



# CABINET

15 January 2025

A meeting of the CABINET will be held on Thursday, 23rd January, 2025, 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 Infrastructure, Safety and Growth Scrutiny Committee)*

**6 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2025/26 to 2029/30 (To Follow)**

*(Report of the Leader of the Council)*

**7 Business Rates Income Forecast 2025/26 (To Follow)**

*(Report of the Leader of the Council)*

- 8 **Update on Procurement Act 2023** (Pages 15 - 64)  
*(Report of the Leader of the Council)*
- 9 **Corporate Peer Challenge Report and Action Plan** (Pages 65 - 118)  
*(Report of the Leader of the Council)*
- 10 **Annual residents' survey results** (Pages 119 - 182)  
*(Report of the Leader of the Council)*
- 11 **Climate Change Update** (Pages 183 - 328)  
*(Report of the Portfolio Holder for Environmental Sustainability, Recycling and Waste)*
- 12 **Social Housing Regulatory Programme - Council housing** (Pages 329 - 378)  
*(Report of the Portfolio Holder for Housing, Homelessness and Planning)*
- 13 **Tamworth Asylum Dispersal Funding** (Pages 379 - 390)  
*(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 12th DECEMBER 2024**

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

The following officers were present: Stephen Gabriel (Chief Executive), Anica Goodwin (Executive Director Organisation), Rob Barnes (Executive Director Communities), Joanne Goodfellow (Interim Executive Director Finance and Deputy Section 151 Officer), Tina Mustafa (Assistant Director Neighbourhoods) and Laura Sandland (Democratic and Executive Support Officer)

### **87 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **88 MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 21<sup>st</sup> November 2024 were approved as a correct record.

*(Moved by Councillor N Arkney and seconded by Councillor S Daniels)*

### **89 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **90 QUESTION TIME:**

None

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

Report of the Chair of the Health and Wellbeing Scrutiny Committee 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 27th November 2024.

Councillor C Bain Chair of Health and Wellbeing Scrutiny Committee attended to notify Cabinet of the report and recommendations from this item.

**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)*

**RESOLVED** that Cabinet:

Approved the recommendation from the Health & Wellbeing Committee

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

**An additional recommendation was proposed, and it was resolved that Cabinet:**

Agreed that the Council contact other Local authorities, including Staffordshire County Council, to ascertain what work is underway and encourage them to work with Tamworth Borough Council.

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

**92 COUNCIL TAX BASE 2025/26**

Report of the Leader of the Council to report the Council Tax Base for the Borough Council for 2025/26.

**RESOLVED** that Cabinet:

Approved 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).

*(Moved by Councillor B Clarke and seconded by Councillor S Daniels )*

**93 WRITE OFFS 1 APRIL 2024 TO 30 SEPTEMBER 2024**

Report of the Leader of the Council to Update Members on Write Offs for the period 1st April 2024 to 30th September 2024.

**RESOLVED** that Cabinet:

Endorsed the amount of debt written off for the period of 1st April 2024 to 30th September 2024 – Appendix A-E respectively.

*(Moved by Councillor S Daniels and seconded by Councillor L Smith)*

#### **94 TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS**

Report of the Leader of The Council 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.

**RESOLVED** that Cabinet:

1. Approved 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. Noted the current levels of reserves remaining.

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

#### **95 QUARTER 2 2024-25 PERFORMANCE REPORT**

Report of the Leader of the Council to provide the 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 19th November 2024

During discussion the Portfolio Holder for Infrastructure, Heritage and Local Economy asked if it could be considered to include the introduction of heritage into Tamworth Corporate Plan.

**RESOLVED** that Cabinet:

Endorsed the contents of this report.

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

## **96 PUBLICATION OF INFRASTRUCTURE FUNDING STATEMENT**

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

**RESOLVED** that Cabinet:

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

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

## **97 COUNCIL HOUSING - MUTUAL EXCHANGE AND INCENTIVE TO MOVE REVIEW OUTCOMES**

Report of the Portfolio Holder for Housing, Homelessness and Planning to provide information to members on the Mutual Exchange Policy and the Incentive to Move Policy that have been reviewed and updated.

**RESOLVED** that Cabinet:

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

*(Moved by Councillor D Foster and seconded by Councillor C Dean)*

## **98 TAMWORTH SAMARITANS GRANT**

Report of the Portfolio Holder for Cooperative Council, Community Partnerships and Anti-Social Behaviour, to update on the grant awarded to Samaritans which ends on 31st 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.

**RESOLVED** that Cabinet:

1. Authorised a grant to Tamworth Samaritans 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 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.

*(Moved by Councillor C Dean and seconded by Councillor N Arkney)*

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Leader

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23<sup>rd</sup> January 2025**Report of the Chair of Infrastructure, Safety and Growth Scrutiny****Matters referred to Cabinet in accordance with the Overview and Scrutiny Procedure Rules**

Scrutiny Committee	Title of Matter referred	Date of Scrutiny meeting
Infrastructure Safety & Growth Scrutiny Committee	Climate Change update	11 <sup>th</sup> December 2024

**Exempt Information**

None.

**Purpose**

To notify Cabinet of the recommendations from the Climate Change Update report that was discussed at the meeting of Infrastructure Safety & Growth Scrutiny Committee on the 11<sup>th</sup> December 2024.

**Recommendations**

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

1. Ask Cabinet to look at the feasibility of including solar panels on council properties

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

**Background Information**

Tamworth Borough Council declared a Climate Change emergency on the 19th November 2019 and in 2023 Cabinet endorsed the County Council's Climate Adaptation Strategy. In December 2023 the Council made a nature recovery declaration.

**Executive Summary**

At the meeting on the 11<sup>th</sup> December 2024 the Portfolio Holder for Environmental Sustainability, Recycling and Waste and the Climate Change Officer attended the Committee Meeting to update the Committee on the authority's work around climate change asking them to endorse the recommendations going to Cabinet on the 23<sup>rd</sup> January 2025.

The Committee asked questions and sought clarification in a number of areas including tree planting and working with community groups in this area; the amount of

carbon dioxide used by heating Marmion House and whether the Council had considered using Hydrogen in their buildings as well as whether all council properties have double glazing.

The Committee asked about the use of solar panels on council buildings and whilst it was confirmed that the declaration looked at operational buildings there was work to do to look at the wider council stock. The Committee moved a recommendation to Cabinet to look at this further.

The Committee moved the following recommendations from the report –

1. Endorsed the climate mitigation action plan and commitment to refresh every three years
2. Endorsed the climate adaptation strategy
3. Endorsed the Borough Council's climate change communication plan
4. Endorsed the Staffordshire net zero by 2050 planning policy
5. Endorsed an annual update to Scrutiny and Cabinet on progress

### **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 M Couchman  
Chair of Infrastructure Safety & Growth Scrutiny

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Thursday, 23 January 2025

## Report of the Leader of the Council

### Update on Procurement Act 2023

#### Exempt Information

None

#### Purpose

To provide Cabinet with a brief overview of the changes coming into force on the 24<sup>th</sup> of February 2025 with the new Procurement Act 2023 (PA23), to request approval of the Council's Social Value Policy and Pledges and to circulate the revised Procurement Strategy for review and approval.

#### Recommendations

It is recommended that:

1. Cabinet notes the requirements of the Procurement Act 2023 and endorses the action plan to ensure compliance
2. Cabinet approves the Social Value Policy
3. Cabinet approves the Social Value Pledges
4. Cabinet approves the revised Procurement Strategy

#### Executive Summary

##### The Procurement Act 2023

The Procurement Act 2023 will be the largest change to the procurement regulations for nearly a decade. The Procurement Act 2023 gained Royal Assent on the 26<sup>th</sup> of October 2023. The new rules and regulations are due to come into force on the 24<sup>th</sup> of February 2025 replacing the current Public Contract Regulations 2015. This is a single act of Parliament for all procurement regimes. The existing legislation will continue to apply until the new regime goes live and will also continue to apply to procurements commenced under Public Contracts Regulations 2015 (PCR15).

Procurement accounts for £407 billion pounds of public expenditure and the new regime is designed to:

1. Create a simpler and more flexible procurement system
2. Open up public procurement to new entrants (such as small businesses and social enterprises)
3. Embed transparency
4. Deliver value for money

Public Contracts Regulations must be adhered to when awarding a contract where the anticipated value is close to or exceeds the thresholds indicated below (these thresholds are inclusive of VAT).

Thresholds	Supplies & Services (£)	Concessions (£)	Works (£)
Contract Value	£214,904	£5,372,609	£5,372,609

Across current regimes there are eight identifiable procurement procedures. These include the familiar Open and Restricted procedures, and some more complex procedures such as Competitive Dialogue. Some are rarely utilised, with significant overlap between some of these procedures. To simplify the procurement process, the Act replaces these with just three procedures:

1. Open Procedure – single stage process
2. Competitive Flexible Procedure – multistage process, designed by the lead officer with support from procurement but must be in line with the procurement act rules.
3. Direct Award

### **The Procurement Act in a Nutshell**

#### **Contract Management**

The Act contains significant new rules around contract management, including:

1. Publication of information throughout the life of the contract (KPIS's etc)
2. Ongoing performance monitoring
3. Implied terms to deal with invoicing and payment issues
4. Implied term giving a right of termination

#### **Reporting**

The Act contains significant changes to notices, including:

1. Additional notices to be published during a procedure
2. A new notice before making a direct award
3. Changes to the names of existing notices
4. A new public sector platform for publishing notices

#### **Remedies**

Remedies regime largely the same as existing rules, however there are changes regarding notification and standstill period. Under Procurement Act 2023 the following notices and standstill periods are required for over threshold procurements which means contract managers need to allow more time for the procurement process:

1. Assessment Summary
2. Contract Award Notice
3. 8 working days standstill period
4. Execute the contract
5. Contract details notice

#### **Oversight**

The Act includes a new Oversight Regime and a Revamped Procurement Review Unit which have:

1. More extensive powers than the “Mystery Shopper”
2. Powers to conduct investigations



3. Powers to issue guidance and reports
4. Government will also maintain a central Debarment Register.

## Key changes

The government will be introducing a new digital platform for notices to be published which will replace Find a Tender and Contract Finder, our Procurement Officer will meet with InTend (our tendering system software supplier) in the new year once the platform has been launched by the government to ensure our systems are compatible. The current platforms (Contract Finder and Find a Tender) are primarily focussed on procurement opportunity notices and contract award notices. The intention is for the Central Digital Platform to be broader than this and to be a one stop source of information on:

1. Current and future public procurement opportunities.
2. Spend by public bodies.
3. The full life cycle of above-threshold contracts, including modifications and contract extensions.
4. Supplier performance against KPIs on higher-value contracts.
5. Pipelines of future work
6. Companies which are excluded/ debarred from bidding

There will be a centralised register for Frameworks which will simplify the procurement process and ensure all potential frameworks are considered. The Act makes it very clear that a **Competitive Selection Process** (what we currently call a Further Competition) should be the default means for appointing a supplier via a Framework. **Direct Call-Off** (referred to as “award without competition”) is permitted only if:

1. The Framework itself sets out all the core terms for call-off contracts, and:
2. There is an “objective mechanism” for supplier selection.

The government will maintain a centralised Debarment Register detailing excluded suppliers.

Under the new Act when carrying out a covered procurement, a contracting authority must:

1. have regard to the fact that small and medium-sized enterprises may face particular barriers to participation, and
2. consider whether such barriers can be removed or reduced.

The Government intends to lift a restriction, currently present in the Local Government Act 1988, which forbids Local Authorities from reserving competitive procurement opportunities based on locality. At present, under S.17 of the 1988 Act, while it may be justified to request restricted quotations from local suppliers, if a Local Authority decides to openly advertise a procurement (including a below-threshold procurement), then it must not stipulate that only suppliers in a given locality are allowed to bid. The Government intends to amend the Local Government Act 1988 to remove this restriction. This will allow advertised below-threshold tenders to limit bids to firms based in the UK, or a particular County or Borough.

The current Dynamic Purchasing System (DPS) rules are abolished under the Procurement Act 2023. The new Open Framework retains some of the features currently found in a DPS. Existing Dynamic Purchasing Systems under the Public Contracts Regulations 2015 may continue to be used until the end of their period of validity – but from 24<sup>th</sup> February 2025, no new ones may be set up.

A Pipeline Notice will be required to be published but only where spend is expected to be over £100 million on relevant contracts over an 18-month period, this is likely to take effect from 1<sup>st</sup> April 2025. A pipeline template is predicted to be available in the new year which we can compare to our own and make improvements if required. It is unlikely TBC will be

required to publish our Pipeline due to the threshold requirements, but it is still an important document for internal planning purposes and informing suppliers of upcoming procurement opportunities if we do opt to voluntarily publish it.

Additional notices will be required to be published for above threshold procurement projects which will increase the timeframes required for the procurement process.

There are some changes to the terminology that will be used under the new Act which have been recorded in the table below:

## Terminology

Current Terminology	New Wording
"In-scope procurement"	"Covered procurement"
"Prior Information Notice (PIN)"	"Planned Procurement Notice"
"Contract Notice"	"Tender Notice"
"Contract Award Notice"	"Contract Details Notice"
"Standstill Notice"	"Assessment Summary"
"Selection Criteria"	"Conditions of Participation"
"Most Economically Advantageous Tender"	"Most Advantageous Tender"
"VEAT Notice"	"Transparency Notice"
"Further Competition"	"Competitive Selection Process"

Direct award (referred to as "award without competition") will only be permitted under the following criteria:

**1. Direct Award in Special Cases**

- (a) for the testing or research of prototypes or "novel" goods and services (this is a minor amendment of the present R&D clause, rarely used by authorities in practice);
- (b) for the creation or acquisition of a unique artwork or artistic performance (as currently);
- (c) where only one supplier can genuinely meet the requirement due to specific technical reasons, including intellectual property rights, and there are no reasonable alternatives on the market.
- (d) For the purchase of goods on "particularly advantageous terms" from a supplier which is the subject of insolvency or liquidation proceedings.
- (e) Situations of genuine, unavoidable urgency which could not have been foreseen e.g. Pandemic.

**2. Direct Award to Protect Life**

Section 42 creates a new power for Ministers to enact Secondary Legislation to provide additional Direct Award grounds, if the Government feels these are necessary to:

- (a) protect human, animal or plant life or health, or
- (b) protect public order or safety.

Any such grounds are likely to be for specific categories of goods or services only, and for a limited duration. Specific guidance would need to be provided at the time.

**3. Switching to Direct Award**

A contracting authority may award a public contract directly to a supplier that is not an excluded supplier if —

- (a) the authority has invited suppliers to submit tenders as part of, or requests to participate in, a competitive tendering procedure in respect of the contract,
- (b) it has not received any suitable tenders or requests in response, and
- (c) it considers that a competitive award is not possible in the circumstances

### **Conflict of interest**

Contracting Authorities must take all reasonable steps to ensure that a conflict does not put a supplier at an unfair advantage/ disadvantage in relation to a covered procurement. If a conflict creates an unfair advantage for a supplier, and that advantage cannot be avoided, the supplier must be excluded – S82(4) PA23. Prior to publishing a Tender Notice, Dynamic Market Notice or Transparency Notice, the Council must prepare a Conflicts Assessment. When publishing “any relevant notice” (such as the Contract Details Notice) it must confirm that a conflicts assessment has been prepared.

In any of these three situations, the evaluator or team member is obliged to notify the procurement lead, who should then ensure the correct action is taken:

1. Actual conflicts will almost always require the officer involved to withdraw from the project- at the very least, they must not act as an evaluator.
2. Potential conflicts require careful monitoring and recording.
3. Perceived conflicts may not require any action, but should be recorded for the audit trail

### **Key Performance Indicators**

The Act includes extensive new rules regarding Key Performance Indicators and monitoring and transparency arrangements surrounding these but only apply to contracts with an estimated value of more than £5 million including VAT.

Key Performance Indicator Requirements:

1. Before entering into a public contract with an estimated value of more than £5 million, a contracting authority must set at least three key performance indicators in respect of the contract.
2. This does not apply if the contracting authority considers that the supplier’s performance under the contract could not appropriately be assessed by reference to key performance indicators.
3. A contracting authority must publish any key performance indicators set, at least once in every period of twelve months during the life cycle of the contract and on termination of the contract the contracting authority must —
  - (a) assess performance against the key performance indicators, and
  - (b) publish information specified in regulations under section 95 in relation to that assessment
4. A “key performance indicator” is a factor or measure against which a supplier’s performance of a contract can be assessed during the life cycle of the contract.
5. This section does not apply in relation to a public contract that is—
  - (a) a framework,
  - (b) a utilities contract awarded by a private utility

For contracts over £5m, if a supplier breaches the contract, or is guilty of persistent poor performance, you will be obliged to publish a notice giving details of the problem.

### **Payment Performance Transparency**

Section 69 requires public contracting authorities to publish a notice every six months reporting on their payment performance, specifically with regard to their performance

against the obligation to pay all undisputed invoices within 30 days. This already forms part of Finance's monthly KPI's so can be easily adapted once this becomes a requirement to publish.

Section 70 also requires public contracting authorities to publish payment data on a quarterly basis, within 30 days of the end of each quarter, to include, as a minimum, details of every payment to a supplier, over £30,000.

## **PA23 Action Plan**

The Procurement team have broken down the implementation of the Procurement Act 2023 into 5 workstreams as per the Crown Commercial Services (CCS) guidance on preparing your organisation for transforming public procurement, these are as follows:

1. Commercial activity: review all current and planned commercial opportunities
2. Standard operating procedures and policies: ensure they are robust future-proofed for the new regime
3. Guidance and information: review the documents that your teams and suppliers use and ensure they are current
4. Systems: consider the readiness of your organisation's systems and what changes may be needed
5. People: ensure your people understand Transforming Public Procurement and undertake the necessary training

Appendix 1 is a copy of the Procurement Act 23 action plan. It summarises the steps and progress already made and future plans to ensure the council is ready for the new requirements.

The government have produced some bite sized knowledge drop videos on the new Act. It is strongly recommended that all stakeholders involved in the procurement process for the council take time to watch these. This link has been circulated to internal stakeholders via our ongoing reporting and training sessions and external stakeholders via the TBC website and our comms to suppliers. A link to the knowledge drops can be found here; <https://www.gov.uk/guidance/the-official-transforming-public-procurement-knowledge-drops>

In preparation for the Procurement Act 2023 a review of the Procurement Strategy has also taken place and the revised strategy for approval is attached at Appendix 2.

The Procurement team have also requested that South Staffordshire's Legal team review the Council's current contract terms and conditions and information to supplier documents to ensure they are compliant under the new act.

The Council's Financial Regulations and Constitution will also need to be updated once the Procurement Act 23 comes into force. The team are working on this and revising as and when new information is published. This is planned to be reported to Audit & Governance Committee for approval in March 2025 unless the implementation date for PA 2023 is delayed.

## **Social Value**

The 2012 Public Services (Social Value) Act and more recently Procurement Policy Statement (6/20) places an obligation upon all councils to consider how they can secure

social, economic and environmental benefits from the procurement of public contracts. The Public Services (Social Value) Act 2012 states: "If a relevant authority proposes to procure or make arrangements for procuring the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of works...the authority must consider how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area and, in conducting the process of procurement, how it might act with a view to securing that improvement."

In order to achieve this, the Council can seek measurable and verifiable social value outcomes that:

1. are relevant to what is proposed to be procured and proportionate to the contract / grant value,
2. can legitimately be included in contract / grant specifications and
3. contribute to achieving the Council's priorities

Social Value has been defined as the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes. To fully deliver social value and have it embedded and considered, officers must move away from just considering the core service being delivered by a supplier to one that recognises the overall value of outcomes delivered.

To embed Social Value into our procurement process, a Social Value Policy has been drafted and approved by CMT and now requires approval from Cabinet (see Appendix 3). Outcomes and pledges have been drafted by our Climate Change Officer in consultation with the social value working group (see Appendix 4). The proposal is that suppliers will be asked to select a number of pledges based on the value of their contract and commit and evidence this as part of the procurement process. Social Value outcomes will then be measured and recorded by the contract manager and reported on an annual basis to CMT. The policy is proposing to include social value in all procurement over £10,000 and provides some easy pledges which suppliers should not find difficult or onerous to make. Some of the pledges are also linked to our climate change objectives.

Procurement have already seen positive engagement with the policy from suppliers when it was piloted and tested, and the following pledges have already been made:

1. Undertake biodiversity initiatives such as tree planting or provide a bug hotel for the green spaces within the portfolio.
2. Undertake 1 x community litter pick each year with Tamworth Council staff at a local park/beauty spot.
3. Provide 2 x staff members to volunteer at a local food bank for an 8-hour day with Tamworth Council staff.
4. Continue to employ locally, supporting the local community.

### **Options Considered**

None

### **Resource Implications**

The majority of the Council's procurement is currently under threshold, additional advice or support may be required for more complex and high-risk procurement projects due to the team's resources. There may be a small cost for external legal advice on the Council's Terms & Conditions and Instructions to Supplier documents to ensure they are in line with the new regulations.

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

The Government's procurement review unit will be monitoring the central digital platform and the Council's compliance. The unit will have the powers to conduct investigations and report back any non-compliance. Failure to implement the new procurement act will also increase the risk of supplier legal challenge which if successful could include legal costs and compensation up to contract value.

### **Equalities Implications**

The social value policy should have a positive impact on the community, but this will be dependent on the pledges made by our suppliers.

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

The social value policy and pledges consider climate change and will have a positive impact on the environment, the community and the local economy.

### **Report Author**

Emma Dyer – Operations Accountant

### **List of Background Papers**

Transforming Public Procurement  
Procurement Act 2023

### **Appendices**

Appendix 1 Procurement Act 23 Action Plan  
Appendix 2 Procurement Strategy  
Appendix 3 Social Value Policy  
Appendix 4 Social Value Pledges

**Appendix 1 - PA 23 Implementation Action Plan.**

Action Required	Department	Responsible officer/s	Others involved	Sign off requirements	Start Date	Est. End Date	Status update	Completed
<b>Commercial Activity</b>								
Ensure pipeline document is up to date and holds details of all current and upcoming procurement projects	Procurement	Accountant Asst/Procurement Officer	All contract managers and procurement leads, to ensure the pipeline is up to date and all future projects are communicated to the procurement officer as soon as they are known.	Operations Accountant	Ongoing	Ongoing	Procurement regularly update the pipeline and contract register, this is circulated to CMT quarterly and Procurement request this is reviewed and updates or amendments notified to them if required. All new contracts are added to the pipeline that procurement are involved in or made aware off. Future procurement projects when communicated to Procurement are updated on the pipeline. The pipeline is reviewed and discussed with budget holders at budget monitoring meetings with their accountants.	
Review TBC's pipeline and review when contracts are due to end, or due to be retendered. Look closely at the planned procurement activities tabled for 2025 and consider the impact of PA 23 and discuss with the lead officers.	Procurement	Procurement Officer	All contract managers and procurement leads, to ensure the pipeline is up to date and all future projects are communicated to the procurement officer as soon as they are known.	Operations Accountant	01/04/2024	Ongoing until implementation	This work is underway and will continue until implementation. Procurement Officer to email relevant officers again to advise them to start any big projects if possible before implementation date or consider if PA23 is a more favourable option. This was already actioned previously when implementation date was Oct 24. To discuss during training on PA23 due to take place Nov/Dec 24.	
Make a list of any upcoming complex procurements and discuss with lead officers the best procurement route. Consider would a complex procurement you have planned potentially give you a better service using the new Competitive Flexible procurement procedure or would PCR15 be the most advantageous route if it can be started before 24/02/25	Procurement	Procurement Officer	All contract managers and procurement leads, to ensure the pipeline is up to date and all future projects are communicated to the procurement officer as soon as they are known.	Operations Accountant	Nov-24	31/12/2024	Pipeline to be reviewed by the Procurement Officer and meetings made with relevant officers if any projects are identified over threshold.	Completed - no contracts identified.
<b>Standard Operating Procedures &amp; Policies</b>								
Identify your current Procedures, Polices and associated documents.	Procurement	Procurement Officer		Operations Accountant	01/04/2024	31/01/2025	Procurement have started to review current documents, and will be populating them into a Procedure, Process and Policy register to record all documents retained, who is responsible for them, and when they were last reviewed, circulated or uploaded to info zone or TBC website. This will then be reviewed on an annual basis once in place	
Review your current SOPs and other associated documents against information you have read about the Procurement Bill	Procurement	Procurement Officer		Operations Accountant	01/04/2024	ongoing	Procurement Officer has updated the majority of the procurement docs in preparation for PA23, these will be revisited in light of any new information or guidance received before Feb 25 and updates recorded on the procurement document register.	

Update Financial Regulations & Procurement Documents inline with PA23	Finance	Procurement Officer & Operations Accountant	Executive Dir Finance, CMT & Audit & Governance Committee	CMT & Audit & Governance	01/05/2024	01/03/2025	Procurement officer has reviewed and updated the financial regulations, these were due to go to A&G in November 2024, they will now need to be revisited in light of the delay and new information that is still forthcoming. Operations Accountant & Procurement Officer to review then planned to go to CMT & A&G in quarter 4 if PA23 start date is not pushed back further.	
Complete National Procurement Strategy toolkit.	Procurement	Procurement Officer & Operations Accountant	CMT, Vol Sector Lead Officers		Oct-24	Oct-24	Toolkit reviewed by Procurement Officer & Operations Accountant and outcomes recorded and shared with Corporate Project Co-ord. Main areas of weakness or development identified and included in procurement strategy action plan.	Completed
Procurement Strategy reviewed and agreed	Procurement	Procurement Officer & Operations Accountant	Head of Finance & S151 Officer	CMT & Audit & Governance	01/04/2024	31/01/2025	Draft Procurement Strategy circulated to CMT November 2024 for comments. Approved by CMT. Circulated to Cabinet Jan 25.	
Communicate document and process changes to end users and explain reason for changes	Procurement	Procurement Officer & Operations Accountant	CMT, HOS		01/01/2024	Ongoing until implementation	PA 23 communicated to CMT & HOS via procurement quarterly reporting and CIPFA workshop, this should be communicated to relevant officers in HOS team meetings. Training to be provided by Procurement Officer Nov/Dec and Jan 25 for those that expressed an interest. Comms to be circulated when new updates are all uploaded onto Info zone and TBC website. Relevant officers to complete knowledge drops. Cabinet Report produced.	
Ensure all out of date information is replaced with new Procedures and Policies	Procurement	Procurement Officer & Operations Accountant			01/04/2024	Ongoing until implementation	Document register once created will support and evidence this.	
<b>Guidance and Information</b>								
Identify current guidance and information that is available, where it is stored, what is it used for and the intended audience. Review current guidance and create a guidance asset register.	Procurement	Procurement Officer		Operations Accountant	01/04/2024	31/01/2025	Procurement have started to review current documents, and will be populating them into a Procedure, Process and Policy register to record all documents retained, who is responsible for them, and when they were last reviewed, circulated or uploaded to info zone or TBC website. This will then be reviewed on an annual basis once in place	
Establish what guidance you may need to develop to help stakeholders understand the new regime. Identify where language needs to be changed in existing documents and identify any gaps in your guidance, and therefore any new documents that are required for PA 23	Procurement	Procurement Officer		Operations Accountant	01/04/2024	31/01/2025	Comms uploaded onto TBC website for suppliers. Procurement docs have been reviewed and updated but will need to be revisited as and when guidance is updated.	
Communicate changes to guidance and information. Make guidance and support easily accessible.	Procurement	Procurement Officer	Web updates	Operations Accountant	01/04/2024	24/02/2025	All updates will be communicated once finalised and uploaded.	
Set up a Procurement page on TBC website to share Procurement Strategy, Pipeline, Social Value Policy and Transparency information	Procurement	Procurement Officer	Web updates	CMT	01/10/2024	31/01/2025	Once agreed these documents will be added to the TBC Procurement web page.	
Review the Council's Terms and Conditions and Information to Tender.	Legal	SCC Legal Team	Procurement Officer & Operations Accountant	Executive Dir Finance	31/01/2025	24/02/2025	Procurement have discussed the requirements with SS legal team and they have advised they will have capacity to complete this in January 2025.	



Systems								
Register with new procurement portal when available and communicate this to suppliers	Procurement	Procurement Officer	Gov.uk	Operations Accountant		24/02/2025	Will action as soon as this is available, this requirement has been communicated to suppliers via our website	
Understand the impact the new regime will have on your systems.	Procurement	Procurement Officer & Operations Accountant	Intend relationship manager,		01/08/2024	31/01/2025	Procurement Officer & Operations Accountant met with intend to discuss the system. Intend confirmed the system would do everything we need it to after implementation of PA23 regarding notices. Procurement Officer to arrange further meeting to demo current pages and ensure we have the relevant upgrades required. Intend's Relationship Manager has provided quotes for additional Intend software available which is costly. Procurement need to ensure if we do not invest that intend will do what is required regarding notices etc. Further investigation required	
Collaborate with subject matter experts and your third party systems providers, to gain a better understanding of the systems used in your organisation and how they work together	Procurement	Procurement Officer & Operations Accountant	IT Department, Intend relationship manager,		01/08/2024	31/01/2025	Further investigation required after initial meeting. Meeting with Intend Qtr. 4 to provide upgrades and a system check.	
Understand how changes in your systems may impact users and any accessibility requirements and cost implications	Procurement	Procurement Officer & Operations Accountant	IT Department, Intend relationship manager,		01/08/2024	31/01/2025	Further investigation required after initial meeting. Meeting with Intend Qtr. 4 to provide upgrades and a system check.	
People								
Identify relevant staff who will need to be trained in the new regime and to what level of expertise	Procurement	Procurement Officer & Operations Accountant	CMT, HOS, Contract Manager, Procurement Leads		Aug-24	31/10/2024	Procurement Officer circulated an email offering training on PA23, response was good but not from all departments. Those departments that have not responded will be chased again. Training planned for Nov/Dec 24 & Jan 25 for those that have requested it. CMT and HOS also asked as per the quarterly report to identify training needs and advise the Procurement Officer. HR also contacted, the 4 officers that identified procurement as a training need have been included in training.	Completed
In house training adapted to suit the requirements of the relevant contract managers and lead officer's	Procurement	Procurement Officer & Operations Accountant			01/08/2024	31/12/2024	Training notes and presentation completed by Procurement Officer and tested on one department. This will be rolled out to all officers that signed up for training during Nov and Dec 24.	Completed
Officers involved in Procurement to complete online training & knowledge drops.	Procurement	Procurement Officer & Operations Accountant			01/04/2024	28/02/2025	This will be signposted during training and has been communicated and links provided to CMT & HOS via the quarterly reports.	
Provide external workshop for CMT	Procurement	Procurement Officer & Operations Accountant	CIPFA		Sep-24	Sep-24	Completed	Completed

Continued development of the Procurement Officer	Procurement	Procurement Officer			01/01/2024	ongoing	Procurement Officer has completed numerous webinars on PA23 and will continue these (normally come out every 2 weeks), attended the CIPFA Leadership Workshop, reviewed all of the Knowledge Drops, regularly keeps up to date with news letters from intend and CIPFA. Completed and passed the TPP certification model (from the government commercial function). specific for PA23 (9 modules completed and exam passed). CIPFA drafting competitive flex training attended.	
Contract Management Training	Procurement	Procurement Officer & Operations Accountant			01/07/2024	28/02/2025	PowerPoint presentation completed by Operations Accountant and Procurement Officer Looking to roll this out Feb/March 25.	
Communication with suppliers	Procurement	Procurement Officer & Operations Accountant		CMT	01/07/2024	Ongoing	Comms agreed by CMT as part of the quarter 2 reporting, these have been uploaded to the TBC website. Once the gov portal is available guidance on registering will be provided to suppliers. Guidance on how to register for Intend have also been added to the TBC website.	

## Procurement Strategy

Document Status: Revised

Originator: J Goodfellow

Updated: E Dyer

Owner: Assistant Director Finance

Version: 01.01.02

Date: 14/11/2024

Review Date: January 2026

**Approved by**  
CMT & Cabinet

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Classification: OFFICIAL

## Document Location

This document is held by Tamworth Borough Council, and the document owner is Jo Goodfellow, Assistant Director Finance.

Printed documents may be obsolete. An electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

## Revision History

Revision Date	Version Control	Summary of changes
2013/14	1.01.01	Initial version
14/11/24	1.01.02	The majority of the document has been updated and requires review; headings remain the same.

## Approvals

Name	Title	Approved
Cabinet		
CMT	Group Approval	Yes 14/11/24
Joanne Goodfellow	Assistant Director Finance	Yes
Emma Dyer	Operations Accountant	Yes

## Document Review Plans

This document is subject to a scheduled annual review. 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.

## Security Classification

This document is classified as Official

## **INTRODUCTION**

This Strategy represents Tamworth Borough Council's Procurement aims and objectives for 2024/25 and 2025/26 and will be revised again in line with the new Corporate Plan.

The aim of the Strategy is to establish a comprehensive framework used by Tamworth Borough Council to plan, manage, and execute the purchasing of goods, services, and works. The strategy aims to ensure that procurement activities align with the authority's objectives, budgetary constraints, legal requirements, and social responsibilities, while achieving value for money. Effective procurement strategies are key to delivering public services efficiently and driving local economic and social outcomes.

Set in the beautiful county of Staffordshire, Tamworth is a vibrant town with a rich heritage. Located in the centre of Britain, with a growing population of over 77,000 people, Tamworth is a borough with much to be proud of. Our transport links, unique shopping experience, developing town centre, green spaces, leisure offer, including our cultural and wide-ranging outdoor events programme, as well as our historic buildings, all help make it a great place to live, work and visit.

In addition to all that Tamworth already has to offer, exciting times are ahead as we are about to embark on a period of significant transformation. Multi-million-pound projects, such as the Future High Streets development and UK Shared Prosperity Funding will help to bring about lasting change and improvements for the future.

**Our vision is 'Tamworth – celebrating our heritage, creating a better future.'**

- **COMMISSIONING, PROCUREMENT AND PURCHASING**

It is important to define Commissioning, Procurement and Purchasing activities, as they are each quite different. Commissioning is the process of establishing the services the citizen wants or needs, and then deciding on the best way to deliver those services, be it in-house, via the third sector, private sector or other public sector provider ('make or buy'). If the decision is made to buy those services in, this then becomes a procurement activity.

Procurement is the process of acquiring goods, works and services. It involves establishing requirements, producing a tender specification, sourcing, and evaluating the supply, and negotiating contracts.

Purchasing is part of the wider Procurement process and refers to the process of ordering and receiving goods and services, e.g., raising a purchase order.

Effective Procurement should support the Council's corporate objectives, and above all should secure value for money. Procurement is a key element in delivering 'more for less' and in supporting the Council in delivering services under ever tighter financial constraints.

## **CURRENT POSITION**

Procurement at Tamworth Borough Council sits under the Operations Accountant within the Corporate Finance team. The Corporate Procurement Officer directly reports to the Operations Accountant and is provided with some support from the Accountancy Assistants within the Corporate Finance Team.

Procurement promotes the use of technology in our tender processes, making use of In-Tend to manage tenders and quotations. There is limited budget to buy in external support where needed, i.e. highly complex tenders or contracts which require a level of specialist knowledge.

The Procurement team use Pentana to keep a record of the Council's Contracts and have developed a Pipeline document for strategic planning of work with a view to publishing this to provide additional information to suppliers on upcoming procurement projects. Procurement procedure notes and guidance have recently been updated in line with updates to the Council's Financial Guidance and are available with standard documentation/templates on the intranet.

We undertake regular reviews of spend across the Council, to identify areas where contracts should be in place, and work with managers to ensure their procurement activities are compliant with Standing Orders and Financial Guidance, and wider UK legislation. Quarterly Procurement update reports are presented to CMT detailing activity undertaken, highlighting current issues with the procedures for publishing tenders and providing a review of the contract register, pipeline and quarterly and cumulative spend.

## **PROCUREMENT OBJECTIVES & VISION**

- To ensure the Council procures goods and services that deliver value for money for the people of Tamworth whilst contributing to the achievement of the Corporate Priorities.
- To make it easier for suppliers of goods and services to do business with the Council; in particular supporting SMEs and local businesses where appropriate.
- To provide clear manageable procurement processes, that promote consistency and best practice across the Council.
- To ensure that all procurement is undertaken in a legal and professional manner with high standards of probity, transparency, and accountability.
- To contribute to the achievement of budgetary savings.
- To make use of technology to improve procurement processes and increase efficiency.
- To ensure managers see good procurement practice as adding value, not a hurdle to be overcome.
- To be transparent, ensuring that procurement processes are open, clear, and accessible to all suppliers and information on the council's procurement contracts are easily accessible.
- Delivering added social, economic, and environmental benefits to the local community (e.g., local jobs, apprenticeships, or sustainability initiatives) through our social value policy.
- Committing to sustainable procurement practices, including environmental and ethical considerations.

- Promoting innovation in goods and services to improve quality, efficiency, and service delivery.
- Ensuring the council is prepared and fully aware of the changes that will come into place on 24<sup>th</sup> February 2025 when the new Procurement Act 23 comes into force.

## **PLANS TO ACHIEVE OBJECTIVES**

There are a number of key elements in our strategy for procurement:

1. Allocating key responsibilities
2. Promotion of standard procurement processes and documentation
3. Training and support for procurement
4. Operating legally and ethically
5. Having regard to Social Value
6. Value for Money
7. Managing procurement risks consistently
8. Working with others
9. Providing clear information and access to all potential suppliers
10. Managing performance and improvement
11. Prioritising and action planning

### **1. Allocating key responsibilities**

It is important that responsibilities are clearly defined, and that staff, managers and members are aware of their roles.

The Assistant Director of Finance is the Corporate Management Lead to ensure that Procurement is adequately funded and managed.

The Operations Accountant is the strategic lead, responsible for developing procurement across the Authority.

The Corporate Procurement Officer is responsible for the following: -

- providing advice and support to procurement lead officers and contract managers on procurement issues queries and projects.
- provide guidance on the use of the In-tend system.
- advising on compliance with Standing Orders, Financial Guidance, and procurement and legal regulations.
- supporting managers/lead officers in writing specifications and preparation of suitable tender documentation – providing a consistent corporate approach.
- support with setting compliant selection and award criteria and requesting submission of suitable information to enable evaluation.
- support with drafting and issuing Invitations to Tender (ITT) and managing correspondence, clarifications, etc, on In-tend.
- management of appropriate standstill period and awarding of contracts.
- updating the contract register and pipeline documents where data is provided
- producing transparency information



Legal services provide legal support and advice with regard to procurement issues.

In some cases, a procurement project will require specialist procurement or legal knowledge, or expertise in a particular technical or service area. This should be identified at the earliest stages of the project, and arrangements discussed and agreed with the Procurement team and the relevant project team members/Director. Funding such external support will need to be factored into the overall cost of the procurement and budgetary provision established.

All Assistant Directors/Heads of Service are responsible for ensuring their service's procurement activities comply with the Council's Financial Guidance and procurement procedures, and with legislative requirements. They must ensure they notify the Corporate Procurement Officer of all activity in the timescales set out in Financial Guidance. They are also responsible for ensuring that the Contract Register is up to date and copies of all contracts are sent to the Procurement Team.

Procurement guidance notes for Contract Managers and Procurement Lead Officers can be found here <https://infozone.tamworth.gov.uk/procurement>

## **STRATEGY TO IMPROVE**

Provide guidance and training on Specification Writing, the Evaluation Process, and Contract Management to procurement leads and contract managers.

Ensure all officers involved in procurement are aware of the new Procurement Act Regulations by providing training and guidance notes. Signpost officers to the guidance produced by procurement outlining their roles and responsibilities and detailing the procurement process.

## **2. Promotion of Standard Procurement Processes and Documentation**

The council has clearly defined procurement processes and procedures which are easily accessible on the intranet. The procurement department also have their own clearly defined processes and procedures for internal use.

All procurement documentation, policies and procedures are currently being reviewed in light of the new Procurement Act 23 including the Council's Financial Regulations. The current procurement threshold is £5k and above. For expenditure under £5K three written quotations must be obtained and records of these must be retained by the service area. No written contract is required.

The advice of the Corporate Procurement Officer should be sought on orders over £5K in order to establish the most appropriate procurement route, and with a view to identifying opportunities to use an existing framework, or to utilise a collaborative arrangement. Standard documentation such as QQ and tender documentation is available and can be completed under the guidance of the Corporate Procurement Officer. All tenders and Quick Quote opportunities are advertised and managed via the In-Tend system, providing a secure, consistent approach to retaining documentation.

The contract register should be completed with details of the contract by the budget holder/manager in conjunction with the Corporate Procurement Officer. This will assist in managing and monitoring contracts which are due for renewal/re-tendering and enable proactive procurement planning. It is also crucial for meeting the Council's obligations under the transparency code and the requirements of the Community Right to Challenge legislation.

The Corporate Procurement Officer will assist managers with completing standard contract documentation, and standard templates and contract terms and conditions are available.

### **STRATEGY TO IMPROVE**

Procurement to provide PA 23 training sessions to relevant officers, update and enhance the suite of Procurement Documents available on infozone to include guidance on specification writing, the evaluation process, contract management, pentana guidance. Ensure as per the PA 23 action plan that all Procurement Documents are listed on a document register and updated in line with PA23 and reviewed annually.

### **3. Training and Support for Procurement**

The Corporate Procurement Officer will provide general support and co-ordination for procurement including supporting and advising on tendering, specifications, the evaluation process, framework agreements, contracts and general procurement; and for gathering and sharing procurement intelligence, current developments and good practice and identifying opportunities for improvement.

However, it is also crucial that staff and managers across the Council are appropriately trained to ensure that procurement activities are effective, deliver value for money, and are carried out within the legal and regulatory framework. Public procurement Regulations are changing with the new Procurement Act 23 coming into force on 24<sup>th</sup> February 2025 and it is important that Tamworth Borough Council are fully prepared and aware of the changes coming into place. Financial Guidance, Procurement Processes and the procurement flowchart on the website details the appropriate procurement route to take, and the Corporate Procurement Officer will advise officers on the implications of the legal framework within which procurement operates.

### **STRATEGY TO IMPROVE**

Although guidance and procedures are available on infozone and within Financial Guidance, this needs to be embedded throughout the Council. It is imperative that there is an understanding of the rules and regulations to ensure that officers know when to contact the Corporate Procurement Officer for involvement in their projects.

There is also a need for training in certain areas of the procurement process, such as guidance on writing a tender/specification, guidance on the evaluation process, training on contract management and training on the new PA 23 act. PA 23 Act is covered under a separate action plan. The procurement officer is also working on guidance notes for the areas of weakness identified and will be rolling out contract management training in the new year. The council

will also continue to develop and access necessary training for the Procurement Officer in their role.

#### **4. Operating Legally and Ethical**

The Council will comply with all relevant legal and ethical standards that apply to procurement, including:

- Public Contract Regulations 2015 (PCRs)
- Procurement Act 23 with effect 24<sup>th</sup> February 2025
- National Procurement Strategy 2022
- Utilities Contracts Regulations 2016
- Financial regulations external and internal; all procurement will be undertaken in accordance with the Council's Standing Orders and Financial Regulations
- Health & Safety standards.
- TBC's Social Value Policy
- Environmental Impact and Sustainability; the Council will aim to procure from suppliers and to use goods and services which have the least impact on the environment and minimise energy consumption whilst maintaining quality and value for money.
- Equality and Diversity – We have a mandatory legal duty through the 2010 Equality Act to actively tackle discrimination and promote equality and diversity through equality of opportunity, good relations and positive attitudes; and eliminating harassment and unlawful discrimination. We will ensure that the promotion of equality of opportunity is incorporated into our evaluation and decision-making processes by evidencing all procurement decisions are transparent, honest, impartial, objective and we act with integrity and by ensuring that the council and our supply chain adhere to the principles of no discrimination in regard to age, disability, gender reassignment, marriage and civil partnership, pregnancy, race, religion, belief sex or sexual orientation.

#### **STRATEGY TO IMPROVE**

Tamworth Borough Council have produced a detailed action plan for how to ensure we are compliant with PA 23 and to ensure all documents, processes and procedures are updated. A register of procurement documents will be produced and reviewed on an annual basis. The Corporate Procurement Team have undertaken a self-assessment in line with The Local Government Association, using the National Procurement Strategy toolkit to identify a position against key themes and areas where improvements can be made. We have focused on three themes where we feel the current assessment level can be improved to reach the aspirational levels, we want the Council to achieve and included these in the action plan.

## 5. **Having Regard to Social Value in Procurement**

The 2012 Public Services (Social Value) Act and more recently Procurement Policy Statement (6/20) placed an obligation upon all councils to consider how they can secure social, economic and environmental benefits from the procurement of public contracts. The act requires the Council to have regard to the economic, social and environmental wellbeing of the area, and how such improvements might be secured, in procuring contracts for services

The Council adopted a social value policy in 2024 which requires suppliers to make a number of pledges subject to the value of the contract, Social Value is scored as part of the councils' evaluation process and clearly defined in the procurement process.

### **STRATEGY TO IMPROVE**

The social value policy needs time to embed, and consideration needs to be given as to how best record and report the outcomes. The policy is new and will be reviewed on an annual basis and improvements made from lessons learnt. Social value outcomes will be reported to CMT annually and communicated to stakeholders via the TBC website.

## 6. **Delivering value for money (VFM)**

Procurement activity should focus on enabling the achievement of VFM in terms of both quality and cost. Whole life costing methodologies should be used when appropriate i.e., the consideration of the life cycle cost associated with any purchase. VFM is not about simply minimising upfront prices, it is getting the maximum value for every pound spent. This is how:

### **Core Principles for VFM and efficiency – fundamental to how we procure**

- Ensure procurement opportunities align with council strategic objectives and vision – think how procurement will best achieve that
- Maintain consistent approaches and processes to how we procure
- Undertake early market engagement where appropriate and commensurate with the identified requirement
- Use collaboration & economies of scale to secure favourable pricing/ fees
- Develop outcome based tender specifications
- Seek out innovation (new ways of doing things) in how outcomes are delivered – challenge suppliers to be innovative
- Consider contract performance standards and penalties where appropriate – hold suppliers to account
- Use model terms and conditions of contract
- Maintain good contract management
- Monitor contract expenditure & volumes etc. and identify savings and efficiency opportunities
- Regular reviews of spend across the Council are carried out to identify where large spend is occurring for which there are no contracts in place, in order to identify opportunities to enter into a corporate contract.

## STRATEGY TO IMPROVE

Training for all procurement lead officers on Contract Management to ensure that value for money is obtained through the life cycle of the contract and KPI's are measured where applicable. Action taken on reports of cumulative spend where savings can potentially be identified.

### 7. Managing Procurement Risks Consistently

The National Procurement strategy for Local Government recognises the relationship between risk and expenditure in managing procurement.

Procurement risk is the potential for losses due to the failure of the Council to properly manage and control its procurement process. Additionally, it can also arise from inadequate risk management processes and lack of visibility into the process. Procurement risks can include financial losses, reputational damage, and legal liabilities.

There are several different types of procurement risks that the Council must be aware of and consider during the procurement process. These include:

- Financial risk: This type of risk is related to the financial losses that could occur due to mismanagement of the procurement process. This could include budget over spends, inaccurate financial reporting, and lack of visibility into the process.
- Supplier risk: This type of risk is related to the potential for disruption of the supply chain due to supplier issues, such as supplier insolvency, quality issues, and breach of contract.
- Legal risk: This type of risk is related to potential legal issues that could arise due to mismanagement of the procurement process, such as contract disputes, intellectual property infringement, and antitrust violations.
- Operational risk: This type of risk is related to the potential for operational issues, such as delays, cost overruns, and quality issues.
- Reputational risk: This type of risk is related to the potential for damage to a company's reputation due to mismanagement of the procurement process.

Risk is managed by the Council by ensuring relevant checks are completed before contract award (Insurance, Financial Statements, References where applicable), through contract management, risk transfer through insurance and seeking expert external project management on larger contracts e.g. FHSF

The Council's overall approach to risk management is documented in its Risk Management Policy and the identification, management, control and documentation of risks to individual procurement projects should be held on Pentana.

Our procurement processes and risk management arrangements will be proportionate to the expenditure in question.

Procurement risk is reported in both the Corporate Risk Register and Finance's Operational Risk Report.

**STRATEGY TO IMPROVE**

Further development required in Contract Management and record keeping on Pentana.  
Training to be provided by Procurement Officer & Operations Accountant.

**8. Working With Others**

Working with others for effective procurement means collaborative purchasing, shared commissioning, shared delivery of services and developing a partnership approach with suppliers where appropriate. Collaboration describes the various ways that councils and other bodies come together to combine their buying power to procure or commission goods or services jointly.

We work with other Local Authorities & Public Sector bodies to secure the best procurement deals for Tamworth. We make use of frameworks developed by national Government or other local authorities where they are available for us to use and when it is in our interest to do so.

**STRATEGY TO IMPROVE**

Our procurement officer is trying to build a network of contacts across other local authorities to support and engage and share best practices.

**9. Providing Clear Information and Access to all Potential Suppliers**

It is important to provide clear, up to date, user-friendly information to potential suppliers about selling to the Council.

We publish on the Council website information on doing business and selling to the Council, plus information on our procurement processes with instructions to suppliers with links as to how to register on In-Tend. Once suppliers are registered on the system they are notified of all potential tenders of interest to them. Guidance and support have also been published on the new Procurement Act 23 to prepare the Councils suppliers for these changes. Links to the government's knowledge drops specifically for suppliers and SMEs are available through the TBC website.

We are required under the Government's transparency agenda to publish to the web details of all spend of £500 and over on a monthly basis. We will continue to update and maintain the Contracts register and publish this on-line, and to publish forthcoming tender opportunities via In-Tend and on Contracts Finder where applicable.

## **STRATEGY TO IMPORVE**

Update the TBC website with TBC's Procurement Strategy, Social Value Policy & Pipeline documentation and keep suppliers up to date on PA 23. Provide additional transparency information in line with PA 23 once this comes into force. Promote awareness amongst local businesses and SMEs of opportunities to work with the council.

## **10. Managing Performance and Improvement**

Performance of the Procurement team and the achievement of the aims of this strategy will be measured using a range of indicators:

### **a. Efficient Procurement**

- Awareness and use of existing framework agreements and collaborative procurement where appropriate.
- Timely re-tendering.
- Time taken from advertising requirement to award of contract.
- Suppliers paid within 10 and 30 days of invoices

### **b. Effective Procurement**

- Level of competition as a result of the number of suppliers registering, expressing interest and submitting tenders via the In-tend system.
- Level of savings delivered via the procurement process.
- Number of small and local businesses participating in advertised tender/Quick Quote opportunities.
- Social Value outcomes

**Other indicators will be developed as necessary in order to add value to monitoring and improving the performance of the Procurement function.**

## 11. Prioritising and Action Planning

### ACTION PLAN FOR 2024/25 to 2025/26

This action plan will be monitored by the Operations Accountant and Head of Finance and reported to CMT via the quarterly Procurement Reports.

	OBJECTIVE	ACTION	WHO IT AFFECTS	RESPONSIBLE OFFICER (S)	WHEN
1	Staff and managers are aware of their roles and responsibilities with regard to Procurement.	Document the roles and responsibilities of staff and the Procurement team within the updated Procurement strategy and as part of updated procedures/guidance within Financial Guidance and on the intranet.	All TBC Staff	Operations Accountant & Corporate Procurement Officer	March 2025
2	Ensure the Council is prepared for the new Procurement Act 23.	Separate Action Plan produced by procurement.	Budget holders and staff identified as undertaking procurement	Operations Accountant & Corporate Procurement Officer	Feb 2025



3	Staff are appropriately trained in TBC's procurement processes and are aware of their roles and responsibilities with regard to procurement legislation.	CMT CIPFA workshop on PA 23.  Procurement to arrange a series of Procurement training sessions to cover roles and responsibilities; procurement processes and procedures, contract management, PA 23, Social Value Policy, Specification writing, Evaluation process etc.	Budget holders and staff identified as undertaking procurement	Operations Accountant & Corporate Procurement Officer	Ongoing
4	Budgetary savings achieved through the procurement process are identified and captured, to assist with achieving a balanced MTFS.	Work with managers more closely throughout the procurement process to identify and capture potential procurement savings and to stress the concept of demand management. Ensure CMT are aware of the opportunities for savings via Procurement update reports.	Budget holders and staff identified as undertaking procurement	Management Accountant & Corporate Procurement Officer	Ongoing
5	Support the local economy and improve opportunities to make savings by supporting local businesses and SMEs	Strengthen links between Procurement and SMEs to promote awareness amongst local businesses. Improve comms on the TBC website. Produce and publish a user-friendly pipeline document to provide useful information to local suppliers on upcoming procurement opportunities.	Procurement team	Corporate Procurement Officer and Operations Accountant	Ongoing
6	Develop and embed Social Value policy and report on outcomes	Working group set up to produce Social Value Policy & Pledges, this has been approved by CMT and needs sign off from members.	All TBC Staff	Corporate Procurement Officer and	Ongoing

		Consideration required on how to record and report the outcome. These will be presented and published on an annual basis.		Operations Accountant	
7	Improve Contract Management across the Council.	To develop a staff training programme to ensure robust Contract Management is undertaken for all contracts.	All contract managers	Corporate Procurement Officer and Operations Accountant	June 2025

## **Social Value Policy July 2024**

### **1. Introduction**

The 2012 Public Services (Social Value) Act and more recently Procurement Policy Statement (6/20) places an obligation upon all councils to consider how they can secure social, economic and environmental benefits from the procurement of public contracts.

### **2. What is Social Value**

The Public Services (Social Value) Act 2012 states: “If a relevant authority proposes to procure or make arrangements for procuring the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of works...the authority must consider how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area and, in conducting the process of procurement, how it might act with a view to securing that improvement.”

In order to implement this we seek measurable and verifiable social value outcomes that:

- (i) are relevant to what is proposed to be procured and proportionate to the contract / grant value,
- (ii) can legitimately be included in contract / grant specifications and
- (iii) contribute to achieving the Council’s priorities

Social Value has been defined as the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes.

To fully deliver social value and have it embedded and considered, officers must move away from just considering the core service being delivered by a supplier to one that recognises the overall value of outcomes delivered.

### **3. Why Social Value is important to the Council?**

It has been proven that Councils that have fully and successfully embedded social value requirements in their procurement process have received social value 'additionality' by way of direct community benefits. Requiring suppliers to deliver social benefits while they deliver the main element of their contract means that there is a magnified benefit for the Council. Incorporating social value into our commissioning and procurement process is not difficult and can make a tangible difference to Tamworth residents, the local community, businesses, to service delivery and to the council's spending plans as a whole.

### **4. Aim - Policy Statement**

Tamworth Borough Council 'The Council' recognises the important role it can play in enabling Social Value through its procurement activity. Through our approach to social value, we will secure benefits for Tamworth residents, communities and businesses by integrating economic, environmental and social sustainability into our procurement processes, in accordance with the Public Services (Social Value) Act 2012 'the Act'.

### **5. Objectives**

The Council intends to commit itself to social value by going beyond the requirements of the Act and implementing this policy into all aspects of its commissioning and procurement activity over £10,000. The overarching intent of this policy is to set out the Council's approach and ambition to realise meaningful Social Value benefits from our suppliers.

The policy objectives aim to:

- Ensure that all contracts over £10K demonstrate the addition of real Social Value.
- Reduce Carbon & Vehicle emissions in Tamworth.
- Promote environmental sustainability
- Increase & enhance biodiversity in Tamworth
- Promote the local economy, so that small and medium sized enterprises and the voluntary and community sector in Tamworth can thrive.
- Create and/or promote local employment and training
- Build the capacity and sustainability of the voluntary and community sector by accessing and actively supporting local voluntary, community groups

## 6. Benefits of Social Value

Adoption of this policy can provide the following benefits:

- Promoting supplier diversity; including the participation of small and medium sized enterprises (SME's), third sector organisations, and local suppliers in general
- Promoting fair employment practices
- Ensuring workforce equality and diversity within supply chains
- Improving recruitment and training needs, offering apprenticeship, training and skills development opportunities as well as employment opportunities
- Maximising opportunities for local organisations to participate in the council's supply chains and encouraging suppliers to make a social contribution to the local area
- Promoting greater environmental sustainability

## 7. Applying the Policy

This policy applies to all service and supplies contracts with a value above £10,000.

As part of the procurement process suppliers will be asked to make a number of social value pledges dependant on their contract value. The suggested council pledges can be viewed in Appendix 4. The minimum number of pledges required versus contract value is detailed in the table below.

Contract Value	Number of pledges required from any social value area (environmental, social and economic)
£10,000 to £25,000	1
£25,001 - £50,000	2
£50,001 - £75,000	3
£75,001 - £100,000	4
£100,001 - £214,903	5
£214,904 and over	6

A pledge can be undertaken or committed to more than once and count as more than one pledge e.g. "Support people into work in Tamworth. Provide unemployed people with career mentoring, mock interviews sessions, CV advice, and careers guidance" if offered to 3 members of the community this would count as 3 pledges.

During the procurement process, the standard weighting for social value will be a minimum 5% of the overall evaluation score. Where it is feasible, this may be higher, if after considering the contract and its subject matter, it is identified as

needing to be appropriately adjusted, enabling social value to be proportionate and relevant in all contracts.

Procurement evaluation for Social Value will be scored using the criteria below:

<b>Score</b>	<b>Rating</b>	<b>Rationale</b>
<b>0</b>	<b>Unacceptable</b>	<b>Does not meet the requirement. Does not comply and/or provides insufficient information to demonstrate that the bidder has the understanding or ability to deliver social value commitments.</b>
<b>1</b>	<b>Very Poor</b>	<b>Significant reservations regarding the bidder's understanding and ability required to provide social value, with little or no ' evidence to support the response</b>
<b>2</b>	<b>Concern</b>	<b>Some reservations regarding the bidder's understanding and ability required to provide social value with minimal evidence to support the response</b>
<b>3</b>	<b>Acceptable</b>	<b>Satisfies the requirement. The response demonstrates the commitment, understanding and ability required to deliver social value, with evidence to support it</b>
<b>4</b>	<b>Good</b>	<b>Satisfies the requirement with good clarity. The response demonstrates the understanding, relationships and ability required to deliver social value. The response clearly identifies clear local responses and provides a clear action plan for delivery</b>
<b>5</b>	<b>Very Good</b>	<b>Exceeds the requirement. The response demonstrates exceptional local awareness, understanding and ability required to deliver social value. Response identifies factors that will offer a clear lasting legacy locally with a robust local action plan</b>

Support and moderation can be provided to the contract manager from relevant officers e.g. Procurement Officer, Climate Change Officer if required.

When publishing an ITQ or ITT the associated document showing suppliers our Social Value priorities & suggested pledges will be made available to them to select from.

## **8. Reporting on social value**

The Council will report on the social value pledges and outcomes achieved through its commissioning and procurement activities annually to CMT.

On commencement of every commissioning activity the Contract Manager and Procurement Officer will determine the social value outcomes to be achieved and how they will be measured and evidenced. It is the responsibility of the contract manager to record the measurable outcomes and supply this information to the Procurement Team for annual reporting.

## **9. Legislative Context**

This policy will be delivered within a significant and complicated legislative framework, including but not exclusively:

- (Public Services) Social Value Act 2012
- Public Contract Regulations 2015 (PCRs)
- Local Government Act 2000
- Equality Act 2010
- Competition Act 1998
- Local Government Transparency Code 2015

## **10. Policy Context**

This policy has been developed with consideration of a number of approved strategic and policy documents, including but not exclusively:

- Tamworth Borough Council's Corporate Plan
- Corporate Environment Plan
- National Procurement Strategy for Local Government in England 2018

The Social Value Policy is aligned to the Council's Corporate Plan priorities and benefits delivered through this policy link back to the commitments the Council's has made in the overarching Corporate Plan.

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## **Social Value Priorities & Pledges**

Tamworth Borough Council have split our Social Value priorities into three themes, Environmental, Social and Economic. Detailed below you will find the priorities that are important to the Council, what action we are taking and what suppliers can pledge to support our aims as part of their submissions when bidding for our Procurement Projects.

### **Environmental theme**

#### **1. Aim: reduce carbon emissions**

##### **What are we doing throughout Tamworth**

- Tamworth Borough have declared a climate emergency, urgent action is required to reduce carbon emissions resulting from the Council's activities, as rapidly as possible with the goal of becoming net zero by 2050, aspiring to do so by 2030 should we be financially able to do so.
- We are developing a climate action plan which will include specific actions for reducing carbon emissions across our operations and protecting nature and biodiversity.

##### **Evidence and pledges**

Provide evidence of your own environmental management system (an external industry aligned certification, or your own framework) including resource reduction targets set to support the progress towards net zero in Tamworth, such as:

- PlanetMark certification
- ISO14001 EMS
- Science Based
- Carbon Trust certification
- NQA certification
- BREEAM (built environment)
- CEEQUAL (built environment)
- Other internal, industry aligned EMS

Please include any targets that have been set.

## **2. Aim: reduce vehicle emissions in Tamworth**

### **What is Tamworth doing**

- Tamworth Borough Council have implemented measures to save car miles and lower emissions within Tamworth. This includes an electric vehicle charging strategy, purchasing an electric vehicle fleet for operations, working with external partners to facilitate better integrated public transport and offering a hybrid working model where staff work can work from home

### **Evidence and pledges**

- Provide details of your sustainable travel strategy that are relevant to your contract with us and will reduce vehicle emissions in Tamworth. Please detail how you plan to deliver this within Tamworth.
- Evidence your plans to save freight miles in operations (e.g. reduced trips to sites in Tamworth)
- Provision of alternative transport to work e.g. cycle to work scheme, car-pooling, electric car schemes, within Tamworth.

## **3. Aim: increase and enhance biodiversity in Tamworth, managing green spaces effectively**

### **What is Tamworth doing**

- Tamworth Borough Council have made a Nature Recovery Declaration. Biodiversity decline is reducing nature's ability to adapt and flourish, which is posing a challenge for our economies and negatively impacting wellbeing. Urgent action is required to prevent and reverse the long-term decline of nature
- Tamworth Borough Council will take decisions to protect and regenerate biodiversity across our local area. This also includes providing volunteering opportunities to take part in local conservation initiatives

### **Evidence and pledges**

- Provide details of your own nature recovery strategy that are relevant to your contract with us and will support biodiversity protection and regeneration in Tamworth
- Provide details of your habitat protection and biodiversity regeneration plan for areas in Tamworth
- Pledge to allocate resources e.g. trees to plant (must be the right species in specific earmarked locations)
- Pledge to provide volunteer hours for biodiversity regeneration and habitat protection in Tamworth.
- Pledge to provide biodiversity and nature protection engagement initiatives in Tamworth e.g. for schools, tenants or residents

#### **4. Aim: reduce single-use plastic, food waste and non-recyclable waste**

##### **What is Tamworth doing**

- Tamworth Borough Council monitor and reduce waste (including food) as much as possible, following the three principles of 'reducing, re-using and recycling' to promote a circular economy
- Hard to recycle waste is diverted from landfill or incineration through specific recycling partnerships, single use plastic packaging is minimised through re-usable packaging solutions
- We engage staff and residents with sustainable behaviours such as swapping to re-usable water bottles, re-using and recycling products where possible.

##### **Evidence and pledges**

- Provide details of your waste management and reduction plan, including single use plastics and food waste that is specific to Tamworth.
- Provide details of your plan to deliver waste reduction and sustainable behaviour engagement initiatives in Tamworth, focused on areas such as single use plastic reduction, promoting recycling, or ethical and sustainable purchasing.

#### **Social theme**

##### **1. Aim: enable a healthy, safe and resilient community in Tamworth**

##### **What is Tamworth doing**

- The council takes measures to enable a healthier, safer and more resilient community in Tamworth (these measures are co-designed with local stakeholders with their input for example supporting the Belgrave Community allotment).
- The council promote active travel, provide facilities for increased physical activity for all ages, support vulnerable people to build stronger networks and we have created accessible, vibrant and welcoming public spaces
- We are developing a climate adaptation plan which will impact decision making, to manage the risks and vulnerabilities associated with climate change. The plan will set out measures for reducing adverse impacts in Tamworth and strengthen adaptation actions such as infrastructure modification to cope with extreme weather events.

##### **Evidence and pledges**

- Deliver health and wellbeing interventions e.g. stop smoking support, provision of physical or creative activities for local people
- Support vulnerable people to build stronger networks (befriending schemes or meet up groups)

- Support youth group activities in the local community
- Provide volunteering opportunities for local projects that support the community in Tamworth
- Provide or donate equipment to organisations to increase accessibility for all and promote wellbeing in Tamworth

## **2. Aim: develop local people's skills and increase their self-confidence to pursue their chosen career**

### **What is Tamworth doing**

- Tamworth Borough Council provide support for getting people into employment, guidance and advice services (through partnerships in the community)

### **Evidence and pledges**

- Provide local volunteering opportunities that support the development of skills
- Work with pupil referral units to provide mentorship and skill development
- Partner with a local job centre in Tamworth to advertise roles for those who are struggling to find employment and run a session on employability
- Partner with Higher Education institutions to provide students with work placements
- Advertise opportunities and training at local employment fairs

## **3. Aim: support a diverse and inclusive workforce in Tamworth**

### **What is Tamworth doing**

- Tamworth Borough Council is committed to employing a diverse workforce made up of people from a range of backgrounds. We aim to provide an inclusive, respectful and discrimination free environment for all our employees where everyone feels respected, appreciated and able to do a good job to the best of their ability. We are a Disability Confident Committed Employer, offer full and part-time contracts, support women into leadership roles, employ people from disadvantaged backgrounds and ethnic minorities. We are committed to equity and diversity within the organisation and all staff attend a compulsory ED&I training course.

### **Evidence and pledges**

- Policy demonstrating flexible working, job sharing and part time opportunities
- Equity and diversity policy
- Provide support and refresher sessions for women getting back into work after career breaks

- Provide leadership training opportunities for women and people from ethnic minorities or disadvantaged backgrounds
- Organise a wellbeing event in Tamworth to improve mental and physical health of the workforce

## **Economic theme**

### **1. Aim: provide skill development and training opportunities for residents of Tamworth**

#### **What is Tamworth doing**

- Tamworth Borough Council provide support for getting people into employment, guidance and advice services (through partnerships in the community)

#### **Evidence and pledges**

- Partner with local educational institutions to take on apprentices
- Deliver vocational skills sessions at local schools/colleges
- Provide vulnerable groups (e.g. under-represented gender and ethnic groups, disabled people, homeless people, rehabilitating young offenders or pupil referral units) with education and training opportunities such as: Apprenticeships or T-Levels (Level 2,3, or 4) or BTEC, City & Guilds, NVQ, HNC (Level 2,3, or 4+) that will be supported by you until completion, provided through your contract with us

### **2. Aim: increase access to employment opportunities for people living in Tamworth**

#### **What is Tamworth doing**

- Tamworth Borough Council provide support for getting people into employment, guidance and advice services (through partnerships in the community)

#### **Evidence and pledges**

- Support people into work in Tamworth. Provide unemployed people with career mentoring, mock interviews sessions, CV advice, and careers guidance
- Provide meaningful work placements in Tamworth that pay minimum or national living wage according to eligibility. These internships should be 2 months or more.
- Pledge to hire or retain full time equivalent local employees (FTE) for the duration of this contract, who are residents of Tamworth, living in lower super output areas

### **3. Aim: support entrepreneurship and growth of responsible businesses in Tamworth**

#### **What is Tamworth doing**

- Tamworth Borough Council provide resources and support for local SME's, encouraging growth of local businesses. We have set up the online 'Tamworth Business Hub' where opportunities and resources are shared for local businesses in the community

#### **Evidence and pledges**

- Partner with SMEs in Tamworth as part of your supply chain
- Provide advice (based on your expertise) for SMEs or start-ups in Tamworth
- Pledge to spend £xx (% of the contract) in Tamworth's local supply chain to purchase materials, services etc.
- Deliver workshops for local entrepreneurs
- Provide peer support and mentorship for local businesses

***To reduce carbon emissions, where appropriate, your pledges can be delivered virtually, pre-recorded or through multiple channels, and do not necessarily need to be in person.***

#### **What support can Tamworth Borough Council provide?**

- Communities and Partnerships team can be a point of contact, signposting contractors to organisations they can partner with in the community to deliver their chosen pledges
- Economic development can assist with signposting contractors to local businesses
- Provide a 'menu of partnerships' to get in touch with such as local charities
- Set up a social value fund through which we support projects that have been identified through partners .

### Proposed number of social value pledges dependant on contract value:

Contract Value	Number of pledges required from any social value area (environmental, social and economic)
£10,000 to £25,000	1
£25,001 - £50,000	2
£50,001 - £75,000	3
£75,001 - £100,000	4
£100,001 - £214,903	5
£214,904 and over	6

### How we evaluate social value?

- In a procurement process, the standard weighting for social value will be a minimum 5% of the overall evaluation score. Where it is feasible, this may be higher, if after considering the contract and its subject matter, it is identified as needing to be appropriately adjusted, enabling social value to be proportionate and relevant in all contracts.
- Procurement scoring criteria for Social Value will be scored using the criteria below

Score	Rating	Rationale
0	Unacceptable	Does not meet the requirement. Does not comply and/or provides insufficient information to demonstrate that the bidder has the understanding or ability to deliver social value commitments.
1	Very Poor	Significant reservations regarding the bidder's understanding and ability required to provide social value, with little or no ' evidence to support the response
2	Concern	Some reservations regarding the bidder's understanding and ability required to provide social value with minimal evidence to support the response
3	Acceptable	Satisfies the requirement. The response demonstrates the commitment, understanding and ability required to deliver social value, with evidence to support it
4	Good	Satisfies the requirement with good clarity. The response demonstrates the understanding, relationships and ability required to deliver social value. The response clearly identifies clear local responses and provides a clear action plan for delivery

<b>5</b>	<b>Very Good</b>	<b>Exceeds the requirement. The response demonstrates exceptional local awareness, understanding and ability required to deliver social value. Response identifies factors that will offer a clear lasting legacy locally with a robust local action plan</b>
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## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

An ESHIA is a review of a new or existing policy, strategy, project, report or service change to establish whether this has a differential impact on specific equality groups and identifies how we can improve equality of opportunity for different groups of people.

An ESHIA aims at improving Tamworth Borough Council’s work, by promoting equality, social inclusion, health and wellbeing by ensuring that the proposed or existing policy promotes equality and can benefit a wide range of people.

### Details

Title of the proposal	Implementation of the Procurement Act 2023; Procurement Strategy and Social Value Policy	
Director responsible for the project or service area	Joanne Goodfellow	
Officer completing the assessment	Emma Dyer	
Date conducted	18/12/2024	
Who are the main stakeholders?	Suppliers, Contract Managers, Community	
What is being assessed?	A decision to review or change a service.	
	A strategy, policy, report, or procedure	✓
	A function, service, or project	
What kind of assessment is it?	New – Social Value Policy	✓
	Review of existing – Procurement Strategy	✓

### Part One - Initial screening:

This section should be used to carry out an initial screening of changes or decisions to help to decide whether a full ESHIA is required.

The following six screening questions are designed to assess whether this proposed change is likely to have an impact on equality, social inclusion, health and wellbeing.

		Yes	No
1	Does this new or revised project, proposal, policy, report, procedure likely to have an impact?	✓	
2	Does the proposal seek agreement to a key decision involving allocation of resources, such as changes in funding or resources, initiation of a new programme or project or procurement?		✓
3	Does the proposal seek agreement on restructuring or reorganising of staffing?		✓

4	Will this policy or proposed change have any impact on potential suppliers?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5	Does this policy or proposed change impact on any HR policy or practice within the council?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6	Does this policy or proposed change have any implications for equalities, social inclusion and health and wellbeing not covered above?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

1. If the answer is **no** to all the questions, please provide a summary below outlining why this conclusion has been reached.
2. If the answer is **yes** to any of the questions, please conduct the full ESHIA as detailed in Part two.

If you are unsure of any of the answers, please seek advice from Human Resources.

Summary of initial screening outcome:

Decision	Yes	No
Initial screening only	<input type="checkbox"/>	<input type="checkbox"/>
Proceed to Part Two, full assessment	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Initial screening completed by	<b>Emma Dyer</b>
Date	<b>18/12/2024</b>

Full screening completed by	<b>Emma Dyer</b>
Date	<b>18/12/2024</b>

# Equality, Social Inclusion and Health Impact Assessment (ESHIA)

## Part Two: Full assessment

### Section 1

The purpose of the project, proposal or decision required. Set out the aims, objectives, purpose and outcomes of the area being impact assessed. Are any other functions, policies or services linked to this assessment?

