase / (reduction)		35,479	0	290,685	(121,757)	(281,412)	(294,716)
Threadneedle Property Unit Trust	2,000,249	1,836,032	1,794,439	2,097,097	1,732,373	1,648,601	1,671,933
Valuation Increase / (reduction)		(164,216)	(205,810)	96,848	(267,875)	(351,648)	(328,316)
Threadneedle Property Unit Trust	4,056,536	-	-	4,407,163	3,640,676	3,464,625	3,513,657
Valuation Increase / (reduction)				350,627	(415,860)	(591,912)	(542,879)
Hermes Federated Property Unit Trust	4,056,500			4,450,808	3,741,712	3,462,647	3,467,314
Valuation Increase / (reduction)				394,308	(314,788)	(593,853)	(589,186)
Total	11,962,218	3,720,444	3,643,372	13,094,687	10,841,938	10,143,394	10,207,120
Valuation Increase / (reduction)		(128,738)	(205,810)	1,132,469	(1,120,280)	(1,818,824)	(1,755,098)
Annual Revenue % Return		-2.6%	-1.2%	12.5%	-15.8%	-12.3%	3.5%

The following table details the dividend returns achieved from the property fund investments, which support the revenue budget. The Council received £487k in dividends from its property fund investments in 2023/24 (£458k in 2022/23) and has received £17k for the current financial year as at 30th June 2024. This figure will increase as the Q1 dividends have not yet been received from either Threadneedle and Hermes.

Fund Valuations	Investment	Dividend Returns 31/03/20	Dividend Returns 31/03/21	Dividend Returns 31/03/22	Dividend Returns 31/03/23	Dividend Returns 31/03/24	Dividend Returns 30/06/24
Schroders UK Real Estate Fund	1,848,933	56,638	52,898	61,655	71,962	72,644	16,555
Threadneedle Property Unit Trust	2,000,249	90,274	75,452	79,231	83,373	92,111	Q1 Returns not yet received
Threadneedle Property Unit Trust	4,056,536	-	-	70,417	175,213	193,576	Q1 Returns not yet received
Hermes Federated Property Unit Trust	4,056,500	-	-	57,352	127,182	129,515	Q1 Returns not yet received
Total		146,911	128,350	268,655	457,730	487,846	16,555
Annual Revenue % Return		3.8%	3.3%	2.2%	4.2%	4.2%	0.1%

External Borrowing as at 30th June 2024:

Borrowing from Public Works Loans Board (PWLB)

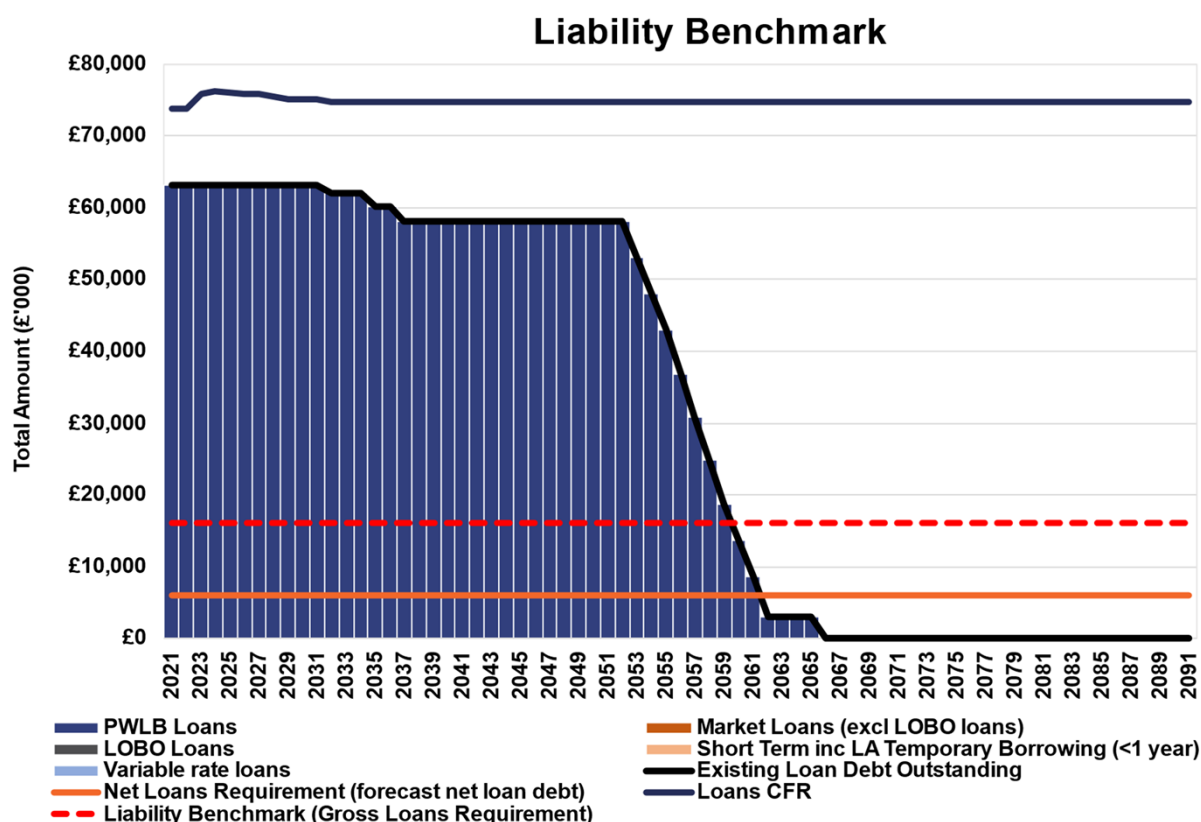
<u>Loan Number</u>	<u>Rate</u>	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087	5.625%	3,000,000	22/06/1998	22/06/2058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

3.8 Liability Benchmark

CIPFA recommends that the optimum position for external borrowing should be at the level of the Liability Benchmark. This is effectively the Council’s net borrowing requirement plus a liquidity allowance.

It is calculated by deducting the amount of investable resources available on the balance sheet (reserves, cash flow balances) from the amount of outstanding external debt and then adding the minimum level of investments required to manage day-to-day cash flow.

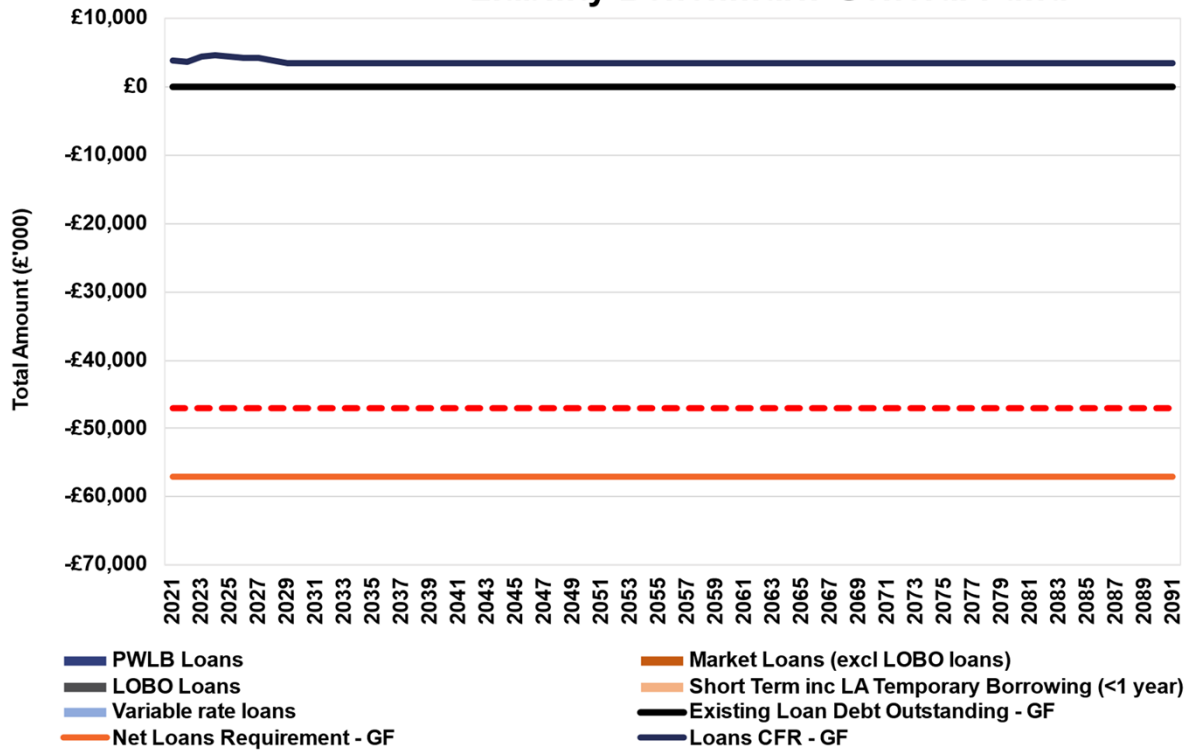
The liability benchmark chart below shows the existing loan debt outstanding, the capital financing requirement, net loans requirement and liability benchmark indicator.



The difference between the loans capital financing requirement and existing debt indicates internal borrowing. Prior to any new borrowing, the Council will have regard to underlying assumptions of liability benchmark analysis as part of prudent treasury management.

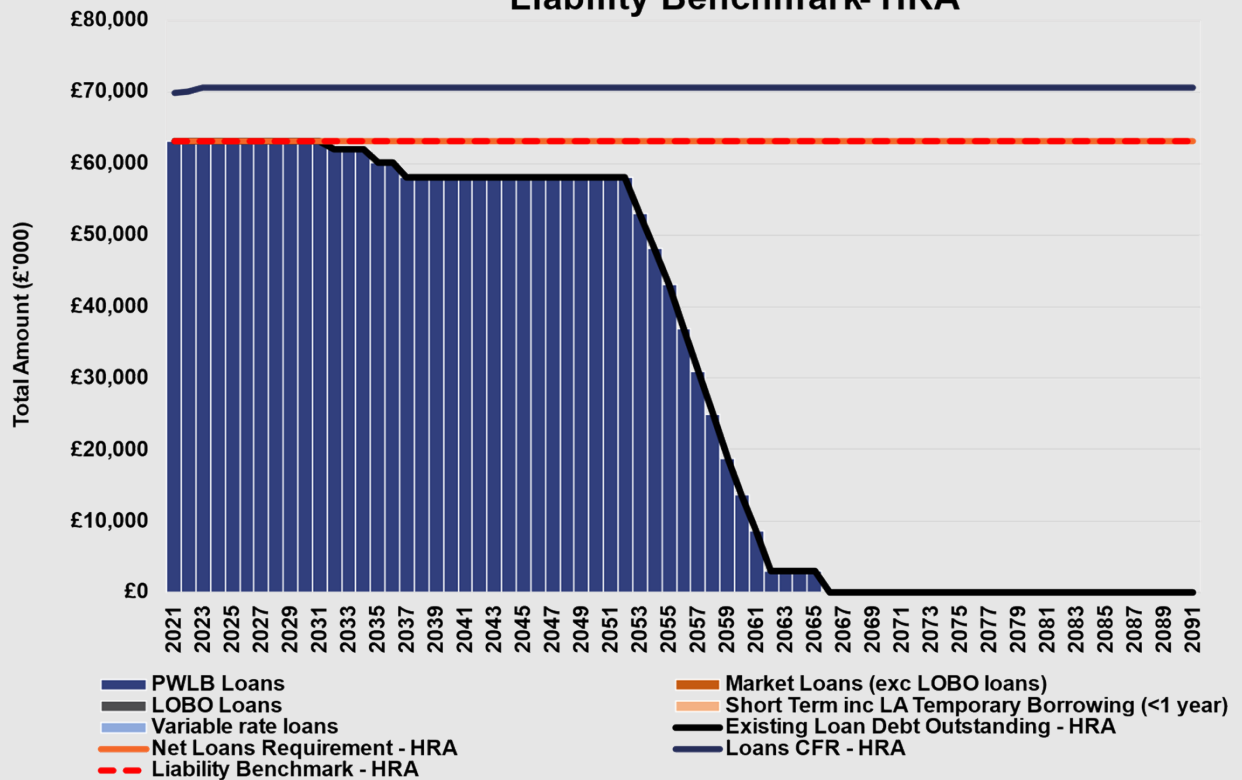
The net loans requirement and liability benchmark for the General Fund as shown below is negative as this is reflective of the balance of GF treasury investments held.

Liability Benchmark- General Fund



The liability benchmark for the HRA is set at the same level as the net loans requirement (£63m reflecting PWLB loans outstanding) as there is no need to maintain additional borrowing to meet liquidity needs as this falls to the General Fund.

Liability Benchmark- HRA



4. Corporate Risk

4.1 Corporate Risks Detailed Summary Quarter 1 2024/25

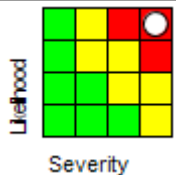
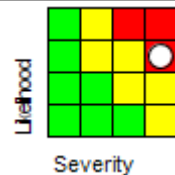
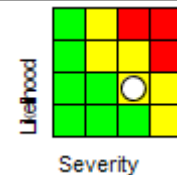
Code	Risk	Parent Risk Title	Current Risk Matrix	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	Risk Assigned To
CR2024/25_1	To ensure that the Council is financially sustainable as an organisation	Finance/Financial stability		30-Apr-2024	4	3	12		Becky Smeathers
CR2024/25_2	To ensure the Council is fully compliant in all legislative requirements	Governance		17-Jul-2024	2	2	4		Anica Goodwin
CR2024/25_3	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'	Promoting community resilience and cohesive communities		23-May-2024	2	2	4		Rob Barnes
CR2024/25_4	Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.	Inability to meet social housing targets and deliver affordable housing		23-Jul-2024	3	3	9		Rob Barnes

CR2024/25_5	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future. Lack of resources, capacity and right skills in place to deliver corporate objectives	Organisational Resilience		30-Apr-2024	3	3	9		Rob Barnes
CR2024/25_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
CR2024/25_7	Lack of insight from information and data systems could impede effective decision making and affect systems viability.	Information and Data Management		30-Apr-2024	3	2	6		Anica Goodwin
CR2024/25_8	Lack of economic growth, sustainability and prosperity in the Borough at the levels required	Inability to deliver economic growth, sustainability and prosperity in the Borough		30-Apr-2024	3	3	9		Rob Barnes

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

4.2 Detailed Corporate Risk Register Summary 2024/25




1 Finance/Financial stability 2024/25

CR2024/25_1.1		To ensure that the Council is financially sustainable as an organisation			
Categories Code & Description		Corporate Priority affected		Priority2: The Economy	
				Priority4: Living in Tamworth	
				Priority5: Town Centre	
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
Original Risk Date	15-May-2023	Date Reviewed	30-Apr-2024	Target Date	
Causes	<ul style="list-style-type: none"> * Risk of Austerity cuts/Major variances to the level of grant/subsidy * Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases) * Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities. * Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's income if households struggle to pay council tax, 		Consequences	<ul style="list-style-type: none"> • Inability to plan long term due to uncertainty over future Local Government funding. A new Government following the General Election in July 2024 is unlikely to be able 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 	

	<p>housing rent payments, etc. If families find themselves in financial difficulty it could also increase the demand for our services putting pressure on resources, for example increase in homelessness.</p> <ul style="list-style-type: none"> * Under utilisation of Assets, failure to maximise income * Major town centre facility/source of income failing * New political leadership and inexperienced members 		<ul style="list-style-type: none"> * Financial issues leading to the Authority being taken over by Government appointed officers, having to make a request for additional financial support or issuing a S114 notice with the ensuing reputational damage that would entail. *Inability to plan investments into assets, assets become costly to maintain and deliver little benefit *Inability to diverse/maximise income streams *Social cohesion erosion could occur as public are adversely impacted by cost of living increases – potential for reputable damage for the council if unable to support effectively (or perception).
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<p>Latest Risk Note</p>	<p>A new Government following the General Election in July 2024 is unlikely to be able 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. The big questions about the future of the funding system remain unaddressed.</p> <p>As part of the Local Government Finance settlement for 2024/25, councils were required to produce a productivity plan, to be submitted to DLUHC and published on the website by 19th July. TBC's productivity plan was reported to Corporate Scrutiny and Cabinet in June 2024 and includes details of how the Council will transform services to make better use of resources, identify ways to reduce wasteful spending within systems and take advantage of technological advances.</p> <p>The report to Corporate Scrutiny and Cabinet also included details of the Financial Stability Plan to support the production of a balanced MTFs and wider organisational improvement, this includes plans to implement targeted zero-based budgeting; budget holder savings reviews; the identification of spend to save projects; and opportunities for service transformation.</p> <p>The ongoing cost of living crisis and inflationary pressures continue to have an impact on the Council's finances. At the same time as rising supply costs there is</p>	<p>09 Jul 2024</p>	<p>Emma Dyer</p>
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	<p>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 who may also present as homeless. The situation will continue to be monitored, including through the monthly budget monitoring process.</p>		
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Annual Fees & Charges Review		31-Mar-2025	Annual review of fees & charges as part of budget process	09-Jul-2024	Joanne Goodfellow
RCM 2024-25 Financial Stability Strategy & Productivity Plan		31-Mar-2025	<p>Financial Stability Strategy and budget process including planned savings review. To include ELT/BRG meetings to support members</p> <p>Productivity plan completed and emailed to MHCLG.</p>	18-Jul-2024	Joanne Goodfellow; Becky Smeathers
RCM 2024-25 Improvements to procurement processes and contact management in line with new Public Contracts Regulations		31-Mar-2025	Procurement activity reported to CMT on a quarterly basis	09-Jul-2024	Joanne Goodfellow

RCM 2024-25 Monthly Budget Monitoring		31-Mar-2025	Monthly Financial Health check reports to CMT and quarterly to Corporate Scrutiny and Cabinet	09-Jul-2024	Joanne Goodfellow
RCM 2024-25 Proactive and targeted cost saving analysis and review of reserve funds		31-Mar-2025	Review of reserves and retained funds to be reported to Cabinet in December and release of unspent funds to be returned to balances.	09-Jul-2024	Joanne Goodfellow; Becky Smeathers
RCM 2024-25 Robust asset management strategy and plans in place		31-Mar-2025	Draft Asset Management Strategy with Asset Strategy Steering Group prior to formal adoption by Cabinet.	18-Jul-2024	Paul Weston
RCM 2024-25 Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members		31-Mar-2025	2024/25 Quarterly reporting to CMT, Corporate Scrutiny and Cabinet to include review of latest MTFS position.	09-Jul-2024	Joanne Goodfellow; Becky Smeathers

CR2024/25_2.1	To ensure the Council is fully compliant in all legislative requirements				
Categories Code & Description		Corporate Priority affected		Priority2: The Economy	
				Priority4: Living in Tamworth	
				Priority: Organisation	
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
Original Risk Date	09-Sep-2020	Date Reviewed	17-Jul-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 	

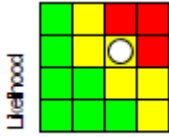
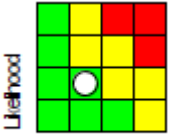
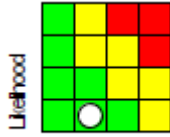
			* Additional effort if required to manage workloads from already stretched services *Unable to effectively priorities objectives and workloads *Potential to mis-align resources
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Latest Risk Note	Member induction training and support for officers and members provided by Demo Services Production of timely reports, agenda and minutes and Forward Plan MO support and guidance sought where applicable	17 Jul 2024	Anica Goodwin
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Audit and Scrutiny Committees		31-Mar-2025	Regular meetings in place, training plan for Audit Committee members being developed. Some training provided and another session planned in August 2024.	18-Jul-2024	Joanne Goodfellow
RCM 2024-25 Policies and Procedures		31-Mar-2025	HR policies and procedures to be updated in line with schedule. Policy management audit recommendations to be actioned namely centralised repository of policies ensuring regular reviews are undertaken.	18-Jul-2024	Zoe Wolicki






			<p>Heads of service reminded of their responsibility to update policies within their service area.</p> <p>Standardisation of policy template.</p>		
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3 Promoting Community Resilience and Cohesive Communities 2024/25

CR2024/25_3.1		Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth ‘the place’			
Categories Code & Description		Corporate Priority affected		Priority1: The Environment	
				Priority4: Living in Tamworth	
				Priority5: Town Centre	
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
Original Risk Date	09-Sep-2021	Date Reviewed	23-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 	

Latest Risk Note	Strong community safety partnership working.	23 May 2024	Hannah Peate
	Looking to reconvene the Tamworth Strategic Partnership		
	Proactive approach to migration		
	Widened engagement across the Health Partnership		

RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Comments, Compliments and Complaints		31-Mar-2025	Policy reviewed in line with housing ombudsman code to be presented to cabinet for formal approval and publication.	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Commissioning of debt/advice services		31-Mar-2025	To be reviewed and renewed from April 2025	18-Jul-2024	Joanne Sands
RCM 2024-25 Quality open spaces		31-Mar-2025	Ongoing work through Operational Services and partners such as Staffordshire Wildlife Trust to maintain / enhance the array of green spaces in the borough.	18-Jul-2024	Hannah Peate
RCM 2024-25 Strong Community Safety Partnership in place		31-Mar-2025	Partnership in place. CSP plan in place 2023-2026 and Community Safety Strategic Assessment refreshed annually with report to IS&G scrutiny committee	18-Jul-2024	Joanne Sands

RCM 2024-25 Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.		31-Mar-2025	Links to all relevant community safety groups, priority working areas including Directors Health Inequalities group.	18-Jul-2024	Joanne Sands
RCM 2024-25 Support for the Voluntary Sector		31-Mar-2025	Voluntary sector pledge signed 2021. Community and councillor grants schemes in place administered by Staffordshire community foundation.	18-Jul-2024	Joanne Sands
RCM 2024-25 Use of insight		31-Mar-2025	Model and systems for data collection and analysis to be developed. System for learning from complaints to be developed improved data analysis around complaints.	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Wellbeing Strategy		31-Mar-2025	on hold pending the publication of the Strategic Outcomes Planning Model, health inequalities strategy and JSNA	02-Jul-2024	Joanne Sands
RCM 2024-25 Wide range of arts, sporting and community events		31-Mar-2025	Outdoor Theatre, Summer Concerts and range of events being hosted through the Events Team, Castle Team and support provided to external event hirers too, with significant planning for these in Q1.	18-Jul-2024	Hannah Peate

			<p>New wellbeing opportunities being provided / planned including walking football, activities for national wellbeing week. planning in progress to start rounders sessions with Rounders England and working in conjunction with Staffordshire County Council for summer Bikeability delivery and promotion of Holiday Activity and Food initiatives.</p>		
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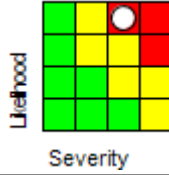
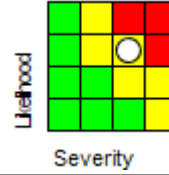
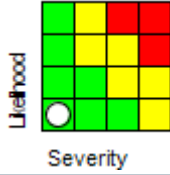
4 Inability to meet social housing targets and deliver affordable housing 2024/25

CR2024/25_4.1		Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.			
Categories Code & Description		Corporate Priority affected	Priority4: Living in Tamworth		
			Priority: Organisation		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity		Severity	3	Severity	2
Likelihood		Likelihood	3	Likelihood	1
Risk Score		Risk Score	9	Risk Score	2
Original Risk Date		Date Reviewed	23-Jul-2024	Target Date	
Causes	CAUSES		Consequences	CONSEQUENCES	





Latest Risk Note	Risk of earlier than anticipated inspection, increased via Regulator Feedback.	23 Jul 2024	Pardeep Kataria
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD

5 Organisational Resilience 2024/25

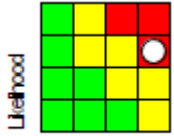
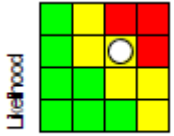
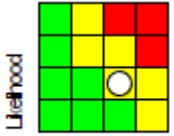
CR2024/25_5.1		Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future. Lack of resources, capacity and right skills in place to deliver corporate objectives			
Categories Code & Description		Corporate Priority affected		Priority2: The Economy	
				Priority4: Living in Tamworth	
				Priority: Organisation	
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
Original Risk Date	09-Sep-2020	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 * Difficulties retaining staff – they may look more external opportunities * Costs of turnover and retraining new starters 	

	<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 		<ul style="list-style-type: none"> *Potential for noncompliance 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
<p>Latest Risk Note</p>	<p>Vacancies continue to be monitored. Where pressure points are identified these are being kept under review.</p>	<p>10 Jul 2024</p>	<p>Emma Dyer</p>









RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Business Continuity Planning		31-Mar-2025	Initial plans have been drafted and work continues to develop through to final completed plan. Once completed testing will be needed.	18-Jul-2024	Paul Weston
RCM 2024-25 Delivery of People and Organisational Strategy		31-Mar-2025	Strategy and action plan to be refreshed 2024/25 aligned to the new corporate plan and to take into account learning from peer review.	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Develop Project management skills for key staff		31-Mar-2025	Staff requiring training identified via PDR process Training to be delivered by 31 March 2025	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Effective employee relations		31-Mar-2025	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, staff conference and chat with the chief.	18-Jul-2024	Anica Goodwin; Zoe Wolicki

RCM 2024-25 Emergency Planning		31-Mar-2025	CCU updated ELT on the 17 July 24 with the emergency planning improvement plan agreed new proposals around policy, training and service development.	19-Jul-2024	Tina Mustafa
RCM 2024-25 Monitoring of staff turnover		31-Mar-2025	Update to Statutory Officers Group on a quarterly basis. 6 monthly update to appointments and staffing committee.	18-Jul-2024	Anica Goodwin; Zoe Wolicki
RCM 2024-25 Training plan resourced		31-Mar-2025	PDR process embedded and undertaken in quarter 1. Analysis of training will be undertaken in quarter 2. Priority training to be identified. Procurement processes to be undertaken.	18-Jul-2024	Zoe Wolicki
RCM 2024-25 Workforce plan in place		31-Mar-2025	Work continues to be completed by 31 March 2025.	18-Jul-2024	Zoe Wolicki

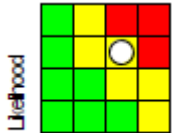
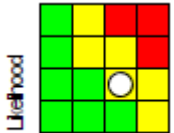
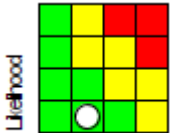
6 Failure to meet climate change ambitions / meet net zero targets and plan for major weather impacts and force majeure 2024/25

CR2024/25_6.1		Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure			
Categories Code & Description		Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth		
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
Original Risk Date	19-Aug-2023	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. * Lack of funding/finance 		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 	

Latest Risk Note	In quarter 4 a new climate change officer started. Also, the Climate Change Action Plan was started with external consultants Aether.	30 May 2024	Pardeep Kataria
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 Deliver against the Nature Recovery Declaration		31-Mar-2025	Cross organisational work taking place to deliver on aspects of this work for the authority. With a paper being drafted for ISG Committee in August 2024, which will provide the updated position of this work to Members.	18-Jul-2024	Hannah Peate
RCM 2024-25 Delivery of a communications plan for climate change		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Climate Adaptation Plan		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Climate Change Action Plan		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of training and induction into climate change		31-Mar-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM 2024-25 Development of infrastructure for acting on Climate Change		31-Mar-2025	Imminent delivery of EV charging hub at Riverdrive.	18-Jul-2024	Anna Miller
RCM 2024-25 Embed climate change into procurement processes		31-Mar-2025	This work is underway and will be completed 24/25.	10-Jul-2024	Anna Miller
RCM 2024-25 Embed climate change into the Local Plan review		31-Mar-2025	Local Plan Review underway	09-Jul-2024	Anna Miller

7 Information and Data Management 2024/25

CR2024/25_7.1		Lack of insight from information and data systems could impede effective decision making and affect systems viability.			
Categories Code & Description		Corporate Priority affected	Priority2: The Economy		
			Priority: Organisation		
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
Original Risk Date	19-Aug-2023	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. 	

Latest Risk Note	Improvements to systems are being delivered through ICT strategy.	30 Apr 2024	Becky Smeathers
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
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RCM 2024-25 Cyber Security		31-Mar-2025	ICT monitor cyber security measures, latest threats, perform regular vulnerability scans and remediation activities and are signed up to the NCSC Active Cyber Defence programme. Regular information to staff via newsletters and InfoZone updates. Cyber e-learning mandatory training for all staff.	23-Jul-2024	Zoe Wolicki
RCM 2024-25 Data Protection		31-Mar-2025	Policies and procedures for DP on Astute and available as hard copies.	18-Jul-2024	Zoe Wolicki


8 Inability to deliver economic growth, sustainability and prosperity in the Borough
2024/25






CR2024/25_8.1	Lack of economic growth, sustainability and prosperity in the Borough at the levels required				
Categories Code & Description		Corporate Priority affected		Priority2: The Economy	
				Priority1: The Environment	
				Priority3: Infrastructure	
				Priority4: Living in Tamworth	
				Priority5: Town Centre	
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
Original Risk Date	21-Aug-2023	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 * Lack of economic development strategy 		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 	







	* Reliance on small number large income generators/operators/town centre facilities		* Unrealised benefits *Negative public perception may damage Council's reputation
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Latest Risk Note	FHSF construction work gathering pace. Decisions taken to support FHSF project to enable completion. Decisions taken around a road map for Local Plan production.	09 Jul 2024	Emma Dyer
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RCM linked action Code and Title	Status	RCM linked action Due date	RCM linked action Latest note	RCM linked Action Latest note date	RCM linked action AD
RCM 2024-25 3A - Local plan to improve infrastructure, evening economy and transport links		31-Mar-2025	Local plan preparation underway for draft plan.	18-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Future High Streets Fund		31-Mar-2025	Final year of delivery of the programme	09-Jul-2024	Anna Miller
RCM 2024-25 Delivery of Gungate project (North and South)		31-Mar-2025	Land assembly/acquisition stage. Removal of key constraints to allow for sites to be master planned successfully.	09-Jul-2024	Anna Miller
RCM 2024-25 Development of business initiatives to promote start up and growth		31-Mar-2025	The Borough Council has a business grant combined with UKSPF funding to deliver town centre activities that increase footfall across the town and support the town centre economy. The FHSF is delivering a project called the FLEX which will be entrepreneurial space/pop	18-Jul-2024	Anna Miller

			up space that can be flexibly managed, creating conditions for new businesses to try and establish themselves in the town.		
RCM 2024-25 Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions		31-Mar-2025	Draft strategy with Asset Strategy Steering Group awaiting approval before submission to Cabinet for formal adoption.	18-Jul-2024	Paul Weston

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 1

The internal audit plan for 2024/25/ approved by the Audit & Governance Committee at its meeting in March 2024. The plan was for a total of 16 audits. To the end of quarter 1 2024/2025 we have completed 12% of the audit plan. In addition we have fully completed the 4 audits rolled forward from 2023/24 and await management agreement to 2 audits from 2023/24. 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	3
% of plan	25	25	37	13
Cumulative 2024/25 audit plan % completed	12			
Completed and finalised 2023/24 audits	4			
Audits drafted and awaiting management agreement 2023/24	2			

Planned work continues to be monitored and reviewed. Due to a number of audits 6 from 2023/24 (requiring completion work during Q1 of 2024/25) this has led to the section underperforming for Q1 as outlined in the table above.

Outstanding Audit Recommendations

The total outstanding actions at the end of Quarter 1 are 57 (8 high, 33 medium, 16 low). During 2024/25 the Audit Manager held quarterly meetings with all Assistant Directors to review all outstanding recommendations, for Quarter 1 these meetings will be undertaken during July/August 2024.

Priority of Recs	High	Medium	Low	Total
Number of O/S recs – 31 March 2024	9	26	12	47
Number of recs closed during period Apr 24 – June 24	2	3	0	5
Number of additional recs made during Quarter 1	1	10	4	15
Number of O/S recs at 30 June 2024	8	33	16	57
Overall movement of rec numbers during Quarter 4	-1	+7	+4	+10

As at 30 June 2024 there were 8 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 1 2024/25

01 April 2024 – 30 th June 2024 Number of personal data breaches recorded	5
01 April 2023 – 30 th June 2023 Number of personal data breaches recorded	3
Increase / decrease of % compared to same time last year	66.66% increase
Highest amount received Quarter 1 2024	May – 3
Lowest amount received Quarter 1 2024.	April – 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

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

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

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

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

The table below provides a summary of statistics for Quarter 1 2024.

01 April 2024 – 30 th June 2024 – total requests received	173
01 April 2023 – 30 th June 2023 - total requests received	145
Increase of % compared to same period last year	19.31%
Highest monthly requests received	74 – April 24
Lowest monthly requests received	40 – June 24
Responded to within statutory requirement of 20 working days	172
Percentage responded to within statutory requirement of 20 working days	99.42%

High Demand Service Areas

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

Planning	28
Housing	25
Transfer to SCC & Multi Service	20

Request Trends

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

Property CIL Charge Schedules
Temporary Accommodation
Adult and child social care.

Internal reviews

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

The table below provides a summary of statistics for Quarter 1 2024

01 st April 2024 – 30 th June 2024– Number of Internal review requests received	0
01 st April 2023 – 30 th June 2023- Number of Internal review requests received	1
Increase or decrease of % compared to same period last year	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 1 2024

01 st April 2024 – 30 th June 2024 – Number of Enquiries received by ICO	0
01 st April 2024 – 30 th June 2024 - Number of Enquiries received by ICO	0
01 st April 2024 – 30 th June 2024 – ICO Findings	N/A

6.3 Subject Access Requests

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

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

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

The table below provides a summary of statistics for Quarter 1 2024.

01 st April 2024 – 30 th June 2024 – total requests received	9
01 st April 2023 – 30 th June 2023 - total requests received	7
Increase / decrease of % compared to same time last year	28.57% increase
highest amount received Quarter 1 2024	June – 4
lowest amount received Quarter 1 2024	April - 2
Responded to within statutory timeframe of one calendar month	6 (3 still require response)
Responded to within statutory timeframe of one calendar month %	100% of those due a response have been responded to.

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

The table below provides a summary of statistics for Quarter 1 2024

01 st April 2024 – 30 th June 2024 – Number of Enquiries received by ICO	0
01 st April 2023 – 30 th June 2023 - Number of Enquiries received by ICO	1
01 April 2024 – 30 th June 2024 – ICO Findings	N/A

6.4 Comments, Compliments and Complaints

This update provides a summary of the council's quarter one performance in handling complaints effectively, resolving complaints in a timely manner and identifying areas for improvement when our service is found to be below expectation.

The update covers the period from **1 April 2024 – 30 June 2024**.

In this period the council received a total 47 complaints. This broken down to:

- 38 Stage 1
- 9 Stage 2

Complaints					
Number of Stage 1 complaints received		38			
Number of Stage 2 complaints received		9			
Complaints (Overall Total)		47			

Of the 38 stage 1 complaints processed:

- 19 were responded to with the statutory timeframe of 10 working days.
- 6 were responded to outside the statutory timeframe of 10 working days
- 13 are awaiting response from the department (outside the statutory timeframe)
- 0 are awaiting response from the department (inside the statutory timeframe)

Responses (Stage 1)					
Responded to with the statutory timeframe of 10 working days		19			
Responded to after the statutory timeframe of 10 working days		6			
Awaiting response from department (outside of statutory timeframe)		13			
Awaiting response from department (within statutory timeframe)		0			
Total		38			

Of the 9 stage 2 complaints processed:

- 3 were responded to within the statutory timeframe of 20 working days.
- 2 were responded to after the statutory timeframe of 20 working days
- 4 are awaiting responses from the department (outside the statutory timeframe)
- 0 are awaiting response from the department (inside the statutory timeframe)

Responses (Stage 2)					
Response statutory timeframe of 20 workings days		3			
Responded to after the statutory timeframe of 20 workings days		2			
Awaiting response from department (outside of statutory timeframe)		4			
Awaiting response from department (within statutory timeframe)		0			
Total		9			

Overall, this provides a percentage of 50% for stage 1 and 44% for stage 2.

		Qtr 1	Qtr 2	Qtr 3	Qtr 4
Complaints (%) Qtr 1					
Stage 1 - within SLA		50%			
Stage 1 - outside SLA		50%			
Stage 2 - within SLA		44%			
Stage 2 - outside SLA		56%			

All complaints received in quarter 1 were acknowledged within 5 working days.

Other enquiries

The department processed:

- 227 service requests/updates,
- 137 member enquiries and
- recorded 30 compliments.

Learning from complaints

By recording and analysing complaint data we can identify and address the causes of complaints and, where appropriate, identify training opportunities and introduce service improvements.

A review of data collected is underway and this will assist in:

- identifying areas where further training or guidance can be provided resulting in improved complaint response times
- identifying trends
- improving the data provided in the performance reports

Overall, the Information Governance team processed 441 contacts for the period: 1 April 2024 – 30 June 2024 with a summary of the data shown below.

2024/2025	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Complaints					
Number of Stage 1 complaints received		38			
Number of Stage 2 complaints received		9			
Complaints (Overall Total)		47			
Responses (Stage 1)					
Responded to with the statutory timeframe of 10 workings days		19			
Responded to after the statutory timeframe of 10 workings days		6			
Awaiting response from department (outside of statutory timeframe)		13			
Awaiting response from department (within statutory timeframe)		0			
Total		38			
Responses (Stage 2)					
Response statutory timeframe of 20 workings days		3			
Responded to after the statutory timeframe of 20 workings days		2			
Awaiting response from department (outside of statutory timeframe)		4			
Awaiting response from department (within statutory timeframe)		0			
Total		9			
Number of Compliments		30			
Number of Service Requests / Enquiries / Service Request Updates received		227			
Overall Total	304	304		0	0
	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Member Enq					
Number of Member Enquiries Received		137			
Responses provided (including signposting)		110			
No response required		27			
Total	137	137			
Complaints (%) Qtr 1		Qtr 1	Qtr 2	Qtr 3	Qtr 4
Stage 1 - within SLA		50%			
Stage 1 - outside SLA		50%			
Stage 2 - within SLA		44%			
Stage 2 - outside SLA		56%			
Overall Contact Total		441			

6.5 Detailed view of 2024/25 complaints up to end Quarter 1


Breakdown of Data (Service Area) Qtr 1	Number of Stage 1 complaints received	Responded within the statutory timeframe of 10 working days	Responded after the statutory timeframe of 10 working days	Awaiting response from department (Stage 1 - outside of statutory timeframe)	Awaiting response from department (Stage 1 - within statutory timeframe)	Number of Stage 2 complaints received	Responded within the statutory timeframe of 20 working days	Responded after the statutory timeframe of 20 working days	Awaiting response from department (Stage 2 - outside of statutory timeframe)	Awaiting response from department (Stage 2 - within statutory timeframe)	Complaints (Overall Total)	Total Service Requests/Service request updates / General Enquiries	Total Compliments
ASB	1			1							1	4	1
Benefits												1	
Car Parks	1			1							1	7	
Castle CCTV													
Commercial Assets												2	
Council Tax & Revenues	6	6									6	12	
Customer Services											0	8	1
Democratic Services											0	2	
Elections											0	2	
Environmental Health											0	9	
Housing Repairs	15	4	3	8		5	0	1	4		20	23	
Housing Repairs Gas	2	2									2	2	
Housing Repairs Planned	3	3				1	1				4	1	1
Housing Solutions	4	2	1	1							4	13	3
Joint Waste											0	21	
Land Charges / Legal (Right to Buy)											0	1	
Multiple Depts											0	1	
Partnerships											0	2	
Planning & Development											0	2	
Private Sector											0	1	
Rental Income											0		
Sheltered Housing											0	1	4
Street Scene	4	1	2	1		1	1				5	61	6
Tenacy Management	2	1		1		2	1	1			4	31	13
Tenancy Involvement Group											0		
Theatre											0	2	1
Wardens											0		
SCC											0	17	
ICT											0	1	
Total	38	19	6	13		9	3	2	4		47	227	30
Overall Total	304												
Complaints Ack within SLA (5 working days) (Qtr 1) %	100												

Appendix A - 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. • Final draft circulated to Asset Strategy Steering Group for review. 	Planned Activities for next period	<ul style="list-style-type: none"> • Collate amendments from Asset Strategy Steering Group • Finalise Document • Forward Plan for approval • Identify resources for implementation 	Amber/Red Areas	Amber - project progressing and at final draft stages.
Risks including Stakeholder Issues, budget and timing	<ul style="list-style-type: none"> • Needs to ensure there are links with SHRP project. • Needs to link to CPC process. 	Resourcing Requirements	Resources for implementation phase to be considered	Decisions required from CMT	None.
Note	Final draft of document is with the Asset Strategy Steering Group for approval before being put on forward plan for final approval. Final draft to be presented to Asset Strategy Steering Group before proceeding to Cabinet [May 24]. Finalising document to reflect Scrutiny Committee comments.	Date	16-Jul-2024 16-May-2024 14-Jul-2023	Author	Paul Weston Paul Weston 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	Final draft of document is with the Asset Strategy Steering Group for approval before being put on forward plan for final approval.

