












# Quarter 2 Performance Report 2023 – 24

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# 1. Quarter 2 Highlight 2023

 <p>Customer pop up sessions pilot launched at Town Hall supporting customers with Housing Repairs and Community Safety</p>	<p>Asset Management Strategy - the completion date for this project is now expected to be 31<sup>st</sup> March 2024.</p>  <p>Final draft will be presented to Scrutiny in January and Cabinet in March.</p>
<p>Implemented a new Community Impact Assessment template and guidance. Incorporating health and wellbeing, and socially excluded groups including veterans in support of our commitment to the Armed Forces Covenant.</p> 	 <p>Enabling works to the Peel Café FHSF project underway.</p>
 <p>Council Housing Annual report approved showing latest performance for the Councils housing stock.</p>	<p>Homeless Hub launched across 5 locations in Tamworth with our partners</p> 
 <p>737 responses to annual resident survey, 20 more than 2022</p>	<p>The specification has been agreed and the Invitation to Tender issued. Tenders are due to be returned on 6th November 2023.</p> 
<p>Launched new postal policy to improve efficiencies in postal deliveries</p> 	 <p>Tamworth Castle advert for use on broadcast media commissioned and filmed. Funding received from the Shared Prosperity Fund.</p>
 <p>Neighbourhood Impact Service delivering improved services supporting residents with anti-social behaviour.</p>	

## 2. Strategic Projects Summary


### 2.1 Corporate Plan 2022 - 2025 Strategic Projects overview Quarter 2

Code	Project	Project Status	Due Date	Managed By	Projects Highlights Overall Project Comments
CP2022-25_PD_034	Asset management Strategy		31-Mar-2024	Paul Weston	The completion date for this project is now expected to be 31 <sup>st</sup> March 2024.  The aim is to have the final draft with Scrutiny in January and Cabinet in March.
CP2022-25_TCP_004	FHSF		31-Mar-2024	Anna Miller	Cost pressures on the programme are having a significant impact on being able to deliver individual projects.
CP2022-25_TCP_005	Gungate		31-Mar-2025	Anna Miller	.
CP2022-25_PD_027	HRA Business Plan including Resident's Survey (STAR)		31-Mar-2024	Tina Mustafa	.
CP2022-25_PD_008	Local Government Boundary Review		31-Mar-2025	Zoe Wolicki	Awaiting Local Government Boundary Commission project inception. Review likely to be concluded in time for 2026 elections, with project commencing in 2024. The timetable is provided by the electoral commission.
CP2022-25_TCP_007	Net Zero		31-Mar-2024	Anna Miller	.
CP2022-25_PD_047	Social Housing Regulatory Programme		31-Mar-2025	Tina Mustafa	<ul style="list-style-type: none"> <li>• Cabinet approved latest update 26/10/23</li> <li>• Internal infrastructure supporting the Programme established with all meeting/agenda framework</li> <li>• Tenant Consultative Group work shop planned 14/11/23 to review capacity</li> <li>• Housing &amp; Homelessness Advisory Board Work programme agreed with oversight of the programme – next meeting 23/11/23</li> </ul>





					<ul style="list-style-type: none"> <li>• Corporate Scrutiny reviewing Programme on 28/11/23</li> <li>• Communication Strategy to be scoped</li> </ul>
CP2022-25_PD_048	Strategic Review of Leaseholder Service Charges		31-Mar-2025	Paul Weston	<p>Cabinet report delivered 26th October 2023</p> <p>The specification has been agreed and the Invitation to Tender issued. Tenders are due to be returned on 6th November 2023.</p> <p>Detailed delivery plan in place by December 2023</p> <p>Draft report of findings to be delivered by June 2024</p>
CP2022-25_PD_043	Sustainability Strategy to resolve long term MTFS position		31-Mar-2025	Rob Barnes	<p>Project being scoped.</p> <p>Report to cabinet March 2024</p>
CP2022-25_PD_012	Town Centre Masterplan		30-Sep-2023	Anna Miller	Project complete

Appendix 1 contains detailed highlight reports on each project.

## 2.2 Corporate Plan 2022 - 2025 Projects Overview (Red or Amber Projects)

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

### Project Status Key

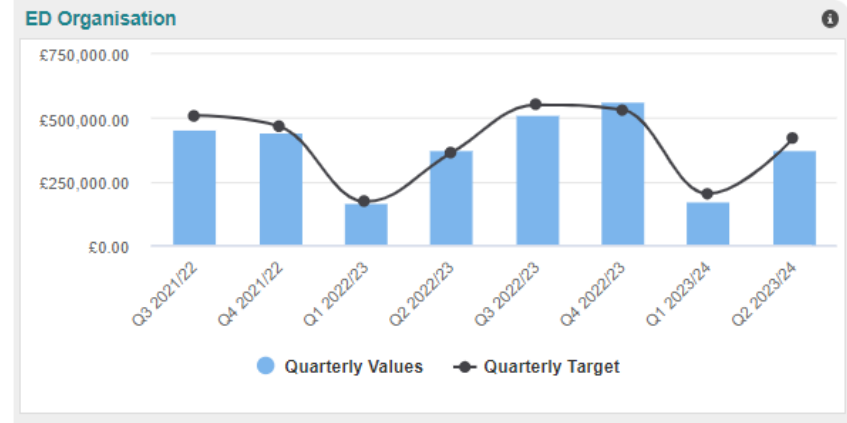
-  Action completed
-  Action not on track and not in control
-  Action not on track but in control
-  Action on track and in control