**That the council adopt the social value policy to allow us to provide additional benefit to the community from our commissioning/procurement process over and above the direct purchasing of goods, services and outcomes.  
That the council review and adopt the revised Procurement Strategy.**

### Section 2

Evidence used and considered. Include analysis of any missing data.

**2012 Public Services (Social Value) Act  
Transforming Public Procurement  
Procurement Act 2023**

### Section 3

Consultation undertaken with interested parties who will/may be affected proposal? What were the outcomes of the consultation?

**A working group was set up to pull together the Social Value pledges and measurable outcomes for the Social Value Policy which included the Climate Change Officer, Procurement Team and the Assistant Director of Growth and Regeneration.  
CMT have reviewed and approved the revised Procurement Strategy, Social Value Policy, and Pledges.**

### Section 4

What are the potential or actual impacts of the proposal? Please consider both the direct and indirect impact and refer to the guidance for additional information.

Impact Area	Impact? Positive (P) Negative (N)	Details of the impact	Action to address negative impact
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	Neutral (Ne)		
<b>Protected Characteristic, as outlined in the Equality Act 2010</b>			
<b>Age</b>	Ne		
<b>Disability</b>	Ne		
<b>Gender reassignment</b>	Ne		
<b>Marriage and civil partnership</b>	Ne		
<b>Pregnancy and maternity</b>	P	One of the Social Value pledges suppliers can opt for is to provide support and refresher sessions for women getting back into work after career breaks	N/A
<b>Race</b>	Ne		
<b>Religion or Belief</b>	Ne		
<b>Sex</b>	Ne		
<b>Sexual Orientation</b>	Ne		
<b>Are there socio-economic groups likely to be affected? If yes, please provide detail below</b>			
<b>Other social exclusion</b>	P	Social Value pledges include supporting vulnerable people to build stronger networks (befriending schemes or meet up groups)	N/A
<b>Digital exclusion</b>	Ne		
<b>Veterans and serving members of the armed forces and their families</b>	Ne		
<b>Young people leaving care</b>	Ne		
<b>Health and Wellbeing: Individuals and communities in Tamworth</b>	Impact: Positive (P) Negative (N) Neutral (Ne)	Explanation	Action to address negative impact
<b>Will the proposal have a direct impact on</b>	P	The council takes measures to enable a healthier, safer and	N/A

an individual's health, mental health and wellbeing?		more resilient community in Tamworth the social value policy incorporates pledges for delivering health and wellbeing interventions e.g. stop smoking support, provision of physical or creative activities for local people.	
Will the proposal directly impact on housing?	Ne		
Will there be a likely change in demand for or access to public services such as health and social care services?	Ne		
Will there be an impact on diet and nutrition?	Ne		
Will there be an impact on physical activity?	P	The council takes measures to enable a healthier, safer, and more resilient community in Tamworth the social value policy incorporates pledges for delivering health and wellbeing interventions e.g. stop smoking support, provision of physical or creative activities for local people.	N/A
Will there be an impact on transport, travel and connectivity?	P	The policy has pledges dedicated to reducing carbon emissions and unnecessary travel.	N/A
Will there be an impact on employment and income?	Ne		
Will there be an impact on	P	The social value pledges include the option for suppliers to	N/A

education and skills?		provide local volunteering opportunities that support the development of skills. The social value pledges include supporting youth group activities in the local community & collaborating with pupil referral units to provide mentorship and skill development.	
Will there be an impact on community safety?	Ne		
Will there be an impact on the environment, air quality, climate change?	P	The Social Value policy and pledges supports the council's climate change objectives.	N/A

If there are no adverse impacts or any issues of concern or you can adequately explain or justify them, please move to section 6.

### Section 5

Where a potential negative impact has been identified, can continuation of the proposal be objectively justified? If yes, please explain your reasons.

N/A

### Section 6: Decisions or actions proposed

The assessment may result in some recommendations or suggestions to mitigate any negative impact and maximise positive impacts or actions to reduce the risk of an adverse impact.

N/A

**Section 7: Monitoring arrangements**

Who will be responsible for monitoring	<b>Contract Managers, Procurement Officer, Operations Accountant and Head of Finance</b>
Frequency of monitoring	<b>Quarterly</b>
Where will the impact assessment be reported to?	<b>CMT</b>
Where this impact assessment will be stored and for how long	<b>Finance Shared Drive. 6 years with the relevant report</b>

**Section 8: Summary of actions to mitigate negative impact (if required)**

Impact Area	Action required	Lead officer/responsible person	Target date	Progress

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Thursday, 23 January 2025

## Report of the Leader of the Council

### Corporate Peer Challenge Report and Action Plan

#### Purpose

To advise members of the Local Government Association (LGA) Corporate Peer Challenge Report and seek approval for the action plan in response to its recommendations and any follow-up actions to complete the challenge in the required timescale.

#### Recommendations

It is recommended that:

1. Cabinet accepts the recommendations provided in the LGA Corporate Peer Challenge Report as set out in Appendix 1 and agree to publish it by the deadline of 31 January 2025.
2. Cabinet approves the draft action plan developed to respond to the recommendations as set out in Appendix 2 and delegates authority to the Chief Executive in consultation with the Leader of the Council to finalise development of this plan and publish it before the 31 March 2025 deadline.
3. Cabinet agrees to review the action plan as part of their quarterly performance update reports.

#### Executive Summary

A Corporate Peer Challenge (CPC) is a voluntary process which forms a key part of the LGA's [improvement and assurance framework](#) for local government. It underpins the principals of Sector-led improvement (SLI) to support continuous improvement and assurance across the sector and is recognised as assisting councils to meet their [Best Value duty](#) to gain assurance both of the performance of its services and corporate governance

The LGA encourages all councils to have a Corporate Peer Challenge every five years and to publish their reports online. In addition to publishing the feedback report by 31 January 2025, we are also required to develop an action plan to be published no later than 31 March 2025. For transparency it is recommended to publish the action plan alongside the report if at all possible.

The peer challenge process reviews five core components providing a high-level, external 'health-check' centred upon understanding of local context and priority setting, financial planning and viability, political and managerial leadership, governance and decision making and organisational capacity. We also asked the team to look at our plans to address community cohesion and our use of technology and digital innovation.

During the three-day challenge, the team spoke to more than seventy people including a range of council staff, members, external partners and stakeholders and gathered information and views from more than 30 meetings. The final report from the LGA is attached at **Appendix 1**. The overall opinion is very positive about how the Council performs across the subject areas.

As with all challenges, areas for improvement are identified and twelve key recommendations were made by the review team, and these are set out within pages 6 to 9 of the final report. An action plan comprising these recommendations with associated action points can be found in **Appendix 2**. It is proposed the delivery of the action plan is monitored at the Corporate Projects Programme Board and formally reviewed by Cabinet as part of the quarterly performance update report.

### **Options Considered**

This was a voluntary process to provide assurance which should be undertaken every 5 years. Once entered into, the feedback report must be published and an action plan then developed as previously advised to members. Cabinet and Senior officers have had an opportunity to review and challenge any findings from the Peer Challenge but are now obliged to publish the report and a supporting action plan in due course.

### **Resource Implications**

There are no financial implications as a direct result of this report. The action plan in response to the recommendations has been developed alongside the draft Corporate Plan 2025-2030 and the 2025/26 budget process to ensure sufficient priority, resources and pace can be put to the actions to have clear improvements in place by the time the Peer team return in September 2025. These actions should be prioritised as being necessary to provide assurance. There may be additional financial resource requirements to deliver on some of the actions within the plan which will be reported to Members as appropriate.

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

None specifically for this report. Authorities who fail to engage with the CPC process are being challenged by both the Local Government Association and the Ministry of Housing, Communities and Local Government.

### **Equalities Implications**

An Equality, Social Inclusion and Health Impact Assessment (ESHIA) has been completed and attached at **Appendix 3** – No issues relevant to decisions in this report other than to note the far-reaching impact on policy and strategy development for the coming financial year, which has been considered as part of the budget setting and service planning process.

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

Not relevant to this report

### **Background Information**

Tamworth Borough Council had its last CPC in 2013. There has been considerable change and challenge across the sector since this period, and the organisation itself has had some significant changes including a new Leader and Cabinet following the borough election in May 2024, and a new Chief Executive who started in April 2024. This CPC was commissioned to support the council in the next stage of its journey.

A CPC provides robust, strategic and credible challenge and support to avoid insularity within councils and covers five core elements:

- Local priorities and outcomes
- Organisational and place leadership
- Governance and culture
- Financial planning and management
- Capacity for improvement.

In addition, the team were asked to:

- review how the council can make best use of Information and Communication Technologies (ICT) including emerging technologies to support innovation and the delivery of corporate objectives.

- take account of the councils emerging plans for community cohesion following the civil unrest on 4 August 2024.

The CPC process was conducted on 29 to 31 October 2024 and the peer team held over thirty meetings with seventy stakeholders, staff and members. During their visit, the Peer Challenge team were struck by the immense pride held by staff, members, residents, and stakeholders, particularly in relation to Tamworth's rich history and unique heritage.

Following the CPC visit, a report outlining the key findings and recommendations from the peer team was shared with the council as set out in Appendix 1. The overall opinion is very positive about how the Council performs across the subject areas and many areas of good practice but also urges the Council to face the significant financial challenges ahead and address these as our most immediate and pressing priority.

During December this report was carefully considered by officers and members to develop an action plan set out in Appendix 2 to address the recommendations. Due to the overlaps with this work and the new corporate plan a delegation is requested to allow any amendments to actions and timings necessary as the service plans for 2025/26 are being finalised. In the spirit of openness and transparency, we are now required to publish this feedback report, swiftly followed by the final version of our action plan.

It is proposed the delivery and monitoring of the action plan is overseen by the Corporate Projects Programme Board and for it to be formally reviewed by Cabinet each quarter as part of the quarterly performance report.

Members will be aware from previous reports that a progress review will take place approximately ten months after the original 3-day challenge. The progress review provides space for a council's senior leadership to report to the peer team on the progress made against the CPC recommendations, discuss early impact or learning and receive feedback on the implementation of the action plan. This is provisionally scheduled for early September 2025.

Following the progress review, a final report outlining the peer team's findings is shared with the council. In the spirit of openness and transparency, the council are required to publish this report no later than 12 months after the original CPC, which is 31 October 2025 to complete the challenge.

### **Report Author**

Christie Tims – Corporate Project Co-ordinator  
Anica Goodwin – Executive Director Organisation

### **List of Background Papers**

Cabinet Report [LGA Peer Assessment 2013](#)  
LGA [Feedback 2013](#) and [Letter 2013](#)  
LGA [improvement and assurance framework](#)  
Statutory [Best Value duty](#)  
Cabinet Report [Corporate Peer Review June 2024](#)

### **Appendices**

Appendix 1 – LGA Corporate Peer Challenge Report  
Appendix 2 – Corporate Peer Challenge Draft Action Plan  
Appendix 3 – EQSHIA Corporate Peer Challenge Report and Action Plan

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# LGA Corporate Peer Challenge

Tamworth Borough Council

29 – 31 October 2024

Feedback report



**Corporate Peer Challenge**



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## 1. Introduction

Corporate Peer Challenge (CPC) is a highly valued improvement and assurance tool that is delivered by the sector for the sector. It involves a team of senior local government councillors and officers undertaking a comprehensive review of key finance, performance and governance information and then spending three days at Tamworth Borough Council to provide robust, strategic and credible challenge and support.

CPC forms a key part of the improvement and assurance framework for local government. It is underpinned by the principles of Sector-led Improvement (SLI) put in place by councils and the Local Government Association (LGA) to support continuous improvement and assurance across the sector. These state that local authorities are: Responsible for their own performance, Accountable locally not nationally and have a collective responsibility for the performance of the sector.

CPC assists councils in meeting part of their Best Value duty, with the UK Government expecting all local authorities to have a CPC at least every five years.

Peers remain at the heart of the peer challenge process and provide a 'practitioner perspective' and 'critical friend' challenge.

This report outlines the key findings of the peer team and the recommendations that the council are required to action.

## 2. Executive summary

There is a strong sense of pride, amongst all those who met with the peer team, about Tamworth, its ancient origins and unique heritage. We found the council is ambitious for the future, including major regeneration projects underway to transform the town centre.

The council's new chief executive (who started in April 2024) is helping to bring new energy, fresh ideas and thinking to the council. Together with the new Leader and political leadership (May 2024) they are setting a new organisational direction through the development of a new (draft) Corporate Plan. There are ambitions to

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strengthen digital transformation, innovation, visibility, equalities, community wellbeing and cohesion, whilst delivering excellent services. During our time at the council, we observed good joint working between senior officers and cabinet members. We also met with officers who are a great asset to the council. They are dedicated, passionate and committed to Tamworth as a place and as a council.

The council faces significant financial challenges and addressing this needs to be the council's immediate and pressing priority. The Medium-Term Financial Plan shows a deficit that increases from £3.3m in 2025/2026 to £5.0m in 2028/2029. The current projected use of reserves is unsustainable in the medium and longer term with a projected shortfall of £9m by 2028/2029. Whilst we found that the scale of this challenge is well understood by the senior political and managerial leadership, the time to act is now. It is the view of the peer team that the current areas for targeted savings appear aspirational rather than tangible and deliverable. We recommend that the council (and urgently) develops a clear savings plan incorporating tangible, costed and deliverable savings with robust senior management and member oversight. It will also be important to ensure that the draft Corporate Plan is closely aligned to the council's budget plans, required savings, resources, ways of working and capacity to deliver.

As the council progresses work on the new corporate priorities and savings plan, there is an opportunity to review organisational structures and ways of working. This is explored in more detail in section 5.5 of this report. This will help to ensure sufficient capacity and resource is in place to deliver against the agreed priorities.

The council's long-term assets comprise of some extensive liabilities including £20million of investment properties, £13million of long-term debtors and £10 million of long-term investments. We recommend that you continue to progress and prioritise work (already started) to implement the refreshed Asset Management Strategy. The council needs to be confident that it is able to exercise responsible ownership, manage risk and exercise control over the asset base.

The peer team heard from a wide range of statutory and voluntary sector partners about the council's rapid, joined up leadership and response to violent disorder that occurred at a local hotel housing asylum seeking people over the summer. The

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council were seen as a key convener and responded quickly to condemn the violence. We were pleased to hear how the council have commissioned an 'honest conversations' community engagement project to help build an understanding of the issues, challenges and strengths in relation to community cohesion.

We recommend that the council use the outcome of the 'honest conversations' project to inform work to review, develop and strengthen communication and consultation approaches. This emerged as a consistent theme during the peer challenge. (more details in section 5.1). It should also be used to inform work to build asset-based community engagement and strengthen community cohesion through the development of a new Community Cohesion Strategy for Tamworth (more details in section 5.3).

A new Equality and Diversity Strategy (EDI) is being developed. This is positive as we believe it will support the council's work on community cohesion. Fostering good relations between different groups of people is a key part of the public sector equality duty. We recommend that you use the new EDI Strategy to help bring to life a common vision and sense of belonging for all communities, staff and councillors.

We were impressed with the council's success in attracting significant external investment to re-generate Tamworth Town Centre. However, some residents and business stakeholders who met with the peer team said they are not always clear on how the Future High Streets Funding is being used or that they don't always feel that their views are heard. It is important that the work outlined above to strengthen communication and consultation approaches includes Town Centre Regeneration. It will also be important to continue work, already started, to bring together recent and planned developments to formulate a single Town Centre Regeneration Strategy.

The council is a social landlord and we heard how they have recently triggered a self-referral to the Regulator of Social Housing due to issues of non-compliance with the required standards. It is positive that the council's leadership have been pro-active, open and transparent in this way. While positive initial progress has been made it is important that you maintain corporate focus and drive on delivering the required improvements.

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During the Corporate Peer Challenge, the peer team were presented with examples of strong corporate governance and assurance processes. We recommend that you continue work to strengthen the culture of assurance and good governance across the council to ensure it is seen as everyone's responsibility. This should include, as part of your Member Development Plan, training on audit and governance for all councillors. There is also an opportunity to review the council's overview and scrutiny structures to ensure they align with your new emerging priorities.

Consideration should be given to strengthening how the statutory officers of the council (head of paid service, section 151 officer and monitoring officer) work together to ensure a voice in all decision making. This should be in line with the latest Lawyers in Local Government (LLG), Chartered Institute of Public Finance Accountants (CIPFA) and Society of Local Authority Chief Executives (SOLACE) guidelines<sup>1</sup>. Consideration should also be given to the position of the statutory roles within the structure to ensure they contribute effectively to strategic leadership, decision making and policy development.

The peer team recommends that a clear plan is developed to address the ambition to strengthen digital transformation of council services. This should be aligned to the emerging Corporate Plan once agreed. It will be important to ensure the council has sufficient capacity and resource to achieve digital transformation that delivers innovative, efficient and effective service delivery to the customers

### 3. Recommendations

There are a number of observations and suggestions within the main section of the report. The following (below) are the peer team's key recommendations to the council.

The peer team recognise that there is a lot to do and that prioritisation and sequencing will be key. It is positive that work to strengthen community cohesion and equalities, diversity and inclusion is already progressing. In addition to this, ensuring future financial stability through achieving the required level of savings should be the

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<sup>1</sup> [Code of Practice on Good Governance for Statutory Officers](#)

council's immediate priority. This will be a key factor in the delivery of the council's future priorities and ambitions.

The peer team's recommendations relating to the council's future organisational structure, ways of working and digital transformation should also be prioritised as this will help to ensure corporate capacity to deliver against the council's stated priorities and deliver improved outcomes for communities.

### **3.1 Develop a clear plan to address your financial challenges incorporating tangible, costed and deliverable savings with robust governance oversight**

The council is currently relying on reserves and balances to meet the gap which is unsustainable in the medium and longer term. The council needs to act now to develop a clear savings plan incorporating tangible, costed and deliverable savings with strong political and managerial leadership and oversight.

### **3.2 Align your financial plans to your emerging new Corporate Plan**

Once agreed, the new Corporate Plan will guide planning and decision making for Tamworth Council over the next five years. It is important that the new Plan is aligned with the council's resources and capacity to deliver.

### **3.3 Ensure you are fully meeting obligations, managing risk and exercising control over the asset base and investments**

The council's property base comprises some important assets with extensive liabilities attached. Progress your work on Asset Management, following the recent refresh of the Asset Management Strategy. Ensure the council is confident that it is able to exercise responsible ownership, manage risk and exercise control over the asset base.

### **3.4 Ensure the new Equality, Diversity and Inclusion (EDI) Strategy is used to bring to life a common vision and sense of belonging for all communities, staff and councillors**

Ensure leadership and organisational commitment to this work to help embed EDI

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principles across everything the council does including work to strengthen community cohesion.

### **3.5 Continue to deliver the Social Housing Improvement Programme working with residents and the Regulator of Social Housing**

It is positive that the council have been proactive, open and transparent, triggering a self-referral to the Regulator of Social Housing. It is important that you maintain focus and drive on your improvement journey.

### **3.6 Review, develop and strengthen communication and consultation approaches**

We recommend that the council develops an overarching communications and consultation plan. This should help to further strengthen closer engagement with communities. Use the outcome of the 'honest conversations' project to inform approaches.

### **3.7 Develop your overarching Town Centre Regeneration Strategy and use this as an opportunity to strengthen communication approaches in relation to town centre regeneration**

Continue the work (already started) to develop an overarching Regeneration Strategy, which seeks to masterplan development across the town and use this an opportunity to strengthen your communication approaches in relation to town centre regeneration.

### **3.8 Use the Honest Conversations Project to build asset-based approaches to your work in communities and inform your community cohesion plan**

It is positive that the council have attracted external funding to commission a project to engage different communities in honest dialogue about living in Tamworth, strengths, opportunities and challenges. This should be used to inform the development of a 'strengths based' community cohesion strategy and action plan for Tamworth.

### **3.9 Review your organisational structure and future ways of working, ensuring this aligns to/enables delivery of your priorities and ambitions**

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The aim should be to ensure that there is sufficient capacity and resource to delivery against agreed priorities.

### **3.10 Continue to strengthen the culture of assurance and good governance across the council, including how statutory officer functions work and are distributed across the authority**

This should be in line with the latest Lawyers in Local Government (LLG), Chartered Institute of Public Finance Accountants (CIPFA) and Society of Local Authority Chief Executives (SOLACE) guidelines. It will also be important to ensure the Member Development Plan provides training on audit and governance for all councillors, helping to ensure assurance and governance are seen as everyone's responsibility.

### **3.11 Review the council's Overview and Scrutiny structures in support of your corporate priorities**

We heard particularly that there may be opportunities to review the Health and Wellbeing Overview and Scrutiny Committee to give it a greater focus on community wellbeing and community cohesion.

### **3.12 Develop a comprehensive plan to achieve digital transformation putting customers at the heart**

It is important that it aligns with the new corporate plan once agreed. It should ensure that the council has sufficient capacity and resource to achieve digital transformation that delivers innovative, efficient and effective service delivery to the customers.

## **4. Summary of peer challenge approach**

### **4.1 The peer team**

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected by the LGA on the basis of their relevant expertise. The peers were:

- Rebecca Huddleston, Chief Executive, Wyre Council.

- Councillor Alan Rhodes, Cabinet Member for Corporate and Financial Services, Bassetlaw District Council.
- Councillor Nick Worth, Leader, South Holland District Council.
- Gordon Bryant, Section 151 Officer, Torridge District Council.
- Andrea Curson, Head of Customer and Digital, Horsham District Council.
- Jyotsna Leney, Community Partnerships Manager, Folkestone and Hythe District Council.
- Peer Challenge Manager – Cindy Lowthian, Senior National Adviser, Local Government Association (LGA).

#### 4.2 Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities? Is there an organisational-wide approach to continuous improvement, with frequent monitoring, reporting on and updating of performance and improvement plans?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges? What is the relative financial resilience of the council like?
5. **Capacity for improvement** - Is the organisation able to bring about the improvements it needs, including delivering on locally identified priorities? Does

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the council have the capacity to improve?

As part of the five core elements outlined above, every Corporate Peer Challenge includes a strong focus on financial sustainability, performance, governance, and assurance.

At the council's request, under theme two, the peer team included a particular focus on community engagement and community cohesion. In relation to theme five, the peer team included a particular focus on the use of Information and Communication Technologies (ICT) to support innovation and delivery of priorities

### **4.3 The peer challenge process**

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. This included a position statement prepared by the council in advance of the peer team's time on site. This provided a clear steer to the peer team on the local context at Tamworth Borough Council and what the peer team should focus on. It also included a comprehensive Local Government Association (LGA) finance briefing (prepared using public reports from the council's website) and a LGA performance report outlining benchmarking data for the council across a range of metrics. The latter was produced using the LGA's local area benchmarking tool called LG Inform.

The peer team then spent three days onsite at Tamworth Council during which they:

- Gathered evidence, information, and views from more than 30 meetings, in addition to further research and reading.
- Spoke to a wide range of people including a range of council staff together with councillors and external stakeholders.

This report provides a summary of the peer team’s findings. In presenting feedback, they have done so as fellow local government officers and members.

## 5. Feedback

### 5.1 Local priorities and outcomes

The political and managerial leadership are overseeing the development of a new corporate plan (to be shared at full council in February 2025) which sets out the council’s future vision, priorities and values for the next five years. The current Corporate Plan timeline expires in 2025.

We found that there has been positive engagement to inform the development of the new corporate plan. In addition to a review of socio-economic data, the council have used results from the latest residents’ survey, a series of consultation events between June and August 2024 and an on-line questionnaire. A strategic partnership meeting was held in September 2024 to discuss opportunities for collaborative working around emerging priorities.

Conversations we had with staff indicate a renewed focus and sense of optimism around the new draft corporate plan and a desire to be involved. We heard *“I couldn’t recognise where I was in the old Corporate Plan, now I can see where I am.”*

However, there are concerns around capacity to deliver from some staff at all levels of the council. We heard that *“it is difficult to re-build the plane whilst you are flying it”*. As the council moves forward with the emerging (new) corporate plan, it is important to ensure that this is aligned to the medium-term financial strategy, wider organisational resources, ways of working and capacity of the council to deliver. Clear prioritisation and sequencing of associated programmes and projects will be key.

The council’s senior political leadership are committed to becoming a ‘Co-operative Council’ as part of the Co-operative Council Innovation Network. This network is a collaboration between councils who are committed to finding better ways of working for, and with, local people for the benefit of their local community. We recognise that the council is at the early stages of this journey, but it will be important for the

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council's political leadership to provide greater clarity for councillors, officers and communities on what this means for them and for Tamworth and agree next steps.

Peers were pleased to learn that a new Equality and Diversity Strategy (2025 to 2028) is being developed. It is positive that empowering staff to participate within and create staff networks is identified as an action. It is important that all involved see the link between this new strategy and wider work on community cohesion. Fostering good relations between different groups is a key part of the public sector equality duty. We recommend that you use the new strategy to help bring to life a common vision and sense of belonging for all communities, staff and councillors.

Tamworth Council own and manage their own social housing stock (c. 4,300 homes). In accordance with the requirements set out by the Regulator of Social Housing, the council triggered a 'self-referral' to the Regulator in August 2024. The self-referral relates to issues of non-compliance or potential non-compliance with the required 'Consumer Standards<sup>2</sup>' (published in April 2024).

It is positive that the council have been proactive, open and transparent, triggering the self-referral and publishing details as part of public reports to both the Corporate Overview and Scrutiny Committee and Cabinet in October 2024. An improvement plan has been developed, overseen by a Homelessness and Housing Advisory Board, with weekly updates to the council's Leadership Board.

The published reports (referred to above) show progress is now being made across all asset compliance areas. It is important that you continue to maintain corporate focus and drive on delivering the required improvements, working with the Regulator of Social Housing. This includes the need to improve overall tenant satisfaction measures which are down from 78 per cent (2022/2023) to 58 per cent overall (2023/2024). It is positive that work is currently taking place to develop a refreshed tenant involvement and engagement strategy.

In 2019, the council made a commitment to become net-zero carbon for its activities by 2050 (and an aspiration to achieve 2030 should the council be financially able to

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<sup>2</sup> <https://www.gov.uk/guidance/factors-for-assessing-regulatory-issues>

do). There are examples of positive work taking place including a Greenhouse gas baseline inventory (August 2022), energy efficiency commitments within the Housing Strategy (2020 – 2025) and the adoption of an Electric Vehicle Charging Infrastructure Strategy. A workshop was held recently with officers and assistant directors to update on this work<sup>3</sup>. However, during the peer challenge we heard very little reference to climate change from those who met with us. We understand the council has recently commissioned work to develop a clear plan to embed climate change priorities across the organisation and it is important that you maintain momentum on this.

### **5.1.1 Performance**

Peers considered LG Inform<sup>4</sup> benchmarking data and how the council compare to their statistical nearest neighbours. We saw how most of this comparative data compares favourably or around the average of statistical nearest neighbours.

The council compares less favourably to statistical nearest neighbours for the average time taken to process housing benefit claims and change events for 2023/2024 (Tamworth is five days and the average is four days). However, their performance is around the average of all district councils in the West Midlands.

The council also compares less favourably for the rate of new business enterprises/start-ups per 10,000 population aged 16 and above (latest benchmarking data is for 2022). The rate for Tamworth is 43.4 and the average is 53. It is positive that the council's regeneration plans for the town centre include provision for new start-up businesses, as this will be an opportunity to increase this number,

Peers were pleased to see that the council has an agreed performance management framework in place, aligned to the current Corporate Plan which expires in 2025. As the council finalises development of the new Corporate Plan, it is important to review the performance management framework, including performance indicators, to ensure alignment with the new Corporate Plan.

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<sup>3</sup> Quarter One Performance Report, Tamworth Council

<sup>4</sup> LG Inform is the Local Government Association's Benchmarking Tool

Peers were impressed that almost 100 per cent of staff have had a Personal Development Review (appraisal). Looking ahead, we were pleased to hear how the focus will now be on improving the quality of these reviews. This will be important as the appraisal process is a key tool for the council to manage performance, provide learning and development opportunities and identify talent.

We were pleased to see how quarterly performance reports are shared with Corporate Management Team and published, in an open and transparent way, as part of papers to the council's Corporate Overview and Scrutiny Committee and Cabinet. As the council finalises the development of the new Corporate Plan, we recommend that you review this report template to see if can be made more succinct/user friendly as it currently comprises of over 105 pages. There are also opportunities to strengthen the use of benchmarking data. This will help the council to compare how it performs relative to others.

## **5.2 Organisational and place leadership**

The council's chief executive (who started in April 2024) is helping to bring new energy, fresh ideas and thinking to the council. As outlined above, together with the new Leader and political leadership (May 2024) they are setting a new organisational direction through the development of a new (draft) Corporate Plan.

Both the managerial and political leadership are seen as visible, recognised and respected. Staff welcome the monthly 'chat with the chief' on-line meetings, providing an opportunity for them to learn more about different work areas. We heard about regular 'walkabouts' involving the chief executive, ward members and relevant staff. They meet in different wards and localities to discuss issues and this is valued by all those involved.

During this peer challenge, we met with resident groups, voluntary and community sector groups and business representatives who voiced some frustrations about the council's current approach to communication and engagement. The regeneration of the town centre was cited as an example. There were also mixed levels of understanding about physical access points (for the council), accessibility of council staff and the future of Marmion House.

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The peer team acknowledge that the groups who met with us can represent only a narrow sample of stakeholders and cannot reflect the voice and perspectives of all stakeholders. We also heard of positive examples of engagement approaches including work to develop the new Tenant and Leaseholder Engagement Strategy and new approach to commissioning of a 'statistically representative' and 'benchmarked' residents survey.

We recommend that the council should build on these positive examples to review, develop and strengthen the council's overarching communication and consultation approaches. This will also be key in supporting the council's overall approach to community cohesion. We'd encourage the council to consider the development of an agreed set of principles to underpin future consultations, along with an overarching plan aimed at building more consistent, planned, timely, genuine and accessible approaches. There may be opportunities to build on the work already taking place to develop the new Tenant and Leaseholder Engagement Strategy (rather than duplicating this).

We were impressed with how the council has, over a number of years, successfully attracted significant external funding to drive forward regeneration of the Town Centre. This includes £21.6m from the Future High Street Fund. It also includes funding awarded via the Cultural Recovery Fund, National Lottery Heritage Fund, United Kingdom Shared Prosperity Funding (UKSPF), Heritage Lottery Funding and the Local Enterprise Partnership 'Single Growth Fund'.

During our time at Tamworth, peers visited the town centre to learn more about this work. Transforming Tamworth is described on the council's website as '*a whole range of plans and initiatives, all coming together to change the town for the better*'. This is funded via a mix of external funding and Tamworth Council funding.

Transforming Tamworth involves the re-location of Tamworth College into a new town centre building, development of a new enterprise centre for small businesses, enhancements to the Castle Gateway and work to transform St Editha's Square. The council is also developing plans to regenerate the 'Gungate Development' on the edge of the town centre. It will be important to continue work, already started, to bring together recent and planned developments to formulate a single Town Centre Master

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Plan. This should help to maximise outcomes from the investments and shape future schemes.

As outlined above, we picked up some frustrations from resident and business representatives associated with perceptions around communication and consultation in relation to town centre regeneration. Some told us that they are not always clear on how the Future High Streets Funding is being used or that they don't always feel that their views are heard. As you work towards formulating your single Town Centre Regeneration Strategy, which seeks to masterplan development across the town (as outlined above), we recommend that you use this as an opportunity to strengthen your communication approaches in relation to this and Town Centre Regeneration.

As part of this work, there are also opportunities to strengthen Tamworth's Place narrative, building on 'Transforming Tamworth'. The aim should be to strengthen a shared understanding and 'expression' of Tamworth as a place and support place marketing objectives. Residents, in particular, are proud of Tamworth's heritage and see this as a significant asset.

The council should also maintain focus on the timeline for the development of the new Local Plan (2022 – 2043). This will replace the current Local Plan which covers the period 2006 to 2031. The new Local Plan will be a key document to guide future regeneration and development in the borough.

The council's voluntary, community, statutory and private sector partners spoke positively about partnership working and welcome the drive, led by the Chief Executive, to re-establish (in September 2024) the Tamworth Strategic Partnership. We understand that next steps will include shaping a shared strategic borough wide plan to deliver shared ambitions for Tamworth. This is important as it will help to build partnership capacity around the delivery of shared priorities including community cohesion.

The council is also a well-respected partner on the Staffordshire Leaders Board which brings councils, including Staffordshire County Council, together. We understand the Board have recently written to government about their readiness to work them in relation to future devolution opportunities. During the peer challenge,

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national government indicated that they may look at future local government re-organisation (LGR) in some areas, with further details to follow. In this context, it will be important for the council to continue to engage in these discussions whilst not losing sight of delivery of its agreed priorities and ambitions for Tamworth.

### **Community Cohesion**

As outlined earlier in this report, we heard from a wide range of statutory and voluntary sector partners about the rapid, joined up response to violent disorder that occurred outside a local hotel housing asylum seeking people over the summer. There was a sense that the council acted as a convenor, working together with partners to condemn the unrest, respond to the immediate events and support all those affected. We heard how staff went above and beyond to support the clean-up operation after the disorder.

We were pleased to hear how the council's leadership have worked constructively with government following this unrest and secured £600,000 of external funding from the Community Recovery Fund. We heard how the council are using this funding to commission an 'honest conversations project' to engage communities in honest dialogue about living in Tamworth, strengths, opportunities and challenges.

We recommend that the council use the outcome of the 'honest conversations' project to help build asset-based community engagement approaches and community cohesion across the borough. This approach involves working alongside communities to identify and harness existing assets, such as resident groups, community groups, cultural heritage groups, art groups, faith groups, schools and other networks, to help bring communities together and build positive relationships and understanding. It will be important to work through the re-established Strategic Partnership on this to ensure wider partnership ownership, build capacity and shared resources.

We also recommend that the council agree clear project governance for the 'honest conversations' project and for allocation of remaining funding. It will be important to engage and co-design the overarching approach with local voluntary, community, faith and business sectors.

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As outlined earlier in this report, peers were pleased to meet with resident representatives who clearly care for Tamworth and have a passion for their local communities. We encourage the council to consider opportunities to involve these residents, and other resident groups, in this project and ongoing work to build community engagement and community cohesion.

Listening to the views of residents will also be important to help address misinformation and quell rumours that may circulate, particularly on-line. It will be important to link the 'honest conversations' project with the work, referenced earlier in this report, to strengthen communication and consultation. This will help ensure views can be heard and inform the council's responses to issues (e.g. through FAQs). On-going partnership working will also be important to help support and address vulnerabilities amongst young people. This should include maximising partnership working opportunities with Staffordshire County Council through early intervention projects to support community cohesion.

Considering the community leadership role of ward councillors, who know their communities the best, is important. We recommend that consideration is given to the training and development needs for councillors in relation to asset-based community engagement (what it is and how to adopt this approach) and community cohesion. This should build on the existing equalities and diversity training that is already in place. It will also be important to ensure PREVENT and supporting vulnerable people is included as part of internal safeguarding training.

During the peer challenge, we heard how on-line rumours and misinformation, particularly via social media, may have had a part in fuelling some of the violent disorder referenced above. LGA guidance on this is due to be issued imminently and we recommend that the council use this as you progress work on community cohesion.

It will also be important to consider any new national cohesion strategy (at the time of writing, we are anticipating a new strategy next year), along with the outcome of the Home Office's 'rapid review' of counter-extremism. We also understand that the latter will be used to inform the development of a new national strategy.

### 5.3 Governance and culture

The senior managerial and political leadership are working well together; peers observed good joint working between senior officers and cabinet members. We met with the Cabinet who appeared cohesive and enthusiastic with a diverse range of skills and experiences. Officers from the Corporate and Executive Leadership Teams have extensive experience and knowledge of Tamworth. We heard from senior officers who told us that they are working well together as a unified team. Staff who met with peers are clearly dedicated, passionate and committed to Tamworth as a place and as a council.

Alongside the development of the new draft Corporate Plan, work is taking place to review organisational values/behaviours to ensure residents and communities remain at the heart of all the council does. The peer team heard this referred to internally as ‘the auntie test’; with officers encouraged to think about how they would like their close family members to experience interactions with the council. It is important that the council continues to engage officers on the emerging new values and behaviours. We understand that a staff survey and staff conference are being planned as part of this.

As the council moves forward with its new ambitions around being a more innovative, accessible, visible and data driven council, ongoing engagement with staff at all levels of the organisation will be critical. This includes engagement on future ways of working to ensure the right mix between the application of home working policies and office working policies to meet future ambitions and priorities. This is explored more in section 5.5.

Peers considered the External Auditor’s Report for 2022/2023 and were pleased to see that the auditor anticipates an unmodified audit opinion on the council’s financial statements. For 2023/2024, the audit of the financial statements is nearing completion and, subject to the satisfactory resolution of some requests for further information, the external auditor also anticipates issuing an unmodified audit opinion.

The external auditor’s opinion on the council’s Value for Money arrangements is complete for 2022/2023. Although some improvement recommendations are made, no risks of significant weakness are identified. A more recent report for 2023/2024,

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shared with the audit and governance committee in November 2024, also indicates that no significant weaknesses have been identified, with more details to be included as part of the Auditor's Annual Report.

The council hosts a shared internal Audit service with a neighbouring council. We heard from officers that this is well established, and that the arrangement was renewed in October 2023 for a further two years. We did hear of some challenges associated with internal officer capacity. The council should consider, ahead of October 2025 when the arrangement is due to be renewed, reviewing this shared service to ensure that it continues to provide the internal audit capacity, expertise and resilience required.

The peer challenge team were presented with examples of strong corporate governance and assurance processes, including the Member Development Plan, Whistle Blowing Policy and Complaints Policy. We were pleased to see how the Corporate Risk Register is shared on a quarterly basis with the Audit and Governance Committee, Corporate Management Team, Cabinet and Overview and Scrutiny Committee.

The Annual Governance Statement and Code of Corporate Governance for 2023/2024 were also shared with the peer team. Financial sustainability, the re-profiling of capital schemes and Welfare Reform are identified as significant issues. Looking ahead, we would encourage the council to consider housing compliance issues when developing the next AGS for 2024/2025.

It is important that the council continues its work to strengthen a culture of good governance and assurance across the council. We recommend that the council's Member Development Plan incorporates training on audit and governance for all councillors, in addition to bespoke training for members of the Audit and Governance Committee. This will help to ensure assurance and governance are seen as everyone's responsibility. The council should also continue its efforts to recruit external members to the council's Audit and Governance Committee.

In October 2024, the Executive Director Finance post (statutory section 151 officer position) became vacant. It is positive that the council's chief executive acted quickly

to cover this key post with an interim appointment for the next six months (internal) and will recruit to the permanent position after this.

During the Corporate Peer Challenge, the peer team were pleased to hear how the Executive Leadership Team, comprising of the three Executive Directors and chief executive, meet on a weekly basis. The Corporate Management Team, comprising of Assistant Directors, also meet on a regular basis.

The council's statutory officer roles, alongside the chief executive, are critical and influential positions within the council with collective responsibility for governance. Work to review how these officers work together and where in the organisation the roles sit, should be in line with the latest Lawyers in Local Government (LLG), Chartered Institute of Public Finance Accountants (CIPFA) and Society of Local Authority Chief Executives (SOLACE) guidelines.

As referenced above, the council's Member Induction and training timetable for 2024/2025 was shared with the peer team. We heard of some challenges with participation levels. It will be important to continue to work with all group leaders to encourage greater participation.

The council has three overview and scrutiny committees: Corporate, Health and Wellbeing and Infrastructure, Safety and Growth. As the council progresses the development of the new Corporate Plan, there are opportunities, working with scrutiny chairs and members, to review the overview and scrutiny structures and ensure they align to the new agreed priorities. We heard particularly that there may be opportunities to review the Health and Wellbeing committee to give it a greater focus on community wellbeing and community cohesion.

#### **5.4 Financial planning and management**

The council faces significant financial challenges with the Medium-Term Financial Plan showing a deficit that increases from £3.3m in 2025/2026 to £5.0m in 2028/2029. The council is currently relying on reserves and balances to meet the gap and have made slow progress in delivering the required level savings to date.

The current level of useable reserves appears healthy, including £30.9m in general

fund balances at the end of March 2024. LG Inform benchmarking data<sup>1</sup> shows how the council's reserves as a percentage of service spend are the above the average of their nearest statistical neighbours for 2023/2024. Furthermore, in 2022/23 there was a general fund revenue underspend of £3,309,000 which was mainly due to an over-achievement of income from treasury management interest and dividends. It is the view of peers that these healthy cash balances and interest received are potentially hiding the true position.

The current projected reliance on reserves to achieve a balanced budget is unsustainable in the medium and longer term. By 2027/2028, there are insufficient balances remaining and by 2028/2029 there is a projected £9m shortfall.

We were pleased, from the conversations we had with senior officers and cabinet members, that the scale of this financial challenge is well understood. We heard from the political leadership that there is a willingness to take tough decisions. This includes a decision, in August 2024, to increase garden waste charges for the first time since fees were introduced in 2017.

In June 2024 the council approved a Financial Stability Plan, alongside its Productivity Plan, aimed at addressing the 2025/2026 budget deficit and future budget pressures. The Plan aims to reduce the use of General Fund Balances between 2025/2026 and 2027/2028 and set a balanced budget without the use of reserves by this point.

Whilst this is a positive step, it is the view of the peer team that the current areas for targeted savings appear aspirational rather than tangible and deliverable. We recommend that the council quickly/urgently develops a clear savings plan incorporating tangible, costed and deliverable savings at pace, with robust senior management and member oversight. This should be treated as a key priority as the time to act is now.

The council's Annual Governance Statement (AGS) for 2023/2024 highlights the need to closely monitor slippage in capital spend, including Future High Street Fund, and ensure schemes are managed in accordance with agreed funding criteria. It shows re-profiling of capital scheme spending from 2022/23 into 2023/2024 and from

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2023/2024 to 2024/2025. It will be important to ensure this is closely monitored through the Asset Strategy Steering Group.

The Council's long-term assets, valued at £327m in March 2024, comprise of some extensive liabilities, including £20million of investment properties, £13million of long-term debtors and £10million of long-term investments. The council has updated a draft Asset Management Strategy for 2024/2025 (at the time of writing, this was going through scrutiny/decision making processes). It is important that the council ensures this Strategy, and associated Asset Management Plans, are progressed at pace so that the council is confident that it is able to exercise responsible ownership, manage risk and exercise control over the asset base. This will involve the need to take some clear decisions on the future of key assets.

The peer team met with officers from the finance team who are clearly experienced and well respected. We found prudent assumptions are built into the budget setting process. We were also pleased to see how regular quarterly monitoring reports are shared with Corporate Management Team and published as part of quarterly performance reports to both the Cabinet and Overview and Scrutiny committee. As outlined in section 5.3 of this report, the external auditor has not identified any weaknesses in arrangements.

As outlined in section 5.1, the council is a stock holding authority with a Housing Revenue Account (HRA). Quarter One monitoring shows how this is projected to be in a surplus position over the next five years. Balances are projected to be £6.1m at the end of 2026/27 and £9.6m by the end of 2028/2029. However, the capital programme is dependent on using earmarked reserves which is not sustainable in the long-term. Maintaining focus on monitoring and managing the costs of the capital programme included in the thirty-year HRA business plan will be critical.

Tamworth Council is not currently experiencing some of the significant financial pressures associated with costs of temporary accommodation that many other councils face. The latest LG Inform benchmarking data shows Tamworth has lower than average number of households in temporary accommodation compared to statistical neighbours. The council should consider how to share their learning and approaches in relation to this with sector colleagues.

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## 5.5 Capacity for improvement

As outlined in section 5.3 of this report, staff are dedicated, passionate and committed to Tamworth as a place and as a council. From the conversations we had with a range of staff, they recognise their roles in relation to the new emerging corporate plan, they value on-going engagement on this, are open to change and recognise that transformation is needed.

A People and Organisational Strategy, alongside an Action Plan, was agreed in January 2023. This sets out eight thematic areas of focus aimed at ensuring Tamworth is an Employer of Choice. We understand this Strategy, which expires in 2025, will be subject to review and development. This review should be aligned to the council's new (emerging) corporate priorities and transformation ambitions. It is important that staff are supported to develop any new skills required and that the council is able to attract and retain new talent in support of their ambitions.

The council has a small workforce with many loyal and long serving staff. Succession planning is included as a thematic area in the Workforce Strategy, but the council's position statement shows that the approach to date has been informal and unstructured. It is positive that the council are seeking to address this through the development of a new succession planning policy focussed on development opportunities for existing employees.

In the context of the global pandemic in 2020, and similar to other councils, the council has moved towards agile working. Over 220 employees are home or hybrid workers (out of a workforce of 386 staff, or 334.08 full time equivalent) with the remainder being site workers.

The latest staff survey was focussed on the theme of agile working (the council refer to this as SMART working). Conducted in December 2022, it shows how staff welcome the agile working approach, with 64 per cent of respondents saying that it has helped create a better work life balance. However, the results also identify some challenges around internal communication including perceptions about accessibility of some teams. It is positive that the leadership team have acted on these findings through the implementation of an agreed action plan. It will be important to keep this under review.

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During the peer challenge, we heard of examples of strong cross service/team working. But we also heard of challenges associated with silo working. We also picked up some mixed views and understanding about the home/hybrid working contracts in place at the council. In particular, if a 'twice monthly' contractual attendance at Marmion House/other site location for some staff is a maximum or minimum and the flexibility attached to this.

We recommend that the council engage staff, customers and residents to review the current approach to agile working. This is in the context of the emerging new Corporate Plan priorities which include an enhanced focus on the council being 'visible, approachable and accountable'. It is also in the context of the recent re-opening of a face-to-face customer service reception at Marmion House. The council needs to be satisfied that it has struck the right balance between home working and office working, face-to-face customer contact and digital and telephone customer access. Ways of working need to enable delivery of the council's agreed priorities, meet customer needs and deliver improved outcomes for residents.

Given the scale of the financial challenges faced (outlined in more detail in section 5.4), progressing digital and service transformation to boost capacity, deliver efficiencies and achieve savings will be critical. It is positive that the council recognise the need for this and have identified this within the Financial Stability Plan referenced in section 5.4.

We recommend that the council develops a clear vision and priorities for digital and service transformation through the development of a comprehensive Plan. This should build on the work already undertaken through the current ICT Strategy which expires in 2025.

The council's position statement highlights the council's digitalisation journey to date through the existing ICT strategy. It shows how there is more work to do to grow digital transformation across a range of areas including customer contact, back office, use of data/intelligence and ICT infrastructure. It will be important to ensure that the council's ICT services have the capacity and capability to support the council's digital and service transformation ambitions.

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A key part of this approach will be to ensure the council's organisational structure aligns to the delivery of its agreed priorities and transformation ambitions. We recommend that you review the organisational structure and, as identified above, future ways of working in support of agreed priorities. The aim should be to ensure that there is sufficient capacity and resource to deliver the agreed priorities, achieve efficiencies and deliver services that meet the needs of residents.

The development of a comprehensive plan for digital and service transformation will help to guide investment decisions. This includes the future use of key assets such as Marmion House. It also includes investment in digital technologies. Prioritisation, pace of change and sequencing will be key. It will also be important to ensure ongoing engagement of residents, staff and councillors and bring these with you on your journey. Ensuring strong governance and oversight for service and digital transformation should be considered.

## 6. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings. The LGA will continue to provide on-going support to the council.

The council should publish this report no later than three months of the Corporate Peer Challenge (CPC). The council should also develop and publish an Action Plan showing how the recommendations within this report will be implemented. This Action Plan should be published no later than five months after the CPC.

As part of the CPC, the council are also required to have a Progress Review and publish the findings from this within twelve months of the CPC. The LGA will also publish the progress review report on their website.

The progress review will provide space for a council's senior leadership to report to peers on the progress made against each of the CPC's recommendations, discuss early impact or learning and receive feedback on the implementation of the CPC Action Plan. The progress review will usually be delivered on-site over one day.

In the meantime, [Helen.Murray@local.gov.uk](mailto:Helen.Murray@local.gov.uk), Principal Adviser for the West

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Midlands, is the main contact between your authority and the Local Government Association. As outlined above, Helen Murray is available to discuss any further support the council requires.

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<sup>i</sup> LG Inform is the Local Government's benchmarking tool for councils



# Corporate Peer Challenge Action Plan – Draft v 1.3

## Appendix 2

### Foreword

In October 2024, over a three-day period, we had the privilege of inviting the Local Government Association (LGA) to undertake a thorough review of our performance through a process known as a ‘peer challenge.’ Led by Rebecca Huddleston, Chief Executive of Wyre Council, Councillor Alan Rhodes, Cabinet Member for Corporate and Financial Services at Bassetlaw District Council, and Councillor Nick Worth, Leader of South Holland District Council, alongside four other experienced local government professionals, this challenge provided us with invaluable external insights.

Peer challenges are an established and voluntary tool used by local councils to drive improvements and enhance efficiency across key areas such as finance, communications, health and wellbeing, equalities, housing, planning, and beyond. While not mandatory, this process presents a unique opportunity to receive constructive feedback from colleagues in local government. Our LGA peer challenge was both timely and welcomed, offering us a critical opportunity to gain an objective assessment of our progress and to help guide our future direction.

We invited the peer challenge team to scrutinise our intentions, approaches, ambitions, and plans for delivery. While we acknowledge the significant challenges facing Tamworth, we also recognise the exciting potential for growth and transformation. We view this peer challenge not only as an external evaluation but as an essential tool for refining our approach and strengthening our resolve. The feedback received is instrumental in shaping the next phase of our journey, making sure we continue to evolve as a council that delivers more for the people of Tamworth.

During their visit, the peer challenge team was struck by the immense pride held by our staff, members, residents, and stakeholders, particularly in relation to Tamworth’s rich history and unique heritage. This sense of pride forms the foundation of our ambitions, as we seek to build on our past while focusing on key priorities for the future. These include driving forward digital transformation, fostering innovation, enhancing visibility, advancing equalities, promoting community wellbeing and cohesion, and delivering excellent services. We are also committed to continuing the major regeneration projects that are reshaping our town centre.

While we face considerable financial challenges in the months and years ahead, the peer challenge has helped us to better align our limited resources with the areas that will underpin our long-term financial resilience and responsibility. In response, we will review our organisational structures and governance frameworks to make sure they are fit for purpose, transparent, and provide confidence in our plans. Strengthening our communication and consultation strategies will also be a priority, making sure we effectively engage with our stakeholders.

The peer challenge team has made several thoughtful suggestions for improvement. This action plan has been developed in direct response to these recommendations, to address the key points raised and continue to build a stronger, more effective council for the future.

***Cllr. Carol Dean, Leader of the Council & Stephen Gabriel, Chief Executive***

## **Introduction**

The council would like to express its sincere gratitude to the peer challenge team and the Local Government Association (LGA) for their time, insights, and thoughtful recommendations. We fully recognise and agree with the feedback provided.

Like many councils, Tamworth is currently navigating a particularly challenging budget-setting process, which demands considerable time and capacity from senior staff across all areas. In this context, the council must balance finite resources across competing pressures and priorities, making sure we address immediate challenges while continuing to deliver for our residents. As a result, some recommendations may not be implemented immediately and will be actioned once we move past this critical period of financial and strategic planning.

However, this delay should not be interpreted as a lack of importance placed on the corporate peer challenge process or its recommendations. In fact, we are already taking steps on several of the suggestions put forward, as outlined in this action plan. The timing of certain actions reflects the current limitations on our capacity, given the intense financial pressures we are facing.

The council is committed to making sure that any actions taken result in lasting, positive change for both the organisation and the borough. We are eager to work collaboratively with staff, councillors, partners and the community to bring these recommendations to life and make meaningful progress toward our shared goals.

### **Delivering the plan**

Our work on action planning began as soon as the peer team delivered their recommendations. The outline recommendations from the corporate peer challenge can be described under three broad themes. We are using these as workstreams for action planning and reporting:

- 1. *Financial resilience***
- 2. *Engagement and service delivery***
- 3. *Organisational capacity and governance***

Many of the recommendations relate to work already underway. The council is taking a streamlined and pragmatic approach to delivering and monitoring this action plan, utilising existing teams and governance wherever possible.

Where existing work programmes are in place, leads have been asked to review plans utilising the peer challenge feedback. They will outline the changes to be made and accelerate specific outcomes which relate to the recommendations.

Programme governance will be established in line with best practice. Reporting on the specific peer challenge action plan will be to the council's corporate management team and the executive leadership group, with an update due to Cabinet in August 2025. By September 2025, the Local Government Association will organise a progress review visit. This will create space for the council to explore progress and challenges with peers and discuss next steps.

### **Measures of success**

- Medium-Term Financial Strategy (MTFS) complete and aligned with the corporate plan
- Updated Housing Revenue Account business plan

- Establish and initiate the transformation plan for next two-three years
- Publish and adopt the asset management strategy with fully costed asset management plans
- Updated long-term capital strategy
- Equality, diversity and inclusion strategy in place with clear monitoring measures in place
- Social housing improvement programme complete and communicated
- Develop a council wide communications and engagement strategy
- Develop a town centre regeneration strategy
- Develop a community cohesion strategy with associated action plan
- Update the people and organisational development strategy
- Succession planning policy in place
- SMART working review complete
- Updated constitution
- Updated terms of reference for overview and scrutiny committees
- Updated member training offer with actions to increase attendance
- Updated ICT strategy and core project/programme methodologies to support

**BRAGG** key: **Blue** – ahead of schedule, **Red** – At risk of non-delivery, **Amber** – delayed or on hold, **Green** – on target, **Grey** – not started

No	Recommendation	Report detail	Existing Activities to support this	New Actions	Lead	Target date	Progress (BRAGG)
<b>Financial Resilience</b>							
1	Develop a clear plan to address your financial challenges incorporating tangible, costed and deliverable savings with robust governance oversight.	Develop a clear savings plan incorporating tangible, costed and deliverable savings with strong political and managerial leadership and oversight. Solidify a realistic plan for delivering the financial savings to close the funding gap and managing risks. Savings targets to be specific and measured.	Financial Resilience Strategy and Productivity Plan approved in July 2025	Create a financial resilience programme to deliver the delivery of 2025/2026 budget which includes measurable targets for delivery and track via a savings tracker	Executive Director Finance	February 2025	
2	Align your financial plans to your emerging new corporate plan	Finalise the new corporate plan and priorities in collaboration with residents and key partners.	Corporate Plan drafted and in consultation since August 2024	Use the budget process to finalise the corporate plan aligned to the Medium-Term Financial Strategy (MTFS)	Assistant Director Policy and Performance	February 2025	
		More precision and focus on priorities. Review the quarterly report template to be	New Assistant Director post appointed to	Create a corporate plan programme for the five years including a revised	Assistant Director Policy and Performance	April 2025	

		succinct/user friendly and strengthen the use of benchmarking data.	progress this work,	performance management framework to track corporate indicators against the delivery of priorities.			
3	Ensure you are fully meeting obligations, managing risk, and exercising control over the asset base and investments.	Exercise responsible ownership, manage risk and exercise control over the asset base. This will involve the need to take some clear decisions on the future of key assets.	Asset Management Strategy Approved in Autumn 2024. Work to progress Asset Plans underway.	Bring forward costed asset management plans developed.	Assistant Director Assets	October 2025	
		Make sure capital schemes are managed in accordance with agreed funding criteria and close monitoring by the asset strategy steering group. Maintain focus on monitoring and managing the costs of the capital programme included in the thirty-year housing revenue account business plan.	Steering Group Established and meeting regularly to oversee.  Review of Housing Revenue Account (HRA) in progress as part of the MTFS	Review and strengthen monitoring and reporting activity of the asset strategy group.  HRA Business Plan update completed.	Executive Director Finance	April 2025	
<b>Engagement and Service Delivery</b>							

4	Ensure the new equality, diversity and inclusion strategy is used to bring to life a common vision and a sense of belonging for all communities, staff and councillors.	Lead and commit to this work to help embed equality, diversity and inclusion principles across everything the council does, including work to strengthen community cohesion. Use the new equality, diversity and inclusion strategy to help bring to life a common vision and sense of belonging for all communities, staff and councillors.	Equality Strategy developed and consulted. Approved in December 2024	Deliver new equality, diversity and inclusion strategy  Training of all staff and members  Equality, diversity and inclusion steering group created and meets regularly to oversee achievement of strategy objectives	Assistant Director People	January 2025  April 2025  February 2025	
5	Continue to deliver the social housing improvement programme, working with residents and the Regulator for Social Housing	Maintain focus and drive on our improvement journey.  Continue to engage with residents to develop the plan.	Social Housing Regulatory Programme developed, immediate actions addressed and root causes identified	Finalise and deliver recovery action plan Social housing improvement programme communication and engagement plan in place.	Executive Director Communities	April 2025	
6	Review communication and consultation approaches.	Develop an overarching communications and engagement strategy. This should help to further strengthen closer engagement with communities.	LGA Review of Comms undertaken in 2023.  Clear communication protocols in place.	Develop a council wide communications and engagement strategy.	Assistant Director People	April 2025	

		Use the outcome of the 'honest conversations' project to inform approaches. It should include a set of principles to underpin future consultation and engagement, and an overarching strategy to build more consistent, planned, timely, genuine and accessible approaches.	Plain English training rolled out in Autumn 2024.				
7	Develop your overarching town centre master plan and use this as an opportunity to strengthen communication approaches in relation to town centre regeneration	Work outlined above to strengthen communication and consultation approaches includes town centre regeneration. It will also be important to continue work, already started, to bring together recent and planned developments to formulate a single town centre master plan.	Transforming Tamworth project website live and updated Various studies commissioned to develop an evidence base to the town centre use Future high streets fund project board established with communication plans in place	Develop a town centre regeneration strategy - which will guide the town centre regeneration. Including communications and consultation.	Assistant Director Growth & Regeneration	April 2025	



		Maintain focus on the timeline for the development of the new Local Plan (2022 – 2043) as a key document to guide future regeneration and development in the borough.	Paper to approve the timeline for development presented in June 2024 with options	Deliver the agreed Local Plan timeline.	Assistant Director Growth & Regeneration	Submission Dec 2026	
8	Use the 'honest conversations project to build asset-based approaches to your work in communities and inform your community cohesion plan.	Inform work to build asset-based community engagement and strengthen community cohesion through the development of a new 'strengths based' community cohesion strategy and action plan for Tamworth.	Honest Conversations project commissioned and due to report in February	Develop a 'strengths based' community cohesion strategy and action plan.  Include as part of Tamworth strategic partnership action plan.	Assistant Director Partnerships	Cabinet April 2025  Action Plan by July 2025 Develop strategy timeline by July 2025	
		Take account of the new national cohesion strategy (due in 2025), along with the outcome of the Home Office's 'rapid review' of counter-extremism.	Awaiting government advice on date of release to build into plans	Build in a review and plan for updated national guidance.	Assistant Director Partnerships	Develop strategy timeline by July 2025	
<b>Organisational capacity and governance</b>							

9	Ensure your organisational structure aligns to your priorities and ambitions.	Review organisational structure and future ways of working in support of priorities, making sure there is sufficient capacity and resource to deliver the agreed priorities, achieve efficiencies and deliver services that meet the needs of residents.	Organisational Development and Workforce Strategy Approved January 2023	Undertake discovery for a new organisational structure aligned to the new corporate plan priorities.	Executive Director Organisation	February 2025	
		Make sure there is sufficient capacity and resource to deliver against agreed priorities.	New Assistant Director role to support	Reassess resources available to each priority area and set key milestones for delivery.	Assistant Director Policy and Performance	March 2025	
		Align the council's new priorities and transformation ambitions to make sure staff are supported to develop new skills. Including work to attract and retain new talent.	Organisational Development and Workforce Strategy Approved January 2023	Update the people and organisational development strategy.	Assistant Director People	March 2025	
		Succession planning has been informal and unstructured, needs focus on development	Organisational Development and Workforce Strategy	Develop a succession planning policy.	Assistant Director People	March 2025	

		opportunities for existing employees.	Approved January 2023				
		Engage staff, customers and residents to review the current approach to agile working.		Review SMART working arrangements.	Executive Director Organisation	October 2025	
10	Strengthen the culture of assurance and good governance across the council, including how statutory officer functions work and are distributed across the authority.	Strengthen how the statutory officers of the council (head of paid service, section 151 officer and monitoring officer) work together to ensure a voice in all decision making.	Statutory Officers meet formally on a regular basis	Review statutory officer roles.	Chief Executive	May 2025	
		Continue to work to strengthen the culture of assurance and good governance across the council to make sure it is seen as everyone's responsibility.  Audit and risk management culture to be embedded, for everyone to contribute. This should include training on audit and	Comprehensive member training in place including mandatory training for key committees	Increased training and awareness of audit and risk management.	Executive Director Finance	June 2025	

		governance for all councillors.					
		Review shared service to ensure capacity, expertise and resilience of internal audit.	Annual reviews are set out in the contract.	Review shared service to ensure capacity in advance of contract renewal.	Executive Director Finance	October 2025	
		Permanently appoint to the statutory section 151 officer position.		Recruit permanent S151 Officer	Chief Executive	May 2025	
11	Review the council's overview and scrutiny structures in support of your corporate priorities.	Review the health and wellbeing overview and scrutiny committee, to see a greater focus on community wellbeing and cohesion.	Annual review of constitution	Review constitution and terms of reference for the overview and scrutiny committees to align with corporate priorities.	Monitoring Officer	May 2025	
12	Develop a comprehensive plan to achieve digital transformation, putting customers at the heart.	A clear plan to address the ambition to strengthen digital transformation of council services. To be aligned to the new corporate plan priorities.	ICT Strategy 2022 to 2025 in place	Update ICT/digital strategy.	Assistant Director People	April 2025	
		Make sure there is sufficient capacity and resource to achieve	ICT Strategy 2022 to 2025 in place	Look closely at all use cases and prioritise those which	Assistant Director People	July 2025	

		digital transformation that delivers innovative, efficient and effective service delivery to the customers.		add value or reduce costs and significantly enhance customer experience.			
		<p>A comprehensive plan for digital and service transformation will help to guide investment decisions. This includes the future use of key assets such as Marmion House and digital technologies.</p> <p>Prioritisation, pace of change and sequencing will be key. It will also be important to see ongoing engagement with residents, staff and councillors and bring these on the journey.</p>	ICT Strategy 2022 to 2025 in place	Update ICT/ digital strategy and develop a prioritised implementation plan to be monitored by the corporate projects programme and supported by the financial resilience plan.	Assistant Director People	July 2025	
		Ensuring strong governance and oversight for service and digital transformation should be considered.		Corporate project/programme governance model established.	Assistant Director Policy and Performance	Feb 2025	





## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

An ESHIA is a review of a new or existing policy, strategy, project, report or service change to establish whether this has a differential impact on specific equality groups and identifies how we can improve equality of opportunity for different groups of people.

An ESHIA aims at improving Tamworth Borough Council's work, by promoting equality, social inclusion, health and wellbeing by ensuring that the proposed or existing policy promotes equality and can benefit a wide range of people.

### Details

Title of the proposal	Corporate Peer Review report and draft action plan	
Director responsible for the project or service area	Executive Director Organisation	
Officer completing the assessment	Christie Tims	
Date conducted	14 January 2025	
Who are the main stakeholders?	Executive Leadership team, Cabinet, Statutory officers, Corporate Management team Will also extend to: <ul style="list-style-type: none"> <li>• Residents</li> <li>• Business</li> <li>• Staff Team</li> <li>• Elected Members</li> <li>• Registered social landlords</li> <li>• County Council</li> <li>• Partner Authorities – South Staffs, Lichfield and North Warks</li> <li>• NHS, ICB and health providers</li> <li>• Key suppliers/contractors</li> <li>• Voluntary sector</li> </ul>	
What is being assessed?	A decision to review or change a service	
	A strategy, policy, report or procedure	x
	A function, service, or project	
What kind of assessment is it?	New	x
	Review of existing	

### Part One - Initial screening:

This section should be used to carry out an initial screening of changes or decisions to help to decide whether a full ESHIA is required.

The following six screening questions are designed to assess whether this proposed change is likely to have an impact on equality, social inclusion, health and wellbeing.

		Yes	No
1	Does this new or revised project, proposal, policy, report, procedure likely to have an impact?	x	
2	Does the proposal seek agreement to a key decision involving allocation of resources, such as changes in funding or resources, initiation of a new programme or project or procurement?		x
3	Does the proposal seek agreement on restructuring or reorganising of staffing?		x
4	Will this policy or proposed change have any impact on potential suppliers?		x
5	Does this policy or proposed change impact on any HR policy or practice within the council?	x	
6	Does this policy or proposed change have any implications for equalities, social inclusion and health and wellbeing not covered above?	x	

1. If the answer is **no** to all the questions, please provide a summary below outlining why this conclusion has been reached.
2. If the answer is **yes** to any of the questions, please conduct the full ESHIA as detailed in Part two.

If you are unsure of any of the answers, please seek advice from Human Resources.

Summary of initial screening outcome:

<b>Decision</b>	<b>Yes</b>	<b>No</b>
Initial screening only	x	
Proceed to Part Two, full assessment		

Initial screening completed by	<b>Christie Tims</b>
Date	<b>14.1.25</b>

Full screening completed by	<b>Christie Tims</b>
Date	<b>14.1.25</b>



## **Equality, Social Inclusion and Health Impact Assessment (ESHIA)**

### **Part Two: Full assessment**

#### **Section 1**

The purpose of the project, proposal or decision required. Set out the aims, objectives, purpose and outcomes of the area being impact assessed. Are any other functions, policies or services linked to this assessment?

Corporate peer challenge is a Sector Led Improvement process offered by the LGA and funded by Government as part of Best Value duty. All key partners and groups impacted by the work of the Council have invited to be involved as part of the review process in October and will be made aware of the recommendations and action plan the Council will deliver to meet them.

The action plan will have far reaching implications in terms of the documents and actions that will be developed to address key strategic challenges for the council. However the draft action plan does not authorise any policy or strategy to be agreed without following normal approval routes and being subject to further ESHIA. These include:

- New corporate plan 2025-2030
- Medium Term Financial Strategy
- Equality and Diversity Strategy
- Financial Stability Plan
- Performance Management Framework
- Asset Strategy and Management Plans
- SMART Working Framework
- Organisational Development and Workforce Strategy
- ICT Strategy/Digital Transformation Strategy
- Asset Based Community Development plan/Community Cohesion work
- Social Housing Improvement Programme

#### **Section 2**

Evidence used and considered. Include analysis of any missing data.

A strategic assessment has been prepared and a position statement and key data reports were provided to the review team to undertake the review. They held over 30 meetings with 70 attendees in the 3 day on site visit. The findings have been reviewed and quality assured by the Local Government Association to ensure they meet the Best Value framework and are valid judgements.

#### **Section 3**

Consultation undertaken with interested parties who will/may be affected proposal? What were the outcomes of the consultation?

Key officers have been consulted to ensure timelines in the plan are realistic to deliver the actions outlined.

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**Section 4**

What are the potential or actual impacts of the proposal? Please consider both the direct and indirect impact and refer to the guidance for additional information.

<b>Impact Area</b>	<b>Impact? Positive (P) Negative (N) Neutral (Ne)</b>	<b>Details of the impact</b>	<b>Action to address negative impact</b>
<b>Protected Characteristic, as outlined in the Equality Act 2010</b>			
<b>Age</b>	Neutral		The plan will ensure all residents with protected characteristics are informed and can engage in their community and with the Council.
<b>Disability</b>	Neutral		The plan will ensure all residents with protected characteristics are informed and can engage in their community and with the Council.
<b>Gender reassignment</b>	Neutral		The plan will ensure all residents with protected characteristics are informed and can engage in their community and with the Council.
<b>Marriage and civil partnership</b>	Neutral		The plan will ensure all residents with protected characteristics are informed and can engage in their community and with the Council.
<b>Pregnancy and maternity</b>	Neutral		The plan will ensure all residents with protected characteristics are informed and can engage in their community and with the Council.
<b>Race</b>	Neutral		The plan will ensure all residents with protected characteristics are informed and can engage in their community and with the Council.
<b>Religion or Belief</b>	Neutral		The plan will ensure all residents with protected characteristics are informed and can engage in their community and with the Council.
<b>Sex</b>	Neutral		The plan will ensure all residents with protected characteristics are informed and can engage in their community and with the Council.
<b>Sexual Orientation</b>	Neutral		The plan will ensure all residents with protected characteristics are informed and can engage in their community and with the Council.
<b>Are there socio-economic groups likely to be affected? If yes, please provide detail below</b>			

<b>Other social exclusion</b>	Neutral		The plan will ensure all residents from socio-economic groups are informed and can engage in their community and with the Council.
<b>Digital exclusion</b>	Neutral		The plan will ensure all residents from socio-economic groups are informed and can engage in their community and with the Council.
<b>Veterans and serving members of the armed forces and their families</b>	Neutral		The plan will ensure all residents from socio-economic groups are informed and can engage in their community and with the Council.
<b>Young people leaving care</b>	Neutral		The plan will ensure all residents from socio-economic groups are informed and can engage in their community and with the Council.
<b>Health and Wellbeing:</b> Individuals and communities in Tamworth	Impact: Positive (P) Negative (N) Neutral (Ne)	Explanation	Action to address negative impact
Will the proposal have a direct impact on an individual's health, mental health and wellbeing?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.
Will the proposal directly impact on housing?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.
Will there be a likely change in demand for or access to public services such as health and social care services?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.
Will there be an impact on diet and nutrition?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.
Will there be an impact on physical activity?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.

Will there be an impact on transport, travel and connectivity?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.
Will there be an impact on employment and income?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.
Will there be an impact on education and skills?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.
Will there be an impact on community safety?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.
Will there be an impact on the environment, air quality, climate change?	Neutral		The plan will ensure all residents with health and wellbeing needs are informed and can engage in their community and with the Council.

If there are no adverse impacts or any issues of concern or you can adequately explain or justify them, please move to section 6.

### Section 5

Where a potential negative impact has been identified, can continuation of the proposal be objectively justified? If yes, please explain your reasons.

At this stage negative impacts are not anticipated, however further ESHIA will be carried out for each action in the plan as are as they are undertaken

### Section 6: Decisions or actions proposed

The assessment may result in some recommendations or suggestions to mitigate any negative impact and maximise positive impacts or actions to reduce the risk of an adverse impact.

n/a

**Section 7: Monitoring arrangements**

Who will be responsible for monitoring	<b>Corporate Projects Programme Board</b>
Frequency of monitoring	<b>monthly</b>
Where will the impact assessment be reported to?	<b>Cabinet as part of QPR</b>
Where this impact assessment will be stored and for how long	<b>The plan will last for up to 2 years and should be retained for review at next CPC in 5 years.</b>

**Section 8: Summary of actions to mitigate negative impact (if required)**

Impact Area	Action required	Lead officer/responsible person	Target date	Progress

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Thursday, 23 January 2025

## Report of the leader of the council

### Annual residents and budget survey results

#### Exempt Information

None

#### Purpose

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

#### Recommendations

It is recommended cabinet endorse the content of this report, in preparation for making budget and priority decisions as part of the annual budget setting process.

#### Executive summary

During September and October 2024, Enventure Research carried out a statistically representative<sup>1</sup> telephone survey of Tamworth residents to measure and track resident satisfaction with; Tamworth in general, council services and to ask about budget priorities and spending.

Given the statistical approach, we can be confident the results are true and representative<sup>1</sup>.

This is the first time we've had this level of detail and confidence in the results. Previous surveys have been self-selecting, therefore introducing natural bias into the results<sup>2</sup>. The approach this year has given us much richer data including identifying where a demographic/group has a different view from others.

We've followed the Local Government Association approach and methodology, so can also benchmark Tamworth results with Local Government Association data.

#### Key findings summary

The full report goes into considerably more detail, highlighting variations across wards and tenure, however in summary:

- The 2024 Tamworth Borough Council's residents' survey has provided some interesting results, with satisfaction levels increasing in most areas compared with the previous surveys in 2023 and 2022.

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<sup>1</sup> A statistically representative survey means that the results would be accurate (+/- 3%) as though we surveyed every adult in the borough. This means we can be confident the results are true and representative.

<sup>2</sup> Research shows that those with an issue/concern or gripe are more likely to proactively respond to this type of survey and are less likely to represent the views of the population in general, Gaganpreet Sharma, All Research Journal. Vol 3. 2017 notes:

"There is likely to be a degree of self-selection bias. For example, the decision to participate in the study may reflect some inherent bias in the characteristics/traits of the participants (e.g. an employee with a 'chip on his shoulder' wanting to give an opinion). "This can either lead to the sample not being representative of the population being studied or exaggerating some particular finding from the study."

