



# CABINET

4 December 2024

A meeting of the CABINET will be held on Thursday, 12th December, 2024, 6.00 pm in Town Hall, Market Street, Tamworth

## A G E N D A

### NON CONFIDENTIAL

**1 Apologies for Absence**

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

**3 Declarations of Interest**

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

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

**4 Question Time:**

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

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

*(Report of the Chair of Health and Wellbeing Scrutiny)*

**6 Council Tax Base 2025/26 (Pages 15 - 22)**

*(Report of the Leader of the Council)*

**7 Write Offs 1 April 2024 to 30 September 2024 (Pages 23 - 36)**

*(Report of the Leader of the Council)*

**8 Temporary Reserves, Retained Funds and Provisions** (Pages 37 - 50)

*(Report of the Leader of the Council)*

**9 Quarter 2 2024-25 Performance Report** (Pages 51 - 180)

*(Report of the Leader of the Council)*

**10 Publication of Infrastructure Funding Statement** (Pages 181 - 206)

*(Report of the Portfolio Holder for Housing, Homelessness and Planning)*


**11 Council Housing - Mutual Exchange and Incentive to Move Review Outcomes** (Pages 207 - 248)

*(Report of the Portfolio Holder for Housing, Homelessness and Planning)*

**12 Tamworth Samaritans Grant** (Pages 249 - 264)

*(Report of the Portfolio Holder for Cooperative Council, Community Partnerships and ASB)*

Yours faithfully



**Chief Executive**

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**Access arrangements**

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

**Filming of Meetings**

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

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

**FAQs**

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

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

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## **MINUTES OF A MEETING OF THE CABINET HELD ON 21st NOVEMBER 2024**

**PRESENT:** Councillors C Dean, N Arkney, B Clarke and L Smith

The following officers were present: Stephen Gabriel (Chief Executive), Anica Goodwin (Executive Director Organisation), Joanne Goodfellow (Interim Executive Director Finance and Deputy Section 151 Officer), Tina Mustafa (Assistant Director Neighbourhoods), Rob Barnes (Executive Director Communities), Hannah Peate (Assistant Director Environment, Culture and Wellbeing), Paul Weston (Assistant Director Assets), Jackie Noble (Head of HR and OD), Steve Gee (Operations Manager, Joint Waste Service), Tracey Pointon (Legal Admin & Democratic Services Manager) and Laura Sandland (Democratic and Executive Support Officer)

### **71 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors S Daniels and D Foster

### **72 MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 31<sup>st</sup> October 2024 were approved as a correct record.

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

### **73 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **74 QUESTION TIME:**

None

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

None

### **76 DRAFT BASE BUDGET FORECASTS 2025/26 TO 2029/30**

Report of The Leader of the Council to inform Members of the re-priced base budget for 2025/26, base budget forecasts for the period 2025/26 to 2029/30 (the 5 Year Medium Term Planning Period) and the underlying assumptions and to consider the future strategy to address the financial trends.

**Resolved** that Cabinet:

1. approved the technical adjustments and re-priced base budget figures for 2025/26 and indicative budgets to 2029/30 (as attached at Appendix B, C, D, E, F, G and H);
2. considered the proposed Policy Changes and Capital Programmes, as detailed within the report;
3. considered the planned changes to Council Tax and Housing Rent for 2025/26, as detailed within the report; and
4. noted that the Leader's Budget Workshop were due to consider the budget proposals contained within this report on 18th November 2024, in compliance with the Constitution of the Council

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

Cabinet thanked Officers for all the work that had been done on the budget.

**77 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY MID-YEAR REVIEW REPORT 2024/25**

Report of the Leader of the Council, to present to Members the Mid-year Review of the Treasury Management Strategy Statement and Annual Investment Strategy.

**Resolved** that Cabinet:

1. approved the Treasury Management Strategy Statement and Annual Investment Strategy Mid-year Review Report 2024/25.

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

**78 LOCAL COUNCIL TAX REDUCTION SCHEME 2025/26**

Report of the Leader of the Council to recommend that Cabinet and Council approves the Council Tax Reduction scheme from the 1 April 2025.

**Resolved** that Cabinet:

1. considered and endorsed the proposed recommended changes detailed below:
2. Approved the continuation of the income banded/grid scheme for working age applicants to reduce the administrative burden placed on the Council by the introduction of Universal Credit and to increase the overall level of support for the lowest income families
3. Agreed that should material amendments be required to the scheme, Cabinet authorise the Chief Executive, Executive Director Finance, in consultation with the Leader of the Council, to make such required amendments as necessary

*(Moved by Councillor L Smith and seconded by Councillor N Arkney)*

## 79 EQUALITY AND DIVERSITY STRATEGY

Report of the Leader of the Council to provide an updated Equality and Diversity strategy which gives assurance that Tamworth Borough Council is committed to equality and diversity both within the organisation and in the service it delivers to the Borough. The council will also remain compliant with the public sector duty.

**Resolved** that Cabinet:

1. endorsed the Equality and Diversity Strategy 2025-2028, the action plan and Equality, Social Inclusion and Health Impact Assessment and recommend it to Full Council (10 December 2024) for formal approval and publication.

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

## 80 UPDATE TO CORPORATE HEALTH AND SAFETY POLICY

Report of the Portfolio Holder of Environmental Sustainability, Recycling and Waste to update members regarding the updated Corporate Health and Safety Policy September 2024. The reviewed policy can be found in Appendix 1.

**Resolved** that Cabinet:

1. Cabinet formally approves the policy for immediate implementation

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

## **81 COMMUNITY RECOVERY FUNDING**

Report of the Portfolio Holder for Cooperative Council, Community Partnerships and ASB to consider the outline spend plan of the Government's Community Recovery Funding.

### **Resolved that Cabinet**

1. Endorsed the funding of the Belong Network, procured to undertake the Honest Conversations project as part of the Community Recovery Fund
2. Endorsed the procurement of the Spacehive Social Crowd Funding platform for Community Cohesion projects as part of the Community Recovery project for the adoption of a community crowdfunding programme to distribute funds to locally led projects seeking financial support, initially with funding for community cohesion projects.
3. Endorsed the outline emerging draft spend plan for the Community Recovery Fund
4. Delegated authority to the Portfolio Holder for Cooperative Council, Community Partnerships and ASB , the Executive Director Communities and Section 151 officer to authorise confirmed and committed expenditure by 31 March 2025, in accordance with Government Criteria and confirmation by Ministry of Housing, Communities and Local Government (MHCLG)

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

## **82 COUNCIL HOUSING - TENANCY MANAGEMENT POLICY**

Report of the Portfolio Holder for Housing, Homelessness and Planning to request approval for the adoption of the Tenancy Management Policy 2024, setting out the Council's approach to offering tenancies as well as how we will manage and sustain tenancies.

### **Resolved that Cabinet**



1. Approved the draft Tenancy Management Policy set out at Appendix A and subsequent publication on the Council's website
2. Delegated authority to the Executive Director Communities in consultation with the Portfolio Holder for Social Housing, Homelessness & Planning to make the final amendments to the Tenancy Management Policy (Appendix A)
3. Approved the completion of a full review and consultation on the types of tenancies the Council grant and report back separately to Cabinet during the Summer of 2025/26.

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

### **83 UPDATED ASSET MANAGEMENT STRATEGY**

Report of the Portfolio Holder for Infrastructure, Heritage and Local Economy to present the Asset Management Strategy linked to the Council's built assets for approval, the report includes associated documents for Asset Management Plans, and linked policies for acquisition and disposal of built assets.

**Resolved** that Cabinet:

1. approved and implements the Asset Management Strategy as at Appendix 1. 2. Cabinet a
2. approved and implements the Asset Management Plan document as at Appendix 2.
3. approved and implements the associated Acquisitions and Disposal policies as at Appendix 3 and 4.
4. Delegated authority to update and amend the Asset Management Strategy and associated plans and policies to the Assistant Director, Assets in consultation with the Asset Strategy Steering Group and the Portfolio Holder for Infrastructure, Heritage, and Local Economy.

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

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

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

**85 FOOD WASTE SERVICE**

Report of the Portfolio Holder for Environmental Sustainability, Recycling and Waste.

**Resolved** that Cabinet:

1. Approved the recommendations in the report

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

**86 UPDATE ON COMMERCIAL LEASE**

Report of the Portfolio Holder for Infrastructure, Heritage and Local Economy to recommend that Cabinet notes and accepts the receipt of additional; information items distributed this week, namely the update on the commercial lease, the supplemental report and the KPMG report.

**Resolved** that Cabinet

1. Noted and agreed the recommendations in the report.

*(Moved by Councillor N Arkney and seconded by Councillor L Smith)*

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Leader

12<sup>th</sup> December 2024**Report of the Chair of the Health and Wellbeing Scrutiny Committee****Matters referred to Cabinet in accordance with the Overview and Scrutiny Procedure Rules**

<b>Scrutiny Committee</b>	<b>Title of Matter referred</b>	<b>Date of Scrutiny meeting</b>
Health and Wellbeing Scrutiny Committee	Impact of the changes to Winter Fuel allowance/Pension Credit	27 <sup>th</sup> November 2024

**Exempt Information**

None.

**Purpose**

To notify Cabinet of the report and recommendations from the Impact of the changes to Winter Fuel allowance/Pension Credit item that was discussed at the meeting of the Health and Wellbeing Scrutiny Committee on the 27<sup>th</sup> November 2024.

**Recommendations**

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

1. The appointment of a food champion to work with the Portfolio Holder to look at the food insecurities data and promote food security across Tamworth.

*(Moved by Councillor C Bain and seconded by Councillor M Couchman)*

**Back Ground Information**

Following the Government's decision that starting from winter 2024/2025, households in England would no longer be entitled to the Winter Fuel allowance. On the 17<sup>th</sup> September 2024 the Committee requested an update on what was being done to support those who may be eligible, but are not receiving Pension Credit, therefore no longer receiving their winter fuel allowance.

**Executive Summary**

At the Health and Wellbeing Scrutiny Committee Meeting on the 27<sup>th</sup> November 2024 the Assistant Director, Communities attended with Lee Bates from Community

Together CIC who provided the Committee with a presentation which included data around food insecurities within the borough.

The Committee acknowledged that there could be a number of causes for food insecurities including poverty/cost-of-living crisis, food supply chains, but that this can lead to residents buying cheaper rather than healthy food leading to obesity and other health related conditions.

As a result of the discussion around food insecurities the Committee resolved to make a recommendation to Cabinet that a Food Champion be appointed.

### **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 Chris Bain



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12 December 2024

**Report of the Leader of the Council****Council Tax Base 2025/26****Exempt Information**

None

**Purpose**

To report the Council Tax Base for the Borough Council for 2025/26.

**Recommendations**

**That Tamworth Borough Council resolves its calculation of the Council Tax Base for the year 2025/26 to be 23,596 (2024/25 – 23,479).**

**Executive Summary**

The Borough Council is required to calculate its Council Tax Base for each financial year and notify Staffordshire County Council, The Office of the Police and Crime Commissioner Staffordshire and Staffordshire Commissioner Fire and Rescue Authority by 31 January preceding that financial year.

The Authority is required to approve the Council Tax Base.

The Council Tax Base is the total of the number of domestic properties in the Borough, after making deductions for exempt dwellings and for the granting of reliefs and discounts for disabled occupiers, single occupiers and as appropriate empty properties.

The Tax Base calculation has included an element for the Council Tax Reduction Scheme. The estimated amount of Council Tax Support payable for 2025/26 is converted into the equivalent number of whole properties which are deducted from the total. This subsequently adjusts the Tax base figure.

**Options Considered**

Not applicable.

**Resource Implications**

The figure for 2025/26 Council Tax Base is calculated at 23,596 which represents an increase of 117 or 0.5%.

**Legal/Risk Implications Background**

If the base is not set in the legally required timeframe, it can be calculated by precepting authorities and imposed upon us.

**Equalities Implications**

A Community Impact Assessment is available at Appendix 2

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

Not applicable.

### **Background Information**

Under the Local Government Finance Act 1992 as amended the Borough Council is required to calculate its Council Tax Base for each financial year and is required to notify Staffordshire County Council, The Office of the Police and Crime Commissioner Staffordshire and Staffordshire Fire Authority by 31 January preceding that financial year.

In accordance with the Local Authority (Calculation of Council Tax Base) Regulations 1992 as amended, the Tax Base for the year 2025/26 is calculated by applying a formula  $A \times B$ .

A is the number of properties in each band (expressed as a number of band D equivalents).

B is the Authority's estimate of its collection rate for that year. It is recommended that this should be 98.9%.

Applying the collection rate to A gives a Council Tax Base of 23,596 ( $23,858 \times 98.9\%$ ).

### **Report Author**

Michael Buckland – Head of Revenues and Benefits  
e-mail [michael-buckland@tamworth.gov.uk](mailto:michael-buckland@tamworth.gov.uk)

### **List of Background Papers**

Local Government Finance Act 1992  
Local Authority (Calculation of Council Tax Base) Regulations 1992  
Local Government Finance Act 2012  
Local Authority (Calculation of Council Tax Base) (England) Regulations 2012

### **Appendices**

**Appendix 1** – Council Tax Base Calculation 2025/26  
Appendix 2 – Community Impact Assessment



<b>Appendix A</b>				
Band		Band D Equivalent Properties	LCTS adjustment	<i>Total</i>
A		5,442.9	-1475.5	3,967.4
B		8,629.2	-846.9	7,782.3
C		5,050.8	-236.0	4,814.8
D		3,793.3	-68.2	3,725.1
E		2,579.5	-37.7	2,541.8
F		815.4	-8.3	807.1
G		217.4	-2.5	214.9
H		5.0	0.0	5.0
<b>Total</b>		26,533.5	<b>-2,675.1</b>	23,858.4
	x 98.90%	26,241.6	<b>-2,645.7</b>	23,596.0
<b>Council Tax Base</b>				<b>23,596</b>

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# Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Council Tax Base 2025/2026	
Date Conducted	11/11/2024	
Name of Lead Officer and Service Area	Michael Buckland, Head of Revenues and Benefits	
Commissioning Team (if applicable)		
Director Responsible for project/service area	Jo Goodfellow, ED Finance	
Who are the main stakeholders	Corporate Management Team (CMT) and Elected Members, Staff, Precepting Authorities, Council Tax Reduction applicants, Residents	
Describe what consultation has been undertaken. Who was involved and what was the outcome	This will form part of Finance consultation in respect of the Budget for 2025/26	
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	<input type="checkbox"/>



Children	<input type="checkbox"/>	<b>X</b>	No impact as a direct result of this report
Vulnerable Adults	<input type="checkbox"/>	<b>X</b>	No impact as a direct result of this report
Families	<input type="checkbox"/>	<b>X</b>	No impact as a direct result of this report
Those who are homeless	<input type="checkbox"/>	<b>X</b>	No impact as a direct result of this report
Those on low income	<input type="checkbox"/>	<b>X</b>	No impact as a direct result of this report
Those with drug or alcohol problems	<input type="checkbox"/>	<b>X</b>	No impact as a direct result of this report
Those with mental health issues	<input type="checkbox"/>	<b>X</b>	No impact as a direct result of this report
Those with physical health issues	<input type="checkbox"/>	<b>X</b>	No impact as a direct result of this report
Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	<b>X</b>	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"/>	<b>X</b>	No impact as a direct result of this report
Health and Wellbeing	<input type="checkbox"/>	<b>X</b>	No impact as a direct result of this report
Climate Change	<input type="checkbox"/>	<b>X</b>	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	Full monitoring is undertaken through the performance management framework			

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

Guidance and form updated xxxxxx following CMT approval.

Thursday, 12 December 2024

## Report of the Leader of the Council

## Write Offs 1 April 2024 to 30 September 2024

**Exempt Information**

None

**Purpose**

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

**Recommendations**

It is recommended that:

1. Cabinet endorse the amount of debt written off for the period of 1st April 2024 to 30th September 2024 – **Appendix A-E** 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 second quarter of this financial year, to end September 2024. Further updates will continue to be produced on a quarterly basis.

Type	01/04/24 – 30/09/24 £ p
Council Tax	£18,554.87
Business Rates	£57,061.04
Sundry Income	£9,483.87
Housing Benefit Overpayments	£34,204.65
Housing	£48,370.94
<b>Total</b>	<b>£167,675.37</b>

Write offs for the second quarter in the previous financial year totalled £57,547.95. Staff continue to concentrate on trying to collect outstanding debt in the current economic climate. It should be noted that the amount of debt written off will differ each quarter based on the age, size and type of debt.

**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 – 30/09/24 £ p
Bad Debt provision	(£851,513.15)
Amount written off to date under delegated powers	£57,061.04
Amount remaining	(£794,452.11)

## 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:

<b>Authority</b>	<b>Account Value</b>
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.

<b>Debt Outstanding Period</b>	<b>Debt Outstanding Provision (net of VAT) %</b>
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



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## **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 September 2024.

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Appendix A

Summary of Council Tax Write Offs 01/04/2024-30/09/2024

Date of Write Off	Head of Revenues			Assistant Director of Finance	Executive Director of Finance		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)									
Jul 2024		£767.22								£767.22	7	Statute barred
"	£20.60	£330.85								£351.45	2	Uneconomic to pursue
"	£64.29									£64.29	2	Hardship
"	£398.31									£398.31	14	Small balance
Aug 2024				£2,886.21						£2,886.21	1	Debt Relief Order
"		£749.05	£4,547.00							£5,296.05	5	Hardship
"								(£8.78)		(£8.78)		Payment received
Sep 2024		£168.75	£1,954.83							£2,123.58	2	Hardship
"								(£17.98)		(£17.98)		Dividend received
"												
<b>Q2 Totals</b>	<b>£483.20</b>	<b>£2,015.87</b>	<b>£6,501.83</b>	<b>£2,886.21</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£26.76)</b>	<b>£11,860.35</b>	<b>33</b>	
<b>Q1 Totals (B/F)</b>	<b>£0.00</b>	<b>£2,004.95</b>	<b>£0.00</b>	<b>£4,887.95</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£198.38)</b>	<b>£6,694.52</b>	<b>6</b>	
<b>Overall Total</b>	<b>£483.20</b>	<b>£4,020.82</b>	<b>£6,501.83</b>	<b>£7,774.16</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£225.14)</b>	<b>£18,554.87</b>	<b>39</b>	

**Appendix B**

**Summary of NDR Write Offs 01/04/2024-30/09/2024**

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)	(£2,000.01-£5,000)	(£5,000.01-£10,000.00)	(£10,000.01 and Over)						
Aug 2024				£2,521.33						£2,521.33	1	Statute barred
<b>Q2 Totals</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£2,521.33</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£2,521.33</b>	<b>1</b>	
<b>Q1 Totals (B/F)</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£54,539.71</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£54,539.71</b>	<b>9</b>	
<b>Overall Total</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£2,521.33</b>	<b>£54,539.71</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£57,061.04</b>	<b>10</b>	

# Appendix C

## Summary of Sundry Income Write Offs 01/04/2024-30/09/2024

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)
Jul 2024 "	£196.78 £2,441.34										£196.78 £2,441.34		1 Uneconomic to pursue 1 Unable to trace
<b>Q2 Totals</b>	<b>£2,638.12</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£2,638.12</b>	<b>2</b>	
<b>Q1 Totals (B/F)</b>	<b>£4,814.16</b>	<b>£843.00</b>	<b>£588.59</b>	<b>£0.00</b>	<b>£150.00</b>	<b>£450.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£6,845.75</b>	<b>0</b>	
<b>Overall Total</b>	<b>£7,452.28</b>	<b>£843.00</b>	<b>£588.59</b>	<b>£0.00</b>	<b>£150.00</b>	<b>£450.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£9,483.87</b>	<b>2</b>	

Appendix D

Summary of Benefit Overpayment Write Offs 01/04/2024-30/09/2024

Date of Write Off	Head of Benefits				Executive Director of Finance	Cabinet	Reversed Write Off	Total	No. of Accounts	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)	(£1,000.01-£2,000)						
30/07/2024		£370.44					£370.44	1	Not financially viable	
"		£349.32					£349.32	3	Deceased	
"			£516.90				£516.90	1	Insolvency	
"						(£587.61)	(£587.61)			
31/08/2024	£13.72						£13.72	2	Small balances	
"		£91.42					£91.42	1	Deceased	
30/09/2024	£4.48						£4.48	1	Small balances	
"		£226.04					£226.04	1	Deceased	
"	£23.41	£518.84		£3,120.12		£18,679.53	£22,341.90	7	Not financially viable	
<b>Q2 Totals</b>	<b>£41.61</b>	<b>£1,556.06</b>	<b>£516.90</b>	<b>£3,120.12</b>	<b>£0.00</b>	<b>£18,679.53</b>	<b>(£587.61)</b>	<b>£23,326.61</b>	<b>17</b>	

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Q1 Totals (B/F)      £270.15      £406.90      £2,021.74      £0.00      £8,179.25      £0.00      £0.00      £10,878.04      16

**Overall Total      £311.76      £1,962.96      £2,538.64      £3,120.12      £8,179.25      £18,679.53      (£587.61)      £34,204.65      33**

# Appendix E

## Summary of Housing Write Offs 01/04/2024-30/09/2024

Date of Write Off	Assistant Director - Neighbourhoods				Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Remitted	Credit Write Off	Reversed Write Off (Write On)	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)	(£2,000.01-£5,000)								
Q2 Totals	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Q1 Totals (B/F)	£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	
Overall Total	£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	

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# Community Impact Assessment

<b>Part 1 – Details</b>		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Write Offs	
Date Conducted	08/11/24	
Name of Lead Officer and Service Area	Michael Buckland Head of Revenues and Benefits	
Commissioning Team (if applicable)		
Director Responsible for project/service area	Jo Goodfellow, ED Finance	
Who are the main stakeholders	Corporate Management Team (CMT) and Elected Members, Precepting Authorities, Residents	
Describe what consultation has been undertaken. Who was involved and what was the outcome	No consultation required	
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	<input type="checkbox"/>

	Contract	
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## 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 endorsement from Cabinet to write off irrecoverable debt.

Who will be affected and how?

Residents, businesses, Preceptors, 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?

Revenues & Benefits, Customer Services, Housing

## 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 responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report
Those having an offending	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No impact as a direct result of this report

past			
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.

## CABINET

12<sup>th</sup> December 2024

### REPORT OF THE LEADER

#### TEMPORARY RESERVES AND RETAINED FUNDS

#### EXEMPT INFORMATION

None

#### PURPOSE

To advise Members of the levels of reserves and to seek approval to re-purpose unspent reserves, following the recent review by CMT and the Interim Executive Director Finance.

#### RECOMMENDATIONS

**Cabinet is asked to**

- 1) Approve the transfer of the reserves, as detailed in Appendix A, including £22,513.40 to General Fund Balances and £67,875 to Housing Revenue Account Balances (HRA); and**
- 2) Note the current levels of reserves remaining.**

#### EXECUTIVE SUMMARY

An updated Reserves Policy Statement was adopted by Cabinet on 16<sup>th</sup> February 2017 along with approval, given the accelerated timeline for the closure and preparation of the accounts by 31<sup>st</sup> May each year, that the Executive Director Finance be given delegated authority to approve the use and creation of reserves at each financial year end.

In order to inform and align with the budget process a major review of the levels of reserves takes place annually in September/October each year. This will identify and release any unspent funds back to balances. The review builds on the review carried out in April, including provision of updated information on the plans for spend of the retained reserves.

The review has now identified unspent reserves in the sum of £22,513.40 for General Fund and £67,875 for Housing Revenue Account.

#### OPTIONS CONSIDERED

None

## **RESOURCE IMPLICATIONS**

A summary of the current levels of reserves is provided at **Appendix A** which identifies that £90,388.40 can be re-purposed, of which £22,513.40 relates to the General Fund and £67,875 to the HRA.

## **LEGAL / RISK IMPLICATIONS**

None

## **EQUALITIES IMPLICATIONS**

None

## **ENVIRONMENT AND SUSTAINABILITY IMPLICATIONS (INCLUDING CLIMATE CHANGE)**

None

## **REPORT AUTHOR**

If Members would like further information or clarification prior to the meeting please contact Jo Goodfellow, Interim Executive Director Finance (tel. 709241).

## **APPENDICES**

**Appendix A** – Review of Existing Capital Funds, Retained Funds, Temporary and Other Reserves

**Appendix B** – Community Impact Assessment

CC AC	NARRATIVE	OPENING BALANCE	MOVEMENT IN YEAR	CURRENT BALANCE	AMOUNT TO BE JOURNALLED FOLLOWING REVIEW	UPDATED PROVISIONAL BALANCE 31/03/25	BUDGET MANAGER	REASON FOR RETENTION NOV 2024 REVIEW
	<b>FUTURE CAPITAL EXPENDITURE</b>							
HM4653X0150	HOUSING CAPITAL RESERVE	(4,480,880.42)	0.00	(4,480,880.42)	0.00	(4,480,880.42)		Financing 5 year capital programme
HM5007X0150	AFFORDABLE HOUSING DEVELOPMENT	(682,266.08)	0.00	(682,266.08)	0.00	(682,266.08)		Financing 5 year capital programme
PM0600X0150	CAPITAL FUND	(902,421.89)	0.00	(902,421.89)	0.00	(902,421.89)		Financing 5 year capital programme
	<b>TEMPORARY RESERVES</b>							
HM0882X0151	FIRE SAFETY RE HIGH RISE BUILD	(196,620.00)	0.00	(196,620.00)	0.00	(196,620.00)	P Weston	Needed to meet requirements of new legislation including registration of properties and possibly the provision of Personal Emergency Evacuation Plans. Work is still ongoing with Ridge and Partners, and reserve is required to meet costs of documentation and registration, exact sums to be finalised, may not need full amount but should soon be in position to advise.
HM0887X0151	TENANCY MANAGEMENT POLICY REVIEW	(26,850.00)	2,500.00	(24,350.00)	0.00	(24,350.00)	L Birch	Tenancy Policy reported to Cabinet - work ongoing, reserve still required
HM0892X0151	HRA PROPERTY VALUATION FOR INSURANCE	(34,660.00)	0.00	(34,660.00)	0.00	(34,660.00)	E Dyer	Required for insurance valuations for HRA properties.50% of Property Valaution costs £13K still to be invoiced, work carried out 2024. This excercise will need to be completed again in 5 to 6 years time. I would therefore recommend retaining that balance so we don't have to find it in 5 years time from service areas. Could potentially release £5K but may need this in Motor Vehicles Excess due to outstanding excess claims.
HM0897X0151	LEGAL ADVICE FOR DISREPAIRS	(11,000.00)	0.00	(11,000.00)	11,000.00	0.00	P Weston	Not required, cost covered by Housing repairs budget
HM0898X0151	PARAPET WALLS	(654,980.00)	0.00	(654,980.00)	0.00	(654,980.00)	M Harper	Structural works affecting the external wall of the high-rise have been identified; the work has been scoped and pricing has commenced but it was not possible to commence the work itself in the 2023/24 financial year. This reserve will allow us to complete the works that have already been identified from the 2023/24 budget. Required as per March review , awaiting quotes from contractors.
HM0899X0151	TEMPORARY AGENCY WORKER FOR WARDEN SCHEMES	(13,670.00)	13,670.00	0.00	0.00	0.00	L Lea/L Birch	N/A - Reserve released in full
HM0900X0151	PILOT 12 MTH TEMP SCHEME MANAGER	(33,400.00)	0.00	(33,400.00)	0.00	(33,400.00)	L Lea/L Birch	Reserve is still required. Recruitment is currently taking place to fill this position. Appointment has been held up due to first person being offered the post being successful in securing a vacant post at Cheatle Court Warden Scheme and the second person accepting the position then withdrawing their acceptance a few weeks later. Post was advertised again over the summer. Position was offered to external candidate then withdrawn due to very poor references. Position being offered to second placed candidate and references will be requested which will take a few more weeks to arrive and to clear enhanced safeguarding checks.
HM0901X0151	TEMP STAFF	(65,140.00)	0.00	(65,140.00)	0.00	(65,140.00)	Paul Weston	The team has identified a need for additional resource to undertake works around disrepair claims which is becoming an increasingly large issue for the Council. This resource will allow the Council to better respond to claims which in the long term may help to mitigate costs arising from legal action. Business case approve by Finance Officer. Will be released in October to Fund Agency Head of Repairs

CC AC	NARRATIVE	OPENING BALANCE	MOVEMENT IN YEAR	CURRENT BALANCE	AMOUNT TO BE JOURNALLED FOLLOWING REVIEW	UPDATED PROVISIONAL BALANCE 31/03/25	BUDGET MANAGER	REASON FOR RETENTION NOV 2024 REVIEW
HM0902X0151	STRATEGIC LEASEHOLD REVIEW	(28,870.00)	0.00	(28,870.00)	28,870.00	0.00	Paul Weston	Not required, cost covered by revenue budget
HM0903X0151	SOCIAL HOUSING REGULATORY	(186,920.00)	60,950.00	(125,970.00)	0.00	(125,970.00)	Tina Mustafa	Required for the continuity of Social Housing Regulatory Programme
HM0905X0151	SHRUBS & PLANTS	(28,000.00)	0.00	(28,000.00)	28,000.00	0.00	Tina Mustafa	Backlog completed, reserve not required and can be offered up.
HM0906X0151	TPAS	(15,000.00)	0.00	(15,000.00)	0.00	(15,000.00)	Tina Mustafa	TPAS (tenant participatory Advisory Service) is the sectors leading organisation supporting tenant involvement and engagement. Leanne will need to engage these shortly to develop the housing approach to this which is a key priority for our CEO and intrinsic to the regulatory standards
PM1578X0151	ICT CYBER SECURITY TRAINING	(7,000.00)	0.00	(7,000.00)	0.00	(7,000.00)	G Youlden	Required for training on new technology being introduced to the team
PM1616X0151	PROCUREMENT SUPPORT	(20,444.00)	0.00	(20,444.00)	0.00	(20,444.00)	J Goodfellow	To be retained to pay for additional support/temp resource, either casual employee or specialist advice if required, no other funding available. £4k for software updates for In-tend & associated training to meet the requirements of PCR 23, remaining funds required for external support
PM1746X0151	TRAINING	(9,000.00)	9,000.00	0.00	0.00	0.00	J Noble	Released in full
PM1781X0151	FLEXI HOMELESS SUPPORT GRANT	(286,735.00)	50,000.00	(236,735.00)	0.00	(236,735.00)	S Finnegan	This is to fund £97,540 per year for Homeless Hub 2 year agreement (approx £200k in total) - released £100k towards the Homeless Hub on 28/09/23. The remaining amount is to offset the cost of B&B which can't be recovered by income as the HB only contribute to the LHA rate and not the full cost of the B&B placement ( as per Cabinet report 16/03/2023), to confirm how much can now be released to revenue budgets. There is uncertainty of the HPG grant, therefore these funds are required to cover any future shortfalls to deliver the statutory services. A further £36K committed to Customer services to fund 2nd year of Officer who deals with housing applications.
PM1815X0151	CYBER SECURITY IMPROVEMENTS	(5,000.00)	0.00	(5,000.00)	0.00	(5,000.00)	G Youlden	Required to complete updates following cyber audit and IT recommendations made by external audit
PM1836X0151	PROPERTY INSURANCE VALUATION	(110,000.00)	8,600.00	(101,400.00)	0.00	(101,400.00)	E Dyer	Required for insurance valuations for properties. 50% of Property Valuation costs £13K still to be invoiced, work carried out 2024. Property valuations still outstanding on Listed Buildings Market St and Church St, Wiggington House, TEC 2 the old Co-Op building and on the Flex building estimated cost £10,000. This exercise will need to be completed again in 5 to 6 years time. I would therefore recommend retaining some balance. Waiver approved by Becky to fund the IFRS16 software from this reserve pot, total cost for 3 years £27,000. Valuation of Heritage Asset needs to be done and could we potentially needed for Property Excess costs due to Depot high £50K excess or cover across Finance? Also TER costs for 23/24 not budgeted for still to be invoiced.
PM1837X0151	REVENUES TEMP STAFF/SUPPORT	(61,900.00)	25,540.00	(36,360.00)	0.00	(36,360.00)	M Buckland	Funding for temporary staff from new burdens government grant, required to cover for staff sickness/provide additional temporary resource to prevent backlogs building up. To move to retained fund.
PM1843X0151	TEMP COMMS ASST POST	(26,500.00)	26,500.00	0.00	0.00	0.00	T Phillips	N/A - Reserve released in full
PM1856X0151	ENV HEALTH TEMP STAFF	(45,377.00)	0.00	(45,377.00)	0.00	(45,377.00)	W Smith	LA Covid-19 Test & Trace Service Support and LA COMF grants for Environmental Health to pay salaries & on costs to Dec 26
PM1858X0151	HARDSHIP FUNDING 2020/21	(36,112.60)	0.00	(36,112.60)	0.00	(36,112.60)	M Buckland	Hardship Funding from DWP, plus additional contribution £41.8k from court fees refund. This will be used to support vulnerable residents suffering from hardship due to the current economic climate and after effects of Pandemic during the remainder of 2023/24 and into 2024/25, to be transferred to collection fund. Required to support vulnerable residents/discretionary top up re LCTRS as approved by Cabinet 21st November 24.



CC AC	NARRATIVE	OPENING BALANCE	MOVEMENT IN YEAR	CURRENT BALANCE	AMOUNT TO BE JOURNALLED FOLLOWING REVIEW	UPDATED PROVISIONAL BALANCE 31/03/25	BUDGET MANAGER	REASON FOR RETENTION NOV 2024 REVIEW
PM1864X0151	ROUGH SLEEPING INITIATIVE PROJECT	(11,400.00)	0.00	(11,400.00)	11,400.00	0.00	S Finnegan	Not required, funded through this year's HPG
PM1871X0151	DOMESTIC ABUSE ACT	(39,111.00)	5,500.00	(33,611.00)	0.00	(33,611.00)	J Sands	External funding from Gov't, required for the Pathway contract.
PM1872X0151	LOCALITY DEAL FUNDING	(40,640.00)	0.00	(40,640.00)	6,840.00	(33,800.00)	J Sands	£6,840 available for saving, remaining amount required for ASB Officer as per arrangements with SCC
PM1874X0151	FHSF LANDSCAPE CONSULTANCY	(11,500.00)	11,500.00	0.00	0.00	0.00	A Miller	Released in full
PM1877X0151	ILLEGAL ENCAMPMENT DEFENCES	(50,000.00)	20,000.00	(30,000.00)	0.00	(30,000.00)	H Peate	New reserve approved by Cabinet in Jan 2023 to fund defences to assist in deterring illegal encampments.
PM1885X0151	DEVELOPMENT CONSULTANT	(2,318.00)	2,320.00	2.00	0.00	2.00	G Baker-Adair	Released in full
PM1888X0151	WARM SPACES	(4,436.00)	0.00	(4,436.00)	0.00	(4,436.00)	A Ramsel	Underspend from Warm Spaces grant, required in 24/25
PM1891X0151	DEV. PLAN LOCAL & STRATEGIC TEMP STAFF	(10,410.00)	10,410.00	0.00	0.00	0.00	R Powell	N/A - Reserve released in full
PM1893X0151	DEFRA GRANT	(10,047.00)	10,047.00	0.00	0.00	0.00	G Baker-Adair	N/A - Reserve released in full
PM1894X0151	CASTLE AUDIENCE DEVELOPMENT	(25,000.00)	4,000.00	(21,000.00)	0.00	(21,000.00)	L Rowe	This reserve is with regard to developing a new identity for the Castle in anticipation of accessing heritage funding. It is felt at the moment that there is no clear vision for the Castle and a confused visitor experience. Reports drafted and to be reviewed.
PM1895X0151	CASTLE STRUCTURE WORK	(91,670.00)	91,670.00	0.00	0.00	0.00	L Rowe	N/A - Reserve released in full
PM1896X0151	FHSF TIMELAPSE	(11,000.00)	0.00	(11,000.00)	0.00	(11,000.00)	A Miller	To be released into Economic Development revenue budgets as costs for the timelapse photography are being received/paid already.
PM1897X0151	WEDDING INCOME REFUNDS & COMPENSATION	(10,000.00)	10,000.00	0.00	0.00	0.00	H Peate	N/A - Reserve released in full
PM1898X0151	CEMETERIES STAFFING COVER FOR ADOPTION LEAVE	(10,600.00)	10,600.00	0.00	0.00	0.00	M Greaves	N/A - Reserve released in full
PM1899X0151	STREET SCENE VEHICLES INCREASE COST OF VEHICLES	(30,000.00)	0.00	(30,000.00)	0.00	(30,000.00)	M Greaves	Still awaiting delivery of 6 vehicles, so additional costs continue to be incurred, reserve will be required
PM3601X0151	WAMITAB TRAINING	(18,500.00)	18,500.00	0.00	0.00	0.00	M Greaves	N/A - Reserve released in full
PM3602X0151	WELLBEING SERVICE	(60,560.00)	60,560.00	0.00	0.00	0.00	K Moss	N/A - Reserve released in full
PM3603X0151	TEMP FINANCE SUPPORT	(57,170.00)	45,000.00	(12,170.00)	0.00	(12,170.00)	J Goodfellow	Required as temp arrangements in place until March 2025, will be released in full
PM3604X0151	INCREASE IN PEAKS SWIMMING SUBSIDY	(8,000.00)	8,000.00	0.00	0.00	0.00	K Moss	N/A - Reserve released in full
PM3605X0151	CATERING PROVISION AT ANKER VALLEY	(8,770.00)	8,770.00	0.00	0.00	0.00	K Moss	N/A - Reserve released in full
PM3606X0151	ASYLUM SEEKER DISPERSAL GRANT	(44,070.00)	44,070.00	0.00	0.00	0.00	Jo Sands	N/A - Reserve released in full
PM3607X0151	UNEXPECTED NNDR & UTILITY BILLS FOR FORMER FRANKIE & BENNY'S SITE	(55,000.00)	55,000.00	0.00	0.00	0.00	T Wylie	N/A - Reserve released in full
PM3609X0151	CCTV CAMERA INSTALLATION	(17,430.00)	17,430.00	0.00	0.00	0.00		N/A - Reserve released in full

CC AC	NARRATIVE	OPENING BALANCE	MOVEMENT IN YEAR	CURRENT BALANCE	AMOUNT TO BE JOURNALLED FOLLOWING REVIEW	UPDATED PROVISIONAL BALANCE 31/03/25	BUDGET MANAGER	REASON FOR RETENTION NOV 2024 REVIEW
PM3610X0151	ASB POLICY DEVELOPMENT	(25,000.00)	0.00	(25,000.00)	0.00	(25,000.00)	Tina Mustafa	Required towards temporary staff for development of ASB policy and accreditation to allow the Neighbourhood Impact team to fund this work. Accreditation to be completed in February, reserve will be required as there are no other revenue budgets to fund this
PM3611X0151	CAR PARK DRAINAGE & BARRIER	(11,510.00)	11,510.00	0.00	0.00	0.00	T Hobbs	N/A - Reserve released in full
PM3612X0151	SENIOR REGENERATION OFFICER MAT COVER	(15,400.00)	0.00	(15,400.00)	0.00	(15,400.00)	T Hobbs	Required to fund consultancy/backfill support with regard to maternity cover for the Senior Regeneration Officer role
PM3614X0151	CASTLE HERITAGE CRAFTS PROJECT	(27,595.00)	27,595.00	0.00	0.00	0.00	L Rowe	N/A - Reserve released in full
PM3615X0151	CASTLE GRANT, GBSLEP	(62,870.00)	62,870.00	0.00	0.00	0.00	L Rowe	N/A - Reserve released in full
PM3616X0151	CASTLE UNDERSPEND CREATIVE ACTIVITIES	(10,922.00)	10,920.00	(2.00)	2.00	0.00	L Rowe	£2 remaining to be returned to balances
PM3617X0151	MODGOV UPDATE 24/25	(16,900.00)	16,900.00	0.00	0.00	0.00	T Pointon	N/A - Reserve released in full
PM3618X0151	HEALTH AND SAFETY TRAINING, HP	(19,800.00)	7,510.00	(12,290.00)	0.00	(12,290.00)	H Peate	To fund training as this comes up for renewal -still required
PM3619X0151	TEMP CHIEF EXEC SUPPORT	(55,000.00)	0.00	(55,000.00)	0.00	(55,000.00)	T Pointon	To fund Temporary Chief Exec Support, to be released into revenue budgets
PM3620X0151	TEMPORARY POLICY OFFICER POST	(100,000.00)	0.00	(100,000.00)	0.00	(100,000.00)	J Goodfellow	Required to fund AD Policy & Performance and two temp policy officer posts, in line with Policy Change 25/26 MTF5
PM3621X0151	APPLICATIONS AND DIGITAL INSIGHT STAFFING	(8,940.00)	0.00	(8,940.00)	0.00	(8,940.00)	G Youlden	Required for funding temporary arrangements within the team
	<b>RETAINED FUNDS</b>							
HM0859X0156	HSG PROPERTY INSURANCE EXCESS	(122,164.82)	0.00	(122,164.82)	0.00	(122,164.82)	E Dyer	Fund to be retained to meet potential cost of claims as otherwise funding for excess payments will need to be sourced from elsewhere - payments will have to be made. Also covers self-insured claims, which otherwise would have to come from the service area budget.
HM0860X0156	HOUSING CONDITION SURVEY	(137,810.00)	137,810.00	0.00	0.00	0.00	P Weston	N/A - Reserve released in full
HM0863X0156	IMPS ORCHARD-FUNDING HOME & TT	(54,930.00)	0.00	(54,930.00)	0.00	(54,930.00)	G Youlden	Required for funding development including Orchard portal, to replace the current "Finding a Home" service and integrate it into the Portal, and intergrate the Repairs module into the Portal and to look into Orchard mobile, plus improvement plan associated with the SHRP work.
HM0864X0156	MAINTENANCE & SECURITY UPGRADE	(62,005.00)	62,000.00	(5.00)	5.00	0.00	L Birch	£5 unspent to be released to balances
HM0896X0156	HOUSING RESPONSIVE REPAIRS	(553,707.59)	290,000.00	(263,707.59)	0.00	(263,707.59)	P Weston	A large number of jobs were issued prior to 1st April 2023 under the Schedule of Rates arrangement; with effect from 1st April 2023 repairs are delivered using a Price Per Property arrangement. The Reserve was established to ensure that there are sufficient funds available to pay for works issued prior to 1st April without impacting on the PPP budgets. Still working through accounts being closed down, £230,000 released on 15/10/24. Remaining reserve required to cover Responsive repairs cost of rejected jobs
PM0905X0156	CASTLE ACCESSION FUND	(656.00)	0.00	(656.00)	0.00	(656.00)	A Miller	The purpose for this fund is to support the castle collections, either by enabling the purchase of equipment to support the storage and care of the collections, or to purchase one-off pieces with relevant provenance to supplement the collections. Any annual underspend from the accessions revenue budget are added to this retained fund each year. Fund capped at £10,000.
PM1005X0156	RISK MANAGEMENT FUNDING (ZM)	(10,000.00)	0.00	(10,000.00)	0.00	(10,000.00)	E Dyer	The £10,000 needs to be retained to support with Risk Management Training as per audit recommendations. No allocation will be made to this fund from Insurance Recharges in 2024/25 due to increase in overall premiums.