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	Flex contract has been signed. Work continues on Middle Entry design options and Middle Entry and St Editha's costs. Progress made in construction of former Peel Café.	Planned Activities for next period	Engross and sign the Nationwide Agreement. Start on site for Market Street enabling and opening up works.	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	03-Jun-2024	Author	Pardeep Kataria
	Costs emerging from the contractor following further design and survey work, coupled with increased costs has led to challenging discussions. The original grant fund from Government will not cover the increased costs and discussions are ongoing around how to mitigate the increases. A report will go to Full Council to request capital money to support the project.		31-Oct-2023		Anna Miller
	Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. A number of applications have		14-Jul-2022		Anna Miller

	been approved by planning committee with the college application submitted and awaiting determination. Challenges persist, the biggest one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Sub committee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.				
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<p>Gungate</p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders. Scope: Development of land north and south of Spinning School Lane into a mixed use site which will support the town centre by delivering uses that complement the existing offer and increase footfall, choice and prosperity.</p>	<p>Overall Project Status</p>		<p>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. Contact with the new Atik owner has been made and discussions will continue.</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. New owners have been in contact and they have yet to decide what happens to ATIK long</p>	<p>Resourcing Requirements</p>	<p>The Gungate capital pot has been substantially reduced as a result of Full Council decision (27/2/24) wrt to the FHSF budget issues</p>	<p>Decisions required from CMT</p>	<p>Briefing to ELT on Gungate north and South projects in the Autumn with likely Cabinet report to follow.</p>

	term. Risk to project to be able to split the building with Buzz.				
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	SCC have met with occupants of Tam youth centre to set out that a termination notice for vacant possession is imminent. SCC are in the final throes of satisfying the Charities Commission requests to allow them to dispose of the site to TBC.

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	External consultant engaged as part of financial modelling and already working with Chief Accountant 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 consultation plan on spending priorities is due to be launched at the tenant conference on the 16 Sep 2024. The HRA Business plan was reported to cabinet on the 22 Feb 2024 and the associated delivery plan is reflected in the 2023/24 work programme.	Date	19-Jul-2024	Author	Pardeep Kataria
	HRA Business plan modelling on track with Cabinet report planned 22/2/24. Portfolio Holder		23-Jan-2024		Tina Mustafa

	and Leader involved in briefings to Board and associated workshops. HRA showing balanced position over MTFS with longer term challenges from horizon scanning				
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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		Tina Mustafa	


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 30/6/24	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	awaiting contact from boundary commission	Date	17-Jul-2024	Author	Zoe Wolicki
	Still awaiting communications from commission.		16-May-2024		Pardeep Kataria
	still awaiting communications from commission		24-Jan-2024		Zoe Wolicki
	Still awaiting boundary commission notification		30-Oct-2023		Pardeep Kataria


Net Zero

<p>Net Zero</p>	<p>Purpose: Make the Council's activities net-zero carbon by 2050 with aspiration to achieve 2030 should the council be financially able to do so Scope: 1) Ensure that political and chief officers leadership teams embed this work in all areas and take responsibility for reducing where practicable, as rapidly as possible, the carbon emissions resulting from the council's activities. 2) The Council (including the Executive and Scrutiny Committee) consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies. 3) Receive a report to the relevant scrutiny committee regarding the level of investment in the fossil fuel industry that any of our investments have. 4) Ensure that all reports in preparation for the 2021/2022 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency:</p>	<p>Overall Project Status</p>		<p>Managed By</p>	<p>Anna Miller</p>
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Activities since last period	Officer workshop has been completed.	Planned Activities for next period	Member workshop will be in August.	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 forwards.	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	<p>Following a discussion at CMT the following were noted:</p> <p>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>.</p> <p>Budget provision of £105K for 20/21 budget to fund emerging climate change initiatives was made.</p>


Key Workstream	KW Status	KW Assigned To	KW Notes
Stage 2		Anna Miller	<p>Building Energy Audits completed.</p> <p>Baseline assessment of greenhouse gas emissions completed.</p>

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	TMM updated ELT on 17 July 2024 with programme progress. Associated risks have been captured in the corporate risk register. Reports are due to the homelessness and housing advisory board on the 30 July 2024 and Cabinet 29 Aug 2024.	Date	19-Jul-2024	Author	Pardeep Kataria
	Programme actions on track - red risk areas identified as part of the Programme control		23-Jan-2024		Tina Mustafa
	<ul style="list-style-type: none"> • Cabinet approved latest update 26/10/23 with next cabinet report planned for 14/03/24 		23-Jan-2024		Tina Mustafa

	<ul style="list-style-type: none">• 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• Tenant Consultative Group - Options paper on additional advocacy to be considered March 2024• Communication Strategy to be scoped				
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Strategic Review of Leaseholder Service Charges

Strategic Review of Leaseholder Service Charges	The key outcomes will be: <ul style="list-style-type: none"> • Review of the processes used to identify properties for inclusion in programmes • Review of communications relating to leasehold service charges • Review of the legal position related to service charges • Review of contractors and contract pricing • Proposals for interacting with Leaseholders • Assessment of Tamworth Borough Council practices against Best Practice in the sector. 	Overall Project Status		Managed By	Paul Weston
Activities since last period	<ul style="list-style-type: none"> • Consultant has presented draft report • Draft report considered by the working group • Next steps document outlined • Update letter has been sent to leaseholders. 	Planned Activities for next period	<ul style="list-style-type: none"> • Report on consultant report and proposals to be presented to Corporate Scrutiny in August • Leaseholder policy to be developed to address outcome of consultant report 	Amber/Red Areas	None at this time
Risks including Stakeholder Issues, budget and timing	None at this time	Resourcing Requirements	<ul style="list-style-type: none"> • Need to consider the resources that will be required to deliver the enhanced levels 	Decisions required from CMT	

			of service outlined in the report. • Likely to have ongoing staffing and consultancy requirements.		
Note	Report complete and presented to working group. Draft report on outcomes and wider policy to be presented to Scrutiny Committee in August 2024.	Date	16-Jul-2024	Author	Paul Weston

Key Workstream	KW Status	KW Assigned To	KW Notes
1.Procurement of external resources	✔	Trevor Wylie	Consultant in place and work has now commenced with initial meetings having taken place.


Key Workstream	KW Status	KW Assigned To	KW Notes
2.Technical Assessment	✔	Trevor Wylie	All work complete and outline in consultant report.

Key Workstream	KW Status	KW Assigned To	KW Notes
3.Legal Assessment	✔	Trevor Wylie	All work complete and outlined in consultant report

Key Workstream	KW Status	KW Assigned To	KW Notes
4.Financial Assessment	✔	Trevor Wylie	All work complete and findings set out in consultants report

Key Workstream	KW Status	KW Assigned To	KW Notes
5.Customer Engagement	✔	Trevor Wylie	Initial engagement required to complete report has been completed. Further engagement will be required in relation to the policy.

Sustainability Strategy to resolve long term MTFS position

Financial Stability plan to resolve long term MTFS position		Overall Project Status		Managed By	Becky Smeathers
Activities since last period	Project being scoped	Planned Activities for next period	Productivity Plans to Cabinet June 2024	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
Note	Productivity Plans to Cabinet June 24	Date	22-May-2024	Author	Rob Barnes

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Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Quarter 1 Performance Report 2024-25	
Date Conducted	1 August 2024	
Name of Lead Officer and Service Area	Zoe Wolicki, Assistant Director People	
Commissioning Team (if applicable)		
Director Responsible for project /service area	Anica Goodwin, Executive Director Organisation	
Who are the main stakeholders	Corporate Management Team (CMT) and Elected Members	
Describe what consultation has been undertaken. Who was involved and what was the outcome	Corporate Management Team have reviewed and agreed the report	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	N/A	
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' which applies	New	x
	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.

To submit quarter 1 performance report to corporate scrutiny and cabinet for endorsement

Who will be affected and how?

The whole organisation is impacted by the report
Residents, businesses, visitors, voluntary sector and partner organisations

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

Yes No

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

All services/ functions are covered by this report

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 checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Disability		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Gender Reassignment		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Marriage and Civil Partnership		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Pregnancy & Maternity		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Race		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Religion or belief		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment
Sexual orientation		<input checked="" type="checkbox"/>	All individual strategic projects covered by this performance report has their own individual impact assessment

Sex		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Gypsy/Travelling Community		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those with caring/dependent responsibilities		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those having an offending past		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Children		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Vulnerable Adults		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Families		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those who are homeless		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those on low income		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those with drug or alcohol problems		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those with mental health issues		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Those with physical health issues		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Social inclusion Please include refugees and asylum seekers,		X	All individual strategic projects covered by this performance report has their own individual impact assessment
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		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Health and Wellbeing		X	All individual strategic projects covered by this performance report has their own individual impact assessment
Climate Change		X	All individual strategic projects covered by this performance report has their own individual impact assessment

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
CIAs will need to be undertaken on each priority area and service change identified	None specifically identified at this stage	Ensure robust evidence is gathered and used to identify priority areas and ensure any action is baselined and has a clear measure or outcome to track.

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
n/a	Outcomes and Actions entered onto Pentana	Service Manager/ AD	31.3.2025	Strategic project impacts up to date on pentana

Date of Review (If applicable) : 23 July 2024

Guidance and form updated July 2023 following CMT approval.

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QUARTERLY PERFORMANCE REPORT – CORPORATE SCRUTINY DISCUSSION LOG

Issue	Response	Any Follow up action required
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Quarter one performance report – Corporate Scrutiny 13/08/24

	Qu.1 highlights - With reference to the £21000 increase in tickets sales, was this being tracked to see where we were against previous performance and where we could go in the future?	This relates to the tickets being sold though the tourist information centre who have had some training on upselling techniques, and this is being tracked.	No further action
	Effects of programme of work on castle bridge on fireworks?	Works would not interfere with the display.	No further action
	Why Assembly Room performers costs were more than the budgeted costs (page 21)?	Officers did not have the information answer to this but would take this away and provide feedback to Members.	The majority of shows that perform at the Assembly Rooms are on a box office split, ranging from 70/30 to 85/15. If there is a higher expenditure budget at any given time of the year it is due to there having been higher ticket sales – we only ever pay more out on performers fee’s if we bring it in, so although year to date the expenses budget is higher, it is off set by the increase in income.
	Why the number of press releases for this quarter was lower at 40 and whether communications would remain a priority?	The Leader of the Council confirmed that communication was important and that they were having regular meetings with the head of Communications and that they would look at why this had fallen and what can be done about this.	Response provided by ZW Q1 and Q4 were less than the other quarters but that could be attributed to the restrictions of the pre-election period and they are pretty similar for the equivalent quarter in 2023-24.

QUARTERLY PERFORMANCE REPORT – CORPORATE SCRUTINY DISCUSSION LOG

Issue	Response	Any Follow up action required																		
		<table border="1"> <thead> <tr> <th>Year</th> <th>Quarter</th> <th>Number of PR's</th> </tr> </thead> <tbody> <tr> <td>2023-24</td> <td>1</td> <td>44</td> </tr> <tr> <td>2023-24</td> <td>2</td> <td>51</td> </tr> <tr> <td>2023-24</td> <td>3</td> <td>49</td> </tr> <tr> <td>2023-24</td> <td>4</td> <td>42</td> </tr> <tr> <td>2024-25</td> <td>1</td> <td>41</td> </tr> </tbody> </table>	Year	Quarter	Number of PR's	2023-24	1	44	2023-24	2	51	2023-24	3	49	2023-24	4	42	2024-25	1	41
Year	Quarter	Number of PR's																		
2023-24	1	44																		
2023-24	2	51																		
2023-24	3	49																		
2023-24	4	42																		
2024-25	1	41																		
<p>Shortfall in assembly room ticket bookings. Who is responsible for booking acts and making decisions around shows, whether these are sold out?</p>	<p>The theatre manager works in conjunction with their team to monitor sales and look at past trends for ticket sales and what kinds of acts are successful. A piece of work is also being done by the Assistant Director to take stock of the shows and look any recommendations for improvements.</p>	<p>No further action</p>																		
<p>More information around ICT/audio visual technology particularly in the town hall and why this is still being used when Marmion House is more convenient/disabled friend/public friendly and has better parking?</p>	<p>It was confirmed that an item was going to be coming to the next Committee meeting to look at the reopening of Marmion House and moving committee meetings.</p>	<p>No Further Action</p>																		
<p>Concerns around the number of Council tenants on Universal Credit and in rent arrears, what was being done to get these down, and why the there was a disparity between rent and council tax arrears? How many of the tenants on universal credit are in 4 weeks of arrears which might be as a result of their Universal Credit payments being made and in arrears and how many are in substantially more arrears?</p>	<p>There is always a drop in arrears in quarter four due to tenants using the rent-free weeks to make up some of their arrears. As universal credit is paid directly to the tenant, unlike housing benefit they are not always prioritising paying their rent. The Council makes early contact with tenants falling into arrears and will seek to make a reasonable agreement to recover these as well as providing other support, such as use of hardship funds and referrals to Tamworth Advice Centre. Specific figures on arrears levels were not available but that this could be provided for Members.</p> <p>It was highlighted that the jump in the numbers of universal credit may be down to the fact that there has been an</p>	<p>Rent arrears – number of tenants less that 4 weeks in arrears- numbers in long terms arrears. Are some tenants in 4 weeks arrears because UC is paid in arrears? More information needed on what we are doing to support tenants in arrears.</p> <p>Response to be provided by Neighbourhood Services</p>																		

QUARTERLY PERFORMANCE REPORT – CORPORATE SCRUTINY DISCUSSION LOG

Issue	Response	Any Follow up action required
A greater narrative was requested around the reason for arrears and what is being done.	increase in the number of claimants being transferred over from other benefits. With regards to council tax, the council tax reduction scheme does offer someone on Universal credit a significant reduction in the amount of council tax they need to pay which may account for the disparity. The committee highlighted that in the past the Council had run campaigns to encourage residents to prioritise their rent and that education was key.	

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Thursday, 29 August 2024

Report of the Leader of the Council

Write Offs 1 April 2024 to 30 June 2024

Exempt Information

None

Purpose

That Members endorse the amount of debt written off for the period 1st April 2024 to 30th June 2024.

Recommendations

It is recommended that:

1. Cabinet endorse the amount of debt written off for the period of 1st April 2024 to 30th June 2024 – **Appendix A-E** and approve the write off of irrecoverable debt for Housing Benefit Overpayments of £18,679.53 – **Appendix F** respectively.

Executive Summary

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. This report shows the position for the first quarter of this financial year, to end June 2024. Further updates will continue to be produced on a quarterly basis.

Type	01/04/24 – 30/06/24 £ p
Council Tax	£6,694.52
Business Rates	£54,539.71
Sundry Income	£6,845.75
Housing Benefit Overpayments	£10,878.04
Housing	£48,370.94
Total	£127,328.96

Write offs for the first quarter in the previous financial year totalled £40,337.36. There is a significant increase on the corresponding quarter for the last financial year. The main reason for this is that resources were concentrated on trying to collect outstanding debt during 2023/24 following the impact of the cost of living crisis. In quarter 1 of 2024/25 the focus has been on working through large outstanding debts that are considered to be irrecoverable in respect of Business Rates and Housing. It should be noted that the amount of debt will differ each quarter based on conflicting demands and available staff resources.

Options Considered

Business Rates bad debt is calculated by reviewing all outstanding debts to ascertain whether they are likely to be collectable. This is then used to determine the balance to apply the usual aged debtor percentage.

Business Rates	01/04/24 – 30/06/24
	£ p
Bad Debt provision	(£851,513.15)
Amount written off to date under delegated powers	£54,539.71
Amount remaining	(£796,973.44)

The second part of the report is in respect of debts which are in excess of £10k.

Under Financial Regulations, debts for write-off greater than £10k require Cabinet authorisation and this report details such accounts. The amount for Housing Benefit Overpayments is attached in **Appendix F**.

Resource Implications

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

Legal/Risk Implications Background

Not applicable

Equalities Implications

Not applicable

Environment and Sustainability Implications (including climate change)

Not applicable

Background Information

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

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

Debt Write Off

Authorisations are needed to write off debt:

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

Bad Debt Provision

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

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

The financial effects of providing for Bad Debts will be reflected in the Council’s accounts at Service Unit level.

Report Author

Michael Buckland – Head of Revenues and Benefits
e-mail michael-buckland@tamworth.gov.uk

List of Background Papers

Corporate Credit Policy - effective management of debt

Appendices

Appendices A to E give details of write offs completed for Revenues and Benefits Services and Housing for 01 April 2024 to 30 June 2024.

Appendix F gives details of Housing Benefit Overpayments write offs for approval.

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Appendix A

Summary of Council Tax Write Offs 01/04/2024-30/06/2024

Date of Write Off	Head of Revenues			Assistant Director of Finance (£2,000.01-£5,000)	Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)									
08/05/2024		£1,759.20								£1,759.20	4	Hardship
13/05/2024				£4,887.95						£4,887.95	1	Hardship
22/05/2024								(£0.80)		(£0.80)		Liability change
24/05/2024								(£197.58)		(£197.58)		Dividend received
06/06/2024		£245.75								£245.75	1	Hardship
Q1 Totals	£0.00	£2,004.95	£0.00	£4,887.95	£0.00	£0.00	£0.00	£0.00	(£198.38)	£6,694.52	6	

Appendix B

Summary of NDR Write Offs 01/04/2024-30/06/2024

Date of Write Off	Head of Revenues			Assistant Director of Finance	Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)									
02/05/2024					£5,890.16					£5,890.16		1 Dissolved/ struck off
"					£25,620.95					£25,620.95		4 Liquidation
"					£17,769.58					£17,769.58		3 Statute Barred
"					£5,259.02					£5,259.02		1 Voluntary Arrangement
Q1 Totals	£0.00	£0.00	£0.00	£0.00	£54,539.71	£0.00	£0.00	£0.00	£0.00	£54,539.71	9	

Appendix C

Summary of Sundry Income Write Offs 01/04/2024-30/06/2024

Date of Write Off	Assistant Director of Assets (up to £5,000.00)	Assistant Director Environment Culture & Wellbeing (up to £5,000.00)	Assistant Director People (up to £5,000.00)	Assistant Director Operations & Leisure (up to £5,000.00)	Assistant Director Neighbourhoods (up to £5,000.00)	Head of Revenues (£0.00-£2,000.00)	Assistant Director of Finance (£2,000.01 -£5,000.00)	Assistant Director Partnerships (up to £5,000.00)	Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 +)	Total	No. of Accounts	Reason(s)
13/05/2024	£175.10										£175.10	1	uneconomic to pursue
24/05/2024		£843.00									£843.00	1	uneconomic to pursue
03/06/2024	£4,639.06										£4,639.06	12	uneconomic to pursue
10/06/2024					£150.00						£150.00	1	uneconomic to pursue
17/06/2024			£588.57				£450.00				£1,038.57	5	uneconomic to pursue
"			£0.02								£0.02	1	Small balance, uneconomic to pursue
Q1 Totals	£4,814.16	£843.00	£588.59	£0.00	£150.00	£450.00	£0.00	£0.00	£0.00	£0.00	£6,845.75	21	

Appendix D

Summary of Benefit Overpayment Write Offs 01/04/2024-30/06/2024

Date of Write Off	Head of Benefits				Executive Director of Finance (£2,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Reversed Write Off	Total	No. of Accounts	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)	(£1,000.01-£2,000)						
30.04.2024	£9.79						£9.79	1	Not financially viable to pursue	
"		£240.64					£240.64	2	Deceased	
"		£75.47					£75.47	1	Insolvency	
"			£521.05				£521.05	1	Deceased	
31.05.2024	£2.60						£2.60	1	Small balance	
"	£72.52						£72.52	1	Deceased	
"			£742.68				£742.68	1	Deceased	
30.06.2024	£44.00						£44.00	1	Court costs	
"	£44.71		£758.01		£2,354.67		£3,157.39	3	Not financially viable to pursue	
"	£96.53	£90.79					£187.32	3	Deceased	
"					£5,824.58		£5,824.58	1	Insolvency	
Q1 Totals	£270.15	£406.90	£2,021.74	£0.00	£8,179.25	£0.00	£10,878.04	16		

Appendix E

Summary of Housing Write Offs 01/04/2024-30/06/2024

Date of Write Off	Assistant Director - Neighbourhoods				Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off (Write On)	Total	No. of Accounts (dr Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)	(£2,000.01-£5,000)	(£5,000.01-£10,000.00)	(£10,000.01 and Over)						
03/06/2024	£33.01	£690.03							£723.04	4	Deceased no estate or under £250.00	
"	£5.26								£5.26	10	Uneconomic to pursue (not current tenant)	
"	£42.72	£2,236.27	£8,341.14	£36,669.19					£47,289.32	34	Over 6 years, statute barred, no contact for at least 6 years	
03/06/2024							(£720.61)		(£720.61)		Garage credits up to £400 over 6 years old	
12/06/2024	£40.69								£40.69	6	Deceased no estate or under £250.00	
"	£1,033.24								£1,033.24	86	Uneconomic to pursue (not current tenant)	
Q1 Totals	£1,154.92	£2,926.30	£8,341.14	£36,669.19	£0.00	£0.00	£0.00	(£720.61)	£0.00	£48,370.94	140	

Appendix F

WRITE OFF REQUEST – CABINET APPROVAL
HOUSING BENEFIT OVERPAYMENTS

Academy Reference: ■■■■■■

Name: ■■■ ■■■■■■■■

Address: ■■ ■■■■■■■■ ■■■■■, B79 ■■■

Invoice: 8727398 Raised: 28/3/16 Period: 27/10/10 – 6/4/15 Bal o/s: £8199.28
Invoice: 8798893 Raised: 01/6/18 Period: 23/4/18 – 28/5/18 Bal o/s: £220.87
Invoice: 8831187 Raised: 20/11/19 Period: 01/06/15 – 23/4/18 Bal o/s: £10071.70
Invoice: 8831174 Raised: 20/11/19 Period: 24/04/18 – 7/5/18 Bal o/s: £18679.53

Total balance: £18679.53

The Housing Benefit Overpayments were raised due to undeclared changes in circumstances which included the receipt of retrospective earnings. Information was received from the Department for Work and Pensions which led to the reassessment of

■■■■■■■■ Housing Benefit. Recovery of the overpayments was put into place immediately and deductions were taken from the ongoing entitlement to Housing Benefit on a weekly basis from March 2016 until March 2024.