- Overall, satisfaction has tended to be the most positive amongst those aged 75+ and 18-34, owner occupiers, and those living in Spital and Trinity wards. Those living in the Castle ward seem to be the most dissatisfied.
- Overall satisfaction with Tamworth Borough Council and the way it runs things increased from 34% in 2023 to 42%, however, it remains lower than the national average of 55%.
- One in three (31%) respondents agreed that Tamworth Borough Council provides value for money, which is a slight decrease from 36% in 2023 but still lower than the national average of 38%.
- The proportion of respondents that think the council is keeping them informed has risen from 23% in 2023 to 41%. Younger respondents aged 18-34 were more likely to say this than older respondents.
- One in five (25%) respondents said they speak positively about Tamworth Borough Council, which is a slight increase from 22% in 2023. Those most likely to speak negatively about the council (31% overall) live in the Castle ward (46%) or are TBC social housing tenants (42%).
- Nationally, 53% of residents trust their council either a great deal or a fair amount. This compares with 47% of respondents that trust Tamworth Borough Council. Trust is particularly high amongst those aged 75+ (54%). Respondents that trust the council the least (not very much or not at all) include those living in the Castle ward (25%) and TBC social housing tenants (32%) compared with 18% overall.
- Views of council service provision have mostly improved since the 2023 survey. The most significant improvement is in relation to street cleaning, where satisfaction has increased from 35% in 2023 to 59% in 2024. This is also slightly higher than the national average of 57%.
- Waste collection has also not only seen an increase from 2023 (73% to 82% in 2024) but is also higher than the national average of 77%.
- Satisfaction with the local area has increased from 52% in 2023 to 65% in 2024, although this is lower than the national average of 75%. Satisfaction is highest amongst those living in Amington, Wilnecote and Trinity wards, and lowest in Castle, Bolehall and Glascote wards.
- Whilst the feeling of safety in the local area during the day and after dark have improved since 2023, both results are lower than the national average, particularly for feeling safe after dark. The national average of people feeling safe after dark is 71%, but in Tamworth this is 46%. Respondents most likely to feel unsafe include females, those with a disability, and those living in Castle, Stonydelph and Belgrave wards.
- There are three main methods for contacting the council – by telephone, via the website and email. Older respondents tend to use the telephone, whilst younger respondents are more likely to use the website or email.
- People using or dealing drugs was the biggest concern amongst respondents, with 46% saying it was a problem, although this is a decrease from 58% in 2023. Younger respondents (aged 18-34) and those living in Castle ward were the most concerned.
- The next biggest impact on the local area was rubbish or litter lying around, with 33% saying it was a problem in their local area.



- Views varied on which service areas should receive more, the same or less funding. The most popular areas that respondents want to see have more funding include tackling homelessness & emergency accommodation, tackling antisocial behaviour and improving Tamworth (economically, physically etc.). The service areas most frequently suggested where there should be less funding included customer services, assembly rooms & free outdoor events, and Tamworth Castle & local heritage.
- The most common suggestion of which service area charges should be increased was the hiring of public spaces and car parking. Waste collection was the least favoured area.
- There was little appetite to increase the Tamworth Borough Council element of the council tax. Three in ten (30%) did not want to see any increase and in contrast, just over one in five (22%) said an increase of £10 or more would be acceptable.

Throughout the survey, we do see a repeat of the same findings; our tenants and those living in Castle ward show more dissatisfaction than other groups, wards and demographics.

The pattern for tenants corroborates the findings of the annual tenant satisfaction measures survey, which is a new requirement from the Regulator for Social Housing. We also know those in Castle ward experience the highest levels of deprivation. These combined gives us insight into some of the complexities which lead to satisfaction with the local area and council services.

Whilst there are two common themes, there is already considerable work going on, particularly with tenants to improve their experiences as we deliver the standards expected by the Regulator for Social Housing, including delivering a new reception service from Marmion House. This will increase the opportunities for tenants/residents to talk to us face to face. And of course, we are in the final stages of the regeneration programme in the town centre (Castle ward) which will create a vibrant town centre fit for the future.

The timing of this survey should also not be overlooked. The survey occurred in September and October, just a short time after the civil unrest seen in August. While we cannot say for certain, the events in August may have also impacted the views of residents, particularly those in Castle ward. The ongoing work with the Belong Network as part of the Community Recovery Fund spend will be the start of honest conversations to address some of the potential feelings behind dissatisfaction seen amongst some survey respondents.

### **Options considered**

N/A, for this report.

However, other options were considered ahead of commissioning the survey, including do nothing (not an option as we have a statutory duty to consult on our budget) or continue as in previous years. This was discounted in order to provide the council with a robust view representative of local people. We've seen in the findings that there is inherent bias in a self-selecting survey, which does not exist in the current results.

### **Resource implications**

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

### **Legal/Risk Implications background**

N/A for this report, however we have a statutory responsibility to carry out appropriate budget consultation.

### **Equalities implications**

The sample of residents surveyed matched the Tamworth census profile, so views from a broad demography have been actively achieved in this survey.

Any budget and priority decisions taken using this data may have equalities implications.

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

None specifically from this report.

**Background Information**

See cabinet report 29 August 2024, [budget and medium-term financial planning process 2025/26 appendix D](#) and [appendix E](#) for background papers.

**Report Author**

Tania Phillips – head of corporate communications

**Appendices**

Appendix 1, annual residents' and budget survey results

Appendix 2, telephone survey questions

# Tamworth Residents' Survey 2024

Prepared by Mark Robinson

Enventure Research

November 2024



**Tamworth**  
Borough Council

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# 1. Research overview



# Research overview

## Introduction

- Tamworth Borough Council has undertaken a residents' survey to measure and track satisfaction with the council and its services, and to ask residents about budget priorities since 2022.
- The 2024 survey was mainly delivered using a telephone interview approach, supplemented with some face-to-face interviews to reach younger residents.
- A representative sample of 1,100 residents was achieved.
- The council also requires benchmarking of its results against national polling data using the LGA local government questions.
- Tamworth Borough Council commissioned Enventure Research, an independent research agency, to undertake the 2024 residents' survey.
- The findings from the survey, which are presented in this report, will be used by the council to support planning and delivery of future services and feed into the five-year corporate plan.



# 1

## Research overview

### Research methodology

- The survey used most of the same questions as previous surveys, with some changes to questions.
- Topics included perceptions of and satisfaction with the council, perceptions of the local area, satisfaction with council services, safety in the borough and questions around spending and council tax.
- The survey was undertaken with residents of Tamworth Borough Council aged 18+.
- Quotas were set to achieve a sample that was representative of the borough in terms of age group, gender, ethnic group, disability and ward.
- Interviews with residents took an average of 12-15 minutes.
- The survey was piloted before launch.
- 1,100 interviews were completed between 17 September and 17 October 2024.



1,100 interviews



12-15 minutes  
on average





# Research overview

## Interpreting the survey results

- As the survey was completed by a sample and not the entire population of Tamworth Borough Council, results are subject to **sampling tolerances**. Based on an approximate total population of 66,500<sup>1</sup>, a sample of 1,100 responses gives results that are accurate to approximately  $\pm 3.0\%$  at the 95% confidence interval.
- This report contains various tables and charts. In some instances, the responses may not add up to 100%. There are several reasons why this might happen:
  - The question may have allowed each respondent to give more than one answer (multiple choice)
  - Only the most common responses may be shown in the table or chart
  - Individual percentages are rounded to the nearest whole number so the total may come to 99% or 101%
  - A response of between 0% and 0.4% will be shown as 0%.







# Research overview

## Interpreting the survey results

- In some cases, response options have been grouped to provide **an overall level**. For example, 'total satisfied' and 'total dissatisfied'. Where combined percentages do not equal the overall level reported (being 1% higher or lower), this is due to percentages being rounded to the nearest whole number.
- **Statistical analysis** has been used to explore differences in the results provided by key subgroups, such as age group, gender, ethnic group, disability, area, and working status. Where base sizes for groups are not large enough, subgroups have been combined to create larger groups. Subgroup analysis is shown only where statistically significant differences between subgroups at the 95% confidence level have been found using the z-test.
- **Verbatim comments** from open-end (free text) questions were read in detail and code frames developed to show thematic analysis and categorisation of themes.
- Responses of below 4% have not been labelled in charts due to legibility.





# Research overview

## Benchmarking results

- Comparisons in this report have been made with the results from the 2022 and 2023 Tamworth residents' surveys. However, it should be noted that the methodology used for these surveys was online (a self-selecting approach) so the results may not be statistically representative. Comparisons, therefore, should be treated with some caution due to the differences in the methodology.
- The report also benchmarks results against the Local Government Association's 'Are you being served?' national survey results where applicable. The LGA carries out national telephone resident satisfaction polls three times a year. Comparisons in this report are with the LGA poll conducted in June 2024 by Yonder Data Solutions with a random sample of 1,000 British adults aged 18+.
- Comparisons have not been made for every question as not all questions in the resident survey were asked in the LGA poll.

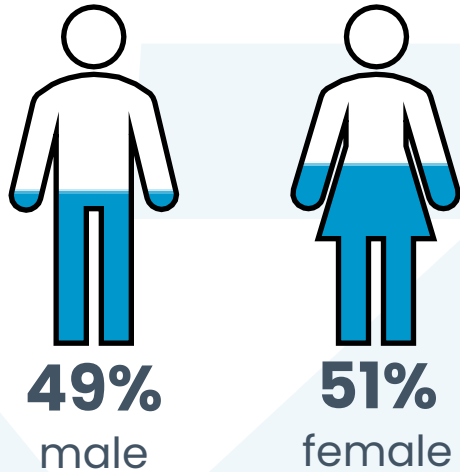




# Research overview

## Respondent profile

### Gender

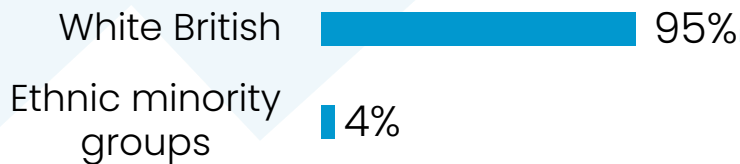


### Long term illness, health problems or disability

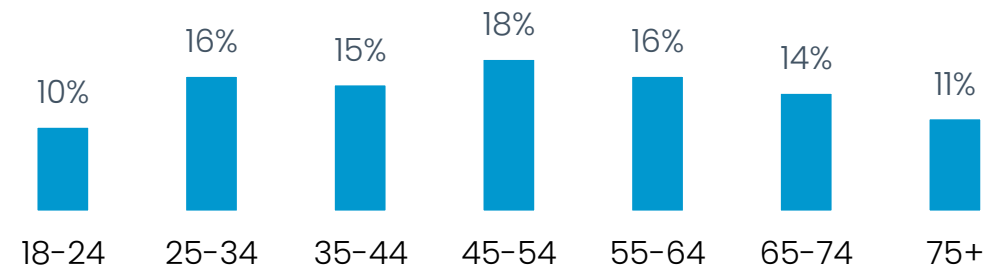


**28%** considered themselves to have a long-term illness, health problem or disability

### Ethnicity



### Age



Question: Which of the following describes how you think of yourself?

Question: Which of these age bands do you fall into?

Question: Do you have any long-term illness, health problems or disability which limits you daily activities or the work you can do?

Question: Which group do you consider you belong to?

Base: All respondents (Resident survey 2024: 1,100).

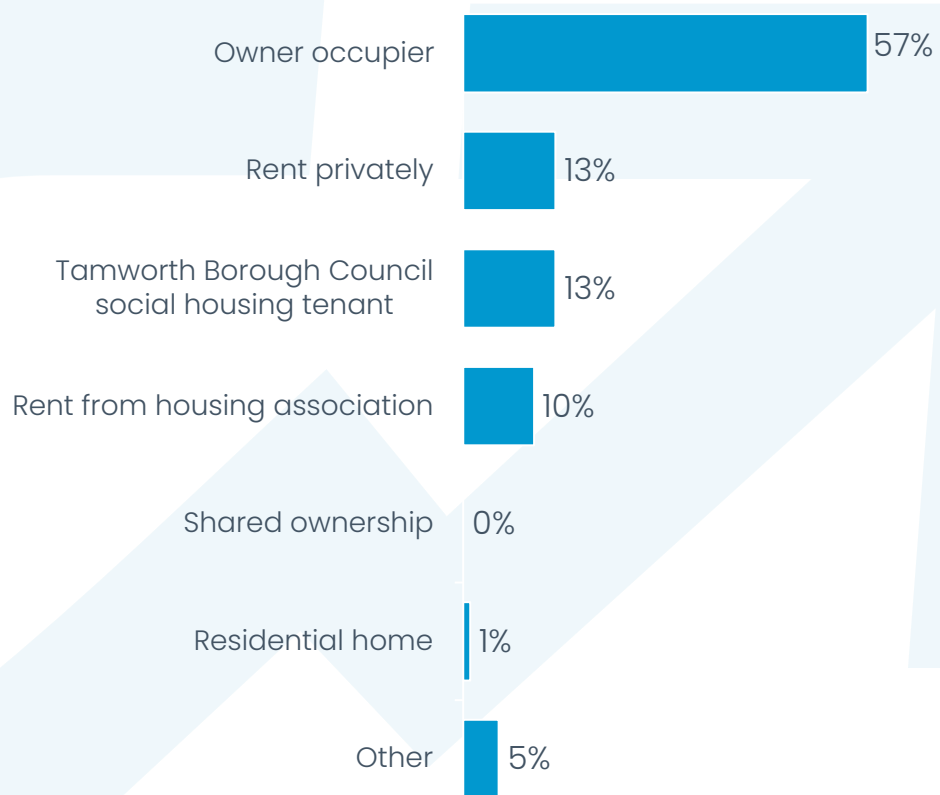


# 1

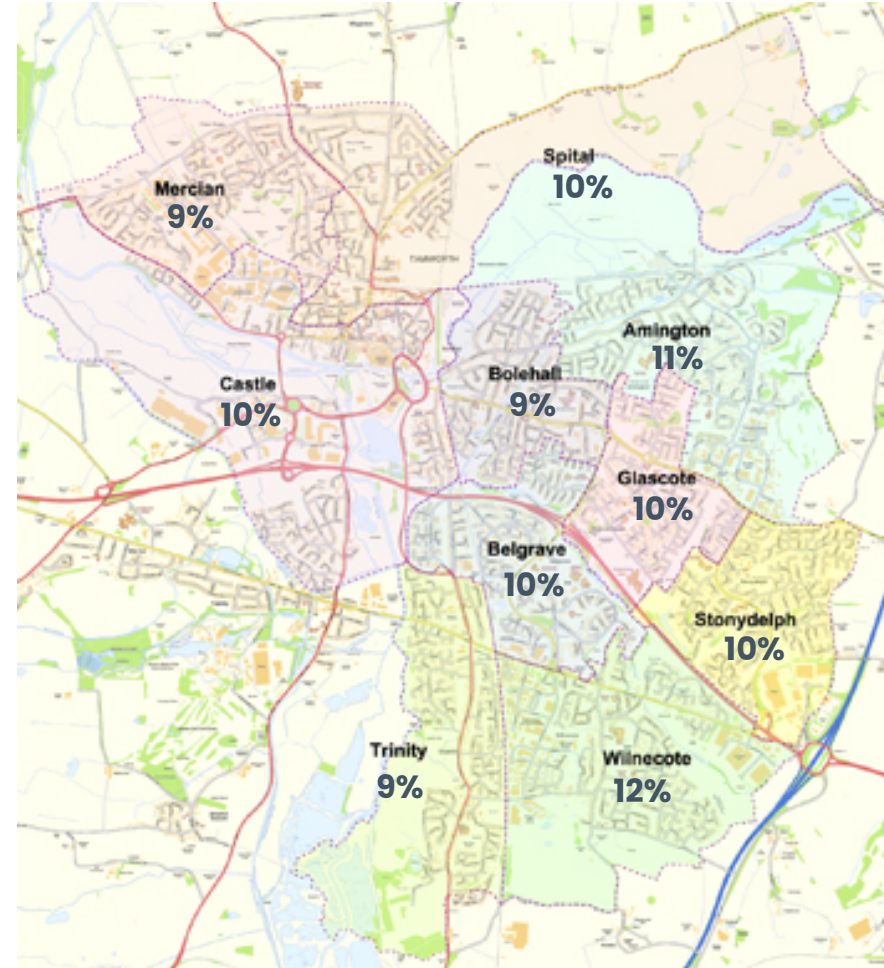
## Research overview

### Respondent profile

#### Tenure



#### Ward



Question: Which ward do you live in?  
Question: Which of the following best describes how you occupy your home?  
Base: All respondents (Resident survey 2024: 1,100).



## 2. Key findings

## 2

# Key findings

The 2024 Tamworth Borough Council's residents' survey has provided some interesting results, with satisfaction levels increasing in most areas compared with the previous surveys in 2023 and 2022.

Overall, satisfaction has tended to be the most positive amongst those aged 75+ and 18-34, owner occupiers, and those living in Spital and Trinity wards. Those living in the Castle ward seem to be the most dissatisfied.

Overall satisfaction with Tamworth Borough Council and the way it runs things increased from 34% in 2023 to 42%, however, it remains lower than the national average of 55%.

One in three (31%) respondents agreed that Tamworth Borough Council provides value for money, which is a slight decrease from 36% in 2023 and lower than the national average of 38%.

The proportion of respondents that think the council is keeping them informed has risen from 23% in 2023 to 41%. Younger respondents aged 18-34 were more likely to say this than older respondents.

A quarter (25%) respondents said they speak positively about Tamworth Borough Council, which is a slight increase from 22% in 2023. Those most likely to speak negatively about the council (31% overall) live in the Castle ward (46%) or are TBC social housing tenants (42%).

Nationally, 53% of residents trust their council either a great deal or a fair amount. This compares with 47% of respondents that trust Tamworth Borough Council. Trust is particularly high amongst those aged 75+ (54%). Respondents that trust the council the least (not very much or not at all) include those living in the Castle ward (25%) and TBC social housing tenants (32%) compared with 18% overall.

Views of council service provision have mostly improved since the 2023 survey. The most significant improvement is in relation to street cleaning, where satisfaction has increased from 35% in 2023 to 59% in 2024. This is also slightly higher than the national average of 57%.

Waste collection has also not only seen an increase from 2023 (73% to 82% in 2024) but is also higher than the national average of 77%.



## 2

# Key findings

Satisfaction with the local area has increased from 52% in 2023 to 65% in 2024, although this is lower than the national average of 75%. Satisfaction is highest amongst those living in Amington, Wilnecote and Trinity wards, and lowest in Castle, Bolehall and Glascote wards.

Whilst the feeling of safety in the local area during the day and after dark have improved since 2023, both results are lower than the national average, particularly for feeling safe after dark. The national average of people feeling safe after dark is 71%, but in Tamworth this is 46%. Respondents most likely to feel unsafe include females, those with a disability, and those living in Castle, Stonydelph and Belgrave wards.

There are three main methods for contacting the council – by telephone, via the website and email. Older respondents tend to use the telephone, whilst younger respondents are more likely to use the website or email.

People using or dealing drugs was the biggest concern amongst respondents, with 46% saying it was a problem, although this is a decrease from 58% in 2023. Younger respondents (aged 18-34) and those living in Castle ward were the most concerned.

The next biggest impact on the local area was rubbish or litter lying around, with 33% saying it was a problem in their local area.

Views varied on which service areas should receive more, the same or less funding. The most popular areas that respondents want to see have more funding include tackling homelessness & emergency accommodation, tackling antisocial behaviour and improving Tamworth (economically, physically etc.). The service areas most frequently suggested where there should be less funding included customer services, assembly rooms & free outdoor events, and Tamworth Castle & local heritage.

The most common suggestion of which service area charges should be increased was the hiring of public spaces and car parking. Waste collection was the least favoured area.

There was little appetite to increase the Tamworth Borough Council element of the council tax. Three in ten (30%) did not want to see any increase and in contrast, just over one in five (22%) said an increase of £10 or more would be acceptable.



## 2

# Key performance indicators

	2024	2023	2022	LGA
<b>Satisfaction with Tamworth Borough Council</b>				
Satisfied	42%	34%	37%	55%
Dissatisfied	34%	45%	46%	21%
<b>Provides value for money</b>				
Agree	31%	36%	29%	38%
Disagree	38%	39%	41%	32%
<b>Tamworth Borough Council acts of the concerns of residents</b>				
Great deal/fair amount	40%	28%	24%	47%
Not very much/not at all	50%	68%	46%	49%
<b>Trust in Tamworth Borough Council</b>				
A great deal/fair amount	47%	30%	30%	53%
Not very much/not at all	18%	65%	40%	45%

	2024	2023	2022	LGA
<b>Feel informed about council services</b>				
Very/fairly well informed	41%	23%	29%	52%
Not very/not at all informed	55%	74%	42%	47%
<b>Safety during the day</b>				
Safe	85%	67%	64%	91%
Unsafe	7%	16%	19%	3%
<b>Safety after dark</b>				
Safe	46%	32%	29%	71%
Unsafe	35%	46%	52%	16%
<b>Satisfaction with the local area</b>				
Satisfied	65%	52%	57%	75%
Dissatisfied	20%	30%	30%	13%

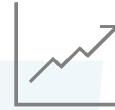




# 2

## Recommendations

**1 Explore differing perceptions geographically**  
As an overarching recommendation, Tamworth Borough Council should undertake further insight to establish why satisfaction levels are lower in particular wards.



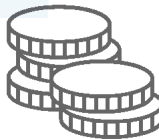
**2 Service area improvements**  
Explore in greater depth what the issues and concerns are for the fall in satisfaction levels for sports and leisure services.



**3 Improve safety after dark**  
Explore the issues for residents, particularly those living in Castle, Stonydelph and Belgrave wards, as to why they feel less safe.



**4 Promote the work the council does**  
Engage residents to inform them of the range of services provided to help show the council provides value for money with the funding it receives.



**5 Work with partners to tackle what impacts residents the most**  
Tamworth Borough Council should work with different partners to tackle key issues such as people using or dealing drugs, people being drunk or rowdy and groups hanging around the streets.



**6 Review how the council keeps residents informed**  
Fewer residents think the council keeps them informed than the national average. Review the ways that residents are communicated with.



**7 Improve street cleaning services**  
Although satisfaction with street cleaning has seen a significant increase from 2023, rubbish or litter lying around is impacting the local area.



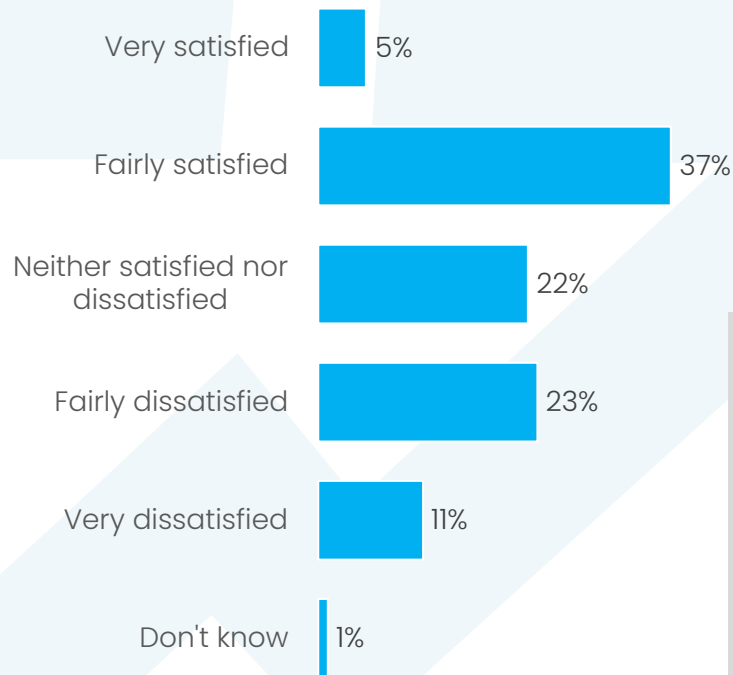
## **3. Perceptions of Tamworth Borough Council**



# 3

## Perceptions of Tamworth Borough Council Overall satisfaction with the council

Two in five (42%) respondents are satisfied with the way Tamworth Borough Council runs things. This is an increase from 34% in 2023. Satisfaction is lower, however, than the national average of 55%.



### Subgroup analysis

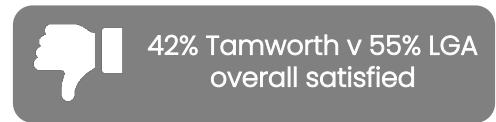
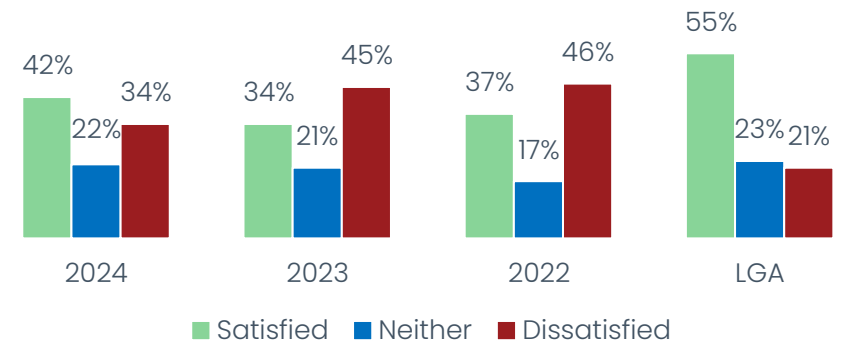
Those aged 75+ were more likely to say that they were *satisfied* overall with the way Tamworth Borough Council runs things (51% v 42% overall, and particularly when compared with those aged 35-54 (39%))

Respondents from ethnic minority groups were more likely to be *satisfied* overall than White British respondents (62% v 41%)

Respondents living in Castle ward were the most likely to be *dissatisfied* (49% v 34% overall)

TBC social housing tenants were the most likely to be *dissatisfied* (53% v 34% overall)

### Comparison with 2023 & 2022 surveys, and LGA national benchmarking survey



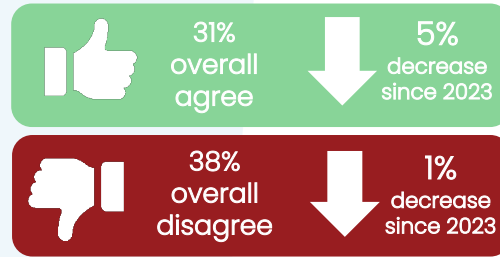
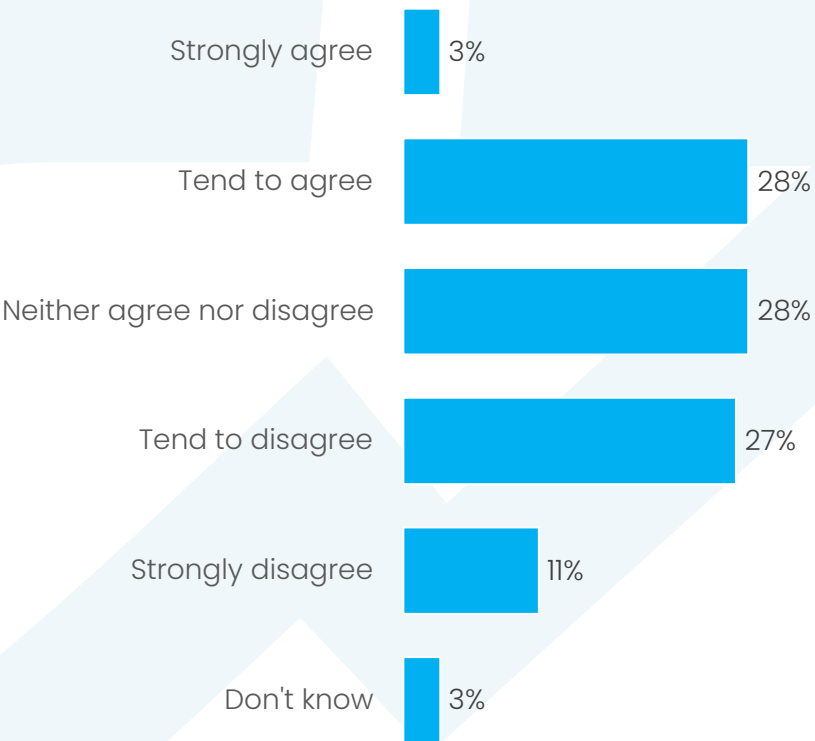
Question: Overall, how satisfied or dissatisfied are you with the way Tamworth Borough Council runs things?  
Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000). Combined responses are shown.

# 3

## Perceptions of Tamworth Borough Council Value for money

The proportion of respondents who agree overall that Tamworth Borough Council provides value for money decreased from 36% in 2023 to 31%. This is also lower than the national figure of 38% that agree their council provides value for money.

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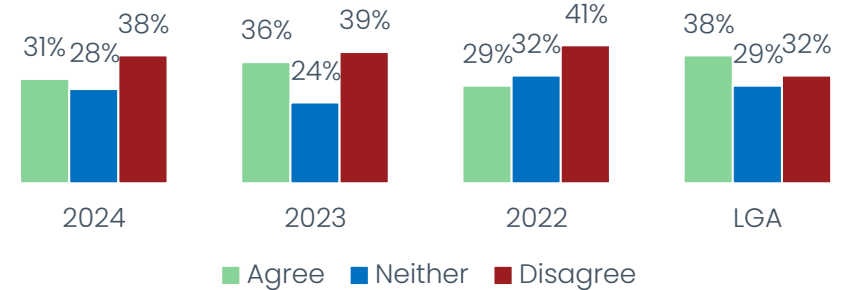
### Subgroup analysis

Those aged 75+ were more likely to *agree* that Tamworth Borough Council provides value for money (40% v 31% overall), and particularly when compared with those aged 35-54 (28%)

Groups more likely to *disagree* that the council provides value for money include:

- White British respondents compared with respondents from ethnic minority groups (39% v 22%)
- Respondents living in Castle ward (47% v 38% overall)
- TBC social housing tenants (51% v 38% overall)

### Comparison with 2023 & 2022 surveys, and LGA national benchmarking survey

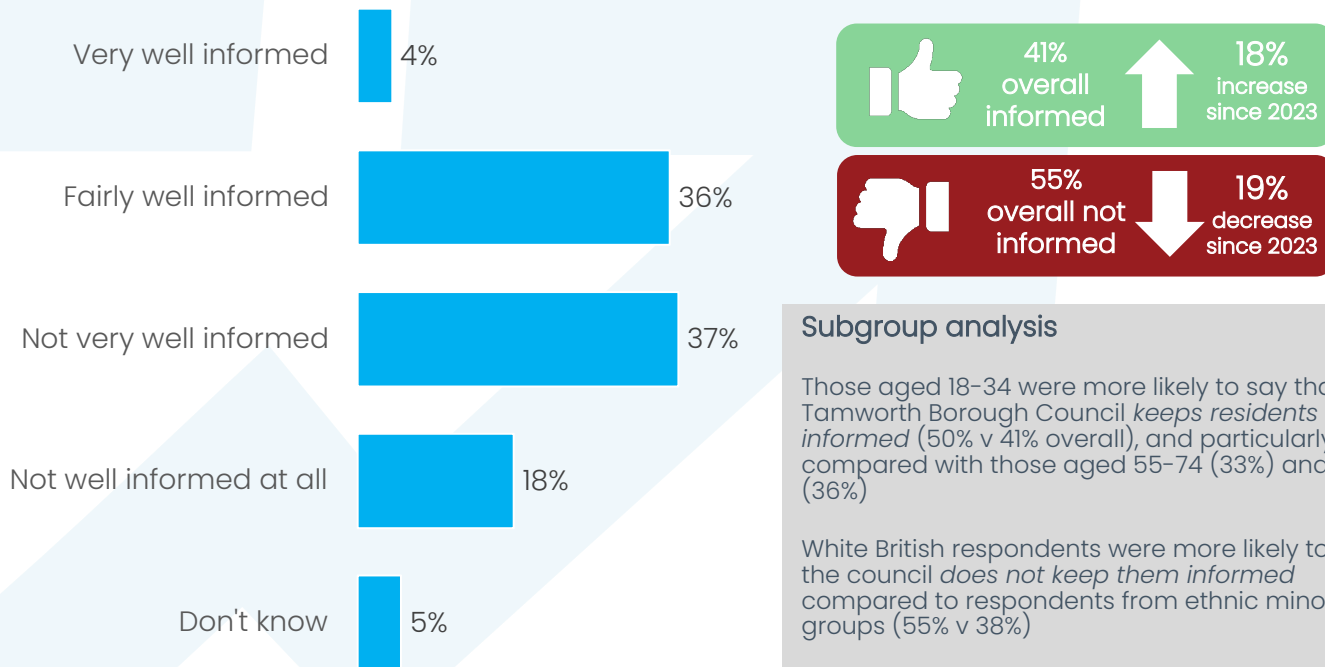


Question: *To what extent do you agree or disagree that Tamworth Borough Council provides value for money?*  
 Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000).  
 Combined responses are shown.

# 3

## Perceptions of Tamworth Borough Council Keeping residents informed

Two in five (41%) think Tamworth Borough Council keeps residents informed about the services and benefits it provides. This is an increase from 23% in 2023. However, it is lower than the national average of 52%.



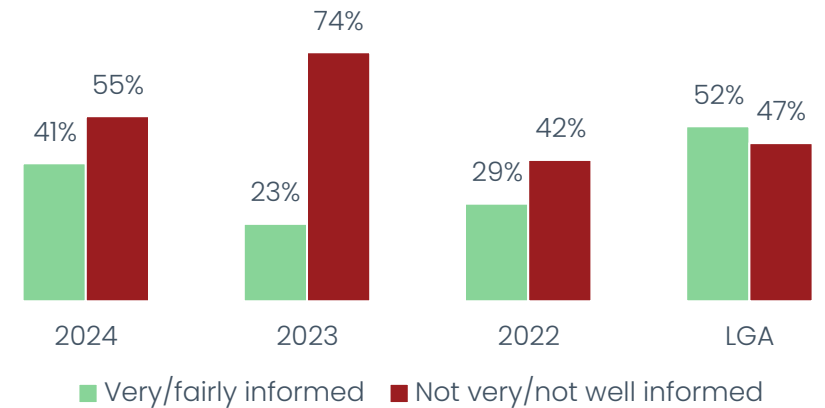
**Subgroup analysis**

Those aged 18-34 were more likely to say that Tamworth Borough Council *keeps residents informed* (50% v 41% overall), and particularly when compared with those aged 55-74 (33%) and 75+ (36%)

White British respondents were more likely to say the council *does not keep them informed* compared to respondents from ethnic minority groups (55% v 38%)

TBC social housing tenants were more likely to say the council *does not keep them informed* (66% v 55% overall)

### Comparison with 2023 & 2022 surveys, and LGA national benchmarking survey



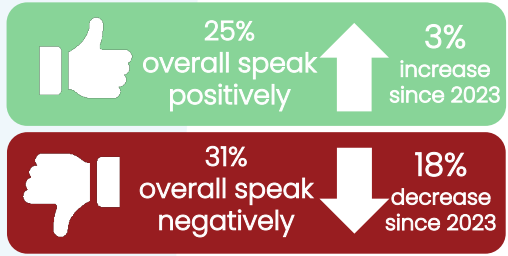
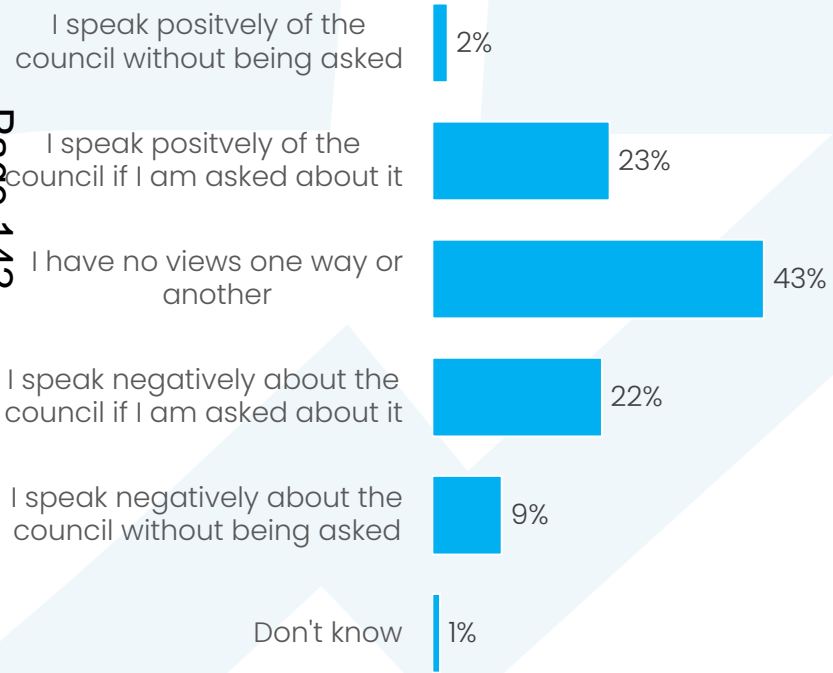
👎 41% Tamworth v 52% LGA Very/fairly informed

# 3

## Perceptions of Tamworth Borough Council Council advocacy

A quarter (25%) speak positively about Tamworth Borough Council (2% without being asked and 23% if asked). This is an increase from 22% in 2023. Three in ten (31%) speak negatively about the Council (a decrease from 49% in 2023). There has been a significant increase in respondents that have no views one way or another (43% compared to 29% in 2023).

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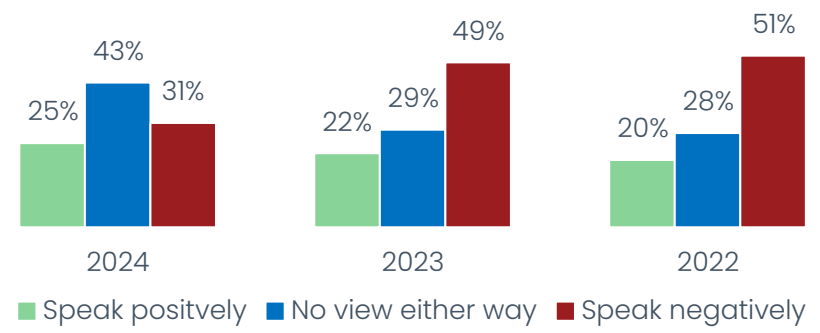
**Subgroup analysis**

Those aged 75+ and 18-34 were more likely to *speak positively* about Tamworth Borough Council (33% and 31% v 25% overall)

Respondents living in Castle ward were more likely to *speak negatively* about the council (46% v 31% overall)

TBC social housing tenants were more likely to *speak negatively* about the council compared with owner occupiers (42% v 28% overall)

### Comparison with 2023 & 2022 surveys

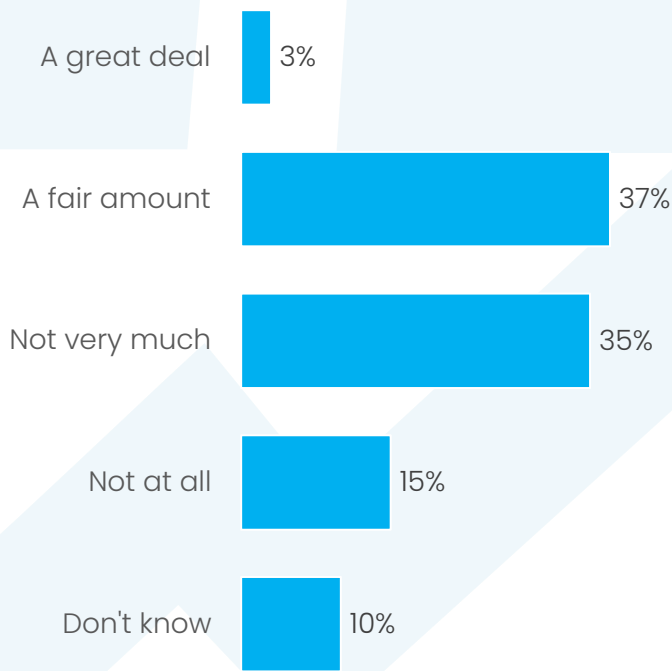


Question: *On balance, which of these statements comes closest to how you feel about Tamworth Borough Council?*  
 Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721).  
 Combined responses are shown.

# 3

## Perceptions of Tamworth Borough Council Acting on the concerns of local residents

Two in five (40%) respondents believe Tamworth Borough Council acts on the concerns of local residents. This is an increase from 28% in 2023. However, it is lower than the national average of 47%.



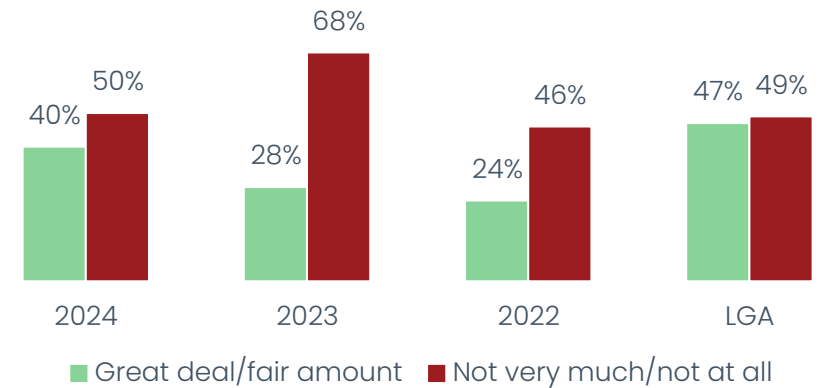
### Subgroup analysis

Those aged 18-34 were more likely to say the council *acts on the concerns* of local residents (48% v 40% overall) and particularly compared with those aged 35-54 (36%)

Groups that were more likely to say the council *did not act on the concerns* of local residents included:

- Those with a disability (55%) compared with those that did not have a disability (48%)
- Respondents living in Castle ward (66% v 50% overall)
- TBC social housing tenants (68% v 50% overall)

### Comparison with 2023 & 2022 surveys, and LGA national benchmarking survey



40% Tamworth v 47% LGA great deal/fair amount



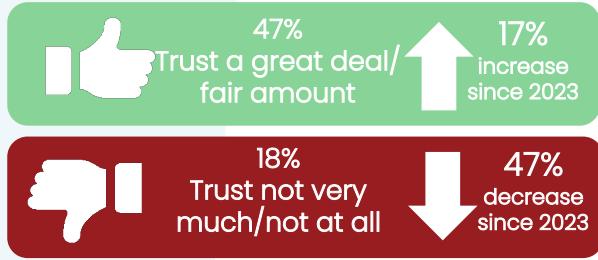
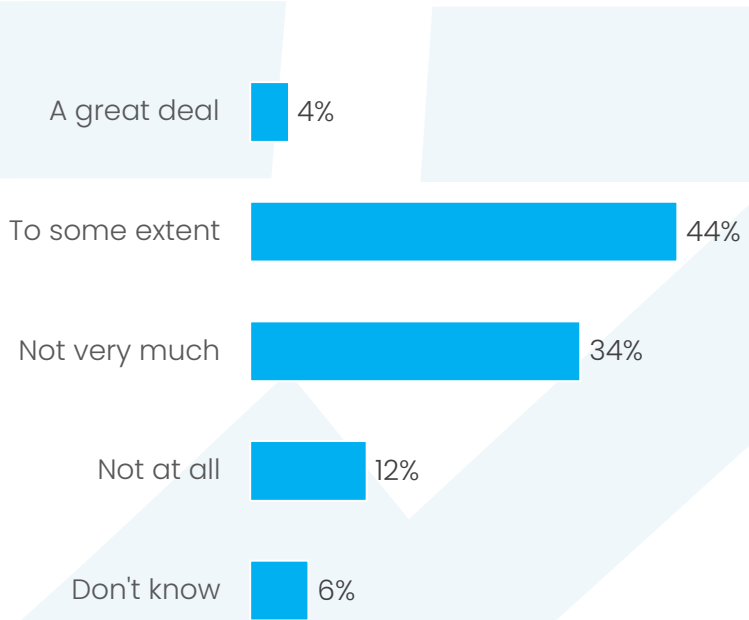
Question: *To what extent do you think Tamworth Borough Council acts on the concerns of local residents?*  
 Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000).  
 Combined responses are shown.

# 3

## Perceptions of Tamworth Borough Council Trust in the council

Almost half (47%) of respondents trust Tamworth Borough Council (either a great deal or to some extent). This is significantly higher than in the previous survey where 30% said they trust the council. However, slightly fewer respondents trust the council when compared with the national average of 53%.

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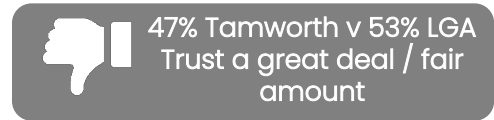
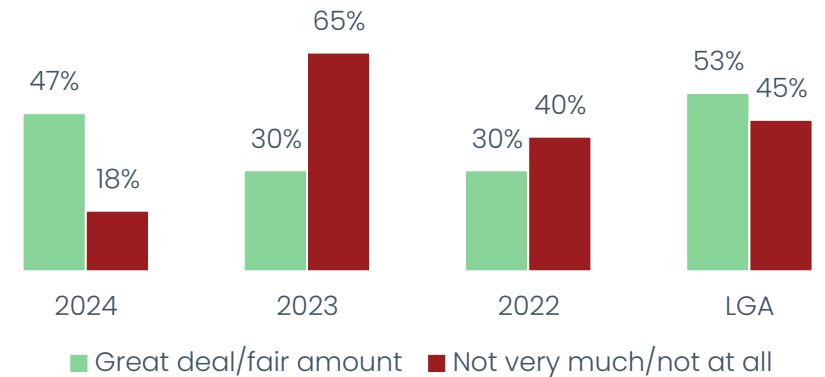
### Subgroup analysis

Those aged 75+ were the most likely to say they *trust the council* (56%) compared with those aged 35-54 (44%)

Respondents more likely to say they *did not trust* the council (not very much/not at all) (18% overall) included:

- Those living in Castle ward (25%)
- TBC social housing tenants (32%)

### Comparison with 2023 & 2022 surveys, and LGA national benchmarking survey



Question: *How much do you trust Tamworth Borough Council?*

Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000). Combined responses are shown.





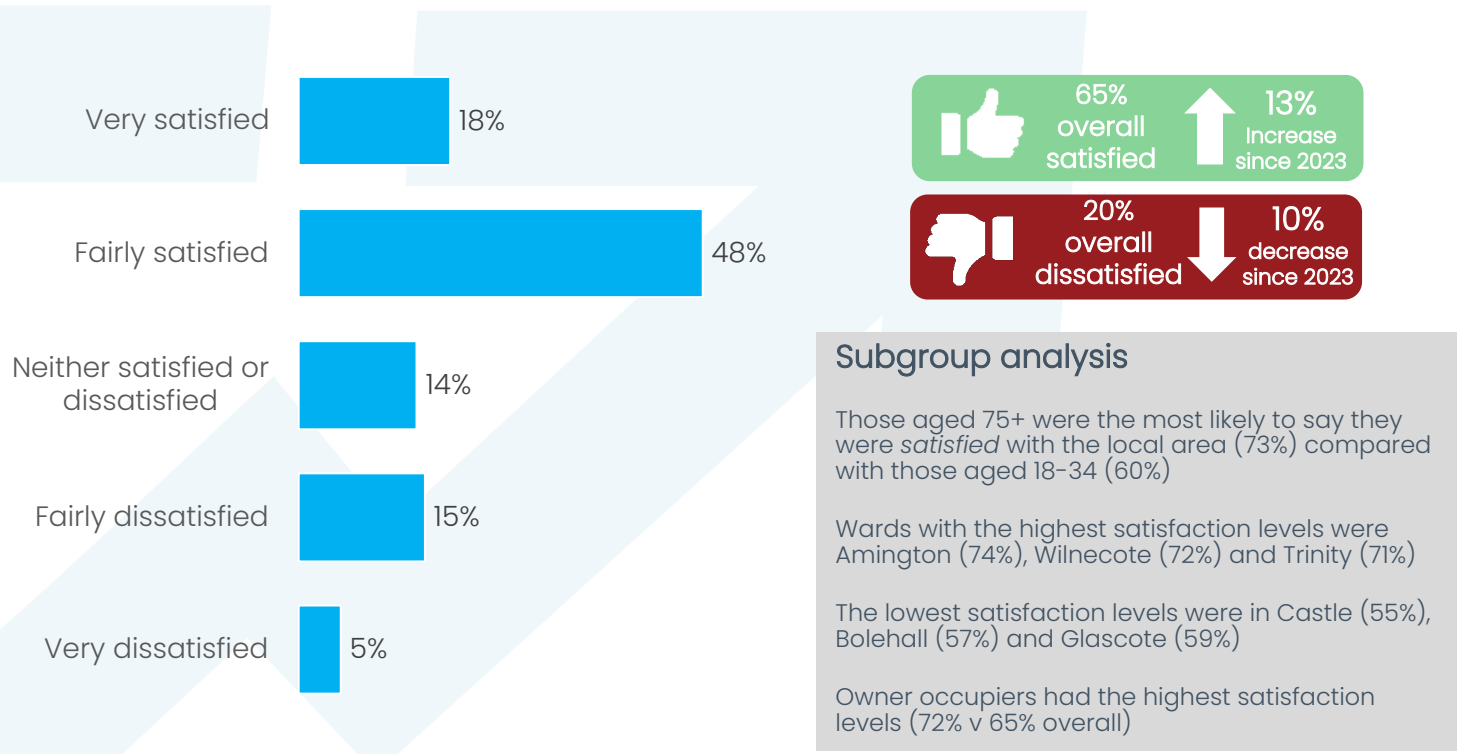
## 4. Local area



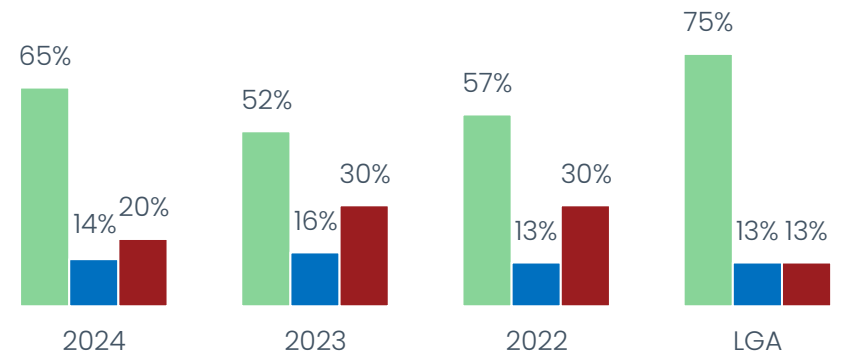
# 4

## Perception of the local area Satisfaction with the local area

Overall satisfaction with the local area as a place to live has increased to 65% from 52% in the 2023 survey. However, satisfaction is lower than the national average of 75%.



### Comparison with 2023 & 2022 surveys, and LGA national benchmarking survey



65% Tamworth v 75% LGA overall satisfied

Question: Overall, how satisfied or dissatisfied are you with your local area as a place to live?  
 Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000).  
 Combined responses are shown.

## 5. Council services

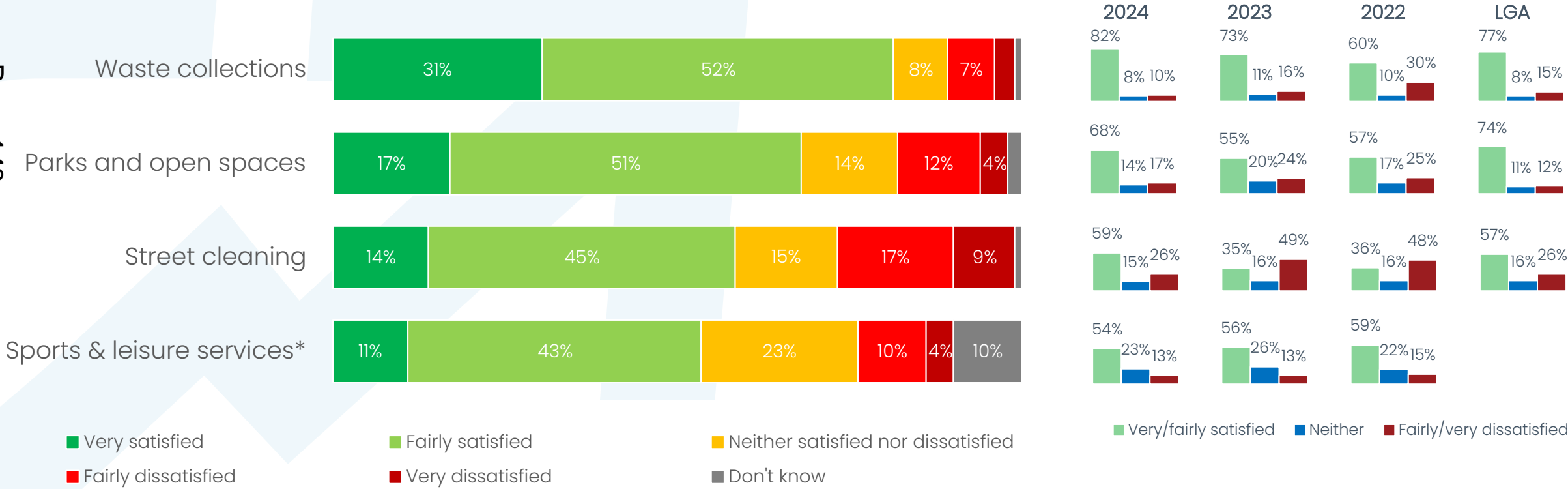


# 5

## Council services Opinions on council services

Satisfaction levels have improved overall for waste collections, parks and open spaces and street cleaning since the survey in 2023, with street cleaning seeing the biggest increase in satisfaction from 35% to 59%. Sports and leisure services, however, have recorded a small drop in satisfaction (56% to 54%). When compared with the LGA national polling survey, satisfaction levels are higher in Tamworth for waste collections (82% v 77% nationally) and street cleaning (59% v 57% nationally) and lower for parks and open spaces (68% v 74% nationally).

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Question: *What is your opinion of....[council service]?*  
 Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000).

**Notes:**  
 \* Sports and leisure services: Includes castle, assembly rooms, castle ground events etc.)

# 9

## Council services Opinions on council services

Subgroup analysis for council service satisfaction levels

### Waste collections (82% satisfaction overall)

Groups *most satisfied* with waste collections included:

- Those aged 75+ (92%) compared with those aged 18-34 (78%) and 35-54 (78%)
- Respondents from ethnic minority groups (96%) compared with White British respondents (82%)
- Owner occupiers (86%) compared with those renting from a housing association (74%) and TBC social housing tenants (70%)
- Respondents living in Belgrave (88%), Spital (86%) and Trinity (86%) wards

Groups *least satisfied* with waste collection included those living in Castle ward (72%)

### Street cleaning (59% satisfaction overall)

Groups *most satisfied* with street cleaning included:

- Those aged 18-34 (70%) compared with all other age groups: 35-54 (57%), 55-74 (53%) and 75+ (59%)
- Respondents from ethnic minority groups (73%) compared with White British respondents (58%)
- Those renting from private landlords (74%) compared with TBC social housing tenants (48%)
- Respondents living in Amington (65%), Mercian (62%), and Wilnecote (62%) wards

### Parks and green spaces (68% satisfaction overall)

Groups *most satisfied* with parks and green spaces included:

- Those aged 75+ (78%) compared with those aged 18-34 (65%) and 35-54 (62%)
- Owner occupiers (73%)
- Respondents living in Trinity (75%), Spital (72%) and Glascote (72%) wards

Groups *least satisfied* with parks and open spaces included respondents living in Castle ward (57%) and TBC social housing tenants (49%)

### Sports and leisure services (54% satisfaction overall)

Groups *most satisfied* with waste collections included:

- Those aged 18-34 (63%) compared with all other age groups: 35-54 (50%), 55-74 (52%) and 75+ (50%)
- Those renting from private landlords (67%)
- Respondents living in Amington (66%) ward

Groups *least satisfied* with parks and open spaces included TBC social housing tenants (34%)



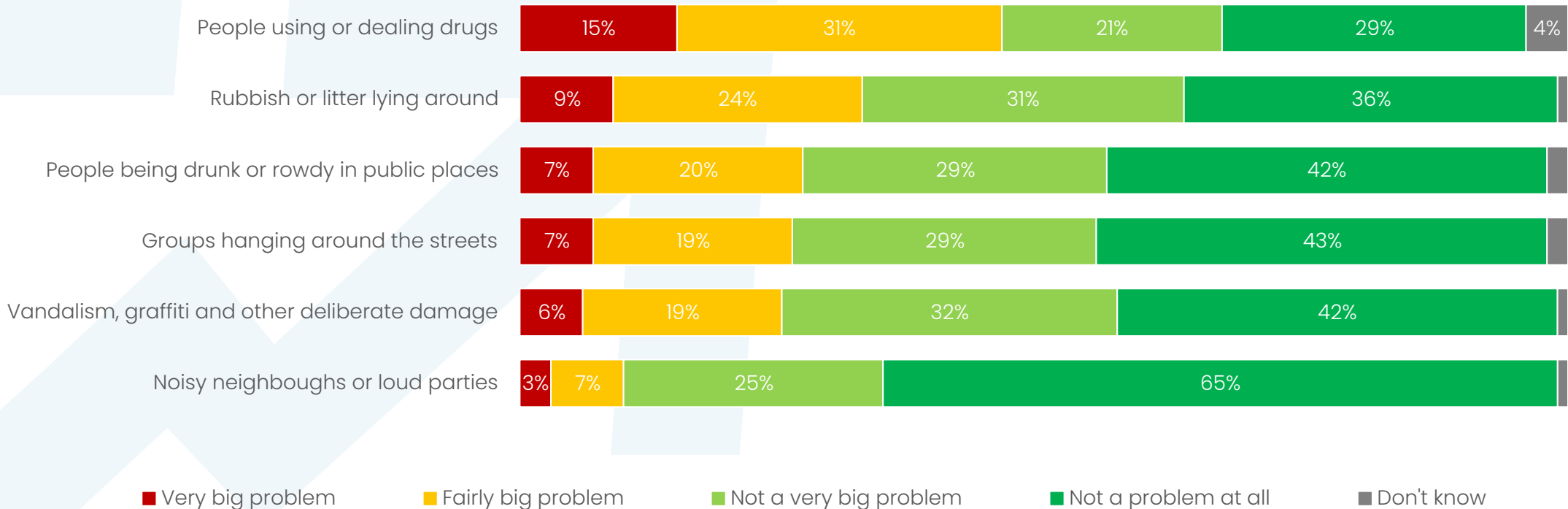
## 6. Living in Tamworth



# 6

## Living in Tamworth What impacts the local area?

Respondents were provided with a list of various issues that impact local areas and asked how much of a problem they were in their area. People using or dealing drugs was highlighted as a problem by almost half (46%) of respondents. A third (33%) thought rubbish and litter lying around was a problem. Noisy neighbours or loud parties was of least concern, with 90% saying it wasn't a problem/not a very big problem.



Question: *Thinking about this local area, how much of a problem is.....?*  
 Base: All respondents (Resident survey 2024: 1,100)  
 Combined responses are shown.

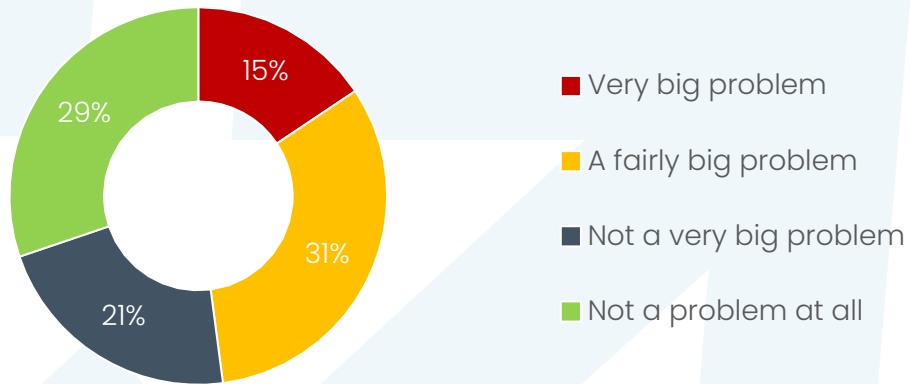


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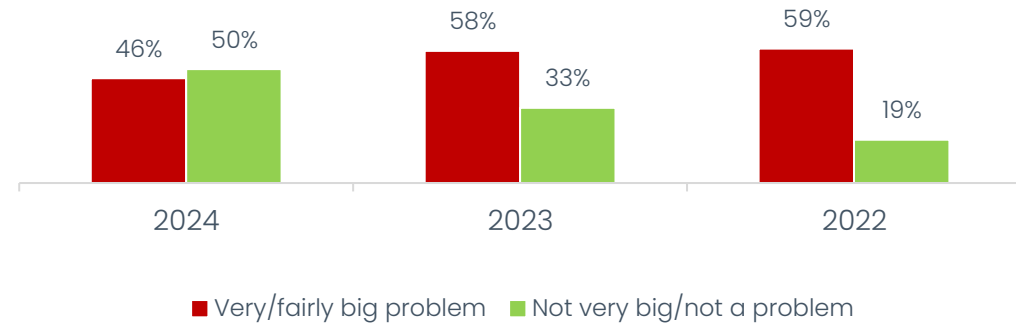
## Living in Tamworth

### How much of a problem is.....People using or dealing drugs

People using or dealing drugs was highlighted by the most respondents as being a problem. Almost half (46%) said it was either a very big problem or fairly big problem. This, however, has fallen from 58% in 2023 and 59% in 2022.



### Comparison with 2023 and 2022 surveys



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#### Subgroup analysis

Groups most likely to say people using or dealing drugs *is a problem* (46% overall) included:

- Those aged 18-34 (61%), compared with those aged 75+ (23%)
- Respondents from ethnic minority groups (62%) compared with White British respondents (46%)
- TBC social housing tenants (64%), those renting from a housing association (62%) and those renting from a private landlord (60%)
- Respondents living in Castle ward (65%)

#### Subgroup analysis

Groups most likely to say there *is not a problem* (50% overall) include:

- Owner occupiers (60%)
- Those living in Trinity (66%), Wilnecote (57%) and Amington (57%) wards

Question: *Thinking about this local area, how much of a problem is.....?*

Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000).

Combined responses are shown.



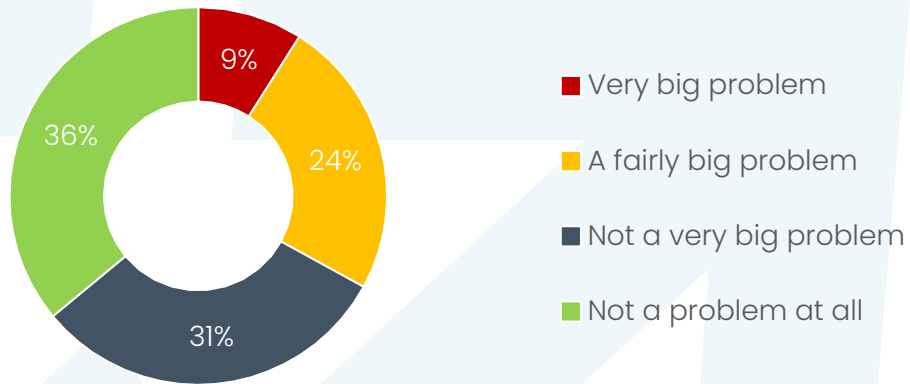


# 6

## Living in Tamworth

### How much of a problem is.....Rubbish or litter lying around

Rubbish or litter lying around was the second biggest problem identified by respondents, with a third (33%) saying it was either a very big problem or fairly big problem. This has fallen, however, from 61% in 2023 and 63% in 2022.

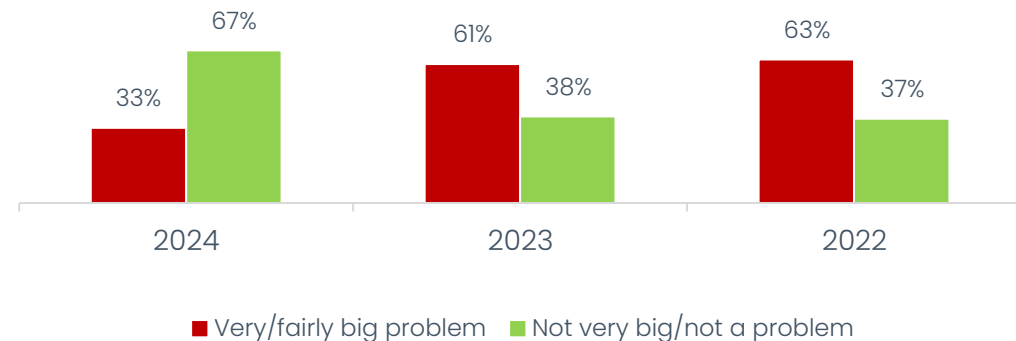


#### Subgroup analysis

Groups most likely to say rubbish or litter lying around *is a problem* (33% overall) included:

- Those aged 35-54 and 55-74 (both 35%), compared with those aged 18-34+ (26%)
- Female respondents (35%) compared with male respondents (30%)
- TBC social housing tenants (47%)
- Respondents living in Belgrave ward (43%)

#### Comparison with 2023 and 2022 surveys



#### Subgroup analysis

Groups most likely to say there *is not a problem* (67% overall) include:

- Those renting from a private landlord (78%)
- Those living in Mercian ward (82%)

Question: *Thinking about this local area, how much of a problem is.....?*

Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000).

Combined responses are shown.

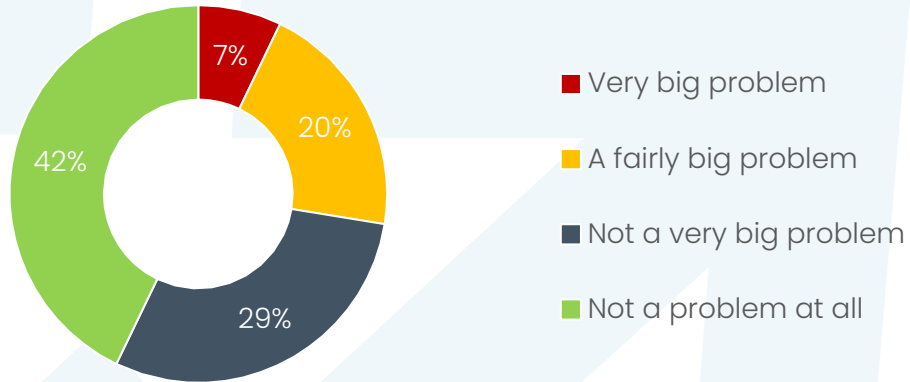


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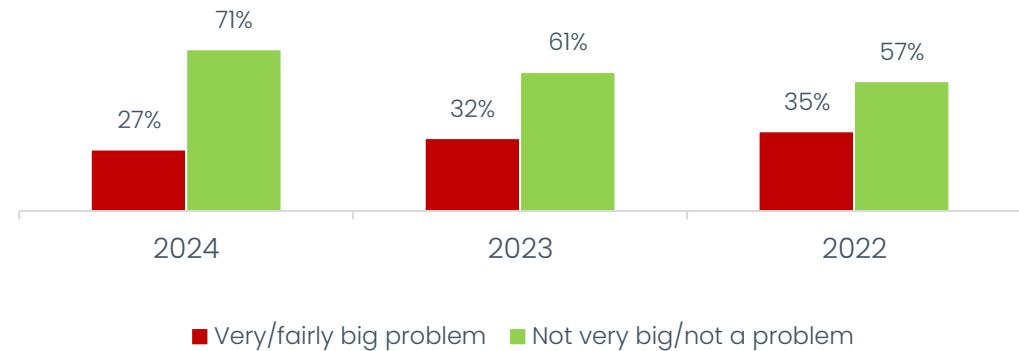
# Living in Tamworth

## How much of a problem is.....People being drunk or rowdy in public places

People being drunk or rowdy in public places was highlighted by just over a quarter (27%) of respondents saying it was either a very big problem or fairly big problem. This represents a small decrease from 2023, where 32% of respondents said this, and 35% in 2022.



### Comparison with 2023 and 2022 surveys



#### Subgroup analysis

Groups most likely to say people being drunk or rowdy in public places is a problem (27% overall) included:

- Those aged 18-34 (41%), compared with those aged 35-54 (28%), 55-74 (22%) and 75+ (8%)
- Respondents from ethnic minority groups (44%) compared with White British respondents (26%)
- Those renting from a housing association (42%) and TBC social housing tenants (41%)
- Respondents living in Castle ward (42%)

#### Subgroup analysis

Groups most likely to say there is not a problem (71% overall) include:

- Owner occupiers (80%)
- Those living in Trinity (80%) and Belgrave (78%) wards

Question: Thinking about this local area, how much of a problem is.....?

Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000).

Combined responses are shown.

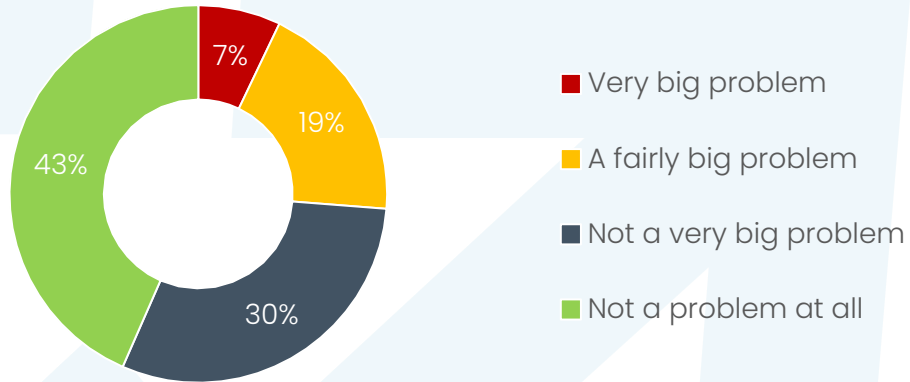


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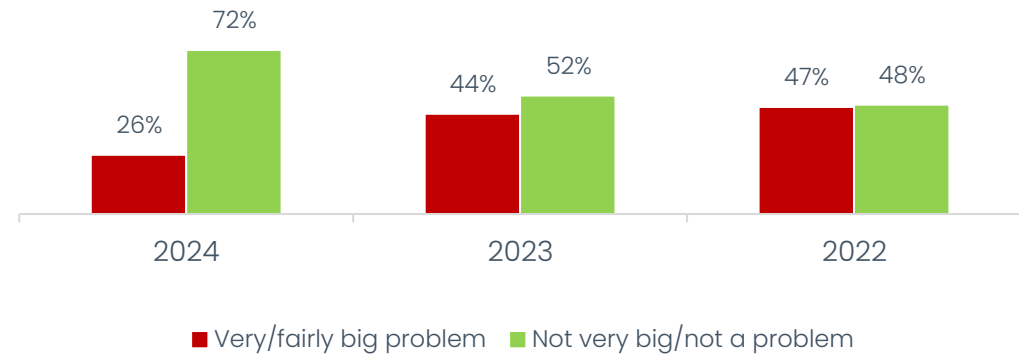
# Living in Tamworth

## How much of a problem is.....Groups hanging around the streets

Groups hanging around the streets was highlighted by a quarter (26%) of respondents saying it was either a very big problem or fairly big problem. This represents a decrease from 2023, where 44% of respondents said this, and 47% in 2022.



### Comparison with 2023 and 2022 surveys



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#### Subgroup analysis

Groups most likely to say groups hanging around the streets is a problem (26% overall) included:

- Those aged 18-34 (35%), compared with those aged 75+ (13%)
- Those renting from a housing association (36%)
- Respondents living in Stonydelph (33%) and Mercian wards (32%)

#### Subgroup analysis

Groups most likely to say there is not a problem (73% overall) include:

- Owner occupiers (77%)
- Those living in Trinity (84%) ward

Question: *Thinking about this local area, how much of a problem is.....?*

Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000). Combined responses are shown.