CC AC	NARRATIVE	OPENING BALANCE	MOVEMENT IN YEAR	CURRENT BALANCE	AMOUNT TO BE JOURNALLED FOLLOWING REVIEW	UPDATED PROVISIONAL BALANCE 31/03/25	BUDGET MANAGER	REASON FOR RETENTION NOV 2024 REVIEW
PM1015X0156	INSURANCE-THIRD PARTY EXCESS	(126,715.24)	0.00	(126,715.24)	0.00	(126,715.24)	E Dyer	Fund is required at current level as used to pay the excess payments with regard to claims and if not available the funding will need to be sourced from elsewhere as the payments will have to be made. It would also reduce the availability of self-insured claims, and these may have to come from the service area budget. We currently have 17 claims unsettled which could represent approx £54K charge this year based on Hub data, although unlikely all will be upheld. Some newly settled claims have not yet been invoiced which equate to approx £10K would also reduce the budget. ZM to confirm position regarding outstanding payments. If capped at £100K this could potentially only leave us with £36K which would only fund 7 more claims so we would be looking to top this fund up in 2025/26 at a cost to the service areas. Therefore, we may be best to retain all these reserves until more information is known regarding unsettled claims.
PM1254X0156	4 FUTURE MEMORIAL INSP/MAINT	(50,000.00)	0.00	(50,000.00)	0.00	(50,000.00)	H Peate	Funding for ongoing inspection, testing & maintenance of memorials, capped at £50,000 by previous Cabinet report.
PM1287X0156	CAR PARKS MAINTENANCE	(54,329.00)	0.00	(54,329.00)	0.00	(54,329.00)	T Hobbs	In line with cabinet report, the reserve to be kept for new machine maintenance cost for 4 year plan in operation.
PM1288X0156	TREE MAINTENANCE BOROUGH WIDE	(25,475.00)	0.00	(25,475.00)	0.00	(25,475.00)	H Peate	To provide funding for further felling, removal and replanting of trees across the borough as necessary.
PM1518X0156	TOWN CENTRE STRATEGY	(179,867.00)	(22,730.00)	(202,597.00)	0.00	(202,597.00)	T Hobbs	Underspend in 2022-23 to reserve for next two years business plan as per cabinet report on 17 March 2022. Committed for Regeneration strategy
PM1524X0156	EXTERNAL SUPPORT	(41,395.00)	0.00	(41,395.00)	0.00	(41,395.00)	A Wood	As Internal Audit is not hosted as a permanent resource in-house, these funds are required in the event that additional external support is needed eg for a special investigation or specialist audits, particularly during shared service arrangements with Lichfield DC.
PM1579X0156	CLIMATE CHANGE	(132,720.00)	132,720.00	0.00	0.00	0.00	A Miller	N/A - Reserve released in full
PM1633X0156	DWP UC/NEW BURDENS GRANT	(74,526.00)	0.00	(74,526.00)	0.00	(74,526.00)	M Buckland	New Burdens Funding received in 2324, retained to fund ongoing annual licence fee costs re IEG 4 system
PM1645X0156	GF PROPERTY INSURANCE EXCESS	(50,000.00)	0.00	(50,000.00)	0.00	(50,000.00)	E Dyer	Prudential accounting for potential liabilities - to be retained, required in particular due to the works going on with FHSF, Flex, Middle Entry, Peel and Castle. Excess is also £50K for the Depot so reserves would be wiped out with one claim. £10K excess for other properties.
PM1646X0156	gf MOTOR INSURANCE EXCESS	(9,420.00)	0.00	(9,420.00)	0.00	(9,420.00)	E Dyer	Prudent accounting for potential liabilities - to be retained as claims have increased during 2024, currently 6 unsettled claims therefore potential excess charge outstanding £3,000 & some newly settled claims have not yet been invoiced which could wipe out budget. ZM to confirm position regarding outstanding payments. May require a top up.
PM1653X0156	TOWN HALL IMPROVEMENTS	(25,350.00)	0.00	(25,350.00)	0.00	(25,350.00)	D Lewis	To be retained to fund ad hoc redecoration, improvements and furniture for Town Hall - no other revenue budgetary funding available. This needs to link in with overall Town Hall project which is likely to be deferred - in the interim redecoration and temporary heating provision will be required from this fund so will need to be retained
PM1695X0156	LEGAL FEES	(11,842.00)	0.00	(11,842.00)	0.00	(11,842.00)	A Goodwin	To be retained to fund any external legal fees over and above shared service arrangement with South Staffs
PM1703X0156	INDIVIDUAL VOTER REGISTRATION	(8,564.00)	0.00	(8,564.00)	0.00	(8,564.00)	B Flanagan	New burden funding for implementation of election Act in May, still some changes required by the Election Act to be made so funding required
PM1717X0156	MAINT. OF A5 BALANCING PONDS	(193,365.45)	0.00	(193,365.45)	0.00	(193,365.45)	H Peate	When the A5 bypass was constructed, a network of 8 balancing ponds and reedbeds were also constructed alongside it to take excess water from the surface of the road and prevent this water being discharged as either groundwater or surface water, and also to reduce the effects of certain pollutants from the carriageway. Over time these balancing ponds which flow from Kettlebrook through to Tamworth centre become 'silted' up and have to be cleansed. A survey of the ponds has highlighted the fact that the original committed sum set aside to maintain these ponds is insufficient and further funding is required in order to support the proposed 10 year maintenance plan. Therefore it is proposed that the surplus revenue from the Highway Maintenance budget be retained to assist in the delivery of this cleansing and maintenance programme.

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PM1735X0156	BUSINESS RATES COLLECTION	(3,588,294.00)	0.00	(3,588,294.00)	0.00	(3,588,294.00)	J Goodfellow	This is the business rates volatility fund should there be a significant reduction in business rates in year. Due to the accounting arrangements for the collection fund the deficit on the collection fund is accounted for in the year after the budget is set. £500k to be released in 24/25 to GF to assist in balancing budget per 24/25 Policy Change FIN 10. To be retained due to ongoing volatility re business rates and risk of drop in business rates income, and to mitigate the impact of pending business rates reset, and to assist with balancing MTFS.
PM1741X0156	SPORTS GRANT	(2,400.00)	0.00	(2,400.00)	0.00	(2,400.00)	H Peate	Required for Tamworth BMX club to draw against for track maintenance.
PM1775X0156	CONSERVATION GRANTS	(27,890.00)	0.00	(27,890.00)	0.00	(27,890.00)	R Powell	To be spent on town centre shop front improvements
PM1776X0156	LOCAL PLAN	(237,289.00)	67,315.00	(169,974.00)	0.00	(169,974.00)	A Miller	The estimated cost of delivering a new local plan for Tamworth is approximately £430k (based on legislative process and research of anticipated evidence costs). So far approximately £150k has been spent or committed to be spent on the evidence base. To be retained.
PM1793X0156	EXPAND BILDING CONT PARTNSHIP	(12,420.00)	0.00	(12,420.00)	0.00	(12,420.00)	A Miller	This is Tamworth's share of the returned earmarked reserve from the Southern Staffs Building Control Partnership, and is required to be retained for future in line with the agreement, and to mitigate increasing cost of building control partnership
PM1794X0156	PLANNING INVEST FROM FEE INC	(36,190.00)	0.00	(36,190.00)	0.00	(36,190.00)	A Miller	The Government increased nationally set planning fees by 20% on 17th January 2018 on the understanding that the increase would be re-invested into the planning service. This fund was created to make improvements and efficiencies to the service and provide transparency .Earmarked for supporting staff salaries
PM1798X0156	PROPERTY FUND INVESTMENT COSTS	(1,120,000.00)	0.00	(1,120,000.00)	0.00	(1,120,000.00)	J Goodfellow	Fund required to cover potential reductions in property fund investment values arising from the current economic situation. IFRS 9 override due to expire March 2025 which will mean from 2025/26 we will have to account for any losses in property fund valuations - this fund is required to mitigate any such losses.
PM1804X0156	FINANCIAL & DEBT ADVICE	(68,350.00)	0.00	(68,350.00)	0.00	(68,350.00)	S Finnegan	Required for Citizen Advice contract - £60k requirement in total over 3 years
PM1833X0156	BELGRAVE 3G PITCH MAINTENANCE	(100,000.00)	0.00	(100,000.00)	0.00	(100,000.00)	H Peate	Sinking fund required at £25k per year as per agreement with football foundation for maintenance costs
PM1861X0156	MAINTAIN COMM. WOODLAND ON FORMER GOLF COURSE, REDROW SITE	(200,000.00)	0.00	(200,000.00)	0.00	(200,000.00)	H Peate	The reserve money is necessary to deliver maintenance associated with the community woodland, an important component of the golf course planning approval. The project is delayed as a consequence of ongoing discussions with Redrow over the land levels required to deliver the project.
PM1862X0156	REGENERATION PROJECT PIPELINE	(136,640.94)	0.00	(136,640.94)	0.00	(136,640.94)	A Miller	Approved by Cabinet 17/3/22 to establish fund for regeneration project pipeline. The reserve to ensure that business cases can be prepared so that future funding can be bid for. Potential spend on Marmion House £20k in 24/25, remaining funds required in line with Cabinet approval.
PM1876X0156	FUTURE SPORTS FACILITY DEVELOPMENT	(37,396.00)	0.00	(37,396.00)	0.00	(37,396.00)	H Peate	Related to Belgrave 3G Pitch. Tamworth BC keeps 60% of remaining income after paying 40% to the college and annual sinking fund PM1833
PM1878X0156	VIABILITY OF ANKERSIDE SHOPPING CENTRE	(3,536,900.00)	0.00	(3,536,900.00)	0.00	(3,536,900.00)	R Barnes	Funds to be used to mitigate potential revenue losses/capital investment required.
PM1879X0156	ENVIRONMENTAL HEALTH TEMP STAFF	(79,140.00)	62,730.00	(16,410.00)	0.00	(16,410.00)	W Smith	Required for staff salaries to Dec 26
PM1884X0156	PARTNERSHIP TEMPORARY STAFF	(41,630.00)	0.00	(41,630.00)	0.00	(41,630.00)	J Sands	Required for Cohesion Officer's salary in 2024/25 - Future years funded from AS Dispersal Grant and underspend on salaries which will have to be put into reserves
PM1887X0156	SHARED PROSPERITY FUND	(30,849.00)	30,849.00	0.00	0.00	0.00	T Hobbs	Released in full
PM1892X0156	COUNCIL TAX CREDIT	(4,271.40)	0.00	(4,271.40)	4,271.40	0.00	J Goodfellow	Council tax credits re payments received from MoD on exempt properties - to be returned to balances

CC AC	NARRATIVE	OPENING BALANCE	MOVEMENT IN YEAR	CURRENT BALANCE	AMOUNT TO BE JOURNALLED FOLLOWING REVIEW	UPDATED PROVISIONAL BALANCE 31/03/25	BUDGET MANAGER	REASON FOR RETENTION NOV 2024 REVIEW
	<b>SECTION 106 CAPITAL CONTRIBUTIONS</b>							
PM0600X0178	CAPITAL FUND	(1,129,600.94)	0.00	(1,129,600.94)	0.00	(1,129,600.94)		OK
	<b>CIL CAPITAL CONTRIBUTIONS</b>							
PM0600X0179	CAPITAL FUND	(982,426.53)	0.00	(982,426.53)	0.00	(982,426.53)		OK
	<b>COMMUTED SUMS RESERVES</b>							
PM4718X0153	OPEN SPACE MAINTENANCE	(445,151.95)	445,151.95	0.00	0.00	0.00		S106/CIL Agreements
PM4719X0153	OPEN SPACE ENHANCEMENT	(1,493,257.44)	1,627,490.00	134,232.56	0.00	134,232.56		S106/CIL Agreements
PM4721X0153	LEISURE CENTRE CONTRIB	(246,472.86)	1,452,472.86	1,206,000.00	0.00	1,206,000.00		S106/CIL Agreements
PM4723X0153	STORM WATER DRAINAGE MAINT.	(434,739.74)	434,739.74	0.00	0.00	0.00		S106/CIL Agreements
PM4725X0153	RECREATION/LEISURE FACILITIES	(1,528,560.83)	1,701,070.22	172,509.39	0.00	172,509.39		S106/CIL Agreements
PM4726X0153	AGREEMENT MONITORING	(231,206.00)	231,206.00	0.00	0.00	0.00		S106/CIL Agreements
PM4727X0153	FOR THIRD PARTY ORGANISATION	0.00	372,951.00	372,951.00	0.00	372,951.00		S106/CIL Agreements
PM4730X0153	C I L ADMIN 5%	(23,541.40)	23,541.40	0.00	0.00	0.00	R Powell	S106/CIL Agreements
PM4731X0153	C I L COMMUNITY 15%	3,879.00	176,407.07	180,286.07	0.00	180,286.07	R Powell	S106/CIL Agreements
PM4732X0153	C I L STRATEGIC 80%	961,525.53	0.00	961,525.53	0.00	961,525.53	R Powell	S106/CIL Agreements
PM4733X0153	BIODIVERSITY ENHANCEMENT	(1,549.00)	33,043.75	31,494.75	0.00	31,494.75		S106/CIL Agreements
	<b>OTHER RESERVES</b>				0.00			
PM0599X0154	CONTROL ACCOUNT	(364,191.36)	0.00	(364,191.36)	0.00	(364,191.36)	P Weston	OK
PM0926X0154	TRANSFORMATION RESERVE	(1,473,127.00)	46,810.00	(1,426,317.00)	0.00	(1,426,317.00)	J Goodfellow	Held for Transformation projects associated with Recovery and Reset Programme, Sustainability Strategy and Strategic Change, and / or to fund the MTFs requirement in the Medium Term. £110k required to fund temp arrangements for re-opening reception at Marmion House for trial period. Remaining fund required in line with MTFs
	<b>TOTAL RESERVES</b>	<b>(27,523,238.95)</b>	<b>8,073,019.99</b>	<b>(19,450,218.96)</b>	<b>90,388.40</b>	<b>(19,359,830.56)</b>		



# Community Impact Assessment

<b>Part 1 – Details</b>		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	<b>TEMPORARY RESERVES AND RETAINED FUNDS</b>	
Date Conducted	26 <sup>th</sup> November 2024	
Name of Lead Officer and Service Area	Jo Goodfellow, Interim ED Finance	
Commissioning Team (if applicable)		
Director Responsible for project /service area	Jo Goodfellow, Interim 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	Reserves and retained fund balances circulated to and discussed at Corporate Management Team meetings	
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.

For Cabinet to approve the transfer of unspent reserves back to balances and note the current levels of reserves remaining.

Who will be affected and how?

N/A

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 with reserves/retained funds 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		X	No direct impact as a result of this report
Disability		X	No direct impact as a result of this report
Gender Reassignment		X	No direct impact as a result of this report
Marriage and Civil Partnership		X	No direct impact as a result of this report
Pregnancy & Maternity		X	No direct impact as a result of this report
Race		X	No direct impact as a result of this report
Religion or belief		X	No direct impact as a result of this report
Sexual orientation		X	No direct impact as a result of this report
Sex		X	No direct impact as a result of this report
Gypsy/Travelling Community		X	No direct impact as a result of this report
Those with caring/dependent responsibilities		X	No direct impact as a result of this report
Those having an offending past		X	No direct impact as a result of this report



Children		X	No direct impact as a result of this report
Vulnerable Adults		X	No direct impact as a result of this report
Families		X	No direct impact as a result of this report
Those who are homeless		X	No direct impact as a result of this report
Those on low income		X	No direct impact as a result of this report
Those with drug or alcohol problems		X	No direct impact as a result of this report
Those with mental health issues		X	No direct impact as a result of this report
Those with physical health issues		X	No direct impact as a result of this report
Social inclusion Please include refugees and asylum seekers,		X	No direct impact as a 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		X	No direct impact as a result of this report
Health and Wellbeing		X	No direct impact as a result of this report
Climate Change		X	No direct impact as a 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

**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

Date of Review (If applicable) : 23 July 2024

Guidance and form updated July 2023 following CMT approval.

**Cabinet****Thursday, 12<sup>th</sup> December 2024****Report of the Leader of the Council****Quarter Two 2024-25 Performance Report****Exempt Information**

None

**Purpose**

This report provides the Committee with an overview of Council performance for the second quarter of the 2024/25 financial year (July to September 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, compliments, comments, complaints and health & safety. Corporate Scrutiny Committee considered the report on 19<sup>th</sup> November 2024.

**Recommendations**

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

**Executive Summary**

This is the second quarterly performance report for the year 2024/25.

The report attached at appendix 1 contains the following sections:

1. Quarter 2 Highlight 2024/25
2. Strategic Projects Summary
3. Finance
  - 3.1 Financial Health Check Report – Period 6 September 2024
  - 3.2 General Fund Main Variances
  - 3.3 Capital Programme Monitoring
  - 3.4 Economic Wellbeing
  - 3.5 Medium Term Financial Strategy 2024/25 - 2028/29 Monitoring, September 2024
  - 3.6 Treasury Management Update – Period 6 2024/25
4. Corporate Risks
  - 4.1 Corporate Risks Detailed Summary Quarter 2 2024/25
  - 4.2 Detailed Corporate Risk Register Summary
5. Audit Plan update – End of Quarter 2
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
7. Health and Safety

**Appendices**

- Appendix 1 - Strategic Projects Highlight Reports

Corporate scrutiny committee considered the report on 19<sup>th</sup> November 2024 and the questions, responses and follow up actions are included within the corporate scrutiny discussion log at Appendix 3.

**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

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**Appendices**

Appendix 1 - Quarter 2 2024-25 Performance Report

Appendix 2 - Community Impact Assessment


















Appendix 3 – Discussion log







# Quarter 2 Performance Report 2024/25

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## 1. Quarter 2 Highlight 2024/25

 <p>Tamworth Castle has been awarded a Welcome Accolade by Visit England for exceptional visitor experience</p>	 <p>Tamworth Castle achieved +51% income for the summer holiday period in 2024 compared with 2023.</p>
 <p>Town centre footfall during the Athelstan 1100 festival 20<sup>th</sup> to 28<sup>th</sup> July was 175,327</p>	 <p>Over 1300 digital records are now available on the Tamworth Castle Museum collections website.</p>
 <p>Empty Homes review – generating additional revenue for the Authority e.g. New Homes Bonus</p>	 <p>Commencement of National Fraud Initiative single person discount review</p>
 <p>Council Tax direct debit percentage is now at 75% (more efficient and cost effective for us and our residents)</p>	 <p>A clean subsidy claim for Authority confirmed by Auditors</p>
 <p>Council awarded Silver Armed Forces Employer Recognition Award as part of the Armed Forces Covenant Duty</p>	 <p>Beauchamp Park play area updated, and sheltered housing plant a pot scheme supported.</p>
 <p>Summer activities in conjunction with a range of partners have taken place-offering free holiday provision to local families. New activities such as rounders, wellbeing walks have launched and engaging local clubs and groups in community engagement activities have also taken place.</p>	 <p>A wide range of summer events have taken place over this quarter including, launch of the Athelstan 1100 Ascension, outdoor theatre, bandstand concerts, summer concert series, We Love Tamworth, summer of dragons events to heritage open days.</p>
 <p>Training requests prioritised following PDR completion.</p>	 <p>Licensing Officers issued 2 taxi drivers, 9 points each during Q2, for violating licensing conditions.</p>
 <p>We received £15,193.55 of Community Infrastructure Levy payments in Q2.</p>	 <p>The animal licensing service achieved the RSPCA Bronze Award for animal welfare this year.</p>
 <p>Role profiles refreshed, ensuring corporate responsibilities are included along with specific responsibilities such as director on call, fluency duty and premise manager are incorporated.</p>	 <p>Development of a new equality strategy and review of community impact assessment making it more robust and both inward and outward facing, this included consultation with the community</p>
 <p>Awarded contracts for desktop and network refresh projects</p>	 <p>Release of post room power app to digitise and automate their processes, including issuing badges, keys and recording visitor details, now live and fully adopted.</p>
 <p>7 funeral directors were inspected in line with a request to all local authorities by the Ministry of Justice in light of the distressing case at Legacy Funeral Directors in Hull and East Riding. All funeral directors within Tamworth were found to be compliant.</p>	 <p>Another quarter of gold standard for address data with Geoplace</p>

 <p>Business grants - funding of £27,882 has been granted to support businesses.</p>	 <p>Almost £1.5million of UKSPF year 3 grant funding received from UK Government and allocated to projects in Tamworth.</p>
 <p>Demolition approved for South Staffs College paving the way for future development of the site</p>	 <p>New Shop front approved for 12-13 Market Street (FHSF work)</p>
 <p>Staff conference held at the Assembly rooms held over two days with 310 staff in attendance</p>	 <p>Gender Pay Gap reported. Significant progress has been made with a positive gender pay gap achieved for the first time.</p>

## 2. Strategic Projects Summary

### 2.1 Corporate Plan 2022 - 25 Strategic Projects Overview Report

Code	Project	Projects Highlights (Overall Project Comments)	Status	Due Date	Managed By
CP2022-25_PD_034	Asset management Strategy	1. Final draft with Asset Strategy Steering Group for consideration and approval before being put of forward plan for formal approval. Cabinet report Oct 2024		31-Oct-2024	Paul Weston
CP2022-25_TCP_004	FHSF	<p>Challenges in Q2 persist however the project is picking up pace.</p> <ul style="list-style-type: none"> <li>Delays have been encountered with the Peel Café build owing to ISG going into administration. ISG are the contractors appointed by Nationwide to fit out the building and deliver the shopfront. The expected delay will be minimal and there is no knock on with the rest of the programme.</li> <li>Change of scope for Middle Entry project now resolved and contract signed. Work underway with Peer Group to understand programming and work associated with the bridge demolition. Equally discussions around RAAC and the licence that needs to be agreed to enable TBC to work on their building.</li> <li>Engagement with market traders on St Edithas Square and their potential relocation. Draft plans are in place to move traders to Lower Gungate.</li> <li>Deterioration of buildings on Market Street further due to the condition of them. Concerns over costs.</li> <li>Generally work is progressing well and the Peel Café was handed over to Nationwide in Q2 for fit out. TEC 2 is also progressing well with intended occupation January.</li> <li>Everything is in contract during Q2 - to spend the FHSF grant.</li> </ul>		31-Mar-2025	Anna Miller
CP2022-25_PD_043	Financial Stability plan to resolve long term Medium Term Financial Strategy position	Budget and MTFS 2025/26 on track in line with timetable		31-Mar-2025	Joanne Goodfellow
CP2022-25_TCP_005	Gungate	<p>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.</p> <p>Plans to split bingo hall from ATIK nightclub have been developed and negotiations with new nightclub owners are taking place.</p> <p>Briefing on Gungate being prepared for ELT</p>		31-Mar-2025	Anna Miller
CP2022-25_PD_027	Housing Revenue Account (HRA) Business Plan (2024-2054)	HRA viability project forms part of the social housing regulatory programme and work is progressing on the baseline position impact assessment of the options to remedy with a view to report latest position to cabinet in Feb 2025 (TM)		31-Mar-2025	Hamid Khan; Tina Mustafa



Code	Project	Projects Highlights (Overall Project Comments)	Status	Due Date	Managed By
CP2022-25_PD_008	Local Government Boundary Review	Awaiting Local Government Boundary Commission project inception.		31-Mar-2025	Zoe Wolicki
CP2022-25_TCP_007	Net Zero	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. A Member workshops has now also been completed.		31-Mar-2025	Anna Miller
CP2022-25_PD_047	Social Housing Regulatory Programme	Dedicated resourcing is in place until December 2025 to accelerate progress on the programme and this includes <ul style="list-style-type: none"> <li>• Compliance review and remedy of overdue actions</li> <li>• Policy schedule being fast tracked</li> <li>• Service standards drafted for consultation and</li> <li>• Enhanced performance dashboard through Pentana</li> </ul>		31-Mar-2025	Hamid Khan; Tina Mustafa
CP2022-25_PD_048	Strategic Review of Leaseholder Service Charges	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.  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.		31-Mar-2025	Paul Weston

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

Project Status Key

Appendix 1 contains detailed highlight reports on each project.

## 3. Finance

### 3.1 Financial Health Check Report – Period 6 September 2024

#### Executive Summary

This section to the report summarises the main issues identified at the end of September 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
Chief Executive	173	213	40	2	19	17
AD Growth & Regeneration	332	684	352	1,464	2,126	662
ED Organisation	457	391	(66)	601	621	20
AD People	2,111	2,081	(30)	666	846	180
AD Environ Culture & Wellbeing	3,281	4,624	1,343	6,414	7,015	601
ED Finance	64	71	7	-	10	10
	(149)	(471)	(322)	(2,350)	(3,455)	(1,105)
AD Finance						
AD Assets	(614)	227	841	(696)	(636)	60
AD Neighbourhoods	423	313	(110)	1,025	1,234	209
AD Partnerships	476	356	(120)	1,057	1,180	123
<b>Total</b>	<b>6,554</b>	<b>8,489</b>	<b>1,935</b>	<b>8,183</b>	<b>8,960</b>	<b>777</b>

The General Fund has an unfavourable variance against budget at Period 6 of £1.935m (unfavourable variance of £442k as at Period 5). The projected full year position identifies an unfavourable variance against budget of £777k or 9.5% (unfavourable variance of £775k or 9.47% as at Period 5). Main overspends due to the shortfall in Carpark & planning income, Assembly room tickets and catering sales and increase in Joint waste cost.

Individual significant budget areas reflecting the variance and areas for concern are detailed at **s3.2**.

A balance of £95k was held in the General Contingency Budget at the end of September 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 £8.825m at the year-end from normal revenue operations compared to £9.185m projected within the 2024/25 budget report– reduced balances of £360k.

## 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	8,759	9,878	1,120	17,517	14,921	(2,596)	2,320	17,241
AD People	471	368	30	(338)	736	736	-	-	736
AD Environment, Culture & Wellbeing	2,686	1,568	943	(625)	3,136	3,136	-	-	3,136
AD Finance	-	23	-	(23)	45	20	(25)	-	20
AD Assets	3,037	1,920	182	(1,738)	3,840	1,631	(2,209)	2,209	4,529
AD Neighbourhoods	-	23	-	(23)	46	46	-	-	46
AD Partnerships	-	5	10	5	10	10	-	-	10
GF Contingency	2,250	-	-	-	2,250	2,000	(250)	250	2,250
<b>TOTAL GENERAL FUND</b>	<b>25,711</b>	<b>12,665</b>	<b>11,043</b>	<b>(1,622)</b>	<b>27,579</b>	<b>22,500</b>	<b>(5,080)</b>	<b>4,778</b>	<b>27,967</b>

Capital expenditure incurred was £11.043m compared to a profiled budget of £12.665m (£10.450m compared to a profiled budget of £10.554m as at Period 5). At this point it is predicted that £22.5m will be spent by year end against a full year budget of £27.579m including re-profiled schemes from 2023/24 of £25.711m (£27.118m spend predicted against a full year budget of £27.597m as at Period 5). Re-profiling of £4.778m into 2025/26 is predicted at this stage, being £250k for GF Contingency, £186k for FHSF Castle Gateway, £2.134m Gungate Development, £688k Town Hall improvement and £1.520m Disabled Facilities Grant.

A summary of Capital expenditure is shown at **s3.3**.

## Treasury Management

At the end of September 2024, the Authority had £62.354m invested in the money markets. The average rate of return on these investments is 5.21% though this may change if market conditions ease (4.96% when combined with property funds).

The Authority also has property fund investments of £1.849m with Schrodgers UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.056m with Hermes Federated Property Unit Trust. The year to date returns on the property fund investments are 3.61% for Schrodgers, 3.20% for Threadneedle and 4.30% for Hermes.

Borrowing by the Authority stood at £63.060m at the end of September 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 **s3.6**.

### 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	(12,179)	(12,125)	54	(12,775)	(12,699)	76
ED Communities	63	73	10	-	10	10
AD Environment, Culture & Wellbeing	198	207	9	419	428	9
AD People	107	88	(19)	-	-	-
AD Assets	623	619	(4)	554	592	38
AD Neighbourhoods	1,275	1,361	86	4,191	4,344	153
Housing Repairs	3,069	2,790	(279)	6,557	6,721	164
<b>Total</b>	<b>(6,844)</b>	<b>(6,987)</b>	<b>(143)</b>	<b>(1,054)</b>	<b>(604)</b>	<b>450</b>

The HRA has a favourable variance against budget at Period 6 of £143k (£855k favourable as at Period 5. Housing Repairs budget profile has been updated). This is mainly due to Housing Repairs year to date budget underspends.

The projected full year position identifies an unfavourable variance against budget of £450k or 42.69% (£170k unfavourable or 16.14% as at Period 5). Individual significant budget areas reflecting the variance are detailed at **s3.2**.

#### 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	7,767	4,833	(2,933)	15,377	13,512	(1,865)	1,715	15,227
HRA Contingency	100	50	-	(50)	100	-	(100)	100	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>4,435</b>	<b>7,817</b>	<b>4,833</b>	<b>(2,983)</b>	<b>15,477</b>	<b>13,512</b>	<b>(1,965)</b>	<b>1,815</b>	<b>15,327</b>

Housing Capital expenditure of £4.833m has been incurred as at the end of Period 6 compared to a profiled budget of £15.477m. At this point it is predicted that £13.512m will be spent by the year-end against a full year budget of £15.477m (including £4.435m re-profiled from 2023/24). Re-profiling of £1.815m is predicted at this stage being £1.715m High Rise Ventilation System and £100k HRA Contingency (£100k at Period 5).

A summary of Capital expenditure is shown at **s3.3**.

## **Balances**

Balances on the Housing Revenue Account are projected to be in the region of £2.824m at the year-end compared to £3.585m projected within the 2024/25 budget report – reduced balances of £761k.