The Benefits Department were informed that ■■■■■■■■ had gone into a nursing home on 31/1/2024 and it was confirmed that this was a permanent arrangement after leaving hospital.

There is no record of a next of kin, therefore, the outstanding balance was referred to the Department for Work and Pensions to request that deductions be taken from his State Retirement Pension to reduce the outstanding invoices. Subsequently the

case was returned to advise that maximum deductions were already in place from his Pension and, therefore, payment was not possible via this method.

■■■■■■■■■■'s Statement Retirement Pension is used to supplement the costs of his residency at the nursing home. In addition, there is no record of any capital or assets held by him, therefore, there is no feasible route of recovery available.

As there is no likelihood of this debt being recovered, I request that this balance be put forward for write off.

Write Off requested by E C■■■■■■■■ Date: 17/07/2024

Benefit Manager Approval: C R■■ Date: 17/07/2024

Authorised by: M B■■■■■■■■ Date: 17/07/2024

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CABINET

THURSDAY 29TH AUGUST 2024

COUNCIL

TUESDAY 17TH SEPTEMBER 2024

REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND FINANCE

ANNUAL REPORT ON THE TREASURY MANAGEMENT SERVICE AND ACTUAL PRUDENTIAL INDICATORS 2023/24

EXEMPT INFORMATION

None

PURPOSE

The Annual Treasury report is a requirement of the Council's reporting procedures. It covers the Treasury activity for 2023/24, and the actual Prudential Indicators for 2023/24.

The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes in accordance with Regulations issued under the Local Government Act 2003. It also provides an opportunity to review the approved Treasury Management Strategy for the current year and enables Members to consider and approve any issues identified that require amendment.

RECOMMENDATIONS

That Council ;

1. **Approve the actual 2023/24 Prudential and Treasury Indicators within the report and shown at Appendix 1; and**
2. **Note the Annual Treasury Management Report for 2023/24**

EXECUTIVE SUMMARY

This report covers Treasury operations for the year ended 31st March 2024 and summarises:

- the Council's Treasury position as at 31st March 2024; and
- Performance Measurement

The key points raised for 2023/24 are:

1. The Council's Capital Expenditure and Financing 2023/24
2. The Council's Overall Borrowing Need
3. Treasury Position as at 31st March 2024

4. The Strategy for 2023/24
5. Borrowing Outturn for 2023/24
6. Investment Outturn for 2023/24
7. Performance Measurement
8. The Economy and Interest Rates
9. Property Funds
10. Other Issues

The Treasury Function has achieved the following favourable results:

- The Council has complied with the professional codes, statutes and guidance;
- There are no issues to report regarding non-compliance with the approved prudential indicators;
- The Council maintained an average investment balance externally invested of £67.4m and achieved an average return of 4.92% (budgeted at £38.2m and an average return of 3.4%).
- The closing weighted average internal rate on borrowing is 4.05% (4.05% for 2023/24);
- The Treasury Management Function has achieved an outturn investment income of £3.4m compared to an original budget of £1.3m. Investment balances were higher than budgeted throughout the year, and the average interest rates rose significantly.
- We also received £487k in dividends from our property fund investments (£458k in 2022/23), compared to a budget of £420k. However, the net value of the investments has fallen by £1.82m as at 31st March 2024.

During 2023/24 the Council complied with its legislative and regulatory requirements.

The Executive Director Finance confirms that there was no overall increase in borrowing within the year and the Authorised Limit was not breached.

At 31st March 2024, the Council's external debt was £63.060m (£63.060m at 31st March 2023) and its external investments, excluding property funds and bank account, totalled £59.108m (£60.610m at 31st March 2023).

RESOURCE IMPLICATIONS

There are no financial implications or staffing implications arising directly from the report.

LEGAL/RISK IMPLICATIONS BACKGROUND

The Council is aware of the risks of passive management of the Treasury Portfolio and with the support of Link Asset Services, the Council's current Treasury advisers, has proactively managed its debt and investments during the year.

EQUALITIES IMPLICATIONS

None

SUSTAINABILITY IMPLICATIONS

None

REPORT AUTHOR

If Members would like further information or clarification prior to the meeting please contact Joanne Goodfellow, telephone 01827 709241 or email joanne-goodfellow@tamworth.gov.uk

LIST OF BACKGROUND PAPERS

- Local Government Act 2003;
- Statutory Instruments: 2003 No 3146 & 2007 No 573;
- CIPFA Code of Practice on Treasury Management in Public Services;
- Treasury Management Strategy 2023/24 (Council 28th February 2023);
- Treasury Management Mid-Year Review 2023/24 (Council 12th December 2023);
- Treasury Outturn Report 2022/23 (Council 19th September 2023).

APPENDICES

Appendix 1 – Prudential and Treasury Indicators

Appendix 2 – Borrowing and Investment Rates

Annual Treasury Management Review 2022/23

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2023/24. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2023/24 the minimum reporting requirements were complied with:

- an annual treasury strategy in advance of the year (Council 28th February 2023)
- a mid-year (minimum) treasury update report (Council 12th December 2023)
- an annual review following the end of the year describing the activity compared to the strategy (this report).

In addition, Cabinet has received quarterly Treasury Management updates as part of the quarterly performance reports.

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members. This Council confirms that it has complied with the requirement under the Code to provide scrutiny of all of the above Treasury Management Reports to the Audit and Governance Committee. Member training on Treasury Management issues was provided in February 2024 and further training is planned during 2024/25.

During 2023/24, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows.

Prudential & Treasury Indicators	2022/23	2023/24	2023/24
	Actual £m	Estimate £m	Actual £m
Capital Expenditure			
Non HRA	4.889	30.988	12.416
HRA	13.876	14.613	11.320
Total	18.765	45.601	23.737
Capital Financing Requirement			
Non HRA	3.785	6.608	4.092
HRA	69.982	71.582	70.507
Total	73.767	78.190	74.600
Gross Borrowing			
External Debt	63.060	63.060	63.060
Investments			
Longer than 1 year	10.842	-	10.143
Less than 1 year	60.49	15.194	56.670
Total	71.332	15.194	66.813
Net Borrowing	-8.272	47.866	-3.753

It should be noted that **£30m** of Capital scheme spend has been re-profiled into 2024/25 (also including re-profiling from previous years) which has increased investment balances.

Other prudential and treasury indicators are to be found further in this report. The Executive Director Finance confirms that there was no overall increase in borrowing in year and the statutory borrowing limit (the authorised limit) was not breached.

1. The Council’s Capital Expenditure and Financing 2023/24

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council’s borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply internal funds, the capital expenditure would give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

General Fund	2022/23 Actual £m	2023/24 Estimate £m	2023/24 Actual £m
Capital Expenditure	4.889	30.988	12.416
Financed in year	4.837	27.331	11.902
Unfinanced capital expenditure	0.052	3.657	0.515
HRA	2022/23 Actual £m	2023/24 Estimate £m	2023/24 Actual £m
Capital Expenditure	13.876	14.613	11.320
Financed in year	13.788	13.757	10.795
Unfinanced capital expenditure	0.088	0.856	0.526

2. The Council’s Overall Borrowing Need

The Council’s underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council’s indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2023/24 unfinanced capital expenditure (see above table), and prior years’ net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council’s treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council’s cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board [PWLb] or the money markets), or utilising temporary cash resources within the Council.

Reducing the CFR – the Council’s (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of the non-Housing Revenue Account (HRA) borrowing need (there is no statutory requirement to reduce the HRA CFR). This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

the application of additional capital financing resources (such as unapplied capital receipts); or

charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Council’s 2023/24 MRP Policy (as required by DLUHC Guidance) was approved as part of the Treasury Management Strategy Report for 2023/24 on 28th February 2023.

The Council’s CFR for General Fund and the HRA for the year are shown below, and represent a key prudential indicator.

CFR: General Fund	31st March 2023 Actual £m	31st March 2024 Budget £m	31st March 2024 Actual £m
Opening balance	3.937	3.909	3.785
Add unfinanced capital expenditure (as above)	0.052	3.657	0.515
Less MRP/VRP	(0.204)	(0.214)	(0.207)
Less PFI & finance lease repayments	-	-	-
Closing balance	3.785	7.352	4.092

CFR: HRA	31st March 2023 Actual £m	31st March 2024 Budget £m	31st March 2024 Actual £m
Opening balance	69.893	69.982	69.981
Add unfinanced capital expenditure (as above)	0.088	3.657	0.526
Less MRP/VRP	-	-	-
Less PFI & finance lease repayments	-	-	-
Closing balance	69.981	73.639	70.507

Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

Gross borrowing and the CFR - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2023/24 plus the estimates of any additional capital financing requirement for the current (2024/25) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2023/24. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

Gross borrowing and the CFR	31st March 2023 Actual £m	31st March 2024 Budget £m	31st March 2024 Actual £m
Gross borrowing position	63.060	63.060	63.060
CFR	73.767	78.190	74.600
Under / Over funding of CFR	-10.707	-15.129	-11.540

The lower than estimated CFR reflects re-profiling of spend within the capital programme to 2024/25 and lower than forecast borrowing.

The Authorised Limit - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2023/24 the Council has maintained gross borrowing within its authorised limit.

The Operational Boundary – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

Actual Financing Costs as a Proportion of Net Revenue Stream - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

Borrowing Limits	GF £m	HRA £m	Total £m
Authorised limit	9.608	79.407	89.015
Maximum gross borrowing position	-	63.060	63.060
Operational boundary	-	63.060	63.060
Average gross borrowing position	-	63.060	63.060
Budgeted financing costs as a proportion of net revenue stream %	(18.17)	26.48	8.31
Actual financing costs as a proportion of net revenue stream %	(38.11)	26.50	(11.61)

3. Treasury Position as at 31st March 2024

The Council's debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the beginning and the end of 2023/24 the Council's treasury (excluding borrowing by finance leases) position was as follows:

General Fund	31st March 2023 Principal £m	Rate/ Return %	Average Life yrs	31st March 2024 Principal £m	Rate/ Return %	Average Life yrs
Total debt	-	-	-	-	-	-
CFR	3.785	-	-	4.092	-	-
Over / (under) borrowing	(3.785)	-	-	(4.092)	-	-
Investments:						
- in house	44.108	2.16	-	43.297	4.92	-
Total investments	44.108	2.16	-	43.297	4.92	-

HRA	31st March 2023 Principal £m	Rate/ Return %	Average Life yrs	31st March 2024 Principal £m	Rate/ Return %	Average Life yrs
Fixed rate funding:						
-PWLB	63.060	4.05	31.73	63.060	4.05	30.73
Total debt	63.060	4.05	31.73	63.060	4.05	30.73
CFR	69.982	-	-	70.507	-	-
Over / (under) borrowing	(6.922)	-	-	(7.447)	-	-
Investments:						
- in house	16.382	2.16	-	13.373	4.92	-
Total investments	16.382	2.16	-	13.373	4.92	-

Maturity Structures

The maturity structure of the debt portfolio was as follows:

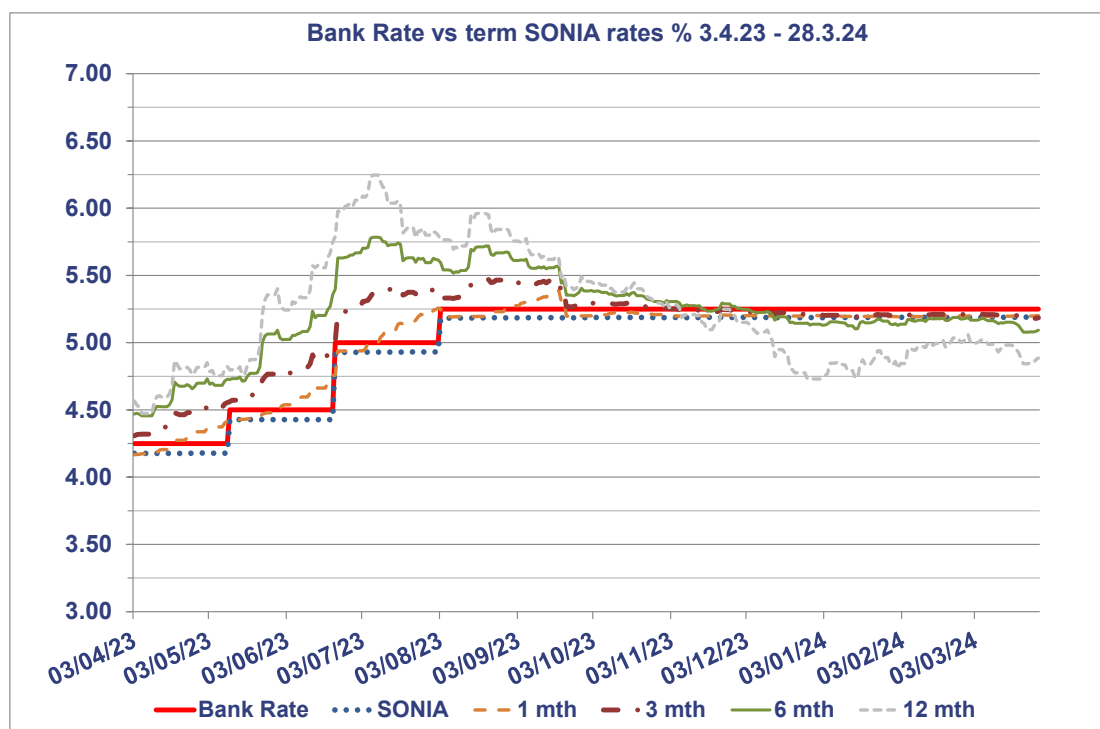
Duration	31st March 2023 Actual £m	2023/24 original limits %	31st March 2024 Actual £m
Under 12 months	-	20	-
12 months and within 24 months	-	20	-
24 months and within 5 years	-	25	-
5 years and within 10 years	1	75	1
10 years and within 15 years	4	100	4
15 years and within 50 years	58	100	58

All investments held by the Council were invested for up to one year, with the exception of £11.962m invested in property funds, which are held for the longer-term, 5 – 10 years.

4. The Strategy for 2023/24

4.1 Investment strategy and control of interest rate risk

Investment Benchmarking Data – Sterling Overnight Index Averages (Term) 2023/24



FINANCIAL YEAR TO QUARTER ENDED 28/03/2024						
	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
High	5.25	5.19	5.39	5.48	5.78	6.25
High Date	03/08/2023	28/03/2024	19/09/2023	30/08/2023	07/07/2023	07/07/2023
Low	4.25	4.18	4.17	4.31	4.46	4.47
Low Date	03/04/2023	04/04/2023	03/04/2023	03/04/2023	06/04/2023	06/04/2023
Average	5.03	4.96	5.02	5.13	5.23	5.25
Spread	1.00	1.01	1.22	1.17	1.33	1.77

Investment returns picked up throughout the course of 2023/24 as central banks, including the Bank of England, continued to respond to inflationary pressures that were not transitory, and realised that tighter monetary policy was called for.

Starting April at 4.25%, Bank Rate moved up in stepped increases of either 0.25% or 0.5%, reaching 5.25% by August. By the end of the financial year, no further increases were anticipated. Indeed, the market was pricing in a first cut in Bank Rate in either June or August 2024.

The upward sloping yield curve that prevailed throughout 2023/24 meant that local authorities continued to be faced with the challenge of proactive investment of surplus cash, and this emphasised the need for a detailed working knowledge of cashflow projections so that the appropriate balance between maintaining cash for liquidity purposes, and “laddering” deposits on a rolling basis to lock in the increase in investment rates as duration was extended, became an on-going feature of the investment landscape.

With bond markets selling off, UK equity market valuations struggled to make progress, as did property funds, although there have been some spirited, if temporary, market rallies from time to time – including in November and December 2023. However, the more traditional investment options, such as specified investments (simple to understand, and less than a year in duration), have continued to be at the forefront of most local authority investment strategies, particularly given Money Market Funds have also provided decent returns in close proximity to Bank Rate for liquidity purposes. In the latter part of 2023/24, the local authority to local authority market lacked any meaningful measure of depth, forcing short-term investment rates above 7% in the last week of March.

While the Council has taken a prudent approach to investing surplus monies, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the Global Financial Crisis of 2008/09. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

4.2 Borrowing strategy and control of interest rate risk

During 2023/24, the Council maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Council’s reserves, balances and cash flow was used as an interim measure. This strategy was prudent as although near-term investment rates were equal to, and sometimes higher than, long-term borrowing costs, the latter are expected to fall back through 2024 and 2025 as inflation concerns are dampened. The Council has sought to minimise the taking on of long-term borrowing at elevated levels (>4%) and has focused on a policy of internal and temporary borrowing, supplemented by short-dated borrowing (<5 years) as appropriate.

Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Executive Director Finance therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks

- if it had been felt that there was a significant risk of a sharp FALL in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
- if it had been felt that there was a significant risk of a much sharper RISE in long and short-term rates than initially expected, perhaps arising from the stickiness of inflation in the major developed economies, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

Interest rate forecasts initially suggested further gradual rises in short, medium and longer-term fixed borrowing rates during 2023/24. Bank Rate had initially been forecast to peak at 4.5% but it is now expected to have peaked at 5.25%.

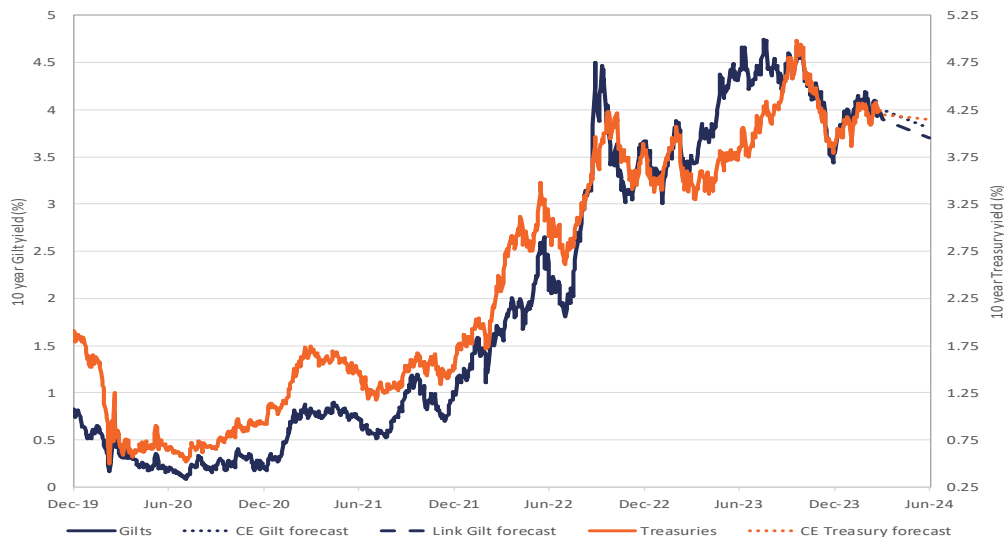
By January it had become clear that inflation was moving down significantly from its 40-year double-digit highs, and the Bank of England signalled in March 2024 that the next move in Bank Rate would be down, so long as upcoming inflation and employment data underpinned that view. Currently the CPI measure of inflation stands at 3.4% but is expected to fall materially below 2% over the summer months and to stay there in 2025 and 2026. Nonetheless, there remain significant risks to that central forecast, mainly in the form of a very tight labour market putting upward pressure on wages, and continuing geo-political inflationary risks emanating from the prevailing Middle East crisis and the Russian invasion of Ukraine.