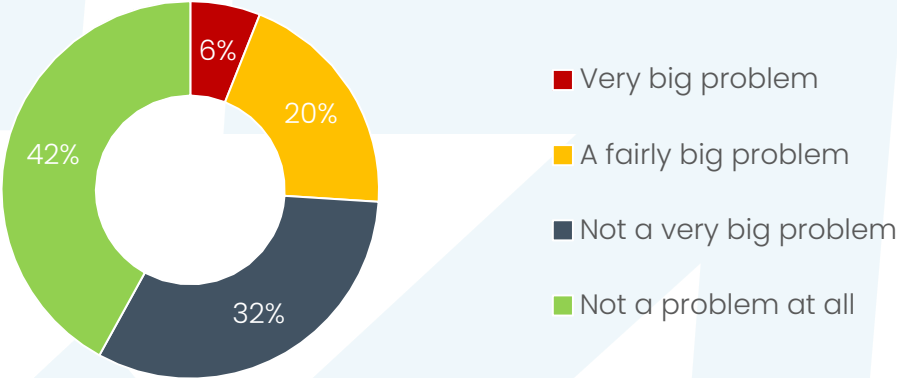


# 6

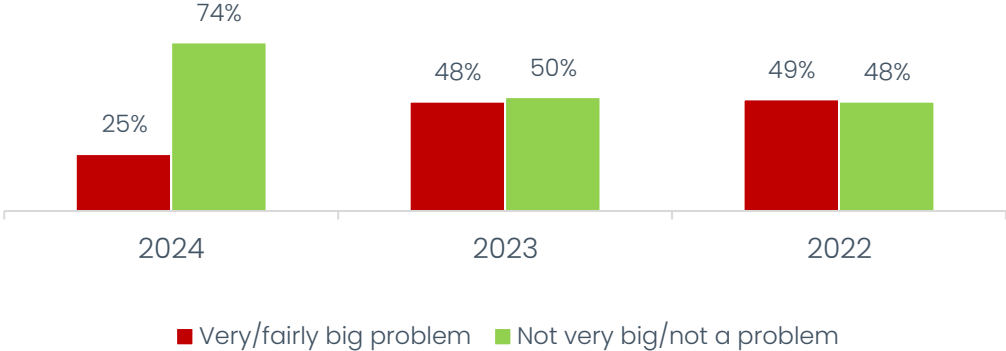
## Living in Tamworth

### How much of a problem is.....Vandalism, graffiti & other deliberate damage

Vandalism, graffiti & other deliberate damage was highlighted by a quarter (25%) of respondents saying it was either a very big problem or fairly big problem. This represents a decrease from 2023, where 48% of respondents said this, and 49% in 2022.



### Comparison with 2023 and 2022 surveys



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#### Subgroup analysis

Groups most likely to say vandalism, graffiti & other deliberate damage is a problem (25% overall) included:

- Those aged 18-34 (33%), compared with those aged 55-74 (20%) and 75+ (15%)
- Those renting from a housing association (37%)
- Respondents living in Stonydelph ward (38%)

#### Subgroup analysis

Groups most likely to say there is not a problem (74% overall) include:

- Owner occupiers (79%)
- Those living in Trinity (83%) and Spital (80%) wards

Question: *Thinking about this local area, how much of a problem is.....?*  
 Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000).  
 Combined responses are shown.

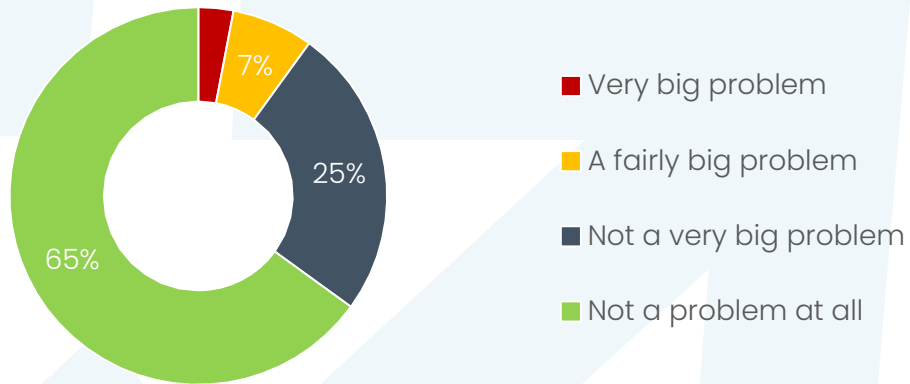


# 6

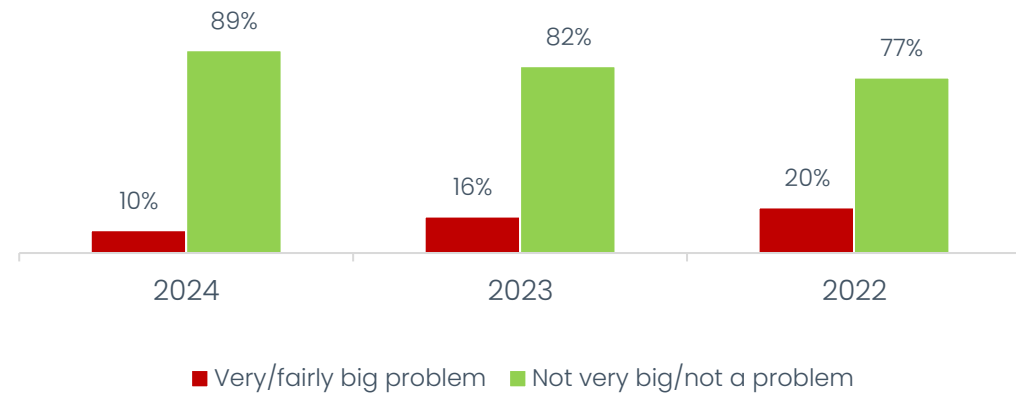
## Living in Tamworth

### How much of a problem is.....Noisy neighbours or loud parties

Noisy neighbours or loud parties was highlighted by one in ten (10%) respondents saying it was either a very big problem or fairly big problem. This represents a decrease from 2023, where 16% of respondents said this and 20% in 2022.



#### Comparison with 2023 and 2022 surveys



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#### Subgroup analysis

Groups most likely to say noisy neighbours or loud parties *is a problem* (10% overall) included:

- Those aged 35-54 (14%) and 18-34 (13%), compared with those aged 75+ (4%) and 55-74 (7%)
- TBC social housing tenants (21%)
- Respondents living in Stonydelph (15%) and Castle (14%) wards

#### Subgroup analysis

Groups most likely to say there *is not a problem* (90% overall) include:

- Owner occupiers (93%)
- Those living in Spital ward (95%)

Question: *Thinking about this local area, how much of a problem is.....?*

Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000).

Combined responses are shown.



## 7. Safety in the local area

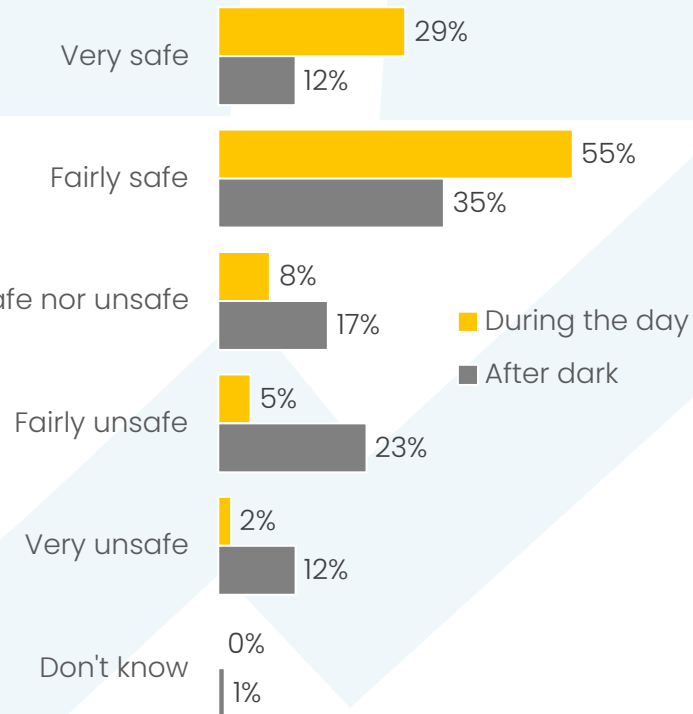
# 7

## Safety in the local area

### Feeling of safety in the local area

Over four in five (85%) respondents said they feel safe during the day, which is significantly higher than the 2023 survey result of 67%. As expected, after dark the number of respondents saying they felt safe dropped to 46%, but this is an improvement on the 2023 survey result of 32%. The results, however, are lower than the national benchmarking survey, where 91% feel safe during the day and 71% feel safe after dark.

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#### Subgroup analysis

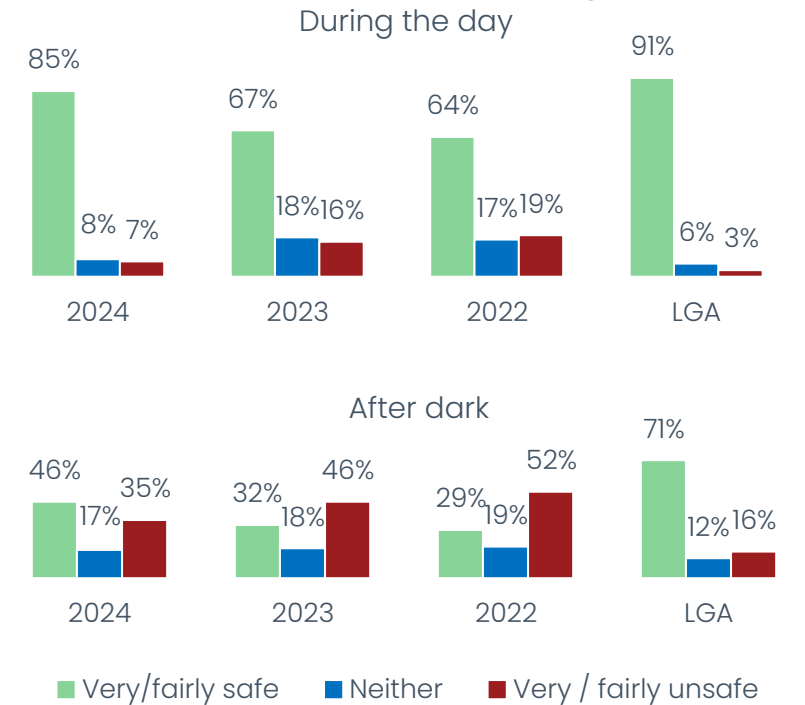
Respondents most likely to *feel unsafe* (35% overall) *after dark* included:

- Those aged 55-74 (38%) and 75+ (37%) compared with those aged 35-54 (31%)
- Female respondents (43%) compared with male respondents (27%)
- Those with a disability (47%) compared with those without a disability (30%)
- Those living in Castle (42%), Stonydelph (41%) and Belgrave (40%) wards
- Those renting from a housing association (46%) and TBC social housing tenants (42%)

Respondents most likely to *feel unsafe* (7% overall) *during the day* included:

- Those with a disability (10%) compared with those without a disability (6%)
- Those living in Belgrave (12%), Bolehall (11%) and Stonydelph (10%) wards
- Those renting from a housing association (13%)

#### Comparison with 2023 and 2022 surveys, and LGA national benchmarking survey



Question: How safe or unsafe do you feel when outside in your local area (during the day and after dark)?

Base: All respondents (Resident survey 2024: 1,100; Resident survey 2023: 737; Resident survey 2022: 721, LGA Polling Survey June 2024: 1,000). Combined responses are shown.



# 8. Communication

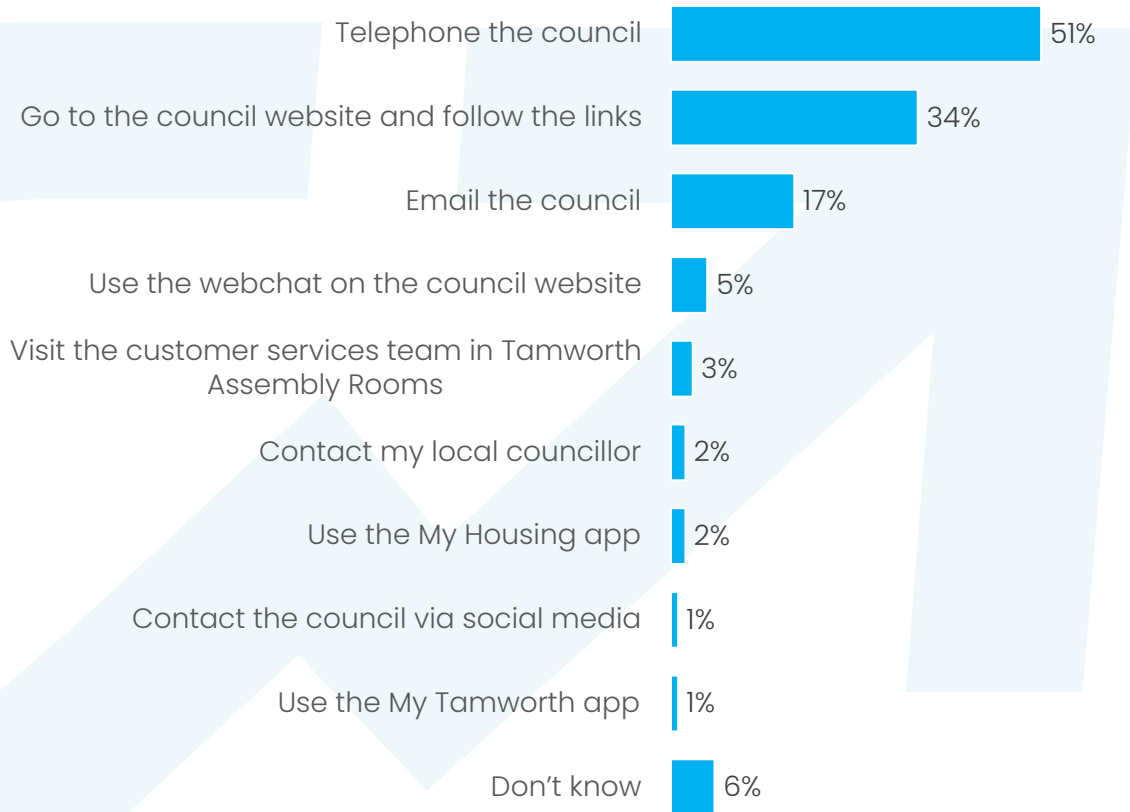




# 8

## Communication Contacting the council

There are three main methods for contacting the council. The most common way is telephone (mentioned by 51% of respondents), visiting the council website, mentioned by a third (34%) of respondents, and emailing the council (mentioned by 17% of respondents).



### Subgroup analysis

Those most likely to say they would telephone the council (51%) include:

- Those aged 75+ (72%)
- Female respondents (55%) compared with male respondents (46%)
- Those with a disability (64%) compared with those without a disability (46%)
- Those living in Trinity ward (59%)
- TBC social housing tenants (68%)

Those most likely to say they would go the council website (34%) include:

- Those aged 18-34 (50%)
- Male respondents (37%) compared with female respondents (32%)
- Those without a disability (39%) compared with those with a disability (21%)
- Those living in Bolehall ward (48%)
- Those renting from a private landlord (54%)

Those most likely to say they would email the council (17%) include:

- Those aged 18-74 (18%) compared with 75+ (7%)



# 9. Council spending

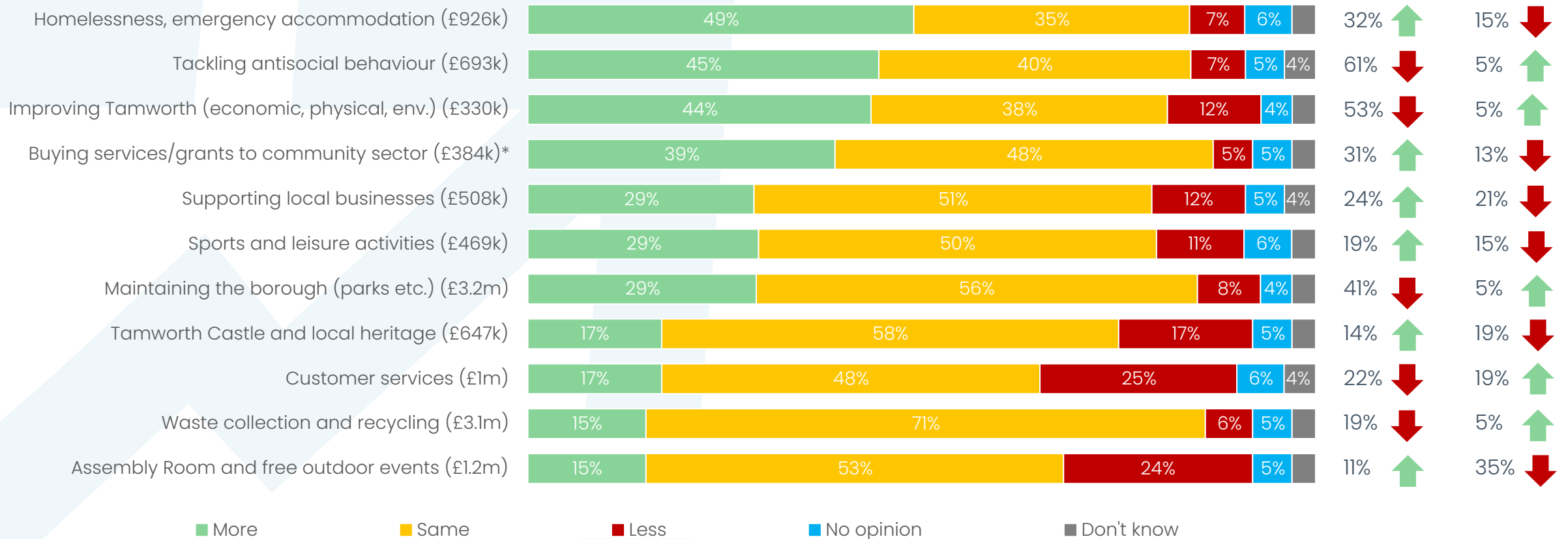


# 9

## Council spending Spending choices

Respondents' views varied on whether the council should spend more, the same or less on a range of services. Tackling homelessness and emergency accommodation came out on top with half (49%) saying the council should spend more (which has increased from 32% in 2023). In contrast, a quarter (25%) of respondents said customer services should receive less funding.

In 2023 the percentage that said...



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Question: Do you think we should spend more, the same or less on.....?  
Base: All respondents (Resident survey 2024: 1,100)

\*In the 2023 survey, buying services/grants to community sector was split into two options. Averages have, therefore, been used for the above 2023 figures.



# Council spending

## Spending choices

The following subgroup analysis is for the top three areas that respondents think should receive more funding, and the three areas with the highest number of respondents that think there should be less spending.

### Highest priority to increase spending

#### Tackling homelessness, emergency accommodation

Those more likely to say spend *more money* (49%) include:

- Female respondents (54%)
- Those with a disability (55%)
- Those living in Bolehall ward (58%)
- Housing association tenants (60%)

#### Tackling antisocial behaviour

Those more likely to say spend *more money* (45%) include:

- Those aged 35-54 (51%)

#### Improving Tamworth

Those more likely to say spend *more money* (44%) include:

- Those aged 55-74 (52%), compared with those aged 18-34 (29%)
- Those living in Spital ward (51%)
- Owner occupiers (52%)

### Service areas where there should be less funding

#### Customer services

Those more likely to say spend *less money* (26%) include:

- Those aged 35-54 (29%)
- Male respondents (29%)
- Those living in Spital ward (31%)
- Those renting from private landlords (35%)

#### Assembly Room and free out events

Those more likely to say spend *less money* (24%) include:

- Those aged 35-54 (31%) and 18-34 (27%)
- Housing Association tenants (42%)

#### Tamworth Castle and local heritage

Those more likely to say spend *less money* (17%) include:

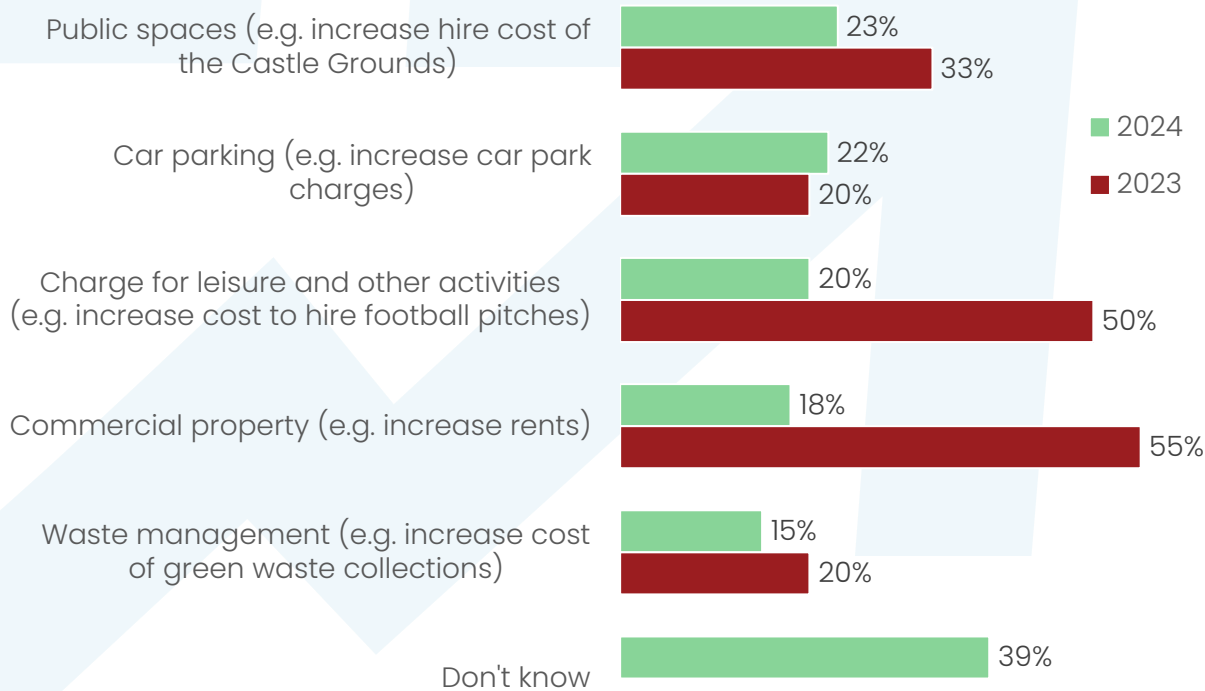
- Those aged 18-34 (23%)
- Respondents from ethnic minority groups (47%)
- Those living in Mercian ward (23%)
- TBC social housing tenants (30%)



# 9

## Council spending Charging for services

All suggestions to increase charges for certain services received some backing from respondents, but increasing the cost for the hire of public spaces and car parking were the most popular with 23% and 22% of respondents choosing these options. Waste management was the least favoured with 15% of respondents saying this should be considered. Compared with the results from the 2023 survey, there have been significant decreases in the proportion of respondents that said the council should increase charges for commercial property (55% down to 18%) and leisure and other activities (50% down to 20%).



### Subgroup analysis

Those more likely to choose *increase charges for the hire of public spaces* (23% overall) included:

- Those aged 18-34 (29%)
- Those without a disability (21%) compared with those with a disability (15%)
- Those living in Stonydelph ward (31%)

Those more likely to choose *increase car parking charges* included:

- Male respondents (24%) compared with female respondents (20%)
- Those living in Castle ward (30%)

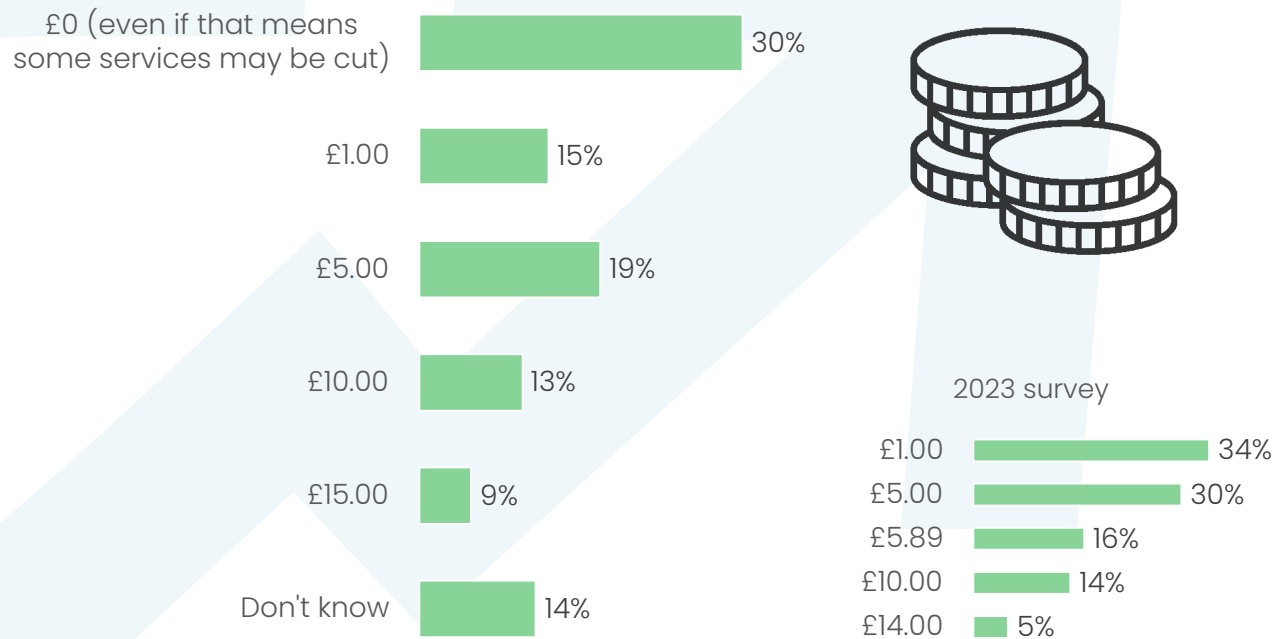


# 9

## Council spending Council tax

Three in five respondents (30%) think that there should not be any increase on the Tamworth Borough Council element of the council tax. A further 15% said just £1.00 would be acceptable. A total of 13% said £10.00 and 9% said £15.00 would be acceptable. This is broadly in line with the results from the 2023 survey, although the options in the 2023 survey did not include £0 (even if that means some services to be cut).

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### Subgroup analysis

Respondents most likely to say £0 (30% overall) included:

- Older respondents: 35+ (33%) compared with those aged 18-34 (24%)
- TBC social housing tenants (38%) compared with those renting from private landlords (22%)
- Those living in Castle (35%) and Stonydelph (35%) wards



Question: *What would you consider to be an acceptable increase on a band D council tax property for the year for the Tamworth Borough Council element?*  
 Base: All respondents (Resident survey 2024: 1,100, Resident survey 2023: 737)

# 9

## Council spending Ideas to save money or reduce costs

A variety of suggestions were made as to how the council could save money. The table below shows the most common suggestions (with ten or more respondents providing the suggestion). Budget better and being more careful with how money is spent was the most common suggestion (68 respondents).

Idea	Number of respondents
Budget better, be more careful with how you spend money	68
Stop wasting money on unnecessary things, e.g. flowers, fireworks	42
Improve repairs, jobs done right first time, e.g. housing repairs, potholes/improve contractor works	42
Cut wages, place a cap on wages	35
Improve staff productivity and efficiencies, work together better	28
Remove deadwood, streamline workforce	21
Stop housing immigrants, illegal immigrants, stop putting up in hotels	19
Cut management salaries and bonuses	14
Stop councillor expenses and salaries	14
Cut expenses (gen/unspec)	14
Attract more people to shop in town centre (businesses, shops)	14
Stop building new buildings, utilise existing buildings	12
Better sourcing of suppliers and contractors	10
Car parking - more, charge, residents etc.	10



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# Tamworth Residents Survey 2024

## INTERVIEWER NOTE

1. **Speak to residents aged 18+ according to your given quota**
2. **Read out the introductory text before questions where marked 'READ OUT'**
3. **Do not read out 'don't know' and 'prefer not to say'**

**READ OUT:** Good morning / afternoon / evening my name is \_\_\_\_\_ and I work for a company called Enventure Research on behalf of Tamworth Borough Council, who has asked us to carry out a survey to help them understand the views of their residents about the local area, the council and council services.

The interview should take no more than 15 minutes to complete. Your answers will be used to help improve the services offered by Tamworth Borough Council.

Would you have time to take part in the survey?

All information provided will be analysed by Enventure Research, an independent research agency, and treated in accordance with General Data Protection Regulations and the Market Research Society Code of Conduct. Enventure Research will only use information you provide to inform the research. Enventure Research is registered with the Data Controller and is a Market Research Society Company Partner. For our privacy notice, please refer to our website [www.enventure.co.uk](http://www.enventure.co.uk)

*If resident seems unsure...*

You do not have to answer any questions if you don't want to, and you can end the interview at any time. Are you happy to proceed?

**READ OUT:** Before we start, I want to just clarify that as you live in Tamworth, you receive services from two councils - Tamworth Borough Council and Staffordshire County Council. This survey is only asking questions about services provided by Tamworth Borough Council. The services provided are paid for by a small part of the council tax you pay, a small part of business rates and the rest comes from government funding. So for example, with a Band C council tax, just £180 each year funds Tamworth Borough Council services.

**READ OUT:** To make sure we're speaking to all types of residents, please could you answer a few questions about yourself before we begin?

**SCREENER: Can you confirm that you live in the Tamworth Borough Council area?**

Yes - CONTINUE

No - THANK AND CLOSE

**D1 Which of the following describes how you think of yourself?**

- 1 Male
- 2 Female
- 3 Prefer to self describe (please specify)
- Prefer not to say (DO NOT PROMPT)

**Prefer to self describe - please specify**

**D2 Which of these age bands do you fall into?**

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75+
- Prefer not to say (DO NOT PROMPT)

**D3 Please could you tell me which group you consider you belong to?**

- |   |   |
|---|---|
| <input type="radio"/> 1 White - English, Welsh, Scottish, North Irish, British      | <input type="radio"/> 12 Black, African, Caribbean or Black British - Caribbean                             |
| <input type="radio"/> 2 White - Irish   | <input type="radio"/> 13 Black, African, Caribbean or Black British - Any other background (please specify) |
| <input type="radio"/> 3 White - Gypsy or Irish Traveller                            | <input type="radio"/> 14 Mixed/multiple ethnic groups - White and Black Caribbean                           |
| <input type="radio"/> 4 White - Any other background (please specify)               | <input type="radio"/> 15 Mixed/multiple ethnic groups - White and Black African                             |
| <input type="radio"/> 5 Asian/Asian British - Indian                                | <input type="radio"/> 16 Mixed/multiple ethnic groups - White and Asian                                     |
| <input type="radio"/> 6 Asian/Asian British - Pakistani                             | <input type="radio"/> 17 Mixed/multiple ethnic groups - Any other background (please specify)               |
| <input type="radio"/> 7 Asian/Asian British - Bangladeshi                           | <input type="radio"/> 18 Other ethnic group - Arab  |
| <input type="radio"/> 8 Asian/Asian British - Chinese                               | <input type="radio"/> 19 Other ethnic group - Any other background (please specify)                         |
| <input type="radio"/> 9 Asian/Asian British - Any other background (please specify) | <input type="radio"/> 20 Other ethnic group - Other   |
| <input type="radio"/> 10 Black, African, Caribbean or Black British - British       | <input type="radio"/> 21 Prefer not to say (DO NOT PROMPT)  |
| <input type="radio"/> 11 Black, African, Caribbean or Black British - African       |   |

**Other ethnic group - please specify**

**D4 Do you have any long term illness, health problems or disability which limits your daily activities or the work you can do?**

- Yes
- No
- Prefer not to say

**D5 Which ward do you live in?**

- |                                |  |
|--------------------------------|--|
| <input type="radio"/> Amington | <input type="radio"/> Spital                                   |
| <input type="radio"/> Belgrave | <input type="radio"/> Stonydelph                               |
| <input type="radio"/> Bolehall | <input type="radio"/> Trinity                                  |
| <input type="radio"/> Castle   | <input type="radio"/> Wilnecote                                |
| <input type="radio"/> Glascote | <input type="radio"/> Don't know (record postcode for mapping) |
| <input type="radio"/> Mercian  |  |

**If you don't know which ward you live in, please provide your postcode. This is kept separate from your survey responses and only used to make sure we are speaking to a good spread of people across the Borough**

**D6 Which of the following best describes how you occupy your home?**

- Owner occupier
- Rented from Housing Association
- Rented from private landlord
- Shared ownership
- Residential home
- Tamworth Borough Council Social Housing Tenant
- Other (please specify)

**Other - please specify**

## **Local area and council satisfaction**

**READ OUT:** Throughout this survey, I will ask you to think about your 'local area'. When answering, please consider your local area to be the area within 15-20 minutes walking distance from your home.

**Q1 Overall, how satisfied or dissatisfied are you with your local area as a place to live?**  
READ OUT, SINGLE CODE

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Don't know (DO NOT READ OUT)

**READ OUT:** Your local area receives services from Tamworth Borough Council which is responsible for a range of services.

**Q2 Overall, how satisfied or dissatisfied are you with the way Tamworth Borough Council runs things?**  
READ OUT, SINGLE CODE

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied
- Don't know (DO NOT READ OUT)

**READ OUT:** In considering the next question, please think about the range of services that Tamworth Borough Council provides in the community as well as the services your household uses. It does not matter if you do not know all of the services Tamworth Borough Council provides. We would like your general opinion.

**Q3 To what extent do you agree or disagree that Tamworth Borough Council provides value for money?**  
READ OUT, SINGLE CODE

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know (DO NOT READ OUT)

**Q4 To what extent do you think Tamworth Borough Council acts on the concerns of local residents?**

READ OUT, SINGLE CODE

- A great deal
- A fair amount
- Not very much
- Not at all
- Don't know (DO NOT READ OUT)

**Q5 Overall, how well do you think Tamworth Borough Council keeps residents informed about the services and benefits it provides?**

READ OUT, SINGLE CODE

- Very well informed
- Fairly well informed
- Not very well informed
- Not well informed at all
- Don't know (DO NOT READ OUT)

**Q6 On balance, which of these statements comes closest to how you feel about Tamworth Borough Council?**

READ OUT, SINGLE CODE

- I speak positively of the council without being asked
- I speak positively of the council if I am asked about it
- I have no views one way or another
- I speak negatively about the council if I am asked about it
- I speak negatively about the council without being asked
- Don't know (DO NOT READ OUT)

**Q8 If you had to contact Tamworth Borough Council to request a service, report a problem or make a complaint what would you do?**

INTERVIEWER TO PROMPT IF NEEDED, TICK ALL THAT APPLY

- Go to the council website and follow the links
- Use the webchat on the council website
- Use the My Housing app
- Use the My Tamworth app
- Email the council
- Telephone the council
- Visit the customer services team in Tamworth Assembly Rooms
- Contact my local councillor
- Contact the council via social media
- Don't know (DO NOT READ OUT)

## Community safety

**Q9 How safe or unsafe do you feel when outside in your local area...?**

READ OUT, SINGLE CODE PER ROW

	Very safe	Fairly safe	Neither safe nor unsafe	Fairly unsafe	Very unsafe	Don't know (DO NOT READ OUT)
After dark	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During the day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Trust

**Q10 How much do you trust Tamworth Borough Council?**

READ OUT, SINGLE CODE

- A great deal
- A fair amount
- Not very much
- Not at all
- Don't know (DO NOT READ OUT)

## Satisfaction of services

**Q11 Please tell us how satisfied or dissatisfied you are with each of the following services:**

READ OUT, SINGLE CODE PER ROW

	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know/not applicable (DO NOT READ OUT)
Waste collections	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street cleaning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sport and leisure services (castle, assembly rooms, castle ground events etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks and green spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q12 Thinking about this local area, how much of a problem do you think each of the following are....?**

READ OUT, SINGLE CODE PER ROW

	A very big problem	A fairly big problem	Not a very big problem	Not at all	Don't know / No opinion (DO NOT READ OUT)
Noisy neighbours or loud parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rubbish or litter lying around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Vandalism, graffiti and other deliberate damage to property or vehicles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People using or dealing drugs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People being drunk or rowdy in public places	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Groups hanging around the streets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q16 The cost of running services is increasing, so the council needs to reduce costs and make savings.**

**I'm going to read out the cost of different services, and I'd like you to say whether the council should spend less, the same or more?**

**We know this is a difficult question to answer, so for each service area, it might help you to think about if the service you would want more or less of. If it's something you want more of, then the council would need to spend more money and if you want to see less of it, then the council should spend less.**

**For the following services, do you think we should spend more, the same or less?**

READ OUT, SINGLE CODE PER ROW

	More	Same	Less	No opinion	Don't know / No opinion (DO NOT READ OUT)
£3.1m on waste collection and recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£3.2m on maintaining the borough (parks, open spaces, street cleaning etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£693,000 on tackling antisocial behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£926,000 on tackling homelessness, emergency accommodation and regulating private landlords	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£1.2m on providing the Assembly Rooms and free outdoor events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£647,000 on Tamworth Castle and local heritage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£469,000 on sports and leisure activities, including free holiday activities for children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£1m on customer services, so people can access services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£330,000 on improvement the condition of Tamworth (economic, physical and environment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£508,000 on supporting local businesses, including providing business space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
£384,000 on buying services from, and grants to local community sector to vulnerable people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Council spending

**Q17 Along with making savings, the council could look at increasing how much it charges for certain services. Which two areas do you think the council should consider? Please choose up to two.**

READ OUT, UP TO TWO CODES

- Car parking (e.g. increase car parking charges)
- Public charges for leisure and other activities (e.g. increase the cost to hire football pitches)
- Waste management (e.g. increase the cost for green waste collections)
- Public spaces (e.g. increase the hire cost of the Castle Grounds)
- Commercial property (e.g. increase rents)
- Don't know (DO NOT READ OUT)

**Q18 Costs are increasing for everything. Tamworth Borough Council's three-year budget plan included a 2.95% increase for the Tamworth Borough Council's element of the council tax (approximately 10% of the total council tax), which for a band D property is approximately £5 a year increase. However, given rising costs, a bigger increase could be considered.**

**What would you consider to be an acceptable increase on a band D council tax property for the year for the Tamworth Borough Council element?**

READ OUT, SINGLE CODE

- £1
- £5
- £10
- £15
- £0 - even if that means some services may be cut
- Don't know (DO NOT READ OUT)

**Q19 Do you have any ideas how the council could save money or reduce costs (remembering what the council is responsible for)?**

**READ OUT:** That's the end of the survey - thank you very much for your time today.



## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

An ESHIA is a review of a new or existing policy, strategy, project, report or service change to establish whether this has a differential impact on specific equality groups and identifies how we can improve equality of opportunity for different groups of people.

An ESHIA aims at improving Tamworth Borough Council's work, by promoting equality, social inclusion, health and wellbeing by ensuring that the proposed or existing policy promotes equality and can benefit a wide range of people.

### Details

Title of the proposal	Annual survey and budget consultation report, to inform budget and priority decisions	
Director responsible for the project or service area	Zoe Wolicki, assistant director people	
Officer completing the assessment	Tania Phillips, head of corporate communications	
Date conducted	December 2024	
Who are the main stakeholders?	Corporate management team and elected members	
What is being assessed?	A decision to review or change a service	
	A strategy, policy, report or procedure	✓
	A function, service, or project	
What kind of assessment is it?	New	✓
	Review of existing	

### Part One - Initial screening:

This section should be used to carry out an initial screening of changes or decisions to help to decide whether a full ESHIA is required.

The following six screening questions are designed to assess whether this proposed change is likely to have an impact on equality, social inclusion, health and wellbeing.

		Yes	No
1	Is this new or revised project, proposal, policy, report, procedure likely to have an impact?		✓
2	Does the proposal seek agreement to a key decision involving allocation of resources, such as changes in funding or resources, initiation of a new programme or project or procurement?		✓
3	Does the proposal seek agreement on restructuring or reorganising of staffing?		✓

4	Will this policy or proposed change have any impact on potential suppliers?		NA
5	Does this policy or proposed change impact on any HR policy or practice within the council?		NA
6	Does this policy or proposed change have any implications for equalities, social inclusion and health and wellbeing not covered above?		✓

1. If the answer is **no** to all the questions, please provide a summary below outlining why this conclusion has been reached.
2. If the answer is **yes** to any of the questions, please conduct the full ESHIA as detailed in Part two.

If you are unsure of any of the answers, please seek advice from Human Resources.

**Summary of initial screening outcome:**

The report shows the outcome of consultation with a statistically representative sample of Tamworth residents. The sample matches Tamworth’s census profile, so representation from a wide group of people was actively achieved.

The survey findings in themselves represent the views of local people on key aspects such as satisfaction with council services, satisfaction with place to live and budget spending.

Residents are not impacted by the data in this report, but will be by the decisions taken by members’ around budget and priorities. Any decisions taken around service provision using the consultation findings would be subject to their own specific ESHIA assessment.

<b>Decision</b>	<b>Yes</b>	<b>No</b>
Initial screening only	✓	
Proceed to Part Two, full assessment		✓

Initial screening completed by	<b>Tania Phillips</b>
Date	<b>14/01/2025</b>

Full screening completed by	
Date	

## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

### Part Two: Full assessment

#### Section 1

The purpose of the project, proposal or decision required. Set out the aims, objectives, purpose and outcomes of the area being impact assessed. Are any other functions, policies or services linked to this assessment?

#### Section 2

Evidence used and considered. Include analysis of any missing data.

#### Section 3

Consultation undertaken with interested parties who will/may be affected proposal? What were the outcomes of the consultation?

#### Section 4

What are the potential or actual impacts of the proposal? Please consider both the direct and indirect impact and refer to the guidance for additional information.

Impact Area	Impact? Positive (P) Negative (N) Neutral (Ne)	Details of the impact	Action to address negative impact
<b>Protected Characteristic, as outlined in the Equality Act 2010</b>			
Age			
Disability			
Gender reassignment			

<b>Marriage and civil partnership</b>			
<b>Pregnancy and maternity</b>			
<b>Race</b>			
<b>Religion or Belief</b>			
<b>Sex</b>			
<b>Sexual Orientation</b>			
<b>Are there socio-economic groups likely to be affected? If yes, please provide detail below</b>			
<b>Other social exclusion</b>			
<b>Digital exclusion</b>			
<b>Veterans and serving members of the armed forces and their families</b>			
<b>Young people leaving care</b>			
<b>Health and Wellbeing:</b> Individuals and communities in Tamworth	Impact: Positive (P) Negative (N) Neutral (Ne)	Explanation	Action to address negative impact
Will the proposal have a direct impact on an individual's health, mental health and wellbeing?			
Will the proposal directly impact on housing?			
Will there be a likely change in demand for or access to public services such as health and social care services?			
Will there be an impact on diet and nutrition?			

Will there be an impact on physical activity?			
Will there be an impact on transport, travel and connectivity?			
Will there be an impact on employment and income?			
Will there be an impact on education and skills?			
Will there be an impact on community safety?			
Will there be an impact on the environment, air quality, climate change?			

If there are no adverse impacts or any issues of concern or you can adequately explain or justify them, please move to section 6.

**Section 5**

Where a potential negative impact has been identified, can continuation of the proposal be objectively justified? If yes, please explain your reasons.

**Section 6: Decisions or actions proposed**

The assessment may result in some recommendations or suggestions to mitigate any negative impact and maximise positive impacts or actions to reduce the risk of an adverse impact.

**Section 7: Monitoring arrangements**

Who will be responsible for monitoring	
Frequency of monitoring	
Where will the impact assessment be reported to?	
Where this impact assessment will be stored and for how long	

**Section 8: Summary of actions to mitigate negative impact (if required)**

Impact Area	Action required	Lead officer/responsible person	Target date	Progress

Thursday 23rd January 2025

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

### Climate Change Update

#### Exempt Information

This report is not exempt.

#### Purpose

To update Cabinet on the authority's work around climate change and agree to adopt the proposed climate mitigation action plan and climate adaptation strategy. Secondly, to endorse the climate change communication plan and the Staffordshire County Council (SCC) net zero by 2050 planning policy.

#### Recommendations

It is recommended that Members:

- Approve the climate mitigation action plan and commitment to refresh every three years
- Approve the climate adaptation strategy
- Endorse the Borough Council's climate change communication plan
- Endorse the Staffordshire net zero by 2050 planning policy
- Endorse an annual update to Scrutiny and Cabinet on progress

#### Executive Summary

On the 19th of November 2019, Tamworth Borough Council (TBC) declared a climate emergency following on from the UK Parliament's declaration in May 2019. The council committed making its estate net zero by 2050 or sooner if financially able to do so.

Since 2022 the Borough Council have been on a journey to understand what the carbon footprint of the authority is to support the net zero commitment made in the declaration. Consultants were commissioned to assist with a baseline position and to kick start climate action within the authority. This report went through Cabinet with a commitment to prepare an action plan by the end of 2024.

In 2023 a report went through Cabinet to endorse the County Council's Climate Adaptation Strategy with a commitment to preparing a strategy specific to the Borough.

In December 2023, TBC made a nature recovery declaration, committing to undertake targeted actions to protect local nature and biodiversity. TBC will make a positive contribution to the Local Nature Recovery Strategy and the Nature Recovery Network and embed nature recovery across policies and all work areas.

The Borough Council commissioned Consultants to assist the authority in understanding the greenhouse gas (GHG) emissions associated with its operations, develop a climate mitigation action plan and borough-wide adaptation strategy, and conduct 9 operational building energy audits to map a decarbonisation pathway.

Not only does this workload provide a road map for the Borough Council in relation to climate mitigation and adaptation, it also strongly responds to the Staffordshire Sustainability Board, in meeting a number of the pledges and expectations, namely around emissions reductions initiatives across energy use and transport, conducting building energy audits and the Staffordshire wide work undertaken to support Local Plan delivery.

**1. Climate mitigation action plan**

The starting point for this work has been to use carbon emissions data to identify emissions hotspots across the organisation where reductions can be made. To identify potential areas of reduction which forms the basis of the Climate action plan, workshops were held with the Assistant Director team and Members. These sessions were integral in arriving at a route to net zero presented in this report.

The Borough Council’s carbon emissions data is underpinned by something called a green house gas inventory or GHG for short. An inventory comprises emissions that result from Scope 1,2 and 3 sources. The Borough Councils carbon emissions report includes scope 1 and 2 emissions only, and business travel. The Council is only required to prepare a GHG inventory for scopes 1 and 2 only. The inclusion of a scope 3 source is at our discretion. For this reason, it is difficult to compare local authorities with each other. Figure 1 sets out what is included under each scope for the Council.

Although it falls under scope 3, business travel is included in the reporting as this is a frequent occurrence (e.g. staff site visits) which is within the Council’s control. Other scope 3 emissions such as homeworking and procurement are not included in the emissions report, as the Borough Council are currently unable to capture this data accurately and because there is less control over this area. The climate change mitigation plan does set out some actions for reducing emissions in these two areas, for example embedding sustainability requirements into procurement contracts, which will be explored and monitored further.

Figure 1

In GHG accounting, GHG emissions are grouped by ‘scopes’. **Scopes** help determine which emissions the council has most **control** over. TBC are required to report Scope 1 and 2 emissions.

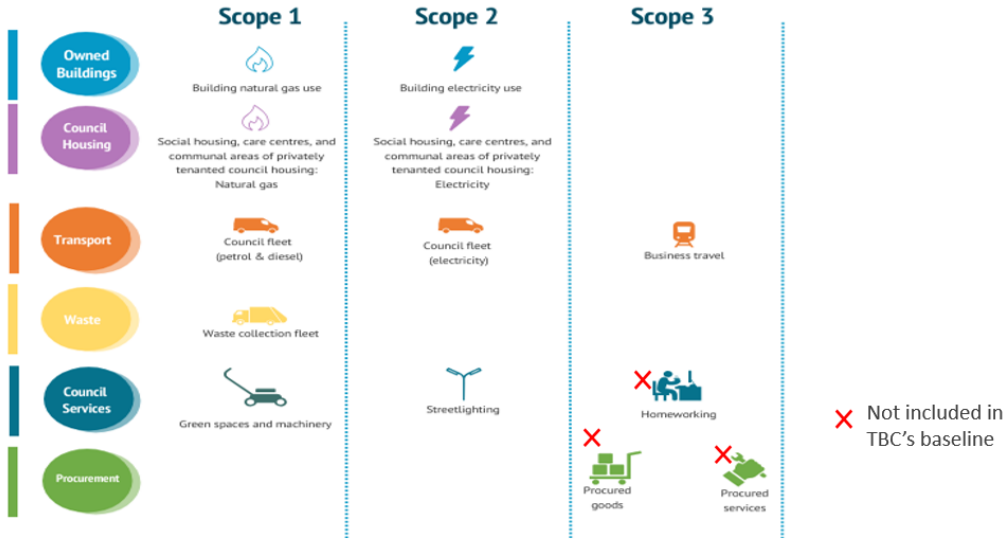
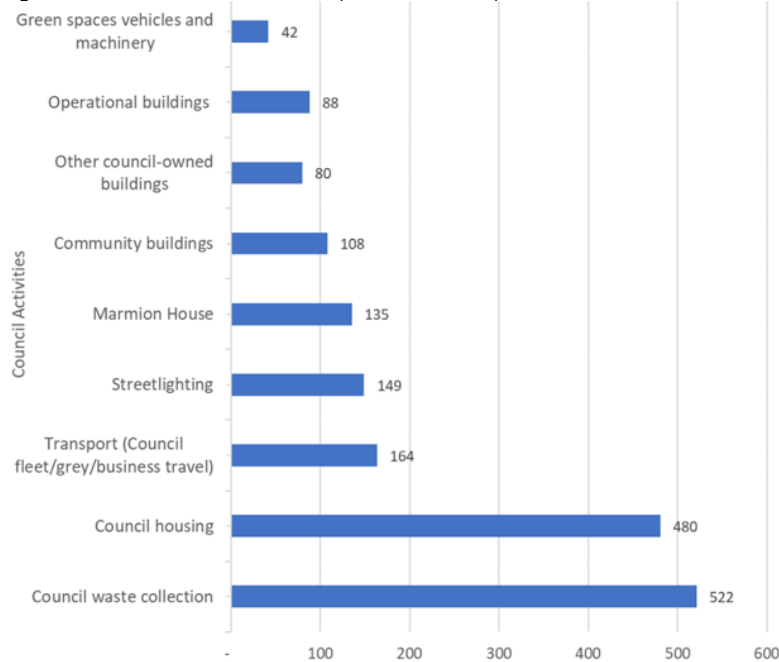


Figure 2 shows that in 2022/23, the largest sources of emissions were council waste collection (29% of TBC’s overall emissions), and council housing communal areas (27% of emissions). This demonstrates the need to consider actions focused on optimising waste



collection and housing stock decarbonisation. Whilst it is an operational building, Marmion House is listed separately as the current fuel consumption is high.

Figure 2: estimated total emissions (tonnes of CO2e)



\*Operational buildings include: the Depot, Town Hall, Marmion House and Assembly Rooms

Housing includes: sheltered Housing e.g. Ankermoor Court, Annandale, Bright Crescent, Cheatle Court, and Sunset Close

Community buildings include: the Castle and Museum, Anker Valley Sports Pitches, Tamworth Enterprise Centre, and the Bingo Hall

In terms of the structure of the report, the plan identifies key actions for reducing emissions associated with TBC's assets and service provision, detailing timelines, key partners, cost assumptions and predicted emissions reductions. It also highlights the co-benefits and opportunities where there is the potential for positive consequences due to climate change.

Some actions will be delivered in partnership with external organisations across Staffordshire and our internal Climate mitigation action working group will drive the delivery of specific actions.

The timescales for action delivery set out in the plan are short, medium and long term - it is important to note that these may change subject to the Council's monitoring and evaluation, availability of funding, updated government legislation and improved climate technologies.

Key actions across different sectors with the organisation include:

#### Transport

- Transition the Council fleet to electric vehicles
- Review travel policy to encourage active travel and alternative low carbon modes of transport
- Conduct a feasibility study for introducing greener travel incentive schemes for staff, e.g. Cycle to Work

#### Buildings, streetlighting and road infrastructure

- Review outcome of building energy audits and establish a programme of building energy upgrades
- Implement a housing stock condition and asset management strategy with integrated mitigation and adaptation aims
- Convert all streetlights to LED bulbs

Waste (joint- partnership with Lichfield)

- Conduct route optimisation analysis (including relocating of the waste depot) to reduce distance travelled
- Replace waste collection vehicles to be Ultra Low Emission Vehicles (ULEVs) in collaboration with Staffordshire's Joint Waste Management Board

#### Supply chain and communications

- Review partnerships and identify the potential to work together on reducing GHG emissions in the wider Borough
- Produce tender specifications that contain requirements for suppliers to show commitment to reducing their environmental impact
- Develop an internal communication strategy

Some actions will be delivered in partnership with external organisations such as the Staffordshire Wildlife Trust. A proportion of the actions are part of Staffordshire County wide projects and the Borough Council will work closely with the Staffordshire Sustainability Board to implement these initiatives within Tamworth.

Some of the actions to do not have any costs attached to them, some actions do, and other actions have the potential to save money. It is important to identify that more work will be required to monitor, for example, using smart meters to better understand energy use to further refine any future actions and spend. For a number of actions early feasibility work is required initially to gauge what options may be available to reduce emissions, and the costs associated with those actions.

Whilst the Mitigation Action Plan provides a pathway it must be acknowledged that it is only one way of achieving net zero emissions. It is therefore important to keep the road map under review on a regular basis to keep it relevant and as up to date as possible. As such a report recommendation suggests that the Action Plan is reviewed every five years. It is also recommended that an annual update is prepared for scrutiny and Cabinet to set out progress.

## **2.Climate Adaptation strategy**

Forward planning is essential to deal with extreme weather events caused by climate change. Resilient cities plan and prepare for risks and encourage residents to play an active role in their local community to strengthen the ability to cope with the impact and support those most vulnerable.

There is a strong case for delivering adaptation actions now because costly, sometimes irreversible, climate impacts are already being seen and expected to increase. The costs of waiting for impacts are expected to far outweigh the costs of acting early. Taking long-term decisions now will prepare Tamworth for climate change and avoid costly retrofitting projects across our operational buildings and housing. Some adaptation actions have low cost and have significant co-benefits.

The adaptation strategy identifies the key risks for Tamworth associated with global warming such as flooding, heatwaves, wildfires and drought and outlines preventative actions that can be taken to mitigate and prepare for these scenarios.

Climate change events can majorly affect the local community (particularly those most vulnerable):

- Education – extreme weather could reduce access to education, meaning children will fall behind in their learning and development
- Health – overheating in homes or workplace could lead to heatstroke and increased hospitalisation
- Buildings and infrastructure – flooding or overheating could damage homes and business, impacting livelihoods and living conditions

Cross-cutting priorities have been identified in the strategy:

- Strengthening emergency response coordination to plan for extreme weather events
- Deliver a communications plan for both the community and TBC to build awareness of risks and encourage action now
- Embed climate adaptation into policies and strategies

Internal focus groups were conducted to agree adaptation priorities across key service areas which are:

#### Business and local economy

- Develop business continuity and contingency plans for outdoor events in Tamworth to reduce the impact of extreme weather events such as heavy rain, wind and heatwaves on outdoor events including the market. This could include identifying alternative venues, providing additional shelter or shading, procuring different types of temporary structures.

#### Housing, wellbeing and community

- Adaptive work processes - consider policy for adaptive work processes to minimise risk to the workforce during heatwaves and other climate events

#### Nature and Green Spaces

- Develop a tree management plan for the borough using the 'right tree, right place' principle.

#### Buildings, infrastructure, planning and development

- Ensure retrofit or renovation of any council owned buildings considers opportunities to add adaptation measures such as ventilation or shading as required and encourage a similar approach by other organisations in Tamworth.

The adaptation strategy identifies opportunities for positive consequences of climate change. Changes in temperature and precipitation patterns may offer opportunities for new species to thrive, warmer summers and winters may reduce household energy demand and could improve health and wellbeing if people can spend more time outdoors in nature. As with the risks, there is uncertainty in the outcome of these opportunities and adaptation actions are required to maximise the chance of positive outcomes.

As part of the Staffordshire Sustainability Board, TBC adopted the Staffordshire Climate Adaptation strategy which identifies collective County wide actions. Developing TBC's own plan alongside this provides more specific and targeted actions specific for Tamworth.

### **3.Climate communication strategy**

The Climate Declaration that the Borough Council made in 2019 is very much an internally focused declaration based around achieving net zero for council operations. There is a much bigger role for the Borough Council to engage, influence and lead the wider Tamworth community in making sound climate choices.

The communication strategy is very much an externally facing document to deliver key messages and to work with partner organisations to get collective engagement and action from a range of stakeholders across the Borough. Small actions can have big impacts, and an informed group of stakeholders have the potential to make climate decisions that can impact emissions.

A significant strand, therefore, of the climate mitigation action plan, is the communication strategy which focuses on delivering specific climate change campaigns to engage staff,

members, residents and local businesses with climate change issues and impacts and encourage behaviour change. It will aim to signpost, provide resources and share initiatives for people to get involved with and will be a way to celebrate the success of Tamworth Borough as we progress towards achieving net zero.

Relevant and up to date information on climate change events and campaigns in Tamworth and across Staffordshire, will be shared with the local community via social media and other appropriate communication channels that the target audiences will find inspiring and easy to digest. The Borough Council have agreed to the 3-year Staffordshire County Communications Plan which will further support Tamworth's communications.

#### **4. Staffordshire County Council net zero Planning Policy**

The majority of Staffordshire District and Borough Councils have declared Climate Emergencies and have a variety of net zero targets in place. Whilst planning policies cannot achieve net zero in isolation, the planning system plays a crucial role in reducing emissions in multiple sectors.

Proactive policies can help to facilitate the transition necessary to achieve Staffordshire's net zero target whilst ensuring that more of the cost of meeting this is shouldered by the development industry, rather than being borne solely by public bodies to improve matters such as transport and energy efficiency through more costly retrofit measures.

Staffordshire County Council proactively supported and facilitated the delivery of the 2020 study which supported Local Plan climate considerations through joint working with Staffordshire Local Planning Authorities, particularly on areas such as sustainable transport, active travel and carbon sequestration/biodiversity net gain.

The Staffordshire Sustainability Board have asked that all Districts and Boroughs endorse the work prepared in 2020 to ensure that all signatory local planning authorities respond appropriately, by implementing the shared Staffordshire-wide climate policy recommendations and commit to exploring the proposed policy directions in their emerging Local Plans.

Tamworth Borough Council officers were involved in the development of the 2020 document and whilst some issues have moved on since 2020, for example, there is now a legal duty for Biodiversity Net Gain as a result of the 2021 Environment Act, there is merit in signing up to the principles, see Appendix 6.

Climate change will form an important component of the new Local Plan and the Climate Change Officer will be integral in bringing these County wide principles forward, in that document. Work has already begun.

#### **Options Considered**

Net zero by 2050 is an obligation that requires public authorities to show regard for reducing carbon emissions as outlined in the [UK Climate Change Act 2008](#).

As defined by the [Climate Change Committee](#), a net-zero (i.e. carbon neutral) target requires "deep reductions in emissions, with any remaining sources offset by removals of CO<sub>2</sub> from the atmosphere (e.g. by afforestation)". This removal requires either the purchase of carbon offsets or direct carbon removal through additional carbon removal and storage ("sequestration") activity on an organisation's estate.

Net zero is an imposed requirement of the UK Government and the climate crisis. The Borough Council does not have a choice in delivering this workstream and due to its

fundamental nature of re-structuring finances around a different agenda, one of reduced greenhouse gas emissions, is an important one.

The plans contain several expectations for action, focused on the actions we can take now and the adaptations we can make to lessen future impact and protect those most vulnerable. The climate change communication plan will help to deliver key messaging around the impacts and encourage behaviour change now.

### **Resource Implications**

The Borough Council has employed 1 full time Climate Change Officer who assisted with developing the mitigation action plan and adaptation strategy and will be driving the delivery of these.

There will be a corporate group that drives this transformative carbon agenda and each department must now take some responsibility for embedding climate change into their work. There are funding opportunities available which will continue to be explored, such as the SALIX housing decarbonisation funding. TBC have already utilised the LEVI funding for EV charging points and are working alongside the Staffordshire Sustainability board to develop a county-wide taxi decarbonisation strategy. The internal Climate mitigation action working group will meet quarterly to discuss and steer the actions relating to their service areas.

Following Cabinet approval of this report a meeting will be established with the s.151 and the finance team to start to use the Climate Mitigation Plan to financially plan for the associated budgetary implications to be considered as part of the MTFS process for future years.

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

Delivering climate mitigation action and adaptation strategies are recommended in Section 6 of our 2024/25 corporate risk register.

Key risks associated with failing to meet net zero targets and plan for extreme weather impacts are indicated in this register, including:

- A lack of staff awareness of emergency/disaster response and plans for recovery
- Increased global warming will lead to more severe weather impacts on the Borough, causing property and livelihood damage
- Failure to plan financially for cost implications, will mean a lack of resource allocated for climate change mitigation activities
- Not having the specialist skills in place to develop adverse climate resistant infrastructure, will impact vulnerable people, reducing access to council services, healthcare and education

### **Equalities Implications**

Climate Change will impact people in every category as outlined in the Community Impact Assessment. The plans do not discriminate against any group and delivery of the actions will reduce the risk for those most vulnerable to the negative effects of climate change and better prepare people to deal with extreme climatic events.

Climate change impacts such as flooding and extreme heat can disproportionately affect people living in lower super output areas of Tamworth. Working to enhance nature and biodiversity, reduce emissions and adapt infrastructure such as council owned housing may positively impact residents' health and wellbeing, by providing cleaner air, better heating, shading and ventilation and increased access to nature.

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

As discussed throughout this report, committing to the actions set out in the mitigation and adaptation plans will enable TBC to reduce carbon emissions across operations to achieve net zero and build resilience against climate change impacts in future. The plans will deliver positive change, (such as improving health and wellbeing) across the Borough and educate and inform the wider community around the issue of climate change.

## **Background information**

In response to rising global temperatures due to greenhouse gas (GHG) emissions, the Intergovernmental Panel on Climate Change (IPCC) released the [Special Report on Global Warming of 1.5°C](#). The report makes it clear that ensuring global temperatures stay well below 2°C pre-industrial levels is crucial to reduce large risks to human and natural systems, and efforts should be made to pursue warming of only 1.5°C to prevent the largest risks.

Achieving the UK target will require cross-government cooperation - local authorities are well placed to influence emissions in buildings, transport, and waste whilst holding the best knowledge of the needs and opportunities of their area. Local authorities can also drive emissions reductions in their areas through their role as community leaders and major employers, as well as their regulatory and planning capacities.

Through their planning role, local authorities can leverage change by enabling sustainable development and placemaking, establishing building energy efficiency standards, implementing sustainable travel programmes and infrastructure, approving renewable energy projects, pursuing district heating programmes and implementing sustainable waste management programmes. Therefore, local action to reduce carbon emissions is vital for the UK to meet its international commitments to reduce global warming.

## **Report Author**

**Charlotte Cheesman** – Climate Change Officer

**Anna Miller** - Assistant Director, Growth & Regeneration

## **List of Background Papers**

Appendix 1: Climate change mitigation action plan

Appendix 2: Climate change adaptation strategy

Appendix 3: TBC Communication strategy

Appendix 4: Community Impact Assessment – Climate change mitigation action plan

Appendix 5: Community Impact Assessment – Climate change adaptation strategy

Appendix 6: Staffordshire County Council net zero by 2050 planning policy

# **Tamworth Borough Council Evidence base for net zero action planning**

**November 2024**



<b>Title</b>	Evidence base for net zero action planning
<b>Customer</b>	Tamworth Borough Council
<b>Recipient</b>	Anna Miller, Charlotte Cheesman
<b>Report Reference</b>	3314
<b>Report Status</b>	Final
<b>Revisions</b>	V4 following TBC comments
<b>File</b>	Y:\Projects\3314-Tamworth net zero\1_Work\7_Reporting\Tamworth Climate Mitigation Actions and Pathway_v3.docx

<b>Authors</b>	Courtney Szanto, Isabella Chalmers-Arnold, Lucas Bennett, Susie Wright
<b>Reviewed by</b>	Katie King
<b>Signature</b>	
<b>Date</b>	14 <sup>th</sup> November 2024

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## Executive Summary

### Background

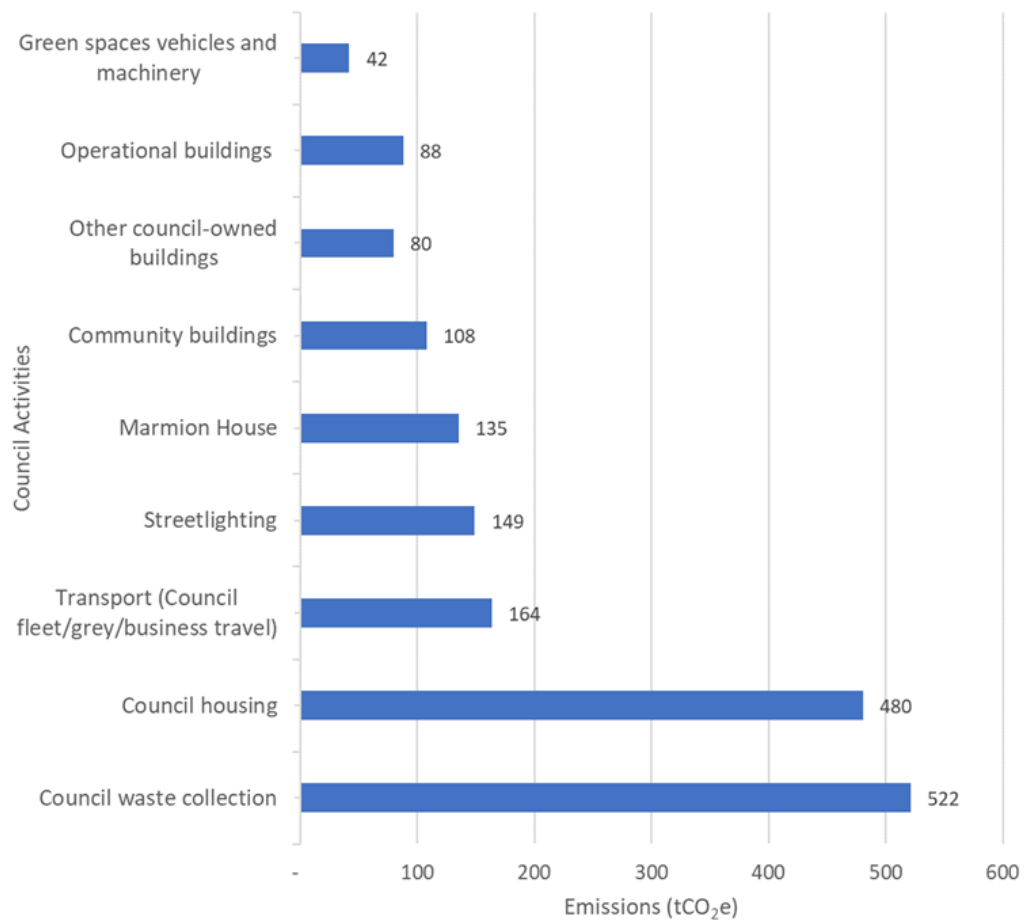
On the 19th of November 2019, Tamworth Borough Council (TBC) declared a climate emergency, following the UK Parliament's declaration in May 2019. The council made a commitment; its estate would become net zero by 2050 at the latest, or sooner, if deemed financially viable. To initiate the first step in the journey to net zero, emissions from the council's estate were calculated and compiled for the financial year 2019/20 in 2022, providing a baseline from which emissions reductions could start to be made.

Building on this previous work, this report presents the 'second step' in the net zero programme. This report presents an updated GHG inventory for the council's estate, covering the financial years 2019/20, 2020/21, 2021/22 and 2022/23. For the years 2020/21 and 2021/22, the data is incomplete, see Section 3 for more detail. To drive concerted, council-wide efforts for emissions reductions over the coming decades this report also includes a climate mitigation action plan and modelled emissions reduction scenario. The action plan contains detailed actions, with indicative costs and timescales, that will support TBC in reducing the emissions associated with their assets and service provision. The modelled emissions scenario illustrates how these actions could, if implemented in combination with some offsetting, achieve the council's net zero target by 2050. The modelling demonstrates the scale and sequence of action required by comparing with a 'business as usual' scenario which shows the potential consequences of inaction. This work has been closely informed by workshops with Council officers and elected members. The aim of this report is to provide a robust evidence base that will enable TBC to deliver their route to net zero.

### Tamworth's current GHG emissions

Tamworth Borough Council's GHG emissions for 2022/23 were estimated to be **1,769 tCO<sub>2</sub>e**. **Figure I** shows that in 2022/23, the largest sources of emissions were council waste collection (29%) and council housing (27%). It is important to note these are also the most uncertain results in the inventory for 2022/23. In terms of scope, council housing emissions comprise communal spaces and sheltered housing but do not include individual households in council houses or flats.

Figure I: Estimated total emissions (tCO<sub>2</sub>e) for Tamworth Borough Council 2022/23



**Operational buildings:** Covers the depot, Town Hall, and Assembly Rooms. Whilst it is an operational building, Marmion House is listed separately as the current fuel consumption is high and there is uncertainty around the future use of the building.

**Community buildings:** Covers assets such as the Castle and Museum, Anker Valley Sports Pitches, Tamworth Enterprise Centre, and the Bingo Hall

**Other council owned buildings:** Covers unmetered electricity supply, ticket machines, car park barriers

### Climate change mitigation action plan

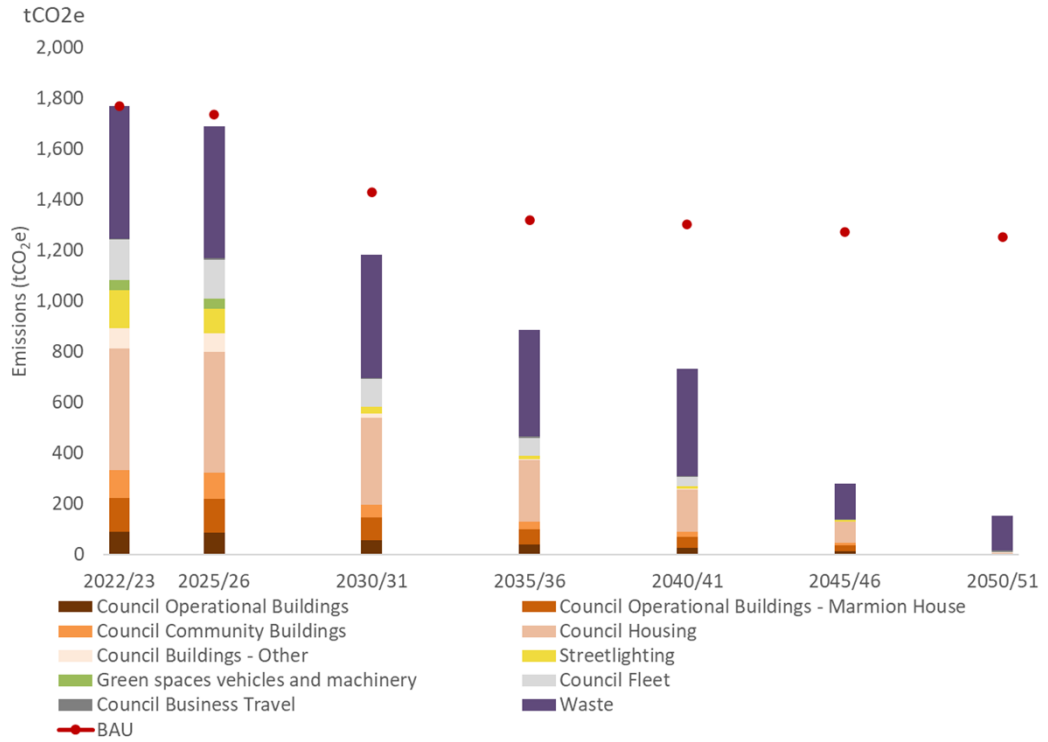
The inventory has been used to inform Tamworth’s net zero action plan. This plan contains actions for decarbonising the council estate and services across the areas of: council fleet, business travel, commuting, streetlighting and road infrastructure, buildings, waste, homeworking, renewables and supply chains and communications. The plan identifies indicative costs, key actors and timescales and key decision points so that the council can make informed decisions about how and when to implement actions on their journey to net zero.

### Emissions pathway

To illustrate the potential impact of this action plan on council emissions, a modelled emissions reduction pathway has been estimated, as shown in **Figure II**. This shows one potential route to net zero for the council and can be compared with a business-as-usual (BAU) scenario where no further action is taken by Tamworth Borough Council. The business-as-usual scenario estimates a 29% reduction in TBC’s emissions by 2050, due to decarbonisation of the national electricity system. This shows the importance of

focused action to drive significant cuts in Tamworth’s emissions over the coming decades. As emissions under this scenario are not projected to reach zero by 2050, Tamworth Borough Council would need to offset any remaining emissions to reach net zero.