## 3.2 General Fund 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	SPORT PITCHES	CONT TO RESERVES	19,930	0	19,930	0	40,000	40,000	Agreement for funds to go into sinking funds for future maintenance
		FEES & CHARGES 3G SPORTS	(19,929)	0	(19,929)	0	(40,000)	(40,000)	Agreement for funds to go into sinking funds for future maintenance
	ACTIVE WELLBEING	MISC CONTRIBUTIONS	(70,872)	0	(70,872)	0	(70,872)	0	Invoice to CIC Staffing Contribution
	ASSEMBLY ROOMS	SALARIES	227,096	261,600	(34,504)	523,180	0	523,180	Vacant Post
		PERFORMERS FEES	238,738	185,000	53,738	366,090	193,760	559,850	Post Covid more shows gone to % fees. Expenditure is 80% of tickets sales which is industry standard. Predicted outturn based on this industry standard and if future show sells at 75% capacity.
		TICKET SALES	(292,700)	(298,240)	5,540	(596,510)	(119,730)	(716,240)	Outturn figure assumes that all future shows will sell tickets at 75% of full capacity.
		PRIVATE HIRE TICKET SALES	(18,027)	(48,260)	30,233	(96,530)	(24,630)	(121,160)	Increased income, in line with increased cost of performers fees

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 BAR	SALARIES	25,249	93,960	(68,711)	187,920	(40,000)	147,920	Vacant post
		WAGES	37,817	15,900	21,917	33,900	60,000	93,900	Being used to cover vacant posts
		BAR SALES	(64,004)	(94,040)	30,036	(188,060)	0	(188,060)	Currently under review, continued analysis of mark up on stock
	PUBLIC SPACES	SALARIES	787,216	828,280	(41,064)	1,676,610	(15,000)	1,661,610	Vacant post
		VACANCY ALLOWANCE	0	(57,780)	57,780	(115,500)	115,500	0	Vacancy Allowance
		CONTRIB FROM STAFFS C .	(168,370)	(123,050)	(45,320)	(123,050)	(45,320)	(168,370)	Additional Income from SCC
	OAP GRASS CUTTING SERVICE	SALARIES	29,221	61,440	(32,219)	61,460	(4,430)	57,030	Vacant post covered by agency staff
TBC LIGHTING MAINTENANCE	LIGHTING	40,230	25,620	14,610	51,230	35,000	86,230	Unmetered usage no longer subsidised by the Govt	
Chief Executive	JOINT WASTE ARRANGEMENT	REFUSE JOINT ARRANGEMENTS	1,984,260	897,340	1,086,920	1,794,690	189,570	1,984,260	Estimated outturn based on 2023/24 outturn assuming no more reserves available to meet increased costs

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
Chief Executive	JOINT WASTE ARRANGEMENT	RECYCLING JOINT ARRANGEMENTS	57,202	300,000	(242,798)	600,000	(150,000)	450,000	On account payments received from SCC paid over to the Joint Waste Service. Final amount will be based on actual recycling from Tamworth residents assumed will be similar level to 2023/24 at £450k.
		RECYCLING CREDITS-SCC	(20)	(322,860)	322,840	(645,750)	195,750	(450,000)	Payments received on account in respect of recycling credits due from Staffordshire County Council. Total amount due will not be known until after year end and will be based on actual amounts recycled during the year. We have assumed at this point it will be in line with credits received for 2023/24 at £450k. This amount will then be paid over to Joint Waste Service.
AD People	CUSTOMER SERVICES	VACANCY ALLOWANCE	0	(21,780)	21,780	(43,600)	43,600	0	Vacancy Allowance
AD Assets	DISABLED FACILITIES GRANT-ADMI	SALARIES	73,086	106,440	(33,354)	212,930	0	212,930	Vacant hours covered by temporary staff



Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Assets	DISABLED FACILITIES GRANT-ADMI	PAYMENTS FOR TEMPORARY STAFF	103,729	60,000	43,729	120,000	0	120,000	Overspend to offset the underspend on Salaries
	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	860,096	2,820	857,276	5,580	0	5,580	100% provision provided for 2 x unpaid Lease Rent invoices
		RENTS	(1,206,063)	(1,197,000)	(9,063)	(825,250)	50,000	(775,250)	Additional income was expected this year from new tenants expected to be taking over former Frankie & Benny's site. There is a delay with planning and tenants are not expected to be on site this financial year.
AD Neighbourhoods	HOMELESSNESS	BED AND BREAKFAST COST	148,205	77,580	70,625	155,100	100,000	255,100	Overspend on B&B cost, some will be recovered from Homelessness Prevention Grant
		BED & BREAKFAST INCOME	(39,495)	(80,520)	41,025	(155,100)	72,000	(83,100)	Benefit payments are at the LHA one -bed rate per household (even though there are large families in multiple rooms) which is much lower than the actual cost of B&B
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(343,706)	(145,500)	(198,206)	(260,500)	0	(260,500)	Homelessness prevention grant still to be allocated to expenditure codes and used towards the B&B cost

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 Partnerships	CAR PARKING ENFORCEMENT COSTS	STANDARD CHARGES	(16,276)	(60,660)	44,384	(121,350)	56,000	(65,350)	High income target not achievable, future year's target to be considered as part of 25/26 MTFS.
	SAFER STRONGER COMMUNITIES FND	GOVERNMENT GRANTS	(238,421)	(37,945)	(200,476)	(54,591)	0	(54,591)	Asylum seekers dispersal grant received in August 24 still to be allocated
AD Growth & Regeneration	OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(416,145)	(573,470)	157,325	(1,107,000)	350,000	(757,000)	Car Park income not achievable due to reduced use and high-income target.
	ENVIRONMENTAL HEALTH	VACANCY ALLOWANCE	0	(19,380)	19,380	(38,740)	38,740	0	Vacancy Allowance
	DEVELOPMENT CONTROL	FEES & CHARGES PLANNING APP	(36,497)	(85,500)	49,004	(171,000)	60,000	(111,000)	Reflects national picture, however, if new labour proposals go through, the team will be generating an additional 40k a year, which would cover the deficit
	TEC COLESHILL	RENTS	0	(66,240)	66,240	(132,500)	66,000	(66,500)	Building not open yet, so rents not received. Hoping to open Jan 2025
	THE FLEX BUILDING	RENTS	0	(32,160)	32,160	(64,310)	32,000	(32,310)	Building not open yet, so rents not received. Hoping to open May 2025
AD Finance	CORPORATE FINANCE	GENERAL CONTINGENCY	0	0	0	95,000	(50,000)	45,000	Contingency not likely to be released.
		CONT TO RESERVES	0	0	0	0	236,898	236,898	Contribution to business rates reserve based on estimate position

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	CORPORATE FINANCE	AUDIT FEE	56,711	106,500	(49,789)	212,990	(87,000)	125,990	Expected underspend, full budgetary provision not likely to be required
		NNDR LEVY PAYMENTS	173,685	180,000	(6,315)	1,631,860	231,370	1,863,230	Additional levy payments based on year to date position
		GOVERNMENT GRANTS	(254,056)	(321,480)	67,424	(643,000)	0	(643,000)	No outturn variance expected at this stage
		GOVERNMENT GRANTS	(1,380,739)	(1,358,520)	(22,219)	(2,717,000)	277,024	(2,439,976)	S31 Business Rate Relief Grants, estimate based on latest position
		MISC CONTRIBUTIONS	0	0	0	0	(745,292)	(745,292)	Estimate returned levy from pool based on latest position
		SAVINGS-SERVICE REVIEW	0	0	0	460,000	(460,000)	0	Offsetting commercial property bad debt provision
	TREASURY MANAGEMENT	TREASURY MAN. RECHG TO HRA	0	0	0	(3,050,700)	64,123	(2,986,577)	Reduced recharge to HRA anticipated
		MISC INTEREST & DIVIDENDS	(1,364,787)	(933,180)	(431,607)	(1,866,350)	(816,000)	(2,682,350)	Expected interest above budget due to increased interest rates and additional balances to invest as a result of capital slippage

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	COUNCIL TAX	COURT COSTS	(121,188)	(87,480)	(33,708)	(175,000)	0	(175,000)	Additional Income received based on latest estimated position. Will be closely monitored till year end.
	BENEFITS	RENT ALLOWANCES/PT GRANT & OVERPAYMENT RECOVERY	39,961	640	39,321	6,680	39,300	45,980	Predicted outturns based on DWP Estimate Claim as at P6
		COUNCIL TENANT RENT REBATES/GRANT & OVERPAYMENT	30,935	(25,490)	56,425	(56,110)	72,140	16,030	
	BENEFITS ADMINISTRATION	VACANCY ALLOWANCE	0	(21,540)	21,540	(43,040)	43,040	0	Vacancy Allowance

## Housing Revenue Account – Main Variances

Service Area	Cost Centre	Account Code	Year to Date Position	Year to Date Budget	Year to Date Variance	Full Year Budget	Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
AD Assets	REPAIRS CONTRACT	SALARIES	176,277	207,060	(30,783)	414,140	0	414,140	Vacant hours, awaiting pay award and some of the underspend is to offset the cost Temporary staff
HENV	HRA CLEANERS	SALARIES	147,567	191,760	(44,193)	383,460	(20,000)	363,460	Agency cover spend of £19k can be offset against salary savings. Long term sickness also contributing to underspend. Budget also includes additional £40k for 2024/25 only for cost of Agency cover. Pay award still pending
AD Neighbourhoods	INCOME MANAGEMENT	VACANCY ALLOWANCE	0	(18,180)	18,180	(36,340)	36,340	0	Vacancy Allowance
Housing Repairs	REPAIRS CONTRACT	RESPONSIVE REPAIRS	1,469,784	1,230,000	239,784	2,230,000	230,000	2,460,000	The overspend will be funded from reserves. Invoice for rejected jobs (£240k) has been paid and now there is a review being carried out to action the jobs on to ensure accurate information is provided regarding outturn.

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	BRICKWORK & SPALLING	0	50,425	(50,425)	100,850	0	100,850	Will be spent on parapets - Wates are preparing their quote, might be combined with building safety act there is consideration for this to be included in the Capital work as this is more replacement than repairs.
Housing Repairs	REPAIRS CONTRACT	LIFT MAINTENANCE	2,374	37,500	(35,126)	75,000	0	75,000	Payments for previous year's accrual are still outstanding
Housing Repairs	REPAIRS CONTRACT	PERIODIC ELECTRICAL TESTING	100,198	150,000	(49,802)	300,000	0	300,000	Over 470 jobs issued for 2024-25 but none of them completed. Many jobs outstanding from previous years.
Housing Repairs	REPAIRS CONTRACT	DISREPAIR COSTS	(49,609)	90,000	(139,609)	180,000	0	180,000	Accrual from last year still to be settled
Housing Repairs	REPAIRS CONTRACT	RECHARGABLE WORKS	(65,576)	0	(65,576)	0	(65,580)	(65,580)	Charges to tenants for damages caused to properties
Housing Repairs	REPAIRS	ASBESTOS REMOVAL	4,876	125,000	(120,124)	250,000	0	250,000	Budget includes Glenfield asbestos removal and this is in progress
Housing Repairs	REPAIRS	DISREPAIR COSTS	112,605	75,000	37,605	150,000	0	150,000	Legal and settlement cost of disrepairs.
HRA Summary	H R A SUMMARY	ITEM 8 DEBIT	0	0	0	3,050,700	(64,120)	2,986,580	Reduced treasury management recharge
HRA Summary	H R A SUMMARY	RENTS	(12,116,076)	(12,176,260)	60,184	(22,947,540)	120,000	(22,827,540)	Higher level of voids than budgeted for

**General Fund – Policy Changes Savings / Additional Income**

Cost Centre	Description	POLICY CHANGES 2024/25	2024/25 BUDGET	Predicted Outturn Variance	Predicted Outturn	Comment
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 expected
OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(307,000)	(1,107,000)	350,000	(757,000)	Delay implementing new tariffs. Awaiting approval from traffic regulatory
THE FLEX BUILDING	RENTS	(64,310)	(64,310)	32,000	(32,310)	Income expected mid-year has building has not been opened
CORPORATE FINANCE	CONSULTANTS FEES	(50,000)	0	6,500	6,500	6.5k committed for Link Advisory service on investment options appraisal. No further spend expected

### 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
<b>AD Growth</b>										
Gungate Development	2,184	1,092	30	(1,062)	2,184	54	(2,130)	2,134	2,187	Progressing the scheme, budget will not be spent. Reprofile to next year, retain £50K for consultant support this year.
FHSF Castle Gateway	5,784	2,892	3,855	963	5,784	5,598	(186)	186	5,784	Projection in line with latest DLUHC return. FHSF grant to be spent by March 25
FHSF Middle Entry	5,843	2,921	2,724	(197)	5,843	5,843	-	-	5,843	Latest projection to DLUHC reported that budget would be committed in full this year. FHSF grant to be spent by March 25
FHSF College Quarter	3,198	1,599	3,198	1,599	3,198	3,198	-	-	3,198	Budget committed in full this year.
Capital Repairs Programme - Castle	73	162	28	(134)	323	133	(190)	-	133	Cost for scaffolding at Castle, (there have been delays, due to waiting on the Financial Waiver).
Fire and Intruder Alarm Renewals at Tamworth Castle	54	27	5	(22)	54	49	(5)	-	49	The Tender went out successfully, however, the tender is very technical, and Paul Weston's Team are not able to assist. Therefore, an external person will need to be hired to find the best Tender. This will hopefully be spent this year but will need to find someone to appoint first.
Heating Renewals at Tamworth Castle	38	19	38	19	38	38	-	-	38	This has already been committed and will be spent in 24/25.
Roofing Renewal at Tamworth Castle	94	47	1	(46)	94	9	(85)	-	9	Appointment for job to done, the work should be started 24/25. Roofing to be completed Spring 2025
<b>Service Area Total</b>	<b>17,267</b>	<b>8,759</b>	<b>9,878</b>	<b>1,120</b>	<b>17,517</b>	<b>14,921</b>	<b>(2,596)</b>	<b>2,320</b>	<b>17,241</b>	
<b>AD People</b>								-		
Replacement It Technology	25	43	28	(15)	85	85	-	-	85	The main remaining spend is for consultancy services associated with a couple of ICT strategy projects including Azure migration, SharePoint/OneDrive implementation and server/storage infrastructure refresh work.



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
<b>Service Area Total</b>	<b>17,267</b>	<b>8,759</b>	<b>9,878</b>	<b>1,120</b>	<b>17,517</b>	<b>14,921</b>	<b>(2,596)</b>	<b>2,320</b>	<b>17,241</b>	
<b>AD People</b>								-		
Endpoint & Web E-Mail Filter	12	6	-	(6)	12	12	-	-	12	The remaining budget was for firewall replacement/mobile device AV/Anti Malware, we are in the process of POC/testing both
Asset Management Database	41	20	2	(18)	41	41	-	-	41	Consultancy and training fees expected. Unlikely to spend full budget.
R & R Smart Working IT Requirements	250	125	-	(125)	250	250	-	-	250	This is for desktop technology refresh - contract just awarded - £73k and network hardware refresh £155k - supplier about to be appointed.
ICT Audio/Visual Technology Town Hall	87	44	-	(44)	87	87	-	-	87	Reviewing tender responses - likely require more budget
Civica Digital Image Store	56	28	-	(28)	56	56	-	-	56	This has been re-purposed towards the one below - Civica EDM System upgrade. We're in the process of consultation with service areas to understand requirements.
Civica EDM System upgrade	-	75	-	(75)	150	150	-	-	150	Civica EDM System upgrades re-purpose with Civica Digital image We're in the process of consultation with service areas to understand requirements.
CRM & Customer Portal and Contact Centre	-	10	-	(10)	20	20	-	-	20	Spec currently being developed, ITT will then be produced for procurement
Telephony schemes	-	18	-	(18)	35	35	-	-	35	This will be produced for procurement
<b>Service Area Total</b>	<b>471</b>	<b>368</b>	<b>30</b>	<b>(338)</b>	<b>736</b>	<b>736</b>	<b>-</b>	<b>-</b>	<b>736</b>	
<b>AD Environment Culture &amp; Wellbeing</b>								-		
Wigginton Park Section 106	11	6	-	(6)	11	11	-	-	11	Staffing shortages, which has meant that they have been unable to chase the volunteers' group in delivering their management plan. we now have new staff in post, hoping to deliver by the end of the year.

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
<b>AD Environment Culture &amp; Wellbeing</b>								-		
Broadmeadow Nature Reserve	11	6	-	(6)	11	11	-	-	11	Delays in identifying projects due to staffing shortages, however, we now have new staff in post, hoping to deliver by the end of the year.
Public Open Space Section 106	27	13	-	(13)	27	27	-	-	27	Delays in identifying projects due to staffing shortages, however, we now have new staff in post, hoping to deliver by the end of the year.
Street Lighting	303	211	31	(180)	423	423	-	-	423	Ongoing 40 year + replacement scheme, delays likely to planned works. However, EON not being very forthcoming with any information, despite being chased.
Local Nature Reserves	24	12	-	(12)	24	24	-	-	24	Grant funding HLS from Rural Payments Agency. Delays in identifying projects due to staffing shortages. Now have new staff in post, hoping to deliver some elements of the project.
Amington Community Woodland	757	378	27	(351)	757	757	-	-	757	On hold due to issues on site with levels - with Planning.
Refurbishment of Play Areas	87	69	79	10	137	137	-	-	137	Work at Rainscar completed. Work on Beauchamps play area is complete
Balancing Ponds	230	165	-	(165)	330	330	-	-	330	Ongoing discussions with Environment Agency re disposal of silt from Falcon holding pond.
Boardwalk Warwickshire Moor	20	10	-	(10)	20	20	-	-	20	Delays in the project due to staffing shortages, however, we now have new staff in post, hoping to make some progress by the end of the year.
Snowdome Footbridge	-	40	-	(40)	80	80	-	-	80	New project in 24/25. Currently the team are gathering and evaluating information to establish the breadth / scope of the project. Capital bid submitted from initial scoping quotes for this work
Improved security at Depot including gates, alarms and access	114	57	4	(53)	114	114	-	-	114	Working with procurement on the tenders for the fence and gates, hoping to award contract by end of Sept 24. Depot gates installation scheduled for December.
Refurbishment of Anker Valley changing rooms	250	175	-	(175)	350	350	-	-	350	Work can't start until the pitch has been completed. To be c/f into new financial year for future FF bid to be made.

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
<b>AD Environment Culture &amp; Wellbeing</b>								-		
Installation of 3G pitches at Anker Valley	802	401	800	399	802	802	-	-	802	Works started in April 24 and due to be completed in the Autumn. Pitch fully opened for start of the 2024/25 season.
Renewal of Lighting at Depot	50	25	-	(25)	50	50	-	-	50	Work commissioned to renew lighting at depot- awaiting completion of the works.
Assembly Rooms Development	-	-	3	3	-	-	-	-	-	2023/24 spend invoice paid in 24/25
<b>Service Area Total</b>	<b>2,686</b>	<b>1,568</b>	<b>943</b>	<b>(625)</b>	<b>3,136</b>	<b>3,136</b>	<b>-</b>	<b>-</b>	<b>3,136</b>	
<b>AD Finance</b>										
GF Capital Salaries	-	23	-	(23)	45	20	(25)	-	20	Will not be fully spent due to availability of Project Accountant resource
<b>Service Area Total</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>(23)</b>	<b>45</b>	<b>20</b>	<b>(25)</b>	<b>-</b>	<b>20</b>	
<b>AD Assets</b>										
Disabled Facilities Grant	1,700	1,175	182	(993)	2,350	830	(1,520)	1,520	2,350	The in-house service is progressing well but is still, dealing with the backlog of cases passed by Millbrook. It is estimated that £600k worth cases will be processed and completed this year. Additional cost of recharges for running the services is est. £230k. Predicted underspend, which will be reprofiled is £1,520k - this is reviewed on the monthly basis. Potential £120k payment will be required to Millbrook, this is dealt with by the solicitor.
Energy EFF Upgrade Commercial and Industrial Properties	-	38	-	(38)	75	75	-	-	75	Due to new regulation we have to provide updated EPC for the re-let properties - none has been requested as yet. This budget is still needed so that any new voids can be assessed prior to letting.
R & R Office Requirements	140	70	-	(70)	140	140	-	-	140	Cabinet has now approved the opening of the reception area. A Project Board is in place and a project is being worked on which will include alterations and improvements to the reception area and toilet.

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
<b>AD Assets</b>										
Town Hall Improvements	689	344	-	(344)	689		(689)	689	689	Project on hold. Decision still to be made. This is now linked to the decision to move committee meetings back to Marmion House. It is unlikely that this project will commence in the current financial year.
Roofing and renewal of walkways to Caledonian shop	85	44	-	(44)	88	88	-	-	88	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges.  The decision made by Cabinet will determine the project delivery timetable.
Roofing and renewal of walkways to Ellerbeck	56	34	-	(34)	67	67	-	-	67	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges.  The decision made by Cabinet will determine the project delivery timetable.
Commercial Lease Bolebridge	368	184	-	(184)	368	368	-	-	368	New project started in 2023-24, Acquisition completed. The lease arrangements are currently being finalised between the solicitors acting for the interested parties.
Roofing Renewal at Tamworth TEC	-	32	-	(32)	63	63	-	-	63	New project. Wates have been appointed to complete this work. Awaiting confirmation of the start date.
<b>Service Area Total</b>	<b>3,037</b>	<b>1,920</b>	<b>182</b>	<b>(1,738)</b>	<b>3,840</b>	<b>1,631</b>	<b>(2,209)</b>	<b>2,209</b>	<b>4,529</b>	
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	23	-	(23)	46	46	-	-	46	Purchase order to WMCA for the CCTV shared services to be raised
<b>Service Area Total</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>(23)</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>46</b>	

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
<b>AD Partnerships</b>										
Staffordshire 3 Memorial	-	5	10	5	10	10	-	-	10	Payment made for the manufacture of a lasting bronze memorial dedicated to The Staffordshire 3
<b>Service Area Total</b>	<b>-</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>10</b>	
<b>GF Contingency</b>										
Gf Contingency	100	-	-	-	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled if unspent
Cont-Return On Investment	20	-	-	-	20	-	(20)	20	20	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Plant and Equipment	100	-	-	-	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Castle Curtain Wall	30	-	-	-	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	-	-	-	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
<b>Service Area Total</b>	<b>2,250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,250</b>	<b>2,000</b>	<b>(250)</b>	<b>250</b>	<b>2,250</b>	
<b>GENERAL FUND TOTAL</b>	<b>25,711</b>	<b>12,665</b>	<b>11,043</b>	<b>(1,622)</b>	<b>27,579</b>	<b>22,500</b>	<b>(5,080)</b>	<b>4,778</b>	<b>27,967</b>	

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
<b>AD Assets</b>										
Structural Works	100	150	84	(66)	300	300	-	-	300	The majority of works put through this budget are done on an ad-hoc basis arising from structural defects identified by the repairs team.  There are current a number of projects with the contractor(s) for pricing. Looking into replacement of flooring at 6 Masefield Blocks
Bathroom Renewals	-	288	204	(83)	575	575	-	-	575	Budget will be spent in full by year-end, work on track. Wates struggle with their contractor but there are no concerns about completing the project. Equans were given more jobs, invoices has started coming through
Gas Central Heating Upgrades and Renewals	89	387	(143)	(530)	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	434	398	(36)	868	868	-	-	868	Budget will be spent in full by year-end, work on track
Major Roofing Overhaul and Renewals	40	895	727	(168)	1,790	1,790	-	-	1,790	The majority of the budget relates to works that has been issued to Wates and is currently on track and due to complete by year-end.  Some budget is being retained for a specific roof that has been identified and is due for completion by year-end.
Window and Door Renewals	-	200	236	36	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	133	104	(29)	266	266	-	-	266	Projects are still being actively identified by the team. There has been a lack of bids for this work in the current financial year. Awaiting costing from Wates
Disabled Facilities Adaptations	225	462	162	(301)	925	925	-	-	925	The current requirements for the work is £1.1m, but considering resources available only £600k will be completed this year. In addition there will be a cost of recharges £130k. Still dealing with backlog of jobs from previous years and year end accrual. £200k to be reprofiled to next year.

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										
Rewire	330	215	220	5	430	430	-	-	430	Awaiting results from the condition reports (EICR), budget will be required to address issues arising from inspections. Some of the 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. Wates are communicating with the Building Safety regulator regarding best approach to renewal of consumer units before submitting final costs. Some of the budget will be used for consumer unit upgrade following kitchen upgrades
CO2 / Smoke Detectors	-	32	51	19	64	64	-	-	64	Awaiting results from the condition reports (EICR), budget will be required to address issues arising from inspections.
Insulation	18	9	7	(2)	18	18	-	-	18	This budget is linked with the roofing programme and is being used to improve the insulation in properties where roofing works are completed.
Works to Achieve zero Carbon	-	500	-	(500)	1,000	1,000	-	-	1,000	Consideration to make this a two year programme. The specification and property lists are with the contractors for pricing. The aim is to have a costed programme by the end of September.
Renewal of Roofing at Eringden	185	93	74	(19)	185	185	-	-	185	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable.
Renewal of Windows at Eringden	87	87	87	0	87	87	-	-	87	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable. Some immediate works have been released.
Roofing and renewal of walkways to Caledonian shops (HRA)	127	66	-	(66)	132	132	-	-	132	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable.

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
<b>AD Assets</b>										
Roofing and renewal of walkways to Ellerbeck (HRA)	167	100	-	(100)	200	200	-	-	200	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable.
Sheltered Schemes	68	34	22	(12)	68	68	-	-	68	The Assets Team is working with the Sheltered Housing team to finalise projects to take up full spend.
Energy Efficiency Improvements	69	69	69	0	69	69	-	-	69	This project is linked to the loft insulation and Windows replacement at Eringden as set out above.
Install Fire Doors High Rise	-	202	162	(40)	405	405	-	-	405	Lower rise blocks, the budget is fully allocated to the programme. Work started in July; it's expected that the invoices will start coming through soon.
High Rise Ventilation System	-	858	686	(172)	1,715	-	(1,715)	1,715	1,715	Due to links with other projects and the need to involve the Building Safety Regulator it is not possible to complete this project in the current financial year. The project will need to be deferred until 2025/26 with budgets being reprofiled.
Fire Risk Mitigation Works	-	150	75	(75)	300	300	-	-	300	Works that have previously been identified have been completed. New FRAs are in the process of being completed and budget will be required to address issues arising from those surveys.
Damp & Mould Works	172	136	111	(25)	272	272	-	-	272	This is largely an ad-hoc budget that is used to address major repairs arising from Damp and Mould cases either reported through the repairs team or that have been identified as a disrepair case.
High Rise Refuse Chute Renewals	-	75	-	(75)	150	-	(150)	-	-	This budget is no longer required and can be offered up as a saving.
Sheltered Lifts and Stairlift Renewals	612	431	29	(402)	862	862	-	-	862	Stairlifts identified through the service programme will be renewed. Quotations are being produced for the renewal of lifts in three sheltered schemes based on known age and condition.
Fire Alarm Panel Renewals	50	25	-	(25)	50	50	-	-	50	The team are waiting on final designs and costings for this project.



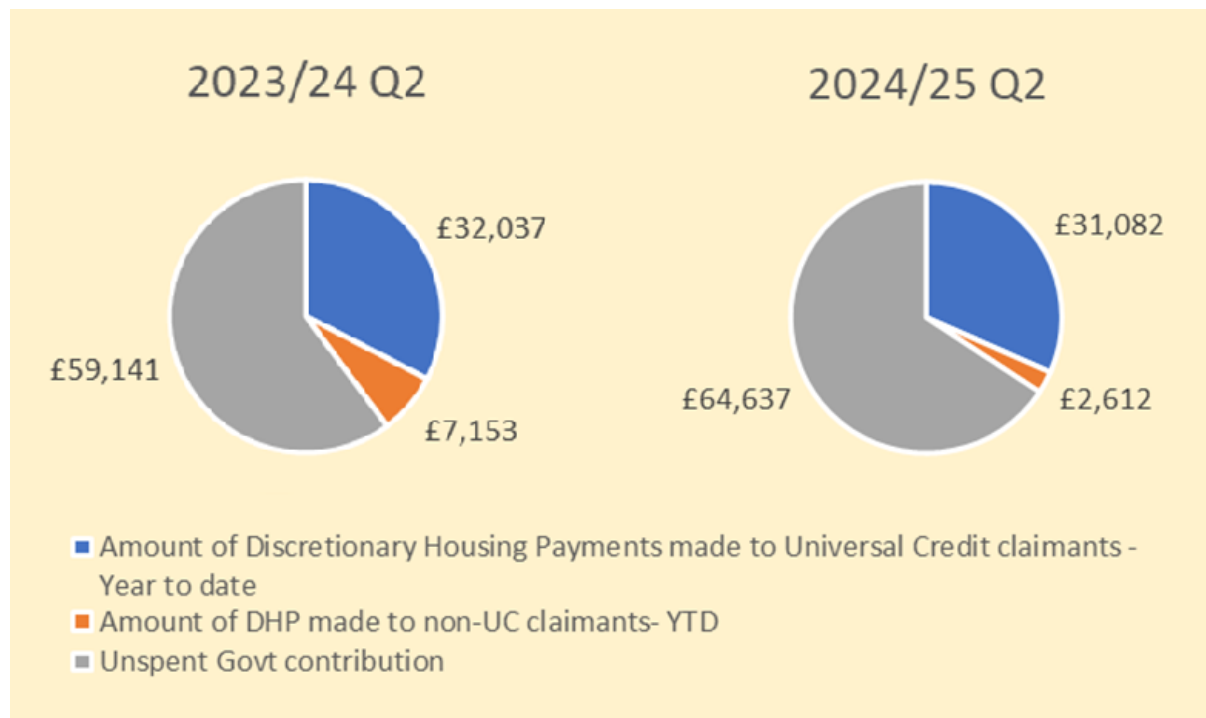
HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Upgrade Pump Room at High Rise	25	13	-	(13)	25	25	-	-	25	The team are waiting on final designs and costings for this project.
Internal flooring decoration at Eringden	-	45	-	(45)	90	90	-	-	90	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable.  This work can't be completed until the other major projects have been completed
Retention of Garage Sites	-	465	520	55	930	930	-	-	930	Budget for the garage demolition/upgrades/replacement has been fully allocated. It is anticipated that the work will be completed in September
Capital Salaries	-	100	-	(100)	200	200	-	-	200	Budget to be reviewed in year
HRA Street Lighting	392	286	32	(255)	572	572	-	-	572	This project is with Street Scene. Awaiting information from EON
Asset Management Software HRA	8	4	0	(4)	8	8	-	-	8	Additional requirement has been identified and budget will be spent in full.
Telecare System Upgrades	66	33	37	5	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	651	764	113	1,302	1,302	-	-	1,302	A 6-flat refurbishment development has been agreed at a site on Watling. This is due to commence later this year but is unlikely to handover until 2025/26. Other acquisition opportunities will be pursued.
Caledonian Depot New Build	278	139	115	(25)	278	278	-	-	278	This project is now completed, and remaining budget relates to retention payments that will be released at the end of the defects period.
<b>Service Area Total</b>	<b>4,335</b>	<b>7,767</b>	<b>4,833</b>	<b>(2,933)</b>	<b>15,377</b>	<b>13,512</b>	<b>(1,865)</b>	<b>1,715</b>	<b>15,227</b>	
<b>HRA Contingency</b>										
HRA Contingency	100	50	-	(50)	100	-	(100)	100	100	To be re-profiled
<b>Service Area Total</b>	<b>100</b>	<b>50</b>	<b>-</b>	<b>(50)</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	
<b>HRA Total</b>	<b>4,435</b>	<b>7,817</b>	<b>4,833</b>	<b>(2,983)</b>	<b>15,477</b>	<b>13,512</b>	<b>(1,965)</b>	<b>1,815</b>	<b>15,327</b>	

### 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 £34k (£38k at 30th September 2023) with 37 successful claims from 113 applications (compared to 53 successful claims from 151 applications at 30th September 2023).

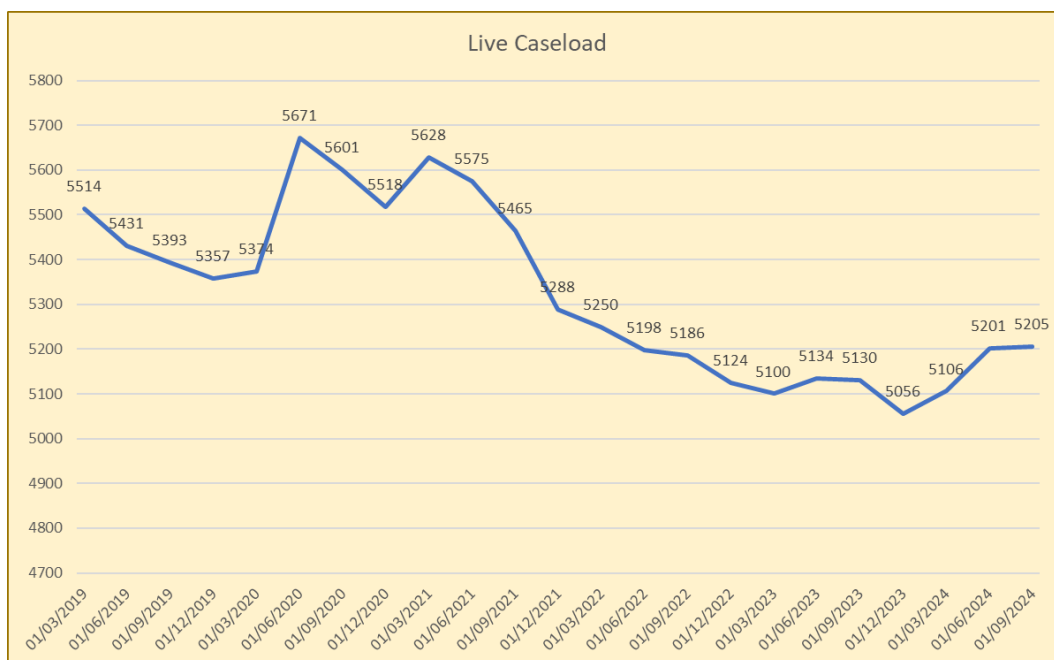


The year to date average time for processing new claims and change of circumstances to the end of September is 10.9 days against a DWP target of 18 days (13.0 for September 2023).

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 (5,073 claimants as at 30th September 2024 compared to 4,942 at 30th September 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 21.4% at the end of September 2023 subject to enforcement action to 10.4% at the end of September 24.

The total number of people claiming LCTR or housing benefit have increased slightly to 5,205 as at 30 September 24 compared to 5,130 as at 30 September 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.



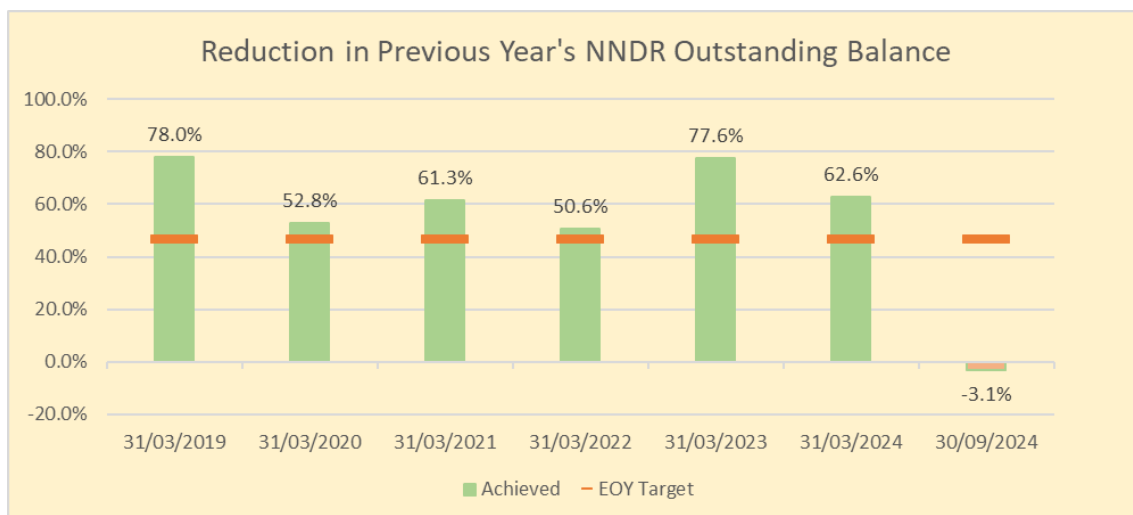
## **Business Rates (National Non Domestic Rates – NNDR)**

Business Rates collection level to 30 September 24 is 57.7% of the annual total, above target by 1.6% at 30th September (56.0% as at 30th September 2023).

Reminders (519 for 2024/25) are at slightly higher levels to 2023/24 levels (449) with summons also at higher levels than 2023/24. There have been 186 summonses in the first two quarters compared to 166 in the same period for 2023/24. There have been 86 enforcement agent referrals in 2024/25 (76 referrals in 2023/24).

Where the collection of arrears results in court action, the Council aims to recover its court costs. £7,795 were recovered in court costs in the 6 months to the end of September 24 which is well above the year-to-date target of £2.74k and the end of year target of £6.0k. This can vary depending on the amount of court time available.

The collection of arrears outstanding as 30/09/24 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 September 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 across Q1-2 are at a lower level than 2023/24 (6,222 at 30th September 2024 compared to 7,885 for 2023/24) with liability orders also at lower levels (2,550 summonses compared to 3,150 in 2023/24 with 1,962 liability orders compared to 2,293). This is due to the implementation of the LCTR banded scheme which means those customers who may have struggled to pay in the past are no longer liable. Attachment of earnings are at similar levels (153 attachments compared to 159 in 2023/24) meanwhile there were 1,359 enforcement agent referrals compared to 1,659 in 2023/24.

The Revenues Billing Team backlog has increased from 519 outstanding items at the end of March 2024 to 738 at the end of September 2024 (119 items at 30th September 2024). This is primarily due to significant staff sickness with 2 of the 3 FTE in the Billing Team being absent for operations and is expected to reduce as temporary staff are employed and these staff return to work.

The current year collection level of 58.1% is slightly below the target of 58.3%, this is level with the 2023/24 collection performance. 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 £24k at £122k. 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 25.2%, behind the target of 34.2% and the Q2 equivalent last year of 27.8%. This reflects the financial circumstances of vulnerable customers who may now be receiving the full LCTR benefit.

As at 30th September 2024 there were 2,550 live Council Tax universal credit cases. The collection rate for universal credit cases was 50.0% (of a £523k collectable debit) compared to our overall collection rate of 58.1%. The difference shows universal credit collection approximately £42k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 31.9% compared to 75.0% overall. In addition, 677 reminders have been sent in respect of the 2,550 universal credit cases (5,825 for 34,968 overall liabilities). 10.0% of live universal credit cases have received a summons for non-payment, compared to a figure of 5.0% overall.

## Housing

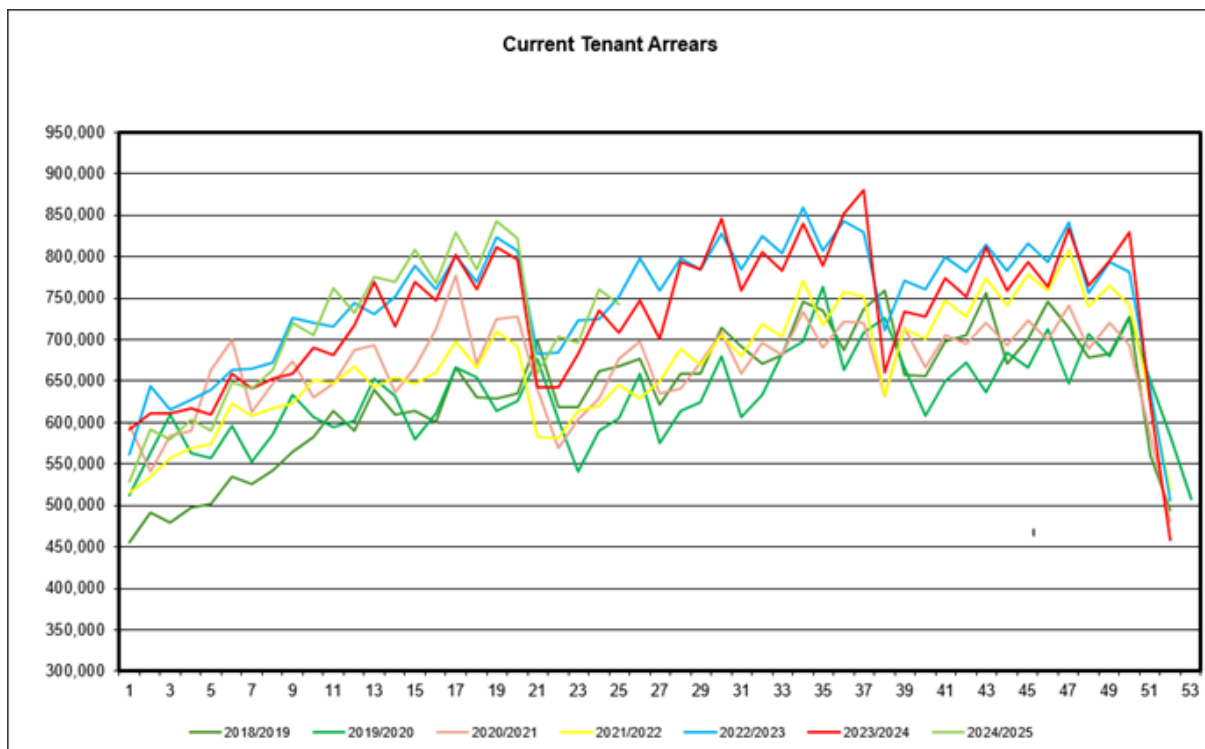
Total **Rent** arrears (excluding former tenants) at 30th September 2024 were £732k compared to £748k at 30th September 2023.

Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.39m at 30<sup>th</sup> September 2024, compared to £2.06m at 31<sup>st</sup> March 2024, an increase of £327k (compared to a £357k increase between 31<sup>st</sup> March 2023 and 30<sup>th</sup> September 2023).