PWLB Borrowing Rates

PWLB rates are based on gilt (UK Government bonds) yields through HM Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields. Inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years. Indeed, in recent years many bond yields up to 10 years in the Eurozone turned negative on expectations that the EU would struggle to get growth rates and inflation up from low levels. In addition, there has, at times, been an inversion of bond yields in the US whereby 10-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession.

However, since early 2022, yields have risen dramatically in all the major developed economies, first as economies opened post-Covid; then because of the inflationary impact of the war in Ukraine in respect of the supply side of many goods. In particular, rising cost pressures emanating from shortages of energy and some food categories have been central to inflation rising rapidly. Furthermore, at present the FOMC, ECB and Bank of England are all being challenged by levels of persistent inflation that are exacerbated by very tight labour markets and high wage increases relative to what central banks believe to be sustainable.

Graph of UK gilt yields v. US treasury yields



Gilt yields have generally been on a continual rise since the start of 2021, peaking in the autumn of 2023. Currently, yields are broadly range bound between 3.5% and 4.25%.

At the close of the day on 28 March 2024, all gilt yields from 1 to 50 years were between 3.81% and 4.56%, with the 1 year being the highest and 6-7 years being the lowest yield.

Regarding PWLB borrowing rates, the various margins attributed to their pricing are as follows: -

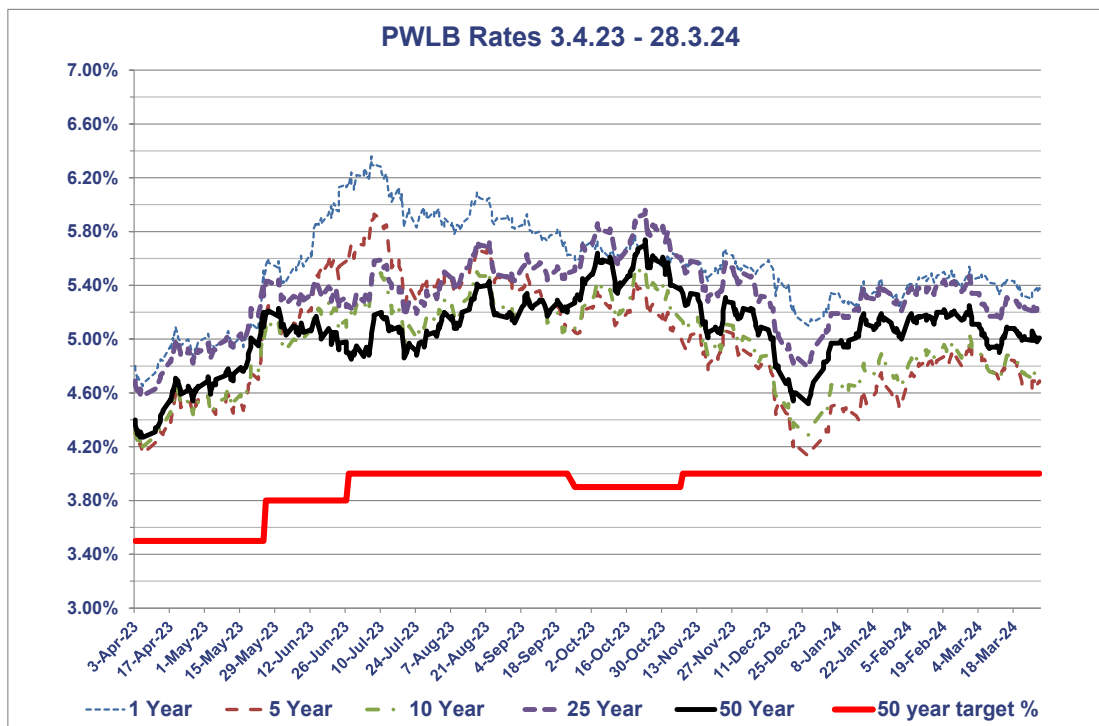
- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)
- **HRA Borrowing rate** is gilt plus 40 40bps (G+40bps)

There is likely to be a fall in gilt yields and PWLB rates across the whole curve over the next one to two years as Bank Rate falls and inflation (on the Consumer Price Index measure) moves below the Bank of England's 2% target.

As a general rule, short-dated gilt yields will reflect expected movements in Bank Rate, whilst medium to long-dated yields are driven primarily by the inflation outlook.

The Bank of England is also embarking on a process of Quantitative Tightening. The Bank's original £895bn stock of gilt and corporate bonds will gradually be sold back into the market over several years. The impact this policy will have on the market pricing of gilts, while issuance is markedly increasing, and high in historic terms, is an unknown at the time of writing.

The graph and tables for PWLB rates below and in Appendix 2 show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.



5. Borrowing Outturn for 2023/24

Treasury Borrowing

Due to the elevated cost of borrowing long-term, no borrowing was undertaken during the year.

Borrowing in Advance of Need

The Council has not borrowed more than, or in advance of, its needs, purely in order to profit from the investment of the extra sums borrowed.

Rescheduling

No rescheduling was done during the year as the approximate 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

6. Investment Outturn for 2023/24

Investment Policy – the Council’s investment policy is governed by DLUHC investment guidance, which has been implemented in the annual investment strategy approved by the Council on 28th February 2023. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

Resources – the Council’s cash balances comprise revenue and capital resources and cash flow monies. The Council’s core cash resources comprised the following:

Balance Sheet Resources General Fund	31st March 2023 £m	31 st March 2024 £m
Balances	9.615	10.737
Earmarked Reserves	15.560	20.134
Provisions	1.825	2.426
Usable Capital Receipts	12.601	11.612
Capital Grants Unapplied	0.975	1.221
Total GF	40.576	46.130
Balance Sheet Resources HRA	31st March 2023 £m	31 st March 2024 £m
Balances	2.761	2.220
Earmarked Reserves	10.599	9.708
Provisions	-	-
Usable Capital Receipts	1.71	2.320
Total HRA	15.07	14.248
Total Authority Resources	55.646	60.378

Investments held by the Council – the Council maintained an average balance of £67.4m of internally managed funds. The internally managed funds earned an average rate of return of 4.92%. The comparable performance indicator is the average 3 month SONIA rate which was 5.13%. This compared with a budget assumption of £38.2m investment balances earning an average rate of 3.4%.

7. Performance Measurement

One of the key requirements in the Code is the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide. The Council's performance indicators were set out in the Annual Treasury Management Strategy Statement.

This service has set the following local performance indicator:

➤ *Average external interest receivable in excess of 3 month SONIA rate;*

Whilst the assumed benchmark for local authorities is the 7 day SONIA rate, a higher target is set for internal performance.

The actual return of 4.92% is compared to the average 3 month SONIA of 5.13% (0.21% below target). This is due to the sharp increase in interest rates between 1st April 2023 and 31st March 2024, with some investments fixed at lower rates at the beginning of the year.

8. The Economy and Interest Rates

UK Economy

Against a backdrop of stubborn inflationary pressures, the Russian invasion of Ukraine, and war in the Middle East, UK interest rates have continued to be volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2023/24.

Markets have sought an end to central banks' on-going phase of keeping restrictive monetary policy in place on at least one occasion during 2023/24 but to date only the Swiss National Bank has cut rates and that was at the end of March 2024.

UK, EZ and US 10-year yields have all stayed stubbornly high throughout 2023/24. The table below provides a snapshot of the conundrum facing central banks: inflation is easing, albeit gradually, but labour markets remain very tight by historical comparisons, making it an issue of fine judgment as to when rates can be cut.

	UK	Eurozone	US
Bank Rate	5.25%	4%	5.25%-5.5%
GDP	-0.3%q/q Q4 (-0.2%/y/y)	+0.0%q/q Q4 (0.1%/y/y)	2.0% Q1 Annualised
Inflation	3.4%/y/y (Feb)	2.4%/y/y (Mar)	3.2%/y/y (Feb)
Unemployment Rate	3.9% (Jan)	6.4% (Feb)	3.9% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving interest rates at 5.25% for the fifth time in a row and, despite no MPC members no longer voting to raise interest rates, it retained its relatively hawkish guidance. The Bank's communications suggest the MPC is gaining confidence that inflation will fall sustainably back to the 2.0% target. However, although the MPC noted that "the restrictive stance of monetary policy is weighing on activity in the real economy, is leading to a looser labour market and is bearing down on inflationary pressures", conversely it noted that key indicators of inflation persistence remain elevated and policy will be "restrictive for sufficiently long" and "restrictive for an extended period".

Of course, the UK economy has started to perform a little better in Q1 2024 but is still recovering from a shallow recession through the second half of 2023. Indeed, Q4 2023 saw negative GDP growth of -0.3% while y/y growth was also negative at -0.2%.

But it was a strange recession. Unemployment is currently sub 4%, against a backdrop of still over 900k of job vacancies, and annual wage inflation is running at above 5%. With gas and electricity price caps falling in April 2024, the CPI measure of inflation - which peaked at 11.1% in October 2022 – is now due to slide below the 2% target rate in April and to remain below that Bank of England benchmark for the next couple of years, according to Capital Economics. The Bank of England still needs some convincing on that score, but upcoming inflation and employment releases will settle that argument shortly. It is noted that core CPI was still a heady 4.5% in February and, ideally, needs to fall further.

Shoppers largely shrugged off the unusually wet weather in February, whilst rising real household incomes should support retail activity throughout 2024. Furthermore, the impact of higher interest rates on household interest payments is getting close to

its peak, even though fixed rate mortgage rates on new loans have shifted up a little since falling close to 4.5% in early 2024.

From a fiscal perspective, the further cuts to national insurance tax (from April) announced in the March Budget will boost real household disposable income by 0.5 - 1.0%. After real household disposable income rose by 1.9% in 2023, Capital Economics forecast it will rise by 1.7% in 2024 and by 2.4% in 2025. These rises in real household disposable income, combined with the earlier fading of the drag from previous rises in interest rates, means GDP growth of 0.5% is envisaged in 2024 and 1.5% in 2025. The Bank of England is less optimistic than that, seeing growth struggling to get near 1% over the next two to three years.

As for equity markets, the FTSE 100 has risen to nearly 8,000 and is now only 1% below the all-time high it reached in February 2023. The modest rise in UK equities in February was driven by strong performances in the cyclical industrials and consumer discretionary sectors, whilst communications and basic materials have fared poorly.

Despite its performance, the FTSE 100 is still lagging behind the S&P 500, which has been at an all-time high for several weeks.

USA Economy.

Despite the markets willing the FOMC to cut rates as soon as June 2024, the continued resilience of the economy, married to sticky inflation, is providing a significant headwind to a change in monetary policy. Markets currently anticipate three rate cuts this calendar year, but two or less would not be out of the question. Currently, policy remains flexible but primarily data driven.

In addition, the Fed will want to shrink its swollen \$16 trillion balance sheet at some point. Just because the \$ is the world's foremost reserve currency (China owns over \$1 trillion) does not mean the US can continually run a budget deficit. The mix of stubborn inflation and significant treasury issuance is keeping treasury yields high. The 10 year stands at 4.4%.

As for inflation, it is currently a little above 3%. The market is not expecting a recession, but whether rates staying high for longer is conducive to a soft landing for the economy is uncertain, hence why the consensus is for rate cuts this year and into 2025...but how many and when?

EZ Economy.

Although the Euro-zone inflation rate has fallen to 2.4%, the ECB will still be mindful that it has further work to do to dampen inflation expectations. However, with growth steadfastly in the slow lane (GDP flatlined in 2023), a June rate cut from the current 4% looks probable.

9. Investment in Property Funds

Investment in property funds was included within the Commercial Investment Strategy, with the aim of generating improved returns of c.4-5% p.a. (plus asset growth) being long term investments of between 5 – 10 years (minimum) in order to make the necessary returns (after set up costs). Utilising the capital receipt proceeds of the sale of the Golf Course, a budget of £12m was allocated to long-term investment in a number of property funds. To date, the Council has invested £1.85m with Schrodgers UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.057m with Hermes Federated Property Unit Trust. Total investment £11.962m.

Fund Valuations	Investment	Valuation 31/03/2022	Valuation 31/03/2023	Valuation 31/03/2024
Schroders UK Real Estate Fund	1,848,933	2,139,618	1,727,176	1,567,521
Valuation Increase / (reduction)		290,685	(121,757)	(281,412)
Threadneedle Property Unit Trust	2,000,249	2,097,097	1,732,373	1,648,601
Valuation Increase / (reduction)		96,848	(267,875)	(351,648)
Threadneedle Property Unit Trust	4,056,536	4,407,163	3,640,676	3,464,625
Valuation Increase / (reduction)		350,627	(415,860)	(591,912)
Hermes Federated Property Unit Trust	4,056,500	4,450,808	3,741,712	3,462,647
Valuation Increase / (reduction)		394,308	(314,788)	(593,853)
Total	11,962,218	13,094,687	10,841,938	10,143,394
Valuation Increase / (reduction)		1,132,469	(1,120,280)	(1,818,824)

The Council received £487k in dividends from its property fund investments in 2023/24 (£458k in 2022/23), £1.598m in total since 2018/19, offset against the valuation decrease of £1.819m over the same period.

10. Other Issues

IFRS 9 fair value of investments

Following the consultation undertaken by the Department of Levelling Up, Housing and Communities [DLUHC] on IFRS 9, the Government has extended the mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds to 31st March 2025. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency.

Risk management will need to take account of the 2018/19 Accounting Code of Practice proposals for the valuation of investments. Key considerations are:

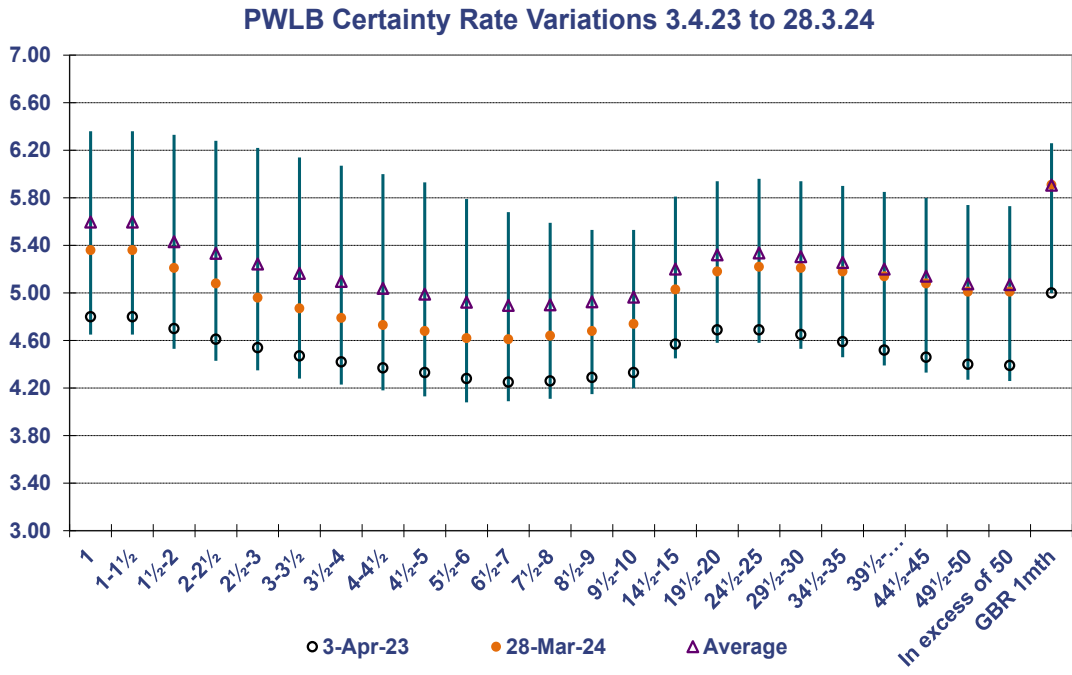
- Expected credit loss model. Whilst this should not be material for vanilla treasury investments such as bank deposits, this does impact our investment in property funds
- The valuation of investments previously valued under the available for sale category e.g., equity related to the “commercialism” agenda, property funds, equity funds and similar, will be changed to **Fair Value through the Profit and Loss (FVPL)**.

PRUDENTIAL AND TREASURY INDICATORS

APPENDIX 1

1. PRUDENTIAL INDICATORS	2022/23	2023/24	2023/24
Extract from budget and rent setting report	Actual	Original	Actual
Capital Expenditure	£m	£m	£m
Non - HRA	4.889	30.988	12.416
HRA	13.876	14.613	11.320
TOTAL	18.765	45.601	23.737
Ratio of financing costs to net revenue stream	%	%	%
Non - HRA	(26.854)	(18.17)	(38.11)
HRA	29.596	26.48	26.50
Gross borrowing requirement General Fund	£m	£m	£m
brought forward 1 April	3.937	3.909	3.785
carried forward 31 March	3.989	7.566	4.300
in year borrowing requirement	0.052	3.657	0.515
Gross borrowing requirement HRA	£m	£m	£m
brought forward 1 April	69.893	69.982	69.982
carried forward 31 March	69.981	73.639	70.507
in year borrowing requirement	0.088	3.657	0.526
	£m	£m	£m
Gross debt	63.060	63.060	63.060
Capital Financing Requirement	£m	£m	£m
Non – HRA	3.785	7.352	4.092
HRA	69.981	73.639	70.507
TOTAL	73.766	80.990	74.600
Annual change in Capital Financing Requirement	£m	£m	£m
Non – HRA	(0.152)	3.443	0.308
HRA	0.088	3.657	0.526
TOTAL	(0.064)	7.100	0.833

2. TREASURY MANAGEMENT INDICATORS	2022/23	2023/24	2023/24
	Actual	Original	Actual
	£m	£m	£m
Authorised Limit for external debt - General Fund			
borrowing	8.029	9.608	9.608
other long term liabilities	-	-	-
TOTAL	8.029	9.608	9.608
Authorised Limit for external debt - HRA			
borrowing	79.407	79.407	79.407
other long term liabilities	-	-	-
TOTAL	79.407	79.407	79.407
Operational Boundary for external debt - General Fund	£m	£m	£m
borrowing	-	-	-
other long term liabilities	-	-	-
TOTAL	-	-	-
Operational Boundary for external debt - HRA	£m	£m	£m
borrowing	63.060	63.060	63.060
other long term liabilities	-	-	-
TOTAL	63.060	63.060	63.060
Actual external debt	£m	£m	£m
	63.060	63.060	63.060



HIGH/LOW/AVERAGE PWLB RATES FOR 2023/24

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.65%	4.13%	4.20%	4.58%	4.27%
Date	06/04/2023	27/12/2023	06/04/2023	06/04/2023	05/04/2023
High	6.36%	5.93%	5.53%	5.96%	5.74%
Date	06/07/2023	07/07/2023	23/10/2023	23/10/2023	23/10/2023
Average	5.54%	4.99%	4.97%	5.34%	5.08%
Spread	1.71%	1.80%	1.33%	1.38%	1.47%

Thursday 29 August 2024

Report of the Leader of the Council

Budget and Medium Term Financial Planning Process 2025/26

Purpose

To seek agreement to the Proposed Budget and Medium Term Financial Planning Process for General Fund and the Housing Revenue Account for 2025/26.

Recommendations

- 1) The proposed process for the General Fund and Housing Revenue Account Budget and Medium Term Financial Planning Process for 2025/26 be adopted.
- 2) Delegated authority is given to the Executive Director Finance in conjunction with the Leader to approve any amendments to the draft survey as attached at Appendix E before finalisation.

Executive Summary

General Fund

In February Council approved a General Fund revenue budget balanced over 3 years to 2026/27 and a HRA budget balanced over 5 years to 2028/29. The one year local government finance settlement announced by the Secretary of State for Levelling Up, Housing and Communities formed the basis for the MTFs, which assumed an annual increase in council tax of 2.95% and annual housing rent increases capped at CPI + 1%.

The following table details the position over 5 years for the General Fund.

	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

It can be seen that the General Fund budget is in a deficit position requiring the use of reserves and balances to plug the gap. By 2027/28, there are insufficient balances remaining and by 2028/29 there is a £9m shortfall. As reported to Cabinet on 27th June, the development of the **Financial Stability Plan** is required in order to avoid significant financial cuts in future years.