Figure II: Projected emissions for Tamworth Borough Council under a modelled reduction scenario, 2022/23- 2050/51



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## 1 Introduction

There is an overwhelming scientific consensus that increasing greenhouse gases (GHG) emissions from human activities are causing global temperatures to rise, with serious knock-on effects for our atmosphere, land and oceans. In response to this, the Intergovernmental Panel on Climate Change (IPCC) released the Special Report on Global Warming of 1.5°C in 2018. That report clearly evidences that ensuring global temperatures stay well-below 2°C pre-industrial levels is crucial to reduce large risks to human and natural systems, and efforts should be made to pursue warming of only 1.5°C to prevent the largest risks. Following this, global accords such as the Paris Agreement were signed, and national goals for net zero were made. The UK has set a legal target to “vigorously pursue an ambitious target to reduce greenhouse gas emissions (GHGs) to 'net-zero' by 2050” across the whole economy.

It is widely recognised that achieving the UK target will require cross-government cooperation. Local authorities are well placed to influence emissions in buildings, transport, and waste whilst holding the best knowledge of the needs and opportunities of their area. Local authorities can also drive emissions reductions in their areas through their role as community leaders and major employers, as well as through their regulatory and planning capacities. Through their planning role, local authorities can leverage change by enabling sustainable development and placemaking, establishing energy efficiency standards for buildings, implementing sustainable travel programmes and infrastructure, approving renewable energy projects, pursuing district heating programmes and implementing sustainable waste management programmes. Therefore, local action to reduce carbon emissions is vital for the UK to meet its international commitments to reduce emissions.

Tamworth Borough Council (TBC) declared a climate emergency in November 2019. Recognising the urgent need to act, the council initiated a net zero roadmap. Aether was commissioned in 2022 to produce a greenhouse gas (GHG) inventory for the financial year 2019/20, which compiled emissions estimates from across the council's estate. The work included recommendations for improving emissions monitoring data and embedding emissions reductions action across the council's work.

The second step of the net zero roadmap, and the focus of this report, is to provide an evidence base to help drive TBC's action towards net zero. This report includes an update to TBC's GHG inventory, along with an action plan and a modelled emissions reduction scenario. The GHG emissions inventory update covers the financial years 2019/20, 2020/21, 2021/22 and 2022/23, although completeness of data varies considerably across this period. Providing a comprehensive understanding of the current emissions associated with TBC's estate enables effective climate mitigation actions to be developed. The modelled emissions reduction scenario presented in this report demonstrates how these actions can support TBC to meet their net zero target.

### Scope of this report

The aim of this report is to provide a robust evidence base that enables TBC to identify key emission sources and prioritise mitigation actions to achieve their net zero target.

**Section 2** presents the policy context for net zero obligations at the national and local levels, as well as for Tamworth specifically.

**Section 3** presents the council's GHG inventory for the financial years 2019/20, 2020/21, 2021/22 and 2022/23, and enables the council to identify key emission sources.

**Section 4** provides a climate mitigation action plan which has been developed to address the sources of emissions included within the inventory.

**Section 5** presents a modelled pathway to net zero for TBC and compares to the 'business as usual' emissions scenario which illustrates what could happen if TBC does not make a concerted effort to reduce their GHG emissions.

This report and climate mitigation action plan to reduce emissions is complemented by TBC's Climate Adaptation Strategy which outlines actions to address the unavoidable impacts of climate change that we are already experiencing and will continue to experience in the coming decades until global emissions are sufficiently reduced.

## 2 Policy Context

This section provides an overview of the net zero policy landscape. Details of relevant national and local policies relating to net zero in the UK and Tamworth are outlined. The policies detailed are drivers for local planning, infrastructure and development decision-making with regards to climate and net zero.

### National Net Zero Policy

The UK Climate Change Act, first adopted in 2008 and amended in 2019, aligns with the Paris Agreement. It commits the UK to a legally binding target; the UK must achieve a 100% reduction in net emissions by no later than 2050. Under the Climate Change Act, the UK Government is also required to set interim 5-year carbon budgets, which specify the volume of GHGs that can be emitted in a given period. The Carbon Budget Delivery Plan (2023) sets out the current package of proposals and policies that will enable carbon budgets to be met.<sup>1</sup>

The Sixth Carbon Budget was enshrined in law in 2021 and will run from 2033 to 2037. It sets out the amount of GHGs the UK can emit during the time period and still be on track for the net zero target. However, whilst carbon budgets are legally binding, government projections suggest that the UK is currently not on track to meet the sixth carbon budget, which requires a reduction of 78% below 1990 levels by 2035.

The UK Net Zero Strategy (2021) sets out 'policies and proposals for decarbonising all sectors of the UK economy'<sup>2</sup>. The Strategy identifies different ways to meet the 2050 Net Zero target, depending on how decarbonisation options develop over the next decade.

### Local Net Zero Policy: Staffordshire

Local Authorities play a vital role in driving emission reductions and embedding mitigation and adaptation actions into business as usual. Policies set at the local level are key as they enable the UK to meet its national and international targets.

The Staffordshire County Council Climate Change Action Plan 2021-2025<sup>3</sup>, identifies climate change as one of the four key principles in the Council's Strategic Plan, setting the tone for Tamworth. Emissions reduction and climate change mitigation is a key priority, and the action plan includes actionable steps to make it a reality.

### Local Net Zero Policy: Tamworth

On the 19th of November 2019, Tamworth Borough Council declared a climate emergency, following the UK Parliament's declaration in May 2019. The council made a commitment; its estate would become net zero by 2050 at the latest, or sooner, if deemed financially viable<sup>4</sup>.

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<sup>1</sup> <https://www.gov.uk/government/publications/carbon-budget-delivery-plan>

<sup>2</sup> <https://www.gov.uk/government/publications/net-zero-strategy>

<sup>3</sup> <https://cape.mysociety.org/media/data/plans/staffordshire-county-council-6422236.pdf>

<sup>4</sup> <https://democracy.tamworth.gov.uk/mgDecisionDetails.aspx?Id=16340&Opt=1>



Tamworth Borough Council is currently considering a range of climate relevant measures. A Tamworth Electric Vehicle Strategy<sup>5</sup> has been approved by Cabinet. The Tamworth Housing Strategy 2020-2025 details a climate priority, to "ensure housing plays a key role in delivering Tamworth's response to climate change"<sup>6</sup>. As of 2024, a Climate Change Officer has been appointed to oversee these changes.

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<sup>5</sup><https://democracy.tamworth.gov.uk/documents/s38619/Tamworth%20Electric%20Vehicle%20Strategy.pdf>

<sup>6</sup><https://democracy.tamworth.gov.uk/documents/s32304/Housing%20Strategy%20Presentation.pdf>

### 3 Council emissions 2019-2023

This section outlines some key definitions of terminology used in GHG accounting. A detailed breakdown of the sources of estimated emissions for TBC's estate are given across the time period 2019 to 2023. Methodological changes for procurement and commuting emissions are detailed, as high uncertainty in these estimates mean that these emissions are reported separately from the inventory.

#### What is a greenhouse gas emissions inventory?

A greenhouse gas (GHG) inventory, or 'carbon footprint', is a dataset which quantifies the sources of GHG emissions for an organisation's operations or estate. The sources of emissions included in an organisation's inventory can vary depending on the type of organisation, the reason that it is reporting its emissions, and whether there are data available to provide an estimate. Sources can include a wide range of activities, and an inventory can be produced for an organisation, country or other geographical area.

Producing a GHG inventory is important for a few reasons:

- If an organisation wants to reduce its emissions, it is crucial to understand where the emissions are coming from.
- It allows organisations to track their progress against targets over time.
- It can be used to inform future decision-making and policy.
- It provides a way for them to compare themselves to similar organisations, and to undertake benchmarking.

For TBC, producing a GHG inventory is a vital step in the council's net zero roadmap. Having a complete inventory allows the council to better understand the main sources of emissions, to consider the uncertainties in the data and to analyse changes over time. The inventory provides an evidence base from which TBC can track changes, identify emissions reduction possibilities and establish a realistic pathway for achieving its net zero target by 2050.

TBC has specific requirements of the second step in their net zero roadmap to deliver against from the November 2019 recommendation<sup>7</sup>. These include:

- Make the Council's activities net zero carbon by 2050, or sooner, if the council is financially able to do so;
- Provide supporting information to assist with future budget cycles and the investment strategy to take into account the actions the council will take to address this emergency;
- Quantify budget requirements.

#### Definitions

In line with the council's commitment, the term "decarbonisation" is used in this report to mean the same as becoming "carbon neutral" or "net zero carbon". These terms refer to the balancing of carbon emissions against carbon removals and/or carbon offsetting with the net result being zero, as illustrated in **Figure 1: Options for achieving net zero**

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<sup>7</sup> <https://democracy.tamworth.gov.uk/documents/s32653/Net%20Zero%20Carbon%20-%20baseline%20reporting.pdf>

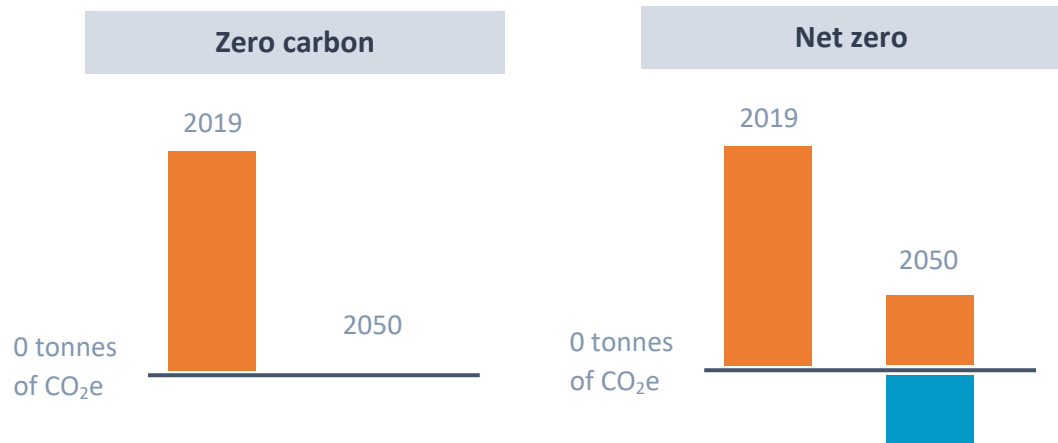
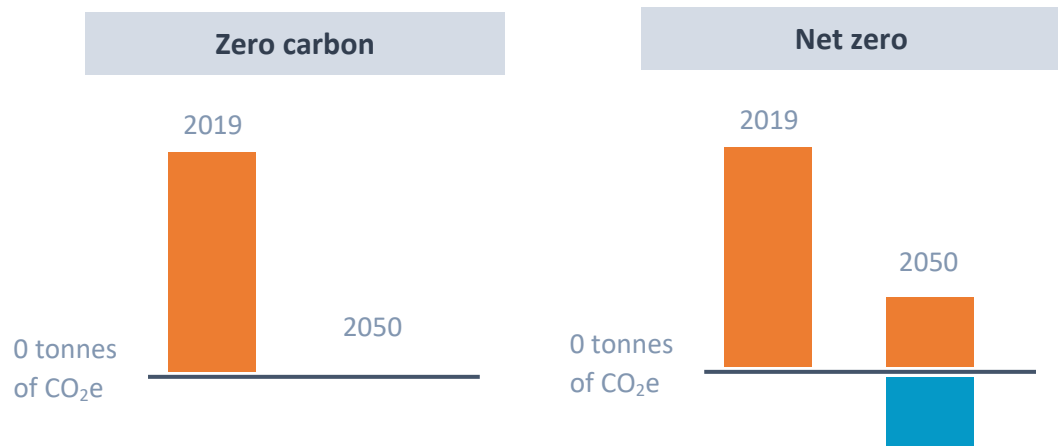


Figure 1: Options for achieving net zero



“Net zero” is used in this report as shorthand to cover the net balancing of the main greenhouse gases: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). The global warming potentials of CH<sub>4</sub> and N<sub>2</sub>O are used to calculate the equivalent warming to CO<sub>2</sub>, to allow the estimation of total GHG effects on the atmosphere in one unit, CO<sub>2</sub>-equivalent, or CO<sub>2</sub>e. The council agreed that their net zero targets should cover carbon dioxide, methane and nitrous oxide, not just carbon dioxide. Any reference to “carbon neutral” and “decarbonisation” in this report is understood to be shorthand to cover methane and nitrous oxide as well as carbon dioxide.

As defined by the CCC, a net-zero (i.e. carbon neutral) target requires “deep reductions in emissions, with any remaining sources offset by removals of CO<sub>2</sub> from the atmosphere (e.g. by afforestation)”. This removal requires either the purchase of carbon offsets or direct carbon removal through additional carbon removal and storage (“sequestration”) activity on an organisation’s estate.

The first year an emission inventory is compiled is referred to as a baseline year and is used as a reference point to track and monitor changes in emissions over time, including progress. The baseline represents the total GHG emissions that have occurred within a given year. The baseline year for TBC is the financial year 2019/20. For more detailed information on the inventory methodology and scope, see **Appendix 1**.

### Tamworth Borough Council's GHG inventory, 2022/23

For the financial year 2022/23, Tamworth Borough Council's total GHG emissions are estimated to be **1,769 tCO<sub>2</sub>e**. Lichfield District Council's 2022 emissions were 1,050 tCO<sub>2</sub><sup>8</sup> and South Staffordshire Council's 2021/22 emissions were approximately 1,060 tCO<sub>2</sub>e<sup>9</sup>. *However, caution should be taken when comparing these figures, as differences in the organisation size, operational activity, and coverage of scope 3 emissions sources varies between these local authorities.*

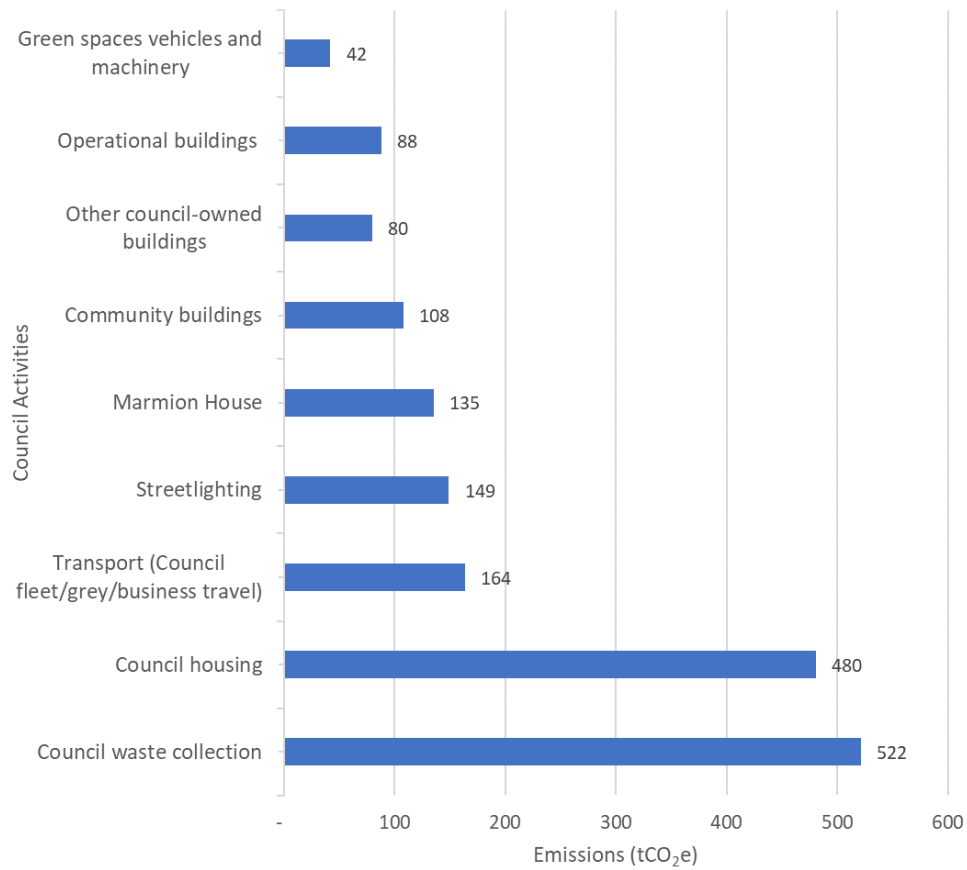
**Figure 2** shows that in 2022/23, the largest sources of emissions were council waste collection which comprised 29% of the total emissions, and council housing which comprised 27% of the total emissions. The council waste collection figure is uncertain as these estimates are based on tonnes of fuel use. Generalised emission factors are used based on fuel type. Data was collated for municipal refuse to EfW, kerbside recycling and garden waste but there were data gaps for commercial waste. As a result, these emissions have not been captured in the inventory. Council housing comprises communal areas and sheltered housing and does not include tenants use. Whilst this is a large source of emissions, there are significant uncertainties in estimates, due to inconsistencies in data collection and data gaps. There is no data recorded for some council housing properties in 2022/23, yet these properties are included in estimates for other years in the time series.

Marmion House, Tamworth Borough Council's main office, has been separated from the operational buildings to illustrate the scale of emissions from this building.

*Figure 2: Estimated total emissions (tCO<sub>2</sub>e) for Tamworth Borough Council 2022/23*

<sup>8</sup> <https://www.lichfielddc.gov.uk/carbon-reduction/climate-change-resources>

<sup>9</sup> <https://www.sstaffs.gov.uk/environment-and-climate/climate-change/council-carbon-footprint>



**Operational buildings:** Covers the depot, Town Hall, and Assembly Rooms. Whilst it is an operational building, Marmion House is listed separately as the current fuel consumption is high and there is uncertainty around the future use of the building.

**Community buildings:** Covers assets such as the Castle and Museum, Anker Valley Sports Pitches, Tamworth Enterprise Centre, and the Bingo Hall.

**Other council owned buildings:** Covers unmetered electricity supply, ticket machines, car park barriers.

For the financial year 2022/23, a more detailed breakdown of emission estimates by category are presented in

**Table 1.** Notably, procurement and commuting emissions have been excluded from the total, and the emissions stemming from these sources are shown in **Table 2.**

Table 1: Estimated total emissions by category for Tamworth Borough Council 2022/23 (tCO<sub>2</sub>e)

Category	Sub-category	Coverage	Scope	2022/23	
				Emissions (tCO <sub>2</sub> e)	% of total emissions
Council-owned buildings	Operational buildings (electricity)	Depot, Assembly Rooms	2+3	39	2%
	Operational buildings (gas)	Depot, Assembly Rooms	1	49	3%
	Marmion House (electricity)	Marmion House	2+3	50	3%
	Council-owned buildings: Marmion House (gas)	Marmion House	1	85	5%
	Community buildings (electricity)	Various assets including Bingo Hall, Castle and Museum, Anker Valley Sports Pitches, and Tamworth Enterprise Centre*	2+3	79	4%
	Community buildings (gas)	Various assets including Bingo Hall, Castle and Museum, Anker Valley Sports Pitches, and Tamworth Enterprise Centre*	1	30	2%
Council-owned/run housing: sheltered housing, communal areas of council owned non-sheltered housing (council, private tenants, private owners)	Council Housing (electricity)	Sheltered Housing e.g. Ankermoor Court, Annandale, Bright Crescent, Cheatle Court, and Sunset Close* Standard Housing e.g. Lichfield Street, Carlcroft, Masefield*	2+3	123	7%
	Council Housing (gas)	Sheltered Housing e.g. Ankermoor Court, Annandale, Cheatle Court, and Sunset Close*	1	357	20%
Other council buildings	Other buildings (electricity)	Unmetered electricity supply, ticket machines, car park barriers	2+3	80	5%
Streetlighting	Streetlighting	Streetlighting	2+3	149	8%
Council travel	Council fleet/grey fleet	Council vans	1	159	9%
Other council travel	Business travel	Private car and rail use	3	5	0.3%
Council Services Suppliers/Contractors	Green spaces vehicles and machinery	Mechanical sweepers and plant machinery	3	42	2%
Waste	Council waste collection and disposal	Collection and transport of waste to Four Ashes Energy Recovery Facility, recycling facilities, and garden waste facilities	3	522	29%
	<b>Total</b>			<b>1,769</b>	<b>100%</b>

\*Please see the TBC Assets file provided alongside the inventory for full details

### Emissions related to procurement, commuting and homeworking for 2022/23

Emissions from procurement and commuting are typically not included in GHG inventories for net zero targets and have been excluded from this inventory for two reasons. Firstly, there is limited data for these activities, and secondly, methodologies for estimating procurement and commuting emissions are not yet well established and have high uncertainty. Therefore, the emissions associated with procurement and commuting for 2022/23, have been derived through assumptions (see section 3.5).

Homeworking emissions were also excluded from this inventory due to the limited influence the council has to impact reductions for this category.

However, emission estimates have been given in **Table 3** for indicative purposes, as it is important for TBC to consider potential ways in which these sources could be reduced.

*Table 2 Estimated emissions from procurement, commuting and homeworking for Tamworth Borough Council 2022/23 (tCO<sub>2</sub>e)*

Definition of categories	Category	2022/23	
		Emissions (tCO <sub>2</sub> e)	% of total emissions
Excluded from baseline	Procurement of other goods and services	5,542	N/A
Excluded from baseline	Commuting	143	N/A
Excluded from baseline	Homeworking	94	N/A

### Methodologies for procurement, commuting, and homeworking emissions

For commuting emissions, the trend is based on our assumptions of changing working patterns. Emissions were calculated based on the assumption that in 2019/20, everyone was commuting, in 2020/21, no-one was commuting due to the Covid-19 pandemic, and for 2021/22 and 2022/23, commuting was assumed to be 2 days a week on average due to hybrid working patterns and working from home (WFH).

For procurement emissions, whilst the council has influence over emissions from this source, it does not have direct control. The summary figure presented in **Table 2** is an estimate of the scale of procurement emissions, based on the principle that as spending has increased, the associated emissions have also increased. To estimate emissions, calculations were based on factors of carbon intensity per amount spent<sup>10</sup> and applied to the financial accounts summary. The large amount of estimated procurement emissions for 2022/23 compared to previous years is likely to relate to TBC’s recent large purchase of an electric vehicle fleet. Even though the fleet has not yet arrived, this purchase would be counted in the 2022/23 year’s spend.

Homeworking emissions were estimated by making an assumption on the number of full time employees (FTE) who work from home and multiplying that by an emission factor representing the estimated emissions associated per FTE. The emission factor includes assumptions on the mix of heating types used to heat employees’ homes, along with average the duration heating is on, how many other people are at home whilst

<sup>10</sup> Table 13: Indirect emissions from the supply chain:  
[https://assets.publishing.service.gov.uk/media/5a7f3a06ed915d74e622928d/Table\\_13\\_Indirect\\_emissions\\_from\\_supply\\_chain\\_2007-2011.xls](https://assets.publishing.service.gov.uk/media/5a7f3a06ed915d74e622928d/Table_13_Indirect_emissions_from_supply_chain_2007-2011.xls)



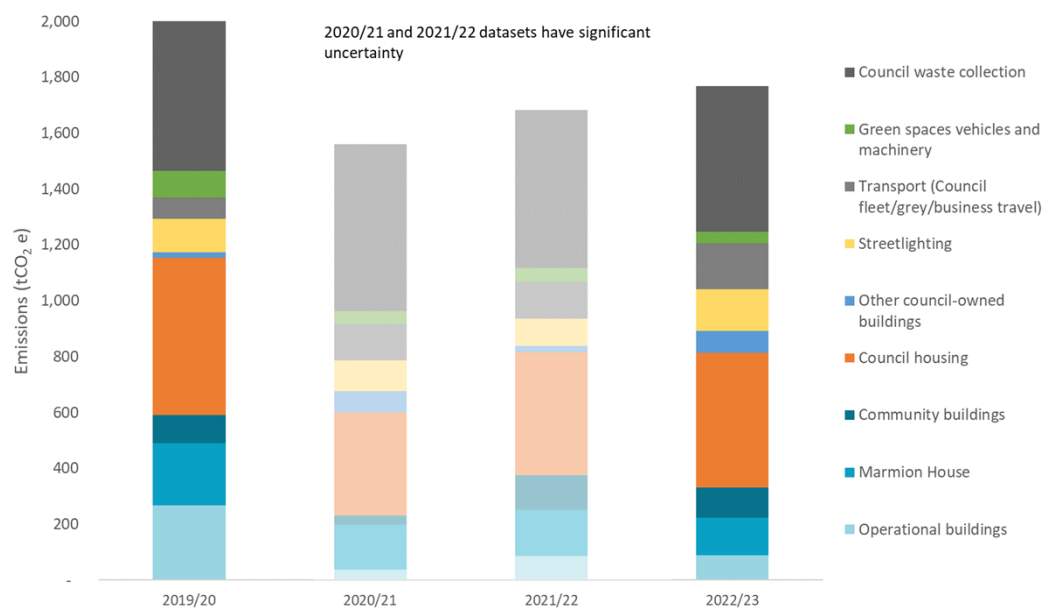
homeworking, and estimated electricity consumption for lighting and IT equipment.<sup>11</sup> A staff survey to obtain information on the frequency of homeworking and energy consumption would help improve the accuracy of these calculations.

### Total emissions from 2019/20 to 2022/23

Figure 3 shows the estimated emissions across the time series, from 2019/20 to 2022/23. However, estimates for 2020/21 and 2021/22 have significant uncertainty because of gaps in the data, particularly building energy. To reflect this, these are shown as uncertain in the graph below.

The largest individual source of emissions across the time series is council waste collection, which is estimated based on tonnage of waste collected. Emissions from this source are solely due to the transport of waste to the EfW, recycling centres, and composting sites. The emissions sources with greatest variations across the time series are operational buildings, other council-owned buildings and council housing. This is likely a result of a combination of factors: Covid-19 impacts, energy data uncertainty, reduction in carbon intensity of the electricity grid, and any energy efficiency measures implemented.

Figure 3: Total emissions for Tamworth Borough Council, time series from 2019/20 to 2022/23



### Assumptions and limitations

For the data collection process, Aether and the Climate Change Officer at TBC liaised with relevant officers for each activity area via email. Each officer was asked to provide data in line with clear requirements in a predefined format. The aim was to build upon the initial inventory compiled for the baseline year, 2019/20. The responses and completeness of the data received was tracked, as shown in Table 3.

11

<https://sustainablesotlandnetwork.org/uploads/store/mediaupload/1879/file/PBDR%20Guidance%202022%20Final%20pdf.pdf>

Notably, there were inconsistencies in how the data was reported across the time series, affecting data quality. There are gaps in data records, particularly in 2020/21 and 2021/22 for these categories:

- Sheltered housing, electricity;
- Standard housing, gas;
- Community buildings, electricity;
- Other, electricity, gas.

This resulted from incomplete coverage of meter reading data and organisational understanding of data requirements for GHG accounting. This has led to significant uncertainty in energy emissions estimates. Recommendations have been given for continual improvement for data capture and recording processes, and organisational understanding has and will continue to increase e.g. with the appointment of a climate change officer.

Table 3: Data collection process and description of identified data gaps/assumptions

Data collected	Covers	Year	Data gaps/assumptions
Council-owned domestic buildings	Gas and electric usage for standard and sheltered housing Standard = usage in communal areas. Sheltered = usage in whole site	2019/20 – 2022/23	Significant gaps due to a lack of meter reading data.
Council-owned non-domestic buildings	Gas and electric usage for: Operational buildings: Marmion House, Town Hall, Assembly Rooms, Depot Community buildings: activity centre, castle & museum, market/street displays, sports pitches Other: cemeteries, public conveniences	2019/20 – 2022/23	Data gap for 2021/22: Community buildings, electricity, Other, gas and electricity.
Fleet vehicles Green spaces and machinery	Fleet Fuel usage for diesel vans Green spaces and machinery Diesel mechanical sweepers and mechanical plant	2020/21 – 2022/23	Assumed no data gaps. Mowers and tractors combined with mechanical sweepers and mechanical plant data from 2019/20. This will need to be modified again in 2023/4 because all diesel including fleet is combined in the reporting.
Waste	Municipal, recycling, and green waste tonnages sent for processing at Energy from Waste facility	2019/20-2022/23	Assumed no gaps. Data on fuel consumption would significantly improve the confidence in the estimate.
Business travel	Car mileage claimed and cost of mileage Public transport travel expenses	2019/20-2022/23	Transport expenses not split by transport mode, so assumption made on rail/bus/taxi split
Streetlighting	Unmetered electricity supply, car park lighting, and highway lighting expenditure Unit price provided to convert to energy usage	Estimated usage for 2019/20, 2020/21 – 2022/23	Assumed unit price provided by TBC used to convert billed electricity consumption (excl. charges) into kWh. No data for 2019/20 so assumed same as 2020/21.
Procurement (not included in baseline)	Expense transaction report used to identify key spend areas which have an associated emissions activity	2019/20 – 2022/23	No data gaps but this source is only included to give an approximate emissions estimate,

			as spend and emissions are not always correlated
Homeworking (not included in baseline)	FTE staff numbers used to estimate electricity and heating consumption when homeworking	2019/20-2022/23	All FTE numbers provided but use of average emissions per FTE means the estimates do not account for different heating types
Commuting (not included in baseline)	Distance travelled for commuting, split by travel mode	2019/20 – 2022/23	Estimated using the UK’s National Travel Survey to obtain average proportions of commutes done by car, bus, train, taxi, cycling, or walking. Proportions applied to distances derived from staff home postcode data. Assumptions made on which distances map to which modes and how often staff commute per week

With regards to the data collection process, it is advisable to:

- Establish senior leadership ‘buy in’;
- Allocate resources to support data collection;
- Assign responsibilities for data collection within the council e.g. Energy Manger to pass on invoices to assigned data handler.
- Establish clear data collection procedures e.g. timescales, documentation.

This will help TBC to implement the Greenhouse Gas Protocol Accounting and Reporting<sup>12</sup> principles of relevance, completeness, consistency, transparency and accuracy. These rigorous standards facilitate effective goal setting and tracking of progress against the net zero roadmap. For more details see **Appendix 1**.

<sup>12</sup> <https://ghgprotocol.org/sites/default/files/standards/ghg-protocol-revised.pdf>

## 4 Development of the mitigation action plan

Tamworth Borough Council has developed a climate change mitigation action plan, presented in **section 5**. This section describes the principles used to develop this plan and how it should be monitored and reviewed.

The actions within the plan will enable the council to prioritise emissions reduction from its operations and set a good example of emission reduction approaches for the wider area to follow. The plan focuses on actions which can be implemented out to 2050 to achieve the net zero target.

The action plan has been informed by stakeholder engagement with officers and members of Tamworth Borough Council, consideration of regional and national policy and emissions reduction modelling.

### Structure of the action plan

Actions have been grouped by sector and, to the extent possible, ordered in a sequential manner. It is important to note that there are linkages between actions and therefore there may be opportunities to implement actions together, rather than in isolation. In addition to the mitigation action plan, cross-cutting actions that will help ensure holistic, systemic action is taken to embed climate mitigation across the council estate have been identified.

This is Tamworth Borough Council's first climate mitigation action plan. As it is implemented there will be opportunities to learn from and refine the actions proposed. Actions will be implemented where the council is financially able to do so and all opportunities for funding will be explored and utilised where possible. To ensure this plan is adaptive to new information and subject to continuous learning and improvement, a plan for monitoring and review is included below.

### Principles for developing the climate mitigation actions

In selecting priority actions for Tamworth, the following principles have been applied, following discussion with Tamworth council officers:

- Align with the wider area strategies for Staffordshire and the West Midlands
- Focus on actions within the council's control that enable the council to begin setting an example in the wider community
- Identify policies, plans and projects already happening in Tamworth
- Prioritise easy wins and low-regret actions with co-benefits where possible in the short term, acknowledging resourcing is often a barrier
- Avoid lock-in i.e. making sure any long-term decisions and strategies such as those for infrastructure and housing are compatible with net zero.

### Cross-cutting actions

Three cross-cutting actions have been identified that would benefit from cross-council implementation to maximise efficiency, take advantage of synergies and avoid siloed working. These cross-cutting actions were:

1. **Building awareness and understanding of climate mitigation action within the council** - To support implementation of the actions in this plan and support the

embedding of climate mitigation in organisation processes and decision-making, Tamworth could introduce training for staff to improve their understanding of net zero targets and decarbonisation opportunities.

**2. Embedding climate change mitigation action across relevant council policies and strategies** - If long-term policies and strategies are implemented without due consideration of net zero targets, they may prevent the council from reaching these targets. Hence, the Council should aim to develop processes to include net zero in the development of new policies and strategies, including how it could impact the objectives of the new local plan and proposed corporate plan.

**3. Avoiding risks to the net zero target from climate change** – TBC’s adaptation strategy complements this action plan by introducing a plan to enable Tamworth to reduce the negative impacts of climate change. Synergies across the mitigation action plan and the adaptation plan can be identified during implementation to ensure net zero targets are not put at risk by climate change and adaptation actions do not increase emissions.

### **Monitoring and review**

To measure progress achieved against this plan, as well as improving understanding of the impact of mitigation action for the council estate, ongoing monitoring and verification will be undertaken. This will involve updating and improving the inventory to demonstrate the effectiveness of actions taken and identifying where further action is needed or supporting cross-council learning on approaches, barriers, and opportunities to climate mitigation. Tamworth Borough Council will monitor progress against the actions in this plan and present progress annually to scrutiny committee and Cabinet. In 5 years, there will be a full review of the plans and amendments as necessary.

## 5 Climate Mitigation Actions for Tamworth

The climate mitigation actions for the council estate are listed in

Table 4 below. In addition to the action and description, the action table contains the following information:

- **Enabling action:** An enabling action is an action which does not directly result in an emissions reduction, but instead is an action which facilitates reduction. For example, installing electric vehicle (EV) charge points does not directly result in reduced emissions, but encourages and facilitates the use of EV vehicles which does result in fewer GHG emissions than internal combustion engines.
- **Key actors:** Council departments responsible for implementation. This column also includes relevant stakeholders which Tamworth Borough Council will partner with to implement the action.
- **Overall emissions reduction (%):** The reduction in GHG emissions resulting from the action as a percentage of the total 2022/23 inventory emissions. Not all actions have a direct associated emission reduction.
- **Indicative cost:** An approximate cost to implement the action. Note these costs are rough estimates and heavily assumption based so additional detailed costing should be undertaken to further support decision making.
- **Cost assumptions:** Assumptions/sources used to derive the cost estimate.
- **Timescales and key decision points:** Timescales for action implementation and commentary on key decision points.
- **Co-benefits and opportunities:** Non-climate benefits associated with the action.

Cost colour coding	Indicative cost	Timescale colour coding	Timescales and key decision points
	No/low cost (up to £10k)		Short term (1 – 3 years)
	Medium cost (£10k - £250k)		Medium term (4 – 10 years)
	High cost (£250k+)		Long term (10+ years)

Table 4: Climate mitigation actions for Tamworth Borough Council estate

Action Name	Action Description	Enabling action?	TBC Service lead and partners	% overall emissions reduction	Emission savings (tCO <sub>2</sub> e)		Indicative Cost	Cost assumptions	Timescales and key decision points	Co-benefits and opportunities
					2030	2050				
Transport										
Transport plan/ Local Cycling and Walking Infrastructure Plans	Work with Staffordshire County Council to implement the Local Cycling and Walking Infrastructure Plan (Impacts council fleet, business travel, and commuting. Commuting excluded from inventory)	Y	Staffordshire County Council, Head of Active Wellbeing	Enabling action	Enabling action – no direct saving	Enabling action – no direct saving	Low cost	SCC funded	2035	Improved relationship through partnership working Improved active travel options for staff
Active travel e.g. walking, cycling	Explore feasibility of incentive scheme or other options to drive modal shift in travel (Impacts council fleet)  Explore feasibility of an incentive scheme that rewards employees who choose low carbon business travel options (Impacts business travel)	N	Head of Active Wellbeing, HR, Planning	0.2%	3	3	Low cost  For example, £5-200 in reward vouchers per staff member Up to £2000 per year depending on the incentive	Cost is dependent on incentives chosen. Variable depending on distance travelled, staff cooperation and type of travel	2025-2028	Improved air quality, increased mental and physical health
Modal shift	Review and update TBC’s travel policy to facilitate a modal shift towards public transport e.g. could require using active travel, public	N	Policy and Planning, HR	Not modelled	Not modelled	Not modelled	Low cost to conduct review, total cost is	Review of policy requires some internal	2025-2028	Improved air quality, reduced congestion, improved health and



	transport, or Council's electric cars for travel within two miles of the office (Impacts council fleet)						dependent on the outcome of the review	officer resource		wellbeing (with active travel)
Logistic efficiencies: Fleet route optimisation	Optimise fleet routes to reduce fuel consumption (Impacts council fleet)	N	Route optimisation specialists as part of StreetScene	0.4%	8	8	Cost saving of around £4,000 between now and 2050	Assuming 3,100 litres diesel saved across whole fleet and today's diesel prices	2027	Improved air quality, reduced congestion
Demand reduction	Implement a digital-by-default policy to reduce business travel frequency	N	Council Staff	Estimated <1%	Not modelled	Not modelled	No cost	-	2025-2028	Improved air quality, improved health and wellbeing, reduced congestion
Electrification of the fleet	Transition the council fleet to electric vehicles	N	Operational services	8%	36	143	£25-50K per van	Fleet size currently 26. Total price of action depends on changes to fleet size as well as percentage of fleet that is to be upgraded	2028 – 2040 6 vehicles out of 26 already procured. Assumed 25% fleet is converted to EVs at each contract renewal, the next of which will be in 2028	Improved air quality

Install electric charging points	As part of our EV strategy, perform a feasibility study to determine viable locations for EV charge points. (Impacts business travel and commuting. Commuting is excluded from baseline)	Y	Electric Vehicle Project Manager, Staffordshire County Council	Enabling action	Enabling action – no direct saving	Enabling action – no direct saving	No costs – already funded by the LEVI funding and costs to be absorbed by the ChargePoint provider e.g. BP Pulse	£4,588,000 as per the share of the LEVI funding	Changes in EV technology will impact the timeline	Improving air quality
Switch to biofuels or electric for green spaces vehicles and machinery	Implement HVO fuelling or electric to all suitable highways vehicles, plant, machinery and equipment (Impacts green space vehicles and machinery)	N	Operational Services Manager	2%	40	40	<p>Diesel - £1.10-£1.30 per litre</p> <p>HVO- £1.20-£1.40 per litre<sup>13</sup></p> <p>Electric (public charging point, car) £0.74 per kWh<sup>14</sup></p> <p>Electric lawnmower (1000w) £0.22 per kWh<sup>15</sup></p>	<p>There may be regional price differences based on location, tariffs, distribution and the scale of the supplier.</p> <p>Price/kWh to charge a vehicle depends on size of vehicle, size of charger and energy tariff.</p> <p>To calculate: (No. litres to fill the tank or no. of kWh to</p>	2026	<p>Improved air quality</p> <p>Less noise pollution</p>

<https://heatlab.co.uk/boiler-advice/how-much-energy-do-appliances-use>

								charge the vehicle) * (price per litre or price per kWh)		
<b>Streetlighting and road infrastructure</b>										
LED conversion of all remaining non-LED lighting columns	This action replaces all remaining non-LED streetlights with LEDs. It is understood that an LED conversion programme has already commenced, so this action represents a continuation and completion of this work	N	Roads and transport, Staffordshire County Council, Highways England	4%	27	1	Awaiting costs that have already been worked out for streetlighting from the council	47,000 non-LED streetlights still to be upgraded	Already underway, may take another two years (2026)	Reduced energy consumption, reduced noise pollution
Reduce electricity demand of other road assets	Reduce electricity consumption of road infrastructure such as car park barriers and street signs through LED lighting and high-efficiency alternatives	N	Roads and transport, Staffordshire County Council	2%	11	1	Initial resource for feasibility study likely to be low but capital costs for implementation unknown	Case study of indicative savings - Sustainable energy authority of Ireland changed to LED lighting in a multi storey carpark which saved roughly €18,000 a year <sup>16</sup>		Reduced energy consumption
<b>Buildings</b>										
Further audit analysis	Conduct further audits on high priority buildings e.g. sheltered housing, to gain	Y	Assets	Enabling action	Enabling action –	Enabling action –	£2-5k per building	Cost is dependent on building	2025 - 2028	Co-benefit not identified

[Lighting Upgrade at Cavay Multi-Storey Car Park | Case Studies | SEMI](#)

	insight into potential improvement areas				no direct saving	no direct saving		type, e.g. housing will be cheaper due to size		
Use audit results to build business case for improvements	Review outcomes of energy audits and establish a scheduled programme of works for building energy upgrades (Impacts all buildings)	Y	Assets	Enabling action	Enabling action – no direct saving	Enabling action – no direct saving	Low	Some officer resource required for review	2025 - 2030	Co-benefit not identified
Council Housing: Implement a housing stock condition and asset management strategy	Implement a housing stock condition and asset management strategy with integrated mitigation and adaptation aims	Y	Neighbourhoods, Assets	Enabling action	Enabling action – no direct saving	Enabling action – no direct saving	Approximately £5K-£25K	Assuming approximate costs to procure consultancy services, cost of this action would vary depending on detail of survey as well as technology used	2025 - 2030	Potential for improved health and wellbeing of residents.
All buildings: Improve electricity efficiency of daily operations	This involves optimising operations by replacing equipment that may result in high electricity consumption, due to inefficiencies rather than use e.g. ventilation, cooking equipment, lift/escalators, space heating, installing LEDs, motion detecting/proximity detector light switches in	N	Property and Facilities Management (Energy)	1%	12	1	In the range of £5-10k for Anker Valley Sports Complex and the Town Hall, to ~£100k for Marmion House.	Estimate based on detailed cost analysis for audited buildings <sup>17</sup> . Cost varies widely depending on characteristics of buildings.	2026-2035	Reduced energy bills

	communal areas, heat sensors									
All buildings: Building optimisation	Use of building management and monitoring systems, such as voltage optimisation or using sensors and sub-metering to understand and control when and where energy is currently being used	Y	Property and Facilities Management (Energy)	2%	6	17	Ranging from about £50k-250k depending on the building (highest for Marmion House)	Based on detailed cost analysis for audited buildings <sup>18</sup>	2026-2035	Reduced energy bills
Council Housing: Review impact of receiving Social Housing Decarbonisation Funding	Review impact of receiving funding from the Social Housing Decarbonisation Fund (SHDF) as a way of providing increased insulation to housing and as a mechanism of introducing renewable heating systems	Y	Assets	Enabling action	Enabling action – no direct saving	Enabling action – no direct saving	Low	Some officer resource required for review	2028	Possible health and wellbeing benefits for residents if housing upgrades are implemented.
Council Buildings (excluding housing): Heating systems and insulation upgrades, retrofitting measures	Upgrade heating and insulation to reduce gas consumption, through zonal heating, cavity wall or solid wall insulation, double glazing where lacking, roof insulation, insulation of heating pipes, and draft-proofing	N	Property and Facilities Management (Energy)	9%	23	159	From ~£80k for Anker Valley Sports Complex to ~£900k for Marmion House.	Estimate based on detailed cost analysis for audited buildings <sup>19</sup> . Cost varies widely depending on building characteristics.	2026-2035	Building a green, low carbon economy, improved health and wellbeing
Council Housing: Heating systems and	Phase 1 – Conduct a feasibility Study for	N	Property and Facilities	Modelled in combinati	53	355	Low cost for initial	Cost to retrofit is ~£300/m <sup>2</sup>	2026 - 2050	Building a green, low carbon

buildings audited

insulation upgrades, retrofitting measures	further upgrades to heating and insulation to reduce gas consumption, through zonal heating, cavity wall or solid wall insulation, double glazing where lacking, roof insulation, insulation of heating pipes, and draft-proofing Phase 2 - Implement if feasible		Management (Energy)	on with the below			feasibility study  Medium cost for implementation	(~£20k to retrofit a dwelling <sup>20</sup> and typical floor area of social housing is ~67 m <sup>2</sup> <sup>21</sup> ). Scaled to floor area of TBC's social housing <sup>22</sup>		economy, improved health and wellbeing
All buildings: Switch heating from gas to zero direct emission heating (ZDEH) systems	Phase 1 - Conduct a feasibility study around switching heating from gas boilers to heat pumps, air source, ground source, district heat networks or electric heating. It is essential that fabric measures - heating and insulation upgrades - are delivered first where needed for heat pumps to be effective  Phase 2 - make the switch based on the review	N	Property and Facilities Management (Energy)	20%	76	514	Low cost for feasibility study. From ~£25k for the castle to ~£450K for Marmion House for implementation (based on audited buildings)	Estimate based on detailed cost analysis for audited buildings <sup>23</sup> . These costs depend on factors like property size, system complexity, and installation conditions.	2026-2050 Review by 2026, Take action before 2035	Building a green, low carbon economy
Increase deployment of renewables on council buildings	Phase 1 - Conduct feasibility studies to determine the potential for installation of (additional) renewables  Phase 2 - Initiate renewable energy generation where feasible.	N	Assets	~41,000 kWh generation potential across audited buildings	6	1	Low cost for feasibility study. Medium to high costs for phase two	Initial feasibility work already carried out and recorded in Net Zero Tamworth	2026	Building a green, low carbon economy

buildings audited

							depending on scope.	Energy Audit report.		
<b>Waste</b>										
Municipal Waste: Reduce mileage of waste vehicle fleet	Conduct route optimisation analysis (including relocating of the waste depot) to reduce distance travelled	N	Procurement Services, Lichfield District Council, AD for Environment and Wellbeing	2%	36	36	Costing depends heavily on if the work is outsourced to a fleet specialist or if software is purchased by council and done internally	A fleet specialist or software can be used for personal routing and scheduling, but it must account for real-time traffic, as routes need to remain flexible beyond initial planning.	2025-2028	Improved air quality, reduction congestion
Municipal Waste: ULEV waste vehicles	Replace waste collection vehicles to be Ultra Low Emission Vehicles (ULEVs) in collaboration with Staffordshire's Joint Waste Management Board	N	Procurement Services, Lichfield District Council, AD for Environment and Wellbeing	23%	Actioned after 2030	285	Estimated £300-400K per vehicle <sup>24</sup>	Depends on supplier and number of vehicles chosen to be upgraded, more information needed for accurate costing	2040	Improved air quality
<b>Renewables</b>										
Explore options for using 100% renewable electricity on council owned land assets	Phase 1: Track the gov. decarbonisation plans, but review potential for heat pump installation before this	N	Assets	This depends on how many systems	Depends on how many systems	Depends on how many systems	Cost varies depending on grid decarbonisation	Based on available sites and land as well as the timing	2025-2028	Provision of skills and green jobs, potential for energy projects that

	<p>Phase 2: Decide how to progress if the grid decarb is not likely, this includes Change to renewable electricity through either the installation of renewable energy systems or adoption of a renewable tariff.</p> <p>This could be achieved in various ways, with different costs to the Council:</p> <ul style="list-style-type: none"> <li>In future, if the electricity grid is net zero, this will be achieved by default. However, the timing of this is uncertain</li> <li>Deliver additional renewables on Council-owned buildings and land or other nearby locations</li> </ul>			switch to electricity as part of other mitigation measures. The estimated reduction would be in the region of 40%.	switch to electric.	switch to electric.	Refer to building audit to explore the possibility, review in 5 years to make decisions.	of the national grid reaching net zero. In future, if the electricity grid is net zero, this will be achieved by default. Cost is heavily dependent on available sites/land and there could be potential savings if private wire arrangements were feasible.		benefit the local community directly
<b>Supply chain and communications</b>										
Develop a communication strategy	<p>Develop an internal communication strategy which includes:</p> <ul style="list-style-type: none"> <li>Ban of unnecessary single use plastics in council buildings</li> <li>Resource efficiency and staff awareness</li> <li>Reduction in food waste for events and meetings</li> </ul>	Y	Comms. Climate Change	Not modelled	Enabling action – no direct saving	Enabling action – no direct saving	Low	Cost depends on the extent of the rollout campaign	2025-2028	Co-benefits not identified.



	<ul style="list-style-type: none"> <li>Encouraging active and/or low carbon travel when commuting</li> </ul> <p>Develop an external communication strategy which includes:</p> <ul style="list-style-type: none"> <li>Awareness raising of reduce, reuse, recycling principles</li> <li>Reduction in food waste</li> </ul>									
Review potential for partnership collaboration on Borough-wide GHG reduction	Review partnerships and identify the potential to work together on reducing GHG emissions in the wider Borough	Y	Partnerships	Not modelled	Enabling action – no direct saving	Enabling action – no direct saving	Not quantified	Cost depends on campaigns agreed with partners	2025 - 2050	Co-benefits not identified.
Build carbon reductions into 'invitations to tender'	Produce tender specifications that contain requirements for suppliers to show commitment to reducing their environmental impact	N	Procurement Services	Not modelled	Not modelled	Not modelled	Not quantified	Small resource required for procurement team to implement	2025 – 2028	Co-benefits not identified
Update repair contracts	Ask suppliers to evidence use of more sustainable materials	N	Assets	Not modelled	Not modelled	Not modelled	Not quantified	Small resource required for procurement team to implement	2025 - 2028	Circular economy development, sustainable consumption of resources, job creation
Update energy contract	Stipulate that the new contract must prioritise electricity generated from renewable sources across all	N	Procurement Services	Not modelled	Not modelled	Not modelled	Approx. £3K per year to switch to renewable	Small cost to make change the energy contract in	2025 - 2028	Co-benefits not identified

	operational buildings and housing where applicable.						energy tariff for Marmion House	Marmion House. Small resource required for procurement team to implement		
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Whilst commuting emissions are not included within the inventory, there are still actions Tamworth Borough Council could take to encourage greenhouse gas emissions from this source:

- **Cycle to work scheme:** This action is split into two phases. Phase 1: conduct review of eligibility and conduct a Staff Travel survey to understand the appetite for cycle to work and the barriers. Phase 2: If feasible, introduce a Cycle to Work scheme for eligible council employees to acquire a new bike
- **Promotion of active travel to work strategy:** Continue to promote an active travel to work strategy. This may include encouraging leaving the car at home as least one day a week and encouraging car sharing
- **Public transport discount scheme for Council employees:** Explore the possibility of a public transport discount scheme for Council employees. For example, there is existing precedent such as Transport for Greater Manchester offering corporate travel scheme

## 6 Modelled pathway to net zero

This section outlines the potential emissions savings associated with the majority of climate actions listed in **section 5** above.

The following two emissions pathways have been developed to show TBC's potential future emissions:

- **Modelled reduction scenario:** Potential future emissions if the actions contained within the action plan are implemented.
- **Business as usual (BAU) scenario:** Baseline future emissions if no climate action is taken beyond UK grid decarbonisation, provided for comparison.

### Modelling approach

The calculation of GHG emission pathways for the Council has been undertaken using the Carbon Scenario Model (CSM). Originally developed for use by local authorities (funded by Resource Efficient Scotland and Sustainable Scotland Network<sup>25</sup>), this Excel-based tool has been adapted by the project team to provide a bespoke modelling solution for TBC.

Within the model, baseline emissions are disaggregated by sector (e.g. buildings, vehicles, waste) and by fuel type (e.g. electricity, gas, petrol). The model is then configured to specify whether each source of emissions will increase or decrease, and by how much. Under the BAU scenario, the only impact modelled is future UK grid decarbonisation. Changes in the modelled reduction scenario are due to GHG reduction actions and policies. In each case, the scale of the impact is informed by an evidence base that includes stakeholder engagement, literature and policy reviews.

The model is then configured to specify the timeframe over which the changes occur, or the actions are implemented. Based on all of this information, the model recalculates emissions for each sector and fuel type for each year up until the target date. The modelling does not account for a change in the council's assets, for example the selling of Marmion House.

This analysis allows us to evaluate how close TBC could get towards achieving its target, assess the scale of impact from individual GHG reduction measures, and identify any sectors where there is a shortfall. The results can then be used as an evidence base to prioritise actions and identify key risks.

However, it is important to understand that these are illustrative scenarios based on assumptions and not projections or predictions. **Any estimates of future emissions – particularly ones that extend decades into the future – are associated with significant uncertainty and subject to adjustments as the evidence base improves and unforeseen technology and behaviour changes arise.**

### Business as usual scenario

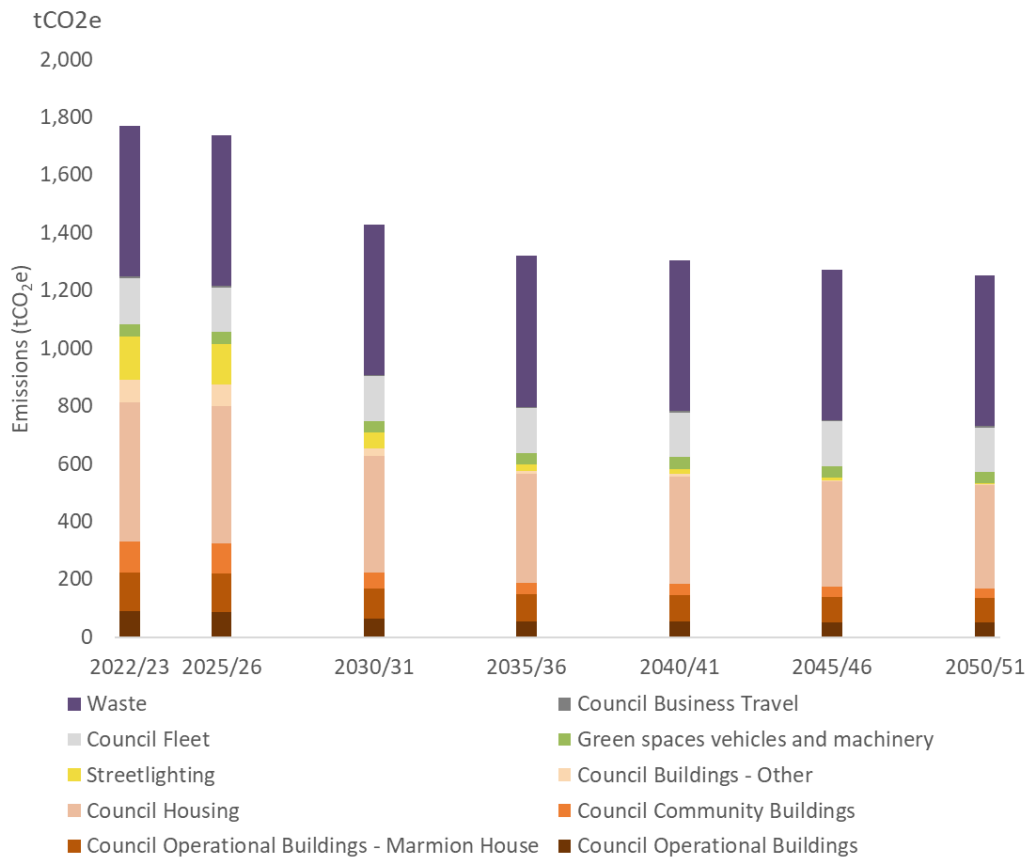
The base year GHG inventory is projected forward in time, assuming no further action is taken by the Council, to produce the Business as Usual (BAU) scenario.

<sup>25</sup> <https://sustainablesotlandnetwork.org/resources/carbon-footprint-and-project-register-tool>

The key change that has been modelled is the decrease in emissions from grid electricity, which is due to a higher proportion of renewables used to generate power. The future grid electricity factors used in the model are based on the Treasury Green Book supplementary appraisal guidance on valuing energy use and greenhouse gas (GHG) emissions<sup>26</sup>.

Under the BAU, emissions reduce from 1,769 tCO<sub>2</sub>e in 2022/23 to 1,429 in 2030/31 (19% reduction) and reach 1,252 tCO<sub>2</sub>e by 2050 (29% reduction).

Figure 4: Projected emissions for Tamworth Borough Council under a Business as Usual scenario, 2022/23- 2050/51



It is important to note that the future emission factors for electricity are *not* forecasts of what will actually happen. The Treasury Green Book figures represent the changes that would need to happen for the UK to meet its carbon targets. Achieving this will require very significant investment in infrastructure and a step change in renewable energy deployment and battery storage. The values cited above are therefore an optimistic estimate of the GHG reduction that could occur in the BAU scenario.

### Modelled reduction scenario

The modelled reduction scenario incorporates the same grid electricity trend as the BAU scenario. Individual GHG reduction actions are added with emissions savings estimated

<sup>26</sup> The year-on-year change in Treasury Green Book values was used to calculate the carbon emission factor for electricity to the year 2045:  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/794737/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal-2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/794737/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal-2018.pdf)

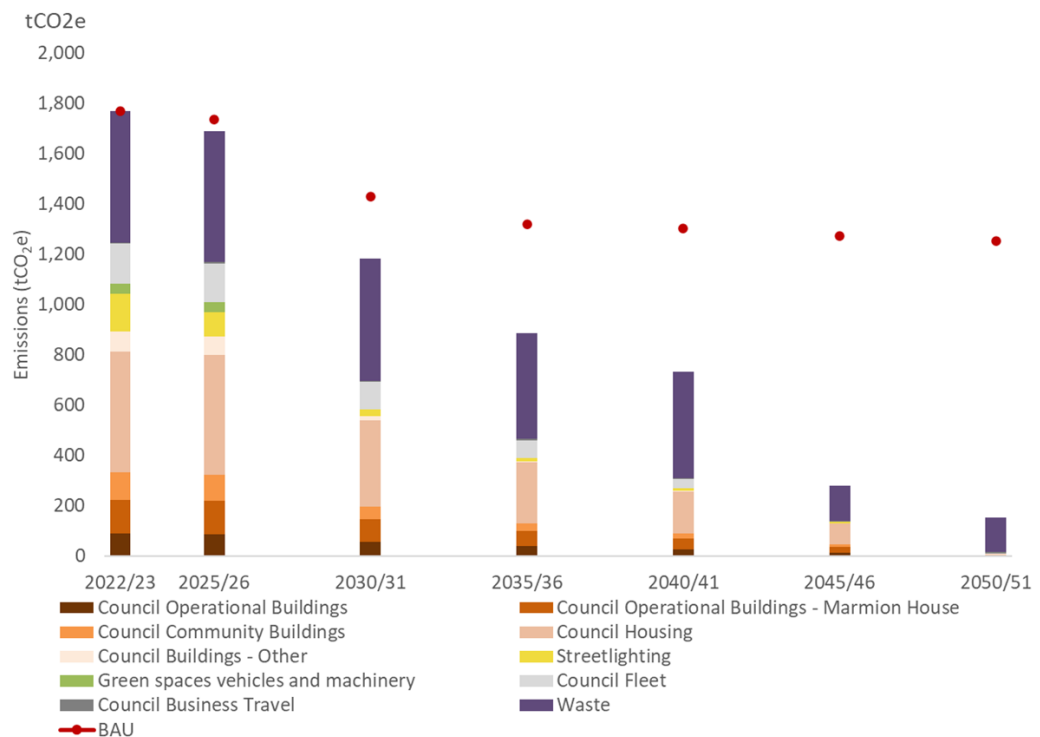
annually from the year of implementation. The list of actions made for the modelling are outlined in the action table in **section 5**.

In March 2024, Mesh Projects Limited performed an in-person, non-intrusive survey on nine operational and community council buildings. The purpose of this was to understand the current quality of the building stock and to understand what opportunities are available to implement low carbon retrofits. The outcomes of this are presented in the separate report, ‘Tamworth Net Zero Energy Audit Report’.

The report contains recommendations on different mitigation actions for each building, covering monitoring & management, fabric upgrades, hot water system and heating, ventilation and air conditioning upgrades, lighting upgrades, heat decarbonisation and renewable electricity generation and storage. The associated average energy savings from operational and community buildings were applied to the wider estate to estimate emission savings in the modelled reduction scenario.

The results of the emissions pathway show that emissions reduce from 1,769 tCO<sub>2</sub>e in 2022/23 to 245 tCO<sub>2</sub>e in 2050/51, a reduction of 87% (**Figure 5**). The largest reductions are due to the decarbonisation of council buildings, particularly council housing. In 2050, it is projected that there will remain emissions related to homeworking which the council has limited control over, and waste. As emissions under this scenario are not projected to reach zero by 2050, Tamworth Borough Council would need to offset any remaining emissions to reach net zero under this scenario.

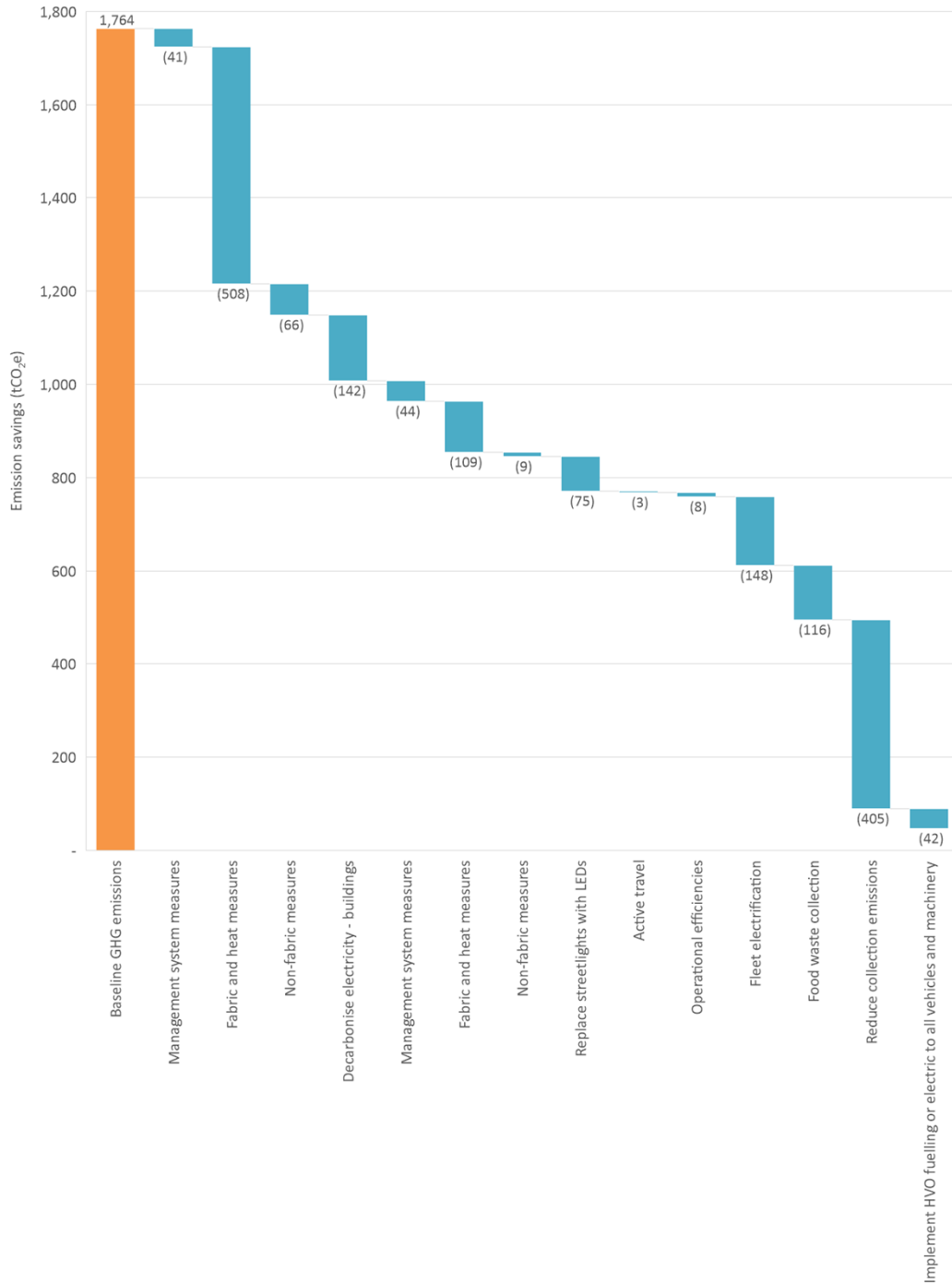
Figure 5: Modelled reduction scenario for Tamworth Borough Council, 2022/23 – 2050/51



### Impact of mitigation actions

The waterfall chart in **Figure 6** illustrates the relative scale of impact from individual mitigation actions. As explained previously, some of these assumptions are based on future technologies, so this is a theoretical pathway towards net zero. However, it is still helpful to visualise the potential effects of different measures, and where any residual emissions are likely to come from.

Figure 6: Waterfall chart showing emission savings from mitigation actions



Out of the mitigation measures modelled, improving the **building** fabric and switching to zero direct emission heating (ZDEH) systems, and then supplying renewable electricity, has the biggest impact. Energy use, and associated bills, can be reduced via retrofitting

energy efficiency measures, but this has a much smaller impact on GHG emissions than switching heating systems – and retrofitting alone is not enough to get buildings to net zero.

Decarbonising the council’s buildings will require significant investment. Detailed cost analysis on the nine audited buildings identified total capital expenditure (CAPEX) costs of £3.2 million, and Net Present Value (NPV) of £2 million. Further audit analysis will be needed to more accurately estimate costs for remaining council buildings, but the capital cost is expected to be on the order of tens of millions.

**Streetlighting** currently accounts for 8% of the GHG emissions that have been quantified. As is the case for buildings, supplying these with zero carbon electricity, either from a decarbonised electricity grid or Council-owned renewable energy installation, would mitigate this source of emissions. There will also be energy savings resulting from the ongoing initiative to switch to LEDs.

The Council’s **vehicle fleet** currently comprises 9% of the quantified GHG emissions. We have assumed that using active travel for short journeys and optimising fleet routes to reduce fuel consumption reduce vehicle fleet emissions by 2% and 5%, respectively. Remaining emissions are reduced due to electrification, which we have assumed will take place across four phases starting in 2028, each of which is four years long, to align with the current contract renewal cycle. The cost to purchase electric fleet is estimated to be £25,000 - £50,000 per van.

**Green spaces and machinery** switch to an equal mix of electric or biofuel-powered, resulting in almost complete decarbonisation.

Emissions from **waste** account for roughly 29% of the total. This is one of the most challenging sources of emissions for Tamworth (and other local authorities) to address.

Recognising these technical and practical barriers, the Council’s options for reducing its waste emissions are:

- Reducing the amount of waste that is generated in the first place;
- Reintroducing a food waste collection service;
- Increasing recycling and composting rates; and
- Work with Lichfield District Council to produce electric waste collection vehicles

## 7 Conclusions

Tamworth Borough Council declared a climate emergency in 2019 and set a target for its estate to reach net zero carbon by 2050, or sooner if financially able to do so.

To provide the necessary evidence base to meet this goal, an updated greenhouse gas inventory has been compiled for the 2019/20 – 2022/23 financial years. Tamworth Borough Council's GHG emissions for 2022/2023 were estimated to be 1,769 tCO<sub>2</sub>e. the largest sources of emissions were council waste collection (29%) and council housing (27%). The methodologies for calculating emissions from procurement activities and commuting are not well established and have a high uncertainty and therefore these emissions have been presented separately.

The inventory has been used to inform Tamworth's net zero action plan. This plan contains actions for decarbonising the council estate and services across the areas of: council fleet, business travel, commuting, streetlighting and road infrastructure, buildings, waste, homeworking, renewables and supply chains and communications. The plan identifies indicative costs, key actors and timescales and key decision points so that the council can make informed decisions about how and when to implement actions on their journey to net zero.

To illustrate the potential impact of this action plan on council emissions, a modelled emissions reduction pathway has been estimated. This shows one potential route to net zero for the council and can be compared with a business as usual scenario where no further action is taken by Tamworth Borough Council. The business as usual scenario estimates only a 29% reduction in TBC's emissions by 2050, due to decarbonisation of the national electricity system, illustrating the importance of action to drive significant cuts in Tamworth's emissions over the coming decades.



## Appendix 1: Inventory Methodology

A GHG inventory is a dataset which presents estimates of emissions of various greenhouse gases from a wide range of activities in an organisation, country or other geographical area. The standard approach to estimate GHG emissions is by multiplying activity data by an emission factor associated with the activity being measured (**Equation 1**).

*Equation 1: Emission factor approach for calculating GHG emissions.*

GHG emissions = activity data \* emission factor

**Emission Factor** - This is the emissions per unit of activity, which usually comes from scientific literature. It is typically derived from measurement.

**Activity data** - This is a measure or estimate of the activity which is taking place, such as number of cows or tonnes of fuel. This data typically comes from national statistical datasets or from the organisation in question, in this case Tamworth Borough Council.

For example, estimating CO<sub>2</sub> emissions from the use of electricity involves multiplying data on kilowatt-hours (kWh) of electricity used by the emission factor (kgCO<sub>2</sub>/kWh) for electricity, which will depend on the technology and type of fuel used to generate the electricity.

A GHG inventory Excel tool has been developed to contain the GHG inventory for the Council. Data sources are fully referenced in the calculations and within a 'How To Update' sheet in the workbook. This contains step-by-step instructions on how Council officers can update the inventories annually in the future.

### Operational scope of Tamworth Borough Council's GHG inventory

When reporting emissions, it is important to consider which sources to include. The Greenhouse Gas Protocol<sup>27</sup> provides a widely used set of standards which describe emission sources and “**scopes**” which should be considered as part of a local carbon accounting process. Scopes help determine which emissions an organisation has the most control over.

- **Scope 1 emissions** are GHG emissions from sources owned or controlled by Tamworth e.g. Burning fossil fuels (gas) to provide heating for owned buildings e.g. Marmion House
- **Scope 2 emissions** are GHG emissions from the consumption of purchased electricity, steam or other sources of grid-generated energy e.g. Electricity used at owned buildings (Marmion House) but are generated elsewhere.
- **Scope 3 emissions** occur indirectly from TBC's activities across the supply chain e.g. Emissions from water or waste treatment, which happen elsewhere and are outsourced to a third party.

For TBC, the following sources of emissions were considered in scope, as detailed in

Table 5.

<sup>27</sup> [https://ghgprotocol.org/sites/default/files/standards/Corporate-Value-Chain-Accounting-Reporting-Standard\\_041613\\_2.pdf](https://ghgprotocol.org/sites/default/files/standards/Corporate-Value-Chain-Accounting-Reporting-Standard_041613_2.pdf)

Table 5: Emission sources included in the TBC inventory, categorised by scope

Scope 1	Scope 2	Scope 3
Council owned buildings: operational and community buildings: (natural gas)	Council owned buildings: operational and community buildings: (electricity)	Working from home
Council owned/ run housing: sheltered, and communal areas of council owned non-sheltered housing (council, private tenants, private owners): (natural gas)	Council owned/ run housing: sheltered, and communal areas of council owned non-sheltered housing (council, private tenants, private owners): (electricity)	Business travel
Council fleet (petrol and diesel)	Council fleet (electricity)	Procurement (goods and services)
Council waste collection and disposal (waste processing not in scope)	Streetlighting	Commuting
Green spaces and machinery		

The **geographical boundary** for TBC’s GHG inventory is the area covered by the Council administrative area. Emissions from the Council’s own assets and activities are included and calculated as a subset of those emissions.

**Emissions excluded from the operational scope**

Emission sources classified as out of scope for the TBC GHG inventory include:

- Privately owned/managed sheltered housing and care homes;
- Non-operational leased buildings;
- Highway maintenance;
- Leased assets;
- Leisure facilities;
- Housing placement in private rented sector funded by the council (temporary accommodation) and;
- Individual tenants use of heat in council housing.



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# Tamworth Net Zero

## Climate Adaptation Strategy

November 2024



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## Executive Summary

In July 2022, an intense heatwave in the UK saw record temperatures of over 40°C for the first time, leading to record numbers of excess deaths. In Tamworth, in January 2024, floodwaters from the Anker and Tame rivers submerged several town centre car parks, cut off surrounding villages and closed highways. These kinds of extreme events are expected to become more frequent and more extreme because of climate change. This adaptation strategy aims to influence and implement actions that will help the borough prepare for and adapt to these changes so that Tamworth continues to thrive in the future.

### Tamworth's current and future climate

Along with other boroughs in the Midlands region, Tamworth's distance from the sea means the area experiences a greater range in annual temperatures compared to most parts of the UK. Annual rainfall in the Midlands has increased by 5% in the most recent 30-year period, compared to the period of 1961-1990.

Tamworth's future climate is expected to change in the following ways in the future:

- Wetter, milder winters and more extreme rainfall events leading to more frequent, more intense flooding.
- Hotter, drier summers leading to droughts, wildfires and heatwaves becoming more intense and more likely.

The extent of future potential changes in temperature and precipitation is dependent on the level of action to mitigate against climate change. If global targets to reduce emissions are successfully met, summer maximum temperatures in Tamworth could increase by about 3.4°C, to 34.9°C, while the average amount of rain on winter days could increase by 7%. Under a reasonable worst-case scenario, these changes would be expected to be more significant with summer maximum temperatures in Tamworth increasing to about 38.5°C while the winter precipitation rate could increase by 18%, from about 1.8mm/day to about 2.1mm/day by the end of the century.