There have been 2 evictions since 1<sup>st</sup> April 2024. Since 1<sup>st</sup> April 2024 the Income Team have assisted 5 households with regard to hardship funding, total spend £2,220.80, and balance remaining £17,779.20. Four cases are currently pending awaiting further supporting evidence

### **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.



## Income Management Arrears Monitoring

Summary arrears breakdown as at 7<sup>th</sup> October 2024

<u>Level</u>	<u>Number of Cases</u>	<u>Cases (%)</u>	<u>Arrears Value (£)</u>	<u>% Arrears Value</u>
Clear account	602	14.16%	0.00	N/A
Credit balance	1746	41.07%	-£358,728.30	N/A
Up to £500	1471	34.6%	£296,664.18	40.12%
Between £500-£1000	289	6.8%	£194,864.52	26.35%
Between £1000-£1500	86	2.02%	£105,799.30	14.31%
Between £1500-£2000	23	0.54%	£41,207.56	5.57%
Over £2000	34	0.8%	£100,884.01	13.64%
<b>TOTAL - arrears cases only</b>	<b>1903</b>	<b>44.77%</b>	<b>£739,419.57</b>	
<b>TOTAL - all cases</b>	<b>4251</b>		<b>£380,691.27</b>	

<u>Months in Arrears</u>	<u>Number of Cases</u>	<u>Cases (%)</u>	<u>Arrears Value (£)</u>	<u>% Arrears Value</u>
Less than a month	1419	74.57%	£275,775.50	37.3%
Between 1 and 2 months	319	16.76%	£197,163.27	26.66%
Between 2 and 3 months	95	4.99%	£108,615.65	14.69%
Between 3 and 4 months	29	1.52%	£44,961.30	6.08%
Between 4 and 5 months	16	0.84%	£32,489.65	4.39%
Between 5 and 6 months	7	0.37%	£15,951.76	2.16%
6 months and over	18	0.95%	£64,462.44	8.72%
<b>TOTAL</b>	<b>1903</b>		<b>£739,419.57</b>	

Rent arrears are actively monitored on a weekly basis and most arrears cases continue with the general pattern of arrears up to £500, less than a month in arrears.

## **Write Offs**

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

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

<b>Type</b>	<b>01/04/24 –30/09/24</b>
Council Tax	£18,554.87
Business Rates	£57,061.04
Sundry Income	£9,483.87
Housing Benefit Overpayments	£34,204.65
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 10,259 at 30 September 2024. This is expected to increase further as the roll out of universal credit continues.

Currently, 62.5% 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 21% at the end of September 2023 to 10% at the end of September 2024. 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.

<b>Indicator</b>	<b>2022/23</b>	<b>Qtr 1 2023/24</b>	<b>Qtr 2 2023/24</b>	<b>Qtr 3 2023/24</b>	<b>Qtr 4 2023/24</b>	<b>Qtr 1 2024/25</b>	<b>Qtr 2 2024/25</b>
Number of Universal Credit claimants in Tamworth	8,705	8,774	8,998	9,325	9,783	10,137	10,259
<b>Council Tenants</b>							
Number of Council Tenants on Universal Credit	1,722	1,743	1,776	1,794	1,860	1,962	2,074
Number of Council Tenants on Universal Credit and in Rent Arrears	779	1,190	1,211	1,184	813	1,352	1,297
Percentage of Council Tenants on Universal Credit and in Rent Arrears	45.2%	68.3%	68.2%	66.0%	43.7%	68.9%	62.5%
<b>Council Tax</b>							
Number of Council Tax Payers on Universal Credit	2,065	2,140	2,194	2,176	2,236	2,403	2,550
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	396	371	469	489	420	166	264
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%	10.4%

### **3.5 Medium Term Financial Strategy 2024/25 - 2028/29 Monitoring, September 2024**

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%.

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 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 from 2026/27, but it is possible that they may not occur until 2027/28. At this point it is expected that Tamworth will lose significant growth.

The latest indications are that there will be a further one year settlement for 2025/26, with the possibility of a three year settlement for 2026/27 – 2028/29.

The budget position for the General Fund reported in February required the use of reserves and balances to fund the projected deficit in 2024/25 to the sum of £1.135m. By 2027/28 there will be insufficient balances remaining to finance the increasing deficit and an £8.6m shortfall was reported by 2028/29.

In line with the Budget and Medium Term Financial Planning Process 2025/26 report to Cabinet in August, a number of actions are now underway to identify opportunities for savings and additional income to reduce the requirement for the use of GF balances to balance the budget. Managers have been tasked to identify 5% - 10% savings from their budgets; to increase commercialisation of service delivery; to identify opportunities for spend to save projects utilising the transformation reserve; to consider alternative delivery models for longer term service transformation projects and to review all non-statutory services, etc. In addition, Finance will assist in applying zero-based budgeting techniques to review two chosen service areas each year.

As part of regular monitoring, the MTFs forecast has been updated as at quarter 2, September 2024. Adjustments have been made to balances brought forward for 2023/24 as part of the GF underspend for 2023/24 (subject to final audit) and for the latest predicted outturn overspend of £778k. On this basis, projections identify General Fund balances of £8.820m at the end 2024/25 (compared to £9.185m as part of the approved MTFs forecast in February 2024).

Early indicative policy changes have also been included within the forecasts totalling £4.209m over the four years to 2028/29. This has resulted in balances overdrawn by £1.7m by 2026/27, including the minimum required level of balances of £500k (compared to balances of £1.2m as per the February 2024 budget report), and a shortfall of £13.7m by 2028/29 (compared to a shortfall of £8.6m).

<b>General Fund</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Base Budget Council February 2024</b>	<b>8,183</b>	<b>11,605</b>	<b>12,795</b>	<b>13,144</b>	<b>13,605</b>
2024/25 Predicted Outturn at Q2	778				
Provisional Policy Changes 25/26		840	1,196	1,140	1,033
<b>Total Requiring Financing</b>	<b>8,961</b>	<b>12,445</b>	<b>13,992</b>	<b>14,284</b>	<b>14,638</b>
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
<b>Gross Financing</b>	<b>7,048</b>	<b>8,343</b>	<b>8,069</b>	<b>8,323</b>	<b>8,585</b>
(Surplus) / Deficit	1,913	4,102	5,923	5,961	6,053
<b>Balances Remaining (-) / Overdrawn</b>	<b>(8,820)</b>	<b>(4,718)</b>	<b>1,205</b>	<b>7,166</b>	<b>13,219</b>

The above figures do not include any of the savings proposals which are currently being worked up for ELT and Members' consideration. Clearly the policy changes submitted to date cannot go ahead without significant savings or additional income being found.

With regard to the HRA, the forecast has been updated to take account of the 2023/24 balances brought forward (subject to final audit) and for the predicted outturn overspend reported at £449k at quarter 2. On this basis, projections are for balances of £2.8m at the end 2024/25, compared to £3.5m reported in the MTFs forecast in February 2024. With the inclusion of draft policy changes submitted to date totalling £5.4m over the next four years to 2028/29, balances are projected at £2.6m by 2026/27 (compared to £6.1m as per the February 2024 budget report) and £3.4m by 2028/29 (compared to £9.6m).

<b>HRA</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Base Budget Council February 2024</b>	<b>(1,054)</b>	<b>(1,151)</b>	<b>(1,392)</b>	<b>(1,616)</b>	<b>(1,881)</b>
2024/25 Predicted Outturn at Q2	449				
Provisional Policy Changes 25/26		1,384	1,345	1,345	1,345
(Surplus) / Deficit	(605)	233	(46)	(270)	(536)
<b>Balances Remaining (-) / Overdrawn</b>	<b>(2,825)</b>	<b>(2,592)</b>	<b>(2,638)</b>	<b>(2,909)</b>	<b>(3,444)</b>

Whilst indications are that HRA balances will remain in surplus during the MTFS period, the inclusion of policy changes for increased costs put additional pressure on the 30 year HRA business plan, which is not sustainable in the longer term, due to the increasing costs of the capital programme and move to net zero carbon reduction and requires significant cost reduction in future years.

It should also be noted when considering the above projections that there remains uncertainty about the 2024/25 pay award and future pay increases, plus the potential for an increase in employer's National Insurance contributions as part of the Chancellor's budget at the end October. A pay increase of 4% had been included in the 2024/25 budgets. Any 0.5% increase greater than this would result in additional costs of approx. £55k pa for the GF for 2024/25, with a cumulative impact of £338k by 2026/27 and £860k by 2028/29. For the HRA, a 0.5% increase would result in additional costs of £19k in 2024/25, increasing to £113k by 2026/27 and £287k by 2028/29.

### 3.6 Treasury Management Update – Period 6 2024/25

#### Investments held as at 30th September 2024:

Borrower	Deposit £	Rate %	From	To	Notice
NatWest Bank	5,000,000	5.13%	08-Jul-24	08-Jul-25	-
Birmingham City Council	5,000,000	5.25%	29-Jul-24	28-Jul-25	-
Slough Council	5,000,000	5.18%	12-Jul-24	13-Jan-25	-
Lancashire Council	5,000,000	5.35%	01-May-24	01-Nov-24	-
Crawley Council	5,000,000	5.35%	10-May-24	11-Nov-24	-
LB of Newham	5,000,000	5.40%	10-May-24	11-Nov-24	-
LB of Newham	5,000,000	5.27%	15-Jul-24	15-Jan-25	-
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	-
Central Bedfordshire Council	5,000,000	4.92%	22-Aug-24	22-Nov-24	-
West Dunbartonshire Council	5,000,000	5.00%	10-Sep-24	10-Mar-24	-
MMF – Aberdeen	-	4.96%*	-	-	On call
MMF – PSDF	-	4.99%*	-	-	On call
MMF – Federated	7,354,000	5.08%*	-	-	On call
<b>Total</b>	<b>62,354,000</b>	<b>5.21%</b>	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.61%	-	-	-
Threadneedle Property Unit Trust	6,056,785	3.20%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	4.30%	-	-	-
<b>Total</b>	<b>74,316,218</b>	<b>4.96%</b>	-	-	-

The interest rates on our investments with banks and other local authorities reflect the UK base rate which has increased significantly since 2023. The returns on our property fund investments reflect the receipt of dividend income, which is currently at a lower level than interest rates, although prior to 2023 these returns had been greater than interest rates available. Property funds should also accrue capital growth over the longer term and are held as long term investments.

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

Fund	Initial Investment	Fund Value 30/09/2023	2024/25 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£1,567,521.07	£33,468.53	3.61%	Returns Received Monthly. Received up to Sept-24.
Threadneedle Property Unit Trust	£6,056,785.32	£5,113,226.19	£48,306.01	3.20%	Returns Received Quarterly. Received up to Jun-24
Hermes Federated Property Unit Trust	£4,056,499.57	£3,462,646.88	£43,487.14	4.30%	Returns Received Quarterly. Received up to Jun-24
<b>Total</b>	<b>£11,962,217.92</b>	<b>£10,143,394.14</b>	<b>£125,261.68</b>	<b>3.64%</b>	

### External Borrowing as at 30<sup>th</sup> September 2024:

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

## 4. Corporate Risks

### 4.1 Corporate Risks Detailed Summary Quarter 2 2024/25

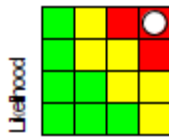
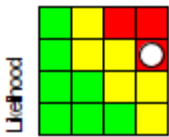
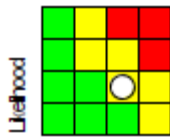
Parent risk	Sub risk	Risk Matrix	Date reviewed	Severity	Likelihood	Rating	Status	Assigned to
Finance/Financial stability	CR2024/25_1.1 To ensure that the Council is financially sustainable as an organisation		10-Oct-2024	4	3	12		Joanne Goodfellow
Governance	CR2024/25_2.1 To ensure the Council is fully compliant in all legislative requirements		10-Oct-2024	2	2	4		Anica Goodwin
Promoting community resilience and cohesive communities	CR2024/25_3.1 Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'		24-Sep-2024	4	3	12		Rob Barnes; Hannah Peate; Joanne Sands
Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.	CR2024/25_4.1 Failure to deliver a new Local Plan by 2031 and failure to deliver affordable housing.		16-Oct-2024	3	2	6		Rob Barnes; Anna Miller; Paul Weston
Inability to meet social housing targets, deliver affordable housing and meet the requirements of the social housing regulations.	CR2024/25_4.2 Failure to meet the Regulator Social housing consumer standards		16-Oct-2024	2	4	8		Tina Mustafa

Parent risk	Sub risk	Risk Matrix	Date reviewed	Severity	Likelihood	Rating	Status	Assigned to
Organisational Resilience	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		14-Oct-2024	3	3	9		Rob Barnes
Failure to meet climate change/meet net zero targets and plan for major weather impacts	CR2024/25_6.1 Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts		14-Oct-2024	3	3	9		Rob Barnes
Information and Data Management	CR2024/25_7.1 Effective data management		10-Oct-2024	3	2	6		Anica Goodwin
Inability to deliver economic growth, sustainability and prosperity in the Borough	CR2024/25_8.1 Lack of economic growth, sustainability and prosperity in the Borough at the levels required		14-Oct-2024	3	3	9		Rob Barnes; Anna Miller
Cyber Security	CR2024/25_9.1 To ensure the council is resilient against Cyber security threats		10-Oct-2024	4	3	12		Anica Goodwin



## 4.2 Detailed Corporate Risk Register Summary

### 1 Finance/Financial stability 2024/25


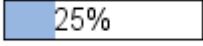
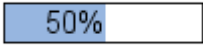
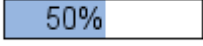
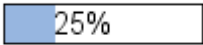
<b>Risk Title</b>	To ensure that the Council is financially sustainable as an organisation		<b>Assigned To</b>	Joanne Goodfellow	
<b>Risk Code</b>	CR2024/25_1.1	<b>Categories</b>	Priority2: The Economy Priority4: Living in Tamworth Priority5: Town Centre		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	4	<b>Severity</b>	4	<b>Severity</b>	3
<b>Likelihood</b>	4	<b>Likelihood</b>	3	<b>Likelihood</b>	2
<b>Risk Score</b>	16	<b>Risk Score</b>	12	<b>Risk Score</b>	6
<b>Original Risk Date</b>	15-May-2023	<b>Date Reviewed</b>	10-Oct-2024	<b>Target Date</b>	28-Feb-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Risk of Austerity cuts/Major variances to the level of grant/subsidy</li> <li>* Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)</li> <li>* Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities.</li> <li>* Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Inability to plan long term due to uncertainty over future Local Government funding. 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.</li> </ul>	


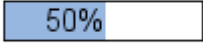
	<p>income if households struggle to pay council tax, housing rent payments, etc. If families find themselves in financial difficulty it could also increase the demand for our services putting pressure on resources, for example increase in homelessness.</p> <ul style="list-style-type: none"> <li>* Under utilisation of Assets, failure to maximise income</li> <li>* Major town centre facility/source of income failing</li> <li>* New political leadership and inexperienced members</li> <li>* Not being prepared for the new Procurement Act 2023</li> <li>* Implications of the national living wage and pending pay award</li> <li>* Financial consequences of shared services</li> </ul>		<ul style="list-style-type: none"> <li>* Unplanned cost reductions / savings requirements</li> <li>* 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.</li> <li>*Inability to plan investments into assets, assets become costly to maintain and deliver little benefit</li> <li>*Inability to diversify/maximise income streams</li> <li>*Social cohesion erosion could occur as public are adversely impacted by cost of living increases – potential for reputational damage for the council if unable to support effectively (or perception).</li> <li>* Procurement challenges which could have reputational and financial implications. Scrutiny from the Government.</li> <li>*Increase in costs from shared services such as Joint Waste, Building Control partnership, Health &amp; Safety. Services shared with other Councils who may also be experiencing financial difficulties or having to increase costs which impacts on TBC.</li> </ul>
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<p><b>Latest Risk Note</b></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>14 Oct 2024</p>	<p>Emma Dyer</p>
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	<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 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> <p>The council will lobby central government and respond to consultations, &amp; LGA surveys when applicable to influence on particular issues in the interest of better local government.</p> <p>Original Risk Score – Impact – 4 Major Likelihood 4 Very Likely. This score was given based on the likelihood of further cuts to government funding; the uncertainty of continuing one year settlement on longer term financial stability; the potential negative impact of business rate funding reform or fairer funding review, whereby funding is likely to be redistributed to unitaries or counties with social care pressures; and the ongoing impact of the cost of living crisis and potential for a significant reduction in income from commercial property.</p> <p>Current Risk Score – Impact 4 Major Likelihood 3 Likely. Some mitigation in terms of the possibility of a three year settlement from 2026/27 giving us more certainty over the short to medium term.</p> <p>Target Risk Score – Impact 3 Serious Likelihood 2 Unlikely. In recognition that there is understanding that savings will have to be made over the next three years</p>		
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	and that we have a financial stability plan which is being implemented with effect from the 2025/26 MTFs, giving us time to manage the process.		
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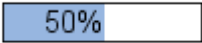

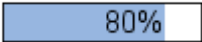
Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM1a 2024-25 Annual Fees & Charges Review for 2025/26		28-Feb-2025	Annual review of fees & charges as part of budget process	16-Oct-2024	Joanne Goodfellow
RCM1b 2024-25 Financial Stability Strategy & Productivity Plan		28-Feb-2025	Financial Stability Strategy and budget process including planned savings review. To include ELT/BRG meetings to support members Productivity plan completed and emailed to MHCLG.	10-Oct-2024	Joanne Goodfellow
RCM1c 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, CMT briefing from CIPFA on the new Procurement Act attended during quarter 2.	16-Oct-2024	Joanne Goodfellow
RCM1d 2024-25 Monthly Budget Monitoring		28-Feb-2025	Monthly Financial Health check reports to CMT and quarterly to Corporate Scrutiny and Cabinet	16-Oct-2024	Joanne Goodfellow
RCM1e 2024-25 Proactive and targeted cost saving analysis and review of reserve funds		28-Feb-2025	Review of reserves and retained funds to be reported to Cabinet in December and release of unspent funds to be returned to balances.	14-Oct-2024	Joanne Goodfellow

			Review of all vacancies & vacancy allowances to identify savings is in process. Vacancies which have been vacant for 12 weeks or more will be frozen and only be released with approval of ED and HOPS.		
RCM1f 2024-25 Robust asset management strategy and plans in place		31-Mar-2025	Asset strategy will be going to cabinet in November 24 (RB)	17-Oct-2024	Paul Weston
RCM1g 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.	16-Oct-2024	Joanne Goodfellow


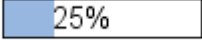
<b>Risk Title</b>	To ensure the Council is fully compliant in all legislative requirements		<b>Assigned To</b>	Anica Goodwin	
<b>Risk Code</b>	CR2024/25_2.1	<b>Categories</b>	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority: Organisation Priority5: Town Centre		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	4	<b>Severity</b>	2	<b>Severity</b>	1
<b>Likelihood</b>	3	<b>Likelihood</b>	2	<b>Likelihood</b>	2
<b>Risk Score</b>	12	<b>Risk Score</b>	4	<b>Risk Score</b>	2
<b>Original Risk Date</b>	09-Sep-2020	<b>Date Reviewed</b>	10-Oct-2024	<b>Target Date</b>	31-Mar-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>• Failure of democratic process</li> <li>• Failure to understand or respond adequately to new or changing legislation or regulation</li> <li>• No horizon scanning /awareness of legislative changes</li> <li>• Out of date/unclear policies, procedures and documentation</li> <li>• Lack of capacity to meet changing demands and priorities</li> <li>• Not enough capacity to plan ahead proactively due to reactive nature of business activity</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Prosecution of individuals</li> <li>• Adverse impact on Tamworth residents</li> <li>• Increase in costs, Legal and settlement as well as potential rectification of non-compliance</li> <li>• Potential harm to vulnerable persons, employees and commercial relationships</li> <li>• Legal action</li> <li>• Financial penalties</li> <li>• Reputational damage</li> </ul>	

	<ul style="list-style-type: none"> <li>• Decisions made by Members could impact current planned work</li> <li>• Insufficient direction for strategic priorities – may not be fit for purpose which leads to lack of clarity with planning.</li> <li>• Inadequate training</li> <li>• Poor communication</li> <li>• Insufficient resources (budget constraints/understaffing/inadequate technology</li> <li>• Ineffective leadership</li> <li>• Lack of accountability</li> <li>• Weak risk management</li> <li>• Organisational culture is resistant to change</li> <li>• Lack of clarity of roles and responsibilities</li> </ul>		<ul style="list-style-type: none"> <li>• Difficulties quantifying what success of objectives/priorities will look like</li> <li>• Impede work that is underway or already planned</li> <li>• Additional effort if required to manage workloads from already stretched services</li> <li>• Unable to effectively priorities objectives and workloads</li> <li>• Potential to mis-align resources</li> <li>• Breach of statutory duties</li> <li>• Disruption of services</li> <li>• Media scrutiny</li> <li>• Employee morale decline</li> <li>• Increase in staff turnover leading to loss of knowledge &amp; experience</li> <li>• Government intervention</li> <li>• Regulatory enforcement</li> <li>• Loss of partnership working</li> <li>• Restricted funding opportunities</li> <li>• Poor inspection / audit ratings</li> <li>• Increased scrutiny</li> </ul>
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<b>Latest Risk Note</b>	Risk measure updated but the risk remains as significant but unlikely. Causes and Consequences reviewed.	14 Oct 2024	Pardeep Kataria
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM2a 2024-25 Audit and Scrutiny Committees		31-Mar-2025	<p>Regular meetings in place, training plan for Audit Committee members being developed.</p> <p>Training session provided August 2024.</p>	16-Oct-2024	Joanne Goodfellow
RCM2b 2024-25 Policies and Procedures		31-Mar-2025	<p>AD Policy and Performance recruitment underway</p> <p>Project to compile a central repository of policies and strategies underway</p>	22-Oct-2024	Zoe Wolicki
RCM2c 2024-25 Governance arrangements		31-Mar-2025	<p>Title changed of RCM2c to "Governance arrangements"</p> <p>Annual review of the constitution to audit and governance committee Feb 2025 (and full council May 2025)</p> <p>Clearly defined Roles and responsibilities for statutory roles</p> <p>Member and officer protocol</p> <p>Annual governance statement</p> <p>Committee report templates</p>	14-Oct-2024	Anica Goodwin; Nicola Hesketh



RCM2d 2024-25 Comments, Compliments and Complaints		31-Mar-2025	<p>Ombudsman accepted submission and confirmed compliant</p> <p>Action plan developed to improve compliance with statutory timescales</p>	22-Oct-2024	Zoe Wolicki
RCM2e 2024-25 Use of insight		31-Mar-2025	<p>Model and systems for data collection and analysis to be developed.</p> <p>System for learning from complaints to be developed improved data analysis around complaints.</p> <p>new AD Policy and Performance to be recruited with a focus on data and insight</p>	14-Oct-2024	Zoe Wolicki



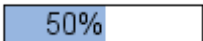
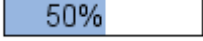
### 3 Promoting Community Resilience and Cohesive Communities 2024/25

<b>Risk Title</b>	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'		<b>Assigned To</b>	Rob Barnes; Hannah Peate; Joanne Sands	
<b>Risk Code</b>	CR2024/25_3.1	<b>Categories</b>	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	3	<b>Severity</b>	4	<b>Severity</b>	3
<b>Likelihood</b>	3	<b>Likelihood</b>	3	<b>Likelihood</b>	3
<b>Risk Score</b>	9	<b>Risk Score</b>	12	<b>Risk Score</b>	9
<b>Original Risk Date</b>	09-Sep-2021	<b>Date Reviewed</b>	24-Sep-2024	<b>Target Date</b>	31-Mar-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>Lack of strong local leadership (political, community etc)</li> <li>Failure to provide or signpost support for the most vulnerable in our communities</li> <li>Lack of communication activity/strategy to engage with local communities</li> <li>Lack of partnership working and initiatives</li> <li>Failure to understand local issues</li> <li>Lack of sustainable approach to community engagement and development which is inclusive and embraces diversity</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>May be unable to support the vulnerable leading to wider demands on public services</li> <li>Wider health and employment inequality</li> <li>Rise in crime or perception of crime</li> <li>Increased levels of community tensions</li> <li>Rise in environmental crime?</li> <li>Lack of civic pride Lack of aspiration</li> </ul>	

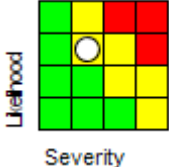
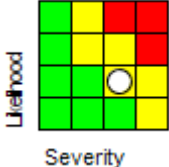
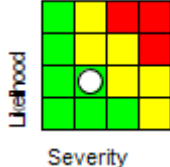
	<ul style="list-style-type: none"> <li>Poor educational outcomes and job opportunities</li> <li>Failure to engage with other statutory agencies</li> </ul>		
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<b>Latest Risk Note</b>	Community recovery fund plan to be formulated - Cabinet proposal 21 November 2024	18 Oct 2024	Joanne Sands
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM3a 2024-25 Wellbeing Strategy	<div style="width: 50%;"><div style="background-color: #4f81bd; width: 50%;"></div></div> 50%	31-Mar-2025	Further work to be done on JSNA now published, Agenda item for the TSP on 14th November	18-Oct-2024	Joanne Sands
RCM3b 2024-25 Commissioning of debt/advice services	<div style="width: 100%;"><div style="background-color: #4f81bd; width: 100%;"></div></div> 100%	31-Oct-2024	Contract in place until March 2027 with citizens advice Mid Mercia. (JS)	15-Oct-2024	Joanne Sands
RCM3b 2024-25 Development of a new equality and diversity strategy	<div style="width: 80%;"><div style="background-color: #4f81bd; width: 80%;"></div></div> 80%	31-Dec-2024	Equality Strategy in draft, consultation with /heads of Service and CMT undertaken.  On forward plan for cabinet in November and full council in December for approval.	14-Oct-2024	Zoe Wolicki
RCM3c 2024-25 Quality open spaces	<div style="width: 50%;"><div style="background-color: #4f81bd; width: 50%;"></div></div> 50%	31-Mar-2025	The Street Scene team continue to work hard to deliver quality open spaces for our residents.  Staffordshire Wildlife Trust continue to support the range of volunteer networks who so diligently help to maintain the Local Nature Reserves in the borough.	14-Oct-2024	Hannah Peate

RCM3d 2024-25 Strong Community Safety Partnership in place		31-Oct-2024	Updated community safety partnerships in place in place as per the launch of the strategic partnership in Sep 2024 (JS)	15-Oct-2024	Joanne Sands
RCM3d 2024-25 Wide range of arts, sporting and community events		31-Mar-2025	We Love Tamworth events along with bandstand concerts, and the use of the castle grounds by a range of external partners have all taken place within this last quarter.  The Comedy Festival attracted a range of both local and nationally well known comedians.	14-Oct-2024	Hannah Peate
RCM3e 2024-25 Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.		31-Mar-2025	Continued links to all relevant community safety groups, priority working areas including Directors Health Inequalities group.(JS)	15-Oct-2024	Joanne Sands
RCM3f 2024-25 Support for the Voluntary Sector		31-Mar-2025	Ongoing community and councillor grants schemes in place administered by Staffordshire community foundation. (JS)	15-Oct-2024	Joanne Sands

## 4 Inability to meet social housing targets and deliver affordable housing 2024/25


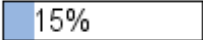
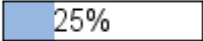


<b>Risk Title</b>	Failure to deliver a new Local Plan by 2031 and failure to deliver affordable housing.		<b>Assigned To</b>	Rob Barnes; Anna Miller; Paul Weston	
<b>Risk Code</b>	CR2024/25_4.1	<b>Categories</b>	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	2	<b>Severity</b>	3	<b>Severity</b>	2
<b>Likelihood</b>	3	<b>Likelihood</b>	2	<b>Likelihood</b>	2
<b>Risk Score</b>	6	<b>Risk Score</b>	6	<b>Risk Score</b>	4
<b>Original Risk Date</b>	11-Sep-2024	<b>Date Reviewed</b>	16-Oct-2024	<b>Target Date</b>	31-Mar-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>Lack of available land</li> <li>Limited finances for investment in affordable housing</li> <li>Lack of effective partnerships with other Social Housing providers</li> <li>Lack of engagement with funders and strategic partners including Homes England</li> <li>Staff resources within the team</li> <li>Lack of experience within the team</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>Programme slippage</li> <li>Loss of local control over managing change through the planning applications process</li> <li>Inability to support other corporate priorities e.g. climate change, adaptation and delivery of affordable housing.</li> <li>Missed opportunities to work with partners to deliver infrastructure.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Inability to procure consultants to collect critical evidence to support the development of the plan</li> <li>• Introduction of new plan-making system by Government</li> <li>• Revisions to National Planning Policy Framework</li> <li>• New administration/political inexperience</li> <li>• Strategies and policies not in line with corporate objectives</li> <li>• Cross-boundary co-operation failure</li> <li>• Lack of engagement from partners</li> <li>• Capacity of PINS and other agencies to deal with demand</li> <li>• Legal Challenge</li> <li>• Insufficient budget</li> <li>• Additional budget is not authorised</li> <li>• Lack of greenfield land for general market housing of which affordable homes provide a component</li> <li>• Delivering affordable homes on brownfield land is challenged by the viability of bringing these sites forwards</li> </ul>		<ul style="list-style-type: none"> <li>• Changes to approach lead to challenging policy decision making including using greenbelt land and where to locate housing to meet Tamworth's need</li> <li>• Inability to meet affordable housing needs and targets</li> <li>• Increase in unmet demand</li> </ul>
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<b>Latest Risk Note</b>	<p>The risk around the Local Plan is if the situation arises when the Local Authority doesn't have a Local Plan. This eventuality would only arise if the new Local Plan is not prepared and adopted in advance of the existing Local Plan expiring, the date for which is 2031.</p> <p>The severity associated with the Local Authority not having a Local Plan is 3. The reason it is not higher is because the decision-making default position is to rely on national policies and statements which will provide the up to date policy position.</p> <p>In addition, the further a new Local Plan goes through the preparation process, the more weight can be attached to decision making. A plan that's not adopted but has been through examination, for example, would have substantial weight.</p>	16 Oct 2024	Pardeep Kataria
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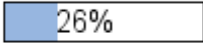
	<p>The Likelihood of not adopting a new Local Plan before the expiry of the current one is considered to be 1. The reason for this is because a new Local Plan is already under review and there are 7 years until the existing Local Plan expires.</p> <p>Work is underway to increase partnership working with other provider.</p> <p>The Council is also engaging with Home England to open discussions in relation to the opportunities for new affordable housing within the borough.</p>		
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM4.1a 2024-25 Preparation of new Local Plan	<div style="border: 1px solid black; width: 80px; height: 20px; position: relative;"> <div style="background-color: #4f81bd; width: 10%; position: absolute; left: 0;"></div> <span style="position: absolute; left: 10px; top: 50%; transform: translateY(-50%);">10%</span> </div>	31-Mar-2025	<p>The current Local Development Scheme (LDS) does not reflect the delay introduced by the Government with their consultation on the NPPF. A new LDS will be adopted at Cabinet in the new year following the Governments response to the consultation.</p> <p>In accordance with the new transitional arrangements, the Local Plan is on track to meet the Government deadlines.</p> <p>The preparation of the new Local Plan is also on track to be adopted in advance of the expiry of the existing Local Plan.</p>	16-Oct-2024	Anna Miller

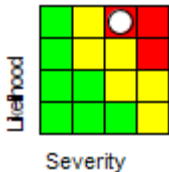
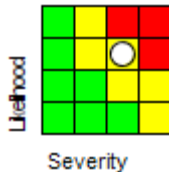
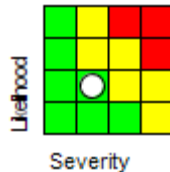
RCM4.1b 2024-25 Local Plan Communications Plan		31-Mar-2025	Preparation underway for the plan (AM)	18-Oct-2024	Anna Miller
RCM4.1c 2024-25 Local Plan Monitoring Report		31-Mar-2025	This is prepared annually (AM)	16-Oct-2024	Anna Miller
RCM4.1d 2024-25 Housing Strategy		31-Mar-2025	Trueman Change have been commissioned to undertake this work. (JS)	16-Oct-2024	Joanne Sands
RCM4.1e 2024-25 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. (PW)	16-Oct-2024	Paul Weston
RCM4.1f 2024-25 Continued coordination with neighbouring authorities to deliver Tamworth's housing need		31-Mar-2025	At a strategic level Local Planning Authorities are expected to discuss strategic planning matters where there are cross-border implications (AM)	16-Oct-2024	Anna Miller




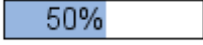
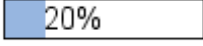
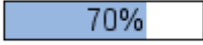
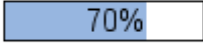
<b>Risk Title</b>	Failure to meet the Regulator Social housing consumer standards		<b>Assigned To</b>	Tina Mustafa	
<b>Risk Code</b>	CR2024/25_4.2	<b>Categories</b>	Priority2: The Economy		
			Priority1: The Environment		
			Priority3: Infrastructure		
			Priority4: Living in Tamworth		
			Priority5: Town Centre		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	2	<b>Severity</b>	2	<b>Severity</b>	2
<b>Likelihood</b>	4	<b>Likelihood</b>	4	<b>Likelihood</b>	3
<b>Risk Score</b>	8	<b>Risk Score</b>	8	<b>Risk Score</b>	6
<b>Original Risk Date</b>	16-Oct-2024	<b>Date Reviewed</b>	16-Oct-2024	<b>Target Date</b>	31-Mar-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>Capacity to delivery key requirements</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>Reputational risk</li> <li>Regulatory intervention by the RSH</li> </ul>	
<b>Latest Risk Note</b>	Notes: Detailed risk map forms part of the programme and is reported to the housing board (TM)		16 Oct 2024	Pardeep Kataria	

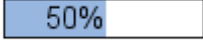
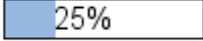
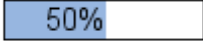

Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM4.2a 2024-25 Social Housing Regulatory Programme		31-Mar-2025	There is a comprehensive Social Housing Regulatory Programme organisational wide with external support driving a robust and focused improvement plan. Internal audit are set to review December 2024 with mock inspection programmed also (TM)	18-Oct-2024	Tina Mustafa

## 5 Organisational Resilience 2024/25

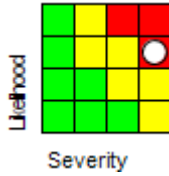
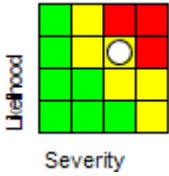
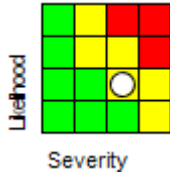
<b>Risk Title</b>	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future. Lack of resources, capacity and right skills in place to deliver corporate objectives		<b>Assigned To</b>	Rob Barnes	
<b>Risk Code</b>	CR2024/25_5.1	<b>Categories</b>	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	3	<b>Severity</b>	3	<b>Severity</b>	2
<b>Likelihood</b>	4	<b>Likelihood</b>	3	<b>Likelihood</b>	2
<b>Risk Score</b>	12	<b>Risk Score</b>	9	<b>Risk Score</b>	4
<b>Original Risk Date</b>	09-Sep-2020	<b>Date Reviewed</b>	14-Oct-2024	<b>Target Date</b>	31-Mar-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Significant event outside of our control e.g. major disaster, pandemic etc.</li> <li>* Staff not aware of action to be taken in the event of an emergency/disaster</li> <li>* Lack of sufficient agile operational options</li> <li>* Lack of corporate overview to understand and effectively prioritise workloads, resource allocation and understand where cross-function collaboration stands.</li> <li>* National and local political interference may impede planning and priorities</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Services not delivered</li> <li>* Reduced 'economic attractiveness'</li> <li>* Loss of reputation</li> <li>* Potential to misalign resources</li> <li>* Governance does not provide the full picture</li> <li>* Negative public perception may damage Council's reputation</li> <li>* Difficulties retaining staff – they may look more external opportunities</li> <li>* Costs of turnover and retraining new starters</li> </ul>	

	<ul style="list-style-type: none"> <li>*Executive staff turnover may lead to experience/ knowledge loss</li> <li>*Inability to drive public engagement and manage increase in demand/ expectations</li> <li>*Lack of succession planning</li> <li>*Aging profile of organisation</li> <li>*Lack of incentive for young people to work for council</li> <li>*Competitive salary market impedes finding right candidates including not enough applicants for vacant roles</li> <li>*Increased workloads may not leave enough capacity to complete all in a timely manner</li> <li>*Lack of capacity to respond to changes regulations due to delays in releasing from the Gov and staff already stretched with current workloads.</li> <li>* Failure to have the organisational structure and a skilled and motivated workforce</li> <li>* Ineffective project management and governance *</li> <li>Ineffective performance management</li> </ul>		<ul style="list-style-type: none"> <li>*Potential for noncompliance with specific roles that require accreditation or specific skills</li> <li>*Ability to respond to regulatory/ statutory changes may be inefficient</li> <li>*Working to prioritised work/ leader decisions</li> <li>* Unable to deliver organisational strategies</li> <li>* Increased turnover/absenteeism</li> <li>Service failure leading to ombudsman intervention and increased compensation claims</li> <li>* Decreased staff engagement and satisfaction resulting in poor performance. Impact on health and wellbeing of existing staff</li> </ul>
<p><b>Latest Risk Note</b></p>	<p>Updating of the Corporate plan underway to provide strategic direction and objectives. Local plan in development. Peer Challenge will be completed in October, to identify organisational strengths and to support future planning. Emergency planning and business continuity plans in place. A range of other strategic plans are in development including asset management strategy.</p>	<p>21 Oct 2024</p>	<p>Pardeep Kataria</p>


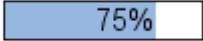
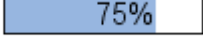
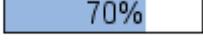
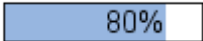
Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM5a 2024-25 Business Continuity Planning	 85%	31-Mar-2025	Initial plans have been drafted and work continues to develop through to final completed plan. Once completed testing will be needed.	21-Oct-2024	Paul Weston
RCM5b 2024-25 Delivery of People and Organisational Strategy	 50%	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 corporate peer challenge.	14-Oct-2024	Zoe Wolicki
RCM5c 2024-25 Develop Project management skills for key staff	 20%	31-Mar-2025	procurement to take place in Q3	14-Oct-2024	Zoe Wolicki
RCM5d 2024-25 Effective employee relations	 70%	31-Mar-2025	Ombudsman accepted submission and confirmed compliant  Action plan developed to improve compliance with statutory timescales	22-Oct-2024	Anica Goodwin; Zoe Wolicki
RCM5e 2024-25 Emergency Planning	 70%	31-Mar-2025	CCU continue to accelerate the emergency planning improvement plan with routine reports to CMT.	16-Oct-2024	Hamid Khan; Tina Mustafa