### 3. Finance

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



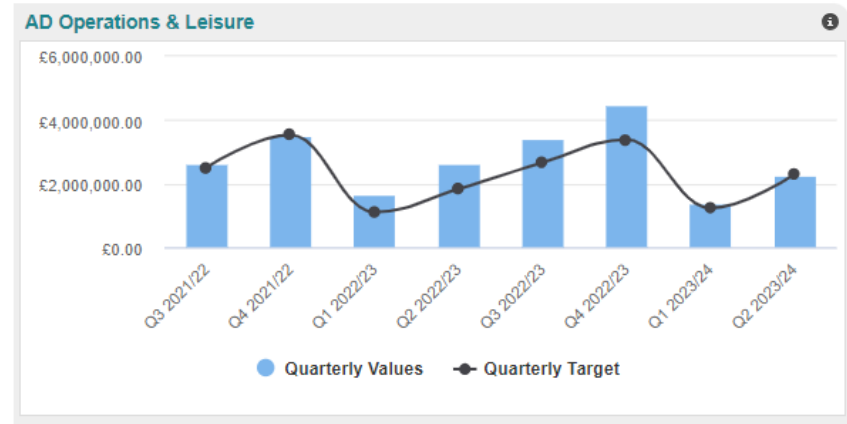
Minor variance



Minor variance



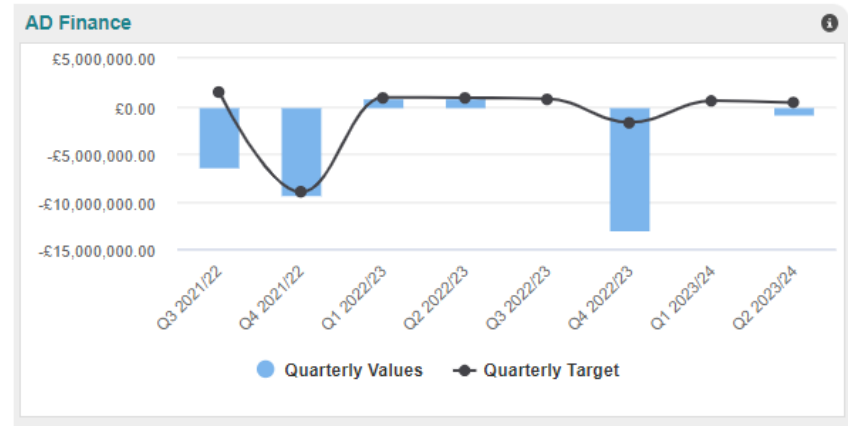
Minor variance



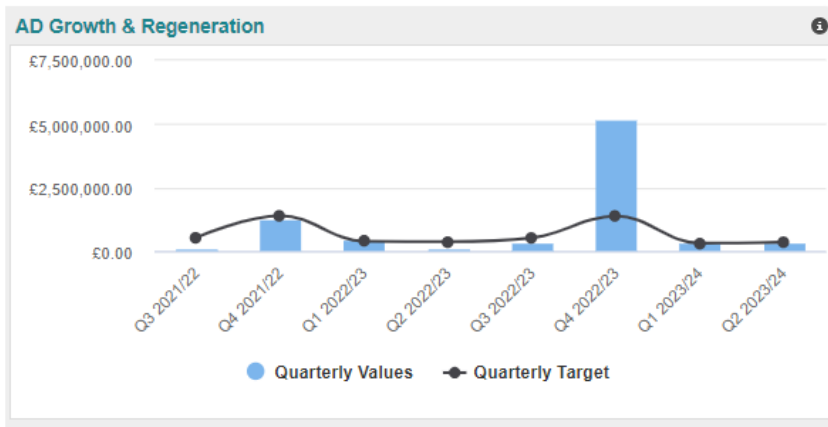
Shortfall in Assembly Rooms catering sales; Streetscene vacancy allowance



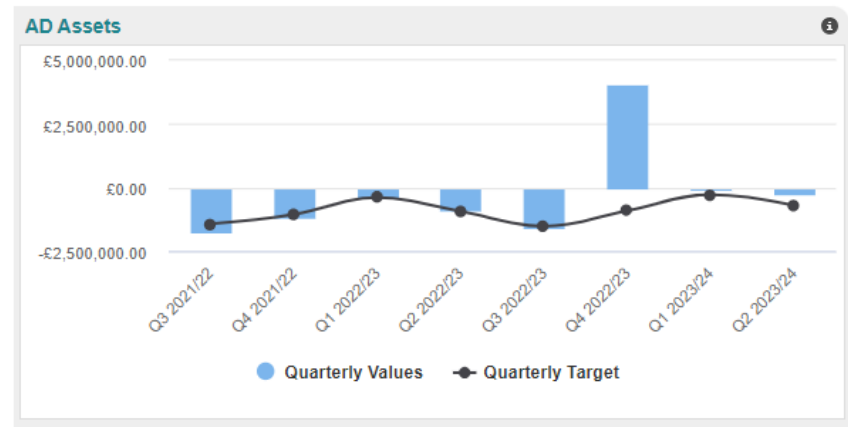
Customer Services vacancy allowance and postage budgets