### Climate risk and adaptation

Climate risk is the potential for negative consequences due to climate change where something of value is at stake and where the outcome is uncertain.<sup>1</sup> Climate hazards that could cause negative consequences in the UK are likely to include flooding, heatwaves, wildfires, drought and long-term changes in overall temperature and precipitation. Here we identify climate risks and opportunities for Tamworth based on those for England in the third UK Climate Change Risk Assessment (CCRA3), in addition to further climate risks included in the West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026.<sup>2</sup>

To address these risks, adaptation actions have been identified that Tamworth can implement in the next five years. These adaptation actions have been selected based on a number of criteria including: prioritising actions that address the greatest risks, aligning with adaptation strategies for Staffordshire and the wider West Midlands,

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<sup>1</sup> As defined in the third UK Climate Change Risk Assessment: [Introduction - UK Climate Risk](#)

<sup>2</sup> <https://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/2023/12/West-Midlands-Climate-Change-Risk-Assmt-Adaptation-Plan-2021-26.pdf>

focusing on actions within the council’s control and particularly where they can be embedded in existing work, prioritising low-regret actions with co-benefits and ensuring long-term decisions made now consider possible future climate impacts to avoid the potentially higher future costs of not being prepared.

The greatest risks have been identified across the following themes, and examples of adaptation actions designed to address them, include:

	Risk	Examples of adaptation action
Business and local economy	Increase in flood risk for businesses	Develop business continuity and contingency plans for outdoor events in Tamworth including the market. Develop a communication plan on risk and adaptation for businesses.
	Increase in flood risk for industrial sites, increasing risk of water pollution	Encourage all sectors and businesses which require environmental permits to assess all impacts of climate change on their operations.
Housing, wellbeing and community	Higher summer temperatures impacting health and wellbeing e.g. due to overheating	Account for climate adaptation needs including ventilation, shading and green space during development, planning and retrofit.
	Higher temperatures impacting food safety and extreme weather impacting food security	Prepare advice for the storage and handling of foodstuffs during extreme heat events.
	Widening health inequalities due to more extreme weather	Identify existing data sources that can be used to understand community vulnerability to climate change in Tamworth and target adaptation measures in areas of greatest need.
Natural environment	Negative impacts on terrestrial and freshwater species and habitats due to climatic changes, invasive species and pests	Work with Staffordshire wildlife trust to identify opportunities to improve biodiversity in the area and assess priority habitats.
Buildings, infrastructure, planning and development	Disruption to infrastructure networks from extreme weather such as flooding, storms and heatwaves	Integrate climate adaptation into the council’s new IT strategy.
	Disruption to one infrastructure network impacting another (e.g. loss of energy provision affecting IT or communications networks)	Ensure the council’s corporate risk assessment and business continuity plans account for possible climate impacts on infrastructure dependencies and supply chains.
	Increased flooding impacting buildings and communities	Update the local flood risk management strategy.

In addition to the actions categorised within the sectoral themes, four cross-cutting key areas of action have been identified that will benefit from cross-council implementation



to maximise efficiency, take advantage of synergies and avoid siloed working. These cross-cutting actions are:

1. **Overall emergency response co-ordination** - Although individual council service areas have emergency plans in place to ensure business continuity, and plans such as the Severe Weather Emergency Protocol to protect vulnerable people during severe weather, there is not a single point of contact responsible for co-ordinating emergency response. Creating a centralised information hub to disseminate information and offer training on emergency response to wider staff would enable the council to respond efficiently and effectively in the event of an emergency climate or weather event, but also in the event of other emergencies.
2. **Communications plan** - There is a need to build awareness in the wider public, businesses and organisations in Tamworth about the climate risks they are likely to face and how they can manage them, as well as helping them understand and accept measures the council is taking. Opportunities to deliver the communications plan in partnership with other organisations such as the fire services or health services will be explored.
3. **Embedding adaptation and consideration of climate risk across relevant policies and strategies** - If long-term policies and strategies are implemented without due consideration of climate risk, they may fail due to climate change impacts or require costly retrofit to improve their climate resilience in the future. Hence, the council will aim to develop processes to include consideration of climate risk in the development of new policies and strategies, including how it could impact the objectives of the new local plan and proposed corporate plan and where adaptation measures may be needed. Similarly, consideration of climate risks will be included as part of the corporate risk register and business continuity processes.
4. **Building awareness and understanding of climate adaptation within the council** - To support implementation of the actions in this strategy and support the embedding of adaptation to make wider policies climate resilient, Tamworth will aim to introduce training for staff to improve their understanding of climate risk and adaptation.

These actions will be implemented where the council is financially able to do so and all opportunities for funding will be explored and utilised where possible. To measure progress achieved under this strategy, as well as improving understanding of the changing climate risk in Tamworth, Tamworth Borough Council will monitor progress against the actions in this plan on an annual basis and prepare an annual update for Scrutiny Committee and Cabinet. In 5 years, there will be a full review of the plans and amendments as necessary.

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## 1 Introduction

In July 2022, an intense heatwave in the UK saw record temperatures of over 40°C for the first time, leading to record numbers of excess deaths. In Tamworth, in January 2024, floodwaters from the Anker and Tame rivers submerged several town centre car parks, cut off surrounding villages and closed highways. These kinds of extreme events are expected to become more frequent and more extreme because of climate change.

Climate change is the long-term shift in Earth's average temperature and weather conditions. This is driven by unprecedented levels of heat-trapping greenhouse gases (GHGs) entering the atmosphere due to human activity. There is an overwhelming scientific consensus that human activities are causing global temperatures to increase, with serious knock-on effects for our societies and economies.

These changes are affecting people and communities all over the world, including in Tamworth. Flooding in Tamworth is likely to become more frequent and more severe in the coming decades due to increased winter rainfall and potential increases in storms. Extreme heat events are also expected to become more frequent and severe over the coming decades and this could lead to increased incidence of wildfires, particularly as summer rainfall is expected to reduce, leading to a risk of water scarcity. In addition to increased extreme events, increases in annual average temperatures leading to overall hotter summers and milder winters are expected to occur. These long term, chronic changes will impact on natural habitats, agriculture and supply and demand in some sectors of the economy.

To address climate change, two branches of action are needed:

- **Climate change mitigation:** reducing the quantity of greenhouse gas emissions which are emitted into the atmosphere to reduce the severity of future climate impacts. Tamworth is contributing to the global effort to reduce emissions through the council's Climate Change Mitigation Action Plan.
- **Climate change adaptation:** adjusting behaviour and putting measures in place to prepare for the effects of climate change and reduce harm or exploit beneficial opportunities. Climate change is already happening and even with very high levels of mitigation, which are not guaranteed, adaptation is needed to reduce harm to society and the economy from climate risks.

This document outlines a strategy for Tamworth Borough Council to influence and implement actions that will help the borough adapt to climate change.

### 1.1 The case for adaptation

Adaptation actions are wide ranging and could include building flood defences, increasing green space to provide cooling and drainage and changing behaviours so that people ventilate and shade their homes well during extreme heat. These actions help to reduce the damage to buildings and infrastructure and the risks to health and livelihoods that climate change is expected to bring. Local authorities like Tamworth have a particular role in adapting to climate change because the nature of the impacts is often very localised and appropriate adaptation actions will depend on the nature of the local community, economy, buildings, infrastructure and natural environment.

Regions of the UK already incur significant costs from extreme climate events. Investment is required to fund adaptation, but economic analysis shows that proactively

preparing for future climate change can save costs in the long term compared to inaction, as damages and emergency response to impacts are avoided. For many adaptation actions, the benefits go beyond reducing risk and can contribute to other objectives. For example, increased green space can support increased biodiversity and provide recreation opportunities as well as reduce flooding and overheating. The National Audit Office has estimated that for every £1 spent on protecting communities from flooding, approximately £9 in property damages and other impacts can be avoided<sup>3</sup> and the third UK Climate Change Risk Assessment (CCRA3) found that many adaptation actions can have a benefit to cost ratio of 5:1, with some as high as 10:1.<sup>4</sup>

## 1.2 Adaptation policy in the UK and Tamworth

### 1.2.1 National adaptation policy

Under the Climate Change Act 2008, the UK government is required to publish an assessment of risks to the UK from climate change every five years. The most recent of these assessments, CCRA3, was published in January 2022 based on an independent evidence base and advice provided by the UK Climate Change Committee (CCC). CCRA3 identified 61 risks and opportunities to the UK from climate change and scored each of these on magnitude and urgency. The independent evidence base and advice for the next risk assessment, CCRA4, will be published in 2026, followed by the government's risk assessment early in 2027.

To respond to the risks identified, the Climate Change Act also requires that the government prepares a National Adaptation Programme (NAP) for England every five years. The most recent programme, NAP3, was published in summer 2023 and responds to the 61 risks identified in CCRA3. NAP3 acknowledges the vital role that local government plays in adaptation, both through preparing for climate change via strategic planning and through responding and recovering from extreme events. The three action areas that NAP3 focuses on for local authorities are improving local and national government collaboration (particularly on emergency response, education and developing best practice), providing access to locally specific information and data, and empowering local government to adapt through devolution and funding programmes.

### 1.2.2 Regional and local adaptation policy

In November 2021, Sustainability West Midlands, in collaboration with the Environment Agency published an Adaptation Plan for the West Midlands region. This plan considered the risks outlined in CCRA3, as well as a number of additional specific risks for the West Midlands, and developed recommendations for addressing these at the regional level. Many of the recommendations for urgent action in this plan involve integrating adaptation into wider work such as tree planting, nature restoration and planning and development.

The West Midlands plan was followed in 2023 by an adaptation strategy for Staffordshire. The Staffordshire strategy aims to achieve the following vision: *“A resilient Staffordshire will be an attractive, safe and healthy place to live and work offering an excellent quality of life, thriving environment and prosperous economy.”*<sup>5</sup> It identifies key climate risks and the outcomes that adaptation should aim to achieve across four areas:

<sup>3</sup> [Resilience to flooding - NAO report](#)

<sup>4</sup> [Independent-Assessment-of-UK-Climate-Risk-Advice-to-Govt-for-CCRA3-CCC.pdf \(theccc.org.uk\)](#)

<sup>5</sup> [Staffordshire Adaptation Strategy](#)

critical infrastructure and buildings; natural environment and green spaces; health, wellbeing and safety; and the local economy.

Given the need for close collaboration between Staffordshire County Council and Tamworth Borough Council in many areas of adaptation, this strategy for Tamworth aligns with the structure and aims of the Staffordshire strategy, applying similar thinking to the Tamworth context.

In 2019, Tamworth Borough Council declared a climate emergency and committed to taking action on climate change. One of the recommendations made as part of this declaration was that *“The Council (including the Executive and Scrutiny Committees) consider the impact of climate change and the environment when adopting and reviewing Council policies and strategies”*.<sup>6</sup> A range of individual pieces of work already being undertaken by the council aligns with this goal, for example updates to local flood risk management plans and the initiation of a working group for biodiversity net gain. The Climate Adaptation Strategy within this document is a first concerted step towards successfully and coherently integrating consideration of climate impacts across the council’s work.

### 1.3 Scope of this strategy

This document provides an adaptation strategy for Tamworth that includes actions for the next five years and is based on an assessment of the risks due to current and future climate impacts.

**Section 2** describes Tamworth’s current climate and how this may be expected to change in the future

**Section 3** assesses the climate risks and opportunities that Tamworth is likely to face between now and 2050, building on the risk assessment carried out for England in CCRA3 and for the West Midlands and Staffordshire adaptation plans.

**Section 4** describes the principles behind the development of the adaptation strategy and action plan.

**Section 5** provides an adaptation action plan of sectoral and cross-cutting actions that Tamworth will take, subject to resource, in the next 5 years to begin addressing the risks and opportunities.

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<sup>6</sup> [Climate Change Declaration Update.pdf \(tamworth.gov.uk\)](#)

## 2 Tamworth’s climate

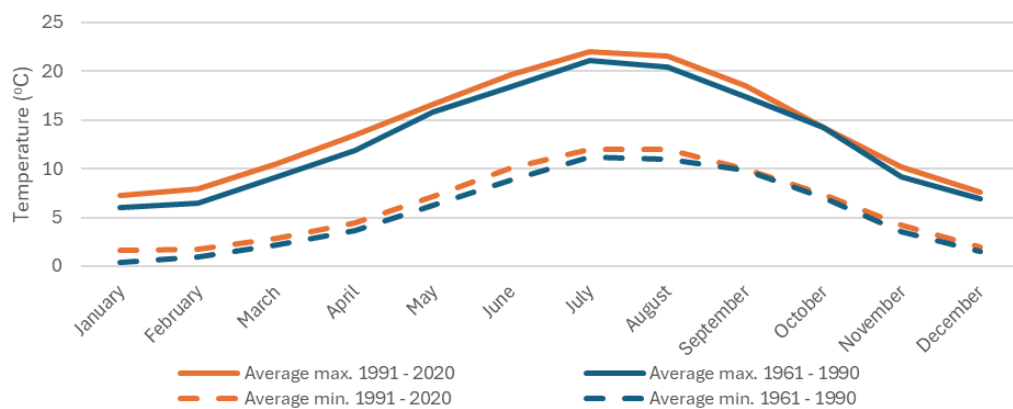
### 2.1 Annual trends

In Tamworth, summers are mild to warm, with average maximum temperatures from 1991-2020 ranging from 20-22°C, while winters are cool, with average maximum temperatures of 7.3-8.0°C.<sup>7</sup> Along with other boroughs in the Midlands region, Tamworth’s distance from the sea means the area experiences a greater range in annual temperatures compared to most parts of the UK.

January tends to be the coldest month, with average minimum temperatures of around 1.4°C. The annual average maximum temperature recorded at Coleshill weather station (c. 11 miles from Tamworth) is just over 14°C.

As shown in **Figure 1** below, average temperatures have increased slightly in recent decades. Solid lines indicate average temperatures in the period 1991-2020, while dotted lines are for the time period 1961-1990.

Figure 1. Average minimum and maximum temperatures recorded at Coleshill weather station



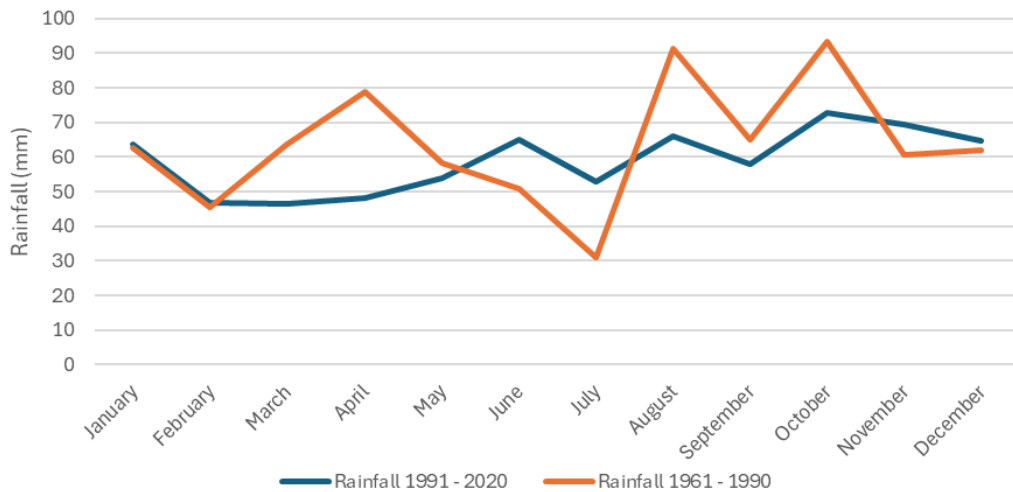
In addition to changes in average, maximum and minimum temperatures, there has been a reduction in the number of days of frost.<sup>8</sup> From 1991-2020 there were, on average, around 42 days of air frost per year, compared with around 53 days per year between 1961-1990. This represents an approximately 20% decrease.

Due to its location in the Midlands, Tamworth is relatively sheltered from Atlantic storms and the distribution of rainfall is more even over the course of the year. The average annual rainfall recorded in the Midlands from 1991-2020 was approximately 810 mm, compared to the England average of 870mm. Annual rainfall in the Midlands has increased 5% since 1961-1990, where annual rainfall was 768mm.

<sup>7</sup> <https://www.metoffice.gov.uk/research/climate/maps-and-data/uk-climate-averages/gcqh99dn5>

<sup>8</sup> An ‘air frost’ is an event where the temperature at 1.25m above ground falls below 0°C.

Figure 2. Average rainfall recorded at Coleshill weather station



These observed trends are broadly consistent with those seen in England as a whole, which has experienced increases in annual average temperatures, rainfall and sunshine.<sup>9</sup>

Tamworth is built around the confluence of the River Anker and the River Tame. Approximately 42% of the Tame basin is urbanised, making it the most heavily urbanised river basin in the United Kingdom<sup>10</sup>. As such, various areas in the borough are susceptible to flood risk. Tamworth was identified in the 2015 Local Flood Risk Management Scheme (LFRMS) as the urban area at the 3<sup>rd</sup> highest risk of surface water flooding in Staffordshire, with 920 properties at risk<sup>11</sup>.

**Figure 3** below shows the long-term river and surface water flood risk in Tamworth. There is a high risk of surface water flooding along the railway line and throughout the town centre, as well as on major roads such as the A453. Areas of high river flood risk are concentrated along the Anker and the Tame. Areas at risk of flooding include the Ventura Retail Park, the SnowDome and the westerly side of the Castle Gardens, including the Old Swimming Baths. Flooding in these areas could impact on local businesses and footfall in particular. Additionally some major roads around Tamworth are at risk of river flooding, including the A51, which could impact accessibility for both residents and businesses.

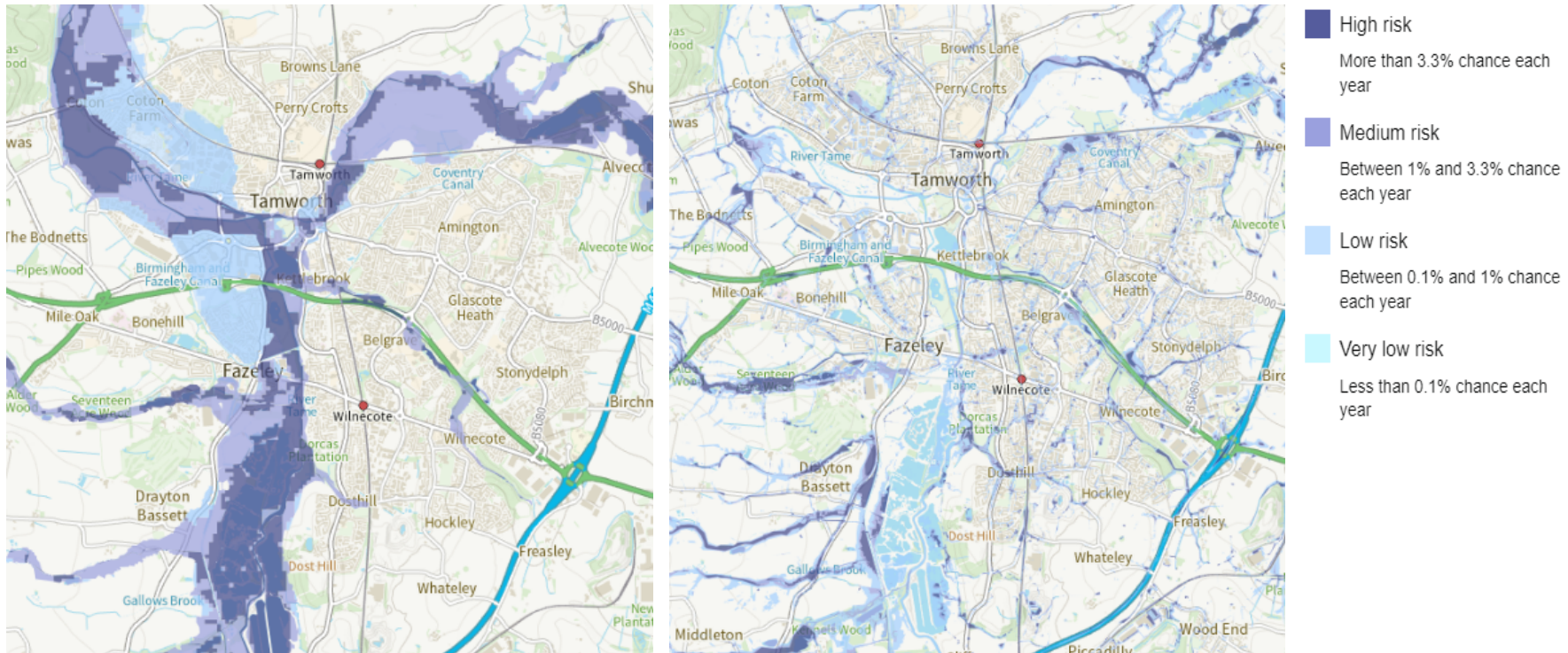
<sup>9</sup> <https://www.metoffice.gov.uk/research/climate/maps-and-data/summaries/index>

<sup>10</sup> <http://www.tamevalleywetlands.co.uk/discover/landscape/river-tame/>

<sup>11</sup> <https://www.sstaffs.gov.uk/planning/planning-policy/strategic-flood-risk-assessment-2019>



Figure 3: Long-term river (left) and surface water (right) flood risk areas in Tamworth<sup>12</sup>

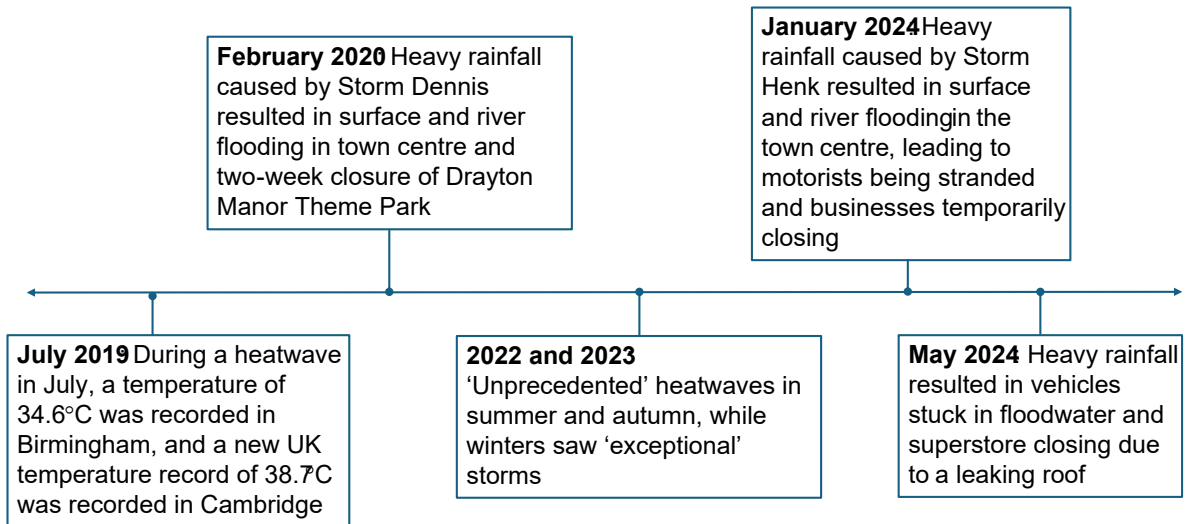


<sup>12</sup> <https://check-long-term-flood-risk.service.gov.uk/map?eastng=420506&northng=303952&map=RiversOrSea>

## 2.2 Extreme weather events

Alongside annual trends, it is important to consider more extreme weather events, as these are expected to become more frequent in future due to climate change. In Tamworth, records from the Met Office and local newspapers suggest that heatwaves and flooding have had a particular impact on local communities and businesses in the borough.<sup>13,14</sup>

Figure 4. Examples of recent extreme weather events in Tamworth



<sup>13</sup> <https://www.metoffice.gov.uk/weather/learn-about/past-uk-weather-events>

<sup>14</sup> <https://www.birminghammail.co.uk/news/midlands-news/dramatic-footage-shows-flooded-tamworth-17764416>

### 3 Assessment of climate risks for Tamworth

The Met Office regularly produces projections of future climate as part of their UK Climate Projections series, with the latest dataset being the UK Climate Projections 2018 (UKCP18<sup>15</sup>). The Met Office has recently released the Local Authority Climate Explorer which provides an interface for exploring the data from these projections at a local authority level. Data from this tool is presented here to illustrate future climate changes in Tamworth.<sup>16</sup>

The extent of future climate change is dependent on the level of global action taken to mitigate against climate change. The Paris Agreement, a legally binding internationally agreed treaty on climate change, aims to hold “the increase in the global average temperature to well below 2°C above pre-industrial levels”.<sup>17</sup> Under a reasonable worst-case scenario, where global mitigation efforts do not significantly reduce greenhouse gas emissions, global average temperatures could rise to 4°C above pre-industrial levels. Projected changes in temperature and precipitation under these two scenarios for Tamworth are shown in **Table 1**. The range in brackets shows the uncertainty in the estimates. The CCC advises organisations to adapt to 2°C and assess the risks for 4°C.<sup>18</sup> In 2023 the world has warmed by 1.3°C compared to pre-industrial levels.<sup>19</sup>

*Table 1: Summary of projected changes in temperature and rainfall in Tamworth under different climate scenarios.<sup>20</sup>*

	Success of the Paris Agreement (2°C)	Reasonable worst-case scenario (4°C)
Change in max summer temperature	+3.4°C (+2.4 to +5.2)	+7°C (+6.2 to +8.8)
Change in min winter temperature	+2.6°C (+1.3 to +4.4)	+4.8°C (+3.6 to +6.2)
Change in summer precipitation rate <sup>21</sup>	-10% (-25% to -4%)	-27% (-43% to -17%)
Change in winter precipitation rate	+7% (-1% to +16%)	+18% (+11% to +29%)

In Tamworth, overall this means:

- Wetter, milder winters and more extreme rainfall events, leading to increased flooding.
- Hotter, drier summers leading to droughts, wildfires and heatwaves becoming more intense and more frequent.

These changes could pose significant risks to communities, infrastructure, the economy and the natural environment. For example, a recent study identified that under a 2°C

<sup>15</sup> <https://www.metoffice.gov.uk/research/approach/collaboration/ukcp/index>

<sup>16</sup> [Explore the Climate of your Local Authority \(arcgis.com\)](#)

<sup>17</sup> [The Paris Agreement | UNFCCC](#)

<sup>18</sup> [CCC Adaptation Monitoring Framework - Climate Change Committee \(theccc.org.uk\)](#)

<sup>19</sup> [The CAT Thermometer | Climate Action Tracker](#)

<sup>20</sup> [Explore the Climate of your Local Authority \(arcgis.com\)](#)

<sup>21</sup> Precipitation rate is defined as average millimetres of precipitation per day.

scenario an average school in the UK could see temperatures above a comfortable limit of 26°C for over one-third of the academic year<sup>22</sup>.

### 3.1 Climate risk and opportunity matrix

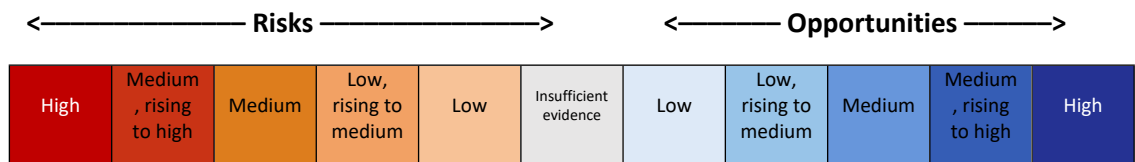
Within this strategy we distinguish between negative risks and positive opportunities associated with climate change, as is done in CCRA3.

**Climate risk** is the potential for negative consequences due to climate change where something of value is at stake and where the outcome is uncertain.<sup>23</sup> Climate hazards that could cause negative consequences in the UK are likely to include flooding, heatwaves, wildfires, drought and long-term changes in overall temperature and precipitation.

**Climate change opportunities** arise where there is the potential for positive consequences due to climate change. For example, changes in temperature and precipitation patterns may offer opportunities to grow new types of crops in the UK. In some cases, the opportunity may have a corresponding risk, for example yields from crops suited to the current UK climate may decrease as the climate changes. As with the risks above, there is uncertainty in the outcome of these opportunities and adaptation actions are required to maximise the chance of positive outcomes. The IPCC defines adaptation as “the process of adjustment to actual or expected climate and its effects, in order to moderate harm or exploit beneficial opportunities”.<sup>24</sup>

**Table 2** presents the climate risks and **Table 3** presents the climate opportunities that are relevant to the borough of Tamworth. The climate risks and opportunities have been based on the risks and opportunities for England in the independent evidence base for CCRA3 and filtered for those relevant to Tamworth.<sup>25</sup> A few additional risks have been added from the West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026<sup>26</sup> where they were deemed relevant to Tamworth. International risks were not considered for the purpose of this work.

The risks and opportunities have been scored qualitatively based on their potential magnitude and how that may change between now and 2050, considering scenarios for 2°C and 4°C global warming by the end of the century. Where possible, the risk scores have been refined based on Tamworth’s local context and information on this has been included in the table below. Where relevant local information was unavailable, they have been assumed to be the same as the scores for England as a whole and more justification for these scores can be found in CCRA3. The risks and opportunities are categorised according to the broad sectors on which they impact.



<sup>22</sup> <https://www.carbonbrief.org/english-schools-face-overheating-for-one-third-of-year-under-2c-warming/>

<sup>23</sup> As defined in the third UK Climate Change Risk Assessment: [Introduction - UK Climate Risk](#)

<sup>24</sup> [IPCC Glossary Search](#)

<sup>25</sup> [Technical reports - UK Climate Risk](#)

<sup>26</sup> <https://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/2023/12/West-Midlands-Climate-Change-Risk-Assmt-Adaptation-Plan-2021-26.pdf>

Table 2: Risks from climate change in Tamworth.

Climate Risk	Risk score	Supporting information
<b>Business and local economy</b>		
Increase in flood risk for businesses	High	Tamworth lies within the Humber river basin district which has been estimated to have the highest number of non-residential properties and key services at risk of flooding of all the English river basin districts. <sup>27</sup>
Increase in flood risk for industrial sites, increasing the risk of water pollution <sup>28</sup>	High	Increased contamination due to small manufacturing plants in Tamworth could result from increases in surface water flooding.
Extreme weather impacting business access to finance, investment and insurance	Medium rising to high	In the longer term, an increase in extreme events is likely to make insurance less available and affordable and could also reduce the value of assets and investments.
Reduced employee productivity resulting from infrastructure disruption and higher temperature working environments	Low rising to medium	Future climate change could reduce employee productivity in a number of ways. For example the flooding of roads in Tamworth could affect commuters and high summer temperatures could affect outdoor workers in particular.
Drought impacting business operations	Low rising to medium	Current economic impacts of water scarcity in England are low but could increase if not managed. The risk in Tamworth is likely to be lower than other parts of the country (e.g. the east of England).
Extreme weather disrupting business supply chains and distribution networks	Insufficient evidence	There is currently limited information on the supply chain impacts of climate change and impacts are expected to vary by sector.
<b>Housing, wellbeing and community</b>		
Higher summer temperatures impacting health and wellbeing e.g. due to overheating	High	The risk of heat related mortality across England is rated as high in the UK CCRA. Figure 5 illustrates how heat vulnerability varies across Tamworth currently with some areas having acute or extremely high vulnerability.
Higher temperatures impacting food safety and extreme weather impacting food security	High	The risk to Tamworth is assumed the same as that for England in CCRA3. Food security can be impacted by climate change impacts in other countries or regions of the UK affecting food production and supply chains.
Widening health inequalities due to more extreme weather <sup>29</sup>	High	The 2021 census results show a 33% increase in people aged 65+ compared to 2011 in Tamworth. <sup>30</sup> The elderly are more vulnerable to the impacts of climate change. Other factors

<sup>27</sup> [Chapter 6: Business and Industry - UK Climate Risk](#)

<sup>28</sup> Taken from West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026. The risk score presented was derived separately to the risk scores from the CCRA3 through expert judgement and consultation.

<sup>29</sup> Taken from West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026. The risk score presented was derived separately to the risk scores from the CCRA3 through expert judgement and consultation.

<sup>30</sup> <https://www.ons.gov.uk/visualisations/censuspopulationchange/E07000199/>

Climate Risk	Risk score	Supporting information
		impacting this risk include people on lower incomes being less able to adapt their homes. Existing vulnerability to heat and how it may vary by demographic in Tamworth is shown in Figure 5.
Warmer summer temperatures increasing household energy demand	Medium rising to high	Cost of energy and energy demand in the summer across England could increase if mechanical cooling or air conditioning is widely adopted. There is uncertainty in the amount of uptake that there might be.
Increased household water supply interruptions due to drought	Medium rising to high	A major drought leading to loss of water to hundreds of thousands of households is possible under future climate change and therefore the future risk is assessed as high, in line with CCRA3.
Deterioration of cultural heritage sites due to changes such as rising temperatures, flooding and drought	Medium	Specific assessment of Tamworth’s heritage assets has not yet been carried out in the course of this work but across England, risks to heritage assets and their use has been rated medium.
Impacted quality of delivery of health and social care services due to extreme weather such as flooding and heatwaves	Medium	Challenges for health and social care delivery across England include damage to buildings and assets, difficulty in patients accessing services (for example due to floods) and adapting services for changing demand (for example increases in heat related illnesses).
Risks to health from indoor and outdoor air quality	Medium	Overall, outdoor air quality is likely to improve over the coming decades due to decarbonisation measures for transport and buildings. The impact of future temperature and wind pattern changes on air quality is highly uncertain but wildfire events could cause episodes of increased air pollution.
Impacted quality of delivery of education services due to extreme weather such as flooding and heatwaves	Medium	Delivery of education is likely to become more challenging under climate change as many schools have not been constructed to be resilient to future climate change so may overheat or flood and more may be need to be spent on repairs.
Increases in diseases spread by mosquitoes and ticks due to higher temperatures.	Medium	In 2022 there were 30 cases of laboratory confirmed Lyme disease in the West Midlands. <sup>31</sup> Future changes are uncertain but higher temperatures are thought to make it more likely that new diseases become established in the UK.
<b>Natural environment and green spaces</b>		
Negative impacts on terrestrial and freshwater species and habitats due to climatic changes, invasive species and pests	High	This risk is rated as high due to the number of species and habitats expected to be negatively impacted by climate change and the resulting potential impacts on green and blue spaces in Tamworth.

<sup>31</sup> [Common animal-associated infections \(England\): first quarter 2023 - GOV.UK](https://www.gov.uk/government/news/common-animal-associated-infections-in-england-first-quarter-2023)

Climate Risk	Risk score	Supporting information
Reduced soil health due to heavy rainfall causing erosion and summer drought reducing soil moisture. Healthy soil is needed to support biodiversity and store carbon.	Medium rising to high	Decreasing soil health over time could have significant negative impacts on local biodiversity and the quality of Tamworth’s green spaces, as well as agricultural productivity in the wider Staffordshire area.
Reduction in uptake of carbon by natural carbon stores such as trees due to temperature change and water scarcity.	Medium rising to high	Trees act as carbon sinks but can be damaged by impacts such as drought and wildfire, both of which are expected to increase in future.
Changes to landscapes and land use due to climate change could change the character of green spaces and how people relate to them and use them.	Medium rising to high	Hazards such as wildfire, flooding and drought could pose high risks to the character and beauty of Tamworth’s green spaces if adaptation measures are not taken.
Wildfires causing destruction to habitats and carbon stores <sup>32</sup>	Low rising to medium	Tamworth does not have significant agricultural land or open habitats such as peatland that would be areas of high risk. However, increased heat and drought in future could pose a risk of wildfire, especially to habitats at the urban to rural interface.
Negative impacts on agricultural and forestry productivity due to changing climatic conditions, pests, pathogens and disease	Low rising to medium	There is limited agriculture within Tamworth itself, reducing the risk of direct impacts. However, food price shocks and supply issues resulting from the impacts on agriculture in other parts of the country and world could still affect Tamworth.
<b>Buildings, infrastructure, planning and development</b>		
Disruption to one infrastructure network impacting another (e.g. loss of energy provision affecting communications networks, even if the communication network is not directly impacted)	High	Infrastructure systems are highly interdependent and so if one fails during a climate event it could cause others to fail. For example, IT infrastructure could be well adapted to the direct effects of climate change but fail because the energy system is not well adapted, causing the IT system to lose power. This risk is rated is high for the UK in CCRA3 as it could have significant impacts.
Direct disruption to infrastructure networks from extreme weather such as flooding, storms and heatwaves	High	Flooding of the road and rail network is likely to be a particularly significant infrastructure risk in Tamworth.
Increased flooding impacting buildings and communities	High	Tamworth already experiences impacts from flooding. Expected annual damages from flooding in England could rise by up to 50% by 2080, even under a scenario where the goals of the Paris Agreement are achieved. <sup>33</sup>

<sup>32</sup> Taken from West Midlands Climate Change Risk Assessment and Adaptation Plan 2021-2026. The risk score presented was derived separately to the risk scores from the CCRA3

<sup>33</sup> [Future-Flooding-Main-Report-Sayers-1.pdf](#)

Climate Risk	Risk score	Supporting information
Reduced water availability due to drought impacting public water services	Medium rising to high	A major drought leading to loss of water to hundreds of thousands of households is possible under future climate change and therefore the future risk is assessed as high, in line with CCRA3.
Flooding, erosion and subsidence impacting bridges, pipelines, transport and other infrastructure	Medium	Long-life infrastructure such as bridges were generally built for past climates and so can be vulnerable to future climate changes. For the UK as a whole this risk is rated as medium.
Moisture and wind impacting quality of building fabric	Medium	Wetter winters may exacerbate issues with damp in homes. Wind storms already cause damage to buildings but it is uncertain whether these will increase as a result of climate change.
Disruption to availability and reliability of ICT infrastructure due to extreme weather such as heatwaves and flooding	Low rising to medium	There is limited evidence relating to climate impacts on ICT infrastructure in the UK so far but impacts are expected to grow. There have been some examples of previous disruption such as mobile base station outages in Lancaster following Storm Desmond in 2015. <sup>34</sup>

<sup>34</sup> [Chapter 4: Infrastructure - UK Climate Risk](#)



Table 3: Opportunities due to from climate change in Tamworth.

Opportunity	Opportunity score	Supporting information
<b>Business and local economy</b>		
Climate change changing demand for goods and services	Low rising to medium opportunity	For some sectors, including tourism in Tamworth, there may be opportunities stemming from longer summer tourist seasons
<b>Housing, wellbeing and community</b>		
Warmer winter temperatures decreasing winter household energy demand	Low rising to high	UK level projections suggest that high economic savings will be possible due to higher winter temperatures reducing the need for building heating.
Opportunities for health and wellbeing due to warmer summers and winters	Low	It is possible that a warmer climate could provide wellbeing benefits from increased physical activity and contact with nature but evidence on this link is limited.
<b>Natural environment and green spaces</b>		
Changing climatic conditions result in new species becoming suitable and opportunities to enhance green space character.	Medium rising to high opportunity	There could be opportunities to introduce new species into Tamworth's green spaces.
New terrestrial species and habitats due to changing climatic conditions	Medium opportunity	The arrival of new birds or other species as they migrate with the changing climate could increase biodiversity within terrestrial habitats. Note from Table 2 there are also significant risks to biodiversity from climate change
New freshwater species and habitats due to changing climatic conditions	Low opportunity	This could potentially increase biodiversity of Tamworth's wetlands though evidence is limited.
<b>Buildings, infrastructure, planning and development</b>		
No opportunities identified		

### 3.2 Interacting risks

The climate risks outlined in **section 3.1** are unlikely to operate in isolation, and instead interact, with the potential for total risk to be greater than the sum of individual risks. This is particularly true where dependencies between different infrastructure systems mean that risk can cascade, where a failure in one system can cause a failure in any systems dependent on it. The case study below presents an example of the interacting risks which may occur during a severe heatwave.

**An example of impacts of a heatwave on local businesses**

A large number of warehouses and small manufacturing sites exist within Tamworth. These supply a wide variety of goods to the rest of the country. As highlighted in **section 2.1**, temperatures have already increased in the past few decades in Tamworth and this trend is expected to continue. **What happens if there is a severe heatwave?**



If buildings are not properly insulated, ventilated, and cooled, they are likely to overheat. In warehouses, staff welfare would be affected, with more people at risk of falling ill. For some people, particularly those who are older or vulnerable, the health impacts could be severe or even fatal.



In extremely hot weather, more electricity would be needed to power air conditioning and cold appliances. However, this would also be the time when power networks are at higher risk of faults or outages. This would not only impact the buildings and cold storage, but other utilities and infrastructure that underpin logistics supply chains.



Meanwhile, transport networks could be affected, with railway lines buckling, overhead cables sagging, and vehicles overheating or unable to charge. This could prevent goods being distributed from warehouses – if the employees manage to commute to work in the first place.



In a reasonable worst-case scenario, therefore, a severe heatwave in Tamworth could disrupt supply chains not just locally but in other parts of the UK. These might include food, medicines and other vital supplies.



More frequent or prolonged disruption to the supply of goods such as food, in Tamworth, in wider areas of the UK or internationally, could result in shortages or price spikes, amplifying existing inequalities and food insecurity.

**It is therefore critical to ensure that adaptation measures are incorporated at a strategic level, across all types of infrastructure – beyond the design of individual buildings.**

Note that many of the solutions to these risks are outside Tamworth Borough Council’s direct ability to control, therefore collaborative and partnership working will be essential to combat the potential impacts.

**An example of impacts of flooding on the local community**

Tamworth is built around the confluence of the River Anker and the River Tame and parts of the borough are also at risk of surface water flooding. As highlighted in **section 2.1**, winters in Tamworth are expected to get wetter in the future which is likely to lead to more frequent and intense flooding. **What happens if there is a severe flood?**



If effective early warnings are not received and heeded by the community, people and businesses may not have time to prepare, for example by moving items upstairs within properties or moving vehicles to higher ground. Some vulnerable people such as the elderly may be less able to access warnings or be less mobile and hence less able to make preparations. In the event of property flooding, this could result in worse damages.



Floodwater in properties not only causes damage to the building fabric and contents, contaminated water, sometimes containing sewage, can pose a risk of illness to inhabitants. Electrical installations could also become damaged, posing a safety risk as well as potentially extended power outages.



Accessing flooded properties for emergency service provision or supporting the clean-up operation could be hindered by roads also being flooded. Those not living in the flood zone may still experience disruption if they are unable to commute to work or travel into the town centre, resulting in impacts on local businesses.



Experiencing flooding can cause long term mental health impacts such as anxiety, depression and PTSD which can affect people’s ability to work as well as their wellbeing. Other long term impacts could include increased insurance premiums for households and businesses.

**As flooding becomes more intense and more frequent, more households and businesses could be affected and damages are likely to increase. Effective adaptation action can help communities mitigate, prepare for, respond to and recover from these risks.**

Note that many of the solutions to these risks are outside Tamworth Borough Council’s direct ability to control, therefore collaborative and partnership working will be essential to combat the potential impacts.

**3.3 Vulnerabilities and exposure**

Certain groups may be more vulnerable or exposed to the effects of climate impacts and extreme weather than others. Vulnerability and exposure can be driven by many factors:

- **Physical factors:** Factors such as age and health mean some groups are more sensitive to climate impacts. For example, the elderly are more vulnerable to heatwaves and may be less mobile so less able to evacuate during flooding. They may also be less able to receive information and warnings, for example if they are not online.
- **Environmental factors:** Factors such as type or elevation of buildings and proximity to a floodplain or an urban centre can increase or reduce exposure to flooding or heat.

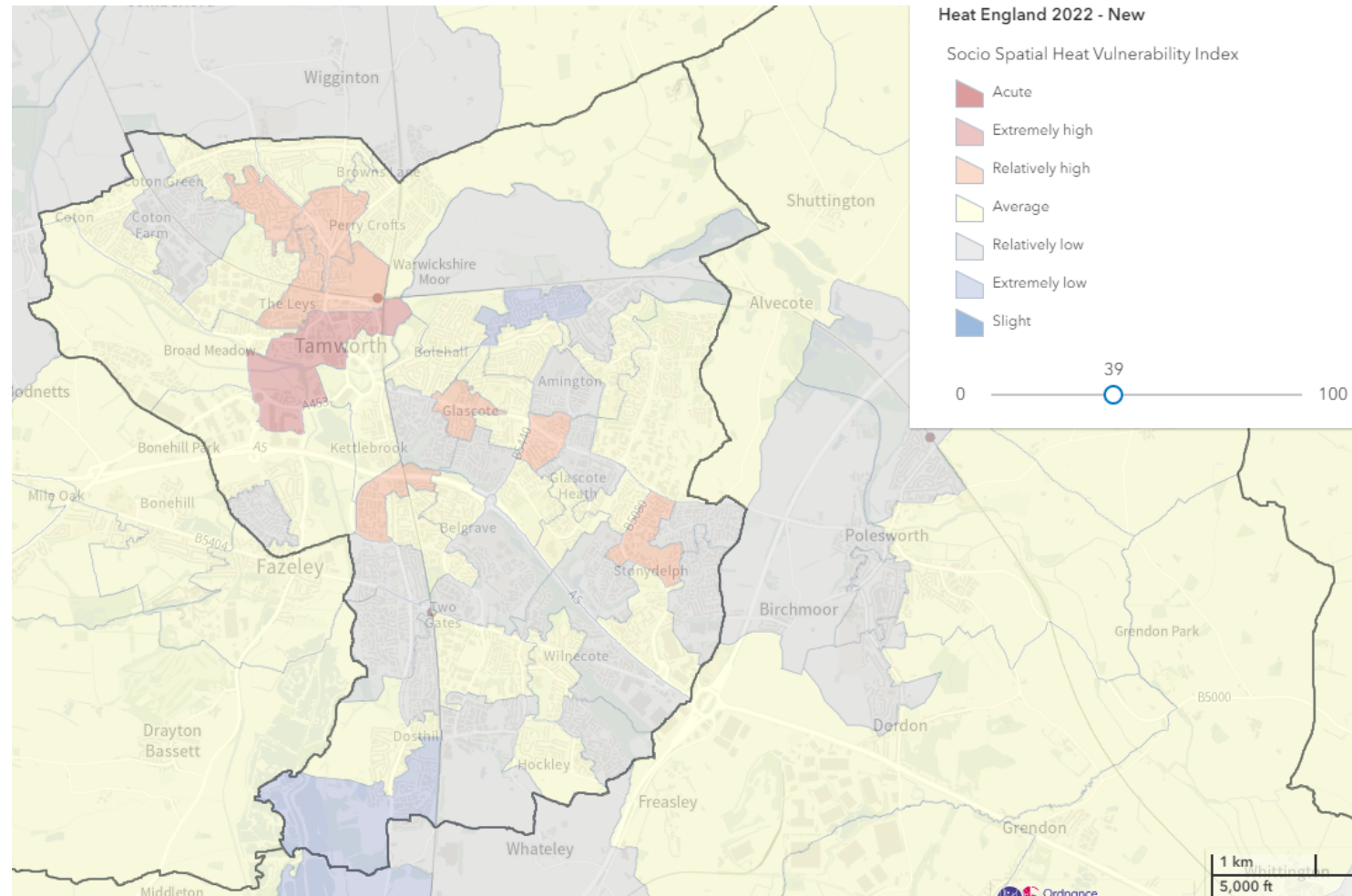
- **Social and institutional factors:** Levels of inequality and income, strength of social networks within communities, and institutional practices affect people's ability to adapt. For example, lower income households may be less able to afford housing upgrades to reduce overheating or protect against flooding.

An example of the spatial variation in heat vulnerability across Tamworth is shown in **Figure 5**, taken from ClimateJust.<sup>35</sup> The figure shows socio-spatial vulnerability – how the personal, social and environmental factors which help to explain uneven impacts on people and communities combine in some areas. It shows where negative social impacts from rising temperatures are more likely. There is an area in the town centre (Tamworth 002A Lower layer Super Output Area (LSOA) (2011), shown in red in **Figure 5**) that has an acute socio spatial heat vulnerability index. This is driven by a number of characteristics of households in the area: a higher proportion of elderly people, particularly single pensioner households, higher levels of illness and disability, higher levels of income deprivation, higher levels of private renters and a larger number of flats without gardens. These characteristics mean that households are more vulnerable to the risks associated with heat and less able to prepare, respond and recover from extreme events. Some of these characteristics may also make these households more vulnerable to other climate hazards such as flooding.

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<sup>35</sup> <https://www.climatejust.org.uk/map.html>

Figure 5: Socio-spatial heat vulnerability in Tamworth<sup>36</sup>



<sup>36</sup> <https://www.climatejust.org.uk/map.html>

### 3.4 Transition risk

So far, this document has considered the physical climate risks that are likely to affect Tamworth in the future. Additionally, the council and other organisations in Tamworth will face transition risks due to the transition to a net zero economy. Policy, legal, technological and market changes are needed to reach net zero and adapt to climate change, and the impact of these changes could pose financial and reputational risks to organisations. These risks fall into four categories listed in **Table 4**: Transition risks for Tamworth.

Table 4: Transition risks for Tamworth

Type of risk	Description	Example of potential impacts on Tamworth council
Policy and legal	Changes in policy or legislation at the national level may put additional responsibilities on local authorities that require resourcing, while failure to comply with these requirements carries a risk of litigation. Additionally, changes in local policy by Tamworth to mitigate and adapt to climate change may result in policy and legal risks for local organisations affected by these changes.	<p>If national government were to increase climate reporting requirements for local authorities, for example by extending the Adaptation Reporting Power, additional resource may be required to meet this requirement.</p> <p>Implementing climate policies in Tamworth’s new local plan could present risks to local businesses and developers who would need to ensure compliance with any new measures.</p>
Technology	Technological innovations that support the transition to net zero (such as electric vehicles and renewable energy) may require assets to be retired and investments to be made in these new technologies with these changes, and their timing, representing a potential financial impact. These innovations could also lead to changes in supply and demand of products and services which could affect local businesses.	Investment will be required to transition council assets, such as building heating systems and vehicles, to net zero. This may require early retirement of existing assets.
Market	Changes to supply and demand for different products and services.	Potential increases to the costs of raw materials, or market shocks, could result in increased costs for procurement.
Reputation	Stakeholder perception of Tamworth’s contribution to the net zero transition, and building climate resilience, may lead to opportunities or risks for the council’s reputation.	The council may need to deal with more complaints and negative feedback from the local community if their climate strategy is not perceived as effective.

Tamworth is already undertaking action that can help combat these risks, for example, this climate adaptation strategy and complementary climate action plan will help combat reputational risks by ensuring Tamworth has a coherent, effective plan for tackling climate change. Additionally, the Staffordshire Pension Fund (part of the Local Government Pension Scheme) already reports on transition risks to the pension in

alignment with the recommendations of the Taskforce on Climate-Related Financial Disclosures (TCFD).<sup>37</sup> To ensure the actions in the climate plan and adaptation strategy support the mitigation of transition risk, and where possible take advantage of transition opportunities, the council will remain mindful of these risks and carry out comprehensive stakeholder engagement and utilise partnership working where possible when implementing actions.

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<sup>37</sup> <https://www.staffspf.org.uk/Finance-and-Investments/Corporate-Governance-and-Responsible-Investment/Documents/TCFD-Report-June-2024.pdf>

## 4 Development of the climate adaptation action plan

Tamworth Borough Council has developed a climate adaptation action plan, presented in **section 5**. This section describes the principals for who this plan was developed and how it will be monitored and reviewed.

The actions within the plan will enable Tamworth Borough Council to start building its resilience to future change and ensure the town and surrounding area continues to thrive under these changes. The plan focuses on actions which can be implemented within the next five years and actions are presented alongside the positive outcomes they hope to achieve.

The action plan has been informed by a review of the evidence base on climate risks facing Tamworth, a review of relevant local, regional and national policy, and a series of focus groups and workshops with officers and members of Tamworth Borough Council.

### 4.1 Structure of the action plan

Actions have been divided into themes corresponding to those in the risk assessment to ensure all significant risks and opportunities have been addressed. However, it is important that adaptation actions are not siloed as there will be actions, such as catchment scale flood management, that can reduce risk across themes and actions, such as improving the ecological health of green spaces, that have wide ranging benefits for human and environmental health and other areas if they are implemented appropriately. In addition to the themed adaptation plan, **section 4.3** identifies four cross-cutting key priorities that will help to ensure holistic, systemic action is taken to embed adaptation across all the council's work.

This is Tamworth's first adaptation strategy and action plan, as it is implemented there will be opportunities to learn from and refine the actions proposed. Actions will be implemented where the council is financially able to do so and all opportunities for funding will be explored and utilised where possible. Furthermore, as time goes on, more information on climate change and other future changes will become available which can be used to refine the actions proposed here. To ensure this plan is adaptive to new information and subject to continuous learning and improvement, a monitoring, evaluation and learning plan is described in **section 4.4**.

### 4.2 Principles for developing the adaptation actions

In selecting priority actions for Tamworth, the following principles have been applied, following discussion with Tamworth council officers:

- Prioritise actions where the climate risks are assessed to be most significant.
- Align with the wider area strategies for Staffordshire and the West Midlands.
- Focus on actions within the council's control that enable the council to begin setting an example in the wider community. Where actions could be implemented in partnership, possible partners are identified in **Table 5 Table 8**.
- Identify policies, plans and projects already happening in Tamworth where measures for climate resilience can be embedded.
- Prioritise easy wins and low-regret actions with co-benefits where possible in the short term, acknowledging resourcing is often a barrier.



- Avoid lock-in, i.e. making sure any long-term decisions and strategies such as those for infrastructure and housing that are made now consider possible future climate impacts, to avoid the potentially higher future costs of not being prepared.

### 4.3 Cross-cutting priorities

Four cross-cutting key areas of action have been identified that would benefit from cross-council implementation to maximise efficiency, take advantage of synergies and avoid siloed working. These cross-cutting actions were:

1. **Overall emergency response co-ordination** - Although individual council service areas have emergency plans in place to ensure business continuity, and plans such as the Severe Weather Emergency Protocol to protect vulnerable people during severe weather, there is not a single point of contact responsible for co-ordinating emergency response. Introducing this role and creating a centralised information hub to disseminate information and offer training on emergency response to wider staff would enable the council to respond efficiently and effectively in the event of an emergency climate or weather event but also in the event of other emergencies. It may be possible to apply learnings from the response to the Covid-19 pandemic in setting up this co-ordination function.
2. **Communications plan** - There is a need to build awareness in the wider public, businesses and organisations in Tamworth about the climate risks they are likely to face and how they can manage them, as well as helping them understand and accept measures the council is taking. This will require a communications plan that could be targeted to different organisations and sectors and could cover decarbonisation as well as adaptation measures. Opportunities to deliver the communications plan in partnership with other organisations such as the fire services or health services will be explored.
3. **Embedding adaptation and consideration of climate risk across relevant policies and strategies** - If long-term policies and strategies are implemented without due consideration of climate risk, they may fail due to climate change impacts or require costly retrofit to improve their climate resilience in the future. Hence, the Council will aim to develop processes to include consideration of climate risk in the development of new policies and strategies, including how it could impact the objectives of the new local plan and proposed corporate plan and where adaptation measures may be needed. Similarly, consideration of climate risks will be included as part of the corporate risk register and business continuity processes.
4. **Building awareness and understanding of climate adaptation within the council** - For many organisations in the UK, action to decarbonise is much more mature than action to adapt to climate change. To support implementation of the actions in this strategy and the embedding of adaptation to make wider policies climate resilient, Tamworth will aim to introduce training for staff to improve their understanding of climate risk and adaptation.

### 4.4 Monitoring and review

To measure progress achieved under this strategy, as well as improving understanding of the changing climate risk in Tamworth, ongoing monitoring and evaluation will be

undertaken. This will be require identifying relevant data sources to demonstrate the effectiveness of actions taken and identify where further action is needed, supporting cross-council learning on how to ensure Tamworth is well-adapted for future climate risks. . To measure progress achieved under this strategy, as well as improving understanding of the changing climate risk in Tamworth, Tamworth Borough Council will monitor progress against the actions in this plan on an annual basis and prepare an annual update for Scrutiny Committee and Cabinet. To support this review process, key indicators to monitor progress will be identified and data will be collected to measure against these to ensure decisions are data driven and improvements can be targeted. In 5 years, there will be a full review of the plans and amendments as necessary.

## 5 Climate adaptation action plan

### 5.1 Business and the local economy

The key risks to businesses and the local economy are the risk to business sites from flooding and the impact of extreme events, including flooding, on businesses' access to finance and insurance. Tamworth is already seeing the impacts of extreme events on the local economy, particularly on outdoor events such as the market which have seen disruptions due to high winds, heavy rain and high temperatures in recent years. To avoid lock-in and ensure Tamworth builds future resilience to climate change, as well as tackling the climatic changes that are already happening, regeneration and other future planning for the local economy also needs to take climate change into consideration. Businesses will benefit from wider adaptation measures, such as improved flood defences and resilient infrastructure, throughout the town but there are also specific actions the council can take to support businesses and build their understanding of climate change and these are detailed in this section. Simple, low-regret actions can make financial sense and build resilience for businesses. For example, the total amount that could be collectively saved by UK SMEs if they check and act on accurate weather information is £15.4bn, and the total amount lost by not reacting to accurate weather information is £9.9bn.<sup>38</sup>

#### 5.1.1 Alignment with the Staffordshire adaptation strategy

This theme maps to 'The Local Economy' theme in the Staffordshire adaptation strategy which identifies the impacts of extreme weather events on business operations, supply chains and price volatility as a key risk, as well as the potential skills gap resulting from increased demand on the green economy. That strategy identifies building understanding of climate risk and adaptation, within councils so they can share relevant information as well as within businesses, to be a key outcome in this area and this is addressed by the actions in **Table 5**. Training and education programmes may enable improved understanding.

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<sup>38</sup> <https://www.sustainabilitywestmidlands.org.uk/wp-content/uploads/2022/12/SWM-Weathering-the-Storm-2022-FINAL-1.pdf>

Table 5: Adaptation actions for Tamworth Borough Council related to business and local economy

Outcome	Action	Responsible service area	Resource requirements <sup>39</sup>	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
Risks to business sites are minimised.	<p><b>Business Communication Strategy</b></p> <p>Produce a communications plan to build local businesses understanding of climate risk, opportunities and adaptation, and how to respond during extreme events. Tailor communications to different types of business based on their existing engagement, actions already being taken, vulnerability and their capacity to adapt and respond to climate change.</p> <p>Information to share could include:</p> <ul style="list-style-type: none"> <li>- Building understanding of climate risk and adaptation by providing clear explanations of why climate adaptation differs from, but is needed alongside, decarbonisation measures.</li> <li>- Advice on climate risk in Tamworth including future changes in flooding, heatwaves, drought, storms etc.</li> <li>-Advice on measures businesses can take to prepare for and respond to climate change e.g. providing sun protection and water for outdoor workers during heatwaves to protect them and reduce productivity losses.</li> <li>-Acknowledge potential opportunities climate change could bring for businesses.</li> <li>- Details of council emergency response plans and contact details for extreme events (what businesses can expect and what is within the Council's remit)</li> <li>-Signposting wider resources and examples of good practice.</li> </ul>	Economic development and regeneration, Communications, Climate Change	Medium May require collaboration across internal teams including Corporate Communications and Partnerships. May require funding for engagement events.	Develop during 2025-2026. Review annually	Tamworth Business Forum, Tamworth Chamber of Commerce, Support Staffordshire , Staffordshire County Council	✓Building relationships with local businesses.

<sup>39</sup> Indicative additional resource requirements where low means the action is already being undertaken or resource has been assigned, medium means the action can largely be carried out in-house but additional time, funding or upskilling may be required, and high means procurement or significant additional staff time is likely to be required.

Outcome	Action	Responsible service area	Resource requirements <sup>39</sup>	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
Risks to business sites are minimised.	<b>Flood warnings</b> Encourage local businesses to sign up for Environment Agency flood warnings	Economic development and regeneration, Communications	Low, signpost to UK Government website	Ongoing	Local businesses	✓ Share warnings with other local groups operating in the town centre, increasing preparedness for all.
	<b>Issuing public advice for visitors and car parking during flood events</b> The new Visit Tamworth microsite will provide emergency "safe to visit" messaging to the public and local authority stakeholders during extreme events.	Economic Development and Regeneration, Communications	Low	2025 – share information when necessary	Visit Staffordshire to take ownership	✓ Reduced inconvenience for visitors.
	<b>Environmental permits</b> Encourage all sectors and businesses which require environmental permits, such as for activities involving potentially harmful substances, cement works, petrol stations to assess all impacts of climate change on their operations.	Environmental Health	High, may require some upskilling and resource to engage with operators.	Ongoing	Environment Agency	✓ Reduced likelihood of health impacts ✓ Reduced negative effects on local biodiversity
	<b>Develop business continuity and contingency plans for outdoor events in Tamworth including the market.</b> Create plans to reduce the impact of extreme weather events such as heavy rain, wind and heatwaves on outdoor events including the market. This could include identifying alternative venues, providing additional shelter or shading, procuring different types of temporary structure and encouraging participating businesses to develop contingency plans.	Arts and Events team, Economic Development and Regeneration, Assets	Medium to high, some measures, such as identifying and using alternative venues could be costly.	Develop plan during 2025-2026 which will be reviewed every 2 years	Tamworth Chamber of Commerce	✓ Potentially diversify the locations and participants in events.
	<b>Data collection on events disruption</b> Continue and develop data collection on events disruption in Tamworth. Data on frequency of disruption, cause and	Economic Development	Medium, resource required to manage	Ongoing	Events participants	✓ Data may also be useful for developing other

Outcome	Action	Responsible service area	Resource requirements <sup>39</sup>	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
	costs can be used to better understand climate impacts and build future business cases for adaptation measures.	and Regeneration, Internal Events Working Group	and develop data collection			policies such as regeneration and planning.
Regeneration projects are climate resilient	<p><b>Planning for regeneration projects: overheating, flooding risk</b></p> <p>Account for future climate risks including flooding and overheating in the planning stage of regeneration.</p>	Economic Development and Regeneration, Planning	Medium	Ongoing	Supporting consultants	✓ Design out unintended consequences of new development, potentially saving costs in the long term.

## 5.2 Housing, wellbeing and community

The risk assessment has identified higher summer temperatures leading to health and wellbeing impacts, and potential impacts on food safety, as the most significant risks in this area. Homes and workplaces in central Tamworth are likely to be most impacted by overheating due to the urban heat island effect (where built-up areas experience higher temperatures than the surrounding countryside) and demographics such as very young children and the elderly are also likely to be more vulnerable to the health impacts of extreme heat. Those in rented accommodation may be less able to adapt the buildings they live in, those living in flats or other homes with limited ventilation may be less able to cool their surroundings and those working outdoors may be more exposed to high temperatures and other extreme weather. The wellbeing of the local community is also dependent on council service delivery and so actions to build the resilience of this, as well as actions that directly tackle the impacts of heat and other extreme events on health and wellbeing, are listed in **Table 6**. There may also be significant benefits for health and wellbeing from green infrastructure and green space, both from the direct benefits of cooling and flood mitigation that this can bring, as well as the co-benefits of increased recreation opportunities. This is covered in **section 5.3**.

### 5.2.1 Alignment with the Staffordshire adaptation strategy

This theme maps to the 'Health, Wellbeing and Safety' theme in the Staffordshire adaptation strategy which identifies specific risks to health and wellbeing from extreme weather, particularly for vulnerable groups, and the risk of widening health inequalities. It also identifies risks for workforce health and safety, particularly for outdoor staff during extreme heat events, and the risk of service delivery being impacted by extreme events. These risks are addressed for Tamworth by the actions in **Table 6**. For adapting to these risks, the Staffordshire strategy notes the need to integrate the health impacts of climate change into corporate risk registers and business continuity plans, targeting community resilience programmes towards the most vulnerable and ensuring that the use of green and blue infrastructure contributes to health and wellbeing (see **section 5.3** for green infrastructure actions for Tamworth).

Table 6: Adaptation actions for Tamworth Borough Council related to housing, wellbeing and community

Outcome	Action	Responsible service area	Resource requirements	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
Council service delivery is resilient to climate change	<b>Corporate plan</b> Ensure that resilience is a consideration within the 'Environment' priority of the new corporate plan, alongside broader sustainability and net zero.	Executive Leadership Team	Low	The current plan is until 2030. This will be ongoing every time it is reviewed.	Internal to Tamworth Borough Council	✓ Potential for cost saving by recognising synergies between policy areas.
	<b>Estate risk assessment</b> Ensure the council estate is subject to continuous risk assessment of potential damage to on-site infrastructure and climate risk is included in corporate risk assessments.	Finance Team, Assets	Low, potentially rising to high if risk mitigation measures such as repairs need to be implemented.	2025-2028	Internal to Tamworth Borough Council	✓ Potential for improved health and safety in the workplace
	<b>Business continuity plans</b> Ensure business continuity plans account for potential disruption from extreme weather and climate events.	Assets	Low, integrate into existing work	Annual update	Internal to Tamworth Borough Council	✓ Potential for cost saving by recognising synergies between policy areas.
	<b>Climate adaptation training</b> Develop and roll out a climate adaptation training programme ensuring all members of staff and elected members are aware of their role in the delivery of climate action.	Head of HR, Organisational Development, Climate Change	Medium, may need to procure external training.	2025 -2026 As new staff are onboarded, training will be mandatory	Internal to Tamworth Borough Council	✓ Upskilling and development of the workforce
	<b>Adaptive work processes</b> Consider policy for adaptive work processes to minimise risk to the workforce during heatwaves and other climate events. For example, changes to work patterns, hybrid working patterns and provision of sun protection and drinking water for council outdoor workers.	HR and AD's to coordinate service operations	Low	Ongoing, responsive to current weather conditions/ challenges	Staffordshire County Council Civil contingency unit	✓ Fewer work days lost to weather related illness ✓ Maintains better productivity



Outcome	Action	Responsible service area	Resource requirements	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
				Potential to formalise policy 2026-2027		
Risks to vulnerable groups are reduced	<p><b>Improve understanding of climate vulnerability</b> Identify existing data sources that can be used to understand community vulnerability to climate change in Tamworth and target adaptation measures in areas of greatest need. For example, source data on council housing residents who are elderly or have disabilities so may be more vulnerable to health impacts caused by heatwaves or may be less able to manage without electricity in the event of substation flooding. Having identified these vulnerabilities, measures such as communications campaigns or upgrades to council housing could be targeted.</p>	Partnerships	Medium	2025-2026	Tamworth wellbeing partnership, community groups, emergency services, NHS	✓ Improved data on vulnerabilities and demographics for other policy development.
Tamworth council and the local community are able to effectively respond to extreme weather events	<p><b>Communications with housing residents</b> Expand existing communications campaigns on damp and mould to address actions residents can take to reduce indoor temperatures and protect health during heatwaves.</p>	AD for Neighbourhoods Comms.	Medium, expansion of existing campaign and new content would be needed.	Pilot for summer 2026	Tamworth Borough Council	✓ Potential improved health and environmental quality for residents.
	<p><b>Planning for flood recovery</b> Ensure plans are in place for efficient and effective clean up after flood events and these plans are reviewed in light of likely increases in the frequency and intensity of future flooding.</p>	AD for Environment, culture and wellbeing	Low, plans are already in place and will be reviewed.	Review every 3-5 years	Staffordshire County Council Others depending on event and location e.g. Highways, Severn Trent Water	- Co-impacts not identified

Outcome	Action	Responsible service area	Resource requirements	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
Health impacts of climate change are minimised.	<p><b>Account for climate adaptation needs during retrofit</b></p> <p>Ensure retrofit or renovation of any council owned buildings considers opportunities to add adaptation measures such as ventilation or shading as required and encourage a similar approach by other organisations in Tamworth.</p>	Assets	Medium, could increase up-front costs.	2025 onwards - address during the planning stage of relevant projects.	Planning and building control	<ul style="list-style-type: none"> <li>✓ Potential for reduced costs from higher water efficiency</li> <li>✓ Potential for improved indoor air quality from improved ventilation</li> <li>✓ Improved health and wellbeing of residents</li> </ul> <p>✗Climate adaptation and decarbonisation measures should be considered together to avoid trade-offs (e.g. between insulation and ventilation) and potentially save costs (e.g. scaffolding)</p>
	<p><b>Food safety during extreme heat</b></p> <p>Prepare advice for Tamworth operational buildings, businesses and schools that handle, prepare and manufacture food around storage and handling of foodstuffs during extreme heat events.</p>	Environmental health	Medium	2025-2026	Premises managers of operational buildings	<ul style="list-style-type: none"> <li>✓ Potential for improved food safety awareness more generally</li> </ul>

### 5.3 Natural environment and green spaces

The risk assessment has identified significant risks for both terrestrial and freshwater habitats and species from impacts such as drought and other extreme weather as well as long term changes in temperature and the timing of seasonal events. Resilience of the natural environment can be improved by improving biodiversity and overall ecosystem health so there are strong links between adaptation actions and wider policies such as biodiversity net gain for addressing these risks. The health of the natural environment is key for society as industries such as agriculture and forestry rely on an environment free from pests and disease that can affect yield, as well as healthy soils and water supply. In 2023, Tamworth Borough Council made a nature recovery declaration meaning they made a commitment to undertake targeted actions to make a positive contribution to the Local Nature Recovery Strategy and the Nature Recovery Network, by embedding nature recovery across council policy and all work areas.

A healthy natural environment and green space can also provide an adaptation solution in itself. The presence of trees can slow water run-off while green spaces can increase drainage in urban areas, thus providing a natural flood management solution. Trees and green space can also reduce the temperature of urban areas, potentially reducing the health impacts of extreme heat events. A healthy environment and access to green space can also improve health and wellbeing and provide recreation activities. Hence the strategic implementation of green space and other green infrastructure can provide wide ranging benefits, both for and beyond adaptation. In Tamworth, the draft local plan for 2022-2043 recognises the many functions of green space in Tamworth and aims to manage and protect the existing network of green spaces, to ensure that they all remain functional, of high quality, and both socially and environmentally beneficial.

#### 5.3.1 Alignment with the Staffordshire adaptation strategy

This theme maps to 'The Natural Environment and Green Spaces' theme in the Staffordshire adaptation strategy which identifies disruption to nature and management regimes due to climate change changing seasonal timings, increases in wildfires, increase in pests and disease and damage to footpaths and similar infrastructure as key risks. It also identifies opportunities for the natural environment resulting from the use of natural flood risk management and other green infrastructure with co-benefits for carbon sequestration and cooling, as well as opportunities resulting from legislation on local nature recovery strategies and biodiversity net gain. The Staffordshire strategy identifies the need for better understanding and monitoring of habitats and species to inform management and the importance of developing green infrastructure plans in a holistic way that supports biodiversity as well as climate resilience.