There remains a significant amount of uncertainty around Local Government funding in the medium term. Following the General Election, the tight spending commitments of the new Labour government indicate that there will be little additional funding for local government. A revaluation of properties for Council Tax purposes has effectively been ruled out, and there remains ongoing uncertainty around the fair funding review and business rates reset which makes it difficult to plan in the longer term. The limited timescales for longer term planning before the local government funding settlement is published means that a multi-year settlement is unlikely this year.

Corporate Management Team (CMT) and Cabinet review the most up-to-date budget forecasts on a quarterly basis, and discuss the delivery of planned savings to support our Medium Term Financial Strategy (MTFS). As members will be aware, savings are usually considered annually as part of the budget process. This update is the first step in reviewing the MTFS forecast during July as part of the Qtr 1 financial healthcheck report for Corporate Scrutiny and Cabinet - in light of the latest information available - including any further indications from government and those from the LGF Settlement for 24/25 and any indications for 25/26. This will then inform the scale of the cost reductions needed as part of the budget process – **managers will again be asked to identify further areas for potential savings for consideration by Members as part of the budget process.**

As set out in the Financial Stability Plan report to Cabinet, the following actions are planned in order to reduce the requirement for the use of General Fund Balances in a measured way between 2025/26 and 2027/28 to enable the budget to be brought back into balance without the use of reserves by this point.

Budget Manager Review

Timing - July to September 24

Target Savings £500k in 2025/26

As part of the budget process, Budget Managers will be requested to identify 5% to 10% savings within their budget for consideration by the Executive Leadership Team (ELT). This will include looking at areas of persistent underspends and opportunities for making additional income .

A review of HRA recharges will also commence in 2024/25.

Zero Based Budgeting – 2 budget areas per year.

Timing - July to September 24

Target 10% of budget

Identification of 2 budget areas per year to be identified by ELT as the most likely areas for potential savings.

Spend to Save

Timing - 2026/27 – 2027/28.

Target savings £500k

Opportunities for spend to save projects will be identified through the budget process. The Transformation Reserve contains in the region of £1m that could be utilised to fund spend to save projects. It is likely that this will be predominantly ICT based.

Opportunities for Service Transformation 2026/27 / 2027/28

Target £1m in each of 2026/27 and 2027/28.

With a new administration in place, the forthcoming peer review and new Corporate Plan, the Council has an opportunity for major organisational change.

This will include:

- Review of services statutory/non statutory whilst maintaining focus on our customers
- Making non statutory services as self-sufficient as possible
- Identifying opportunities for service transformation through peer challenge
- Identifying opportunities for more commercialisation
- Exploration of alternative delivery models
- Making better use of digitalisation to streamline services and free up resources to invest in front facing office customer service.

Housing Revenue Account

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

The following table details the position over 5 years for the HRA.

	Budget 2023/24 £	Budget 2024/25 £	Budget 2025/26 £	Budget 2026/27 £	Budget 2027/28 £	Budget 2028/29 £
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)

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 costs of the capital programme included in the 30 year HRA business plan. Over the longer term the HRA business plan also falls into deficit, as balances are no longer sufficient to finance the capital programme or pay off debt. Following approval by Cabinet, a HRA Business Planning & Viability Project to

incorporate multiple cost saving/income generating options is to be established as part of the Social Housing Regulatory Programme.

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

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

Draft 2024 annual residents survey – The Tamworth Conversation

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

In the past these were separate consultations, however, to avoid duplication and make an efficient use of resources, they are now combined into one ‘Tamworth Conversation’ in late summer/early autumn. The results feed into the budget setting process and where timing allows, the State of Tamworth Debate (constitutionally due in March).

To date, the survey has been wholly delivered in house, with residents ‘self-selecting’ to take part. However, this approach has a significant drawback, as the survey is **not** a statistically representative survey of views; therefore, it cannot be claimed that the views are true generally for all residents. This has also meant we’ve been unable to benchmark our performance against the Local Government Association benchmarking data due to different methodologies.

For this year’s survey, a full procurement process is currently underway to commission a company to deliver a statistically representative survey in line with the Local Government Association’s recommended methodology. This will give certainty in the results as the approach means that the answers obtained from it accurately reflect the results achieved by interviewing the entire population.

This will be a telephone survey and will make sure all voices and demographics are represented in line with the borough’s demographic profile.

The full question set and script for telephone interviewers will be agreed with the advice of the successful tenderer. A likely survey using the approach in previous years is attached at Appendix E. However, as the contractor will not be appointed until late August, delegated authority for the Executive Director Finance in conjunction with the Leader of the Council is requested to make any updates/amendments required to the draft survey before finalisation.

Proposed timetable

Action	Date
Develop tender documents and procure	July and August 2024
Appoint contractor	Late August 2024
Finalise question set	September 2024
Conduct survey	Late September 2024
Survey results inform budget and council plan decisions	January 2025

Timetable

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

- a) Budget Consultation Members Seminar – by 30th September;
- b) Emerging Policy Changes / Capital Programme bids Members Seminar (by 31st October);
- c) Consultation process - results to Cabinet by 30th November;
- d) Base budget and technical adjustments to Cabinet 30th November;
- e) Cabinet to consider Council Taxbase calculation on 12th December and Business Rates Forecast on 23rd January;
- f) Cabinet proposals to a Leaders Budget Workshop 20th November;
- g) Provisional RSG settlement assessment to Corporate Management Team and EMT in December;
- h) Joint Scrutiny Committee (Budget) to be held on 28th January 2025;
- i) Final Budget and Medium Term Plan reports to Cabinet 20th February 2025;
- j) Budgets set at Council 25th February 2025.

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

Members are asked to endorse the process to be followed.

Options Considered

None

Resource Implications

There are no financial or resource implications directly arising from this report.

Legal/Risk Implications Background

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

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

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

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

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

The Key Risks are:

- Future Government financial support and Revenue Support Grant levels for future years - the budget setting process has faced significant constraints in Government funding in recent year, following years of austerity. There is now uncertainty around the approach of the new Labour government, for example, when the 'Fair Funding Review' and reset of Business Rates growth will occur; and whether there will be a new approach to the council tax referendum principles. **These are likely to have a significant effect on the Council's funding levels from 2026/27.**
- Energy efficiency and the move to net zero is likely to be a significant feature across all of our property portfolio including Council Housing. The commitment to achieve zero carbon within our own operations will present difficulties when considering our historic buildings like the Assembly Rooms, Castle and Town Hall. It is likely that investment in the property portfolio will be needed which has not yet been quantified and will need to be considered in future, in line with the Corporate Capital Strategy objectives.
- There are likely to be increased costs with regard to building safety and energy efficiency for Council Housing. An increase in the cost of repairs has previously been included in the MTFS due to market cost pressures, with a risk of contractors seeking further uplifts. The impact on planned work is that less work will be done, this will extend the renewal period for key components which will increase demand on responsive repairs. The volume of responsive repairs is unlikely to change.
- Income from the commercial/industrial portfolio has held up in most cases, but underlying market issues and the increase in online shopping mean that there is an immediate risk in relation to the income achievable from the Council's commercial property portfolio including the Ankerside Shopping Centre, which could result in a significant loss of income.
- For both 2022/23 and 2023/24, a pay increase of £1,925 was agreed. An offer of £1,290 has been made by employer's for 2024/25 which has been rejected

by some unions. A 4.0% increase has been assumed for 2024/25 with annual increases of 2.0% p.a. from 2025/26.

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

Equalities Implications

None

Environment and Sustainability Implications (including climate change)

None

Background Information

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

Report Author

Rebecca Smeathers - Executive Director Finance
Jo Goodfellow – Assistant Director Finance

List of Background Papers

Appendices

Appendix A

Project Plan for the Budget and Medium Term Financial Planning Process for the year
2025/26

Appendix B

Outline of the Budget and Medium Term Financial Planning Process

Appendix C

Flowchart of the Budget & Medium Term Financial Planning Process

Appendix D

Methodology for the Annual Survey

Appendix E

Draft 2024 Annual Survey

Appendix F

Community Impact Assessment

Budget and Medium Term Financial Planning Process for 2025/26			
	Project Plan	Deadline	Responsible Officer/s
1	Review of the 2024/25 process, formulation of 2025/26 process and report, to Cabinet 29th August, including:	29/08/2024	Executive Director Finance (EDF)
	<ul style="list-style-type: none"> Review of potential budget issues; 	29/08/2024	EDF / Assistant Director Finance (ADF)
	<ul style="list-style-type: none"> The Consultation process. 	29/08/2024	EDF / ADP / Head of Communications
	<ul style="list-style-type: none"> Members Seminar - Annual Survey, September 2024 	30/09/2024	Head of Communications
2	Policy Changes		
	<ul style="list-style-type: none"> Circulation to Directors of provisionally approved policy changes for 2023/24 onwards - for confirmation or otherwise; 	31/08/2024	Accountants
	<ul style="list-style-type: none"> Any unavoidable cost increases arising from, for example, legislative or demand led changes (e.g. reduced income), be identified and included together with completion of 2023/24 outturn review; 	30/09/2024	CMT/Accountants
	<ul style="list-style-type: none"> Return of responses with funded Business Cases completed for new proposals, to Accountancy for collation; 	30/09/2024	CMT/Accountants
	<ul style="list-style-type: none"> Meeting of CMT to review all Revenue Policy Changes proposals on 10th October; 	10/10/2024	EDF / Accountants
	<ul style="list-style-type: none"> Members Seminar to consider emerging policy changes, October 	28/10/2024	EDF / Assistant Director Finance (ADF)
	<ul style="list-style-type: none"> Responses to be presented to Executive Management Team 4th November for initial consideration. 	28/10/2024	EDF / Accountants
3	Corporate Capital Strategy and Capital Programme		
	<ul style="list-style-type: none"> Directors to review & confirm the provisionally approved capital schemes already contained within the 5 year capital programme (including a 'block allocation' for Cabinet approval of new schemes during the year); 	20/09/2024	CMT/Accountants
	<ul style="list-style-type: none"> Impact of any updated Stock Condition data assessed 	20/09/2024	Assistant Director Assets
	<ul style="list-style-type: none"> Formulation of new 5 year programme including appraisal forms to be submitted to the Asset Strategy Steering Group (ASSG) 19th September, prior to submission to Executive Management Team; 	20/09/2024	CMT/Accountants
	<ul style="list-style-type: none"> Members Seminar to consider emerging Capital scheme proposals, October 	28/10/2024	EDF / Assistant Director Finance (ADF)

	Project Plan	Deadline	Responsible Officer/s
	<ul style="list-style-type: none"> Capital Programme report to CMT 10th October, Executive Management Team 4th November. 	10/10/2024	CMT/Accountants
4	Charges for Services – Updated recharges basis adjusted for any structural issues, proposals to be circulated to CMT by 31 th October, base recharges to be completed by 31 st October to allow consultation period (to December 2024).	31/10/2024	CMT/Accountants
5	Consideration of responses – including an analysis of the impact of such on the overall financial position of the Council at CMT 10 th October, Executive Management Team 4 th November, Leaders Budget Workshop review 20 th November and Cabinet 21 st November, to formulate/consider budget proposals in detail.	10/10/2024	CMT/Accountants
6	Consideration of the adjusted base budget, at CMT 24 th October / Executive Management Team 4 th November / Cabinet 21 st November.	18/10/2024	EDF/ADF/Accountants
7	Annual Survey 2024 – Cabinet receive 21 st November, the results of the consultation process.	25/10/2024	Head of Corporate Communications
8	Approval of the Council Tax Base Calculation for 2024/25 - to Cabinet 12 th December.	29/11/2024	Head of Revenues & Benefits
9	Leaders Budget Workshop 20 th November.	20/11/2024	Leader
10	A meeting of Cabinet on 21 st November to receive/confirm budget proposals.	21/11/2024	EDF/ADF
11	Local Government Finance Settlement (LGFS) implications - to CMT / Executive Management Team by 20 th December.	20/12/2024	EDF/Accountants
12	Draft Budget & MTFs Report to Executive Management Team 9 th January / Cabinet 23 rd January and Joint Scrutiny Committee (Budget) 28 th January	09/01/2025	EDF/ADF
13	Final Business Rates forecast for 2025/26 - to Cabinet 23 rd January.	10/01/2025	EDF/ADF/ Head of Revenues & Benefits
14	Implications of the final Business Rates forecast & LGFS information to be considered/built into the budget proposals (as soon as available).	January 2025	EDF/ADF/Accountants
15	Final Budget & MTFs Report to CMT on 13 th February / Executive Management Team 17 th February.	01/02/2025	EDF/ADF
16	Final budget reports considered by Cabinet on 20 th February who would recommend a budget to the Council meeting on 25 th February.	13/02/2025	EDF/ADF

Outline of the Budget and Medium Term Financial Planning Process

Reasons for Producing Budgets

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

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

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

The Budget Process

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

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

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

- **Review / Formulation of Budget Process**

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

- **Consideration of Policy Changes**

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

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

- **Capital Programme**

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

- **Consultation**

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

In the past these were separate consultations, however, to avoid duplication and make an efficient use of resources, they are now combined into one 'Tamworth Conversation' in late summer/early autumn. The results feed into the budget setting process and where timing allows, the State of Tamworth Debate (constitutionally due in March).

To date, the survey has been wholly delivered in house, with residents 'self-selecting' to take part. However, this approach has a significant drawback, as the survey is **not** a statistically representative survey of views; therefore, it cannot be claimed that the views are true generally for all residents. This has also meant we've been unable to benchmark our performance against the Local Government Association benchmarking data due to different methodologies.

For this year's survey, a full procurement process is currently underway to commission a company to deliver a statistically representative survey in line with the Local Government Association's recommended methodology. This will give certainty in the results as the approach means that the answers obtained from it accurately reflect the results achieved by interviewing the entire population.

This will be a telephone survey and will make sure all voices and demographics are represented in line with the borough's demographic profile.

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

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

It is important that managers assess budget figures carefully and do not merely increase the original budgets by the given inflation percentage. Managers should consider the previous year's level of expenditure when looking at budgets and decide if this is to be a normal level or an exception. A zero based budgeting approach to deliver service needs is required especially in a period of resource constraints.

For 2025/26, the budget process will need to reflect the the consequences of the continuing inflationary cost pressures, and the measures to contain and mitigate its effects. Consideration of the impact on future income levels will be needed including Council Tax, Non domestic (business) rates, fees and charges, rents and investment returns.

In the main, the recalculation of the base budget involves changes that have already been approved or are outside the control of managers (e.g. inflation, pay award etc). Major alterations to budgets or proposals involving significant changes in service

delivery need to be raised and submitted for approval through the policy changes process.

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

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

- **Compilation of Overall Budget figures**

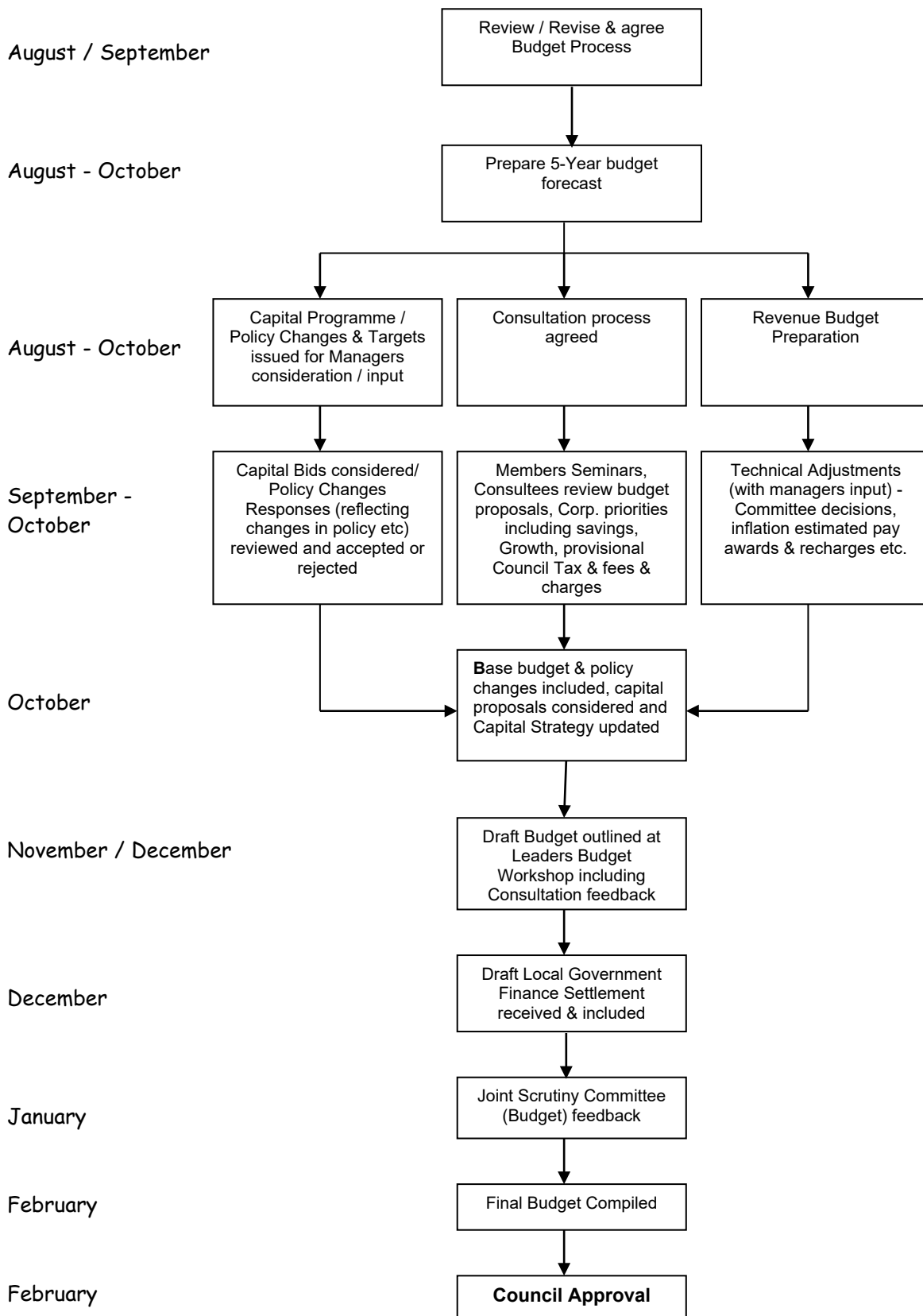
Once all the budget working papers have been prepared, an overall net expenditure figure for the Council can be assessed in terms of affordability and whether funding for these levels of expenditure is available. It may be that Managers would be required to identify savings in their budgets, dependent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

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

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

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The Budget & Medium Term Financial Planning Process 2024/29



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ANNUAL SURVEY 2024 METHODOLOGY

BACKGROUND AND SUMMARY

To help elected members set the council budget and priorities, every autumn we consult residents, businesses and the voluntary sector on spending and savings options in line with the council priorities. Part of this survey includes satisfaction with Tamworth and a place to live and satisfaction with Tamworth Borough Council services.

OBJECTIVES

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

METHODOLOGY

To date, the survey has been wholly delivered in house, with residents 'self-selecting' to take part.

This approach has a significant drawback:

The survey is **not** a statistically representative survey of views; therefore, it cannot be claimed that the views are true generally for all residents.

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

A note on self-selection bias:

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

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

Gaganpreet Sharma, All Research Journal. Vol 3. 2017

This has also meant we've been unable to benchmark our performance against the Local Government Association benchmarking data due to different methodologies.

Given the council is currently working to develop a new five-year corporate plan, timing is appropriate to deliver a statistically representative survey to deliver a robust baseline.

A full procurement process is currently underway to commission a company to deliver a statistically representative survey in line with the Local Government Association's recommended methodology. This will give certainty in the results as the approach means that the answers obtained from it accurately reflect the results you would achieve by interviewing the entire population.

This will be a telephone survey and will make sure all voices and demographics are represented as in line with the borough's demographic profile.

The full question set and script for telephone interviewers will be agreed with the advice of the successful tenderer. However, a likely survey using the approach in previous years is attached.

TIMETABLE

Develop tender documents and procure	July and August 2024
Appoint contractor	Late August 2024
Finalise question set	September 2024
Conduct survey	Late September 2024
Survey results inform budget and council plan decisions	January 2025



Tamworth Borough Council's Annual Survey

In this survey we ask questions about what Tamworth is like as a place to live, your thoughts on Tamworth Borough Council services and how your money collected from council tax and business rates should be spent.

The survey will take around 15 minutes to complete. You don't need any specialist knowledge or experience of contacting us to take part, just a willingness to share your views.