RCM5f 2024-25 Monitoring of staff turnover		31-Mar-2025	6 monthly update to appointments and staffing committee on starters, leavers, transfers, secondments etc.  Staffing turnover reported annually on Pentana with a current retention rate of 86.9%	22-Oct-2024	Anica Goodwin; Zoe Wolicki
RCM5g 2024-25 Training plan resourced		31-Mar-2025	Head of HR and OD met with AD's to prioritise for service areas  Procurement commenced for priority requirements	22-Oct-2024	Zoe Wolicki
RCM5h 2024-25 Workforce plan in place		31-Mar-2025	Plan to be developed by 31 March 2025.	14-Oct-2024	Zoe Wolicki
RCM5i 2024-25 Personal Development Reviews (Annual Appraisals)		31-Mar-2025	Over 90% now completed	14-Oct-2024	Zoe Wolicki


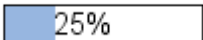
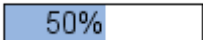
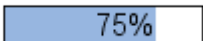
**6 Failure to meet climate change ambitions / meet net zero targets and plan for major weather impacts and force majeure 2024/25**

<b>Risk Title</b>	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts		<b>Assigned To</b>	Rob Barnes	
<b>Risk Code</b>	CR2024/25_6.1	<b>Categories</b>	Priority1: The Environment Priority4: Living in Tamworth		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	4	<b>Severity</b>	3	<b>Severity</b>	3
<b>Likelihood</b>	3	<b>Likelihood</b>	3	<b>Likelihood</b>	2
<b>Risk Score</b>	12	<b>Risk Score</b>	9	<b>Risk Score</b>	6
<b>Original Risk Date</b>	19-Aug-2023	<b>Date Reviewed</b>	14-Oct-2024	<b>Target Date</b>	31-Mar-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>* Staff not aware of action to be taken in the event of an emergency/disaster</li> <li>* Global warming/climate change - severe weather impacts to the Borough</li> <li>* Failure to plan ahead financially for cost implications</li> <li>* Not having the specialist skills in place to develop adverse climate resistant infrastructure</li> <li>* Lack of trained staff to deal with emergencies and over reliance on 3rd parties.</li> <li>* Lack of funding/finance</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Life and property put in harms way</li> <li>* Extreme weather conditions/impact on business's &amp; communities</li> <li>* Failure to have a plan for recovery/ repairs/ public support</li> <li>* Impact on vulnerable people Unable to deliver services</li> </ul>	

<b>Latest Risk Note</b>	<p>The Borough Council has declared a climate change emergency and appointed a climate change officer in February 2024 to accelerate efforts towards meeting net zero targets and addressing bad weather events. Following a 2022 baseline report, an action plan and a climate change adaptation plan are being prepared, with workshops held to inform these efforts. Both reports will be available by the end of the year.</p> <p>The climate change officer has also formed a working group and started community engagement. Climate change is now a key consideration in procurement processes. With resources allocated and a better understanding of the tasks ahead, the risk is rated 3 for both severity and likelihood.</p> <p>The Council is also working with the environment agency on flood defence plans.</p>	<p>21 Oct 2024</p>	<p>Pardeep Kataria</p>
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM6a2024-25 Deliver against the Nature Recovery Declaration		31-Mar-2025	The Nature Recovery update report was tabled at ISAG in August with the Biodiversity Consideration being adopted by Cabinet in early October.	14-Oct-2024	Hannah Peate
RCM6b 2024-25 Delivery of a communications plan for climate change		01-Feb-2025	This work is underway and will be completed 24/25	09-Jul-2024	Anna Miller
RCM6c 2024-25 Delivery of Climate Adaptation Plan		01-Feb-2025	Going to scrutiny in December (AM)	15-Oct-2024	Anna Miller
RCM6d 2024-25 Delivery of training and induction into climate change		31-Mar-2025	Ongoing, still working on this action (AM)	15-Oct-2024	Anna Miller
RCM6e 2024-25 Development of infrastructure for acting on Climate Change		31-Mar-2025	No change from last note, Imminent delivery of EV charging hub at Riverdrive (AM)	15-Oct-2024	Anna Miller



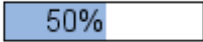
RCM6f 2024-25 Embed climate change into procurement processes		31-Dec-2024	Climate change has gone into Procurement processes, awaiting committee. (AM)	15-Oct-2024	Anna Miller
RCM6g 2024-25 Embed climate change into the Local Plan review		31-Mar-2025	Work ongoing with Local plan team (AM)	15-Oct-2024	Anna Miller
RCM6h 2024-25 Severe Weather Emergency Protocol		31-Mar-2025	The protocol used routinely reported to the portfolio holder as part of the winter relief and homelessness prevention actions by TMM and SF (TM)	16-Oct-2024	Hamid Khan; Tina Mustafa
RCM6i 2024-25 Delivery of Climate Change Action Plan		01-Feb-2025	Going to Scrutiny in December (AM)	15-Oct-2024	Anna Miller

Risk Title	Effective data management		Assigned To	Anica Goodwin	
<b>Risk Code</b>	CR2024/25_7.1	<b>Categories</b>	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority: Organisation Priority5: Town Centre		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	3	<b>Severity</b>	3	<b>Severity</b>	2
<b>Likelihood</b>	3	<b>Likelihood</b>	2	<b>Likelihood</b>	1
<b>Risk Score</b>	9	<b>Risk Score</b>	6	<b>Risk Score</b>	2
<b>Original Risk Date</b>	19-Aug-2023	<b>Date Reviewed</b>	10-Oct-2024	<b>Target Date</b>	31-Mar-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>Isolated systems may not support sharing information</li> <li>Lack of joined up systems</li> <li>Non-user-friendly systems may inhibit competency/confidence</li> <li>Unable to keep up with costs of updating systems</li> <li>System obsolescence</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>Lack of insight from information and data systems could impede effective decision making and affect systems viability</li> <li>Missed or gaps in data could impede tracking progress of work and / or lead to inaccurate decisions being made</li> <li>Not paying for updates to systems could result in vulnerabilities and non-compliance</li> <li>Potential for cyber-attacks</li> </ul>	

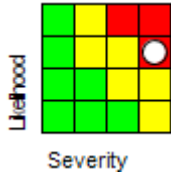
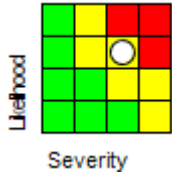
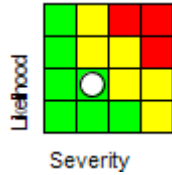
			<ul style="list-style-type: none"> <li>• Reduced operational efficiency (leading to a lack of responsiveness, inability to forecast)</li> <li>• Financial consequences (e.g. missed revenue opportunities)</li> <li>• Regulatory and compliance risks (i.e. Data breach)</li> <li>• Loss of stakeholder trust</li> <li>• Organisational stagnation (lack of innovation/missed opportunities)</li> <li>• Poor service delivery and impact on reputation</li> <li>• Sanction from regulatory body</li> <li>• Ineffective use of resources</li> </ul>
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<b>Latest Risk Note</b>	This risk remains as serious in terms of impact but unlikely. It is anticipated that with the recruitment of the new Assistant Director Policy and Performance that the impact of this risk will be reduced.	14 Oct 2024	Pardeep Kataria
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM7a 2024-25 Data Protection	<div style="border: 1px solid black; width: 100px; height: 20px; position: relative;"> <div style="background-color: #4f81bd; width: 50%; position: absolute; left: 0;"></div> <span style="position: absolute; left: 50%; top: -10px; transform: translate(-50%, -100%);">50%</span> </div>	31-Mar-2025	<p>Policies and procedures in place for data protection.</p> <p>Clearly defined roles and responsibilities.</p> <p>Record of Processing Activity (RoPA)</p> <p>Information Asset register and retention schedule.</p> <p>Internal procedure for incident management and data protection complaints process and associated</p>	14-Oct-2024	Zoe Wolicki

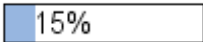
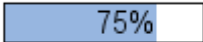

			<p>systems to ensure they remain up to date.</p> <p>Review of Data Protection Impact Assessment process.</p> <p>Review of Privacy notices.</p>		
RCM7b 2024-25 Appointment of new policy & performance director		31-Dec-2024	Scoping current position with regard to data management	14-Oct-2024	Zoe Wolicki

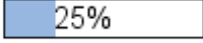

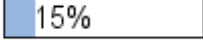
**8 Inability to deliver economic growth, sustainability and prosperity in the Borough  
2024/25**

<b>Risk Title</b>	Lack of economic growth, sustainability and prosperity in the Borough at the levels required		<b>Assigned To</b>	Rob Barnes; Anna Miller	
<b>Risk Code</b>	CR2024/25_8.1	<b>Categories</b>	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	4	<b>Severity</b>	3	<b>Severity</b>	2
<b>Likelihood</b>	3	<b>Likelihood</b>	3	<b>Likelihood</b>	2
<b>Risk Score</b>	12	<b>Risk Score</b>	9	<b>Risk Score</b>	4
<b>Original Risk Date</b>	21-Aug-2023	<b>Date Reviewed</b>	14-Oct-2024	<b>Target Date</b>	31-Mar-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>Lack of investment in the Borough</li> <li>General downturn in the economy due to factors beyond our control</li> <li>Failure to recognise economic changes</li> <li>The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases</li> <li>Changes in Job market</li> <li>Inadequate business continuity plans</li> <li>Lack of economic development strategy</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>Economic prosperity declines</li> <li>Deprivation</li> <li>Reduced Business Rates income</li> <li>Tamworth not seen as a positive place to live or invest in</li> <li>Lack of economic and commercial growth</li> <li>Unable to recruit key/essential skills</li> <li>Failure to deliver project outcomes</li> <li>Failure to deliver corporate plan</li> <li>Government intervention</li> </ul>	

	<p>* Reliance on small number large income generators/operators/town centre facilities* community cohesion and a negative perception of Tamworth as a place to do business</p> <p>*Uncertainty around the opportunities/risks associated with devolution deal proposals.</p> <ul style="list-style-type: none"> <li>•</li> </ul>		<p>* Increased customer dissatisfaction</p> <p>* Unrealised benefits</p> <p>*Negative public perception may damage Council's reputation</p>
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<b>Latest Risk Note</b>	<p>The Council is commissioning a town centre regeneration strategy which includes engagement with elected members and others to develop a vision of the future town centre.</p> <p>In addition the council is commissioning an economic development strategy which will be completed by end of March 2025.</p>	21 Oct 2024	Pardeep Kataria
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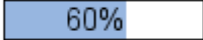
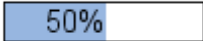
Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM8a 2024-25 3A - Local plan to improve infrastructure , evening economy and transport links		31-Mar-2025	Work ongoing for local plan preparation for draft plan. (AM)	15-Oct-2024	Anna Miller
RCM8b 2024-25 Delivery of Future High Streets Fund		31-Mar-2025	<p>Peel Cafe is well advanced with Nationwide completing the fit out works in December.</p> <p>TEC 2 is progressing well with likely TBC occupation from early 2025.</p> <p>The Flex building has started following demolition with a likely TBC occupation Spring 2025.</p> <p>The remaining projects are all now in contract.</p> <p>Enabling works have been completed for the Market Street properties. (AM)</p>	15-Oct-2024	Anna Miller
RCM8c 2024-25 Delivery of Gungate project (North and South)		31-Mar-2025	<p>Acquisition of Gungate North likely by the end of 2024. Discussions have resumed with ATIK following a change of ownership.</p> <p>On Gungate South there has been developer interest in the site.(AM)</p>	15-Oct-2024	Anna Miller

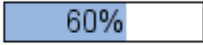
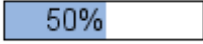
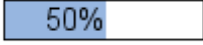
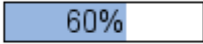
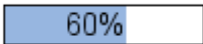
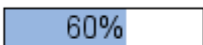
RCM8d 2024-25 Development of business initiatives to promote start up and growth		31-Mar-2025	<p>The Borough Council has a business grant combined with UKSPF funding to deliver town centre activities that increase footfall across the town and support the town centre economy.</p> <p>The FHSF is delivering a project called the FLEX which will be entrepreneurial space/pop up space that can be flexibly managed, creating conditions for new businesses to try and establish themselves in the town. (AM)</p>	15-Oct-2024	Anna Miller
RCM8e 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 on the 21st of November 2024	21-Oct-2024	Paul Weston
RCM8i 2024-25 Economic Development Strategy		31-Mar-2025	This workstream is out to tender, due November 24 (AM)	15-Oct-2024	Anna Miller









<b>Risk Title</b>	To ensure the council is resilient against Cyber security threats		<b>Assigned To</b>	Anica Goodwin	
<b>Risk Code</b>	CR2024/25_9.1	<b>Categories</b>	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority: Organisation Priority5: Town Centre		
<b>Original Matrix</b>		<b>Current Risk Matrix</b>		<b>Target Risk Matrix</b>	
<b>Severity</b>	4	<b>Severity</b>	4	<b>Severity</b>	4
<b>Likelihood</b>	3	<b>Likelihood</b>	3	<b>Likelihood</b>	2
<b>Risk Score</b>	12	<b>Risk Score</b>	12	<b>Risk Score</b>	8
<b>Original Risk Date</b>	10-Oct-2024	<b>Date Reviewed</b>	10-Oct-2024	<b>Target Date</b>	10-Oct-2025
<b>Causes</b>	<ul style="list-style-type: none"> <li>• Network compromise/external attack</li> <li>• Denial of service</li> <li>• Data Leaks</li> <li>• Credential compromise</li> <li>• Cloud supplier compromised</li> <li>• Malware/phishing attack</li> <li>• Lost device/mobile media</li> <li>• Insider Threat (staff)</li> </ul>		<b>Consequences</b>	<ul style="list-style-type: none"> <li>• Loss of sensitive data, financial loss, reputational damage.</li> <li>• Risk to confidentiality and integrity of data (data breach).</li> <li>• Data encryption/corruption causing operational disruption.</li> <li>• Unauthorized access to data.</li> <li>• Service downtime.</li> <li>• Personal harm.</li> </ul>	

<b>Latest Risk Note</b>	This risk remains high given the current climate, macro events, frequency of cyber-attacks, and the evolving threat landscape. The impact also remains high given the reliance on technology and information to provide statutory services. There are robust cybersecurity and data management measures, processes and procedures in place along with associated controls (data and budgetary) but the risk remains likely given the current climate. (GY)	11 Oct 2024	Pardeep Kataria
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM9a 2024-25 Regular, mandatory cyber security training and cyber security awareness updates to InfoZone		31-Mar-2025	Cyber security training updated and issued annually. Cyber Security awareness updated on InfoZone bi-monthly using various trusted sources	11-Oct-2024	Zoe Wolicki
RCM9b 2024-25 Network penetration testing, proactive vulnerability management policy and processes and Phishing tests. PSN Compliance		31-Mar-2025	Pen test completed April 24, associated mitigation approaching completion. Patch management processes in place. PSN compliance on-going.	11-Oct-2024	Zoe Wolicki
RCM9c 2024-25 Network backups, disaster recovery testing		31-Mar-2025	Network backups performed nightly. Selective backup recovery testing performed monthly	11-Oct-2024	Zoe Wolicki

RCM9d 2024-25 Strong password policy with multi factor authentication enforced where necessary		31-Mar-2025	Password policy updated following cyber audit. MFA enforced for all remote connections	11-Oct-2024	Zoe Wolicki
RCM9e 2024-25 Anti-virus/anti-malware software in place with regular signature updates		31-Mar-2025	AV/anti-malware installed on all endpoints; updates applied immediately as available	11-Oct-2024	Zoe Wolicki
RCM9f 2024-25 Appropriate access controls with least privilege approach, regular access reviews		31-Mar-2025	Access controls for applications and data in place based on least privilege	11-Oct-2024	Zoe Wolicki
RCM9g 2024-25 Utilise NCSC Active Cyber Defence tools		31-Mar-2025	TBC signed up to all NCSC cyber defence services	11-Oct-2024	Zoe Wolicki
RCM9h 2024-25 Information security policies, distributed to all staff and DR/BC/cyber incident response plans in place		31-Dec-2024	All associated policies in place, up to date and distributed	11-Oct-2024	Zoe Wolicki
RCM9i 2024-25 Physical security controls in place for data centre access		31-Mar-2025	Restricted access in place for data centre to ICT technical staff only	11-Oct-2024	Zoe Wolicki

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 2

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 17 audits. To the end of quarter 2 2024/2025 we have completed 18% of the audit plan. We have fully completed all of the audits rolled forward from 2023/24. An analysis of audit plan completion and indicatively planned audits is shown in the table below;

	Q1	Q2	Q3	Q4
<b>Number of audits allocated per quarter</b>	4	4	5	3
<b>% of plan</b>	25	25	31	19
<b>Cumulative 2024/25 audit plan % completed</b>	12	18		
<b>Completed and finalised 2023/24 audits</b>	3	3		
<b>Audits drafted and awaiting management agreement 2024/25</b>	1	0		

### Outstanding Audit Recommendations

The total outstanding actions at the end of Quarter 2 are 66 (9 high, 36 medium, 21 low). During 2024/25 the Audit Manager will hold quarterly meetings with all Assistant Directors to review all outstanding recommendations, and an additional report will be provided to Audit & Governance Committee providing greater detail for committee scrutiny.

Priority of Recs	High	Medium	Low	Total
<b>Number of O/S recs – 1 April 2024</b>	9	26	12	47
<b>Number of recs closed during period Apr 24 – Sept 24</b>	3	9	5	17
<b>Number of additional recs made during Quarter 1 &amp; 2</b>	3	19	14	36
<b>Number of O/S recs at 30 Sept 2024</b>	9	36	21	66

As at 30 September 2024 there were 9 high priority recommendations of which 6 were overdue.

## 6. Information Governance Reports

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

### 6.1 Personal Data Breaches

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

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

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

The table below provides a summary of statistics for Quarter 2 2024.

01 July 2024 – 30 <sup>th</sup> September 2024 Number of personal data breaches recorded	5
01 April 2024 – 30 <sup>th</sup> June 2023 Number of personal data breaches recorded	4
Increase / decrease of % compared to same time last year	25% increase
Highest amount received Quarter 2 2024	September – 3
Lowest amount received Quarter 2 2024.	July and August – 1
Reported to the Information Commissioner (ICO)	1
Reported within statutory the timeframe of 72 hours %	0
Breach Category	deliberate or accidental action (or inaction) by a controller or processor.
ICO Findings	Case closed. No further action taken. Recommend that cause of incident is investigated to ensure understanding of how and why it occurred.

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

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

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

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

The table below provides a summary of statistics for Quarter 2 2024.

01 July 2024 – 30 <sup>th</sup> September 2024 – total requests received	134
01 July 2023 – 30 <sup>th</sup> September 2023 - total requests received	125
Increase of % compared to same period last year	7.2%
Highest monthly requests received	56 – July 24
Lowest monthly requests received	38 – August 24
Responded to within statutory requirement of 20 working days	132
Percentage responded to within statutory requirement of 20 working days	98.51%

### High Demand Service Areas

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

Revenues	24
Multi Service	22
Transfer to SCC	17

### Request Trends

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

Unclaimed Council Tax Credits
Council Service Spend
Parking and Penalty Charge Notices

## Internal reviews

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

The table below provides a summary of statistics for Quarter 2 2024

01 <sup>st</sup> July 2024 – 30 <sup>th</sup> September 2024– Number of Internal review requests received	0
01 <sup>st</sup> July 2023 – 30 <sup>th</sup> September 2023- Number of Internal review requests received	0
Increase or decrease of % compared to same period last year	0% Increase or 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 2 2024

01 <sup>st</sup> July 2024 – 30 <sup>th</sup> September 2024 – Number of Enquiries received by ICO	0
01 <sup>st</sup> July 2023 – 30 <sup>th</sup> September 2023 - Number of Enquiries received by ICO	0
01 <sup>st</sup> July 2024 – 30 <sup>th</sup> September 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 2 2024.

01 <sup>st</sup> July 2024 – 30 <sup>th</sup> September 2024 – total requests received	9
01 <sup>st</sup> July 2023 – 30 <sup>th</sup> September 2023 - total requests received	9
Increase / decrease of % compared to same time last year	0% increase
highest amount received Quarter 2 2024	August - 3
lowest amount received Quarter 2 2024	September - 2
Responded to within statutory timeframe of one calendar month	9
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 2 2024

01 <sup>st</sup> July 2024 – 30 <sup>th</sup> September 2024 – Number of Enquiries received by ICO	0
01 <sup>st</sup> July 2023 – 30 <sup>th</sup> September 2023 - Number of Enquiries received by ICO	0
01 April 2024 – 30 <sup>th</sup> June 2024 – ICO Findings	N/A

## 6.4 Comments, Compliments and Complaints

This update provides a summary of the councils' quarter two 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 July 2024 – 30 September 2024**

To comply with the Housing Ombudsman Complaint Code and enhance TSM performance reporting, complaints relating to housing as a social landlord will be reported separately within this document. This separation enables a more focused approach to monitoring and improving the handling of housing-related complaints.

### Housing Complaints

In this period the council received a total 49 complaints. This broken down to:

- 48 Stage 1
- 1 Stage 2

Of the 48 stage 1 complaints processed:

- 13 complaints were responded to with the statutory timeframe of 10 working days. This equates to around 27% of the complaints received in quarter 2 being responded to within the statutory timeframe.

2024/2025	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>Complaints (Stage 1)</b>					
No. of complaints received	75	27	48		
No. per 1,000 housing stock (%)	17.45%	6.28	11.18%		
Responded to within the Housing Ombudsman Complaint Handling timescales (10 Working days)	26	13	13		
Responded to within the Housing Ombudsman Complaint Handling timescales (%)	35%	48%	27%		

Of the 1 stage 2 complaint processed:

- 1 was responded to with the statutory timeframe of 20 working days. This equates to around 100% of the complaints received in quarter 2 being responded to within the statutory timeframe.

2024/2025	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>Complaints (Stage 2)</b>					
No. of complaints received	9	8	1		
No. per 1,000 housing stock (%)	2.09%	1.86%	0.23%		
Responded to within the Hosuing Ombudsman Complaint Handling timescales	3	2	1		
Responded to within the Housing Ombudsman Complaint Handling timescales (%)	33%	25%	100%		

Overall, this provides a rolling yearly average of around 35% for stage 1 and 33% for stage 2.

44 of 49 complaints received in quarter 2 were acknowledged within 5 working days, equating to almost 90% of the complaints received in quarter 2 being acknowledged within the statutory timeframe.

	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Complaints Ack (within Housing Ombudsman Timeframe)	79	35	44		
Complaints Ack (within Housing Ombudsman Timeframe (%))	94.05%	100.00%	89.80%		

This provides a rolling yearly average of 94% of complaints being acknowledged within statutory timeframe.

### Housing (other enquiries)

The team processed:

- 78 service requests/updates,
- 50 member enquiries and
- recorded 23 compliments.

	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Number of Compliments	44	21	23		
Number of Service Requests / Enquiries / Service Request Updates received	148	70	78		
Number of Member Enquiries Received	92	42	50		

Overall, the Information Governance team processed 200 contacts for Housing, covering the period: 1 July 2024 – 30 September 2024 with a summary of the data shown below.

### Stage 1 complaints:

Breakdown of Data (Service Area) Qtr 2 Complaints Stage 1	Number of Stage 1 complaints received	No. per 1,000 housing stock (%)	Responded to within the Housing Ombudsman Complaint Handling timescales (10 Working days)	Responded to within the Housing Ombudsman Complaint Handling timescales (%)
ASB				
Housing Repairs	30	6.99%	4	13.33%
Housing Repairs Gas	3	0.70%	1	33.33%
Housing Repairs Planned	3	0.70%	2	66.67%
Housing Solutions	7	1.63%	6	85.71%
Rental Income	2	0.47%	0	0.00%
Sheltered Housing	1	0.23%	0	0.00%
Tenancy Management	2	0.47%	0	0.00%
Tenancy Involvement Group				
Wardens				
<b>Total</b>	<b>48</b>	<b>11.18%</b>	<b>13</b>	<b>27.08%</b>

**Stage 2 complaints:**

Breakdown of Data (Service Area) Qtr 2 Complaints Stage 2	Number of Stage 2 complaints received	No. per 1,000 housing stock (%)	Responded to within the Housing Ombudsman Complaint Handling timescales (20 Working days)	Responded to within the Housing Ombudsman Complaint Handling timescales (%)
ASB				
Housing Repairs	1	0.23%	1	100.00%
Housing Repairs Gas				
Housing Repairs Planned				
Housing Solutions				
Rental Income				
Sheltered Housing				
Tenancy Management				
Tenancy Involvement Group				
Wardens				
<b>Total</b>	<b>1</b>	<b>0.23%</b>	<b>1</b>	<b>100.00%</b>

Stage 1 complaints have increased this quarter, with Housing repairs making up 30 of the 48 complaints. Stage 2 complaints have notably decreased to just 1 in quarter 2.

It is recognised quarter 2 response times demonstrate a need for improvement. The council is addressing this by enhancing internal processes, increasing communication, and fostering collaboration with departments, contractors, and the Information Governance team to better support the customer journey and meet housing Ombudsman requirements.

**Other enquiries:**

Breakdown of Data (Service Area) Qtr 2	Total Service Requests/Service request updates / General Enquiries	Total Compliments	Member Enquiries
ASB	19		5
Housing Repairs	24	3	13
Housing Repairs Gas	4		
Housing Repairs Planned			1
Housing Solutions	6	5	21
Rental Income			
Sheltered Housing	1	1	
Tenancy Management	24	14	10
Tenancy Involvement Group			
Wardens			
<b>Total</b>	<b>78</b>	<b>23</b>	<b>50</b>

## Corporate Complaints

In this period the council received a total 21 complaints. This broken down to:

- 20 Stage 1
- 1 Stage 2

Of the 20 stage 1 complaints processed:

- 10 complaints were responded to within policy and Local Government and Social Care Ombudsman (LGSCO) guidance of 10 working days. This equates to 50% of the complaints received in quarter 2 being responded to within the timeframe.

2024/2025	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>Complaints (Stage 1)</b>					
No. of complaints received	31	11	20		
Responded to within policy and LGSC Complaint Handling Code guidance (10 Working days)	17	7	10		
Responded to within policy and LGSC Complaint Handling Code guidance (%)	55%	64%	50%		

Of the 1 stage 2 complaint processed:

- 1 was responded to with the statutory timeframe of 20 working days. This equates to around 100% of the complaints received in quarter 2 being responded to within policy and LGSC guidance.

2024/2025	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>Complaints (Stage 2)</b>					
No. of complaints received	2	1	1		
Responded to within policy and LGSC Complaint Handling Code guidance (20 Working days)	2	1	1		
Responded to within policy and LGSC Complaint Handling Code guidance (%)	100%	100%	100%		

Overall, this provides a rolling yearly average of almost 55% for stage 1 and 100% for stage 2.

20 of 21 complaints received in quarter 2 were acknowledged within 5 working days equating to just over 95% of the complaints received in quarter 2 being acknowledged within policy and LGSC guidance.

	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Complaints Ack within policy and LGSC Complaint Handling Code guidance	31	11	20		
Complaints Ack within policy and LGSC Complaint Handling Code guidance (%)	96.88%	100.00%	95.24%		

This provides a current percentage for the year of almost 97% of complaints being acknowledged within policy and LGSC guidance.

**Corporate (other enquiries)**

The team processed:

- 119 service requests/updates,
- 105 member enquiries and
- recorded 11 compliments.

	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Number of Compliments	19	8	11		
Number of Service Requests / Enquiries / Service Request Updates received	265	146	119		
Number of Member Enquiries Received	201	96	105		

Overall, the Information Governance team processed 257 contacts for Corporate Services, covering the period: 1 July 2024 – 30 September 2024 with a summary of the data shown below.

**Stage 1 complaints:**

Breakdown of Data (Service Area) Qtr 2 Complaints Stage 1	Number of Stage 1 complaints received	Responded to within policy and LGSC Complaint Handling Code guidance (10 Working days)	Responded to within policy and LGSC Complaint Handling Code guidance (%)
Benefits			
Car Parks	1	0	0.00%
Castle			
CCTV			
Commercial Assets			
Council Tax & Revenues	6	6	100.00%
Customer Services			
Democratic Services			
Elections	1	0	0.00%
Environmental Health			
Joint Waste	1	1	100.00%
Land Charges / Legal (Right to Buy)	1	0	0.00%
Multiple Depts			
Partnerships			
Planning & Development			
Private Sector	1	0	0.00%
Street Scene	9	3	33.33%
Theatre			
Wardens			
SCC			
ICT			
<b>Total</b>	<b>20</b>	<b>10</b>	<b>50.00%</b>

**Stage 2 complaints:**

Breakdown of Data (Service Area) Qtr 2 Complaints Stage 2	Number of Stage 2 complaints received	Responded to within policy and LGSC Complaint Handling Code guidance (20 Working days)	Responded to within policy and LGSC Complaint Handling Code guidance (%)
Benefits			
Car Parks			
Castle			
CCTV			
Commercial Assets			
Council Tax & Revenues	1	1	100.00%
Customer Services			
Democratic Services			
Elections			
Environmental Health			
Joint Waste			
Land Charges / Legal (Right to Buy)			
Multiple Depts			
Partnerships			
Planning & Development			
Private Sector			
Street Scene			
Theatre			
Wardens			
SCC			
ICT			
<b>Total</b>	<b>1</b>	<b>1</b>	<b>100%</b>

Stage 1 complaints rose this quarter, with Council Tax/Revenues and Street Scene comprising 15 of the 20 complaints. Stage 2 complaints remained steady at 1 for quarter 2. Response times for stage 1 saw minor delays, but improvements were quickly identified and implemented.

**Other enquiries:**

Breakdown of Data (Service Area) Qtr 2	Total Service Requests/Service request updates / General Enquiries	Total Compliments	Member Enquiries
Benefits	3		
Car Parks	5		
Adaptions			2
Castle	1		1
CCTV			1
Commercial Assets	1		5
Council Tax & Revenues	10		1
Customer Services	7		5
Democratic Services	3		
Elections	2		
Environmental Health	9	1	6
Joint Waste	6	1	3
Land Charges / Legal (Right to Buy)	1		1
Multiple Depts			
Partnerships	1		2
Planning & Development	1		2
Private Sector			4
Street Scene	52	7	64
Theatre (Assembly Rooms)		2	1
Wardens			
SCC	15		5
ICT	2		2
<b>Total</b>	<b>119</b>	<b>11</b>	<b>105</b>

## **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.

As changes are integrated into the organisation, a shift in performance was observed in the second quarter, particularly concerning Housing repairs complaints. The team remains dedicated to thoroughly investigating and responding to all complaints, aiming to enhance response times in the future.

In the second quarter, the council made significant strides by learning from complaints, and to support the council's commitment, a concerted effort has been made to review, establish, and define processes and procedures that enhance the customer journey, improve communication, and boost customer satisfaction and trust in the council's dedication to addressing concerns. This initiative supports the integration of complaint handling, fostering a culture of continuous improvement where feedback from complaints is used to refine and enhance services across the board.

- By centralising the complaints team, the council established a streamlined system that tracks complaints from start to finish, ensuring consistency and accountability. Working collaboratively with service areas has led to an increase in prompt and effective responses, thus supporting the commitment in enhancing customer satisfaction and improving response times.
- Review and implementation of a standard communication protocol has ensured that customers receive timely updates about their complaints, setting clear expectations about response times.
- The council has introduced performance metrics to monitor and evaluate the consistency of complaint handling, including tracking resolution times with improved regular management performance reports for outstanding complaints.
- A review of historical complaint responses to support and identify training needs and formation of improved complaint response templates as well as best practice guidance.
- Complaint management meetings arranged with Housing.
- Proceduralising and embedding process improvements within the housing repairs team including telephone contact being made with each complainant.

## **Looking forward**

The council continues its efforts in analysing data and customer satisfaction metrics, collaborating closely with service areas to pinpoint valuable insights and areas for improvement. This ongoing effort will ensure that feedback is effectively utilised to enhance processes and elevate the overall quality of service delivery. By maintaining a proactive approach to learning from complaints, the council aims to foster a culture of continuous improvement and responsiveness to residents' needs.

Throughout quarter 3, the council aims to:

- Improve its complaint response times.
- Finalise complaint response templates.
- Implement a complaints actions tracker for any actions amounting from complaints to be recorded and monitored through to completion.



## 7. Health and Safety

A new health and safety (H&S) working group established - chaired by the deputy leader and portfolio holder for environmental sustainability, waste and recycling.

Terms of reference have been developed, consulted and adopted for the group.

The updated health and safety policy has been approved by the H&S working group and is now going through the appropriate approvals including trade union liaison group, appointments and staffing committee and cabinet.

### H&S Stats for Tamworth Borough council

#### Accidents / First Aid incidents involving Employees

Correct as of 19/9/2024

Main cause	2023					2024				
	Jan – Mar	Apr – Jun	Jul – Sep	Oct – Dec	Total 2023	Jan – Mar	Apr – Jun	Jul – Sep	Oct – Dec	Total 2024
Animal / Insect						1				1
Contact with Sharp Object	2		2	2	6	1	1	1		3
High Pressure liquid		1*			1					
Hot Surface / Liquid		1			1					
Manual Handling	2	2			4	1	1			2
Slip, Trip or Fall	2	3	2	1	8	3		1		4
Stuck by Moving Object				1	1		1	1		2
Struck Stationary Object	2			1	3					
Violence and aggression								1		1
					<b>Total 24</b>					<b>Total 13</b>



\*Ejection of hire pressure water from jet wash following failure of hose fitting resulting in injury to finger and notification to the Health and Safety Executive

## Accidents / First Aid incidents involving Members of the Public



Main Cause	2023					2024				
	Jan – Mar	Apr – Jun	Jul – Sep	Oct – Dec	Total 2023	Jan – Mar	Apr – Jun	Jul – Sep	Oct – Dec	Total 2024
Animal / Insect										
Contact with Sharp Object			1	1	2					
Manual Handling				1	1					
Medical	1	1			2	1	3			4
Slip, Trip or Fall	1	1	2	2	6	1	1			2
Sports Related								1		1
Stuck by Moving Object	1	2								
Struck Stationary Object		1			1					
Violence and aggression										
					<b>Total 12</b>					<b>Total 7</b>



## Appendix 1 - Strategic Projects Highlight Reports

## Asset management Strategy



<b>CP2022-25_PD_034 Asset management Strategy</b>	Purpose: Development of Asset Management Strategy to guide future of built assets owned by the council. Scope: Review of existing strategy, costed stock condition survey, development of overarching strategy, development of asset management plans.			<b>Managed By</b>	Paul Weston
<b>Activities since last period</b>	<ul style="list-style-type: none"> <li>• Surveys completed.</li> <li>• Gap analysis completed.</li> <li>• Additional surveys quoted.</li> <li>• Final draft circulated to Asset Strategy Steering Group for review.</li> </ul>	<b>Planned Activities for next period</b>	<ul style="list-style-type: none"> <li>• Collate amendments from Asset Strategy Steering Group</li> <li>• Finalise Document</li> <li>• Forward Plan for approval</li> <li>• Identify resources for implementation</li> </ul>	<b>Amber/Red Areas</b>	Amber - project progressing and at final draft stages.
<b>Risks including Stakeholder Issues, budget and timing</b>	<ul style="list-style-type: none"> <li>• Needs to ensure there are links with SHRP project.</li> <li>• Needs to link to CPC process.</li> </ul>	<b>Resourcing Requirements</b>	Resources for implementation phase to be considered	<b>Decisions required from CMT</b>	None.
<b>Note</b>	Strategy to be considered at cabinet on 21st November.(RB)	<b>Date</b>	18-Oct-2024	<b>Author</b>	Pardeep Kataria
	Final draft of document is with the Asset Strategy Steering Group for approval before being put on forward plan for final approval.		16-Jul-2024		Paul Weston

	Final draft to be presented to Asset Strategy Steering Group before proceeding to Cabinet [May 24].		16-May-2024		Paul Weston
	Finalising document to reflect Scrutiny Committee comments.		14-Jul-2023		Paul Weston
	Existing policy review completed. Draft policy reviewed by Scrutiny. Amendments to reflect Member comments are in progress with final draft to be presented to Cabinet for approval. Detailed Asset Management Plans will follow on from the strategy.		11-May-2023		Paul Weston
	Final amendments to be made in readiness for sign off by Members.		31-Mar-2023		Paul Weston
	Draft document has been reviewed by the Asset Strategy Steering Group and Scrutiny. Some Amendments are required. The initial process of Asset Management Plan development has commenced.		03-Jan-2023		Paul Weston

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_034_KW1 Costed condition survey			Paul Weston	Condition survey of housing and non-housing complete. Additional surveys of high-rise and non-traditional properties complete.


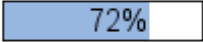
Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_034_KW2 Development of new Strategy and Plans			Paul Weston	Final draft of document is with the Asset Strategy Steering Group for approval before being put on forward plan for final approval.

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
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CP2022-25_PD_034_KW3 Review of existing Strategy			Paul Weston	Review completed by external consultants with Gap Analysis produced.
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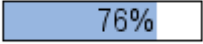


## Future High Street Fund

<b>CP2022-25_TCP_004 FHSF</b>	Delivery of £21.65m project to renew the town centre			<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>	Work moving forwards. College topping out ceremony. ISG went into administration leading to short delay for Peel Cafe although no overall impact on programme. Submission to MHCLG relating to spend timescales. ME and gateways fixed cists approved by PB.	<b>Planned Activities for next period</b>	Work underway to relocate market traders. Start date for St Eds square available and market traders to engaged with. St Eds application to planning committee in October. Work continues to move the Gateways application to committee.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>	RAAC and liabilities. Market Street properties and their condition.	<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
<b>Note</b>	<p>Work moving forwards. College topping out ceremony. ISG went into administration leading to short delay for Peel Cafe although no overall impact on programme.</p> <p>Submission to MHCLG relating to spend timescales.</p> <p>ME and gateways fixed costs approved by PB. (AM)</p> <p>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</p>	<b>Date</b>	<p>15-Oct-2024</p> <p>03-Jun-2024</p>	<b>Author</b>	<p>Pardeep Kataria</p> <p>Pardeep Kataria</p>


	to approve extensions to spend deadlines to allow commitment of spend by September and actual spend by end March 2025.				
	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 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.		14-Jul-2022		Anna Miller


## Gungate


<b>CP2022-25_TCP_005 Gungate</b>	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.			<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>	Work underway on understanding rights of way constraint on Gungate North. Further evidence sent to the Charities Commission to support SCC disposal of Tamyouth. ELT briefing.  Agreed NCP legals. Contract signed.	<b>Planned Activities for next period</b>	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 although proving difficult. Member briefing on Gungate. Await Charities Commission decision on SCC disposal of Tamyouth.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>	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 term. Risk to project to be able to split the building with Buzz.	<b>Resourcing Requirements</b>	The Gungate capital pot has been substantially reduced as a result of Full Council decision (27/2/24) wrt to the FHSF budget issues	<b>Decisions required from CMT</b>	







<b>Note</b>	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.  Plans to split bingo hall from ATIK nightclub have been developed and negotiations with new nightclub owners are taking place.  Gungate Briefing to ELT delivered	<b>Date</b>	18-Oct-2024	<b>Author</b>	Pardeep Kataria
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Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_005_KW1 Delivery north site		<div style="width: 13%;"><div style="width: 13%;"></div></div> 13%	Anna Miller	Space and place work completed. Discussions with ATIK ongoing. (AM)



Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_005_KW2 Delivery south site		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Joanne Goodfellow; Thomas Hobbs; Karen Moss	Lease acquired from NCP (AM)

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_005_KW3 Land Assembly north site		<div style="width: 76%;"><div style="width: 76%;"></div></div> 76%	Thomas Hobbs	SCC have met with occupants of Tamyouth 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.



Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_005_KW4 Land Assembly south site		 95%	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.



Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_005_KW5 Partnership with Homes England - Governance		 100%	Thomas Hobbs	The Borough Council has a MOU with Homes England.



## HRA Business Plan

<b>CP2022-25_PD_027 Housing Revenue Account (HRA) Business Plan (2024- 2054)</b>	Purpose: This plan will detail our ambitions over the next 30 years as to how we manage and look to improve our housing stock. Specifically reviewing the GF contribution to the HRA as part of EMT agreed financial sustainability planning Scope: Reviewing the HRA financial planning around the business plan and how it contributes to the corporate agenda			<b>Managed By</b>	Hamid Khan; Tina Mustafa
<b>Activities since last period</b>	<ul style="list-style-type: none"> <li>• Cabinet 22nd Feb 2024 approved consultation</li> <li>• April - June Discussions with tenants workshop on consultation priorities</li> <li>• Glen Smith attending ELT update in November with a refreshed baseline</li> </ul>	<b>Planned Activities for next period</b>	<ul style="list-style-type: none"> <li>• Glen Smith refreshing levers for income and expenditure options to balance the HRA</li> <li>• Options being impact assessed to inform cabinet update Feb 2025</li> </ul>	<b>Amber/Red Areas</b>	longer-term financial challenges
<b>Risks including Stakeholder Issues, budget and timing</b>	Carbon neutral targets will significantly impact on HRA resources (i.e. EPC c+ and electric charging; fuel poverty) HRA currently showing funding gap	<b>Resourcing Requirements</b>	Consultancy support and corporate project team involving finance. Given alignment with self-assessment likely to require project manager	<b>Decisions required from CMT</b>	None
<b>Note</b>	HRA viability project forms part of the social housing regulatory programme and work is progressing on the baseline position impact assessment of the options to remedy with a view to report latest position to cabinet in Feb 2025 (TM)	<b>Date</b>	16-Oct-2024	<b>Author</b>	Pardeep Kataria


	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.		19-Jul-2024		Pardeep Kataria
	HRA Business plan modelling on track with Cabinet report planned 22/2/24. Portfolio Holder and Leader involved in briefings to Board and associated workshops. HRA showing balanced position over MTFS with longer term challenges from horizon scanning		23-Jan-2024		Tina Mustafa

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_027_KW1 Commission work on HRA business plan drafting and ambitions			Lee Birch; Hamid Khan; Tina Mustafa	HRA Business Plan modelling complete by external consultants

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_027_KW2 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


Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_027_KW3 Update HRA business plan to members (prospectus and adopted plan)			Lee Birch; Hamid Khan; Tina Mustafa	Will require statutory consultation and alignment with self-assessment

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
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CP2022-25_PD_027_KW4 HRA Business Planning Tenant Leaseholder Engagement		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">60%</div>	Hamid Khan; Tina Mustafa	Going to cabinet in November (HK)
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## Local Government Boundary Review

<b>CP2022-25_PD_008 Local Government Boundary Review</b>	An electoral review of Tamworth Borough Council. Purpose: is to consider the number of councillors elected to the council, the names, number and boundaries of the wards, and the number of councillors to be elected to each ward.		<input type="text" value="1%"/>	<b>Managed By</b>	Zoe Wolicki
<b>Activities since last period</b>	awaiting formal communication from boundary commission for project inception as at 09/09/24	<b>Planned Activities for next period</b>	in line with boundary commission requirements	<b>Amber/Red Areas</b>	none
<b>Risks including Stakeholder Issues, budget and timing</b>	none	<b>Resourcing Requirements</b>	none	<b>Decisions required from CMT</b>	none
<b>Note</b>	Still awaiting contact from boundary commission	<b>Date</b>	22-Oct-2024	<b>Author</b>	Pardeep Kataria
	awaiting contact from boundary commission		17-Jul-2024		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

<b>CP2022-25_TCP_007 Net Zero</b>	<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</p> <p>Scope:</p> <ol style="list-style-type: none"> <li>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;</li> <li>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;</li> <li>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;</li> <li>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;</li> </ol>			<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>	Good draft received on climate change action plan and climate adaptation plan.	<b>Planned Activities for next period</b>	ELT briefing on emerging work. Workload moving towards ISAG and Cabinet approvals.	<b>Amber/Red Areas</b>	

<b>Risks including Stakeholder Issues, budget and timing</b>		<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	Briefing to ELT in September.
<b>Note</b>	Climate change on forward plan. Scrutiny in December. (AM)	<b>Date</b>	15-Oct-2024	<b>Author</b>	Pardeep Kataria
	New Climate Change Officer Starts at the end of February, who will be tasked with moving the project forwards.		24-Jan-2024		Anna Miller

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_007_KW1 Scope 1 - 3			Anna Miller	Policy change approved for additional resource to support Scope 1.


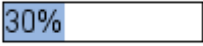
Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_007_KW2 Scope 4			Anna Miller	<p>Following a discussion at CMT the following were noted:</p> <p>Information / budgets were included in the 2020/21 MTFS &amp; report ensuring <i>'that all reports in the preparation for the 2021/22 budget cycle and investment strategy will take into account the actions the Council will take to address this emergency'</i>.</p> <p>Budget provision of £105K for 20/21 budget to fund emerging climate change initiatives was made.</p>

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_007_KW3 Stage 2			Anna Miller	Scrutiny in December for stage 2. (AM)





## Social Housing Regulatory Programme

Generated on: 22 October 2024



<b>CP2022-25_PD_047 Social Housing Regulatory Programme</b>	<p>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.</p>			<b>Managed By</b>	Hamid Khan; Tina Mustafa
<b>Activities since last period</b>	<ul style="list-style-type: none"> <li>Self referral to RSH on 12 Aug 24 resulting in weekly reports to leadership group progress</li> <li>Housing board received progress on 1st Oct 24</li> <li>Corporate scrutiny and cabinet approved recommendations on 9/10 Oct 2024</li> </ul>	<b>Planned Activities for next period</b>	<ul style="list-style-type: none"> <li>SHRP dashboard created in Pentana to migrate all the improvement plan workstreams</li> <li>Detailed discussions ongoing with RSH with their decision on the referral by the end of October</li> <li>Cabinet report on the Forward plan for Nov/Dec to track progress</li> </ul>	<b>Amber/Red Areas</b>	<ul style="list-style-type: none"> <li>Self-referral being considered by ELT weekly</li> <li>As per individual Project Plans</li> <li>Risk Map to be shared with Audit &amp; Governance</li> </ul>
<b>Risks including Stakeholder Issues, budget and timing</b>	Risks identified and reported separately	<b>Resourcing Requirements</b>	Resourcing plan being prepared by Programme lead to support improvement plan organisationally with scaling up of resourcing on key programme areas	<b>Decisions required from CMT</b>	
<b>Note</b>	<p>Dedicated resourcing is in place until December 2025 to accelerate progress on the programme and this includes</p> <ul style="list-style-type: none"> <li>Compliance review and remedy of overdue actions</li> <li>Policy schedule being fast tracked</li> </ul>	<b>Date</b>	16-Oct-2024	<b>Author</b>	Pardeep Kataria


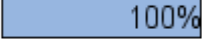
	<ul style="list-style-type: none"> <li>• Service standards drafted for consultation and</li> <li>• Enhanced performance dashboard through Pentana</li> </ul>				
	<p>TMM updated ELT on 17 July 2024 with programme progress. Associated risks have been captured in the corporate risk register. Reports are due to the homelessness and housing advisory board on the 30 July 2024 and Cabinet 29 Aug 2024.</p>		19-Jul-2024		Pardeep Kataria
	<p>Programme actions on track - red risk areas identified as part of the Programme control</p>		23-Jan-2024		Tina Mustafa
	<ul style="list-style-type: none"> <li>• Cabinet approved latest update 26/10/23 with next cabinet report planned for 14/03/24</li> <li>• Homelessness &amp; Housing Advisory Board to consider 13/2/24 latest performance on TSMS; Satisfaction survey and self-referral options</li> <li>• Programme OPs meetings diarised until year end</li> <li>• Internal infrastructure supporting the Programme established with all meeting/agenda framework</li> <li>• Tenant Consultative Group - Options paper on additional advocacy to be considered March 2024</li> <li>• Communication Strategy to be scoped</li> </ul>		23-Jan-2024		Tina Mustafa



## Strategic Review of Leaseholder Service Charges



<b>CP2022-25_PD_048 Strategic Review of Leaseholder Service Charges</b>	<p>The key outcomes will be:</p> <ul style="list-style-type: none"> <li>• Review of the processes used to identify properties for inclusion in programmes</li> <li>• Review of communications relating to leasehold service charges</li> <li>• Review of the legal position related to service charges</li> <li>• Review of contractors and contract pricing</li> <li>• Proposals for interacting with Leaseholders</li> <li>• Assessment of Tamworth Borough Council practices against Best Practice in the sector.</li> </ul>			<b>Managed By</b>	Paul Weston
<b>Activities since last period</b>	<ul style="list-style-type: none"> <li>• Consultant has presented draft report</li> <li>• Draft report considered by the working group</li> <li>• Next steps document outlined</li> <li>• Update letter has been sent to leaseholders.</li> </ul>	<b>Planned Activities for next period</b>	<ul style="list-style-type: none"> <li>• Report on consultant report and proposals to be presented to Corporate Scrutiny in August</li> <li>• Leaseholder policy to be developed to address outcome of consultant report</li> </ul>	<b>Amber/Red Areas</b>	None at this time
<b>Risks including Stakeholder Issues, budget and timing</b>	None at this time	<b>Resourcing Requirements</b>	<ul style="list-style-type: none"> <li>• Need to consider the resources that will be required to deliver the enhanced levels of service outlined in the report.</li> <li>• Likely to have ongoing staffing and consultancy requirements.</li> </ul>	<b>Decisions required from CMT</b>	


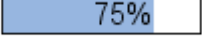
<b>Note</b>	Report considered at corporate scrutiny committee on 9th October. Cabinet considered report and agreed all original recommendations contained in the report. (RB)	<b>Date</b>	18-Oct-2024	<b>Author</b>	Pardeep Kataria
	Report complete and presented to working group. Draft report on outcomes and wider policy to be presented to Scrutiny Committee in August 2024.		16-Jul-2024		Paul Weston

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_048_KW 1.Procurement of external resources			Trevor Wylie	Consultant in place and work has now commenced with initial meetings having taken place.


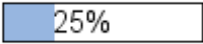
Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_048_KW 2.Technical Assessment			Trevor Wylie	All work complete and outline in consultant report.

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_048_KW 3.Legal Assessment			Trevor Wylie	All work complete and outlined in consultant report

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_048_KW 4.Financial Assessment			Trevor Wylie	All work complete and findings set out in consultant's report

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_048_KW 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

<b>CP2022-25_PD_043</b> <b>Financial Stability plan to resolve long term Medium Term Financial Strategy position</b>				<b>Managed By</b>	Joanne Goodfellow
<b>Activities since last period</b>	<p>Cabinet in August approved the Budget and MTFS Planning Process 2025/26 report which set out a number of actions in line with the Financial Stability plan to identify opportunities for savings and additional income and to reduce the requirement for the use of GF balances to balance the budget, including tasking budget managers with the identification of 5% - 10% savings from their budgets; and looking at two areas per year for zero-based budgeting; identifying opportunities for spend to save projects utilising the transformation reserve; and longer term service transformation projects to consider alternative delivery models, increased commercialisation, the review of non-statutory services, etc. The report also set out a timetable for the achievement of the budget process, with dates for CMT and Cabinet meetings, all Member budget workshops and a Joint Scrutiny (Budgets) meeting.</p>	<b>Planned Activities for next period</b>	<p>ELT and Cabinet budget meeting and all Members budget consultation workshop in October.          Emerging policy changes and capital schemes to be reported to EMT on 4th November.          Leader's budget workshop planned for 18th November.          Base budget report to Cabinet 21st November.</p>	<b>Amber/Red Areas</b>	

Risks including Stakeholder Issues, budget and timing		Resourcing Requirements		Decisions required from CMT	
<b>Note</b>	<p>Cabinet in August approved the Budget and MTFS planning process 2025/26 report which set out a number of actions in line with the Financial Stability plan to identify opportunities for savings and additional income and to reduce the requirement for the use of GF balances to balance the budget, including tasking budget managers with the identification of 5% - 10% savings from their budgets; and looking at two areas per year for zero-based budgeting; identifying opportunities for spend to save projects utilising the transformation reserve; and longer term service transformation projects to consider alternative delivery models, increased commercialisation, the review of non-statutory services, etc. The report also set out a timetable for the achievement of the budget process, with dates for CMT and Cabinet meetings, all Member budget workshops and a Joint Scrutiny (Budgets) meeting.</p>	<b>Date</b>	18-Oct-2024	<b>Author</b>	Joanne Goodfellow
	Productivity Plans to Cabinet June 24		22-May-2024		Rob Barnes

# Community Impact Assessment

## Part 1 – Details

What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Quarter 2 performance report 2024-25	
Date Conducted	1 November 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	<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.

To submit quarter 2 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		X	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

<b>Impact (positive or negative) identified</b>	<b>Action</b>	<b>Person(s) responsible</b>	<b>Target date</b>	<b>Required outcome</b>
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) :

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

Issue	Response	Any Follow up action required
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**Quarter two performance report – Corporate Scrutiny**

Page 26	<p><b>Clarification around how market traders and shopkeepers were being kept updated around the ongoing works around St Editha square</b></p>	<p>It was confirmed by the Leader that signage had been due to go up today, but this has been delayed until tomorrow due to the snow. Officers were going out and speaking to traders and shopkeepers and it was hoped that the contractors would also be doing this. The Portfolio Holder and Members were also talking to them when in the town. The Leader was using their weekly piece in the Herald to highlight that the shops are open as usual.</p>	<p>No action required</p>
Page 28	<p><b>In relation to unfavourable variances, when we are employing temporary/agency staff do we employ them directly or do with go through an agency which can increase costs?</b></p>	<p>It was confirmed that sometimes temporary staff were employed directly and sometimes through an agency, however the Council always try to negotiate the best deal and better exit payments if the person were taken on permanently. Where they can, they try and recruit directly however for cleaners, specialised roles, bespoke pieces of work or where the roles are only for a certain amount of time they would look at the best avenue and value for money.</p>	<p>No action required</p>

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

Issue	Response	Any Follow up action required
<p>Page 28</p> <p><b>With regards to the unfavourable variance what specific strategies are we implementing to address these income shortfalls and overspending and how are we adjusting our financial plans to ensure we meet our year and targets while maintaining the quality of our services?</b></p>	<p>Officers confirmed that where budgets are overspent managers are being asked to look at compensatory savings or to try and mitigate the overspends. A piece of work is being undertaken around the Assembly Rooms to look at how more income could be generated, review the budget and ensure that targets are realistic. A meeting is scheduled with the accountant at Lichfield District Council around the Joint Waste Service to understand the additional costs and action can be taken to improve the position moving forward.</p>	<p>No action required</p>
<p>Page 29</p> <p><b>Considering the projected reduction of balances by £360,000 and the re-profiling of £4.778 million in capital expenditures into 2025/26, Are there opportunities to optimise underperforming revenue streams, such as exploring new initiatives to boost car park usage or revitalising events to increase ticket and catering sales?</b></p>	<p>Officers confirmed that these were on the radar and were being looked at in terms of the current year budget and the budget process moving forward. The Committee expressed concerns over the figures for the general fund variance and balance and the impact of the assembly rooms and Joint Waste Service.</p>	<p>No action required</p>

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

Issue	Response	Any Follow up action required
<p><b>Whether the Assembly rooms was meant to be a self funding enterprise or that the expectation was that the Council would always support this?</b></p>	<p>It was acknowledged that the Council has always provided a large subsidy for the Assembly Rooms and if that vision is going to change then it would need to be run in a very different way. Officers confirmed that a piece of work was being under taken to look at the Assembly rooms which is a non-statutory service. The Council are now able to identify what is spent on every single event as they understand the questions and challenges in this area. The ongoing reports would look at a range of options, costs and delivery models.</p> <p>The committee acknowledged that to be profitable the business would need to be privatised but expressed concern at losing the building from the public sector. The Council needed to be clear about what its ambitions were for the building, which may be for it to break even whilst providing a service to Tamworth residents but needed to be careful before investing large amounts of money in to it. To look at how they can better improve and utilize the building to make it more profitable. It was important that they see the loss reducing year on year.</p> <p>A motion was moved that an update on the recovery proposals for the key items that we need budgetary control over are brought to the next Scrutiny meeting. (Moved by Councillor A Wells and Seconded by Councillor M Couchman)</p>	<p>An update is tabled for the next meeting for an update as per the motion against the Joint Waste Service and Assembly Rooms</p>

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

Issue	Response	Any Follow up action required
<p>Page 56</p> <p><b>What specific strategies are we implementing to effectively reduce the rising total rent arrears particularly focusing on higher value arrears and long-term debts, and how are we balancing enforcement actions with support for tenants facing financial difficulties to ensure both the financial sustainability of our housing services and the well-being of our residents?</b></p>	<p>Officers confirmed that there are trends in terms of recovery and the Council is following those trends and overall the Council was showing a positive trend and this was just not reflected in the current quarter. Overall rents arrears balances were being reduced annually with a focus on prevention supported by the figure of two evictions in the last period which is only taken as a last resort. Investment is made in Tamworth Advice Centre to provide welfare support.</p>	<p>No action required</p>
<p>Page 67</p> <p><b>Referring to page 67 and the fact that the local government Association expects one in four councils to apply for an emergency bailout in the next two years, in light of the ongoing deferral of funding reforms and the difficulty in planning beyond a one-year horizon, how does the Council's Financial Stability Plan and Productivity Plan specifically address the identified risks—such as potential income shortfalls from reduced Council Tax and Housing Rent collections, increased demand for services like homelessness support due to the cost of living crisis, rising supply costs, and the possibility of decreased revenue from attractions and events—to ensure we achieve our target risk score and maintain financial sustainability over the next three years?</b></p>	<p>Officers highlighted that the Budget and medium-term financial strategy (MTFS) process for the next five years had started with a report going to Cabinet on the 21<sup>st</sup> which touches on these issues. It is recognised that there is uncertainty around the local government settlement with an expectation of a one year settlement for 25/26 hoping that a three year settlement will follow to aid with financial planning. The Council does face a significant shortfall with the general fund balances supporting the MTFS but this will run out and therefore significant savings do need to be made which is being looked at.</p>	<p>No action required</p>



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

Issue	Response	Any Follow up action required
<p>Page 76</p> <p><b>It was noted that the risk appears to have got worse in this area so what detail do we have about concrete strategies that the council are implementing that engages with our diverse Communities and most vulnerable and marginalized to understand their unique issues and needs? How are we measuring the effectiveness of these efforts in strengthening community cohesion and resilience? And how are we collaborating with Key agencies to ensure a coordinated approach to address the challenges?</b></p>	<p>The Leader of the Council confirmed that this was a priority area for the Council and they had been successful in securing £660k funding from Government to help fund recovery from the events of August 4<sup>th</sup>. The Council have commissioned the Belong Network who will be engaging with residents over the next few months to understand their concerns as a starting point for a piece of work in this area. It was confirmed that physical meetings were being held with Police and Faith Groups and the Tamworth Strategic Partnership was running again and an element of this was looking at Community Cohesion.</p>	<p>No action required</p>
<p>Page 89</p> <p><b>Page 89 – With increased resources including the new Climate Change Officer have what measurable progress is there on this issue? What specific, actionable measures are we implementing to enhance our borough's resilience against flooding, and are we addressing potential challenges such as staff training gaps, infrastructure development, and financial challenges in this area?</b></p>	<p>Whilst Officers did not have any specific information it was confirmed that the action plan was being work on and highlight by Members that this was being considered at IS&amp;G Scrutiny in December.</p> <p>The Leader of the Council confirmed that work was being undertaken with the Environment Agency who they were in discussions with about flood defences and where they need to be which is a large piece of work. Modelling has been done by the Environment Agency around where they think work should be done before looking at how these would be funded. It was not expected to involve too much work on the Council employees.</p>	<p>No action required</p>

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

Issue	Response	Any Follow up action required
<p><b>Know that Cyber security is a risk what specific additional strategies are we implementing to enhance our resilience against emerging cyber threats—such as sophisticated phishing attacks, insider threats from staff, and vulnerabilities with our cloud suppliers—to safeguard our sensitive data and ensure uninterrupted service delivery? The importance of testing was highlighted.</b></p>	<p>The Leader confirmed that this is a new risk on the matrix and would always be a risk that they would get a full response provided in writing. Officers confirmed that a pen test had recently been carried out and they would be feeding back on that</p>	<p>We have an ongoing schedule of network vulnerability scanning and associated remediation work, the scans are done monthly and high-risk issues reported to ICT mgmt. for oversight. In addition, we also have an annual internal and external penetration test as part of our PSN compliance process. This is carried out by 3<sup>rd</sup> party network security specialists and includes a simulated phishing test. The main mitigation actions from the most recent pen test are now mostly complete, the credential harvesting phishing test done as part of the last pen test was a success with only 2 staff clicking on the phishing email link and neither entered any sensitive information including their password.</p> <p>This year 3 members of staff have been trained to accreditation level as Cyber Security practitioners to further improve our cyber security posture/defences. Recently we've also been through the National Cyber Security Centre (NCSC)/Local Digital led Cyber Assessment Framework process, analysing in depth, 3 of our critical systems to ensure an appropriate level of cyber resilience is in place. We're nearing the end of this process for which we'll receive a grant of £15k for cyber related improvements subject to all the documentation being completed/to the required standard.</p> <p>As part of defence in depth, we also have a suite of measures provide as part of our cloud managed Sophos Endpoint</p>

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

Issue	Response	Any Follow up action required
		<p>Protection system which protects our desktop, laptops, and mobile device estates.</p> <p>We are also signed up to the NCSC's Active Cyber Defence programme which provides a range of tools and services to help with cyber resilience. In partnership with the CCU, we have just completed a Cyber Incident Response Plan as part of our information governance framework.</p> <p>Network backups are done nightly and replicated to a cloud service. Integrity testing is performed after each backup and selective restores are done monthly to further test backup integrity.</p>
<p>Page 103</p> <p><b>There is a backlog of outstanding Audit recommendations – are these being taken seriously?</b></p>	<p>Officers confirmed that recommendations were taken seriously and that the report that was presented to the Audit and Governance contained more details and that in most cases although they may not be complete action had been taken to address the recommendation. Officers in these areas were being asked to attend future Audit and Governance meetings to advise Members of their plans and details of any actions being undertaken</p>	<p>No action required</p>
<p>Page 104</p> <p><b>Personal data breaches</b></p>	<p>A question was asked around the increase in personal data breaches and the Council failure to report these within the 72 hours statutory requirement. It was clarified that the figure appears to be a typing error and that all reports were made within the required 72 hours.</p>	<p>Further clarification was sought and due to its complexities, this led to a slight delay in our reporting process and the 0 value was found to be correct.</p>

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

Issue	Response	Any Follow up action required
<p>Page 108</p> <p><b>Given the increase in personal data breaches and the Council’s failure to report any of them within the required 72-hour window, what specific measures is the Council implementing to strengthen our data protection protocols, ensure timely reporting to the ICO, and prevent future incidents—both accidental and deliberate—to safeguard sensitive personal data and uphold our legal obligations under the Data Protection Act 2018?</b></p>	<p>Officers confirmed that the Council have recognised a need for improvement following these response times and this being address by reviewing internal processes, increasing communication and collaboration with other departments and contractors including regular meetings to understand where the issues lie and how they can be addressed moving forward.</p>	<p>No action required</p>

Thursday, 12 December 2024

## Report of the Portfolio Holder for Housing, Homelessness and Planning

### Publication of Infrastructure Funding Statement

#### Exempt Information

None.

#### Purpose

The purpose of this report is to seek Cabinet approval for the publication of the Infrastructure Funding Statement 2023/24 and delegate authority where recommended for the publication of future Infrastructure Funding Statements.

#### Recommendations

It is recommended that:

1. The draft Infrastructure Funding Statement at Appendix 1 is approved for publication on the council's website; and
2. Authority for the publication of future reports is delegated to the Assistant Director – Growth & Regeneration in consultation with the Portfolio Holder for Housing, Homelessness and Planning and Section 151 Officer.

#### Executive Summary

The Council is required to publish an Infrastructure Funding Statement (IFS) each year which sets out details of the money received through s106 and the Community Infrastructure Levy during the previous financial year and information on what projects that money has been allocated to and/or spent on. The draft 2023/24 IFS is included at Appendix 1 and Cabinet approval is sought for its publication.

Delegated authority is also sought for the publication of future IFS documents where the spending priorities for Strategic CIL income remain unchanged from the previous year.

#### Options Considered

##### Publication of the Infrastructure Funding Statement (IFS)

The council is required to publish an IFS by the end of 2024 and most of the content is factual and prescribed by guidance published by Government. Therefore, no alternative options have been considered for this element.

##### Delegation of authority for future reports

The IFS is almost entirely a factual document produced in line with the relevant regulations and guidance. The single element of the report that is not factual is the section on the priorities for spending the strategic element of the Community Infrastructure Levy (CIL). This has been set as 'regeneration projects within Tamworth' since the 2019/20 iteration of the report.

The alternative option to delegating authority for publication of the IFS in future would be for the report to continue to be presented to Cabinet each year for approval prior to publication. This was considered to be a less favourable option due to it being an inefficient use of time compared to the proposed approach.

#### Resource Implications

The draft IFS at Appendix 1 sets out the income, allocation, and expenditure of planning obligations (both via s106 agreements and CIL) during the period 01 April 2023 to 31 March

2024. There are no resource implications associated with the publication of the Infrastructure Funding Statement.

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

The relevant legal basis for the collecting and spending of CIL is the Planning Act 2008 (the act) and the Community Infrastructure Levy Regulations 2010 (as amended) (the regulations). The regulations allow a charging authority (in this case the council) to apply CIL to administrative expenses incurred by it in connection with CIL.

As regards the strategic element, the regulations state that a charging authority must apply CIL to funding the provision, improvement, replacement, operation, or maintenance of infrastructure to support the development of its area and the act sets out the types of infrastructure to which this element of CIL can be applied. These are:

- (a) roads and other transport facilities,
- (b) flood defences,
- (c) schools and other educational facilities,
- (d) medical facilities,
- (e) sporting and recreational facilities,
- (f) open spaces.

At this point, no specific projects have been identified on which to spend the strategic element of CIL. Any project within the proposed broad strategic priority of regeneration would need to fit within one of the categories listed above to comply with the regulations.

### **Equalities Implications**

There are no equalities implications for the publication of the Infrastructure Funding Statement.

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

The proposals set out relate to the sustainable development of Tamworth in line with the objectives of the local plan. There are no additional sustainability implications as a result of the proposals set out in this report.

### **Background Information**

#### *Infrastructure Funding Statement*

In 2019 the Community Infrastructure Levy (CIL) regulations were amended to include a requirement for councils to produce an annual Infrastructure Funding Statement (IFS) to give communities a better understanding of how developer contributions have been used to deliver infrastructure in their area. The statement should include details of the money received through s106 and CIL during the previous financial year and information on what projects that money has been allocated to and/or spent on. The statement should also set out the infrastructure projects or types of infrastructure that the authority intends to fund wholly or partly through CIL. The draft 2023/24 IFS is included at Appendix 1 and covers the period 01 April 2023 to 31 March 2024.

#### Delegation of authority for publication of future reports

The IFS has been reported to Cabinet for approval for publication since they were introduced by the 2019 changes to the regulations. This was due to the section of the report that sets out spending priorities for CIL income, which is the only part of the report requiring a decision. However this priority has been set as 'regeneration projects within Tamworth' since the requirement to publish the IFS was introduced.

It is therefore proposed to delegate authority for publishing the report to the Assistant Director – Growth & Regeneration in consultation with the relevant Portfolio Holder. Where the spending priority remains unchanged from the previous year, the report will be published without the need to be approved by Cabinet. However, where, in consultation with the Portfolio Holder, it is determined that the Council wishes to set a new spending priority, then the report will be brought before Cabinet for approval prior to publication.

**Report Author**

Stephanie Tipper - Planning Information and Monitoring Officer (Planning and Regeneration)  
Richard Powell - Planning Policy and Delivery Team Leader (Planning and Regeneration)

**List of Background Papers**

None.

**Appendices**

Appendix 1 – Draft 2023/24 Infrastructure Funding Statement  
Community Impact Assessment

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# Infrastructure Funding Statement

Reporting Period  
**2023/24**

**Tamworth**  
Borough Council

**Published 2024**

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## 1.0. Introduction

- 1.1. The Infrastructure Funding Statement (IFS) provides an overview of all financial and non-financial developer contributions relating to Section 106 Agreements (s106) and the Community Infrastructure Levy (CIL) within Tamworth Borough for a given year. Such contributions are sought from developers to provide infrastructure which supports the wider economic and social development of the borough.
- 1.2. This report offers a summary of how contributions are collected, allocated and spent by Tamworth Borough, including further reference to the council's future expenditure priorities in relation to CIL income.
- 1.3. In summary, the report provides:
  - an overview of s106 agreements;
  - an overview of CIL;
  - the council's internal process relating to s106 contributions;
  - the s106 contributions paid to the council in the 2023/24 monitoring period;
  - s106 contributions and works estimated for future years; and
  - projects delivered in the borough via s106 agreements in the 2023/24 monitoring period.
- 1.4. To ensure that members of the public and other interested parties have readily available information regarding the amount of developer contributions received and spent, the council will continue to publish an annual report which can be found on the council's website.
- 1.5. At the time of publication, the data herein is the most robust available, however, as it represents estimates at a given point in time the developer contributions are imperfect and can be subject to change.

### Regulation Requirements

- 1.6. This IFS has been prepared in accordance with the requirements of The Community Infrastructure Levy (Amendment) (England) (No.2) Regulations 2019. In line with government guidance, the information included in this report will be updated annually and subsequently published on the Tamworth Borough Council website.

### Monitoring Period

- 1.7. Unless otherwise specifically stated, the monitoring period for this report is 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2024.

## 2.0. Developer Contributions

### Section 106 Planning Obligations (s106)

- 2.1. A s106 is a legal agreement, typically between an applicant seeking planning permission and the local planning authority, which is used to mitigate the impact of new development upon the local area.
- 2.2. Obligations can only be sought in instances where they are directly related to the development, to which they are reasonably related in both scale and kind, and necessary to ensure an acceptable development in planning terms.
- 2.3. S106 contributions can either be provided on-site, for example through the provision of affordable housing, or off-site in the alternative form of financial payments. Such monies may contribute towards the provision or improvement of infrastructure, such as schools and leisure facilities.
- 2.4. Tamworth Borough Council's requirements for s106 planning obligations are published in the Planning Obligations Supplementary Planning Document (2018), which can be accessed online at [www.tamworth.gov.uk/planning/planning-policy/supplementary-planning-documents](http://www.tamworth.gov.uk/planning/planning-policy/supplementary-planning-documents).

### Community Infrastructure Levy (CIL)

- 2.5. CIL is a levy mechanism used to secure financial contributions from developers on viable developments. Monies levied and collected through CIL charging can be used to fund the provision, enhancement, maintenance or replacement of infrastructure intended to support the growth and development of Tamworth Borough.
- 2.6. Not all development is liable to financially contribute under CIL. Different forms and scales of development may encounter different charging rates.
- 2.7. The borough's CIL rates are set out via a published Charging Schedule, which was adopted in August 2018. Further information regarding both CIL liability and charging rates can be found on the following council webpage: [www.tamworth.gov.uk/planning/planning-policy/community-infrastructure-levy](http://www.tamworth.gov.uk/planning/planning-policy/community-infrastructure-levy).

### Infrastructure

- 2.8. S106 and CIL can be used to fund a wide range of infrastructure. For the purposes of this report, examples of infrastructure may be defined as:
  - Roads and other transport facilities;
  - Flood defences;
  - Educational, health and social care facilities;
  - Sporting and recreational facilities; and
  - Open spaces

### 3.0. CIL and S106 Headline Figures 2023/24

The following summaries have been provided in relation to the collection, allocation and expenditure of both CIL and s106 monies during 2023/24. Further detail can be found in the individual reports included in the following section.

#### CIL Headline Figures 2023/24

- Demand notices to the value of **£38,716.55** were issued.
- A total of **£225,977.76** was collected during the financial year from **three liable developments**.
- **£11,298.89** was retained towards the costs of monitoring and administration of CIL. This equates to **5%** of the income received during the year.
- Regulations 59E (0% money to be claimed back) and 59F (money that Tamworth Borough Council spent) apply to a total of **£33,896.66** (15% of the total amount of CIL collected, that being the neighbourhood proportion). Tamworth Borough does not contain any neighbourhood or parish localities, and as such these monies are to be retained for spending in line with Cabinet priorities.
- CIL income was **allocated** to three infrastructure projects (St Editha's and a Wilnecote project) from the neighbourhood proportion (15% of the CIL income) and the Future High Streets Fund taken from the strategic proportion which equate to 80% of the CIL income.
- **£5,850** was spent on one infrastructure project.

#### S106 Headline Figures 2023/24

- Agreements were entered into during the year totaling **£10,830.00**. These funds relate to education and monitoring contributions.
- A total sum of **£636,823.75** was collected during the year from **one** relevant planning obligation.
- A total of **£198,305.88** was allocated towards **two** projects but was not spent during the reporting period.
- A total of **£51,244.00** from **one** obligation was spent on infrastructural projects.
- A total of **£7,432,680.25** was retained at the end of the year. This includes commuted sums of **£445,151.95**, which are retained to fund longer term maintenance of infrastructure. A significant proportion of retained income has also been collected towards large scale projects which will take several years to deliver.
- A total of **57 affordable dwellings** have been provided.

- **£2,446.20** was spent on monitoring compliance with s106 Agreements.

## 4.0. Community Infrastructure Levy Report 2023/24

Table 1 below shows the summary of CIL income, allocation, spending, and retained receipts prior to and at the end of the reported period. CIL income, allocation, and spending are further detailed in Tables 2-6.

**Table 1 - Summary of CIL for the monitoring period**

Detail	Value (£)	Additional Information
CIL receipts retained from before the reported period but not allocated or spent	<b>£964,177.24</b>	Prior to reported period 2023/24.
The total value of CIL set out in all demand notices issued in the reported year.	<b>£38,716.55</b>	CIL demands dated 2023/24. Please see Table 2 below for a breakdown of demand notices by site.
The total amount of CIL receipts for the reported year.	<b>£225,977.76</b>	CIL receipts dated 2023/24. Please see Table 3 below for a breakdown of CIL receipts by site. Table 4 shows the breakdown of CIL into the administration, neighbourhood project and public realm proportions.
The total amount of CIL receipts which were allocated in the reported year.	<b>£993,456.53</b>	St Edithas crypt renovation. Wilnecote notice boards, flagpole, and bench. Future High Street Fund.
The total amount of CIL receipts which were spent in the reported year.	<b>£5,850.00</b>	St Edithas crypt renovation.
The total amount of CIL expenditure for the reported year.	<b>£11,298.89</b>	CIL admin and software costs 2023/24.
The total value of CIL retained at the end of the reported year.	<b>£1,182,375.00</b>	End balance 2023/24 with accrued interest up until 31 <sup>st</sup> March 2024.

### Total value of demand notices issued

The table below shows the total number of demand notices issued this year and the contribution required from each site, totalling £38,716.55.

**Table 2 - Summary of total demand notices**

Permission Reference	Site of CIL contribution	Description of development	CIL demand notice
0189/2021	Caledonian, Glascote, B77 2ED	Proposed development consisting of five two bed dwellings	£28,536.10
0379/2022	The Three Tuns, 15 Lichfield Street, B79 7QD	First floor side and rear extension to create four apartments	£10,180.45
<b>Total demand notices</b>			<b>£38,716.55</b>

**Total CIL receipts**

CIL receipts received this financial year are shown in Table 3 which totals £225,977.76. Table 4 shows how this money has been broken down and split between the varying neighbourhood and strategic elements.

**Table 3 – CIL receipts**

Permission Reference	Site of CIL contribution	Description of development	CIL demand notice
0020/2019	Coton House Farm, Coton Lane, B79 7SS	Development of land to the North of Coton Lane to provide 141 dwellings	£187,261.21
0379/2022	The Three Tuns, 15 Lichfield Street, B79 7QD	First floor side and rear extension to create four apartments	£10,180.45
0189/2021	Caledonian, Glascote, B77 2ED	Proposed development consisting of five two bed dwellings	£28,536.10
<b>Receipt total</b>			<b>£225,977.76</b>

**Table 4 – Breakdown of CIL receipts**

CIL breakdown	Total
Administration – 5%	£11,298.89
Neighbourhood proportion – 15%	£33,896.66
Public realm works associated with the future high street fund – 80%	£180,782.21
<b>Breakdown total</b>	<b>£225,977.76</b>

**Summary details of CIL expenditure for the reported year**

**Table 5 – Detailed breakdown of how expenditure for CIL was spent**

Detail	Value (£)	Additional information
The items of infrastructure on which CIL has been spent	£5,850.00	St Editha's crypt renovation. Please see table 6 below for details.
The amount of CIL spent on repaying borrowed money, including any interest	£0	No money has been spent on repaying borrowed money.