Table 7: Adaptation actions for Tamworth Borough Council related to natural environment and green spaces

Outcome	Action	Responsible service area	Resource requirements	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
Habitats and species in good ecological health	<b>Improve biodiversity and habitats</b> Work with the Staffordshire Wildlife Trust to identify opportunities to improve biodiversity in the area and assess priority habitats. More biodiverse, healthier habitats are more resilient to climate change.	AD for Environment, culture and wellbeing, Planning	Medium to high, there is already engagement with the Wildlife Trust but further funding might be required to implement measures.	2025 onwards	Staffordshire Wildlife Trust	✓ Improved biodiversity ✓ Nature more resilient to other pressures such as pollution ✓ Possible increases in tourism and wellbeing from improved natural spaces
	<b>Embedding adaptation in the local nature recovery strategy</b> Influence development of the Staffordshire local nature recovery strategy to address climate risk and improve resilience.	AD for Environment, culture and wellbeing	Low, already involved in strategy development.	Drafting in 2025-2026, 5 year delivery timescale	Staffordshire County Council	✓ Avoids possible trade-offs between climate and biodiversity objectives.
	<b>Communication and education on wildlife friendly management practices</b> Develop tools for communicating the benefits of wildlife friendly management to the public to increase acceptance of practices such as less frequent mowing.	AD for Environment, culture and wellbeing, Comms	Medium, resources to develop tools, may be able to build on existing work.	2026-2027	Staffordshire County Council	✓ Possible cost reductions in some areas e.g. less frequent mowing ✓ Public awareness of environmental issues increased
	<b>Successful delivery of biodiversity net gain requirements.</b> A working group has been established to deliver on biodiversity net gain requirements.	Planning	Medium	Ongoing from 2025-2026	Internal to Tamworth Borough Council	✓ Improved biodiversity
Wildfire risks managed	<b>Manage wildfire causes</b> Assess areas that may be most prone to wildfires and provide signage and guidance at these sites by encouraging users not to exacerbate the risk, for example by having barbecues or campfires.	AD for Environment, culture and wellbeing	Medium, will require some resource to assess and develop guidance.	2025 onwards, reviewed annually in the spring.	Fire service	Co-benefits not identified

Outcome	Action	Responsible service area	Resource requirements	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
Strategic delivery of green infrastructure for resilience	<p><b>Tree management plan</b></p> <p>Develop a tree management plan for the borough using the ‘right tree, right place’ principle. Map canopy cover of trees in Tamworth. Ensure planting regime and choice of species is resilient (e.g. by choosing drought resilient species) and brings benefits for climate adaptation (e.g. planting trees where they can offer shade and cooling during heatwaves). A full-time tree officer has been employed to develop this plan.</p>	AD for Environment, culture and wellbeing	Medium, possibly rising to high for implementation	2027-2030  3- 5-year delivery timescale	Staffordshire County Council	<ul style="list-style-type: none"> <li>✓ Improved biodiversity</li> <li>✓ Carbon sequestration</li> <li>✓ Potential aesthetic benefits</li> <li>✓ Aim to achieve Green Flag status for the Castle Grounds</li> <li>✗ Potential for tree damage due to disease, drought, wind etc. if wrong species or wrong places chosen.</li> </ul>
	<p><b>Green infrastructure strategy</b></p> <p>Develop a green infrastructure strategy with Staffordshire County Council, including the use of green infrastructure for flood, drought and heat mitigation. Ensure the strategy includes a plan for monitoring and evaluation so data that can be used for monitoring and maintenance, as well as assessing the effectiveness of different interventions, is collected.</p>	AD for Environment, culture and wellbeing	Medium, possibly rising to high for implementation	2027 – 2030 3–5-year delivery timescale	Staffordshire County Council	<ul style="list-style-type: none"> <li>✓ Potential for recreation and wellbeing benefits</li> <li>✓ Potential aesthetic benefits</li> <li>✓ Potential for improved biodiversity</li> </ul>
Strategic delivery of green infrastructure for resilience	<p><b>Green spaces in the local plan</b></p> <p>Phase 1: Ensure the New Local Plan and Open Spaces Strategy mandate the protection and enhancement of natural spaces where they can provide protection against flooding and overheating, as well as benefits for biodiversity, wellbeing and recreation.</p> <p>Phase 2: Integrate adaptation measures where appropriate in existing spaces, such as strategic tree planting, changing mowing regimes, installing drinking water fountains and planting more drought-resistant species, to ensure they can continue to be enjoyed in the future climate.</p>	<p>Planning</p> <p>AD for Environment, culture and wellbeing</p>	Medium to high, depending on measures implemented	Aim for the new local plan to be adopted by April 2028	Internal to Tamworth Borough Council	<ul style="list-style-type: none"> <li>✓ Potential for recreation and wellbeing benefits</li> <li>✓ Potential aesthetic benefits</li> <li>✓ Potential for improved biodiversity</li> </ul>

## 5.4 Buildings, infrastructure, planning and development

The risk assessment has identified the risk of flooding to buildings and communities, as well as disruption to infrastructure from flooding and high temperatures, to be two of the key risks in this area. Additionally, the risk of one infrastructure system failing and impacting another is rated as high risk. For example, failure of the energy system due to high temperatures could result in a power outage to IT and communications systems, causing disruption. The failure of infrastructure systems can also have particular impacts for vulnerable groups who may rely more heavily on service provision and also on local businesses who rely on local transport and other infrastructure. In January and May 2025-2026-2026, heavy rainfall in Tamworth resulted in vehicles being stranded amid flood water and these kinds of events are predicted to become more frequent and more intense.

In Tamworth the new local plan offers a particular opportunity for implementing adaptation in this area. For buildings and infrastructure to be fit for the future, and avoid costly retrofit in the decades to come, the planning system must prepare for the future impacts of climate change now. To do this, the local plan must consider the potential impacts of climate change on its objectives and ensure measures are in place to reduce this, in line with good practice guidance. **Table 8** contains more specific actions to ensure this as well as actions to protect existing buildings and the infrastructure the council relies on.

### 5.4.1 Alignment with the Staffordshire adaptation strategy

This theme maps to the 'Critical Infrastructure and Buildings' theme in the Staffordshire adaptation strategy which identifies key risks to the county from power outages, road closures and hazardous conditions due to extreme weather, as well as increases in resource requirements for maintenance and repairs due to climate impacts such as flooding and overheating. Key actions identified for reducing these risks include improving road surfaces, putting measures and business continuity plans in place to assess and reduce the impact of infrastructure outages and targeting flood risk prevention work to protect infrastructure and buildings.

Table 8: Adaptation actions for Tamworth Borough Council related to buildings, infrastructure planning and development

Outcome	Action	Responsible service area	Resource requirements	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
Planning and development in Tamworth prioritise resilience to future climate change.	<p><b>Ensure early engagement between developers and the Lead Local Flood Authority (LLFA, Staffordshire County Council)</b></p> <p>Ensure developers and planning applicants engage with the lead flood authority as early as possible to reduce delays and embed flood resilience measures in new developments from the start.</p>	Planning	Low, already being undertaken	2025 onwards	Lead Local Flood Authority (LLFA, Staffordshire County Council)	✓ Potential for more efficient processes
	<p><b>Encourage climate resilient development</b></p> <p>Encourage climate resilient design and locations for new developments and buildings aligned with guidance on best practice.<sup>40</sup> In the longer term, integrate requirements for these measures into policies on design guidance. Measures could include:</p> <ul style="list-style-type: none"> <li>• Green and blue infrastructure to manage heat risk and flooding</li> <li>• Shading through use of overhangs or balconies, external shutters, street layout, landscaping, shaded external seating areas</li> <li>• Building form and layout to promote natural cross-ventilation through use of dual-aspects and shallow plans</li> <li>• Inclusion of Sustainable Drainage Systems (SuDS)</li> <li>• Water efficiency and harvesting measures that could include e.g. water efficient fittings and/or greywater recycling, on-site water collection for irrigation and toilet flushing.</li> </ul>	Growth and regeneration	High. May require training of council officers on good practice, resource to engage with developers and funding to commission design guidance.	Aim for the new local plan to be adopted by April 2028	Developers	<p>✓ Potential for wider benefits such as reduced costs from higher water efficiency</p> <p>✓ Improved health and wellbeing of residents</p> <p>✗ Climate adaptation and decarbonisation measures should be considered together to avoid trade-offs (e.g. between insulation and ventilation)</p>

<sup>40</sup> For example, the Green Buildings Council provides [guidance on measuring and assessing physical risk](#) and the Royal Town Planning Institute (RTPI) and the Town and Country Planning Association (TCPA) provide [guidance for local authorities on planning for climate change](#).

Outcome	Action	Responsible service area	Resource requirements	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
	<p><b>Update flood management strategy</b> Work with the Environment Agency and Staffordshire County Council to review flood defences coming to the end of life and identify needs for new or enhanced defences, accounting for future climate change, to feed into an updated Local Flood Risk Management Strategies and infrastructure delivery plans.</p> <p>A community flood risk assessment: FAIR - 'Flood Aware Informed, Resilient' programme is currently being undertaken with a 6 year timescale for delivery.</p>	<p>AD for Environment, culture and wellbeing, Planning</p> <p>AD for Economic Development and Regeneration</p>	<p>Low, already being undertaken. Rising to high for implementation of new defences.</p>	<p>Will form part of the infrastructure delivery plan for the new local plan to be adopted by April 2028</p>	<p>Environment Agency Staffordshire County Council</p>	<p>✓ Possible benefits for biodiversity, recreation and wellbeing from natural flood management measures.</p>
	<p><b>Integrate climate adaptation in Tamworth's new local plan</b> Embed adaptation measures within Tamworth's new local plan which will run to 2043. Specifically:</p> <ul style="list-style-type: none"> <li>• Ensure new developments and infrastructure account for overheating risks as well as flooding.</li> <li>• Ensure that any changes to green space account for possible impacts on climate risk.</li> <li>• Ensure re-use and retrofit of heritage assets assesses adaptation needs.</li> </ul>	<p>Planning, Climate Change</p>	<p>Low, rising to high for implementation of some measures.</p>	<p>Aim for the new local plan to be adopted by April 2028</p>	<p>Internal to Tamworth Borough Council</p>	<p>✓ Protected and enhanced green space could also benefit biodiversity, recreation and wellbeing. ✓ Benefits for health and wellbeing from reducing overheating risk in buildings.</p>



Outcome	Action	Responsible service area	Resource requirements	Timescales	Possible delivery partners	Possible co-benefits or trade-offs of actions
Existing buildings in Tamworth are maintained and developed to be fit for the future.	<b>Account for climate adaptation needs during retrofit</b> Ensure retrofit or renovation of any council owned buildings considers opportunities to add adaptation measures such as ventilation or shading as required and encourage a similar approach by other organisations in Tamworth.	Neighbourhoods, Assets, Premises managers, Planning	Medium, could increase up-front costs.	2025 onwards	Building Control	<ul style="list-style-type: none"> <li>✓ Potential for wider benefits such as reduced costs from higher water efficiency</li> <li>✓ Improved health and wellbeing of residents</li> <li>✗ Climate adaptation and decarbonisation measures should be considered together to avoid trade-offs (e.g. between insulation and ventilation) and potentially save costs (e.g. scaffolding)</li> </ul>
IT Infrastructure in Tamworth is resilient to future climate change.	<b>Integrate climate adaptation into new IT strategy</b> Identify and manage relevant climate risks within the new IT strategy. For example, consider overheating and flooding risks when making decisions about local IT infrastructure and consider supplier and supply chain resilience during procurement.	Technology information services	Medium, may require additional resource to implement risk mitigation measures if needed.	Strategy to be developed in 2025-2026	IT service providers	<ul style="list-style-type: none"> <li>✗ Possible increased costs if additional requirements are introduced to procurement.</li> </ul>
Interdependencies between infrastructure and other services are recognised and managed.	<b>Awareness of infrastructure dependencies</b> Ensure corporate risk assessment and business continuity plans account for possible climate impacts on infrastructure dependencies and supply chains.	Finance, Assets	Medium, may require additional resource to implement risk mitigation measures if needed.	2025 onwards	Service providers	<ul style="list-style-type: none"> <li>✓ Potential for improved understanding to also support wider risk management.</li> </ul>





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**Communications Plan: Climate Change**

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Date created: 19<sup>th</sup> November 2024

**BACKGROUND**

Tamworth Borough Council (TBC) are committed to creating a sustainable future for the next generation, by mitigating the impact of climate change, building resilience and protecting nature and biodiversity. This will require deep reductions in carbon emissions across the authority’s operations, as set out in the Climate action and adaptation plans.

In 2019, TBC declared a Climate Emergency recognising that urgent action is required to reduce carbon emissions resulting from the Council’s activities, as rapidly as possible with the goal of becoming net zero by 2050, should the Council be financially able to do so.

Additionally, TBC’s Nature Recovery declaration (2023) recognises that ecosystems are vital for our planet and biodiversity decline is reducing nature’s ability to adapt and flourish, which is posing a challenge for our economies and negatively impacting wellbeing. Urgent action is required to prevent and reverse the long-term decline of nature. TBC will take decisions to protect and regenerate biodiversity across our local area.

Building climate resilience will strengthen the Borough’s ability to cope with environmental crises and adapt to changes in climate. Taking a preventative approach and planning for extreme weather events is key. Resilient places prepare for risks, encouraging residents to play an active role in their local community to make changes and take measures to reduce climate vulnerability. TBC is aiming to provide a sustainable future for all in a way that manages finite resources and recovers value, creating a healthy and thriving planet for future generations to meet their own needs.

A significant strand of the climate action plan is the communication plan which focuses on delivering specific climate change campaigns to engage staff, members, residents and local businesses with climate change issues. We will aim to signpost, provide resources and share

initiatives for people to get involved with to enable positive change. Climate Change will be embedded into the culture of the Borough Council to ensure that officers collectively deliver against climate actions and adaptations as set out in the plans prepared.

The plan will include climate change communications and events specific to Tamworth along with Staffordshire wide campaigns. As part of the Staffordshire Sustainability Board, Tamworth Borough Council have committed to a 3 year county-wide communications plan, which will share information, guidance and events with the local community via social media and other appropriate communication channels. The Tamworth specific plan will be reviewed annually.

## COMMUNICATIONS PLAN SCOPE

This plan seeks to engage with and inform staff and members at Tamworth Borough Council, local people and businesses about the issues surrounding climate change and the changes they can make to help tackle the climate crisis. It will provide signposting and resources to enable people to act now through implementing new processes and changing behaviours, and the communications will be a way to celebrate the success of Tamworth Borough on our journey to Net Zero. This plan will sit within our climate action plan and will include relevant, up to date information relating to climate change that the target audiences will find inspiring and easy to digest.

## KEY TOPICS

This plan will focus on key themes associated with climate change, that also relate to the bigger picture for protecting our planet, for example:

- Protecting nature and biodiversity
- Carbon reduction – e.g. energy efficiency at home
- Active travel
- Promoting a circular economy
- Climate change adaptation
- Food waste reduction

## KEY LOCAL PARTNERSHIPS FOR COMMUNICATIONS

- Staffordshire County Council
- Support Staffordshire
- Green Solutions
- Environment Agency

- Local Schools and Colleges in Tamworth
- Local Flood Authority
- Staffordshire Wildlife Trust
- Local no-profit organisations e.g. Heart of Tamworth, Belgrave Community Allotment
- Voluntary organisations in Tamworth

### ASSUMPTIONS

- Those involved in the Climate Action Working Group are supporting the communications plan and engaging teams and other partners with climate change issues
- When a climate focused project or initiative is finished, there will be celebratory moments
- There is local political support and advocacy for climate action
- Any joint Staffordshire wide communications will be re-shared by Tamworth

### COMMUNICATIONS OBJECTIVES

- Encourage behaviour change and inform and engage staff, members, and the community with climate change issues and carbon reduction
- Share timely and effective communication that is transparent about the Council's aims and decision making around climate action
- Celebrate our successes and progress towards net zero emissions
- Communicate the aim of each campaign and awareness day in a way that is easy to digest and provides signposting
- Create optimism for the future our planet
- Provide a clear ask and benefit for the audience which will support behaviour change and positively impact attitudes towards climate change and its impact e.g. protecting nature can improve mental health and wellbeing

### COMMUNICATIONS RISKS

- Negative publicity around a lack of climate action
- Communications not engaging enough and language too technical
- Misinformation being shared
- Lack of awareness which is difficult to build
- Criticism from a vocal minority who are not supportive of the programme influencing the views of others

## MITIGATION

Mitigating actions include:

- Clear, timely and consistent communications, using a variety of mechanisms
- Repetition; sharing the same messages to the same audiences across a variety of channels
- Frequent and regular communications
- Rebuttal (where possible), when misinformation is being shared
- Calendar of environmental awareness events tied in with initiatives the Council are working on
- Ensure the wording and terminology used is easy to digest and sits alongside more visual communications

## AUDIENCES AND COMMUNICATION CHANNELS

All communications to each audience must be coordinated with the relationship owner. There are two separate audiences, internal (staff members) and external (residents, local businesses, schools, community groups). Additionally, there are two separate strands of the communication plan, climate actions and climate adaptations. Climate actions relate to specific actions that can be taken now to reduce carbon emissions to mitigate the impacts of climate changes, whereas climate adaptation focuses on taking actions to protect against the future impacts of climate change and build resilience to cope with events such as extreme weather.

## IMPLEMENTATION

This is currently an outline plan which can be refined and developed going forwards and refreshed annually. The communications will be targeted with clear, concise asks that resonate and inspire the audience to act on climate change. The campaigns will link in with sustainability related awareness days throughout the year and align with the 3-year Staffordshire wide communications plan.



Climate Action External Communications					
Audience	Relationship Owner	Channels	Example communication	Key partners	Outcome
Tamworth Residents	Communications  Climate Change	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• Visit Staffordshire microsite</li> <li>• Press activity</li> <li>• QR codes in town centre</li> <li>• Quarterly update</li> <li>• Climate change focused events in Tamworth</li> </ul>	Promoting a circular economy: <ul style="list-style-type: none"> <li>• Share tips and advice on reducing, reusing and recycling</li> <li>• Signpost to donate and shop at charity shops or zero waste shops</li> <li>• Set up a pop up 'swap shop' (as part of the 3-year SCC comms. plan)</li> <li>• Place QR codes in town to direct people to a landing page with more information</li> </ul>	Staffordshire County Council Comms. team  Local Charity Shops  Local Visitor Economy Partnership	<ul style="list-style-type: none"> <li>• Increased engagement with being part of a circular economy</li> <li>• Behaviour change encouraged</li> <li>• Residents feel informed and empowered to make more sustainable choices</li> <li>• Increased sense of community</li> <li>• Growth of circular economy</li> </ul>
Town centre businesses	Economic Development  Climate Change	<ul style="list-style-type: none"> <li>• Ad hoc written communications &amp; town centre user channels</li> <li>• Social media</li> </ul>	Carbon emissions reduction for businesses: <ul style="list-style-type: none"> <li>• Host a Climate Skills Project Workshop (provided by</li> </ul>	Green Solutions  Support Staffordshire	<ul style="list-style-type: none"> <li>• Businesses feel supported and empowered to make energy efficient changes</li> </ul>

		<ul style="list-style-type: none"> <li>• Tamworth Business hub</li> <li>• Quarterly update</li> <li>• Emails</li> <li>• Climate Change focused events/workshops specific to businesses</li> </ul>	<p>Support Staffordshire)</p> <ul style="list-style-type: none"> <li>• Signpost to climate change funding opportunities, workshops and organisations that can provide further support</li> </ul>	Staffordshire County Council comms. team	<ul style="list-style-type: none"> <li>• Businesses informed of the opportunities for funding and support and more aware of how to deliver</li> <li>• Greener businesses lead by example and encourage others</li> </ul>
Young adults/youth groups	<p>Community and partnerships</p> <p>Climate Change</p>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• Press activity</li> <li>• QR codes in town centre</li> <li>• Climate change focused events/talks at schools and colleges in Tamworth</li> <li>• Direct emails to youth groups and colleges</li> </ul>	<p>Protecting nature and biodiversity:</p> <ul style="list-style-type: none"> <li>• Develop and share a pack for engaging students with biodiversity e.g. interactive activities and digital resources</li> <li>• 'Plant a tree in your garden' campaign providing guidance on planting a tree at home</li> </ul>	<p>Staffordshire County Council Comms. team</p> <p>Local Secondary Schools and Colleges</p>	<ul style="list-style-type: none"> <li>• Young people feel a sense of pride in protecting and regenerating their surroundings</li> <li>• Increased understanding of the importance of nature and biodiversity</li> <li>• The impact will extend to friends and family and create a community wide commitment to nature protection</li> </ul>

					<ul style="list-style-type: none"> <li>• Creating environmental stewards for the future</li> </ul>
Primary school children	Community and partnerships  Climate Change	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• Press activity</li> <li>• Climate change focused events/talks at schools and in Tamworth</li> <li>• Direct emails to schools</li> </ul>	Protecting nature and biodiversity: <ul style="list-style-type: none"> <li>• Develop and share a pack for engaging students with biodiversity e.g. interactive activities and digital resources</li> <li>• 'Plant a tree in your garden' campaign providing guidance on planting a tree at home</li> </ul>	Staffordshire County Council Comms. team  Local primary schools	<ul style="list-style-type: none"> <li>• Young children feel a sense of pride in protecting and regenerating their surroundings</li> <li>• Increased understanding of the importance of nature and biodiversity</li> <li>• The impact will extend to friends and family and create a community wide commitment to nature protection</li> <li>• Creating environmental stewards for the future</li> </ul>
Not for profit organisations/the volunteer sector	Community and partnerships  Climate Change	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> </ul>	Carbon emissions reduction for non-profits:	Support Staffordshire  Green Solutions	<ul style="list-style-type: none"> <li>• Strengthened partnership between TBC the voluntary</li> </ul>

		<ul style="list-style-type: none"> <li>• Tamworth Business hub</li> <li>• Press activity</li> <li>• Face to face meetings</li> <li>• Emails</li> <li>• Climate change focused events/talks for local organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Host a Climate Skills Project Workshop (provided by Support Staffordshire)</li> <li>• Signpost to climate change funding opportunities, workshops and organisations that can provide further support</li> </ul>		<p>sectors and local non-profits to deliver climate change projects and initiatives</p> <ul style="list-style-type: none"> <li>• Voluntary sectors feel supported and able to make changes with the tools and opportunities provided</li> </ul>
Partner organisations/supply chain	Differing service areas Procurement Climate Change	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• Press activity</li> <li>• Email</li> <li>• Face to face meetings</li> <li>• Climate change focused events/talks</li> </ul>	Carbon emissions reduction tools: <ul style="list-style-type: none"> <li>• Host a Climate Skills Project Workshop (provided by Support Staffordshire)</li> <li>• Signpost to climate change funding opportunities, workshops and organisations that can provide further support</li> </ul>	Support Staffordshire  Green Solutions	<ul style="list-style-type: none"> <li>• Partners feel supported and empowered to make energy efficient changes</li> <li>• Partners informed of the opportunities for funding and support and more aware of how to deliver</li> <li>• Greener businesses lead by example and encourage others</li> </ul>

					<ul style="list-style-type: none"> <li>Reduce TBC's supply chain emissions as part of our roadmap to net zero</li> </ul>
<b>Internal Communications</b>					
TBC staff	<p>Communications</p> <p>Climate Change Working Group</p>	<ul style="list-style-type: none"> <li>Staff monthly newsletter</li> <li>Email</li> <li>InfoZone</li> <li>Teams channel</li> <li>Online Climate Change Training module</li> <li>Strava</li> </ul>	<p>Active travel:</p> <ul style="list-style-type: none"> <li>Encourage lift sharing, cycling and walking to work, or taking public transport</li> <li>Launch Staffordshire Walking Challenge to get to the goal of 1 million miles of active travel over the year</li> </ul>	Staffordshire County Council Comms. team	<ul style="list-style-type: none"> <li>Staff feel supported and empowered to travel more actively</li> <li>Staff feel a sense of community and will have improved health and wellbeing</li> <li>Staff at TBC lead by example</li> </ul>

					<p>and encourage others</p> <ul style="list-style-type: none"> <li>• Reduce TBC's staff travel emissions as part of our roadmap to net zero</li> </ul>
Members	<p>Climate Change</p> <p>Democratic Services</p>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Formal meetings</li> <li>• Climate Change Workshops</li> <li>• Quarterly update</li> <li>• Member zone</li> <li>• Online Climate Change training module</li> <li>• Strava</li> </ul>	<p>Active travel:</p> <ul style="list-style-type: none"> <li>• Encourage lift sharing, cycling or walking to work, or taking public transport</li> <li>• Launch Staffordshire Walking Challenge to get to the goal of 1 million miles of active travel over the year</li> </ul>	<p>Staffordshire County Council Comms. team</p>	<ul style="list-style-type: none"> <li>• Members feel supported and empowered to travel more actively</li> <li>• Members feel a sense of community and will have improved health and wellbeing</li> <li>• Members lead by example and encourage others</li> <li>• Contribute to a reduction in transport emissions across the Borough</li> </ul>

Climate Adaptation External Communications					
Audience	Relationship Owner	Channels	Example communication	Key partners	Outcome
Tamworth Residents	Communications  Climate Change	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• QR codes in town centre</li> <li>• Quarterly update</li> <li>• Climate change focused events in Tamworth</li> <li>• SCC website</li> </ul> <p>Provide links to:</p> <ul style="list-style-type: none"> <li>• EA website – alerts and updates</li> <li>• UKHSA webpage</li> <li>• NHS advice</li> <li>• Age UK advice and support</li> </ul>	<ul style="list-style-type: none"> <li>• Launch year-long ‘Staffordshire Strong: Adapting together’ campaign to educate people on supporting their families and adapting to extreme weather</li> <li>• Share tips and advice on wildlife friendly management practices to enhance biodiversity</li> </ul>	<p>Staffordshire County Council Comms. team</p> <p>Staffordshire Wildlife Trust</p> <p>Environment Agency – flooding and drought updates and advice</p> <p>Flood Authority</p> <p>Severn Trent Water</p> <p>UK Health Security Agency (UKHSA)</p> <p>Public Health Staffordshire County Council</p> <p>NHS</p> <p>Age UK</p>	<ul style="list-style-type: none"> <li>• Residents feel supported and better prepared to adapt and deal with climate change events</li> <li>• Communities will become more resilient to climate change events</li> <li>• Residents more aware of the benefits of nature and biodiversity in climate change adaptation</li> </ul>

<p>Town centre businesses</p>	<p>Economic Development</p> <p>Climate Change</p>	<ul style="list-style-type: none"> <li>• Ad hoc written communications &amp; town centre user channels</li> <li>• Social media</li> <li>• Tamworth Business hub</li> <li>• Quarterly update</li> <li>• Emails</li> <li>• Climate Change focused events/workshops specific to businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Signpost to climate adaptation funding opportunities, workshops and organisations that can provide further support</li> <li>• Host a climate change adaptation workshop</li> </ul>	<p>Green Solutions</p> <p>Support Staffordshire</p>	<ul style="list-style-type: none"> <li>• Businesses feel supported and empowered to adapt and prepare for the impacts of climate change</li> <li>• Businesses informed of the opportunities for funding and support and are more aware of how to implement adaptations</li> <li>• Climate resilient businesses lead by example and encourage others</li> </ul>
<p>Young adults/youth groups</p>	<p>Community and partnerships</p> <p>Climate Change</p>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• Press activity</li> <li>• QR codes in town centre</li> <li>• Climate change focused events/talks at schools and</li> </ul>	<ul style="list-style-type: none"> <li>• Launch year-long 'Staffordshire Strong: Adapting together' campaign to educate people on supporting their families and adapting to extreme weather</li> </ul>	<p>Staffordshire County Council Comms. team</p> <p>Environment Agency – flooding and drought updates and advice</p> <p>Flood Authority</p>	<ul style="list-style-type: none"> <li>• Young people feel supported and better prepared to adapt and deal with climate change events</li> <li>• Young people will become more resilient to</li> </ul>



		<p>colleges in Tamworth</p> <ul style="list-style-type: none"> <li>• SCC website</li> <li>• EA website – alerts and updates</li> <li>• UKHSA webpage</li> <li>• NHS advice</li> </ul>		<p>Severn Trent Water</p> <p>UK Health Security Agency (UKHSA)</p> <p>Public Health Staffordshire County Council</p> <p>NHS</p>	<p>climate change events</p>
Schools	<p>Community and partnerships</p> <p>Climate Change</p>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• Press activity</li> <li>• Climate change focused events/talks at schools and in Tamworth</li> <li>• Emails</li> <li>• EA website – alerts and updates</li> <li>• UKHSA webpage</li> <li>• NHS advice</li> </ul>	<ul style="list-style-type: none"> <li>• Launch year-long ‘Staffordshire Strong: Adapting together’ campaign to educate people on supporting their families and adapting to extreme weather</li> </ul>	<p>Staffordshire County Council Comms. team</p> <p>Environment Agency – flooding and drought updates and advice</p> <p>Flood Authority</p> <p>Severn Trent Water</p> <p>UK Health Security Agency (UKHSA)</p>	<ul style="list-style-type: none"> <li>• Children feel supported and better prepared to adapt and deal with climate change events</li> <li>• Children will become more resilient to climate change events</li> <li>• Children will engage their families with the issue of climate adaptation and become environmental stewards in future</li> </ul>

				Public Health Staffordshire County Council  NHS	
Elderly	Community and Partnerships	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• Press activity</li> <li>• Leaflets in public places, e.g. libraries</li> </ul> Provide links to: <ul style="list-style-type: none"> <li>• EA website – alerts and updates</li> <li>• UKHSA webpage</li> <li>• NHS advice</li> <li>• Age UK</li> </ul>	<ul style="list-style-type: none"> <li>• Launch year-long ‘Staffordshire Strong: Adapting together’ campaign to educate people on supporting their families and adapting to extreme weather</li> </ul>	Staffordshire County Council Comms. team  Flood Authority  Environment Agency – flooding and drought updates and advice  Severn Trent Water  UK Health Security Agency (UKHSA)  Public Health Staffordshire County Council  NHS  Age UK	<ul style="list-style-type: none"> <li>• Elderly people feel supported and better prepared to adapt and deal with climate change events</li> <li>• Elderly people will become more resilient to climate change events</li> </ul>

<p>Not for profit organisations and voluntary sector</p>	<p>Community and partnerships  Climate Change</p>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• Press activity</li> <li>• Face to face meetings</li> <li>• Emails</li> <li>• Climate change focused events/talks for local organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Signpost to climate adaptation funding opportunities, workshops and organisations that can provide further support</li> <li>• Host a climate change adaptation workshop</li> </ul>	<p>Green Solutions  Support Staffordshire</p>	<ul style="list-style-type: none"> <li>• Voluntary sectors feel supported and empowered to adapt and prepare for the impacts of climate change</li> <li>• Voluntary sector informed of the opportunities for funding and support and are more aware of how to implement adaptations</li> <li>• Strengthened relationship between TBC and the voluntary sector</li> </ul>
<p>Partner organisations/supply chain</p>	<p>Service area specific  Procurement  Climate Change</p>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• TBC website</li> <li>• Press activity</li> <li>• Email</li> <li>• Face to face meetings</li> <li>• Climate change focused events/talks</li> </ul>	<ul style="list-style-type: none"> <li>• Signpost to climate adaptation funding opportunities, workshops and organisations that can provide further support</li> <li>• Host a climate change adaptation workshop</li> </ul>	<p>Green Solutions  Support Staffordshire</p>	<ul style="list-style-type: none"> <li>• Partners feel supported and empowered to adapt and prepare for the impacts of climate change</li> <li>• Partners informed of the opportunities for funding and</li> </ul>

					<p>support and are more aware of how to implement adaptations</p> <ul style="list-style-type: none"> <li>• Strengthened relationship between TBC and suppliers</li> <li>• Reduction in TBC supply chain emissions as part of our road map to next zero</li> </ul>
<b>Internal Communications</b>					
TBC staff	<p>Communications</p> <p>Climate Change Working Group</p>	<ul style="list-style-type: none"> <li>• Staff monthly newsletter</li> <li>• Email</li> <li>• InfoZone</li> <li>• Teams channel</li> <li>• Online Climate Change Training module</li> </ul> <p>Provide links to:</p> <ul style="list-style-type: none"> <li>• EA website – alerts and updates</li> <li>• UKHSA webpage</li> <li>• NHS advice</li> </ul>	<ul style="list-style-type: none"> <li>• Launch year-long ‘Staffordshire Strong: Adapting together’ campaign to educate people on supporting their families and adapting to extreme weather</li> </ul>	<p>Staffordshire County Council Comms. team</p> <p>Flood Authority</p> <p>Environment Agency – flooding and drought updates and advice</p> <p>Severn Trent Water</p>	<ul style="list-style-type: none"> <li>• Staff feel supported and better prepared to adapt and deal with climate change events</li> <li>• Staff will become more resilient to climate change events</li> <li>• Staff will be more engaged with the issues of climate change and make a</li> </ul>

				<p>UK Health Security Agency (UKHSA)</p> <p>Public Health Staffordshire County Council</p> <p>NHS</p>	<p>collective effort to tackle the climate crisis</p>
Members	<p>Climate Change</p> <p>Democratic Services</p>	<ul style="list-style-type: none"> <li>Email</li> <li>Formal meetings</li> <li>Climate Change Workshops</li> <li>Quarterly update</li> <li>Member zone</li> <li>Online Climate Change training module</li> </ul> <p>Provide links to:</p> <ul style="list-style-type: none"> <li>EA website – alerts and updates</li> <li>UKHSA webpage</li> <li>NHS advice</li> </ul>	<ul style="list-style-type: none"> <li>Launch year-long ‘Staffordshire Strong: Adapting together’ campaign to educate people on supporting their families and adapting to extreme weather</li> </ul>	<p>Staffordshire County Council Comms. team</p> <p>Flood Authority</p> <p>Environment Agency – flooding and drought updates and advice</p> <p>Severn Trent Water</p> <p>UK Health Security Agency (UKHSA)</p> <p>Public Health Staffordshire County Council</p>	<ul style="list-style-type: none"> <li>Members feel supported and better prepared to adapt and deal with climate change events</li> <li>Members will become more resilient to climate change events and lead by example</li> <li>Members will be more engaged with the issues of climate change and make a collective effort to tackle the climate crisis, encouraging residents to act</li> </ul>

				NHS	
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## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

An ESHIA is a review of a new or existing policy, strategy, project, report or service change to establish whether this has a differential impact on specific equality groups and identifies how we can improve equality of opportunity for different groups of people.

An ESHIA aims at improving Tamworth Borough Council’s work, by promoting equality, social inclusion, health and wellbeing by ensuring that the proposed or existing policy promotes equality and can benefit a wide range of people.

### Details

Title of the proposal	Climate Change Mitigation Action Plan	
Director responsible for the project or service area	Anna Miller - Assistant Director of Growth and Regeneration	
Officer completing the assessment	Charlotte Cheesman	
Date conducted	19/11/2024	
Who are the main stakeholders?	All Staff at TBC Residents of Tamworth Businesses in Tamworth Not for profit Organisations in Tamworth TBC Partner organisations Members	
What is being assessed?	A decision to review or change a service	
	A strategy, policy, report or procedure	X
	A function, service, or project	
What kind of assessment is it?	New	X
	Review of existing	

### Part One - Initial screening:

This section should be used to carry out an initial screening of changes or decisions to help to decide whether a full ESHIA is required.

The following six screening questions are designed to assess whether this proposed change is likely to have an impact on equality, social inclusion, health and wellbeing.

		Yes	No
1	Does this new or revised project, proposal, policy, report, procedure likely to have an impact?	X	
2	Does the proposal seek agreement to a key decision involving allocation of resources, such as changes in funding or resources, initiation of a new programme or project or procurement?	X	

3	Does the proposal seek agreement on restructuring or reorganising of staffing?		X
4	Will this policy or proposed change have any impact on potential suppliers?		X
5	Does this policy or proposed change impact on any HR policy or practice within the council?		X
6	Does this policy or proposed change have any implications for equalities, social inclusion and health and wellbeing not covered above?		X

1. If the answer is **no** to all the questions, please provide a summary below outlining why this conclusion has been reached.
2. If the answer is **yes** to any of the questions, please conduct the full ESHIA as detailed in Part two.

If you are unsure of any of the answers, please seek advice from Human Resources.

Summary of initial screening outcome:

Decision	Yes	No
Initial screening only	X	
Proceed to Part Two, full assessment		

Initial screening completed by	Charlotte Cheesman
Date	19/11/24

Full screening completed by	
Date	



## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

### Part Two: Full assessment

#### Section 1

The purpose of the project, proposal or decision required. Set out the aims, objectives, purpose and outcomes of the area being impact assessed. Are any other functions, policies or services linked to this assessment?

On the 19th of November 2019, Tamworth Borough Council (TBC) declared a climate emergency following on from the UK Parliament's declaration in May 2019. The council committed making its estate net zero by 2050 or sooner if financially able to do so.

Since 2022 the Borough Council have been on a journey to understand what the carbon footprint of the authority is, to support the net zero commitment made in the declaration. Consultants were commissioned to assist with a baseline position and to kick start climate action within the authority.

This report went through Cabinet with a commitment to prepare an action plan by the end of 2024.

In December 2023, TBC made a nature recovery declaration, committing to undertake targeted actions to protect local nature and biodiversity. TBC will make a positive contribution to the Local Nature Recovery Strategy and the Nature Recovery Network and embed nature recovery across policies and all work areas.

TBC commissioned Aether, SE2 and CAG Consultants to assist the authority in understanding the greenhouse gas (GHG) emissions associated with its operations and develop a climate mitigation action plan and conduct 9 operational building energy audits to map a decarbonisation pathway.

In response to rising global temperatures due to greenhouse gas (GHG) emissions, the Intergovernmental Panel on Climate Change (IPCC) released the [Special Report on Global Warming of 1.5°C](#). The report makes it clear that ensuring global temperatures stay well below 2°C pre-industrial levels is crucial to reduce large risks to human and natural systems, and efforts should be made to pursue warming of only 1.5°C to prevent the largest risks.

Achieving the UK target will require cross-government cooperation - local authorities are well placed to influence emissions in buildings, transport, and waste whilst holding the best knowledge of the needs and opportunities of their area. Local authorities can also drive emissions reductions in their areas through their role as community leaders and major employers, as well as their regulatory and planning capacities.

Through their planning role, local authorities can leverage change by enabling sustainable development and placemaking, establishing building energy efficiency standards, implementing sustainable travel programmes and infrastructure, approving renewable energy projects, pursuing district heating programmes and implementing sustainable waste management programmes. Therefore, local action to adapt to climate change is vital for the UK to meet its international commitments to reduce global warming.

The mitigation plan identifies key actions for reducing emissions associated with TBC's assets and service provision, detailing timelines, key partners, cost assumptions and

predicted emissions reductions. It also highlights the co-benefits and opportunities where there is the potential for positive consequences due to climate change.

Some actions will be delivered in partnership with external organisations across Staffordshire and our internal Climate mitigation action working group will drive the delivery of specific actions.

The timescales for action delivery set out in the plan are short, medium and long term - it is important to note that these may change subject to TBC's monitoring and evaluation, availability of funding, updated government legislation and improved climate technologies.

## Section 2

Evidence used and considered. Include analysis of any missing data.

An external consultant (Aether) calculated the carbon emissions baseline data for 2019/2020 and the years following to identify where emissions can be reduced across the Borough's operations and map out the route to net zero.

The work included climate modelling to compare the outcome of business-as-usual versus actively reducing emissions between now and 2050. The model showed that business as usual will not result in achieving net zero.

## Section 3

Consultation undertaken with interested parties who will/may be affected proposal? What were the outcomes of the consultation?

TBC commissioned Aether, SE2 and CAG Consultants to assist the authority in understanding the greenhouse gas (GHG) emissions associated with its operations and develop a climate mitigation action plan and conduct 9 operational building energy audits to map a decarbonisation pathway.

Climate action workshops were delivered to key Officers at the Council and Members to help prioritise actions and inform these groups of the impact of climate change and how the Council can mitigate this.

The mitigation plan was presented to the Executive Leadership team for discussion and feedback on 06.11.24

An internal climate action working group has been established who will meet quarterly to steer the climate action and adaptations set out in the plan.

## Section 4

What are the potential or actual impacts of the proposal? Please consider both the direct and indirect impact and refer to the guidance for additional information.

Impact Area	Impact? Positive (P)	Details of the impact	Action to address negative impact
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	Negative (N) Neutral (Ne)		
<b>Protected Characteristic, as outlined in the Equality Act 2010</b>			
<b>Age</b>	P	Climate Change will impact people in every category. TBC's climate action plan will improve lives through reducing carbon emissions and therefore mitigating against the effects of climate change. The plan does not discriminate against any group and will help reduce risks such as flooding or overheating for those most vulnerable.	
<b>Disability</b>	P	As above	
<b>Gender reassignment</b>	P	As above	
<b>Marriage and civil partnership</b>	P	As above	
<b>Pregnancy and maternity</b>	P	As above	
<b>Race</b>	P	As above	
<b>Religion or Belief</b>	P	As above	
<b>Sex</b>	P	As above	
<b>Sexual Orientation</b>	P	As above	
<b>Are there socio-economic groups likely to be affected? If yes, please provide detail below</b>			
<b>Other social exclusion</b>	P	As above	
<b>Digital exclusion</b>	P	As above	
<b>Veterans and serving members of the armed forces and their families</b>	P	As above	
<b>Young people leaving care</b>	P	As above	
<b>Health and Wellbeing:</b>	Impact: Positive (P)	Explanation	Action to address negative impact

Individuals and communities in Tamworth	Negative (N) Neutral (Ne)		
Will the proposal have a direct impact on an individual's health, mental health and wellbeing?	P	<p>The plan outlines measures to enhance and protect biodiversity which will positively impact health and wellbeing of customers of TBC if access to nature is increased.</p> <p>Switching to electric vehicles will improve air quality which will improve health and wellbeing and reduce health risks.</p>	<p><b>Potential negative impact:</b> poor air quality leading to health issues and respiratory problems</p> <p>Inactivity due to lack of active travel options, impacting mental health and wellbeing.</p> <p><b>Action to address:</b> Switch internal Council fleet to electric vehicles will reduce emissions and provide cleaner air, improving health and wellbeing</p> <p>Review travel policy and encourage a modal shift towards active travel e.g. cycling to work</p>
Will the proposal directly impact on housing?	P	Retrofitting projects will improve energy efficiency, providing better insulation and cooling in buildings during extreme weather.	
Will there be a likely change in demand for or access to public services such as health and social care services?	P	<p>The plan outlines measures to enhance and protect biodiversity which will positively impact health and wellbeing of customers of TBC if access to nature is increased.</p> <p>Improved health and wellbeing will take the pressure off public services.</p>	

Will there be an impact on diet and nutrition?	Ne		
Will there be an impact on physical activity?	P	The plan outlines measures to enhance and protect biodiversity and promote active travel which will positively impact health and wellbeing of customers. This will encourage more physical activity.	
Will there be an impact on transport, travel and connectivity?	P	Switching to electric vehicles will improve air quality which will improve health and wellbeing and reduce health risks. Focusing on greener modes of transport will improve active travel transport routes.	
Will there be an impact on employment and income?	P	Potential for greener jobs and training to work in climate change	
Will there be an impact on education and skills?	P	Potential for greener jobs and training to work in climate change	
Will there be an impact on community safety?	P	Reduced risk of flooding through improved flood management and alleviation plans	
Will there be an impact on the environment, air quality, climate change?	P	The plans will reduce carbon emissions across the Borough's operations and mitigate the impact of climate change such as extreme weather.  TBC can leverage change by enabling sustainable development and placemaking,	

		improving energy efficiency in operational buildings, implementing greener travel incentives and infrastructure, approving renewable energy projects, pursuing district heating programmes and implementing sustainable waste management programmes in partnership with Lichfield.	
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If there are no adverse impacts or any issues of concern or you can adequately explain or justify them, please move to section 6.

**Section 5**

Where a potential negative impact has been identified, can continuation of the proposal be objectively justified? If yes, please explain your reasons.

None

**Section 6: Decisions or actions proposed**

The assessment may result in some recommendations or suggestions to mitigate any negative impact and maximise positive impacts or actions to reduce the risk of an adverse impact.

None identified

**Section 7: Monitoring arrangements**

Who will be responsible for monitoring	Charlotte Cheesman
Frequency of monitoring	Annually
Where will the impact assessment be reported to?	Scrutiny

Where this impact assessment will be stored and for how long	Mod Gov, reviewed yearly
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**Section 8: Summary of actions to mitigate negative impact (if required)**

Impact Area	Action required	Lead officer/responsible person	Target date	Progress

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### Equality, Social Inclusion and Health Impact Assessment (ESHIA)

An ESHIA is a review of a new or existing policy, strategy, project, report or service change to establish whether this has a differential impact on specific equality groups and identifies how we can improve equality of opportunity for different groups of people.

An ESHIA aims at improving Tamworth Borough Council’s work, by promoting equality, social inclusion, health and wellbeing by ensuring that the proposed or existing policy promotes equality and can benefit a wide range of people.

#### Details

Title of the proposal	Climate Change Adaptation Strategy	
Director responsible for the project or service area	Anna Miller - Assistant Director of Growth and Regeneration	
Officer completing the assessment	Charlotte Cheesman	
Date conducted	19/11/2024	
Who are the main stakeholders?	All Staff at TBC Residents of Tamworth Businesses in Tamworth Not for profit Organisations in Tamworth TBC Partner organisations Members	
What is being assessed?	A decision to review or change a service	
	A strategy, policy, report or procedure	X
	A function, service, or project	
What kind of assessment is it?	New	X
	Review of existing	

#### Part One - Initial screening:

This section should be used to carry out an initial screening of changes or decisions to help to decide whether a full ESHIA is required.

The following six screening questions are designed to assess whether this proposed change is likely to have an impact on equality, social inclusion, health and wellbeing.

		Yes	No
1	Does this new or revised project, proposal, policy, report, procedure likely to have an impact?	X	
2	Does the proposal seek agreement to a key decision involving allocation of resources, such as changes in funding or resources, initiation of a new programme or project or procurement?	X	

3	Does the proposal seek agreement on restructuring or reorganising of staffing?		X
4	Will this policy or proposed change have any impact on potential suppliers?		X
5	Does this policy or proposed change impact on any HR policy or practice within the council?		X
6	Does this policy or proposed change have any implications for equalities, social inclusion and health and wellbeing not covered above?	X	

1. If the answer is **no** to all the questions, please provide a summary below outlining why this conclusion has been reached.
2. If the answer is **yes** to any of the questions, please conduct the full ESHIA as detailed in Part two.

If you are unsure of any of the answers, please seek advice from Human Resources.

Summary of initial screening outcome:

<b>Decision</b>	<b>Yes</b>	<b>No</b>
Initial screening only	X	X
Proceed to Part Two, full assessment	X	

Initial screening completed by	Charlotte Cheesman
Date	19/11/24

Full screening completed by	Charlotte Cheesman
Date	15/01/25

## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

### Part Two: Full assessment

#### Section 1

The purpose of the project, proposal or decision required. Set out the aims, objectives, purpose and outcomes of the area being impact assessed. Are any other functions, policies or services linked to this assessment?

Forward planning is essential to deal with extreme weather events caused by climate change. Resilient cities plan and prepare for risks and encourage residents to play an active role in their local community to strengthen the ability to cope with the impact and support those most vulnerable.

The adaptation strategy identifies key actions for reducing climate risk (flooding, heatwaves, wildfires and drought) and outlines preventative actions that can be taken to mitigate and prepare for these scenarios. The adaptation actions cover TBC's assets and service provision, detailing timelines, key partners and resource assumptions. The plan highlights the co-benefits and opportunities where there is the potential for positive consequences due to climate change.

Adaptation actions are wide ranging and could include building flood defences, increasing green space to provide cooling and drainage and changing behaviours so that people ventilate and shade their homes well during extreme heat. These actions help to reduce the damage to buildings and infrastructure and the risks to health and livelihoods that climate change is expected to bring. Local authorities like Tamworth have a particular role in adapting to climate change because the nature of the impacts is often very localised and appropriate adaptation actions will depend on the nature of the local community, economy, buildings, infrastructure and natural environment.

Some actions will be delivered in partnership with external organisations across Staffordshire and our internal Climate action working group will drive the delivery of specific actions.

#### Section 2

Evidence used and considered. Include analysis of any missing data.

There is a strong case for delivering adaptation actions now because costly, sometimes irreversible, climate impacts are already being seen and expected to increase. The costs of waiting for impacts are expected to far outweigh the costs of acting early. Taking long-term decisions now will prepare Tamworth for climate change and avoid costly retrofitting

projects across our operational buildings and housing. Some adaptation actions are low-regret and low cost and have significant co-benefits.

The adaptation strategy also identifies opportunities for positive consequences of climate change. Changes in temperature and precipitation patterns may offer opportunities for new species to thrive, warmer summers and winters may reduce household energy demand and could improve health and wellbeing if people can spend more time outdoors in nature. As with the risks, there is uncertainty in the outcome of these opportunities and adaptation actions are required to maximise the chance of positive outcomes.

### Section 3

Consultation undertaken with interested parties who will/may be affected proposal? What were the outcomes of the consultation?

The plans will impact all departments within TBC. Internal focus groups identified cross cutting priorities including embedding climate change adaptation into policies and strategies across the organisation.

The plan will positively impact staff at TBC, Members, all local people (including marginalised groups and those more vulnerable), businesses and organisations within Tamworth. Actions identified support adaptative measures that will mitigate the effects of climate change in future.

There are cost implications to TBC to deliver some of the proposed actions and the projected investment needed has been identified in the plans. However, this is subject to change due to new climate technologies and government legislation and TBC can focus on the quick wins to begin with and cost climate adaptations into future budgets. All external funding opportunities will be explored.

### Section 4

What are the potential or actual impacts of the proposal? Please consider both the direct and indirect impact and refer to the guidance for additional information.

Impact Area	Impact? Positive (P) Negative (N) Neutral (Ne)	Details of the impact	Action to address negative impact
<b>Protected Characteristic, as outlined in the Equality Act 2010</b>			
<b>Age</b>	P	Climate Change will impact people in every category. TBC's adaptation strategy will reduce risk and support the community through building climate resilience and adapting buildings to provide better ventilation, shading and flood protection.	

		The plan does not discriminate against any group and will help reduce the climate change risk for those most vulnerable.	
<b>Disability</b>	P	As above	
<b>Gender reassignment</b>	P	As above	
<b>Marriage and civil partnership</b>	P	As above	
<b>Pregnancy and maternity</b>	P	As above	
<b>Race</b>	P	As above	
<b>Religion or Belief</b>	P	As above	
<b>Sex</b>	P	As above	
<b>Sexual Orientation</b>	P	As above	
<b>Are there socio-economic groups likely to be affected? If yes, please provide detail below</b>			
<b>Other social exclusion</b>	P	As above	
<b>Digital exclusion</b>	Ne		
<b>Veterans and serving members of the armed forces and their families</b>	P	As above	
<b>Young people leaving care</b>	P	As above	
<b>Health and Wellbeing:</b> Individuals and communities in Tamworth	Impact: Positive (P) Negative (N) Neutral (Ne)	Explanation	Action to address negative impact
Will the proposal have a direct impact on an individual's health, mental health and wellbeing?	P	The plan outlines measures to enhance and protect biodiversity which will positively impact health and wellbeing if access to nature is increased. Adaptive work processes will	

		improve Council outdoor workers wellbeing in extreme weather, such as changing work patterns, and providing sun protection and drinking water.	
Will the proposal directly impact on housing?	P	The strategy aims to prepare for the impact of climate change such as extreme weather. Actions such as retrofitting buildings to upgrade heating and cooling will improve living standards, reduce energy consumption and help reduce emissions.	
Will there be a likely change in demand for or access to public services such as health and social care services?	P	The actions such as protecting and enhancing biodiversity will improve health and wellbeing, which will alleviate pressure on the public services.  Improved air quality will reduce respiratory ill health  Public access to nature improves mental health	
Will there be an impact on diet and nutrition?	P	Reducing emissions will help prevent extreme drought or flooding which will enable more fresh, local produce to be grown. Having access to better quality food will improve diet and nutrition	
Will there be an impact on physical activity?	P	Adapting to provide more active travel opportunities and create safer, greener	

		outdoor spaces will increase uptake of physical activities.	
Will there be an impact on transport, travel and connectivity?	P	As above	
Will there be an impact on employment and income?	P	Potential for greener jobs and training to work in climate change	
Will there be an impact on education and skills?	P	Potential for greener jobs and training to work in climate change	
Will there be an impact on community safety?	P	Reduced risk of flooding through improved flood management and alleviation plans	
Will there be an impact on the environment, air quality, climate change?	P	<p>The strategy aims to prepare for the impact of climate change such as extreme weather. Delivering the actions will benefit the wider community in Tamworth, for example through improved flood management plans, providing better ventilation and shading and educating people on wildlife friendly management practices.</p>	<p><b>Potential negative impact:</b> homes and workplaces in central Tamworth are likely to be most impacted by overheating due to the urban heat island effect (where built-up areas experience higher temperatures than the surrounding countryside) and demographics such as very young children and the elderly are also likely to be more vulnerable to the health impacts of extreme heat.</p> <p>Those in rented accommodation may be less able to adapt the buildings they live in, those living in flats or other homes with limited ventilation may be less able to cool their surroundings and those working outdoors may be more exposed to high</p>

			<p>temperatures and other extreme weather.</p> <p><b>Action to address:</b> The wellbeing of the local community is dependent on council service delivery and so actions to build the resilience of this, as well as actions that directly tackle the impacts of heat and other extreme events on health and wellbeing.</p> <p>Actions include improving communication with the community around dealing with extreme weather, creating adaptive work process for outdoor council workers and accounting for climate adaptation when retrofitting housing to improve ventilation and shading.</p> <p>There may also be significant benefits for health and wellbeing from green infrastructure and green space, both from the direct benefits of cooling and flood mitigation that this can bring, as well as the co-benefits of increased recreation opportunities.</p>
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If there are no adverse impacts or any issues of concern or you can adequately explain or justify them, please move to section 6.

**Section 5**



Where a potential negative impact has been identified, can continuation of the proposal be objectively justified? If yes, please explain your reasons.

None

**Section 6: Decisions or actions proposed**

The assessment may result in some recommendations or suggestions to mitigate any negative impact and maximise positive impacts or actions to reduce the risk of an adverse impact.

None identified

**Section 7: Monitoring arrangements**

Who will be responsible for monitoring	Charlotte Cheesman
Frequency of monitoring	Annually
Where will the impact assessment be reported to?	Scrutiny
Where this impact assessment will be stored and for how long	Mod Gov, reviewed yearly

**Section 8: Summary of actions to mitigate negative impact (if required)**

Impact Area	Action required	Lead officer/responsible person	Target date	Progress

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## Staffordshire's Climate Emergency - planning policy commitments

### 1. Introduction and background

Almost all Staffordshire District and Borough Councils have declared Climate Emergencies and have a variety of net zero targets in place. Whilst planning policies cannot achieve net zero in isolation, the planning system still plays a crucial role in reducing emissions in multiple sectors. Proactive policies can help to facilitate the transition necessary to achieve Staffordshire's net zero target whilst ensuring that more of the cost of meeting this is shouldered by the development industry, rather than being borne solely by public bodies to improve matters such as transport and energy efficiency through more costly retrofit measures. This shared statement aims to ensure that all signatory local planning authorities respond appropriately to Staffordshire's declared climate goals, by implementing the shared Staffordshire-wide climate evidence base and policy recommendations.

### 2. Planning policy measures identified for Staffordshire

With these principles in mind, Staffordshire Councils<sup>1</sup> prepared an evidence base for a number of climate change mitigation policy directions in 2020. These are set out in the Staffordshire County Council - Climate Change Adaptation & Mitigation Final Report 2020 ('the 2020 study'). For clarity, these are set out alongside the relevant supporting paragraph references from the 2020 study.

#### A. Policies for new build developments:

- Implement the highest CO2 reduction targets for new buildings that can practically and viably be achieved, e.g. achieving net zero regulated emissions and considering options to go beyond this to achieve net zero unregulated emissions (3.1.3.1, 3.1.1.6)
- Require new development to achieve a target fabric and energy efficiency performance and be designed in accordance with an energy and heat hierarchy (3.1.3.2, 3.1.3.3)
- Achieve at least BREEAM 'Excellent' or 'Outstanding' for non-domestic buildings, considering setting minimum targets for BREEAM credits in Ene01 (3.1.3.1)
- Require all new developments to maximise opportunities for renewable energy (4.1.5.1)
- Require developers to monitor and report on operational energy use and / or CO2 emissions, in order to confirm that the required level of improvement has been achieved, to help to close the 'performance gap' (3.1.3.1)
- Require developers to undertake Lifecycle Carbon Assessments and minimise embodied carbon. (3.1.1.3)
- Require high standards for water efficiency and conservation (3.1.3.4)

#### B. Policies and joint working for transport/location of development:

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<sup>1</sup> With the exception of Staffordshire Moorlands District Council

- Require new developments to reduce reliance on private vehicles, including consideration of altering densities to support mixed uses, demonstrating adequate links to bus routes and pedestrian and cycle networks through spatial strategies and Local Transport Plan (3.2.4)
- Supporting provision of ULEV vehicles, particularly within new developments, car parks and public realm facilities (3.2.4)
- Implement plans and/or new policy that promotes walking and cycling e.g. by establishing new cycle lanes, pedestrian routes, and public transport links within Staffordshire and beyond (3.2.4)
- Ensure that any transport planning, or road network expansion is required to quantify and take steps to significantly reduce emissions (3.2.4)
- Consider how they can use their licensing authority and other powers to promote sustainable transport modes, for instance by introducing low / zero emission zones or congestion charges, workplace parking charges, differential charges for parking permits, or requiring all taxis and buses to be ultra low emission or EV (3.2.4)

### **C. Policies for renewable energy generation**

- Requiring all new developments to maximise opportunities for renewable energy, including considering requiring all new developments to include some form of onsite renewable electricity or heat generation and/or battery systems or setting a minimum target for the proportion of energy demands that should be met with renewables (4.1.5.1)
- Increase policy support for low and zero carbon (LZC) energy schemes and broaden policy criteria for acceptability, including identifying all of Staffordshire as being 'strategically suitable' for wind energy (whilst recognising that there is very limited land available in either Tamworth or Cannock Chase), acknowledging the need to achieve at least a tenfold increase in renewable energy generation in the County (4.1.5.2)
- Where appropriate for an individual local authority, consider other options for increasing renewable energy delivery, including issuing a 'call for sites' for large scale LZC schemes, considering issuing Local Development Orders to extent permitted development rights for large scale LZC schemes, working with community groups to deliver local energy projects and reviewing subsidy schemes to ensure these are compatible with the Net Zero target (4.1.6)

### **D. Policies for carbon sequestration and biodiversity**

- Increase tree planting and afforestation rate, increasing forestry cover through the planting of broadleaf and conifer woodland each year, improving the yield class (productivity) of new trees, and increasing management of existing woodlands (4.2.4)
- Increase agroforestry and extend hedgerow length with an aim to increase carbon sequestration by increasing the amount of permanent vegetation on agricultural land whilst maintaining agricultural production (4.2.4)

- Involve ecological experts in the delivery of biodiversity net gain and carbon sequestration in the writing of planning conditions relating to biodiversity and environmental net gain, habitat or protected species to ensure the conditions are appropriately worded (4.2.4)

### **3. Further future evidence to reach net zero by 2050**

In addition to the above it will also be necessary to address the gap in evidence regarding how far the above recommendations will go towards achieving net zero in Staffordshire by 2050, a matter which is not addressed in the 2020 study. In order to determine what other planning policy interventions may be required to achieve the County's net zero target it will be necessary to commission additional joint evidence to address the following;

- A.** The impact of the 2020 study's climate change mitigation policy recommendations on the County's net zero pathway
- B.** Where policy targets may need to be raised or refined in future to achieve net zero in Staffordshire by 2050
- C.** The extent of the net zero target which can reasonably be influenced by planning policies and where wider initiatives outside of planning may be required to achieve this

### **4. Agreed position between Staffordshire authorities**

The authorities' position on this matter is a live issue and subject to any policy approach being found sound at local plan examination. Notwithstanding this, the following authorities commit to fully exploring the proposed policy directions set out in the 2020 study, as summarised in this statement, in their emerging Local Plans. This is subject to Member approval, policies being feasible and viable and not superseded by a subsequent study and/or revised evidence and provision of adequate resources to deliver the necessary evidence base:

- **South Staffordshire District Council**
- **Stafford Borough Council**
- **Cannock Chase District Council**
- **Tamworth Borough Council**
- **East Staffordshire Borough Council**
- **Newcastle-under-Lyme Borough Council**
- **Lichfield District Council**
- **Staffordshire Moorlands District Council**

**Staffordshire County Council** commit to proactively supporting and facilitating the delivery of the 2020 study measures through joint working with Staffordshire Local Planning Authorities, particularly on areas such as sustainable transport, active travel and carbon sequestration/biodiversity net gain.

**Signatories to this statement**

**Cannock Chase District Council**

Name:

Position:

**East Staffordshire Borough Council**

Name:

Position:

**Lichfield District Council**

Name:

Position:

**Newcastle-under-Lyme Borough Council**

Name:

Position:

**Stafford Borough Council**

Name:

Position:

**South Staffordshire District Council**

Name:

Position:

**Staffordshire Moorlands District Council**

Name:

Position:

**Tamworth Borough Council**

Name:

Position:

**Staffordshire County Council**

Name:

Position:

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Thursday, 23 January 2025

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

#### Social Housing Regulatory Programme - Council housing

#### Exempt Information

N/A

#### 1.0. Purpose

- 1.1 To update Cabinet on the latest position regarding compliance with the [Regulator Social Housing \(RSH\) Consumer Standards](#), following the Council's self-referral on 1/8/24.
- 1.2 To set out the achievements reflecting the scale, pace and positive progress in relation to the Social Housing Regulatory Programme and the outcomes from [regulatory engagement](#).

#### 2.0. Recommendations

##### 2.1. Cabinet is recommended to: -

- 1) Recognise significant progress of the Social Housing Regulatory Programme team, working with the Regulator of Social Housing and avoiding a C3/4 rating. Noting continued support from the Regulator (28/2/25) and onward formal inspection timetabling remains unknown. (Details at Annex Two)
- 2) Approve the refreshed terms of reference for the Homelessness & Housing Advisory Board. (Details at Annex Three)
- 3) Recognise the role of the Homelessness & Housing Advisory Board in terms of the proposed work plan, delegating authority to the Portfolio Holder for Housing, Homelessness and Planning to agree the annual work-plan including the ongoing review of the conceptual framework (the preferred document for the Regulators required pre-inspection).
- 4) Support continued development of the Housing Performance Dashboard, (Details at Annex One)
- 5) Confirm the arrangements for the Portfolio Holder Housing, Homelessness & Planning to act as the accountable member for Housing Health and Safety supporting the Deputy Leader as Corporate health & safety Member Lead as defined under the Social Housing (Regulation) Act 2023
- 6) Delegate to the S151 Officer, in conjunction with the Executive Director Communities the releasing of contingency funding to support associated staffing matters referred to Appointments & Staffing Committee, noting the need for additional staffing resources within assets.
- 7) Delegate arrangements for the procurement and undertaking of a mock inspection of the housing service to the Portfolio Holder Housing, Homelessness and Planning; in consultation with Executive Director Communities - scope and brief to be agreed by 31/3/25
- 8) Note that further reports are on the forward plan for the Housing Revenue Account Business Plan (8<sup>th</sup> March 2025) and the Tenant Inclusivity Plan including the Tenant & Leaseholder Voice and TSM improvement Plan (31<sup>st</sup> March 2025)

### 3.0. Executive Summary

- 3.1. Putting tenants and leaseholders at the heart of service improvement underpins the Regulator Social Housing new [consumer standards and framework](#). Details of the Councils compliance were reported to Cabinet on the [10/10/24](#) and agreed an accelerated approach to improvement planning following [self-referral on 12/8/24](#).

It is important to note that the Regulator welcomed the Council's decision to self-refer and the level of transparency paved the way for positive outcomes as areas for improvement were self-identified via the Councils robust programme management. There is no doubt that the scale and pace of improvement since as directly contributed to the **positive outcomes from the Regulator of Social Housing**. Choosing NOT to grade the Council<sup>1</sup> at successive formal meetings on 25/10/24 and 13/12/24, preferring continued monitoring because of the Councils response and action to-date, means the Council has provided a level of assurance in its improvement planning.

**This is a significant achievement as other LAs have not had this response. This was also recognised in the Councils recent corporate peer challenge & will form part of the Councils ongoing action plan.**

- 3.2. Since the last [Cabinet Update](#) the Programme Team have focused not only on internal improvement but also maintained an outward focus on learning and improvement including:-

- ✓ Engagement with external technical expertise to ensure the requisite step change across compliance including a root and branch review
- ✓ Monitoring and researching the Regulators published consumer judgements, including being part of a national benchmarking group
- ✓ Developing a supporting relationship with the Regulator through detailed provision of information and data to evidence improvement
- ✓ Contacted other providers at Melton, WHG and South Derbyshire who have all benefited from the first waves of inspection

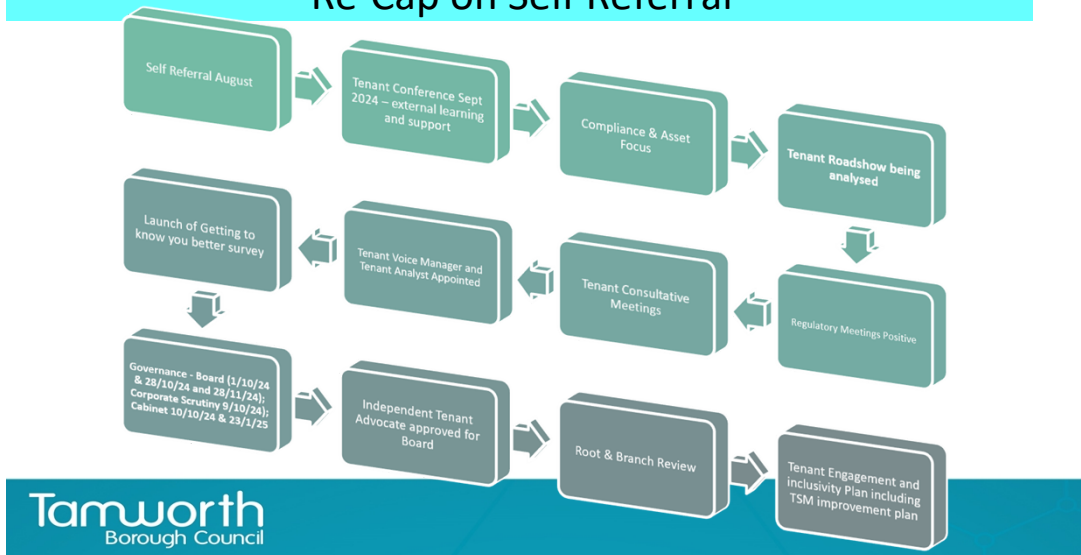
- 3.3. This report sets out the significant achievements, reflecting the scale and pace of change to remedy areas identified for self-referral. Originally there were 3 areas identified; two have been resolved which related to the submission of the Housing Ombudsman Complaint Handling Code (Cabinet August 2024) and development of environmental service standards.

The areas under the safety and quality standard have seen comprehensive improvements as evidenced in the presentation to the Regulator on 13<sup>th</sup> December 2024. (Annex One). This was the culmination of significant work over August-December 2024 and enabled the team to show **organisational grip, sustained improvement and progress**.

- 3.4. The achievements reported to the Regulator are shown in detail in the attached presentation - highlights include: -

- ✓ Corporate Development of a Health & Safety Policy with the Deputy Leader as the Responsible person agreed at Cabinet in November 2024
- ✓ Weekly Oversight from the Councils Leadership Group comprising ELT, Leader, Deputy Leader and/or Executive members
- ✓ Dedicated Resourcing from the Programme Lead, Head of Repairs on Compliance and maximised use of external technical expertise
- ✓ Refreshed Terms of Reference for the Homelessness & Housing Advisory Board, championed by the Portfolio Holder for Housing, Homelessness and Planning

## Re-Cap on Self Referral



- ✓ Tenant Conference in September launching a roadshow of engagement to develop the inclusivity plan around the tenant and leaseholder Voice
- ✓ Appointment of a Tenant Voice Manager and additional tenant analyst role
- ✓ Commissioned “getting to know you better” survey of our tenant and leaseholder base
- ✓ Role developed for the Independent Tenant Advocate – details being reported to Appointments & Staffing Committee 30/1/25
- ✓ Root & Branch Review, informed by the external technical compliance review on asset compliance as well as on contractual reset with Equans – all of which drives proposals to Cabinet around investment in resourcing
- ✓ Significant Step changes across all Asset Compliance key performance indicators, shown below. Including the mobilisation of c£1m Electrical work, re-procured expertise on fire safety and development of a complete asbestos register – the improvement plan at annex four shows the scale of the progress across all the requisite workstreams.

## Performance Dash-Board at a glance!\*

Ref	Compliance Area	% Compliance	No. Properties or communals Affected	Frequency	% compliance at self-referral	Trend	Commentary
	Fire Risk Assessments (communal) (12month rolling)	40% (2024/2025)	77	Annual	100% (2023/2024)	↔	2024/2025 underway – completion by Jan 2025. NFSS re-procured with external investment in training & strategy for onward management
	Fire Risk Remedials	100%	260	Variable	0%	↑	2023/2024 all completed. 2024/2025 underway
	Gas Safety (LGSR) Domestic	99.95%	3312	Annual	99.6%	↑	Consistent with no-access – 2 properties in court process
	Electrical (EICR) Domestic & Communal	75.5%	1038	5-yearly	1370 (67.6%)	↑	332 completed based on 320 per month target. 1370 down to 1038 overdue (4222 properties in total)
	Asbestos Re-inspections (communal)	100%	68	Variable	100%	↔	Asbestos Register now re-created – significant work
	Passenger Lifts Inspections (LOLER)	100%	11	Annual	100%	↔	
	Water Hygiene (L8) Risk Assessments	100%	28	Bi-Annual	69%	↑	2024/2025 completed but subject to external verification and tracking
	Water Hygiene Remedial actions	100%	28	Variable	0%	↑	Completed for 2023/2024

- 3.5. The recommendations in the report are covered in the relevant sections and are designed to ensure continued focus in the immediate and medium term. Longer term the Corporate Peer Challenge provides a basis to consider service improvement and transformation.

#### 4.0. Resource Implications

- 4.1. The financial implications of investing in the Housing Asset team driving compliance requires a commitment to physical (additional staff); External Support (retained whilst internal staff trained and upskilled) and technological (module development within Orchard) resources. The estimated costs of adding further resources in these areas is estimated at £100k to the end 2024/25. It is therefore recommended to release this from contingency, whereupon the final financial details of the staffing resources can be confirmed within the Appointments & Staffing Report at the end of January 2025, subject to approval of the related policy change submitted as part of the 2025/26 MTFs and budget process. There is currently £130k available within the HRA contingency budget, this will leave £30k remaining to year end.

#### 5.0. Legal/Risk Implications Background

- 5.1. There is a detailed risk assessment aligned to the Social Housing Regulatory Programme. This also informs the overarching risk included on the Councils Corporate risk register. Details of the Programme risks now form part of the emerging Housing performance dashboard shown at Annex Two.
- 5.2. **Currently the Programme is based on temporary resources co-ordinating housing compliance across the Council. There are plans to review this and the risk of not having a sustained focus on housing improvement is accepted, noting the Regulator have downgraded organisations from C3 to C4 where they have failed to deliver known improvements.**

#### 6.0. Equalities Implications

- 6.1. The Council is committed to understanding its tenants' and leaseholders in order to evidence how it tailors its services. Work has been commissioned and is underway with MEL research on the **"getting to know you better"** survey. Outcomes from this will be presented to Cabinet as part of the Tenant Inclusivity Plan – on the Councils forward plan for 25/2/25.

**There is a community equality impact assessment completed and attached to this report – showing the initial screening with current profiling shared with the Regulator. The Council are committed to understanding all the protected characteristics (and others identified in the Councils latest Diversity & Equality strategy 2025-2028) and a tailored report showing how this will drive access to services is underway for publication as part of the Tenant Voice work.**

#### 7.0. Environment and Sustainability Implications (including climate change)

- 7.1. The Safety & quality Standard within the Consumer framework focuses on safety, decency and property sustainability. Progress with the Councils stock condition survey forms part of the performance reporting and fundamental to the improvement plan. Elsewhere on the Councils forward plan is the update to the Housing Revenue Account Business Plan (2025) which sets out these challenges and opportunities.

#### 8.0. Matters for Consideration

- 8.1. Governance & the role Homelessness & Housing Advisory Board.  
***Details at Annex Three***

At successive Board meetings it has been agreed that there would be cross party support, giving tenants and leaseholders a voice. This has been prioritised by the Portfolio Holder and the terms of reference including membership with tenant and leaseholder engagement, strengthened. The Board considered the new Terms of Reference on 28/11/24 and these are recommended to Cabinet with their support. Full details including membership is shown for transparency. The main changes are

- ✓ Tenants and Leaseholders having voting rights on the Board

- ✓ External partners invited where relevant
- ✓ Voting rights will be reserved to those members with an appropriate interest
- ✓ Cross Party membership reviewed and shown in the attached Annex
- ✓ Opportunity to be held on teams as appropriate
- ✓ Work plans to be agreed at the start of each municipal year and kept under review

## 8.2. Homelessness & Housing Advisory Board proposed work plan

At the meeting on the 28/11/24 it was agreed that a extra-ordinary meeting would be held on the 6/1/25 to review the performance dashboard in detail and that this would inform the municipal work plan for the Board. The current programme is shown below – but is subject to change and amendment by the Board. This is delegated to the Portfolio Holder in conjunction with the Board.