A bit about Tamworth Borough Council

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

Tamworth Borough Council services are paid for by a small part of the council tax you pay, a small part of local business rates and government funding. Tenants also pay for council social housing services through their rent.

From the council tax and business rates collected, **we keep only 10pence in every pound** (10 percent). So, for a Band C council tax home, just £180 each year funds borough council services. The rest goes to Staffordshire County Council and Staffordshire Police and Fire services.

The money Tamworth Borough Council collects pay for services such as:

- Waste collection and recycling
- Parks and green spaces, including grassed areas across the borough
- Street cleansing and emptying litter bins
- Support for the homeless
- Environmental health, including taxi licensing and food premises inspections
- Economic growth and regeneration, including business development support for local businesses
- Leisure and tourism services, including sports pitches, outdoor events,
- Tamworth Assembly Rooms and Tamworth Castle
- Work with police, fire and community voluntary sector to support the most vulnerable and help Tamworth become a safer place to live
- Planning and building control
- Collection of council tax and business rates
- Elections (local when you elect your local councillor, your county councillor and national when you elect your MP)

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

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

Tamworth as a place to live

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

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

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

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

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

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

Staffordshire County Council are responsible for services such as roads, pavements and potholes, social services for children and adults, education, libraries and registering births, deaths and marriages.

Thinking about Tamworth Borough Council only, overall, how satisfied or dissatisfied are you with the way Tamworth Borough Council runs things?

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

Draft 2024 survey

3. Value for money

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

What is the council tax band for your home?

Tamworth Borough Council keep 10pence in every £1 of council tax collected (read the specific one for their council tax band):

Band A property, you pay £135 a year for Tamworth Borough Council services.

Band B property, you pay £158 a year for Tamworth Borough Council services.

Band C property, you pay £180 a year for Tamworth Borough Council services.

Band D property, you pay £203 a year for Tamworth Borough Council services.

Band E property, you pay £248 a year for Tamworth Borough Council services.

Band F property, you pay £293 a year for Tamworth Borough Council services.

Band G property, you pay £338 a year for Tamworth Borough Council services.

Band H property, you pay £405 a year for Tamworth Borough Council services.

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

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

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

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

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

- Very well informed
- Fairly well informed
- Not very well informed
- Not well informed at all

Draft 2024 survey

Don't know

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

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

7. How much do you trust Tamworth Borough Council?

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

8. Satisfaction with services

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

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

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

- In the last month
- More than a month ago, but in the last six months
- More than six months ago, but in the last year

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- Over a year ago
- Never

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

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

11. Community Safety

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

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

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

	A very big problem	A fairly big problem	Not a very big problem	Not a problem at all	Don't know/No opinion
Groups hanging around the streets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

14. Did you know

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

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

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

16. Priorities for the council

The council are currently setting new priorities for the next five years. They would like your feedback on these priorities.

Council

Creating a caring, co-operative, innovative and data driven council that is structured to deliver effective services.

Prosperity

Growth in the local economy, skills and jobs, investment in areas that support financial stability and balanced budgets, obtaining best value

Place shaping

All communities feel safe, cared for and can be proud of their area, including our vibrant town centre:

Environment

We have a roadmap to achieving net-zero, environmentally friendly and sustainable assets and enhancing biodiversity in the borough, including keeping our borough clean and tidy.

Community Wellbeing

Residents live long, healthy, prosperous lives in communities that are resilient and independent:

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

	1	2	3	4	5
Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prosperity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Place shaping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community wellbeing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Council Spending

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

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

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

**For the following services, do you think we should spend more, the same or less?
For each we'll share the planned spend after income.**

	More	Same	Less	No opinion
Sports & Leisure including sports pitches and free children's holiday activities(£469,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heritage/Castle (£647,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assembly Rooms & Events (£1,270,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refuse collection & recycling (£3,160,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining parks, open spaces, nature reserves & street cleaning (£3,277,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tackling anti-social behaviour (£693,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving the economic, physical, social and environmental condition of Tamworth (£330,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grants for voluntary organisations and charities to support vulnerable people in Tamworth (£139,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commissioning (buying) services from voluntary organisations and charities to support vulnerable people in Tamworth (£245,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing advice, regulating private landlords, tackling homelessness and providing emergency accommodation - exc. council housing (£926,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support to local businesses including grants, free business development support and Tamworth Enterprise Centre (£508,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delivering customer services (£1,082,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tackling climate change (£68,000)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. From this list, if the council had to make savings or reduce costs, which services do you think we should look at?

Please choose up to three.

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

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

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

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

- Car parking (£1,166,000)
- Public charges for leisure and other activity (£1,310,000)
- Waste management (£1,426,000)
- Public spaces (£747,000)
- Commercial property (£1,782,000)

20. Costs are going up for all of us.

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

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

Our three-year budget plan included a 2.95% increase in 2024/25 with a further 2.95% increase every year.

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

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

- £1.00 (0.49% increase)
- £5.00 (2.47% increase)
- £6.08 (3.0% increase)
- £10.00 (4.93% increase)
- £14.00 (6.91% increase)

21. Do you have any other ideas how the council could save money or reduce costs?

About you

Note – this section many need to change so that the appointed contractor can make sure they are achieving a statistically representative sample.

22. Which of the following best describes you? *

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

23. What is your age?

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

24. What is your Ethnic group?

I do not wish to disclose my ethnic origin

White

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

Asian or Asian British

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

Black, African, Caribbean or Black British

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

Mixed or Multiple ethnic

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

Other Ethnic Group

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

25. Please tell us your postcode

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

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

(Link to privacy notice to be added)

Thank you for taking the time to answer this survey.

Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Budget and Medium Term Financial Planning Process 2025/26	
Date Conducted	5/8/24	
Name of Lead Officer and Service Area	Jo Goodfellow, AD Finance	
Commissioning Team (if applicable)		
Director Responsible for project/service area	Becky Smeathers, ED Finance	
Who are the main stakeholders	Corporate Management Team (CMT) and Elected Members	
Describe what consultation has been undertaken. Who was involved and what was the outcome	Corporate Management Team have reviewed and agreed the report	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	N/A	
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' which applies	New	X
	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.

To seek agreement to the Proposed Budget and Medium Term Financial Planning Process for General Fund and the Housing Revenue Account for 2025/26.

Who will be affected and how?

The whole organisation is impacted by the report
Residents, businesses, visitors, voluntary sector and partner organisations

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

Yes No

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

All services/ functions are covered by this report

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"/>	No impact as a direct result of this report
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Marriage and Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Those with caring/dependent	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report

responsibilities			
Those having an offending past	<input type="checkbox"/>	X	No impact as a direct result of this report
Children	<input type="checkbox"/>	X	No impact as a direct result of this report
Vulnerable Adults	<input type="checkbox"/>	X	No impact as a direct result of this report
Families	<input type="checkbox"/>	X	No impact as a direct result of this report
Those who are homeless	<input type="checkbox"/>	X	No impact as a direct result of this report
Those on low income	<input type="checkbox"/>	X	No impact as a direct result of this report
Those with drug or alcohol problems	<input type="checkbox"/>	X	No impact as a direct result of this report
Those with mental health issues	<input type="checkbox"/>	X	No impact as a direct result of this report
Those with physical health issues	<input type="checkbox"/>	X	No impact as a direct result of this report
Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	X	No impact as a direct result of this report
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	No impact as a direct result of this report
Health and Wellbeing	<input type="checkbox"/>	X	No impact as a direct result of this report
Climate Change	<input type="checkbox"/>	X	No impact as a direct result of this report

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
N/A		

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
N/A	Outcomes and Actions entered onto Pentana			

Date of Review (If applicable)

Guidance and form updated July 2023 following CMT approval.

Thursday, 29 August 2024

Report of the Portfolio Holder for Cooperative Council, Community Partnerships and ASB

Proposals for Tamworth Strategic Partnership

Exempt Information

None

Purpose

To update Cabinet on proposals to consider a refreshed local strategic partnership and associated sub-groups

Recommendations

It is recommended that Cabinet:

1. Endorse proposals for the development of a refreshed local strategic partnership
2. Support the re-launch of the Partnership on 10th September 2024

Executive Summary

A local strategic partnership (LSP) is a single non-political body that brings together at a local level the different parts of the public sector as well as business and voluntary sectors to foster collaborative approaches to improve the quality of life for residents.

LSP's are non-statutory bodies and in many local authority areas LSP's have become inactive in recent years.

The Tamworth Local Strategic Partnership key objectives were identified as:

- Create and Share Knowledge and Insight across organisations
- Increase collaborative working between organisations
- Develop and facilitate the creation of early and earliest help in the community
- Tackle the causes of Wider Social determinants of health and wellbeing

There have been no formal meeting arrangements in Tamworth for a strategic partnership since 2019 prior to the Covid pandemic, having been refreshed at that time with updated Terms of Reference.

The importance of collaborative partnership approaches during the pandemic continued to highlight the benefits of tackling both strategic and operational operation and has now created an opportunity for all local organisations, statutory, business and voluntary to further develop strategic approaches across a range of critical issues within the borough to achieve better outcomes for the people of Tamworth moving forward.

Tamworth has a well-deserved reputation for partnership approaches, which remains vibrant, and organisations have continued to meet to coordinate partnership actions via various groups and forums managing and implementing several important projects.

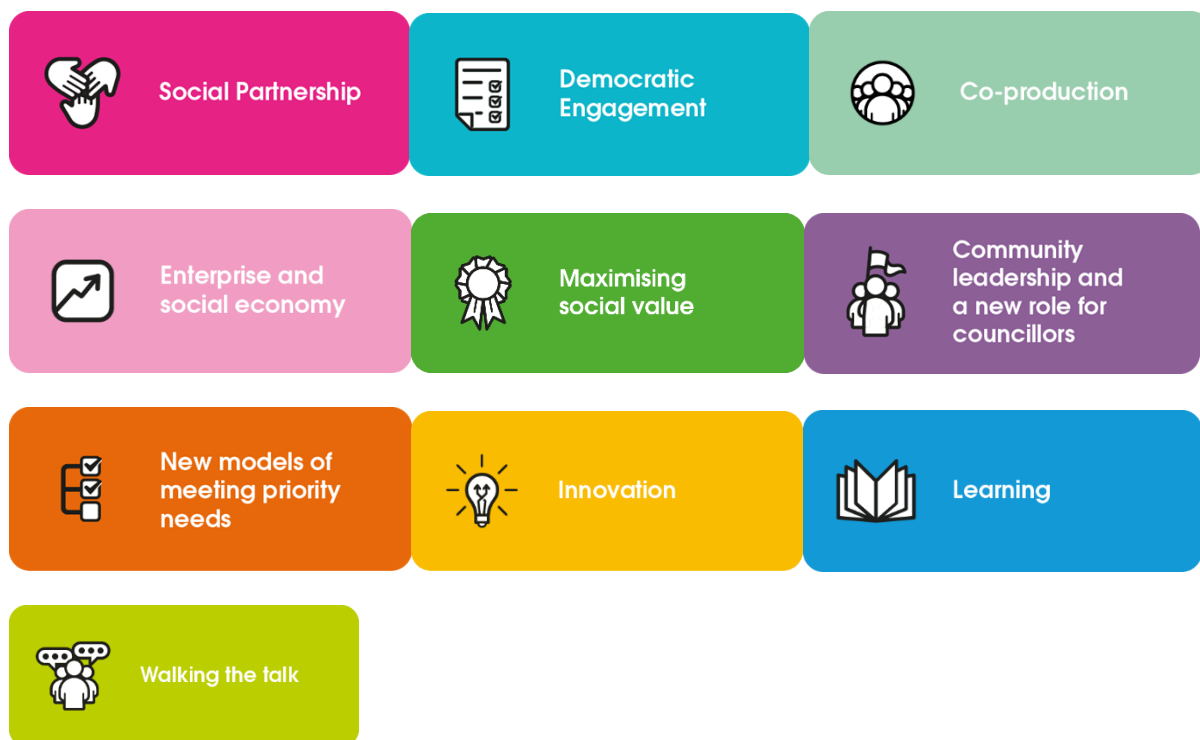
There is, however, no operational structure to formalise those arrangements and prevent duplication, identify wider collaboration or ability to apply for and distribute wider grant funding opportunities.

Tamworth Borough Council corporate risk register highlights the risk of not :

- Promoting Community Resilience and Cohesive Communities.
- Delivering economic growth, and sustainability in the Borough

The register outlines the consequence of lack of partnership working without strategic leadership and working together. The re-establishment of a TSP will substantially mitigate this risk.

The Council have recently become member of the [Cooperative Council Innovation Network](#) a membership organisation that wants to reclaim the traditions of community action, community engagement, and civic empowerment that can transform communities. This approach will help deliver radical and innovative programmes designed, led, and delivered in partnership with communities and other sector partners, maximising the social dividend they bring. A local strategic partnership will help drive this approach.



Key projects of strategic importance which would benefit with a wider collaborative approach include (but are not exhaustive):-

- Delivery of the Staffordshire County Council updated Early Help Strategy
- Oversight of delivery of other SCC strategic objectives for Tamworth
- Wider strategic input into the Tamworth Community Safety Partnership plan
- UK Shared Prosperity Funding
- Midlands Partnership Foundation Trust (MPFT) mental health transformation
- ICB Health inequalities strategy and outcomes
- Future High Street Fund
- Affordable housing
- Improving educational outcomes
- Tackling the cost of living crisis
- Local Plan stakeholder engagement
- Grants and social crowd funding opportunities
- Net Zero emission ambitions

- Economic regeneration projects
- Strengthening the Voluntary sector
- Wellbeing Strategy oversight
- Implementation of the Protect Duty

It is now considered timely, given the wider social cost of living concerns, mental health and wellbeing and the economic context for the re-vitalisation of a more cohesive strategic response to provide the oversight and strategic steer for all partners working across the borough to share vision and common goals for working with and improving outcomes for our communities. The issues around community cohesion concerns have further been exacerbated by the terrible events of 4th August 2024.

Proposal

It is proposed that a formal multi-agency strategic partnership is re-established formalised under a single partnership banner (Identity and branding to be determined) to include strategic members of the UKSP board, representatives of health and social care, Staffordshire Police, Staffordshire Fire and Rescue, Councillors, public health, faith and key voluntary sector and community representation.

Initial discussions with the existing partnership/boards and other statutory partners have indicated that there is a willingness and advantage in working together to form a more strategic vision for the communities of Tamworth.

The existing terms of reference for the existing partnership which were considered in 2019 have now been updated in draft format for discussion (attached as Appendix 1) and identify other key partners who may not previously have been included.

The partnership will be the overall coordinating body for strategic partnership approaches across the borough. It will not manage individual organisational plans.

Key to the delivery of partnership outcomes will be the identification of priority areas for focus and agreement of specific actions which will benefit from a partnership approach .

An initial meeting has been arranged at Tamworth Assembly Rooms on Tuesday 10th September 2024 to discuss thematic sub-groups, plan and also to update on emerging Tamworth Borough Council corporate priorities.

Membership organisations invited include:

- Tamworth Borough Council Leader and responsible Portfolio Holder
- Tamworth Borough Council Chief Executive and relevant senior officers
- Staffordshire County Council representatives
- Staffordshire Police
- Staffordshire Fire and Rescue Service
- Support Staffordshire
- Staffordshire Council for Voluntary Youth Services (SCVYS)
- Sutton, Lichfield and Tamworth Chamber of Commerce
- Integrated Care Board representation
- Primary Care Network
- Town centre business groups
- Key anchor Voluntary Sector Organisations
- South Staffordshire College
- Department of Work and Pensions
- Faith groups

It is further proposed that the partnership is supported in delivering its objectives by the development of the following thematic operational groups to be discussed at the initial meeting on Tuesday 10th September 2024:

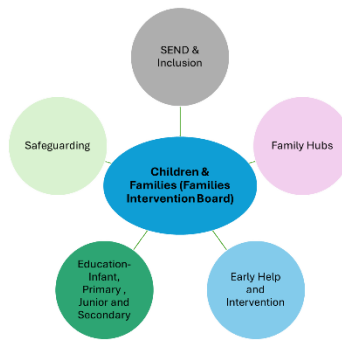


These groups will be operationally responsible for implementation of the wider strategic partnership plans and community safety plan and will provide information to assess progress to the partnership plans at the strategic level.

Except for the Families Intervention Board, other thematic groups will be led by nominated Tamworth Borough Council officers.

Thematic working groups are proposed to cover the following:





The Council Infrastructure Safety and Growth Committee will remain the delegated committee for scrutiny and monitoring of the partnership and the Portfolio Holder for Cooperative Council, Community Partnerships and ASB will present updates on the Partnership plans annually.

Strategic Partnership Plan

It is proposed that a Strategic Partnership Plan is developed and that in the first instance, the priorities previously identified above are used to develop this.

It should be noted that it is not intended that the strategic plan should seek to capture all partnership activities but identifies areas of key interest where a wider strategic overview from represented organisations will be beneficial. It is also not intended that the plan recreates a complex performance management approach but is rather indicative and informative of the progress being made.

Over time it is intended that the plan will develop to be informed by a shared evidence base and common objectives and will form part of the collective business planning approach across organisations and inform individual priorities and vision.

Communication and Promotion

Whilst the organisations working across Tamworth have much to be proud of in relation to the effectiveness of partnership working, there exists further opportunities to collaborate, communicate and promote the work undertaken.

By communicating and promoting this work in a coordinated way benefits for all partners can be achieved, as well as encouraging the involvement of residents in volunteering and increasing positive perceptions.

A communication and promotion plan will be considered by the partners, including the development of an improved web presence for a branded strategic partnership.

Options Considered

The option not to re-convene a wider Tamworth Strategic Partnership is not an option.

Resource Implications

Administration to be supported through the existing admin teams and Community Partnerships Manager/Safer Communities and Homes Manager.

Thematic leads from Tamworth Borough Council to be determined.

Communications and marketing support to be determined by the partnership and a relevant plan produced.

Legal/Risk Implications Background

Risk/Opportunity	Mitigation
Lack of support across organisations	Build on the strong partnership approach of the UKSPF Board which has representation from key statutory and non-statutory organisations Defined Terms of Reference
Reputational – a strategic partnership has not met for several years	Strong communication required as to the benefits of a strategic partnership Identified an emerging need to tackle issues faces Tamworth together ensuring wider involvement of partner
Resource and funding issues	Support is in kind with no expectation of pooled funding or expense unless identified
Opportunity to understand projects and funding from other organisations invested in the Tamworth community	Reduces duplication and assists with the sharing of data to identify need and projects
Failure of partnerships	Risk register established to monitor projects Coordination through the Partnership Database
Lack of administrative support	Administration to be supported through the existing admin teams and Community Partnerships Manager/Safer Communities and Homes Manager

Equalities Implications

The wider strategic plan for Tamworth and the cooperative Councils approach will provide a framework to ensure that the most vulnerable in our communities are supported and aims to ensure that there are no equality implications. A full CIA is attached as Appendix 5.

Environment and Sustainability Implications (including climate change)

A sustainability and environmental partnership thematic working group is to be included in the discussions to understand the work of all partners for example, in moving to net zero emissions, the climate emergency declaration, nature declaration and climate adaptation.

Background Information

Existing Partnerships

The UK Shared Prosperity Board, established and coordinated until March 2025 (Terms of Reference attached) is a multi-agency board with governance to oversee the £2.3M UK Shared prosperity funding, awarded by the Government to deliver the following high level objectives:

- Building pride in place
- Supporting high quality skills training
- Supporting pay, employment and productivity growth
- Increasing life chances ,

The Board is keen to continue the strong partnership work in place beyond March 2025 and could be considered to work to form the Prosperity and Place Partnership with updated Terms of Reference prepared to align more closely with the TSP and its' priorities.

Tamworth Health & Wellbeing Partnership

Established in 2019, the Partnership was initially formed to be the link to the voluntary sector and key driver to the Covid response.

The Partnership has now been re-invigorated to form the strategic working group for the understanding of the Joint Strategic Need Analysis (JSNA), Strategic Outcomes Planning Model for the borough and oversight of the ICB Health Inequalities strategy for Tamworth, including the Covid Outbreak Management Fund. New Terms of Reference are now in place and are attached as Appendix 3.

Tamworth Community Safety Partnership

The Tamworth Community Safety Partnership group (a refresh of the Partnership Coordination Group) is proposed to be the strategic link to the CSP, (proposed ToR attached as Appendix 2). The CSP thematic leads feed into this group to inform the Community Safety plan and the Community Safety forum (an informal networking event held quarterly).