Detail	Value (£)	Additional information
In accordance with Regulation 61 <sup>1</sup> , the amount of CIL spent on administrative expenses	£11,298.89	This amount equates to 5% of the overall CIL income for the year. This proportion contributes towards the cost of the software used for CIL monitoring and administration.
Items of infrastructure on which CIL has been allocated but not spent	£987,606.53	CIL income has been allocated to three different projects. Please see table 6 below for details.

**Table 6 – Summary details of CIL pursuant to Regulation 59(4), 59A, 59B, 59E, and 59F**

The amount of CIL passed to:	Value (£)	Additional information
(i) Any parish council under regulation 59A or 59B	£NIL	There are no parish councils within the administrative area of Tamworth.
(ii) Any person under regulation 59(4)	£NIL	No money was passed to any person under regulation 59(4).
Summary details of the receipt and expenditure of CIL to which regulation 59E or 59F applied during the reported year including:		
(i) The total CIL receipts that regulations 59E and 59F applied to	£33,896.66	15% of CIL income.
(ii) The items of infrastructure to which the CIL receipts have been allocated or spent, and the amount of which has been allocated or spent on each item	£993,456.53	£5,850 has been allocated and spent in the same financial year, this money relates to St Editha's crypt renovation from the neighbourhood funding allocation. £5,180 has been allocated to Wilnecote notice board, flag poles and a bench from the neighbourhood funding allocation. £982,426.53 has been allocated to the Future High Street Funds from the strategic allocation.
Summary details of any notices service in accordance with Regulation 59E, including:		
(i) The total value of CIL receipts requested from each parish council	£NIL	There are no parish councils within the administrative area of Tamworth.
(ii) any funds not yet recovered from each parish council at the end of the reported year	£NIL	There are no parish councils within the administrative area of Tamworth.

<sup>1</sup> [The Community Infrastructure Levy Regulations 2010 \(legislation.gov.uk\)](https://www.legislation.gov.uk)



## Notes

### Demand Notices

A demand notice is issued when a development commences, showing the total amount of CIL that is due to be paid in respect of a liable development. The payment of CIL is typically due within 60 days of commencement. Tamworth Borough Council have an installments policy, which means that CIL can be paid across a number of stages, with the number of installments dependent on the total amount of CIL payable. As such, there is a delay between a demand notice being issued and the full payment being received in some cases over 18 months.

### Regulation 59(4)

Part of the CIL regulations covering the passing of any CIL income to any other person for that person to use for the provision, improvement, replacement, operation, or maintenance of infrastructure.

### Regulations 59A and 59B

Part of the CIL regulations relating to the payment of CIL income to local councils (such as town or parish councils). As there are no parish councils in Tamworth, these regulations don't apply.

### Regulation 59E

Part of the CIL regulations covering the return of income passed to local councils (see regulations 59A and 59B) where it has not been used or has not been used appropriately.

### Regulation 59F

Part of the CIL regulations covering the CIL income that would've been passed to a local council (see regulations 59A and 59B) but where there are no local councils.

## 5.0.S106 Report 2023/24

Table 7 below provides details of the income, allocation and spending of money provided under planning obligations during 2023/24. The table also contains information on non-monetary contributions where applicable.

**Table 7: S106 summary table 2023/24**

Detail	Value (£)	Additional Information
The total amount of money under any planning obligations which were received before the reported year, which were not allocated by the authority.	<b>£6,849,546.50</b>	Several significant sums have been received towards large infrastructure projects which will take several years to deliver.
The total amount of money to be provided under any planning obligations which were entered into during the reported year.	<b>£10,830.00</b>	Please see Table 8 below for further details.
The total amount of money under any planning obligations which were received during the reported year.	<b>£636,823.75</b>	Please see Table 9 for the two obligations that this money was collected from.
In relation to money (received under planning obligations) which was allocated by the authority but not spent during the reported year.	<b>£198,305.88</b>	Please see Table 10 below for further detail.
The total amount of money (received under any planning obligations) which was spent by the authority (including transferring it to another person to spend)	<b>£53,690.20</b>	Please see Table 11 below for further details
Retained money which has been allocated for the purposes of longer-term maintenance (commuted sums).	<b>£445,151.95</b>	Amount of retained funds that are commuted sums for longer term maintenance.
The total amount of money (received under any planning obligations) during any year which was retained at the end of the reported year	<b>£7,432,680.25</b>	Total amount retained at the end of the year includes the commuted sum detailed above and accrued interest from throughout the year.

**Table 8: S106 funds provided under any planning obligation in 2023/24**

Permission Reference	Details of item	S106 Funds
The total amount of money to be provided under any planning obligations which were entered into during the reported year.	0206/2021 £10,200.00 to be allocated towards education, £630.00 to be allocated towards County Council monitoring	£10,830.00
(i) in relation to educational facilities, the number of school places for pupils which will be provided, and the category of school at which they will be provided	Staffordshire County Council are party to all agreements where education related obligations are administered by them directly.	£10,200.00
(ii) in relation to affordable housing, the total number of units which will be provided	No obligations were entered into which would provide affordable dwellings in this financial year.	£NIL
<b>Total S106 money to be provided</b>		<b>£10,830.00</b>

**Table 9: S106 funds received in 2023/24**

Permission Reference	Description	S106 Funds
0308/2016	Towards the provision of new indoor sports facilities and the provision of artificial grass pitches within the borough of Tamworth.	£211,073.75
0308/2016	Pedestrian improvements towards the Broadmeadow pedestrian bridge	£196,500.00
0308/2016	Canal towpath improvements	£229,250.00
<b>Total S106 funds received</b>		<b>£636,823.75</b>

**Table 10: S106 funds allocated but not Spent in 2023/24**

Permission Reference	Infrastructure Description	S106 Funds
	Balancing Ponds	£22,645.00
	Future High Streets Fund	£175,660.88
<b>Total S106 Allocated but not spent</b>		<b>£198,305.88</b>

**Table 11: S106 funds spent in 2023/24**

In relation to money (received under planning obligations) which was spent by the authority during the reported year (including transferring it to another person to spend), summary details of:	Details of items	S106 Funds
(i) the items of infrastructure on which that money (received under planning obligations) was spent, and the amount spent on each item	0308/2016 Dunstall Lane pedestrian bridge first phase of works	£51,244.00
(ii) the amount of money (received under planning obligations) spent on repaying money borrowed, including any interest, with details of	No money was spent on repaying money borrowed during 2023/24	£NIL

In relation to money (received under planning obligations) which was spent by the authority during the reported year (including transferring it to another person to spend), summary details of:	Details of items	S106 Funds
the items of infrastructure which that money was used to provide (wholly or in part)		
(iii) the amount of money (received under planning obligations) spent in respect of monitoring (including reporting under regulation 121A) in relation to the delivery of planning obligations	This is a proportion of the sums paid by the developers on several of the larger developments specifically towards the cost of monitoring compliance with S106 agreements.	£2,446.20
<b>Total S106 Spent</b>		<b>£53,690.00</b>

**Table 12: S106 balance summary 2023/24**

Balance summary	S106 Funds
Opening balance (including funds allocated but not spent)	£6,849,546.50
Received	£636,823.75
Spent	£53,690.00
End balance (including accrued interest and funds allocated but not spent)	<b>£7,432,680.25</b>

### Further Notes

Staffordshire County Council is a signatory to any S106 Agreement that contains obligations for which they have responsibility, such as education and highways.

## **6.0. Tamworth Borough Council's Priorities towards Future CIL Expenditure**

- 6.1.** Regulation 121A of the Community Infrastructure Levy Regulations 2010 (as amended) states that the annual infrastructure funding statement should include a statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL.
  
- 6.2.** It has been determined that Tamworth Borough Council's priorities towards future CIL spending remains unchanged from the previous IFS publication (2022/23). As such, regeneration projects will continue to form the priority for future strategic CIL expenditure, in order to support growth and development across the borough.

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# Community Impact Assessment

<b>Part 1 – Details</b>		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Setting of the priority for strategic Community Infrastructure Levy (CIL) income as regeneration projects within Tamworth.	
Date Conducted	19/11/2024	
Name of Lead Officer and Service Area	Stephanie Tipper - Growth and Regeneration	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anna Miller - Assistant Director Growth and Regeneration	
Who are the main stakeholders	Residents of the borough	
Describe what consultation has been undertaken. Who was involved and what was the outcome	None	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	None	
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 checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

## Part 2 – Summary of Assessment

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

In 2019 the Community Infrastructure Levy (CIL) regulations were amended to include a requirement for councils to produce an annual Infrastructure Funding Statement (IFS) to give communities a better understanding of how developer contributions have been used to deliver infrastructure in their area. The statement should include details of the money received through s106 and CIL during the previous financial year and information on what projects that money has been allocated to and/or spent on. The statement should also set out the infrastructure projects or types of infrastructure that the authority intends to fund wholly or partly through CIL.

The IFS for 2023/2024 sets the strategic spending priority as regeneration projects within Tamworth.

Who will be affected and how?

The decision is high level at this stage and further projects will need to be identified in future that fit within the wider priority of regeneration projects within Tamworth. There are therefore no specific effects that can be identified at this stage.

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

Yes  No

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

## Part 3 – Impact on the Community

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

Impact Area	Yes	No	Reason (provide brief explanation )
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment will be required at that point.
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is



			identified, a further impact assessment may be required at that point.
Gender Reassignment	<input type="checkbox"/>	X	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Marriage and Civil Partnership	<input type="checkbox"/>	X	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Pregnancy & Maternity	<input type="checkbox"/>	X	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Race	<input type="checkbox"/>	X	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Religion or belief	<input type="checkbox"/>	X	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Sexual orientation	<input type="checkbox"/>	X	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Sex	<input type="checkbox"/>	X	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that

			point.
Gypsy/Travelling Community	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Those with caring/dependent responsibilities	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Those having an offending past	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Children	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Vulnerable Adults	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Families	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Those who are homeless	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.

Those on low income	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Those with drug or alcohol problems	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Those with mental health issues	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Those with physical health issues	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
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"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.
Health and Wellbeing	<input type="checkbox"/>	<b>x</b>	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is

			identified, a further impact assessment may be required at that point.
Climate Change	<input type="checkbox"/>	X	The decision at this point is high level and so there is no identified direct impact on this area. Where a specific regeneration project is identified, a further impact assessment may be required at that point.

#### 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 &amp; subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>
All	There is no identified impact.	None required.

**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
	Outcomes and Actions entered onto Pentana			
None identified	Not applicable	N/A	N/A	N/A

Date of Review (If applicable) .....N/A.....

Guidance and form updated July 2023 following CMT approval.

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Thursday, 12 December 2024

### Report of the Portfolio Holder for Housing, Homelessness and Planning

#### Council Housing - Mutual Exchange and Incentive to Move Review Outcomes

##### Exempt Information

None

##### Purpose

The purpose of this report is to provide information to members on the Mutual Exchange Policy and the Incentive to Move Policy that have been reviewed and updated.

##### Recommendations

It is recommended that Cabinet:

1. Approve the Mutual Exchange Policy (ME). (*Annex 1*)
2. Approve the updated Incentive to Move Policy (ITM) (*Annex 2*)

##### Executive Summary

The aim of this report is to seek approval following a review of both policies that form part of the Council's Allocation Policy and Tenancy Management policy.

Tamworth Borough Council's (TBC) current version of its housing allocation policy was approved in 2020 with subsequent updates to the policy in 2021 and March 2024.

The Council's Incentive to Move Policy and Mutual Exchange policy require an update to fully meet the requirements of the Social Housing Regulation Act 2024. In particular, the Regulator of Social Housing (RSH) noted within its consumer standards that social housing landlords are required to have a best practice mutual exchange Policy.

The Incentive to Move Policy was formally approved in 2010 and its associated procedural guide was last updated in 2018. The Mutual Exchange Policy has been incorporated into the Allocations Policy for many years. But it has not been formally approved as a specific policy.

ITM and ME are part of wider strategies to support mobility and achieve an efficient use of stock including addressing under-occupation. It is important to appreciate two points:

- Firstly, both ITM and ME are sub-elements of allocations and lettings policies and procedures rather than standalone initiatives. For example, categories of households targeted for ITM are frequently placed in a higher band in the allocations policy. In relation to ME, it is usually found that councils promote its use to existing tenants who wish to move but have a low or zero banding. National policy and legislation / regulations are also framed in this way.

- Secondly it is common for councils to link ME and ITM. For instance, ITM and ME are both used to tackle under-occupancy.

### **Mobility and social housing**

There is on-going interest in promoting mobility within the social rented sector. This is illustrated, for example, by a government statement in 2015 which comments that ‘the government is committed to increasing mobility for social tenants to enable them to meet their aspirations...’.<sup>1</sup> Similar comments have been subsequently made numerous times by ministers and civil servants at allocations and lettings events (and see section three below and the quotation from the ‘Allocation of accommodation: guidance for local housing authorities in England’ (June 2024).

There continues to be a consensus in promoting housing mobility within the social rented sector and In summary, there are four major interrelated reasons:

- Making effective use of stock e.g. tackling under-occupation which is estimated at 10 per cent of the social rented stock nationally
- Meeting the needs and aspirations of customers e.g. households who wish to downsize
- A well-functioning social housing market requires an adequate level of turnover (also referred to as ‘churn’)<sup>2</sup>
- Limited opportunities for existing tenants to use local allocations policy including transfers.

The latter has become increasingly significant as the number of households on housing registers has increased while the number of lettings has decreased. Existing tenants have little chance of being rehoused unless their personal circumstances have deteriorated.

As well as ITM and ME, nationally there are a diverse range of mobility Policies such as ‘right to move’, ‘key worker arrangements’, ‘support for older people and those with disabilities’, and some forms of ‘low cost home ownership (LCHO)’.<sup>3</sup>

### ***Incentive To Move Policy***

As an introductory point, ITM is also referred to as downsizing and rehousing, and right-sizing.

Much of the debate on this initiative focuses on older people and an ageing population. It is rumoured that the government’s older person’s housing taskforce report, which is due to be published imminently, will cover downsizing and ITM.

### ***Legislative status***

As has already been pointed out, ITM links with allocations policies. For example, households willing to downsize are frequently given a higher banding. At the same time,

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<sup>1</sup> See [Right to Move and social housing allocations - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

<sup>2</sup> Government data indicates that in areas of severe housing pressure, turnover of existing stock is low e.g. London boroughs, 2022/23, only 2.3% - [Social housing lettings in England, tenancies: April 2022 to March 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

<sup>3</sup> Although it was written over 10 years ago, the House of Commons Library paper on housing mobility Policies provides a useful account of the history and policy as of the early 2010s – see [Standard Note \(parliament.uk\)](https://parliament.uk)



there will be a range of incentives to encourage these households to actively use the lettings system.

From a legal and regulatory perspective, this type of approach may involve:

- Priority for a class of applicants over and above reasonable preference categories – part six of the Housing Act, 1996, does not prohibit local housing authorities from taking this course of action
- Priority for a particular type of accommodation – again, part six of the Act allows this to take place.

There is, however, a limiting condition. Any such approach must not lead to an imbalance whereby reasonable preference is not available to those in reasonable preference categories i.e. it must not negatively affect the overall principles of reasonable preference. Legal judgements have reiterated that such Policies individually and cumulatively (including local lettings) must not imbalance the overall allocations policy.

(TBC housing allocation policy – March 2024, paragraph 4.12.6)

The ITM is a landlord's discretionary Policy and subject to budgetary provision. In making best use of stock the Council uses its Incentive to Move Policy to encourage people to move out of under-occupied properties. The policy enables a payment to be made towards moves from:

- Houses to flats or bungalows
- Adapted properties to non-adapted properties (where a suitable match has been made for the adapted property)
- Chain lets; namely where a household releases a unit resulting in two or more subsequent moves for other households on the housing register.
  - i. Where someone has moved and received an incentive payment, they should expect to stay in that property for 3 years before making an application to transfer home again.
  - ii. The payment will be recovered from tenants that move within 3 years unless there is an exceptional circumstance which includes:
    - Moving into residential care or long-term hospice
    - Death
    - Moving in with relatives

ITM which is also sometimes referred to as 'downsizing', focuses primarily on addressing the issue of under-occupation of larger council homes (especially four and five bedroom properties). This is a major concern as large families on the housing register frequently have to wait many months before a property of a suitable size becomes available. There are 88 four-or-five bedroom properties owned by the Council out of approximately 4,500 stock. We are also aware that some households that are under-occupying are struggling to manage their home.

### ***Use of ITM***

There is limited data on ITM readily accessible at national and local levels. For TBC:

Year	Number of completed ITM	Number of abandoned ITM <sup>4</sup>	Cost of financial incentive
2009/10	11	N/A	£15,000: Average cost of £1,364
2022/23	35	4	£7,821.68
2023/24	17	12	£5,128.14
2024/25	16	17	£5,000.00
To date			

Points to note:

- Based on limited current data, it is reasonable to assume 15-35 successful ITM per year
- Abandonment rate appears to be high from the limited data available due to data not being straight forward. Moving forward data will be captured via Key performance indicators.

The updated Policy will promote further data collection and setting targets for successfully completed ITM.

Findings from research and best practice which are relevant for TBC's update of its ITM policy and procedures is to ensure the following:

- Holistic approach that aligns ITM with allocation and lettings policies and procedures, involvement with other services (e.g. health and adult social care), and involvement of third sector advice agencies.
- Importance of a dedicated officer and / or staff team that can assist individual households through the process
- Promoting ITM and downsizing is vital – role of community leaders can be advantageous
- Communications strategies with other stakeholders and potential customers can increase interest

The main changes to the updated Policy are due to the Council requiring larger units of four and five bedroom properties back into general needs stock. The Council will be offering those tenants who are under-occupying in these properties £2000.00 incentive, with assistance on removal costs, on a case-by-case basis. Any tenant in a three bedroom property or smaller will receive the standard £1000.00 per property which is no change to the current Policy.

### ***Mutual Exchange for Social Tenants***

Mutual Exchange (ME) is a customer-led approach to help existing tenants who are in a low band on the housing register or who have no banding who wish to move. Tenants using ME can exchange with tenants of the council or other social housing landlords locally or nationally.

Tenants of a local authority or a registered provider have access to Mutual Exchange service or swapping properties with other tenants giving them the best chance of moving. They can exchange their property with any other social housing landlord's tenant, anywhere in the country. The Council has developed a mutual exchange service for its tenants which used to

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<sup>4</sup> Raw data on abandonments is available but is not straightforward (e.g. dates of abandonment and associated text indicate that the overall process can last several months) – the figures should be regarded as approximations.

run through **House Exchange**. This is currently being updated to **Home Swapper** after a successful procurement exercise. There is no charge for Tamworth Borough Council tenants.

If tenants are looking to move for work or to be near to family and friends, House Exchange and Home Swapper are national services which means that tenants are able to see homes across of the whole of the UK, not just in Tamworth. Clients may exchange with other social housing tenants if everybody involved in the exchange process agrees. Normally an exchange will be agreed by the Council providing:

- a. Both properties are the right size for the incoming family's needs.
- b. Neither party is having legal action taken against them for breaking their tenancy

If clients are not a Tamworth Borough Council tenant, then they may wish to contact their landlord as other registered providers are also obligated to run their own mutual exchange service.

The current approach to MEs is covered in the Allocation Policy, and highlights the following:

- Transfer applicants with no housing needs should use ME
- ME is a nationwide Policy
- Council conditions must be met e.g. both properties are of an appropriate size, and there are no legal actions being taken against either household.
- Abandonment reasons centre on three issues – ‘no form from the other party’, ‘the other party has pulled out’, ‘proposed ME does not meet the criteria set by one or both landlord’.

It is also implicit that the process is tenant-led with minimal direct council involvement.

In broad terms, the basis for ME is set out in the section 92 of the Housing Act, 1985. This allows exchanges between secure tenancies and between secure and assured tenancies. Exchanges involving flexible tenancies is primarily covered through the Localism Act, 2011, section 159.

Shelter has an excellent summary on ME at [Shelter Legal England - Mutual exchange for social tenancies - Shelter England](#).

The Ministry of Housing, Communities and Local Government (MHCLG) ‘Allocation of accommodation: guidance for local housing authorities in England’ (June 2024) states in paragraph 1.6.

“Providing tenants with greater opportunities to move within the social sector can help promote social and economic mobility and make the best use of social housing stock.”<sup>5</sup>

The Regulator of Social Housing (RSH) has included ME in its consumer standards that became effective in April 2024. Paragraph 83 states

“Support to relevant tenants wishing to mutually exchange may include, for example, registered providers supplying them with clear and simple information about the mutual

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<sup>5</sup> [Allocation of accommodation: guidance for local authorities - Guidance - GOV.UK \(www.gov.uk\)](#)

exchange process, including the associated responsibilities of the landlord and of the tenant, and helping tenants to register with an online mutual exchange service if required.”<sup>6</sup>

RSH inspections may require evidence of a satisfactory ME Policy.

### ***Use of Mutual Exchanges***

MHCLG data provides a useful recent performance summary for TBC.

Year	Completed ME total	Completed ME within TBC	Completed ME outside TBC
22/23	35	31	4
21/22	18	12	6
20/21	12	10	2
19/20	22	19	3
18/19	25	24	1
Total	112	96 (86%)	16 (14%)

MHCLG does not collect local data on abandoned MEs or those that are successful but end within a short period of time. Research studies viewed suggest an abandonment rate varying from 20-50 per cent for initial enquiries. There is no reason to suggest that the local figures for Tamworth are any different.

Comparing the TBC data with national figures, the percentage of completed MEs within a local area is higher for Tamworth (86%) than nationally (75 – 80%). The national decline in the number of completed MEs is not mirrored in Tamworth. But the number of completed MEs appears to be relatively small.

Our data indicates that 86% of successful MEs involving our tenants are local. There are a series of conditions that determine whether tenants can use ME.

### ***Tenant Consultative Group (TCG)***

Revised ITM and ME policies were taken to TCG on 5<sup>th</sup> November 2024 and presented to members. A general discussion was undertaken with the group regarding both functions.

Tenant Consultative Group welcomed the updates on both Policies and General feedback to be included:

- TCG members did not raise any objections to the revision of both policies
- It was acknowledged by members that the Council does not have enough bungalows.
- Comments were feedback about the 'hand holding; approach to moving and how this would be welcomed by members.

### **Options Considered / Legal/Risk Implications**

Legal advice has been sought from South Staffordshire legal services. The updates do not amount to a significant policy change. They, therefore, can be adopted without the necessity to have a formal statutory consultation.

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<sup>6</sup> See [Consumer standards Code of Practice - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/101422/consumer_standards_code_of_practice.pdf)

Options		Considerations	Risks	Benefit
Option 1	Do nothing	The Council has a 2010 Incentive To Move Policy and MEs are listed in the Council's allocation policy and Tenancy management policy	<p><i>Would be compliant when the Social Housing regulator inspects the Council under Consumer standard. However, TBC are striving for best practice and awareness of current Policy last updated in 2010.</i></p> <p><i>RSH inspectors may require evidence of satisfactory ME Policy and ITM of which TBC will not have if not updated</i></p>	.
Option 2 – Recommended	Update both Policies	Council will launch updated Policies and is also launching its new ME provider Home Swapper and a Swap and Move tracker which is a new innovative back office function for all social tenants.	Without major changes at national or local levels the initiative will remain limited somewhat.	<p>Current update of these Policies are relatively modest operations in relation to allocations and social lettings.</p> <p>Outcomes for tenants can be improved when good practice is adopted.</p> <p>For ITM, interest in the Policy and performance could be increased if a holistic personalised approach were adopted during the process. Financial incentives are not strategically important</p>

				<p>compared to other factors such as the availability of suitable homes.</p> <p>For ME local performance can continue to improve by adopting the new Policy and assisting customers through the process.</p>
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As well as the favoured option of updates to both Policies, a fundamental change to both was discussed in order to deliver a larger number of successful Incentive To Move cases and a greater number of completed MEs.

It was agreed that this was not appropriate as it would require major increases in the supply of new council housing. A substantial increase in the availability of suitable properties for Incentive To Move, especially the development of bungalows, would be needed. In the case of Mutual Exchange, it would require a substantial growth in the council housing stock.

### Resource Implications

There are no additional resources implications, as it is expected that both updated Policies can be delivered within existing budgets.

Year	Tenants Removal Expenses (HR2102 57040)		Decoration Allowances (HR2102 57070)		Financial incentive to move (HR2102 57080)		2019-23 Expenditure	2019-23 Budget
	Annual Expenditure	Annual Budget	Annual Expenditure	Annual Budget	Annual Expenditure	Annual Budget		
2019/20	5,634.65	6,730.00	11,849.48	17,140.00	14,847.88	14,750.00	32,332.01	38,620.00
2020/21	4,924.55	6,900.00	7,918.18	17,570.00	11,023.97	10,120.00	23,866.70	34,590.00
2021/22	3,375.37	7,040.00	11,203.76	17,920.00	11,451.85	15,420.00	26,030.98	40,380.00
2022/23	14,741.76	7,220.00	14,340.09	18,370.00	7,821.68	15,810.00	36,903.53	41,400.00
2023/24	10,747.10	7,730.00	21,113.32	19,660.00	5,128.14	16,920.00	36,988.56	44,310.00
<b>Total</b>	<b>39,423.43</b>	<b>35,620.00</b>	<b>66,424.83</b>	<b>90,660.00</b>	<b>50,273.52</b>	<b>73,020.00</b>	<b>156,121.78</b>	<b>199,300.00</b>

Current year budgets for 2024/25 are £7,990 for Tenants Removal Expenses, £20,330 for Decoration Allowances and £17,500 for Financial Incentive to Move – a total budget of £45,820.

The impact of the new policies on demand and therefore resources available going forward will be kept under review.

### Equalities Implications

The proposed updates will improve equalities opportunities by:

- Offering households who are struggling to maintain under-occupied properties to move to a more suitable property
- Helping households on the housing register who require a large property to find a suitable home

- Provide an opportunity through mutual exchange to council tenants who wish to move and who have a low or no band.

### **A Community Impact Assessment is attached at Annex 3.**

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

There are no environment or sustainability implications.

### **Background Information**

#### ***ITM National research and guidance***

There have been various national policies to tackle under-occupation over the last decade including fixed-term tenancies and the so-called bedroom tax. But even government-commissioned research has suggested that they have had a limited impact.

Sources of research and guidance since 2014 centre on older people but often focus on the market sector. There are relatively few reliable studies on social housing. But they include:

- Housing Learning and Improvement Network (Housing LIN) webpages on ‘freeing up accommodation – a downsizer market’<sup>7</sup>
- Family Mosaic report in 2017 on ‘Take-up on downsize’<sup>8</sup>
- National Institute for Health and Social Care Research report on rehousing programmes in Hackney<sup>9</sup>
- Unpublished government study of housing for an ageing society in 2014/15 (Tim Brown HQN)
- *Inside Housing* and *Housing Today* articles which normally focus on case studies.<sup>10</sup>

The more robust studies are London-biased.

There appears to be a consensus that between 5-15 per cent of households in social housing are under-occupying – the majority are older households. But only approximately 25 per cent of under-occupiers are willing to consider downsizing. However, data on ITM is not collected nationally and, therefore, there is a paucity of robust information.

Tenant surveys indicate that there are health benefits for many (but not all) older households, and that these can result in NHS cost savings. However, there are cases where downsizing has no beneficial effects on health and well-being. This is because of existing long-standing health issues, loss of contact with family and friends, and inability to access services.

From a housing perspective, the benefits are that downsizing can make a contribution to a more efficient use of the stock. The Family Mosaic study analysed the stock and found that there was sufficient one and two bedroom properties that become available to meet the demand for downsizing. ITM can also ensure that older people overcome unsatisfactory housing situations. But it requires significant resources with a dedicated team of officers to provide personal support throughout the process.

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<sup>7</sup> See [Freeing up accommodation - a downsizer market - Delivering key outcomes - useful resources - Policies, practice and strategies - SHOP - Strategy - Extra Care - Topics - Resources - Housing LIN](#)

<sup>8</sup> Available at [2017-Take up downsize.pdf \(housinglin.org.uk\)](#)

<sup>9</sup> [Rehousing programmes for older social housing tenants in Hackney: how well do they work? - NIHR School for Public Health Research](#)

<sup>10</sup> See, for instance, [Inside Housing - Comment - We need to make downsizing easy](#)

ITM is occasionally linked with ME and chain moves as well as collaboration with health and adult social care services to ensure a holistic approach.

There is no consensus over the relative importance of financial incentives. In some cases, an attractive package is a positive tipping point. From a HQN associate perspective, the more important factors are availability of suitable homes, a willingness to consider a move, and support during the process.

The low take-up of ITM appears to be the result of five interrelated factors:

- Lack of appropriate housing (especially bungalows) leading to limited choice – this is the most significant factor
- Size of property as many older households have a substantial amount of furniture and other goods which they wish to keep – this can conflict with council allocations policies covering the tight matching of household size with property size
- Lack of understanding of ITM and downsizing leading to negative perceptions – ‘it’s only for people with health problems’, ‘I am only ready to consider it when I’m older’, and ‘it won’t be affordable’
- Debt – council policies may prevent households with debts from using ITM (and ME), while households worry about the burden of extra costs
- Emotional connection with an existing ‘home’.

Abandonment of individual moves (even at an advanced stage in the process) is not unusual. Factors include delays during the process, rethinking whether a property is suitable, and changing personal circumstances.

Lesson learning from the studies to ensure an effective ITM suggests 10 points:

- Prioritisation – decide on the relative priority of ITM as against other housing policies
- Clear targets – household type and property type / size
- Consider the advantages and disadvantages of linking ITM to chain moves
- Holistic approach that aligns ITM with allocation and lettings policies and procedures (including ME)<sup>11</sup>, involvement with other services (e.g. health and adult social care), and third sector advice agencies.
- Sufficient available homes that meet the needs of the household target type
- Importance of a dedicated staff team that can assist individual households through the process – successful downsizers welcomed a ‘personal touch’
- Financial incentives are useful but are not fundamental to its success
- Promoting ITM and downsizing is vital – role of community leaders can be advantageous
- Communications strategies with other stakeholders and potential customers can increase interest
- Care is needed if a proactive targeting strategy is adopted as it can lead to households feeling unnecessarily pressurised to take up the service,

### ***Mutual Exchange Back ground***

Although there is continuing interest in ME among policy makers, the reality is a long-term decline in its use. Nationally, there were over 20,000 ME moves in 2001/02, but this fell to 10,700 in 2017/18. Use has continued to decline with only 7,760 in 2022/23.

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<sup>11</sup> This could include ‘first refusal on all suitable vacancies.



A second major piece of data is that 75-80 per cent of ME moves nationally are within individual local authority areas. One commentator has interestingly commented that 'while there is a policy of promoting nationwide online ME Policies, the reality is one of localism'.

### *National research and guidance*

Legislation and guidance on MEs is relatively sparse compared to, say local lettings Policies. Similarly authoritative research and good practice is limited. The last comprehensive study was published in 2014. It was commissioned by the government and conducted by Sheffield Hallam University – 'Promoting mobility through mutual exchange'.<sup>12</sup>

There has, of course, been coverage of ME in the social housing press on, for example, housing ombudsman decisions and brief news items. But the only substantive commentary since 2020 appears to be 'Addressing occupancy in social housing' – see [Inside Housing - Comment - Addressing occupancy in social housing](#).

There is also 'grey literature' such as dissertations, student projects, and unsolicited blogs and social media. But the robustness and quality of some of this material is questionable.

Mention has already been made of the Smith Institute publication on vacancy chains in social housing (see footnote 4). In a perfunctory note without much evidence, it expresses criticism of ME e.g. a downward trend in lettings through online platforms, restrictions on households with rent arrears (even where under-occupation is the cause), and issues of spare bedroom requirements for people with care needs.

The most significant and frequently quoted statement in all of the material that has been reviewed for this paper is that 'ME is now the main mechanism by which councils expect existing tenants to secure a move'. Yet, the data (see above) suggest a long-term decline in its use.

The two prime benefits of ME are:

- Helping existing tenants to move to more suitable or affordable housing – tenant surveys (though few in number) suggest that their motivation is to address poor housing situations rather than seeking nicer homes or better neighbourhoods
- It is a tenant / customer-led Policy (hence presumably the interest from the RSH – see above) – tenants often make a compromise between the wider benefits of moving home and the costs e.g. closeness to friends and family, relocating children to different schools, and access to services.

The two interlinked major challenges are:

- Maximising its efficiency and effectiveness especially as the abandonment rate appears to be relatively significant (even though data is limited)<sup>13</sup>
- Resource intensive (especially officer time) in an era of local government financial austerity and where the individual personal touch during the process is adopted.

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<sup>12</sup> [Promoting mobility through mutual exchange: realising the potential - GOV.UK \(www.gov.uk\). This study was based on reviewing 12 government-funded demonstration projects and involved a survey of customer views, an analysis of outcomes, and an assessment of the delivery processes and procedures.](#)

<sup>13</sup> Between 20 and 50 per cent of initial applications appear to be abandoned – the main cause seems to be the other party withdrawing from the exchange

The twelve major interrelated findings, drawing primarily on the Sheffield Hallam University study, are:

- Making a sound business case of benefits outweighing costs helps prioritise ME
- Support (e.g. officer time) is effective in achieving high rates of exchange
- Importance of dedicated staff
- Information and communications are key: Potential customers are not aware of ME – there are opportunities for councils to proactively target households wishing to downsize and those who are overcrowded
- Publicising ME through councillors and other parts of the local authority such as customer services, money matters teams, and neighbourhood managers has shown good results
- Importance of partnership working between a council, adjoining local authorities, housing associations and third sector advice agencies
- ME Policy: Local approaches using CBL rather than national-based websites often work best because ME customers frequently move only small distances (see above)
- Paying for ME: Annual subscriptions to national online Policies appear to be less welcome to councils and customers than payments by results
- Financial incentives for right-sizing through ME (and links with ITM) can tip the balance for customers between staying put and willingness to move
- Helping tenants through the process results in fewer MEs being abandoned
- Being clear about the ‘rules of the game’ (e.g. who in principle can and cannot use ME) reduces customer dissatisfaction and abandonments
- Monitoring ME performance and reporting back annually on the outcomes is essential for maintaining its effectiveness.

#### **Report Author**

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#### **Appendices**

Annex 1 – Mutual Exchange Policy

Annex 2 – Incentive to Move Policy

Annex 3 – Community Impact Assessment

# Mutual Exchange Policy

**FINAL: December 2024**

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## Version Control

### Revision History

Version	Date	Author	Changes
1.0	2014	Tina Mustafa	Tenancy Management Policy
2.0	5 <sup>th</sup> February 2018	Gemma Sidaway Rae Mann Sarah Finnegan	Allocations policy which includes Mutual Exchanges. Changes to accommodate the Homelessness Reduction Act 2017
3.0	5 <sup>th</sup> November 2018	Gemma Sidaway Joanne Mallaband	Changes to reflect feedback from HQN Tim Brown
4.0	1 <sup>st</sup> November 2019	Gemma Sidaway	Changes to reflect Legal Advice
5.0	8 <sup>th</sup> July 2021	Gemma Sidaway Joanne Mallaband Sarah Finnegan	Changes to incorporate Eligibility amendments, Domestic Abuse Act and guidance on improving access to social housing for armed forces
6.0	March 2024	Gemma Sidaway Sarah Finnegan Campbell Tickell Ltd (CT)	A table of changes has been provided with the cabinet report following a gap analysis by CT.
7.0	November 2024	Sarah Finnegan Lucy Cunnett Tim Brown (HQN)	Tenant Consultative Group – no objections raised on policy, feedback given
8.0	December 2024	Sarah Finnegan Lucy Cunnett Tim Brown HQN	Minor Changes required for Social Housing Regulatory programme and Consumer standards.

### Approvals

Name	Title		Approved
Cabinet	Allocation Policy		24.01.2019
Health and Wellbeing Scrutiny Committee	Allocation Policy		15.10.2019
Full Council	Allocation Policy		19.11.2019
Cabinet	Allocation Policy Update		08.07.2021
Cabinet	Allocation Policy Update		March 2024
Tenant Consultative Group TCG	Mutual Exchange Policy		05.11.2024
Cabinet	Mutual Exchange Policy	Minor Changes required for Social Housing Regulatory programme and Consumer standards.	December 2024

## Document Review Plans

This document is subject to a scheduled three year review dependant on any legislative or contract changes. Updates shall be made in accordance with business requirements and changes and will be with agreement with the document owner

**Distribution** -The document will be available on the Intranet and the website.

Draft

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Draft

## 1.0 Aim of the Scheme

- 1.1.1 To enable existing tenants, with a low or nil band, to move to a different property locally or nationally, through swapping with another tenant
- 1.1.2 To meet the Mutual Exchange tenancy standard requirements of the Regulator of Social Housing (RSH).
- 1.1.3 ME may in principle take place between tenants of the same social housing landlord or between tenants of different social housing landlords. ME is also often referred to as 'tenancy exchange' or 'home swapping'.
- 1.1.4 It is important to note that the scheme is tenant-led i.e. tenants initiate and carry through the process. The Council acts as a facilitator.

## 1.2 Equality and Diversity

- 1.2.1 The Council's Choice Based Lettings Scheme and Mutual Exchange policy have been designed to ensure that its services are fair and equitable for all of its customers.
- 1.2.2 The Mutual exchange policy is accessible to all of those eligible and does not discriminate against anyone on the grounds of age, disability, gender, race, colour, national origin, sexual orientation or any other factor that may cause disadvantage.
- 1.2.3 This policy has been drafted with reference to the Equality Act 2010 and also with regard to the Council's Public Sector Equality Duty.
- 1.2.4 The Council remains committed to help customers and applicants who have difficulties and who are vulnerable, to access this policy.
- 1.2.5 The ME policy and application forms can be provided in other formats if required, such as large print or braille.
- 1.2.6 This policy has been developed following legal advice

## 1.3 Force Majeure

We will not be liable for any delay in performing our obligations under this policy if the delay is caused by a Force Majeure (chance occurrence or unavoidable accident for example), provided that reasonable action and notification to customers is taken by the council. More fully, this means, circumstances beyond reasonable control of that party, including without limitation, strikes, lock outs, acts of God, cyber-attack, the act or omission of any governmental or other competent authority, war or national emergency.

## 1.4 Review of this Policy

- 1.7.1 Where there are changes that are required urgently for legal reasons, minor in nature or changes in government policy and / or legislation, these changes will be approved by the Executive Director of Communities or person with delegated authority.
- 1.7.2 Any major change required to the policy will be subject to a full public consultation and member approval.
- 1.7.3 All changes to this policy will be noted on the version control page of this document and an updated policy document will be uploaded to the Council's website: [www.tamworth.gov.uk](http://www.tamworth.gov.uk).