13 <sup>th</sup> February 2025	8 <sup>th</sup> April 2025	July 2025	November 2025
Performance Dashboard Pack (TMM)	Performance Dashboard Pack (TMM)	Performance Dashboard Pack (TMM)	Performance Dashboard Pack (TMM)
Complaint & Compliments & Comments Policy and Data (ZW/NH)	Equans Visit – Contract Reset (PW)	Policy Schedule Update for all of housing	Social Housing Conceptual Framework – Inspection ready document outline (TMM)
Terms of Mock Inspection (TMM)	Introduction to new Tenant Independent Advocate (LB)	Tenant Voice and TSM improvement Plan (LB)	
HRA Business Plan (TMM/ Glen Smith)	Homelessness Strategy Scope (SF)	Social Housing Conceptual Framework – Inspection ready document outline (TMM)	
Tenant Perception Survey and Getting to Know you Progress (LB)	Social Housing Conceptual Framework – Inspection ready document outline (TMM)		
Social Housing Conceptual Framework – Inspection ready document outline (TMM)	Housing Ombudsman Self-Assessment & Submission Arrangement (ZW/NH)		

## 8.3. Housing Performance Dashboard ***Details at Annex One***

The new Performance Dashboard has been migrated from data contained within the Social Housing Regulatory Programme Log, using the Councils performance management tool (Ideagen). This will be developed as part of the overall improvements to the Councils performance management framework. At the workshop on the 6/1/25 the Board were very supportive and this informed the work planning areas above.

The report is split into 4 sections

1. The Tenant Satisfaction measures
2. The Key performance indicators required by the Regulator
3. Risk Ratings for the Programme
4. Individual Project progress reports within the Regulatory Programme

From the update to the Regulator you will see that Corporate Scrutiny reviewed this in October 2024 and the Board will support that wider Scrutiny and executive function.

#### 8.4. Health & Safety Requirements

It is a requirement of the Regulator to set out the Housing Health and Safety appropriate member lead – these arrangements will ensure health and safety matters are escalated from the Board to the Corporate Health and Safety Working Group to ensure that this remains fully compliant.

[Cabinet approved on 21/11/24](#) the revised Health and Safety policy. This included clarification on roles, including executive roles. Specifically, that the Portfolio Holder Housing, Homelessness & Planning is the accountable member for Housing Health and Safety and that the Deputy Leader has a Corporate Lead role for Health & Safety, including scrutinising the Housing Health & Safety arrangements as defined under the Social Housing Regulation Act 2023'

#### 8.5. Resourcing & Investment across the Programme

It is recommended to delegate approval to the Councils s151 Officer, in conjunction with Executive Director Communities to release necessary contingency to fund both permanent changes (impacting resourcing) and referring matters to Appointments & Staffing Committee on 30/1/25 up to £100k; as well as continued temporary resourcing noting the need for sustained focus on the compliance improvement plan via external technical advice (Details including the Asset Compliance Improvement Plan have been shared with the Board previously; and are available if required.)

There are 3 elements to these costs

1. The need to continue with external technical expertise on the repairs and assets service to progress key works-streams within the compliance improvement plan. This work has already been procured separately and the table below summarises current work tasks. It is further recommended those areas proposed below are progressed to maintain momentum with the regulator in terms of progress. This is estimated at £25K until year end and is subject to the councils financial regulations. (2024/2025)

Current Work-Streams	Proposed
Options & Procurement of Compliance Contractor(s)	Stock reconciliation across all big 6 areas
Improvement Planning Oversight and Critical Challenge (Asset Compliance)	Legionella specification to improve and re-procure the water hygiene risk assessments
Contract Management of Gooms EICR work and programme	Critical Friend to implementation of Asbestos Register
	Policy updates for all big 6 areas for discussion at the Board

2. The need to develop the modules within orchard to integrate the asset MRI system so as to host the asbestos register. This is estimated at £25k until year end (2024/2025)
3. The need to invest in the current asset compliance structure to ensure that the work continues. It is recommended to present the full details to Appointments and Staffing Committee on the 30/1/25 and **is subject to the usual statutory consultation and job evaluation arrangements And funding being released.**

## 8.6 Inspection Preparedness' & Mock Inspection Arrangements

Delegate arrangements to the Portfolio Holder Housing, Homelessness and Planning, in consultation with the Executive Director Communities for the scope, procurement and undertaking of a mock inspection of the housing service, brief to be agreed by 31/3/25 and discussed with the Homelessness and Housing Advisory Board (HHAB).

The Programme Lead understands that the LGA; as well as other providers such as HQN and CIH, offer a bespoke housing mock inspection and this will test the level of preparedness' as we continue to improve services. There is already a conceptual framework document in draft – which is likely to form part of the Regulators data requirement pre-inspection. It is necessary to keep this updated and it is recommended that the HHAB consider this at the February meeting in order to bring it back to Cabinet for approval later in 2025.

### **Report Author**

Tina Mustafa – Assistant Director Neighbourhoods

### **Appendices**

Annex One – Performance Dashboard as at end of December 2024

Annex Two – Presentation shared with Regulator Social Housing 13<sup>th</sup> December 2024

Annex Three – Draft Terms of Reference for the Homelessness Housing Advisory Board  
Equality Impact Assessment Screening attached

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# Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Social Housing regulatory programme - Screening	
Date Conducted	December 2024	
Name of Lead Officer and Service Area	Tina Mustafa – Programme Lead	
Commissioning Team (if applicable)	Social Housing Regulatory Corporate Team	
Director Responsible for project/service area	Rob Barnes – Executive Director Communities	
Who are the main stakeholders	Tenants, Leaseholders	
Describe what consultation has been undertaken. Who was involved and what was the outcome	Tenant Consultative Group (TCG) and Homelessness and Housing Advisory Board (with tenant representation) have continued to share progress and performance across the service today	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	External research from the regulator (as detailed in the report) and a range of external technical advice	
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	<input checked="" type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies  <i>This represents a progress update</i>	New	<input type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input checked="" type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

## Part 2 – Summary of Assessment

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

The Programme covers all aspects to the delivery of council housing. It is intended that the outcomes of the 'getting to know you better' survey will provide an in-depth assessment

Who will be affected and how? All stakeholders

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 checked="" type="checkbox"/>	<input type="checkbox"/>	The <b>getting to know you better</b> survey has been specifically designed to capture profiling information in line with the councils updated Diversity & Equality strategy (2025-2028). It is intended this detail will be presented to Cabinet in March 2025 alongside the proposed Tenant Inclusivity plan.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Religion or belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Gypsy/Travelling Community	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The purpose of this screening is to show that delivery of housing services does have a
Those with caring/dependent responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Those having an offending past	<input type="checkbox"/>	<input type="checkbox"/>	range of impacts and the updated tenant inclusivity plan will include a detailed impact assessment showing how services are being tailored to individual needs, characteristics and requirements.
Children	<input type="checkbox"/>	<input type="checkbox"/>	
Vulnerable Adults	<input type="checkbox"/>	<input type="checkbox"/>	
Families	<input type="checkbox"/>	<input type="checkbox"/>	
Those who are homeless	<input type="checkbox"/>	<input type="checkbox"/>	
Those on low income	<input type="checkbox"/>	<input type="checkbox"/>	
Those with drug or alcohol problems	<input type="checkbox"/>	<input type="checkbox"/>	
Those with mental health issues	<input type="checkbox"/>	<input type="checkbox"/>	
Those with physical health issues	<input type="checkbox"/>	<input type="checkbox"/>	
Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	<input type="checkbox"/>	
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"/>	<input type="checkbox"/>	
Health and Wellbeing	<input type="checkbox"/>	<input type="checkbox"/>	
Climate Change	<input type="checkbox"/>	<input type="checkbox"/>	

#### Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications. 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;</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

	<i>subsequent health issues</i>	
To produce a plan that tailored service offer based on the above demographics'		To monitor the equality plan via the Homelessness & Housing Advisory Board

**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			
To report the detailed impact assessment bespoke to tenant inclusivity plan to Cabinet on March 2025	To complete the assessment	Lee Birch / lee Hughes	31/3/25	To have a tailored service delivery plan based on tenant and leaseholder insight

Date of Review (If applicable) .....March 2025 for the detailed impact Assessment and then Annual review thereafter (starting April 2026).....

Guidance and form updated July 2023 following CMT approval.



# TSM TP - TSM Tenant Perception Measures Report

Generated on: 06 January 2025

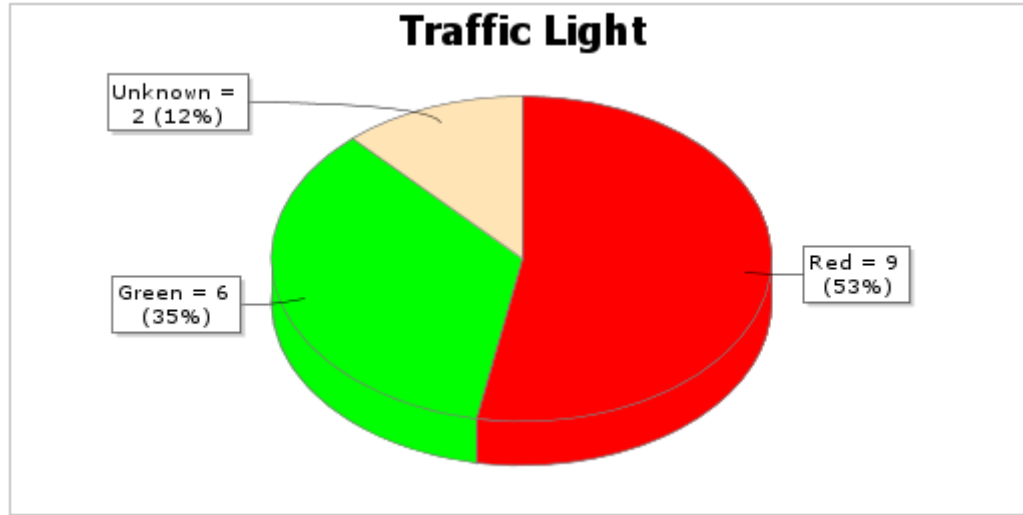


PI Code	PI Short Name	Last Update	Last Value	Peer Group Average*
TSM_TP01	TP01 - Proportion of respondents who report that they are satisfied with the overall service from their landlord	2023/24	58%	72%
TSM_TP02	TP02 - Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	2023/24	62%	73%
TSM_TP03	TP03 - Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	2023/24	62%	69%
TSM_TP04	TP04 - Proportion of respondents who report that they are satisfied that their home is well maintained	2023/24	63%	71%
TSM_TP05	TP05 - Proportion of respondents who report that they are satisfied that their home is safe	2023/24	69%	78%
TSM_TP06	TP06 - Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	2023/24	51%	60%
TSM_TP07	TP07 - Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	2023/24	56%	67%
TSM_TP08	TP08 - Proportion of respondents who report that they agree their landlord treats them fairly and with respect	2023/24	69%	76%
TSM_TP09	TP09 - Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	2023/24	23%	35%
TSM_TP10	TP10 - Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	2023/24	68%	66%
TSM_TP11	TP11 - Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	2023/24	52%	63%
TSM_TP12	TP12: Proportion of respondents who report that they are satisfied with the landlord's approach to handling anti-social behaviour	2023/24	54%	53%

\* [Using 11 Peers from West Midlands Region](#) from RSH TSMS published November 2024

# SHRP 2024/25 TSM PIs


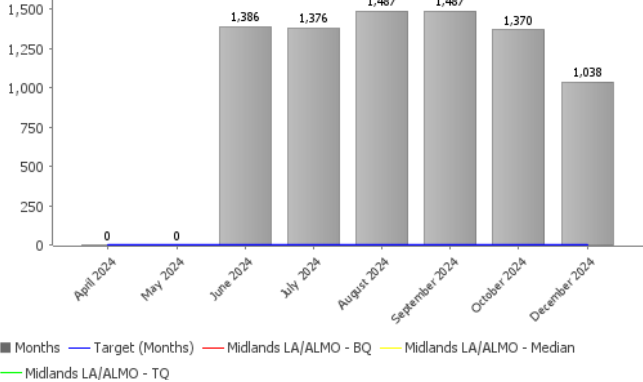

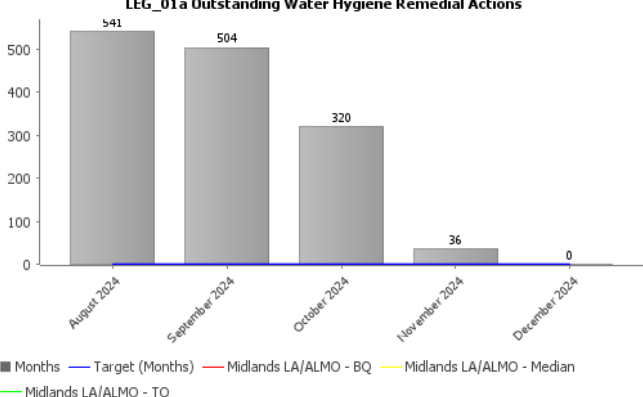
Generated on: 06 January 2025



Page 344

PI Code	PI Short Name	Last update	Status icon	Latest Note	Assigned To	Current Value	Current Target	Performance Data Trend Chart
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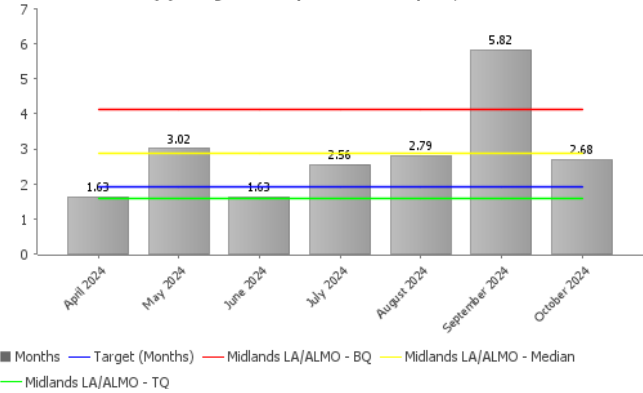

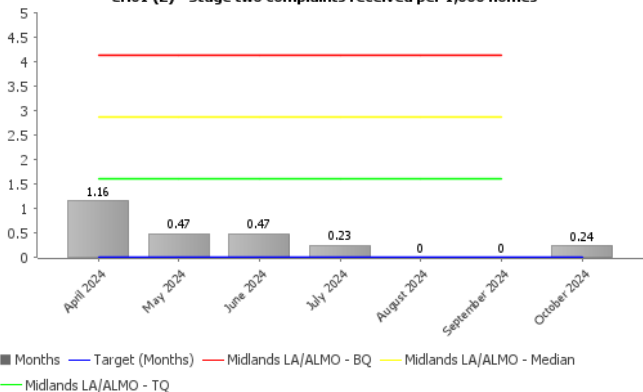



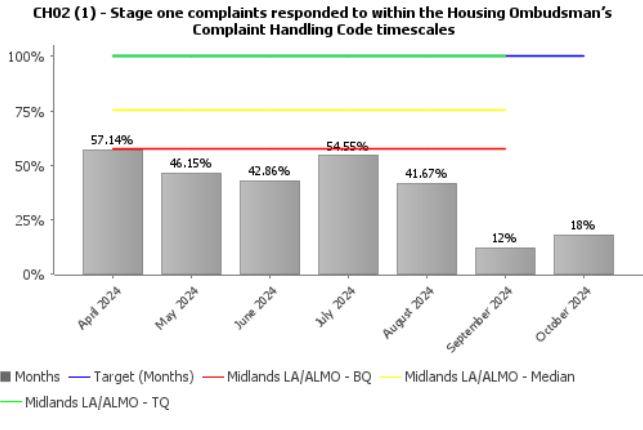

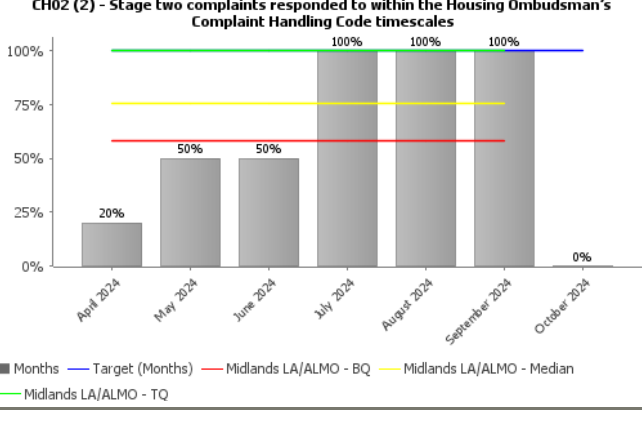
PI Code	PI Short Name	Last update	Status icon	Latest Note	Assigned To	Current Value	Current Target	Performance Data Trend Chart																		
TBC_EICR_01a	EICR_01a Outstanding Electrical Certificates	December 2024		06-Jan-2025 As at the 13th Dec 2024 - Regulator informed that 332 EICRs completed based on 320 per month target. 1038 now overdue.	Sarah Bulger; Rowena Thomas	1,038	0	<p><b>EICR_01a Outstanding Electrical Certificates</b></p>  <table border="1"> <caption>EICR_01a Outstanding Electrical Certificates</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>April 2024</td><td>0</td></tr> <tr><td>May 2024</td><td>0</td></tr> <tr><td>June 2024</td><td>1,386</td></tr> <tr><td>July 2024</td><td>1,376</td></tr> <tr><td>August 2024</td><td>1,487</td></tr> <tr><td>September 2024</td><td>1,487</td></tr> <tr><td>October 2024</td><td>1,370</td></tr> <tr><td>December 2024</td><td>1,038</td></tr> </tbody> </table>	Month	Value	April 2024	0	May 2024	0	June 2024	1,386	July 2024	1,376	August 2024	1,487	September 2024	1,487	October 2024	1,370	December 2024	1,038
Month	Value																									
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TBC_LEG_01a	LEG_01a Outstanding Water Hygiene Remedial Actions	December 2024		12-Dec-2024 As at 11th Dec. Zero outstanding actions on LRAs for 2023/24.	Sarah Bulger; Martin Harper; Rowena Thomas	0	0	<p><b>LEG_01a Outstanding Water Hygiene Remedial Actions</b></p>  <table border="1"> <caption>LEG_01a Outstanding Water Hygiene Remedial Actions</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>August 2024</td><td>541</td></tr> <tr><td>September 2024</td><td>504</td></tr> <tr><td>October 2024</td><td>320</td></tr> <tr><td>November 2024</td><td>36</td></tr> <tr><td>December 2024</td><td>0</td></tr> </tbody> </table>	Month	Value	August 2024	541	September 2024	504	October 2024	320	November 2024	36	December 2024	0						
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TSM_BS01	BS01 - Gas safety checks	December 2024	✔	06-Jan-2025 Two properties in the no-access procedure awaiting court warrants.	Sarah Bulger; Rowena Thomas	99.6%	100%	<p><b>BS01 - Gas safety checks</b></p> <table border="1"> <caption>BS01 - Gas safety checks Performance Data</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2024</td><td>99.79%</td></tr> <tr><td>May 2024</td><td>99.07%</td></tr> <tr><td>June 2024</td><td>99.65%</td></tr> <tr><td>July 2024</td><td>99.3%</td></tr> <tr><td>August 2024</td><td>99.98%</td></tr> <tr><td>September 2024</td><td>99.63%</td></tr> <tr><td>October 2024</td><td>99.79%</td></tr> <tr><td>November 2024</td><td>99.86%</td></tr> <tr><td>December 2024</td><td>99.6%</td></tr> </tbody> </table>	Month	Performance (%)	April 2024	99.79%	May 2024	99.07%	June 2024	99.65%	July 2024	99.3%	August 2024	99.98%	September 2024	99.63%	October 2024	99.79%	November 2024	99.86%	December 2024	99.6%
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December 2024	99.6%																											
TSM_BS02	BS02 - Fire safety checks (Risk assessments)	December 2024	⛔	06-Jan-2025 2024/2025 underway – completion by Jan 2025. NFSS re-procured with external investment in training & strategy for onward management	Sarah Bulger	40%	100%	<p><b>BS02 - Fire safety checks (Risk assessments)</b></p> <table border="1"> <caption>BS02 - Fire safety checks (Risk assessments) Performance Data</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2024</td><td>100%</td></tr> <tr><td>May 2024</td><td>100%</td></tr> <tr><td>June 2024</td><td>100%</td></tr> <tr><td>July 2024</td><td>100%</td></tr> <tr><td>August 2024</td><td>100%</td></tr> <tr><td>September 2024</td><td>100%</td></tr> <tr><td>October 2024</td><td>0%</td></tr> <tr><td>November 2024</td><td>40%</td></tr> <tr><td>December 2024</td><td>40%</td></tr> </tbody> </table>	Month	Performance (%)	April 2024	100%	May 2024	100%	June 2024	100%	July 2024	100%	August 2024	100%	September 2024	100%	October 2024	0%	November 2024	40%	December 2024	40%
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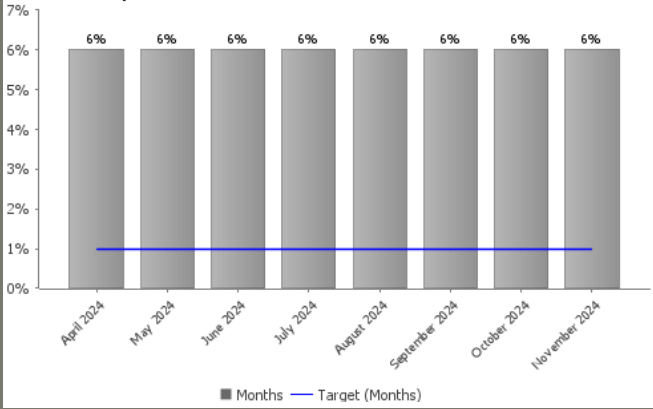

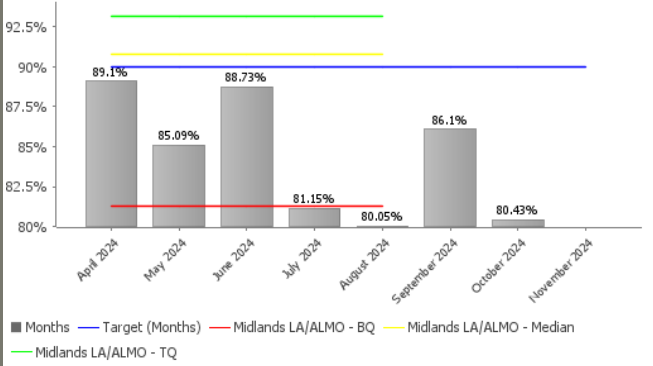
PI Code	PI Short Name	Last update	Status icon	Latest Note	Assigned To	Current Value	Current Target	Performance Data Trend Chart																														
TSM_BS02a	BS02a - Number of outstanding fire risk actions	December 2024	✔	06-Jan-2025 2023/2024 all completed. 2024/2025 underway	Sarah Bulger; Rowena Thomas	0	0	<p><b>BS02a - Number of outstanding fire risk actions</b></p> <table border="1"> <caption>BS02a - Number of outstanding fire risk actions</caption> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr> <td>August 2024</td> <td>238</td> <td>0</td> </tr> <tr> <td>September 2024</td> <td>205</td> <td>0</td> </tr> <tr> <td>October 2024</td> <td>12</td> <td>0</td> </tr> <tr> <td>November 2024</td> <td>0</td> <td>0</td> </tr> <tr> <td>December 2024</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Month	Months	Target (Months)	August 2024	238	0	September 2024	205	0	October 2024	12	0	November 2024	0	0	December 2024	0	0												
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November 2024	0	0																																				
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TSM_BS03	BS03 - Asbestos safety checks	December 2024	✔	06-Jan-2025 Asbestos inspections 100%. Asbestos register created with external support - ICT project underway within Orchard (MH lead)	Sarah Bulger	100%	100%	<p><b>BS03 - Asbestos safety checks</b></p> <table border="1"> <caption>BS03 - Asbestos safety checks</caption> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> </tr> </thead> <tbody> <tr> <td>April 2024</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>May 2024</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>June 2024</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>July 2024</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>August 2024</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>September 2024</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>October 2024</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>November 2024</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>December 2024</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Month	Months	Target (Months)	April 2024	100%	100%	May 2024	100%	100%	June 2024	100%	100%	July 2024	100%	100%	August 2024	100%	100%	September 2024	100%	100%	October 2024	100%	100%	November 2024	100%	100%	December 2024	100%	100%
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PI Code	PI Short Name	Last update	Status icon	Latest Note	Assigned To	Current Value	Current Target	Performance Data Trend Chart																				
TSM_BS04	BS04 - Water safety checks (Risk assessments)	December 2024	✅	<p>06-Jan-2025 All 541 remedial works for 23/24 completed.</p> <p>24/25 risk assessments and remedial works from 23/24 subject to external verification and tracking.</p>	Sarah Bulger	100%	100%	<p><b>BS04 - Water safety checks (Risk assessments)</b></p> <table border="1"> <caption>BS04 - Water safety checks (Risk assessments)</caption> <thead> <tr> <th>Month</th> <th>Completion %</th> </tr> </thead> <tbody> <tr><td>April 2024</td><td>100%</td></tr> <tr><td>May 2024</td><td>100%</td></tr> <tr><td>June 2024</td><td>100%</td></tr> <tr><td>July 2024</td><td>100%</td></tr> <tr><td>August 2024</td><td>100%</td></tr> <tr><td>September 2024</td><td>0%</td></tr> <tr><td>October 2024</td><td>100%</td></tr> <tr><td>November 2024</td><td>100%</td></tr> <tr><td>December 2024</td><td>100%</td></tr> </tbody> </table>	Month	Completion %	April 2024	100%	May 2024	100%	June 2024	100%	July 2024	100%	August 2024	100%	September 2024	0%	October 2024	100%	November 2024	100%	December 2024	100%
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TSM_BS05	BS05 - Lift safety checks (LOLER)	December 2024	✅	<p>12-Dec-2024</p> <p>All lift safety checks complete as at 11th Dec.</p>	Sarah Bulger	100%	100%	<p><b>BS05 - Lift safety checks (LOLER)</b></p> <table border="1"> <caption>BS05 - Lift safety checks (LOLER)</caption> <thead> <tr> <th>Month</th> <th>Completion %</th> </tr> </thead> <tbody> <tr><td>April 2024</td><td>44.28%</td></tr> <tr><td>May 2024</td><td>100%</td></tr> <tr><td>June 2024</td><td>90.24%</td></tr> <tr><td>July 2024</td><td>52.91%</td></tr> <tr><td>August 2024</td><td>18.76%</td></tr> <tr><td>September 2024</td><td>72.05%</td></tr> <tr><td>October 2024</td><td>53.01%</td></tr> <tr><td>November 2024</td><td>100%</td></tr> <tr><td>December 2024</td><td>100%</td></tr> </tbody> </table>	Month	Completion %	April 2024	44.28%	May 2024	100%	June 2024	90.24%	July 2024	52.91%	August 2024	18.76%	September 2024	72.05%	October 2024	53.01%	November 2024	100%	December 2024	100%
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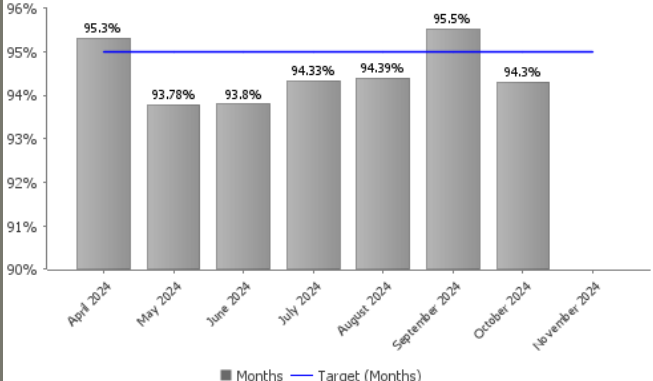
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TSM_CH01 (1)	CH01 (1) - Stage one complaints received per 1,000 homes	October 2024		28-Nov-2024 Increase in complaint volumes being reviewed to establish a pattern for learning.	Paula Buchanan-Lawrance; Sarah Bulger; Nicola Hesketh	2.68	1.9	<p><b>CH01 (1) - Stage one complaints received per 1,000 homes</b></p>  <table border="1"> <caption>CH01 (1) - Stage one complaints received per 1,000 homes</caption> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> <th>Midlands LA/ALMO - BQ</th> <th>Midlands LA/ALMO - Median</th> <th>Midlands LA/ALMO - TQ</th> </tr> </thead> <tbody> <tr> <td>April 2024</td> <td>1.63</td> <td>1.9</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>May 2024</td> <td>3.02</td> <td>1.9</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>June 2024</td> <td>1.63</td> <td>1.9</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>July 2024</td> <td>2.56</td> <td>1.9</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>August 2024</td> <td>2.79</td> <td>1.9</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>September 2024</td> <td>5.82</td> <td>1.9</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>October 2024</td> <td>2.68</td> <td>1.9</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> </tbody> </table>	Month	Months	Target (Months)	Midlands LA/ALMO - BQ	Midlands LA/ALMO - Median	Midlands LA/ALMO - TQ	April 2024	1.63	1.9	4.1	2.9	1.6	May 2024	3.02	1.9	4.1	2.9	1.6	June 2024	1.63	1.9	4.1	2.9	1.6	July 2024	2.56	1.9	4.1	2.9	1.6	August 2024	2.79	1.9	4.1	2.9	1.6	September 2024	5.82	1.9	4.1	2.9	1.6	October 2024	2.68	1.9	4.1	2.9	1.6
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TSM_CH01 (2)	CH01 (2) - Stage two complaints received per 1,000 homes	October 2024		03-Dec-2024 The number of Stage 2 complaints continues to decrease, with 0 complaints received in September. This is attributed to an increase in satisfactory responses and outcomes to Stage 1 complaint responses.	Paula Buchanan-Lawrance; Sarah Bulger; Nicola Hesketh	0.24	0	<p><b>CH01 (2) - Stage two complaints received per 1,000 homes</b></p>  <table border="1"> <caption>CH01 (2) - Stage two complaints received per 1,000 homes</caption> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> <th>Midlands LA/ALMO - BQ</th> <th>Midlands LA/ALMO - Median</th> <th>Midlands LA/ALMO - TQ</th> </tr> </thead> <tbody> <tr> <td>April 2024</td> <td>1.16</td> <td>0</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>May 2024</td> <td>0.47</td> <td>0</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>June 2024</td> <td>0.47</td> <td>0</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>July 2024</td> <td>0.23</td> <td>0</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>August 2024</td> <td>0</td> <td>0</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>September 2024</td> <td>0</td> <td>0</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> <tr> <td>October 2024</td> <td>0.24</td> <td>0</td> <td>4.1</td> <td>2.9</td> <td>1.6</td> </tr> </tbody> </table>	Month	Months	Target (Months)	Midlands LA/ALMO - BQ	Midlands LA/ALMO - Median	Midlands LA/ALMO - TQ	April 2024	1.16	0	4.1	2.9	1.6	May 2024	0.47	0	4.1	2.9	1.6	June 2024	0.47	0	4.1	2.9	1.6	July 2024	0.23	0	4.1	2.9	1.6	August 2024	0	0	4.1	2.9	1.6	September 2024	0	0	4.1	2.9	1.6	October 2024	0.24	0	4.1	2.9	1.6
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TSM_CH02 (1)	CH02 (1) - Stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	October 2024		03-Dec-2024 Response times for Stage 1 decreased in September compared to August. The increase in Stage 1 complaints during this period likely contributed to the slower response times. A working group has been established to address these delays and improve response times, with ongoing monitoring and feedback aimed at continuous improvement, enhancing service delivery, and ensuring greater satisfaction for residents.	Paula Buchanan-Lawrance; Sarah Bulger; Nicola Hesketh	18%	100%	<p><b>CH02 (1) - Stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales</b></p>  <table border="1"> <caption>CH02 (1) Performance Data</caption> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> <th>Midlands LA/ALMO - BQ</th> <th>Midlands LA/ALMO - Median</th> <th>Midlands LA/ALMO - TQ</th> </tr> </thead> <tbody> <tr> <td>April 2024</td> <td>57.14%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>May 2024</td> <td>46.15%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>June 2024</td> <td>42.86%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>July 2024</td> <td>54.55%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>August 2024</td> <td>41.67%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>September 2024</td> <td>12%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>October 2024</td> <td>18%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> </tbody> </table>	Month	Months	Target (Months)	Midlands LA/ALMO - BQ	Midlands LA/ALMO - Median	Midlands LA/ALMO - TQ	April 2024	57.14%	100%	~55%	~75%	100%	May 2024	46.15%	100%	~55%	~75%	100%	June 2024	42.86%	100%	~55%	~75%	100%	July 2024	54.55%	100%	~55%	~75%	100%	August 2024	41.67%	100%	~55%	~75%	100%	September 2024	12%	100%	~55%	~75%	100%	October 2024	18%	100%	~55%	~75%	100%
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TSM_CH02 (2)	CH02 (2) - Stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	October 2024		12-Dec-2024 October performance was out of target, but this was just one stage 2 complaint. Performance for stage two complaint responses has improved and is in target.	Paula Buchanan-Lawrance; Sarah Bulger; Nicola Hesketh	0%	100%	<p><b>CH02 (2) - Stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales</b></p>  <table border="1"> <caption>CH02 (2) Performance Data</caption> <thead> <tr> <th>Month</th> <th>Months</th> <th>Target (Months)</th> <th>Midlands LA/ALMO - BQ</th> <th>Midlands LA/ALMO - Median</th> <th>Midlands LA/ALMO - TQ</th> </tr> </thead> <tbody> <tr> <td>April 2024</td> <td>20%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>May 2024</td> <td>50%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>June 2024</td> <td>50%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>July 2024</td> <td>100%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>August 2024</td> <td>100%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>September 2024</td> <td>100%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> <tr> <td>October 2024</td> <td>0%</td> <td>100%</td> <td>~55%</td> <td>~75%</td> <td>100%</td> </tr> </tbody> </table>	Month	Months	Target (Months)	Midlands LA/ALMO - BQ	Midlands LA/ALMO - Median	Midlands LA/ALMO - TQ	April 2024	20%	100%	~55%	~75%	100%	May 2024	50%	100%	~55%	~75%	100%	June 2024	50%	100%	~55%	~75%	100%	July 2024	100%	100%	~55%	~75%	100%	August 2024	100%	100%	~55%	~75%	100%	September 2024	100%	100%	~55%	~75%	100%	October 2024	0%	100%	~55%	~75%	100%
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TSM_NM01 (1)	NM01 (1) - Anti-social behaviour cases opened per 1,000 homes	December 2024	?	06-Jan-2025 37 cases received December 2024 representing 8.63% of the total housing stock	Lee Birch; Sarah Bulger; Julia Gibbs	8.63		<p><b>NM01 (1) - Anti-social behaviour cases opened per 1,000 homes</b></p> <table border="1"> <caption>Data for NM01 (1) - Anti-social behaviour cases opened per 1,000 homes</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>April 2024</td><td>9.54</td></tr> <tr><td>May 2024</td><td>9.54</td></tr> <tr><td>June 2024</td><td>6.75</td></tr> <tr><td>July 2024</td><td>9.32</td></tr> <tr><td>August 2024</td><td>6.52</td></tr> <tr><td>September 2024</td><td>7.6</td></tr> <tr><td>October 2024</td><td>3.73</td></tr> <tr><td>November 2024</td><td>6.29</td></tr> <tr><td>December 2024</td><td>8.63</td></tr> </tbody> </table> <p>Legend: Months (Grey bars), Target (Months) (Blue line), Midlands LA/ALMO - BQ (Red line), Midlands LA/ALMO - Median (Yellow line), Midlands LA/ALMO - TQ (Green line)</p>	Month	Value	April 2024	9.54	May 2024	9.54	June 2024	6.75	July 2024	9.32	August 2024	6.52	September 2024	7.6	October 2024	3.73	November 2024	6.29	December 2024	8.63
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TSM_NM01 (2)	NM01 (2) - Anti-social behaviour cases that involve hate incidents opened per 1,000 homes	December 2024	?	06-Jan-2025 1 report of hate received in December 2024 representing 0.23% of the total housing stock.	Lee Birch; Julia Gibbs	0.23		<p><b>NM01 (2) - Anti-social behaviour cases that involve hate incidents opened per 1,000 homes</b></p> <table border="1"> <caption>Data for NM01 (2) - Anti-social behaviour cases that involve hate incidents opened per 1,000 homes</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>April 2024</td><td>0</td></tr> <tr><td>May 2024</td><td>0</td></tr> <tr><td>June 2024</td><td>0.4</td></tr> <tr><td>July 2024</td><td>0</td></tr> <tr><td>August 2024</td><td>0</td></tr> <tr><td>September 2024</td><td>0</td></tr> <tr><td>October 2024</td><td>0</td></tr> <tr><td>November 2024</td><td>0</td></tr> <tr><td>December 2024</td><td>0.23</td></tr> </tbody> </table> <p>Legend: Months (Grey bars), Target (Months) (Blue line), Midlands LA/ALMO - BQ (Red line), Midlands LA/ALMO - Median (Yellow line), Midlands LA/ALMO - TQ (Green line)</p>	Month	Value	April 2024	0	May 2024	0	June 2024	0.4	July 2024	0	August 2024	0	September 2024	0	October 2024	0	November 2024	0	December 2024	0.23
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TSM_RP01	RP01 - Proportion of homes that do not meet the Decent Homes Standard	November 2024		12-Dec-2024 Current stock condition survey shows decency at 94% based on aggregated calculation of 45% surveys. All 36 of the Cat 1 hazards have had repairs completed which when the final figures are analysed will show an improved decency level.	Sarah Bulger; Ann Summers; Paul Weston	6%	1%	<p><b>RP01 - Proportion of homes that do not meet the Decent Homes Standard</b></p>  <table border="1"> <caption>RP01 Performance Data</caption> <thead> <tr> <th>Month</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>April 2024</td><td>6%</td></tr> <tr><td>May 2024</td><td>6%</td></tr> <tr><td>June 2024</td><td>6%</td></tr> <tr><td>July 2024</td><td>6%</td></tr> <tr><td>August 2024</td><td>6%</td></tr> <tr><td>September 2024</td><td>6%</td></tr> <tr><td>October 2024</td><td>6%</td></tr> <tr><td>November 2024</td><td>6%</td></tr> </tbody> </table>	Month	Value (%)	April 2024	6%	May 2024	6%	June 2024	6%	July 2024	6%	August 2024	6%	September 2024	6%	October 2024	6%	November 2024	6%
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TSM_RP02 (1)	RP02 (1) - Non-emergency responsive repairs completed within the landlord's target timescale	November 2024		28-Nov-2024 The performance of Equans is being reviewed to ensure that this moves within target.	Sarah Bulger; Martin Harper; Rowena Thomas	77.34%	90%	<p><b>RP02 (1) - Non-emergency responsive repairs completed within the landlord's target timescale</b></p>  <table border="1"> <caption>RP02 (1) Performance Data</caption> <thead> <tr> <th>Month</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>April 2024</td><td>89.1%</td></tr> <tr><td>May 2024</td><td>85.09%</td></tr> <tr><td>June 2024</td><td>88.73%</td></tr> <tr><td>July 2024</td><td>81.15%</td></tr> <tr><td>August 2024</td><td>80.05%</td></tr> <tr><td>September 2024</td><td>86.1%</td></tr> <tr><td>October 2024</td><td>80.43%</td></tr> <tr><td>November 2024</td><td>-</td></tr> </tbody> </table>	Month	Value (%)	April 2024	89.1%	May 2024	85.09%	June 2024	88.73%	July 2024	81.15%	August 2024	80.05%	September 2024	86.1%	October 2024	80.43%	November 2024	-
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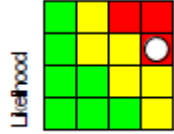
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TSM_RP02 (2)	RP02 (2) - Emergency repairs completed within the landlord's target timescale	November 2024		12-Dec-2024 Performance can be improved to move it towards 95%. The team are working with the contact centre on the definition of an emergency and with Equans on their performance.	Sarah Bulger; Martin Harper; Rowena Thomas	88.37%	95%	<p><b>RP02 (2) - Emergency responsive repairs completed within the landlord's target timescale</b></p>  <table border="1"> <caption>Performance Data Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>April 2024</td> <td>95.3%</td> <td>95%</td> </tr> <tr> <td>May 2024</td> <td>93.78%</td> <td>95%</td> </tr> <tr> <td>June 2024</td> <td>93.8%</td> <td>95%</td> </tr> <tr> <td>July 2024</td> <td>94.33%</td> <td>95%</td> </tr> <tr> <td>August 2024</td> <td>94.39%</td> <td>95%</td> </tr> <tr> <td>September 2024</td> <td>95.5%</td> <td>95%</td> </tr> <tr> <td>October 2024</td> <td>94.3%</td> <td>95%</td> </tr> <tr> <td>November 2024</td> <td>94.3%</td> <td>95%</td> </tr> </tbody> </table>	Month	Performance (%)	Target (%)	April 2024	95.3%	95%	May 2024	93.78%	95%	June 2024	93.8%	95%	July 2024	94.33%	95%	August 2024	94.39%	95%	September 2024	95.5%	95%	October 2024	94.3%	95%	November 2024	94.3%	95%
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# SHRP 2024/25 Risks Summary

Generated on: 06 January 2025

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Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
1	Reputational Risk – if the Council is not able to comply with data requests and/or fails to meet required standards in Knowledge Information Management/KIM.		Alert		Tina Mustafa
2	Change in national political leadership which is likely to lead to a review on the overall strategic approach to the sector.		Warning		Tina Mustafa
3	Insufficient resourcing of the programme could put pressure on existing resources		Alert		Tina Mustafa
4	Customer dissatisfaction and rising complaints from tenants and leaseholder leading to unmanageable expectations		Alert		Tina Mustafa
5	Management intervention by the regulator if appropriate resourcing not put in place		Alert		Tina Mustafa

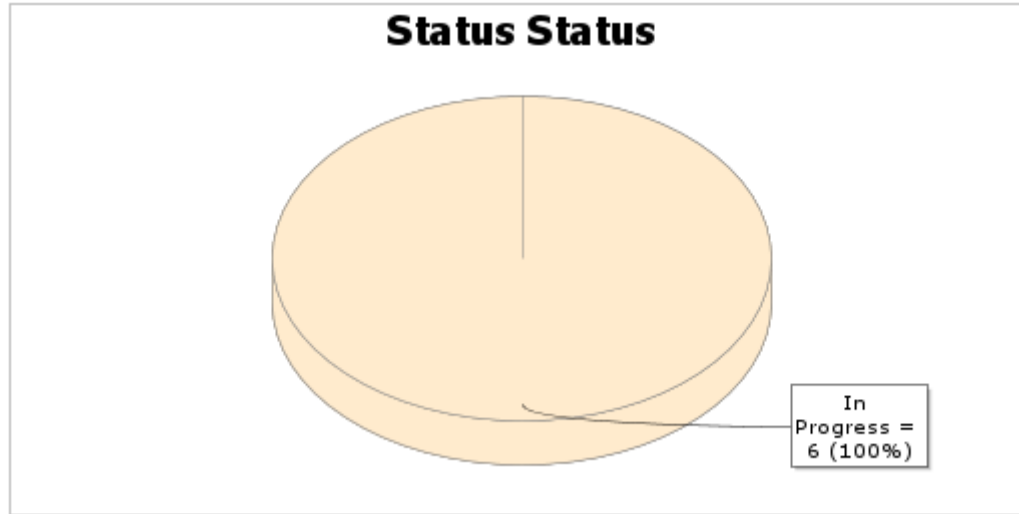
Code	Corporate Risk Heading	Status	Status	Current Risk Matrix	Executive Leadership Team
6	Internal Audit – substantial assurance is based on continuing to progress the improvement plan, not doing this will result in risk. Lack of subject expertise within internal team.		Alert		Tina Mustafa
7	Non-compliance and fined by the regulator for not evidencing high quality housing services.		Alert		Tina Mustafa

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

# SHRP 2024/25 Action Report


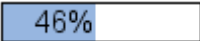

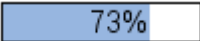

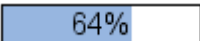
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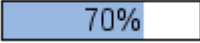



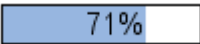
## Responsible OUs SHRP Measures

SHRP_01 Conduct and Competence		Assigned to	Jackie Noble	Managed by	Zoe Wolicki
Action start date		Action due date	31-Mar-2025	Action completed date	
Action Status and Note	▶	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #ADD8E6; display: inline-block;"></div> 50%	28-Nov-2024 MHCLG round table invite for latest on C&C due by end of November 2024. Training needs analysis completed. On hold pending the outcome of the consultation on the proposed standard. Policies up to date. Potential gap in qualifications in some areas.		
Milestone description	Milestone due date	Milestone note	Milestone completed	Completed date	






<b>SHRP_02 Knowledge Information Management</b>		<b>Assigned to</b>	Gareth Youlden	<b>Managed by</b>	Zoe Wolicki
<b>Action start date</b>		<b>Action due date</b>	31-Mar-2025	<b>Action completed date</b>	
<b>Action Status and Note</b>			28-Nov-2024 Led by ICT in relation to data integrity, intelligence and application. Work Streams mapped and ICT scoping document produced for onward actions.  Revised work programme so the work streams need assigning.  An area of risk to TBC until progress is made.  Work on compliance has improved data integrity.		
<b>Milestone description</b>		<b>Milestone due date</b>	<b>Milestone note</b>	<b>Milestone completed</b>	<b>Completed date</b>
<b>SHRP_03 Neighbourhoods and Community</b>		<b>Assigned to</b>	Mark Greaves; Lisa Hall	<b>Managed by</b>	Hannah Peate; Joanne Sands
<b>Action start date</b>		<b>Action due date</b>	31-Mar-2025	<b>Action completed date</b>	
<b>Action Status and Note</b>			28-Nov-2024 A grounds maintenance strategy has been drafted and is expected to be circulated for consultation in December.  Service standards for grounds maintenance being progressed in partnership with TCG.  Domestic Abuse and ASB policy review progressing well.  Housing Strategy commissioned.  Service standards and fact sheets produced for ASB and Hate Crime.  Community Safety structure is a strength.		
<b>Milestone description</b>		<b>Milestone due date</b>	<b>Milestone note</b>	<b>Milestone completed</b>	<b>Completed date</b>
<b>SHRP_04 Safety and Quality</b>		<b>Assigned to</b>	Martin Harper	<b>Managed by</b>	Paul Weston
<b>Action start date</b>		<b>Action due date</b>	31-Mar-2025	<b>Action completed date</b>	
<b>Action Status and Note</b>			12-Dec-2024 As at 6th Dec, the safety and quality improvement plan has been updated with external assurance giving estimated completion across each workstream.		

			Asset Management Strategy in place, but will be refreshed when the Stock Condition Survey is completed.  Stock condition survey deadline has been extended to the end of March due to challenges with access.  Now compliant on all areas except electrical safety where there's a target of 320 per month, on track to complete 1918 with £1m mobilised works.  Damp and mould policy in place and being complied with by Equans as jobs are raised.	
Milestone description	Milestone due date	Milestone note	Milestone completed	Completed date

SHRP_05 Tenancy		Assigned to	Lee Birch; Sarah Finnegan	Managed by	Tina Mustafa
Action start date		Action due date	31-Mar-2025	Action completed date	
Action Status and Note			28-Nov-2024 Tenancy Management Policy approved 21/11/24. Tenancy Roadshow underway for service improvements.  Fixed term tenancies to be reviewed as part of tenancy management policy.  Income management policy in place.  Service Standards drafted and will be published with the other housing service standards.		
Milestone description	Milestone due date	Milestone note	Milestone completed	Completed date	

SHRP_06 Transparency Influence and Accountability		Assigned to	Lee Birch; Nicola Hesketh	Managed by	Tina Mustafa; Zoe Wolicki
Action start date		Action due date	31-Mar-2025	Action completed date	
Action Status and Note			28-Nov-2024  Annual report informed by HQN, approved by Cabinet and published in November.  Tenant Roadshow started in October.  Getting To Know You Better survey commissioned with MEL research to improve the knowledge of household characteristics.  Review completed of website content to ensure is it compliant with accessibility standards.		

			<p>Tenant Involvement Strategy on track.</p> <p>Tenants conference in September attended by 72 residents.</p> <p>Complaints policy now compliant with Housing Ombudsman, but complaint responses within target remain very poor.</p>		
Milestone description		Milestone due date	Milestone note	Milestone completed	Completed date

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

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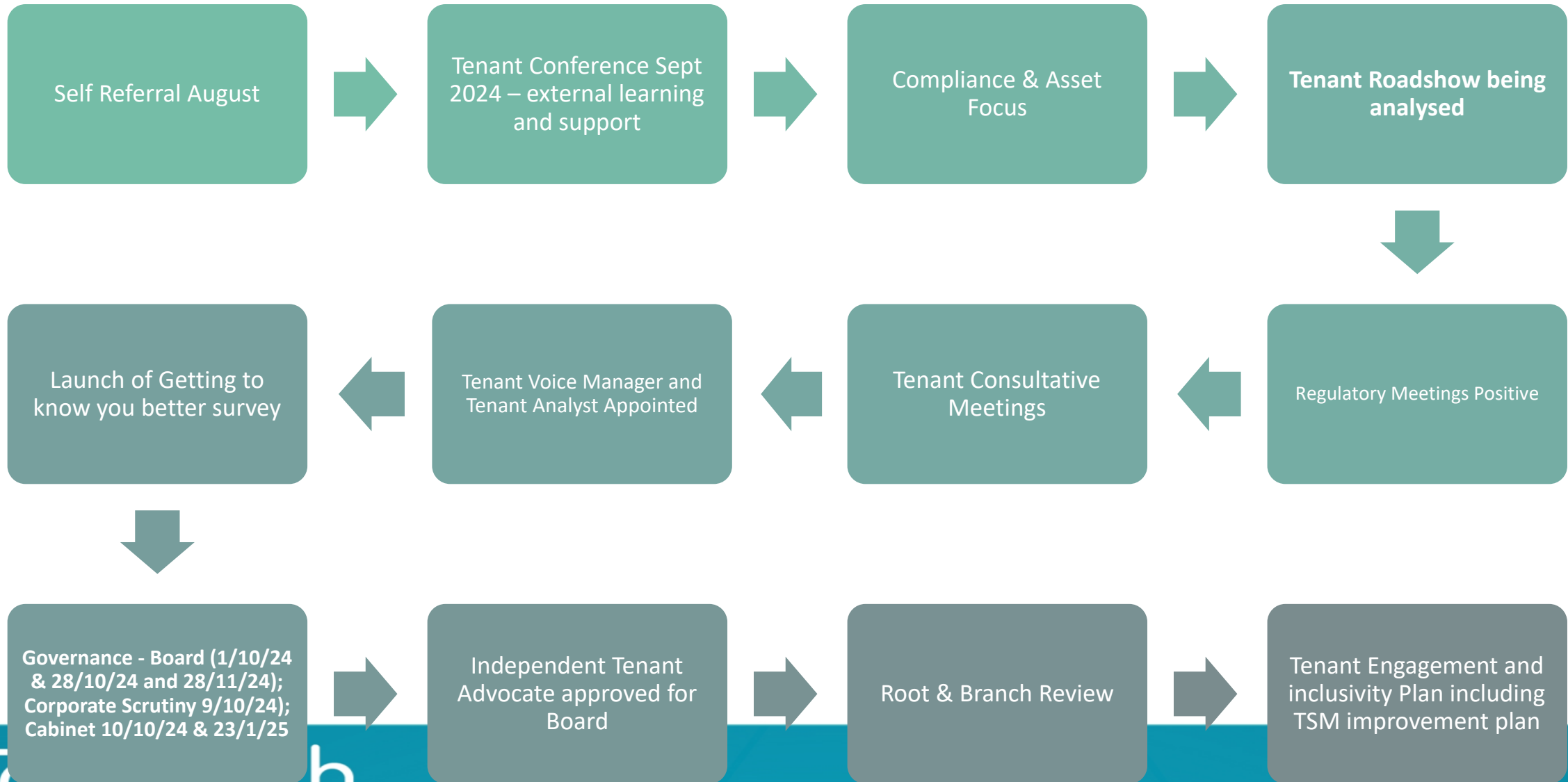


Regulator of Social Housing  
Tamworth's Journey  
13<sup>th</sup> December 2024

Cllr Ben Clarke – Portfolio Holder of Homelessness, Housing & Planning  
Rob Barnes – Executive Director Communities  
Tina Mustafa – Programme Lead  
Paul Weston – Assistant Director Assets  
Martin Harper – Repairs & Compliance Manager



# Re-Cap on Self Referral



# Performance Dash-Board at a glance!\*

Ref	Compliance Area	% Compliance	No. Properties or communals Affected	Frequency	% compliance at self-referral	Trend	Commentary
	Fire Risk Assessments (communal) (12month rolling)	40% (2024/2025)	77	Annual	100% (2023/2024)	↔	2024/2025 underway – completion by Jan 2025. NFSS re-procured with external investment in training & strategy for onward management
Page 363	Fire Risk Remedials	100%	260	Variable	0%	↑	2023/2024 all completed. 2024/2025 underway
	Gas Safety (LGSR) Domestic	99.95%	3312	Annual	99.6%	↑	Consistent with no-access – 2 properties in court process
	Electrical (EICR) Domestic & Communal	75.5%	1038	5-yearly	1370 (67.6%)	↑	332 completed based on 320 per month target. 1370 down to 1038 overdue (4222 properties in total)
	Asbestos Re-inspections (communal)	100%	68	Variable	100%	↔	Asbestos Register now re-created – significant work
	Passenger Lifts Inspections (LOLER)	100%	11	Annual	100%	↔	
	Water Hygiene (L8) Risk Assessments	100%	28	Bi-Annual	69%	↑	2024/2025 completed but subject to external verification and tracking
	Water Hygiene Remedial actions	100%	28	Variable	0%	↑	Completed for 2023/2024

# Progress with Electrical Safety work

- 3-phased approach underway
  1. Options on commercial delivery – August - September
  2. work procured via Fusion 21 – Gooms mobilised October
  3. Delivery – on site November – monthly target 320 exceeded 332
- Robust Contract Management supported externally
- Quality Assurance via Third Party Auditor (Morgan Lambert)
- Gooms Operations Director attended Board on 28/11/24
- SFARs risk assessment updated – localised visits to sheltered
- [Case study on work completed](#)



# Understanding of the progress in any category 1 or 2 hazards identified from the stock condition survey



Routine reporting of Hazards from the Stock Condition Survey



Compliance team check status of repairs in line with the repairs policy



36 category 1 hazards identified in the stock condition survey since April. 34 resolved immediately with 2 recent reports booked in for works to be completed within target timescales

# Updates on your records in relation to smoke and carbon monoxide detectors.

- All missing smoke and carbon monoxide detectors replaced during the annual gas servicing, which covers the majority of the stock, remaining ones part of the 5 yearly EICR.
- 19 smoke detectors identified as missing and replaced.
- 7 carbon monoxide detector identified as missing and replaced.
- All of the above have been replaced following notification. The stock condition survey is acting as a further level of check on the existing system. The low level of missing detectors, which is for a variety of reasons shows that the current system is robust.

ference was a great success today.

or anyone who didn't get the opportunity to join us k

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# Leaseholder Voice

## Update from your work around understanding your tenants.



- **'Getting to know you better'** programme launched.
- Successful [Tenant Conference held in September](#) with over 100 tenants in attendance; followed by a Tenant Roadshow.
- Tenant Voice Manager & Tenant Analyst recruited by tenants – now in post
- Some emerging findings around peer2peer support; handyman service; learning academy; home tenant champion; involved in all housing recruitment...
- MEL have been commissioned to improve the knowledge of the households and they will be starting their survey on 27th January for 4 weeks.
- **Tenant & Leaseholder Engagement & Inclusivity Plan set for Cabinet February 2025 with tenant profiling informing equality impact assessment**
- Tamworth has 4,222 properties with 5614 sole or joint tenants living in our properties
- Tamworth holds on average 67% of data across the protected characteristics within the Public Sector Equality Duty.
- Tamworth currently holds 100% information relating to gender; 97% on age; 82% on ethnicity with between 25-51% on other categories.





# Being Better!

## Communication and transparency with your tenants.

- Refreshed Cross-Partner **Housing and Homelessness Board** - H&HAB [meeting pack](#) and [minutes](#).
- Terms of Reference of the H&HAB have been reviewed and agreed. New Board members being recruited including an independent tenant advocate.
- **Getting to Know you Better** - MEL have been commissioned to improve the knowledge of the households. This programme is scheduled to start in late January & tenants co-designed the plan.
- **Tenant centric Focus** – Tenant Conference September followed by a [tenant roadshow](#) in November to consult on the **draft tenant engagement strategy & TSM improvement plan**. Over 200 tenants & leaseholders contributed so far – engaging in a variety of ways
- **Role of our Tenant Consultative Group** – mentoring by TPAS and involved in the recruitment of the Tenant Voice and Tenant Analyst roles – examples of a [TCG](#) meeting summary here.
- **Independent Complaint review** with a focus on learning, resolution and performance. Latest update is [here](#). Supported by Tenant Complaint review panel
- **Open House and Publication of Annual Report** co-designed by Tenant Voice team and approved through Cabinet – [link Here](#)

# Root & Branch Review

## Putting tenants at the heart!



- How & Why did we get here?

1. Transparency & Self referral
2. Independent Compliance Review as part of the Council SHR Programme
3. Root & Branch Discovery Work informed by specialist works , i.e. ARK and External compliance assessment
4. Emerging themes – capacity, skills gap, tenant engagement
5. Councils Corporate Peer Challenge end of October – recommended continued and sustained performance across social housing – Council wide action planning

- Roadmap to C1?

1. **Resourcing** – immediate and longer term
2. **Corporate Health & Safety Group established** – Deputy Lead as Health & safety Lead
3. **Training** – H&S Lead & Matrix assessment
4. **Learning** – Benchmarking and research, outward focused
5. **Governance** – Board refreshed, Independent Tenant Advocate approved & being progressed, tenants at the heart
6. **Cultural Reset & Accountability based on tenant centric approach** – behaviours, values, transparency, performance , change management through contractual line of sight
7. **ICT investment** – data capture and management through orchard
8. **Steps to Success-** planning into New Year & beyond!

# Improved dashboard supporting improved Governance, Leadership & Organisational Grip

- Here is a [link](#) to the latest **Performance dashboard** which was presented to the Housing and Homelessness Board on 28th November & subject to a Board workshop January 7th 2025.
- The dashboard will be integrated to the **Councils performance management framework** – via Corporate Scrutiny and Cabinet decisions
- The information feeds directly into the TSM dashboard accessible by tenants on the [website](#).
- The Executive Leadership Team review compliance performance [weekly](#).
- The Organisational Wide Corporate SHRP Team meeting are the accountable team for performance.
- There is an updated version of the Asset compliance improvement plan contained in the pack [link](#)

# Next Steps – dates for our Diary 2025

## Emerging Cabinet Recommendations for 23/01/25 NB - To be Approved

- Page 372
- Approve the **Refreshed Terms of Reference** for the Homelessness & Housing Advisory Board
  - Acknowledge **Progress with the Regulator** Social Housing following self-referral
  - Support continued development of Housing performance **dashboard**
  - Acknowledge the role of the Portfolio Holder Homelessness, Housing & Planning as the as **Housing lead supporting Deputy Leader as Corporate Health & Safety lead**
  - Approve **Release contingency for Compliance resourcing** and refer to Appointments & Staffing the arrangements for approval
  - Agree **Work Plan for Board** including panel for tenant advocate appointment
  - **Undertake mock inspection End of March 2025** – Previous Cabinet approval in principle – operational options



Happy New Year

The image features the text "Happy New Year" in a large, white, 3D sans-serif font. The letters are arranged in two lines: "Happy New" on the top line and "Year" on the bottom line. The text is set against a dark background filled with various colorful fireworks, including yellow, red, purple, and white bursts. The overall scene is festive and celebratory.

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**HOUSING & HOMELESSNESS ADVISORY BOARD TERMS OF  
REFERENCE**

**TERMS OF REFERENCE**

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1. Purpose

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

2. Role of the panel

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

3. Status

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

**Voting rights will be managed by the Chair and only parties directly impacted allowed to vote; noting this is informative only as any final decisions are reserved to the relevant decision-making body**

4. Scope

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

DRAFT – ToR agreed Cabinet 261023 – Updated Proposals from Portfolio Holder  
Homelessness, Housing & Planning for 281124

## 5. Membership

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

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

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

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

**The independent Tenant advocate will support tenants and leaseholders interests .**

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

The quorum of the panel will be in accordance with the Council's Constitution.

Four (4) meetings a year will be scheduled. Other meetings can be arranged on an ad hoc basis when required.

**The membership for 2024/2025 is shown at annex one of this document and will be provided as the Board reviews its Terms of reference annually**

Meetings will be held in private session in view of the informal status of the panel & **can be held on Teams where appropriate to do so.**

## 6. Operation of the panel

Using the standard conventions in mod gov – agendas will be circulated 5 days in advance. **Papers for the meetings will be circulated on the Friday before the meeting is held to allow for up to 5 days to review the working papers.** Minutes and action points from each meeting will be recorded and circulated to all members. These documents will be reviewed at the beginning of each meeting.

## 7. Community & Equality Impact Assessment

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



### **Councillors**

Cllr Ben Clarke (Existing)  
Cllr Ben Price (Existing)  
Cllr Carol Dean (Existing)  
Cllr Jeremy Oates (New)  
Cllr Natalie Statham (New)  
Cllr Richard Kingstone (Existing)  
Cllr Helen Hadley (new)  
Cllr Tina Clements (new)  
Cllr Rosey Claymore (new)  
Cllr Chris Bain (new)  
Cllr Wardrup (Existing)

### **Tenants & Leaseholders**

Iris Clements (existing)  
Sally Bond (existing)  
Tenant Consultative Group nominees (to substitute if necessary)  
Lesley Gibson Leaseholder Representative (new)  
Independent Tenant Advocate (New from 2025)

### **Partners**

High Rise Social Club Committee Chair (new)  
Terry Obrien Heart of Tamworth (new)  
Lee Bates – Community Together CIC (new)

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Thursday, 23 January 2025

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

**Tamworth Asylum Dispersal Funding**

**Exempt Information**

N/A

**Purpose**

To outline Asylum Dispersal Funding proposals and seek delegated authority for grant spend.

**Recommendations**

It is recommended that Cabinet:

1. Approve delegation of ongoing spend of the Government Asylum Dispersal fund to the Portfolio Holder for Cooperative Council, Community Partnerships and ASB and Executive Director Communities in accordance with Home Office guidance
2. Approve process for emergency operational grant funding delegated to the Assistant Director Partnerships
3. Endorse the current approach to the ongoing spend of the Asylum Dispersal Fund with annual update to the Infrastructure Safety and Growth Committee.

**Executive Summary**

The asylum dispersal scheme aims to distribute asylum seekers across various regions to ensure no single area is overburdened.

This report outlines the funding mechanisms, allocations for Tamworth Borough Council, and details of previous spend of 2023/24 grant and outline plan for spend of 2024/25 funds to support the council in managing asylum dispersal. The proposal is that this spend is delegated to the Portfolio Holder for Cooperative Council, Community Partnerships and ASB and Executive Director Communities, which plays a crucial role in supporting the council to manage the distribution of asylum seekers effectively. Continued collaboration and strategic allocation of funds are essential to address the challenges and ensure the success of the asylum dispersal scheme.

Authorisation for delegated authority provides a more streamlined approach to grant expenditure.

It is further proposed that an annual report on spend will be provided as part of Community Safety Partnership reports on Community Cohesion priorities to the Infrastructure Safety and Growth Scrutiny

## Funding Mechanisms

The Asylum Dispersal Grant supports local authorities through payments based on the number of asylum seekers accommodated. The funding is designed to alleviate the pressure on local services and support community cohesion initiatives.

### Grant Allocations

For the financial years 2023/24 and 2024/25, the Asylum Dispersal Grant has included several key components:

£750 per asylum seeker in Home Office Asylum Seeker contingency accommodation as of 01 April 2023 and 01 April 2024.

£3,500 one-off payment per bedspace in dispersed accommodation.

Accommodation Type	2023/24	2024/25
Contingency Accommodation	£107,250	£182,000
Dispersed Accommodation	£0.00	£21,000

### Emergency grant funding

Working with the Home Office and Serco there has been an increased need for emergency clothing for the people seeking asylum, many of whom have no suitable clothing or footwear. The generosity of the community working through key community organisations such as St Editha Church, Heart of Tamworth and CT CIC has enabled clothing donations, however several of the charities have used their own funding to buy clothes. It is proposed, therefore that an immediate grant of up to £500 can be made for emergency use on simple application and proof of purchase by a voluntary group up to a maximum of £2000 per year from the Asylum Dispersal Fund.

### 2023/24 Spend

The funding was retained to 31<sup>st</sup> March 2025 and includes the following expenditure (agreed through Scheme of Delegation reports):

ACTIVITY	£ COST
Support for an Asylum Dispersal Activities Coordinator (CT CIC) – liaison with service users, signposting, providing activity information, arranging and developing positive activities	22,265.00
Positive activities (CT CIC) including volunteering, sports, castle activities and food community events	4,415.00
Chamber of Commerce business awareness and support	18,150.00
Support for council homelessness team to provide housing advice and move on advice	53,276.33
Translation services	947.85
Hire of 3G football pitches	500.00
Empty homes officer – identification of suitable properties for asylum dispersal (private rent)	7,695.82

## Proposed 2024/25 Spend Plans \*

This below does not represent full expenditure, and any unspent money will be retained as per government guidance and until such times as projects are finalised.

<b>ACTIVITY</b>	<b>£ COST</b>
Ongoing costs for an Activities Coordinator (CT CIC)	22,265.00
One year extension Partnership team post	22,190.00 (approx.)
Emergency grants process (urgent clothing etc)	2,000.00
Support for council homelessness team to provide housing advice and move on advice	53,276.33
Translation services	947.85
Hire of 3G football pitches	500.00
Further work for Empty homes – identification of suitable properties for asylum dispersal (private rent)	2,672.00 to 31 <sup>st</sup> December

*\*Please note this is to be costed and delegated authority given as per report recommendations*

A meeting of community group stakeholder has been planned for January 2025 to consider options for further spend. It likely that some funding will be retained to support additional homelessness support.

### Options Considered

Do nothing – the council do not have to utilise the grants received but in doing so fail in the obligation to support asylum dispersal as outlined in the Immigration and Asylum Act 1999, with a Full Dispersal model introduced for all local authorities on 13 April 2022

Other options – consideration made to outsource funding for third party administration or direct award for projects/ongoing TBC internal housing need. This will be considered in 2024/25 in line with Recovery Fund spend and projects planned and update to the Portfolio Holder/Executive Director.

### Resource Implications

Administration of expenditure, community cohesion work, grants agreements and monitoring is done through the existing partnership team within current budgetary provision.

Specialist work identified to support asylum seekers which may need additional external support will be considered and funded from dispersal grant providing this meets grant criteria.

## Legal/Risk Implications Background

Risk	Mitigation
Community Tension	Grant provides opportunity to support asylum seekers to integrate and can be utilised with community recovery fund money to tackle community issues Regular community safety meetings
Lack of move on dispersed accommodation	The council will continue to work with the West Midlands Strategic Migration Partnership and the Home Office to further inform and tackle emerging issues
Increased pressure on homelessness services	Contingency accommodation and dispersed accommodation occupancy is monitored and work ongoing with SERCO to understand numbers who may require support on a weekly basis
Misinformation	Communication plan to be drawn up and actions linked to those of the Honest Conversations project

### Equalities Implications

The primary requirement of the grant funding is for the support of asylum seekers, community cohesion and to assist the council with pressures as a result of the Full Dispersal Model.

Community Impact Assessment attached (Appendix 1)

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

Not applicable to this report.

### Background Information

Asylum Dispersal Accommodation Types

**Contingency accommodation** - housing that can be full-board, half-board, or self-catering. It is usually in a hostel-type environment or can be a hotel. It is for asylum seekers who would otherwise be destitute and need accommodation urgently before their Section 95 support applications have been determined. It is also provided to asylum seekers who have been granted Section 95 support whilst they await to be dispersed to longer-term temporary accommodation (i.e. dispersal accommodation). Asylum seekers who have been granted Section 95 support may remain in initial accommodation until there is space in dispersal accommodation. The amount of time people stay in initial accommodation can vary before moving onto dispersal accommodation.

**Dispersal Accommodation** - longer-term temporary accommodation managed by accommodation providers on behalf of the Home Office. People seeking accommodation will normally be able to stay in dispersal accommodation until their asylum claim has been fully determined. It is not always possible to stay in the same property.

**Moving on** - When an asylum claim (including any appeals) has been fully determined clients will need to leave asylum accommodation and Home Office support will stop. If asylum seekers are granted leave to remain, they will be eligible to work, claim mainstream benefits, look for housing and get help with this in the same ways as other UK residents. However, if claims are unsuccessful, clients will be expected to leave the UK.

**Full asylum model** – Home office approach to a fairer allocation of asylum seekers across all English, Scottish and Welsh Council areas in grant funded accommodation managed through regional Strategic Migration Partnership

**Report Author**

Joanne Sands – Assistant Director Partnerships

**List of Background Papers**

[Funding Instruction for Local Authorities: Asylum Dispersal Grant](#)

**Appendices**

Community Impact Assessment

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# Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Government Asylum Dispersal Grant funding	
Date Conducted	2 <sup>nd</sup> January 2025	
Name of Lead Officer and Service Area	Jo Sands, Assistant Direct Partnerships	
Commissioning Team (if applicable)		
Director Responsible for project/service area	Rob Barnes, Executive Director Communities	
Who are the main stakeholders	Asylum seekers in Tamworth, community and voluntary groups	
Describe what consultation has been undertaken. Who was involved and what was the outcome	Officers, Portfolio Holder, Key voluntary groups, Migrant Help, service users	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input type="checkbox"/>
	A function, service or project	x
What kind of assessment is it? Indicate with an 'x' which applies	New	<input type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input checked="" type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

## Part 2 – Summary of Assessment

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

Aim of the Asylum Dispersal fund is to support and create projects and services to support those seeking asylum. Opportunities to provide enrichment activities, ESOL, sports and leisure and housing support on positive decision

Who will be affected and how?

Asylum seekers resident in Tamworth contingency accommodation and dispersed accommodation

Funding is provided for wrap round support to aid integration and community cohesion

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

Yes

No

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

Tamworth Borough Council Equalities, Discrimination and inclusivity policy

## Part 3 – Impact on the Community

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

Impact Area	Yes	No	Reason (provide brief explanation )
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Service users tend to be men between 18-35, consideration for types of activities required and understanding of other age related issues Working with Home Office also to identify any families in dispersed accommodation
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There may be asylum seekers with disability and therefore this needs to be considered for types of support
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Potential support needs for families in dispersed accommodation
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Asylum seekers will have protected characteristics and cultural issues need to be taken into consideration

Religion or belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provision required religious beliefs and work with faith groups
Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is potential for asylum seekers to have fled countries due to persecution
Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Activities identified need to be considered suitable for the sex asylum seekers and respect beliefs
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Those with caring/dependent responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Families in dispersed accommodation may have caring needs
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Children	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Work required with SCC to identify children in dispersed accommodation
Vulnerable Adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Likely to have a high impact on those seeking asylum
Families	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Families in dispersed accommodation
Those who are homeless	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Support is likely for those who have positive or negative decisions whilst in Tamworth – potential for increase homelessness where there is insufficient rental properties
Those on low income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Asylum seekers do not have a right to work and have little or no income
Those with drug or alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Those with mental health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MH issues highly likely and activities need to be considered with health colleagues
Those with physical health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Physical health issues likely to be present
Social inclusion Please include refugees and asylum seekers,	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Activities considered need to ensure a positive and meaningful commitment to integration and working with local communities eg volunteering, clean ups, cultural celebrations
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"/>	<input checked="" type="checkbox"/>	
Health and Wellbeing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The spend on the asylum dispersal is required to help improve the health and wellbeing of those seeking asylum

**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>
Families/Children	Families given decisions (either positive or negative) will need to be supported to prevent homelessness, health issues etc	Regular meetings with Serco/SCC to understand any concerns and support whilst in dispersed accommodation. Housing support plan required. Signposting to activities/VCSE
All categories	Impact of living in asylum accommodation is likely to have a detriment on mental health issues/integration/perception/religious integration etc	Plan to be put in place with all partners to understand need and produce a spend plan for asylum dispersal grant. Housing advice and support considerations

**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			
Grant funding supports the welfare and integration of asylum seekers	Produce a spend plan of activities based on needs of asylum seekers in Tamworth. Co-produced with partners, Serco and Home office.	Jo Sands/Anna McLauchlan	March 2025	Plan in place and activities ongoing

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

Guidance and form updated July 2023 following CMT approval.

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