Priorities for 2023-2026

- Anti-social behaviour
- Community cohesion and tackling extremism
- Car burglary and vehicle theft
- County Lines
- Domestic abuse
- Public place violence
- Vulnerable people including contextual safeguarding, substance misuse and mental health

In addition, the group will act as the Responsible Authorities Group as defined by the Crime and Disorder Act 1998 (as amended). This will include the monitoring of progress in relation to Tamworth Community Safety Partnership Plan. An updated terms of reference is included as Appendix 4.

Tamworth Family Improvement Board

The Board, managed by the Staffordshire County Council Family Hub meets to bring together partners from the public, private, VCSE and families themselves to deliver the shared vision to improve outcomes for children and families in Tamworth.

The group is responsible for;

- Improving local performance so that outcomes for children continue to improve,
- Implementing shared action plans,
- Monitoring and mitigating risks and issues and where these cannot be resolved escalating these,
- Maintaining an up to date local offer via Staffordshire Connects,
- Undertaking an Annual Conversation to evaluate the effectiveness of the partnership against the agreed plan. This conversation will provide an opportunity to set local SMART priorities for the following year. These will be agreed with countywide boards to ensure effective whole system responses.
- Providing local feedback to children, young people and families about the work they are doing and how they are working together to meet their needs.

The Terms of Reference are attached as Appendix 4.

Report Author

Joanne Sands – Assistant Director Partnerships

Appendices

Appendix 1 Draft ToR for the Tamworth Strategic Partnership

Appendix 2 Health and Wellbeing Partnership ToR

Appendix 3 Community Safety Partnership ToR

Appendix 4 Family Improvement Board ToR

Appendix 5 Community Impact Assessment

Tamworth Strategic Partnership Terms of Reference

Purpose

- To promote, facilitate and deliver outcome driven partnerships across Tamworth
- To utilise available knowledge and insight to develop shared priorities and common goals
- To agree and oversee the delivery of the Partnership Plan and Community Safety Plan
- To facilitate communication between partners and share strategic knowledge
- To act as advocates for the needs of Tamworth communities and provide links to other strategic bodies including the Staffordshire Health and Wellbeing Board and WMCA Membership

Membership will be comprised of Strategic Leaders or their named representative from the principal partners including:

- Tamworth Borough Council Lead and relevant Elected Portfolio Holder
- Tamworth Borough Council Chief Executive and relevant senior officers
- MP
- Staffordshire County Council (Families First/Safeguarding/Children's Services/Adult Social Care/Public Health/Employment & Skills)
- Staffordshire Police
- Support Staffordshire
- SCVYS
- South Staffordshire College
- Key anchor Voluntary Sector Organisations
- Tamworth Covenanting Churches & other key faith groups
- Integrated Care Board
- Primary Care Network (GPs)
- Midlands Partnership University NHS Foundation Trust (Mental Health)
- Town Centre business organisations

Further strategic links to be developed from the following organisations:

- Tamworth and Lichfield Chamber of Commerce
- West Midlands Combined Authority
- Staffordshire Commissioner for Police Fire and Crime
- Department of Work and Pensions

Meetings

- The TSP will meet on a quarterly basis
- The TSP will be considered quorate if a minimum of three constituent organisations are represented

Chair and Vice Chair

The Chair will be the Leader of Tamworth Borough Council with the vice chair appointed by ballot annually

Administration

Tamworth Strategic Partnership Terms of Reference

Administrative support will be provided by Tamworth Borough Council Business Administration team.

For Discussion

Tamworth Health and Wellbeing Partnership

Purpose

The Tamworth Wellbeing Partnership is the task group of the Tamworth Strategic Partnership (TSP) and assist and advise the TSP in relation to health and wellbeing issues across the borough.

The partnership will adopt a comprehensive and integrated approach to the development and delivery wellbeing priorities in Tamworth Borough.

The approach of the partnership should contribute towards the wider health and wellbeing of all residents of Tamworth including:

- supporting a joined-up approach to health and wellbeing by incorporating 'health in all' in everything we do.
- supporting the independence of vulnerable people especially older people, children and families.

The Terms of Reference and membership of the Partnership are agreed by Tamworth Strategic Partnership at the first meeting of each new municipal year.

Aims:

- To encourage people to be engaged in developing strong communities that promote health and wellbeing.
- To ensure that 'health in all' is fully integrated in the partnership approach and key development initiatives.
- The partnership will lead and co-ordinate the development and delivery of projects and initiatives that contribute to improving the quality of life and the achievement of better outcomes for local people
- To adopt a multi-agency partnership approach to delivery and lead agency for each initiative

Functions:

1. To develop, monitor and review a local Community Engagement and Wellbeing Strategy and plan for improving outcomes for health and wellbeing in Tamworth within the framework of the Staffordshire Health and Wellbeing Strategy and provide updates and make recommendations to the TSP as appropriate.
2. To encourage and guide integrated working between key organisations, and other partnership arrangements including community safety, public health and Early Help family support programme
3. To provide oversight and ownership of actions to improve health and wellbeing and health inequity in Tamworth.

4. To identify funding opportunities to support the aims of the local action plan and coordinate any additional activity in relation to other funding streams that are and/or become available
5. To provide evaluation and progress report to inform the TSP, Tamworth Health and Wellbeing Scrutiny Committee, Staffordshire Health and Wellbeing Board, and other county wide thematic groups as appropriate.

Membership:

The Partnership will comprise the following representation:

1. Staffordshire County Council Public Health
2. Staffordshire County Council Strategic Delivery Manager
3. Staffordshire County Council Adult Social Care Locality Team
4. Staffordshire County Council Children's Service
5. Tamworth Borough Assistant Director Environment, Culture and Wellbeing
6. Staffordshire Integrated Care Board (ICB)
6. Tamworth Borough Council Assistant Director Partnerships
7. Tamworth Borough Council Environmental Health
8. Tamworth Borough Council Strategic Planning
9. Voluntary Sector representation
10. Faith groups

Other representatives may be invited to attend the Partnership on an adhoc basis at the discretion of the Chair, including the Staffordshire Commissioner for Police, Fire and Crime.

Chair:

The Chair of the Partnership will be nominated by the members of the group on an annual basis

Operation of the Partnership:

The Partnership shall exist to advise the TSP. It has no formal decision-making powers.

The Task Group will:

- Develop a work programme and receive verbal/brief written updates as appropriate
- Record actions and report back to the TSP.
- Draft reports will be considered by the Health and Wellbeing Partnership in advance of them going to the TSP when available
- The Partnership can, should it so wish, respond to an officer report and submit its own report to the TSP.
- The Partnership will meet up to 4 times a year and meetings will be held during the day.
- The Partnership will remain aware of the work streams of other partnerships to ensure appropriate linkages and manage overlap.

Responsibilities of Attendees:

- Ensure all papers are read in advance.
- Provide a consistent representative from each organisation.

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Tamworth Community Safety Operations Group Terms of Reference June 2024

Purpose

The Community Safety Operations Group is a Task Group of Tamworth Strategic Partnership.

The Terms of Reference and membership of the task group are agreed by the Tamworth Strategic Partnership at the first meeting of each new municipal year.

The Community Safety Operations Group will assist and advise the TSP in relation to community safety issues across the borough and undertake the statutory role of the community safety partnership as the Responsible Authorities Group, required by legislation (see appendix 1).

Aims:

- Work with partners to maintain the borough as a safe place.
- To improve the quality of life of local people by providing a safe place to live and work.
- To adopt a multi-agency partnership approach to delivery and lead agency for each initiative.

Functions:

1. To assess local community safety issues, prepare an outcome focused community safety partnership plan setting out the priorities outlined in the Community Safety Strategic Assessment and planned responses to address these issues
2. Recommend a rolling three year Community Safety plan for approval to the TSP and the Infrastructure Safety and Growth Scrutiny Committee, with annual refresh
3. To monitor actions taken to implement the Community Safety Partnership Plan via a quarterly report and provide updates, as appropriate, to the TSP
4. To act as an advisory body for community safety issues on behalf of the TSP
5. To monitor spend against the Staffordshire Commissioners' Locality Deal Fund and other delegated community safety funding
6. To oversee a range of community safety event and education campaigns
7. To provide, as appropriate, updates to the countywide Safer Stronger Committee and Staffordshire Commissioners Strategic Forum and other strategic meetings and consider recommendations arising from those meetings.

Tamworth Community Safety Operations Group Terms of Reference June 2024

Membership:

The Task Group will comprise the following representation:

1. Portfolio Holder Tamworth Borough Council (?SCC Councillor)
2. Staffordshire Police
3. National Probation Service
4. Staffordshire ICB
5. Tamworth Fire and Rescue Borough Commander
6. Assistant Director Partnerships, Tamworth Borough Council
7. Tamworth Borough Council Safer Communities and Homes Manager
8. Tamworth Borough Council ASB Manager
9. Tamworth Borough Council Environmental Health
10. WMCA CCTV representatives
11. Representatives of commissioned community safety services/organisations
eg New Era, Harmony, USAH
12. Staffordshire County Council Youth Offending Team
13. Delegated voluntary sector organisation (as necessary)

Other representatives may be invited to attend the Partnership on an adhoc basis at the discretion of the Chair.

Chairman:

The Chairman of the Community Safety Operations Group will be nominated by the members of the Group and be designated as Chair of the Tamworth Community Safety Partnership (see Appendix 1) for purposes of legislation.

Operation:

The Task Group shall exist to advise the TSP. It has no formal decision making powers.

The Task Group will:

- Develop a work programme and receive verbal/brief written updates as appropriate
- Record actions and report back to the TSP
- Draft reports prepared for the TSP will be considered by the Community Safety Task Group in advance when available
- The Task Group can, should it so wish, respond to an officer report and submit its own report to the TSP
- The Task Group will meet up to 3 times a year and meetings will be held during the day.
- The Task Group will remain aware of the work streams of the Wellbeing Partnership to ensure appropriate linkages and manage overlap.

Responsibilities of Attendees:

Ensure all papers are read in advance.

Provide a consistent representative from each organisation.

Tamworth Community Safety Operations Group Terms of Reference June 2024

Appendix 1 – Community Safety Partnerships

Safer Communities Partnerships are an important feature of the network of partnerships that help to tackle crime and disorder.

The Police Reform and Social Responsibility Act 2011 created a flexible framework for partnership working. This includes two inter-related duties to co-operate which set out a clear aim for partnership working across partners involved in community safety and criminal justice.

The community safety duty specifies that a Police Crime Commissioner and the responsible authorities on a SCP must co-operate and take account of one another's priorities. There are five 'responsible authorities' that must work together by law to reduce crime in the local authority area and these are:

- Local Authority
- Police
- Fire and Rescue
- Probation
- Integrated Care Boards (ICB)

These responsible authorities are under a statutory obligation to work together to:

- Reduce reoffending
- Tackle crime and disorder;
- Tackle anti-social behaviour;
- Tackle alcohol and substance misuse;
- Tackle any other behaviour which has a negative effect on the local environment.

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TAMWORTH DISTRICT FAMILY IMPROVEMENT BOARD

TERMS OF REFERENCE

Purpose

This board has been developed to bring together partners from the public, private, voluntary and community sectors and families themselves to deliver the shared vision to improve outcomes for our children and families in the Borough/District.

In particular to provide support and challenge for the delivery of the:

- Children's Centre Core Purpose and the District Priorities as set out in the Development Plan
- Supporting Families Programme
- Family Hubs

In addition to these core functions it is expected that this will be the placed based delivered board to operationalize and co-ordinate high quality services for Children, young people and their families. Where this is not possible this board has the responsibility to escalate key concerns, risks and issues to the relevant partnership board which is accountable for the area of concern. To support the board with this appendix A is an overview of the main governance boards in Staffordshire.

Meetings will be a forum to,

- Share information, provide effective support and challenge which ultimately supports us to deliver change which is best tackled by a wider partnership at a local level
- Discuss and agree how local performance will continue to be improved, this will include the oversight of a district delivery plan so that outcomes for children are in sharp focus.
- Reflect and respond to the views of children, young people and families to ensure that partners use this as the driver for local change and inclusive practice.
- Improve the local partnership working and co-operation.

The group will be responsible for;

- Improving local performance so that outcomes for children continue to improve,
- Implementing shared action plans,
- Monitoring and mitigating risks and issues and where these cannot be resolved escalating these,
- Maintaining an up to date local offer via Staffordshire Connects,
- Undertaking an Annual Conversation to evaluate the effectiveness of the partnership against the agreed plan. This conversation will provide an opportunity to set local SMART priorities for the following year. These will be agreed with countywide boards to ensure effective whole system responses.
- Providing local feedback to children, young people and families about the work they are doing and how they are working together to meet their needs.

Appendix B

Children Centres

Children's Centres have a range of statutory duties one of which is to ensure we have a governance board to oversee their work. This board will act in this capacity and as such partners need to be aware of the core purpose of a children's centre and ensure that it provides effective support and challenge to enable the effective delivery.

The core purpose of children's centres is to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in:

- Child development and school readiness
- Parenting aspirations and parenting skills
- Child and family health and life chances

All of the above to have a particular focus on the first 1001 days.

Statutory duties for Children's Centres are:

- Duty to secure sufficient children's centres to meet local need
- Duty to secure that each children's centre is within the remit of an advisory board
- Duty to secure that consultation is carried out before children's centres are opened or closed or have significant changes made to services
- Duty to consider if early childhood services should be delivered in the children's centre.
- Duty to produce and publish an action plan after an Ofsted inspection

Supporting Families

The Supporting Families Programme (formerly known as the Troubled Families) is a national programme, led by the Department for Levelling Up Housing and Communities (DKUHC) and codesigned with the Department for Education (DfE). The programme has been rebranded locally as the 'Building Resilient Families and Communities (BRFC) Programme', as this better reflects the vision for Staffordshire children and families.

The BRFC programme is a partnership model of Early Help. The aim is to support families who are facing multiple challenges through a targeted multi-agency approach. Families worked with as part of the BRFC programme will have a dedicated key worker who will consider the needs and strengths of the whole family. Together with their key worker and other relevant professionals, families identify the areas where support is needed and work towards a common purpose and agreed action plan. This holistic and restorative approach ensures all agencies, and the family are working together towards a shared goal.

The Building Resilient Families and Communities (BRFC) programme is an integral part of Staffordshire's Early Help Offer, delivering targeted support to families at the earliest opportunity to prevent needs escalating and to improve outcomes for families. There is not a single BRFC team, but a range of partners who deliver Early Help and work in this way with families.

We want families to access the right help at the right time in their communities. The broader aims of the programme for families are as follows:

- To inspire positive engagement with education and employment.
- For families to experience improved mental and physical health.
- To build stable home environments and resilience to deal with crises.
- For families to be safer, happier, and healthier.
- For families to retain tenancies and secure living arrangements.
- To inspire positive relationships in the family and local community.

Our aim is to build resilience and raise aspirations within Staffordshire families by giving them the resources to draw upon when faced with future challenges and reduce dependency on public services.

Partners have agreed to build upon existing best practice in order to provide a more integrated and coordinated approach to working with families who are identified as appropriate for the Programme whilst recognising that we need to be innovative and accept that we may need to change how systems and services operate to improve the experience for children and families. Multi-agency partnerships work together to understand local trends, predict emerging need in their local area, identify and respond to those needing extra help.

Reporting

District/ Borough progress and challenges will be reported via the Families Strategic Partnership Board.

Frequency of Meetings

- Meetings will be held in the month after each quarters end in line with the financial year, the district/borough.

How will the meetings be conducted?

- The option to join through Microsoft Teams will also be made available. Administration support shall be provided by Staffordshire County Council. At least one annual meeting will be face to face.

Non-Attendance

The Families Strategic Partnership Board will be made aware of any member who fails to attend for two consecutive District Advisory Board meetings. If a partner is unable to attend, there is an expectation to forward any updates to be included within the agenda on their behalf at least three weeks prior to the meeting taking place.

Chair

The Chair will be nominated by the Board and their appointment will be for a period of two years or upon request by the board.

Ways of Working

- Papers will be circulated a week before the meeting
- Members are asked to read any papers in advance of the meeting.
- Any agenda items required should be sent to the Family Hub Manager, 3 weeks prior to the meeting.
- Action points taken will be sent within ten working days of the meeting.
- Members will be responsible for championing the agenda outside the meeting.

Core Membership

- Staffordshire County Council Family Hub Manager
- Staffordshire County Council District Operating Lead
- Staffordshire County Council Effective Practice Development Officer
- Staffordshire County Council Library Representative
- Staffordshire County Council SEND Representative
- Staffordshire Council Voluntary Youth Service Development Officer
- Staffordshire County Council Commissioned Family Support Representative
- Staffordshire County Council Early Years team
- Early Years Education Representative from onsite Children's Centre Nursery
- Early Years Provider Representative
- School Representative
- Parent / Volunteer Representative
- MPFT 0-19 Health and Wellbeing Service Team Lead
- Midwifery Representative
- Speech and Language Therapy Representative
- District/Borough Council Locality Partnership and Development Manager
- Department for Work and Pensions
- Local Housing Association Representative
- Fire & Rescue Service
- Police
- District Partners – who deliver against targets and priorities set

Useful Links

Importance of the first 1001 days - [The best start for life: a vision for the 1,001 critical days - GOV.UK \(www.gov.uk\)](#)

Supporting Families Programme - [Supporting Families - GOV.UK \(www.gov.uk\)](#)

Family Hub Framework - [Family Hubs and Start for Life programme: local authority guide - GOV.UK \(www.gov.uk\)](#)

Parental Conflict - [Reducing Parental Conflict: what is parental conflict? - GOV.UK \(www.gov.uk\)](#)

Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Tamworth Strategic Partnership	
Date Conducted	1 August 2024	
Name of Lead Officer and Service Area	Jo Sands, Assistant Director Partnerships	
Commissioning Team (if applicable)		
Director Responsible for project/service area	Rob Barnes, Executive Director Communities	
Who are the main stakeholders	Councillors, Statutory and non-statutory organisations, voluntary sector organisations	
Describe what consultation has been undertaken. Who was involved and what was the outcome	ELT CMT Cabinet Stakeholder engagement	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
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	<input type="checkbox"/>
	A function, service or project	X
What kind of assessment is it? Indicate with an 'x' which applies	New	<input type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	X
	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.

Proposals for the review and refresh of a Tamworth Strategic Partnership

Who will be affected and how?
The communities of Tamworth

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

Yes No

If you answered 'Yes', please indicate what they are?
All departments of Tamworth Borough Council

Part 3 – Impact on the Community

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

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Tamworth Local Strategic Partnership key objectives were identified as: <ul style="list-style-type: none"> • Create and Share Knowledge and Insight across organisations • Increase collaborative working between organisations • Develop and facilitate the creation of early and earliest help in the community • Tackle the causes of Wider Social determinants of Wellbeing
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Tamworth Local Strategic Partnership key objectives were identified as: <ul style="list-style-type: none"> • Create and Share Knowledge and Insight across organisations • Increase collaborative working between organisations • Develop and facilitate the creation of early and earliest help in the community • Tackle the causes of Wider Social determinants of Wellbeing
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Tamworth Local Strategic Partnership key objectives were identified as: <ul style="list-style-type: none"> • Create and Share Knowledge and Insight across organisations • Increase collaborative working between organisations • Develop and facilitate the creation of early and earliest help in the community

			<ul style="list-style-type: none"> Tackle the causes of Wider Social determinants of Wellbeing
Marriage and Civil Partnership	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Pregnancy & Maternity	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Race	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Religion or belief	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Sexual orientation	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Sex	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Gypsy/Travelling Community	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early

			<ul style="list-style-type: none"> and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Those with caring/dependent responsibilities	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Those having an offending past	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Children	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Vulnerable Adults	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Families	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Those who are homeless	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Those on low income	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between

			<ul style="list-style-type: none"> organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Those with drug or alcohol problems	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Those with mental health issues	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Those with physical health issues	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
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	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Health and Wellbeing	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early

			<ul style="list-style-type: none"> and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing
Climate Change	<input type="checkbox"/>	X	<p>The Tamworth Local Strategic Partnership key objectives were identified as:</p> <ul style="list-style-type: none"> Create and Share Knowledge and Insight across organisations Increase collaborative working between organisations Develop and facilitate the creation of early and earliest help in the community Tackle the causes of Wider Social determinants of Wellbeing

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 may lead to a reduced standard of living & subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>
All areas	The implementation of the TSP and associated thematic groups has a positive impact on all areas	Strategic plans to be put in place for agencies to work more collaboratively for the health and wellbeing of the communities of Tamworth and tackle climate change

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
TSP plan in place	Outcomes and Actions entered onto Pentana	Jo Sands	31 March 2025	Plan in place

Date of Review (If applicable)

Guidance and form updated July 2023 following CMT approval.

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