## 2.1 Mutual Exchanges for Social Tenants

If you are the tenant of a local authority or a registered provider, mutual exchange or swapping properties with other tenants gives you the best chance of moving. You can exchange your property with any other social housing landlord's tenant, anywhere in the country. The Council has developed a mutual exchange service for its tenants which runs through the [House Exchange](#).

There is no charge for Tamworth Borough Council tenants.

If you are looking to move for work or to be near to family and friends, House Exchange is a national service which means that you will be able to see homes across of the whole of the UK, not just in Tamworth. You may exchange with other social housing tenants if everybody involved in the exchange process agrees. Normally an exchange will be agreed by the Council providing:

- a. Both properties are the right size for the incoming family's needs.
- b. Neither party is having legal action taken against them for breaking their tenancy

- 2.1.1 If you are not a Tamworth Borough Council tenant, please contact your own landlord as they will have their own mutual exchange service.



## 2.2 Justification

2.2.1 Our existing tenants have little if any realistic opportunities to move to alternative accommodation through ‘finding a home’ unless their circumstances significantly worsen (such as poor health and higher care needs). This is because of the high demand for council homes coupled with low turnover of our stock as well as the challenges of increasing supply.

2.2.2 Existing tenants may have only low level housing needs according to our banding scheme. In other cases, they may not have even applied to join the register. Nevertheless, they may have reasons for seeking alternative accommodation including:

- Accommodation that better meets their requirements
- Perceived housing and neighbourhood issues that we objectively do not feel justifies a higher priority / banding (such as seeking a better school)
- Length of time taken to successfully use the Council’s ‘finding a home’ scheme
- Need to move to another local authority area for employment / training opportunities, to be closer to family and friends etc

2.2.3 In relation to the last point, 85% of our successful MEs nevertheless are within our local authority area, compared to a national average figure of less than 80%. However, national policy emphasises the importance of geographical mobility for existing social housing tenants.

2.2.4 Finally, as has already been pointed out, the RSH has included ME in its tenancy standard. We understand that councils and housing associations that have been inspected since the new regulatory regime was introduced in April 2024 have been required in some cases to provide details of their schemes.

## 3.0 Scheme Principles

### *Tenancies*

3.1 In a ME, tenants not only swap properties but also, in principle, swap tenancies i.e. if a tenant (say, tenant x) has a different tenancy agreement from the tenant (say, tenant y) they are swapping with, then tenant x will take on the type of tenancy agreement that tenant y has, and vice-versa.

3.1.1 MEs can take place where an existing tenant has a

- Secure council tenancy,
- Fixed-term council tenancy
- Assured housing association tenancy
- Secure housing association tenancy

- Assured shorthold tenancy with a housing association.

Tenants do not have a right to a ME where they have:

- Introductory tenancy
- Starter tenancy
- Demoted tenancy.

3.1.2 Also tenants do not have a right to a ME where they have been decanted to a temporary address, unless they are able and willing to use their permanent address.

3.1.3 Section 158 of the Localism Act, 2011, created a further mechanism for ME. Customers with an assured lifetime tenancy granted before 1 April 2012, who wish to use ME with households who have a fixed term tenancy, would be entitled to another assured tenancy. Although it is a matter for the landlord to decide the type of tenancy for the household, the assumption, based on the principle above, is that it would be an assured tenancy.

#### 4.0 *Reasons for refusing a tenancy*

4.1 Under Section 92 of the Housing Act 1985, the Council can only refuse a ME on one of the following grounds within Schedule 3:

- Court order made giving possession of the tenant dwelling to the landlord
- Notice of seeking possession has been served on either tenant or the person whom the tenant proposes to exchange with, and the notice is still in force
- Either property is to be under occupied or over occupied as a result of the exchange
- The property has been let to a tenant who is an employee of the landlord, and the property is within the boundaries of an operational building
- The landlord is a registered charity and where the incoming tenant's residency would conflict with the purposes of that of the charity
- The landlord is a housing association or housing trust which caters for people with special needs and the exchange would result in the property being occupied by someone without those needs
- The dwelling is in a group of dwellings let to people with special needs, e.g. elderly, and the exchange would result in the dwelling being occupied by someone without these needs.

4.2 Also, there are additional grounds for refusal listed in Schedule 14 of the Localism Act 2011. These are:

- When any rent lawfully due from a tenant under one of the existing tenancies has not been paid
- When an obligation under one of the existing tenancies has been broken or not performed.

## 5.0 *Tenant-led*

- 5.1.1 We have already highlighted that the scheme is tenant-led. Existing tenants wishing to use ME are required to use an independent online website to find another tenant that wishes to move, with both parties willing to exchange their properties (subject to the agreement of both landlords).
- 5.1.2 The Council recently re-procured the use of a website run by a company that specialises in running ME. Applicants must register with this scheme and provide information on their existing home and their requirements.
- 5.1.3 Each tenant has an obligation to be transparent in providing information on the property and neighbourhood as well as responding to requests from the other party and from landlords.
- 5.1.4 It is essential that customers considering ME are aware of the implications for right-to-buy, and rents & service charges.
- 5.1.5 For the former, if there is a ME with an assured tenant of another housing association, preserved right-to-buy is lost. If the ME is with a secure council tenant, right-to buy at the new property applies. It is also important for other party in the ME to understand the implications for right-to-buy. Please note that other right-to-buy criteria apply e.g. the property is suitable to be sold.
- 5.1.6 On rents and service charges, it is important that customers appreciate that there may be significant differences between a property with a social rent (approximately 50 per cent of market rent) and an affordable rent (up to 80 per cent of market rent). Also one of the properties in the ME may have service charges (covering, for example, the cleaning of communal areas).

## 6.0 *Landlord agreement*

- 6.1.1 Each landlord (assuming it is an exchange between tenants of different landlords) or a single landlord (e.g. the Council) has an approval process, which takes effect when the existing tenant has found a mutual exchange partner:
- Application form
  - Inspection of the existing property to make sure there are no issues about the condition of the property
  - Confirmation that the existing tenant does not have any debts owed to the Council or any other issues of concern
  - Requirement for the 'new' tenant to sign an agreement.
- 6.1.2 Failure to follow this process and meet these requirements will result in delays or cancellations.

- 6.1.3 The Council is required to complete these actions within 42 days subject to the tenant providing the required information.

### **7.0 Facilitating and promoting the scheme**

7.1 Many existing tenants, nevertheless, are unaware of ME. The Council will be proactive in promoting the scheme and will work with other social housing landlords to highlight its opportunities. This will include emphasizing the landlord agreement process.

7.1.1 Although the scheme is tenant-led, the Council will monitor progress on each application.

### **8.0 Scheme limitations**

8.1. Nationally, the number of completed MEs per year has declined significantly over the last decade (although the figures for Tamworth show less of a decline).

8.1.1 Research shows that there are several factors at play:

- Fewer existing tenants are able to find a suitable exchange property
- ME process can be time-consuming, and some potential users are over-optimistic over the speed of completion.

8.1.2 Overall, abandonment rates are significant – in some areas 50% of potential MEs per year are not completed. Factors include changing personal circumstances of the applicant, one or both parties fail to meet the landlord agreement requirements, and the lack of enthusiasm of one of the parties to proceed with the exchange.

### **9.0 Scheme performance**

9.1 Annual monitoring of the performance of ME scheme will take place.

9.1.1 This will include an assessment of the KPI of 'achieving at least 20 successful MEs per year'.

### **10.0 Grounds for Refusal**

The Council reserves the right to refuse Mutual Exchanges under specific grounds as detailed in Schedule 3 of the Housing Act and/or Schedule 14 of the Localism Act 2011.

### **11.0 Complaints, Compliments and Comments**

If there are any complaints, compliments or comments about this process, applicants are encouraged to use the Council's website on [comments, compliments and complaints](#).

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# **Incentive to Move Policy**

**FINAL: December 2024**

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## Version Control

### Revision History

Version	Date	Author	Changes
1.0	2 <sup>nd</sup> June 2020	Tina Mustafa Joanne Mallaband	Incentive to Move – Making best use of Council owned Stock policy
2.0	5 <sup>th</sup> February 2018	Gemma Sidaway Rae Mann Sarah Finnegan	Allocations policy which includes Mutual Exchanges. Changes to accommodate the Homelessness Reduction Act 2017
3.0	5 <sup>th</sup> November 2018	Gemma Sidaway Joanne Mallaband	Changes to reflect feedback from HQN Tim Brown
4.0	1 <sup>st</sup> November 2019	Gemma Sidaway	Changes to reflect Legal Advice
5.0	8 <sup>th</sup> July 2021	Gemma Sidaway Joanne Mallaband Sarah Finnegan	Changes to incorporate Eligibility amendments, Domestic Abuse Act and guidance on improving access to social housing for armed forces
6.0	March 2024	Gemma Sidaway Sarah Finnegan Campbell Tickell Ltd (CT)	A table of changes has been provided with the cabinet report following a gap analysis by CT.
7.0	November 2024	Sarah Finnegan Lucy Cunnett Tim Brown (HQN Associate)	Tenant Consultative Group – no objections raised on policy, feedback given
8.0	December 2024	Sarah Finnegan Lucy Cunnett Tim Brown (HQN Associate)	Changes required for Social Housing Regulatory programme and Consumer standards.

### Approvals

Name	Title	Approved
Cabinet	Incentive to move policy	02.06.2010
Cabinet	Allocation Policy	24.01.2019
Health and Wellbeing Scrutiny Committee	Allocation Policy	15.10.2019



<b>Name</b>	<b>Title</b>	<b>Approved</b>
Full Council	Allocation Policy	19.11.2019
Cabinet	Allocation Policy Update	08.07.2021
Cabinet	Allocation Policy Update	March 2024
Tenant Consultative Group	Incentive to Move Policy	November 2024
Cabinet	Incentive to Move Policy	December 2024

## **Document Review Plans**

This document is subject to a scheduled three year review dependant on any legislative changes. Updates shall be made in accordance with business requirements and changes and will be with agreement with the document owner.

## **Distribution**

The document will be available on the Intranet and the website.

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## Aims of the policy

Tamworth Borough Council has a limited supply of larger family-sized accommodation and properties adapted to be wheelchair accessible. The council has therefore revised the existing incentive to move policy to free up these properties.

The aims of the policy are:

- To contribute to the effective use of our council stock by addressing under-occupation
- To improve the opportunities primarily for households requiring 4 or 5 bedroom properties
- To help households who are struggling to manage large under-occupied properties
- To make best use of wheelchair adapted properties should tenants no longer require the adaptation.
- To meet the requirements of national housing policy.

It should be noted that previously the Council took a broader approach focusing on under-occupation in general. While this is still encouraged, the revised policy is now proposed to adopt a more targeted stance on 4 or 5 bedroom properties that are under-occupied.

However, the policy will be used in other circumstances such as:

- Adapted to non-adapted properties i.e. where a household in an adapted property no longer requires the adaptation
- Households under-occupying 3 bedroom properties.

## Justification

The Council only has 88 four or five bedroom properties. Households requiring this size of property have to wait a considerable amount of time before a suitable home is advertised through 'finding a home' even if they are in the highest band. In recent years, only 1 or 2 four or five bedroom properties have become available each year.

We are also aware that some households comprising one or two people struggle to manage a large property causing potential financial hardship. Downsizing may help to address this issue.

National policy emphasizes the importance of efficient management of the existing social housing stock including council housing. The Regulator of Social Housing (RSH) has emphasized this point in its consumer regulations that include tenancy standards. The Council will be subject to a regulatory inspection in the near future.

### Legislation and guidance

The Housing Act 1985 gives guidance on when a secure tenant can be asked to leave their home. A secure tenant can only be asked to leave their home if the landlord obtains an Order for Possession from the court. The Order must be based on the grounds which are set out in the 1985 Housing Act.

Schedule 2 Part 1V Housing Act 1985 gives guidance on offering suitable alternative accommodation.

The Council's Allocations Policy identifies the banding structure for applicants on the housing register and the priority given to tenants who want to move to a smaller home.

The Council's Tenancy Management Policy identifies those that are legally able to succeed to a tenancy.

### Eligibility

The Incentive to Move Policy (ITM) is available to council tenants who meet the following criteria:

- hold a Secure Tenancy Agreement
- occupy a general needs family property or occupy wheelchair accessible accommodation
- agree to transfer to smaller social housing accommodation that meets their needs and/or a non-adapted property, and provide vacant possession of their present home
- tenants who relinquish family-sized accommodation completely and move to the private sector, proof of tenancy agreement or proof of purchase will be required before any payments are released.
- have a clear rent account or have an agreement in place to clear arrears and Housing Income Management agrees that a move can take place. Housing Income Management will be consulted to confirm that they agree for the tenant to move especially when tenants are in rent arrears but are not subject to a possession order.

### Ineligibility

Tenants will not be eligible for the ITM if they:

- are subject to a possession order
- have been served with a Notice of Seeking Possession for anti-social behaviour
- have been served with a Demotion Notice
- hold an Introductory Tenancy or a Non-Secure Tenancy
- have failed to provide the required documentation for their Housing Register Application
- are not the tenant of the property being released
- the tenant is a successor, (following the previous tenant's death) who is under-occupying the property and is a family member, this excludes partners or spouses

### Policy principles

This policy is at the landlord's discretion and subject to budgetary provision.

Communicating and promoting the policy is important as national research shows that it is either misunderstood or potential customers are not aware of it.

### Financial incentive

The incentive element enables a payment to be made towards facilitating a move. For the Incentive Policy, an incentive payment will be paid at the following rates to those who qualify:

- A maximum of £2,000 per move is available if they are giving up a 4 or 5 bedroom property.
- A maximum of £1,000 per move is available if they are giving up a 3 or 2 bedroom property.

Payments under the housing legislation are discretionary – 'local authorities *may* make payments'.

Support up to the value of £500 is available to be used for removal expenses in addition to the payments per move.

Tamworth Borough Council reserves the right to reduce the payments above if there are any of the following housing-related debts:

- If the under-occupied property is not in a satisfactory condition, the cost of remedial work will reduce the financial incentive sum available

- If the customer wishing to downsize has debts owed to the Council, arrangements to clear this debt must be agreed and could include use of the financial incentive
- If a customer that has used the financial incentive wishes to move within the next three years, a pro-rata sum will be recovered (unless exceptional circumstances exist such as moving into residential care or hospice accommodation).

### Priority banding

For households that are under-occupying:

- Band 1: Awarded to customers who are deemed to be under occupying by two or more bedrooms according to the Council's bedroom

For households that no longer require an adapted property:

- Band 1: Awarded to customers who no longer require the use of an adapted property
- Band 1: Best use of stock will be awarded to applicants who have been accepted onto the incentive to move policy.

Banding will only apply to those who are permanently occupying a property as their main and principal home and have a social housing tenancy.

### Support for customers considering downsizing

National research shows that ITM is more successful with fewer applications being abandoned where there is support to help customers throughout the process.

Customers, therefore, have access to:

- Option of pre-application discussions with officers over the advantages and disadvantages of using the policy
- Help with completing an application form – an incomplete application form (including supplementary information) will result in delays and / or the rejection of the application
- Progress during the process especially the availability of suitable accommodation through the allocations and lettings process – customers can be contacted each week about bidding and any help and support that they need.

### Policy limitations

The policy does not guarantee that a suitable property will become available.

Customers that have had their application to use ITM approved still need to bid for properties through the Council's 'finding a home'.

The supply of suitable properties for customers wishing to downsize is also a challenge. There are, for instance, a shortage of bungalows owned by the Council and those that become available are in high demand.

The types of accommodation that are more likely to become available are sheltered accommodation, extra care policys, and one / two- bedroom flats.

### **Appeals procedure**

Appeals in respect of how the policy has been applied, eligibility for the payment and the award amount will be reviewed under Tamworth Borough Council's complaints procedure [Comments, Compliments & Complaints | Tamworth Borough Council](#)

### **Service standards**

The balance of any payment due will be paid within 6 weeks of tenancy start.

### **Policy performance**

Annual monitoring of the performance of ITM will take place.

The policy will be reviewed upon a relevant change of legislation, or in response to a change of relevant Tamworth Borough Council Policy, in particular the Allocations Policy.

This will include an assessment of the KPI of 'achieving at least 15 successful moves per year'.

A copy of the policy will be available on the Council's website

### **Communicating the policy to customers**

Tamworth Borough Council recognises that the support available through the incentive to move policy should be communicated to tenants.

A leaflet providing details of the policy will be available to customers on the Council's website.

There is an active plan for advertising opportunities for tenants to downsize, for example, articles in tenant magazines and council social media pre-programmed posts.

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# Community Impact Assessment

<b>Part 1 – Details</b>		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Incentive to Move Policy (ITM) and Mutual Exchange (ME)  Both of these are part of the housing allocations policy	
Date Conducted	November 2024	
Name of Lead Officer and Service Area	S Finnegan	
Commissioning Team (if applicable)		
Director Responsible for project/service area	Rob Barnes, Executive Director	
Who are the main stakeholders	Council housing tenants Applicants on the housing register Tenant Consultative Group (TCG) Internal departments	
Describe what consultation has been undertaken. Who was involved and what was the outcome	Discussion with TCG who supported both updated policies	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	A consultant prepared papers on (i) national policy on ITM and ITM and (ii) a review of local ITM and ME policy.	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input checked="" type="checkbox"/>
	A Strategy/Policy/Procedure	<input 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 checked="" 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.

Our incentive to move policy and mutual exchange policy need to be updated to meet the requirements of the Social Housing Regulation Act. In particular, the Regulator of Social Housing (RSH) in its consumer standards that came into effect in April 2024 expect social housing landlords to have a satisfactory mutual exchange policy.

The incentive to move policy was formally approved in 2010 and its associated procedural guide was last updated in 2018. The mutual exchange policy has been incorporated into the allocations and lettings policy for many years and the Tenancy management policy 2014. ( This is currently being reviewed) But it has not been formally approved as a specific policy.

Incentive to move policy (ITM), which is also sometimes referred to as 'downsizing', focuses on addressing the issue of (i) under-occupation of larger council homes and (i) households in adapted properties that no longer need the adaptation.

There is a major concern as large families on the housing register frequently have to wait many months if not years before a property of a suitable size becomes available. There are only 88 four or five bedroom properties owned by the Council.

Similarly we need to make more efficient use of adapted properties.

We are aware that some households that are under-occupying are struggling to manage their home.

The policy will cover three situations:

- Households in four or five bedroom properties who will be able to bid for one or two bedroom properties
- Households in three bedroom properties who will be able to bid for one - two bedroom properties
- Households in adapted properties who no longer need the adaptation – they will be able to bid for properties that reflect the size of the household.

The 'incentives' are that (i) households will be awarded band 1 on the housing register and (ii) a financial incentive of up to £1,000 subject to a number of criteria's.

Mutual exchange (ME) is a customer-led approach to help existing tenants who are in a low band on the housing register or who have no banding who wish to move.

Because of the shortage of council housing, existing tenants have little likelihood of being able to move through ‘finding your own home’ unless their health deteriorates, or their personal situation worsens.

Tenants using ME can exchange with tenants of the council or other social housing landlords locally or nationally.

Our data indicates that 85% of successful MEs involving our tenants are local moves. There are a series of conditions that determine whether tenants can use ME.

Who will be affected and how?

Council tenants who wish to downsize from three or more bedroom properties or who are in an adapted property and no longer need the adaptation – ITM will help households wishing to do so through the incentives

Households on the housing register who need a three or more bedroom property – Property vacated through ITM will improve the likelihood of obtaining a property

Households on the housing register who need an adapted property - Property vacated through ITM will improve the likelihood of obtaining a property

Council tenants who have a low or no banding on the housing register who wish to move – they will be able to use ME to help meet their housing requirements

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

Yes  No

If you answered ‘Yes’, please indicate what they are?

Housing allocations and lettings  
Tenancy Management 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	X	<input type="checkbox"/>	ITM will help under-occupying council tenants who wish to move – under-occupying households are mainly older households
Disability	X	<input type="checkbox"/>	ITM will help households on the housing register who need an adapted property by helping to create vacancies where an existing council tenant no longer requires an adapted property
Gender Reassignment	<input type="checkbox"/>	X	
Marriage and Civil Partnership	<input type="checkbox"/>	X	
Pregnancy & Maternity	<input type="checkbox"/>	X	
Race	<input type="checkbox"/>	X	
Religion or belief	<input type="checkbox"/>	X	
Sexual orientation	<input type="checkbox"/>	X	
Sex	<input type="checkbox"/>	X	
Gypsy/Travelling Community	<input type="checkbox"/>	X	
Those with caring/dependent responsibilities	X	<input type="checkbox"/>	ITM may help in situations where a household that is under-occupying with care needs and struggling to manage the property
Those having an offending past	<input type="checkbox"/>	X	
Children	X	<input type="checkbox"/>	ITM will help families with three or more children who may be overcrowded by creating vacancies in properties with three or more bedrooms
Vulnerable Adults	<input type="checkbox"/>	X	
Families	X	<input type="checkbox"/>	ITM – as above re Children  ME will help existing council tenants to move to property and neighbourhoods which better meet their needs
Those who are homeless	<input type="checkbox"/>	X	
Those on low income	<input type="checkbox"/>	X	
Those with drug or alcohol problems	<input type="checkbox"/>	X	
Those with mental health issues	<input type="checkbox"/>	X	
Those with physical health issues	X	<input type="checkbox"/>	ITM will help those who need an adapted property by creating vacancies in the adapted stock

Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	X	
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	
Health and Wellbeing	X	<input type="checkbox"/>	Both ITM and ME provide an opportunity for households to improve their housing situation – research has shown that this can improve health and well-being
Climate Change	<input type="checkbox"/>	X	

#### **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
ITM: Band 1 incentive	Households using ITM are placed in band 1 on the housing register – this does not guarantee that a suitable property as households must use 'finding your home' to bid for properties	Households will be reminded weekly about the bidding process and help / support will be offered
ITM: Financial incentive of up to £1,000	Households may consider that this is insufficient to cover the costs of moving into a different	The Council will highlight at the start of the ITM process about the limited nature of the financial incentive

	property	
ME: Finding a tenant with a suitable property that wishes to exchange	Inability to find a suitable property and a tenant willing to exchange may result in dissatisfaction with the policy	ME is customer-lead. It is the responsibility of the tenant to use a specific independent website to search for a mutual exchange. This is highlighted to tenants who are considering ME.

**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
	Outcomes and Actions entered onto Pentana			
There are no actions identified to mitigate the positive impacts in the revised document.				

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

Guidance and form updated July 2023 following CMT approval.

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12<sup>th</sup> December 2024**Report of the Portfolio Holder for Cooperative Council, Community Partnerships and Anti-Social Behaviour****GRANT AGREEMENT TAMWORTH SAMARITANS****Exempt Information**

None

**Purpose**

To update on the grant awarded to Samaritans which ends on 31<sup>st</sup> March 2025 and to seek approval for a further grant award to support the sustainability of a Tamworth Branch to provide a range of services for Tamworth residents.

**Recommendations**

It is recommended that:

1. A grant to Tamworth Samaritans is authorised to the value of £5,000 per year for three years for the period 1st April 2025– 31st March 2028 to the value of £15,000 with an option to extend for one (1) further successive period of one (1) year subject to Council requirements, the continuing availability of funding, satisfactory delivery of the services and the agreement of both parties.
2. Delegated authority is given to the Executive Director of Communities and Section 151 Officer in consultation with the Portfolio Holder for Cooperative Council, Community Partnerships and Anti-Social Behaviour to manage the grant including any variations during the term of the grant.

**Executive Summary**

Tamworth Samaritans currently have 93 volunteers, and their mission statement is to reduce deaths by suicide

What do they do:

- They listen.
- They allow callers to process their own thoughts and find their own solutions.
- Most callers say they feel better for exploring all options and don't choose to end their lives.

The grant has enabled Tamworth Samaritans to sustain a local branch, which can then support local outreach and enable them to take part in local events such as:

- Brew Monday (took place in January at Tamworth Railway Station)
- Small talk saves lives campaign (took place in March at Tamworth Railway Station)
- Weekly drop in to the railway station to keep in touch and maintain a regular dialogue with station staff.

- Swinfen Young Offenders Institute, offering support and training
- Talks in schools
- Talks to interested groups such as Rotary and the Soroptimists
- Tamworth Pride
- We Love Tamworth event
- Safer Nights events
- Sacred Heart drop-in sessions, 2<sup>nd</sup> week of each month
- Being part of Network Rail National Campaign for Tamworth Railway Station and Network Rails Awareness Day
- Volunteer week event

Samaritans training and engagement programmes supports organisations to train their people and teams to spot and support anyone struggling to cope.

How do Samaritans measure impact:

During the period April 2024 – September 2024 Tamworth volunteers supported

- 4736 phone calls
- 1387 hours on the phone
- 389 e-mails responded to
- 7 people out of 10 say they feel better after speaking to a Samaritan

The Community Partnerships Managers have met with Tamworth Samaritans and reviewed the current grant. It is proposed that the Council seeks to award a further 3 + 1 year grant to Tamworth Samaritans as per the table below:

Purpose of grant	Outcomes required	Value	Agreement length
Sustainability of Tamworth Samaritans branch	Establishing outreach programmes i.e. Schools, GP's, Railway Station, Town Centre (Safer Nights) to reach those in mental distress.  Contribution to core costs to sustain a Tamworth Branch which can then support local outreach activity to those in crisis.	£5,000 per annum	3 + 1 years
<b>Total</b>		<b>£20,000</b>	

### Options Considered

None - Not to award the grant – this would mean that we would lose the outreach work to the community and the Tamworth Samaritans local branch may be unsustainable.

Other – as per recommendation within this report - Fund for 3 years – this approach will ensure Tamworth has a local Samaritans branch and enables outreach work to continue in the community supporting mental health and wellbeing.

### Resource Implications

The grant to Tamworth Samaritans can be met from the Voluntary & Community Sector Budget GS1002. The grant will be on a 3 + 1 year basis to allow the Council flexibility should the availability of funding increase or decrease.

### Legal/Risk Implications Background

There are no staffing, community/performance planning, sustainable development, community safety, equal opportunities or human rights implications arising from this report.

## **Equalities Implications**

See attached Community Impact Assessment.

The award of the grant also provides sustainable volunteering opportunities for community wellbeing and cohesion – people helping people.

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

There are no climate change/net zero Implications as a result of this report.

## **Background Information**

The council has supported Tamworth Samaritans for many years and the grant funding enables Tamworth to continue to have a local Samaritans branch, thus enabling outreach work, raising awareness of their services and reaching some of the most vulnerable residents of Tamworth.

## **Report Author**

Joanne Sands – Assistant Director Partnerships

## **Appendices**

Appendix 1 - Copy of the Tamworth Samaritans performance report for the period April 2024 – September 2024.

Appendix 2 – Community Impact Assessment

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## Report for Tamworth Borough Council from Tamworth Samaritans

### April 2024 – September 2024

#### Summary

##### Current number of volunteers

We have 93 volunteers in total (at the last report it was 94), of whom 68 are listening volunteers who do day and night shifts, 12 do daytime shifts, 6 are New Samaritans being mentored and then there are a further 7 who are support volunteers. At any one time we will have volunteers on holiday, ill or taking a period of leave from the branch. On that basis we usually have around 65 active listening volunteers at any given time.

##### During this time volunteers supported callers in the following ways:

- Hours on the phone: 1,387
- Phone calls: 4,736
- E-mails responded to: 389

We have a target set nationally to try to ensure that 20% of our volunteers' hours on the phone are during what is termed 'twilight' hours (10pm-2am) and 10% during overnight hours (2am-6am). In September, we reached the target of 20%, and 9.2% of hours on the phone were overnight, giving us an area of focus.

#### General Update

It has been a very busy six months for Tamworth Samaritans. There have been some national Samaritans developments which we have been required to respond to.

In 2022/2023 Samaritans conducted a Children's Review. This looked at our approaches with under 18s and identified that awareness and use of Samaritans by this age group is high. As a result, the organisation identified that all volunteers should re-do their DBS check to include the child barring list. This meant that our Branch Safer Recruitment Administrators have worked tirelessly to ensure all volunteers have been rechecked to fulfil the new criteria.

Central Samaritans have additionally commissioned a new platform that hosts calls to the service because the existing platform, Link, is being decommissioned at the end of 2024. This has meant some focused work by our IT support volunteer and our Trustee for Premises and Resources to

ensure that we have switched to the new Gamma broadband ready for the move to the new Listening Centre in November. We have been focused on ensuring volunteers are prepared for this change. The new technology will hopefully reduce the number of dropped calls and will mean that volunteers with hearing aids may find sound quality and compatibility with their devices much better.

Whenever a new Branch Director or Co-Directors begins their term, they are required to complete a Quality Review process. This is completed in collaboration with mentors provided by Central Samaritans and our process was undertaken in the months leading up to July, when it was concluded. All branch members had an opportunity to feed into this review, and then the Branch Leadership team (BLT) agreed on a set of objectives for the team for the duration of the Branch Co-Directors' term (to December 2026).

Through this process strengths were identified as the collaboration of the BLT, morale, communication, development of outreach, training and mentoring, and the quality of our shift leaders. Actions identified were:

- To expand financial planning and budgeting
- Increase the level of service during the hours of most need
- Reintroduce ongoing mentoring
- Review volunteer retention
- Develop a continuity plan
- Develop the management of physical and electronic data
- Develop a robust handover process

Work is underway on these actions and progress is reviewed at bi-monthly Trustee meetings. For instance, we have already reviewed the rota and made some changes to try to address the hours of need objective, and we have recruited a data protection officer to assist with data management.

Ongoing mentoring is a process by which we peer review each other in branch. This used to be done prior to the pandemic and our Deputy Director for mentoring has worked hard to bring this back into branch. This is part of our Quality Strategy to ensure that we are continually reviewing our practice. Mentors have been identified and briefed and mentored shifts begin in November, beginning with the BLT.

In the review, we were able to take into account our volunteer voice survey results. In May, central Samaritans invited all volunteers to complete a survey and the results were announced in June

which allowed us to review these in time for our quality review. 78% of our volunteers (equating to 73 volunteers) completed the survey and we are extremely proud of our results. We scored above the Samaritans average in all areas apart from one, and above the sector benchmark in all. As a snapshot, 100% of our volunteers said that they are proud to volunteer at Samaritans, and 99% said they intended to be with Samaritans in 12 months' time. An area for improvement was identified around opportunities for feedback, which we hope will be improved with the reintroduction of ongoing mentoring.

We were able to celebrate our volunteer voice results at a branch meeting in June, at the Globe Inn in Tamworth. This was the first time since before the pandemic that there had been an in-person branch meeting and over half of our volunteers attended, including our Patron Jo1! We hope to continue to offer regular branch meetings to celebrate our volunteers and ensure all are informed and updated on developments.

### Training and Recruitment

We have a team of volunteers who lead on recruitment for us. There has recently been a further round undertaken which has led to six new volunteers joining us this autumn who are about to begin their journey in the duty room with their mentors.

We are very lucky to still have a waiting list of volunteers wishing to join Tamworth Samaritans. We are reintroducing information sessions this November. Before Covid these were a standard part of our recruitment campaign and help us to convey Samaritans key policies and explain the commitment level ahead of interview.

We have also had three new Support volunteers join the team. Support volunteers help us to sustain branch operations. The new Support volunteers have taken roles in the DBS team, finance team and as a data protection officer.

### Local Partnerships

We consider our three key partnerships to be with Tamworth Borough Council, Tamworth Railway Station, and HMP Swinfen Hall.

We continue to have a regular presence at Tamworth Railway Station and we understand from our colleagues in Central Samaritans that the station is a priority location in the Train Operating Companies Joint Suicide Prevention Plans for 2024/25. A team of volunteers had a presence on Samaritans Awareness Day (24<sup>th</sup> July – the date chosen as it is 24/7 and therefore representative of

the service's hours of operation). During these events, we talk to passers by and hand out listening tip guides and pocket cards with the 116 123 phone number on. Even helping visitors find relevant platforms and purchase tickets opens up conversations.

On National Suicide Prevention Day, 10<sup>th</sup> September, we handed out leaflets, posters, and information in the area surrounding the train station. We are looking forward to attending the station on 1<sup>st</sup> November for the Passenger Safety Day. Our Trustee for Partnerships continues to drop into the station once a week to chat to staff and recently gave targeted support to a staff member who had experienced the terrifying experience of witnessing a death by suicide.

Our support of HMP Swinfen Hall continues; we have been supporting the prison for over 25 years! We train prisoners to become Listeners and support them in their role. There have been 14 listeners over the reporting period, and we are planning to train more listeners this winter.

### Outreach and Awareness

We were delighted to be invited to the Tamworth Borough Council's Volunteer week event on 3<sup>rd</sup> June, where three of our volunteers attended the Town Hall to talk to passers by about volunteering opportunity. It was great to network with other organisations and speak to our neighbours!

On 12<sup>th</sup> June, two of our volunteers attended a 'Wellness Wednesday' event in the Commonwealth Wellness Centre, hosted by Tamworth Community Together CIC. It was great to be able to support this new initiative.

In July, two of our volunteers attended the Glascote Community Event in St Peter's Church, where they had a number of connective conversations and spoke to members of the public about our service, which was really well received. We are planning to continue having representation at these Community Events, hosted by Tamworth Community Together CIC.

The same month, three volunteers attended a volunteer recruitment event at Lichfield Cathedral. This event attracted potential volunteers from across the wider local area. We managed to recruit a much-needed finance team volunteer at this event, from Tamworth. These events, whilst focused on volunteer recruitment, are still a great opportunity to promote awareness of Tamworth Samaritans, particularly in areas where they don't necessarily realise we are their local branch.

In September, three of our team attended the 'We Love Tamworth' event at the Castle Grounds. The team were really proud to represent Samaritans at such an iconic venue and had lots of really meaningful conversations with members of the public.



We have had a new Trustee for Fundraising and Publicity come into post who has been looking at developing a strategy for 2024/25. One of the pieces of work he's looked at so far is our volunteer base. About 30% of our volunteers are from Tamworth and the surrounding areas, with many from Lichfield, areas towards Burton, Sutton Coldfield, Swadlincote and surrounding areas. They will be working with the Trustee for Partnerships and the Deputy Director for Outreach to continue to plan our approach to outreach and awareness activities.

We want to take this opportunity to say thank you once again for the continued support of Tamworth Borough Council, both in financial terms and in keeping us apprised of events and opportunities. It costs us around £35k a year to sustain our branch and so we are so very grateful for the funding you are able to provide. Please do let us know if there is anything we can do that may be helpful.

**Shannen Sawyer and Megan Hubbard**

**Branch Co-Directors**



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# Community Impact Assessment

<b>Part 1 – Details</b>		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Tamworth Samaritans Grant	
Date Conducted	20 <sup>th</sup> November 2024	
Name of Lead Officer and Service Area	Karen Clancy, Partnerships	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Joanne Sands	
Who are the main stakeholders	Tamworth Residents and Samaritan Volunteers	
Describe what consultation has been undertaken. Who was involved and what was the outcome	<p>The council has provided a grant to Tamworth Samaritans branch for many years towards providing outreach and the sustainability of a Tamworth branch.</p> <p>As part of the UKSPF consultation and feasibility studies were undertaken with the voluntary and community sector in Tamworth. Grant giving was highlighted to be a priority particularly with smaller groups and core costs.</p> <p>Consultation has been undertaken with Assistant Director Partnerships, Executive Director Communities and Portfolio Holder for Cooperative Council, Community Partnerships and Anti-Social Behaviour</p>	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	Support Staffordshire – State of the sector report Community Safety Impact Assessment	
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



			irrespective of disability to all service users.
Gender Reassignment	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of gender reassignment to all service users.
Marriage and Civil Partnership	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of marriage and civil partnership to all service users.
Pregnancy & Maternity	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of pregnancy and maternity to all service users.
Race	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of race to all service users
Religion or belief	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of religion or belief to all service users.
Sexual orientation	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of sexual orientation to all service users.
Sex	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of sex to all service users.
Gypsy/Travelling Community	<input type="checkbox"/>	✓	The Community grant process allows for community groups who may support the Gypsy and Traveller community to apply.
Those with caring/dependent responsibilities	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of caring/dependent responsibilities to all service users.
Those having an offending past	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of any offending past to all service users. Some projects will however, require DBS checks to be undertaken.
Children	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of children to all service users.
Vulnerable Adults	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of vulnerable adults to all service users.
Families	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of families to all service users.
Those who are homeless	<input type="checkbox"/>	✓	Tamworth Samaritans applies

			consistent and fair treatment irrespective of homeless to all service users.
Those on low income	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of income to all service users.
Those with drug or alcohol problems	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of drug or alcohol problems to all service users.
Those with mental health issues	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of mental health issues to all service users.
Those with physical health issues	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment irrespective of physical health to all service users.
Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment for social inclusion including refugees and asylum seekers to all service users.
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"/>	✓	Tamworth Samaritans applies consistent and fair treatment for social inclusion including the armed forces to all service users.
Health and Wellbeing	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment for health and wellbeing to all service users.
Climate Change	<input type="checkbox"/>	✓	Tamworth Samaritans applies consistent and fair treatment for climate change to all service users.

#### **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
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<p>Tamworth Residents &amp; Volunteers</p>	<p>Grant will enable the organisation to be sustainable and to deliver Outreach to benefit the health &amp; wellbeing of communities.</p>	<p>Signpost to other grant funders for additional grants.</p> <p>Evaluation reports are requested 6 monthly post grant award</p> <p>required to provide:</p> <ul style="list-style-type: none"> <li>- Governance Document – Constitution, Memorandum and Articles of Association</li> <li>- Latest set of Statutory accounts – If groups are not able to provide this, a record of income and expenditure can be excepted</li> <li>- Bank Statement – this will need to be in the name of the organisation, no older than 3 months old and clearly showing the account name, number and sort code with a minimum of 2 x signatories on the account (not to be related or co-habiting)</li> <li>- Safeguarding Policies</li> <li>- Equality Policies</li> </ul>

**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
Positive	Help to sustain the VCSE to thrive and grow	Karen Clancy/Steph Ivey	Ongoing	Enable the VCSE sector to thrive in Tamworth
Positive	Grant will provide support for vulnerable groups in the community	Karen Clancy/Steph Ivey	Ongoing	Improve health and wellbeing for vulnerable residents

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

Guidance and form updated July 2023 following CMT approval.