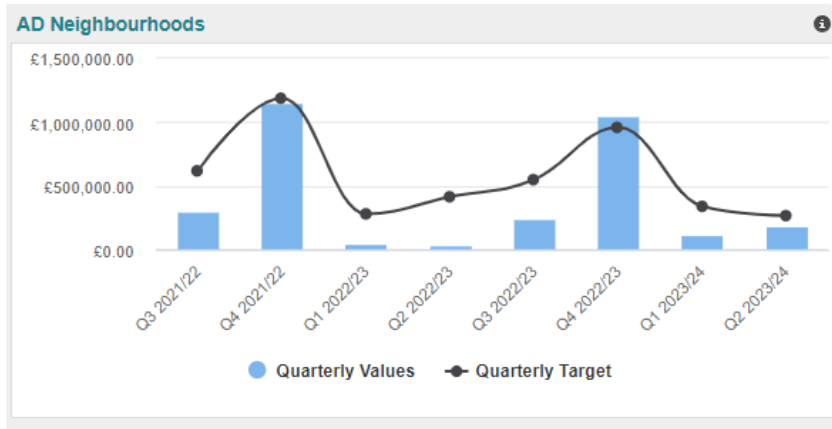
Minor variance



Shortfall in car parking income



Marmion House electricity and rates underspends



Shortfall in B & B income recovered

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



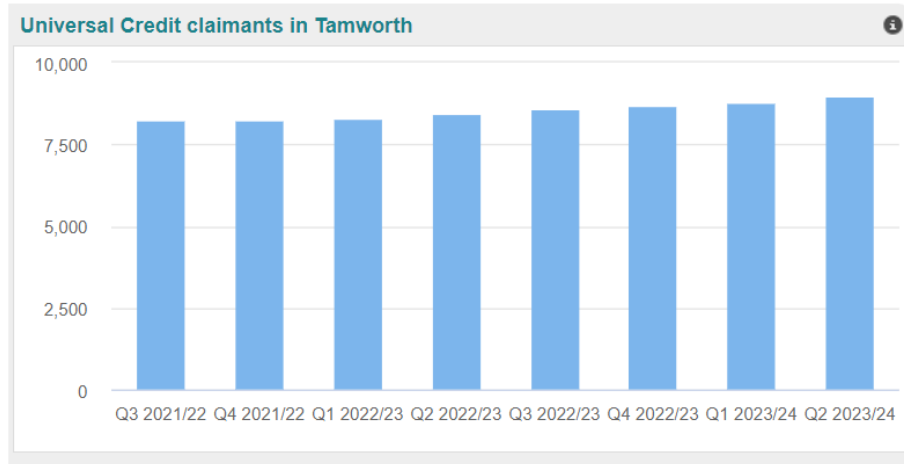
Car Parking Enforcement agency staff costs

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



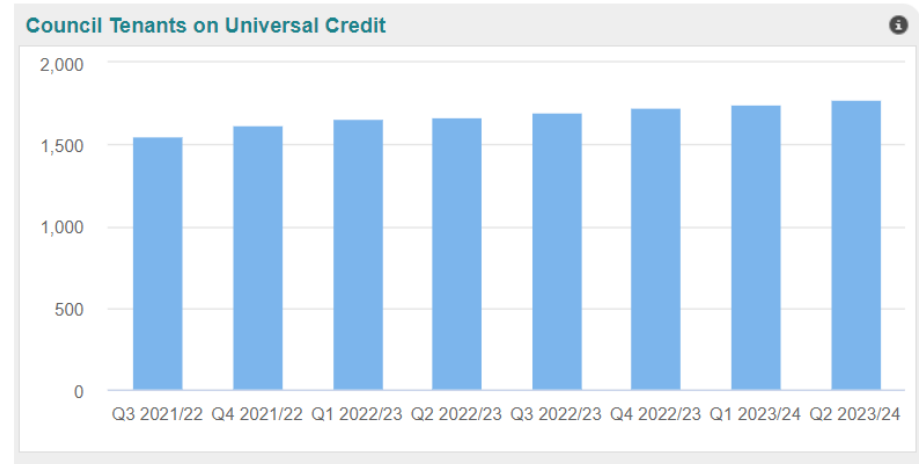
## 3.2 Universal Credit Summary – Quarter 2

### Corporate Scrutiny Committee - Universal Credit Summary-



#### Commentary

There are 8,998 universal credit claimants in Tamworth.



#### Commentary

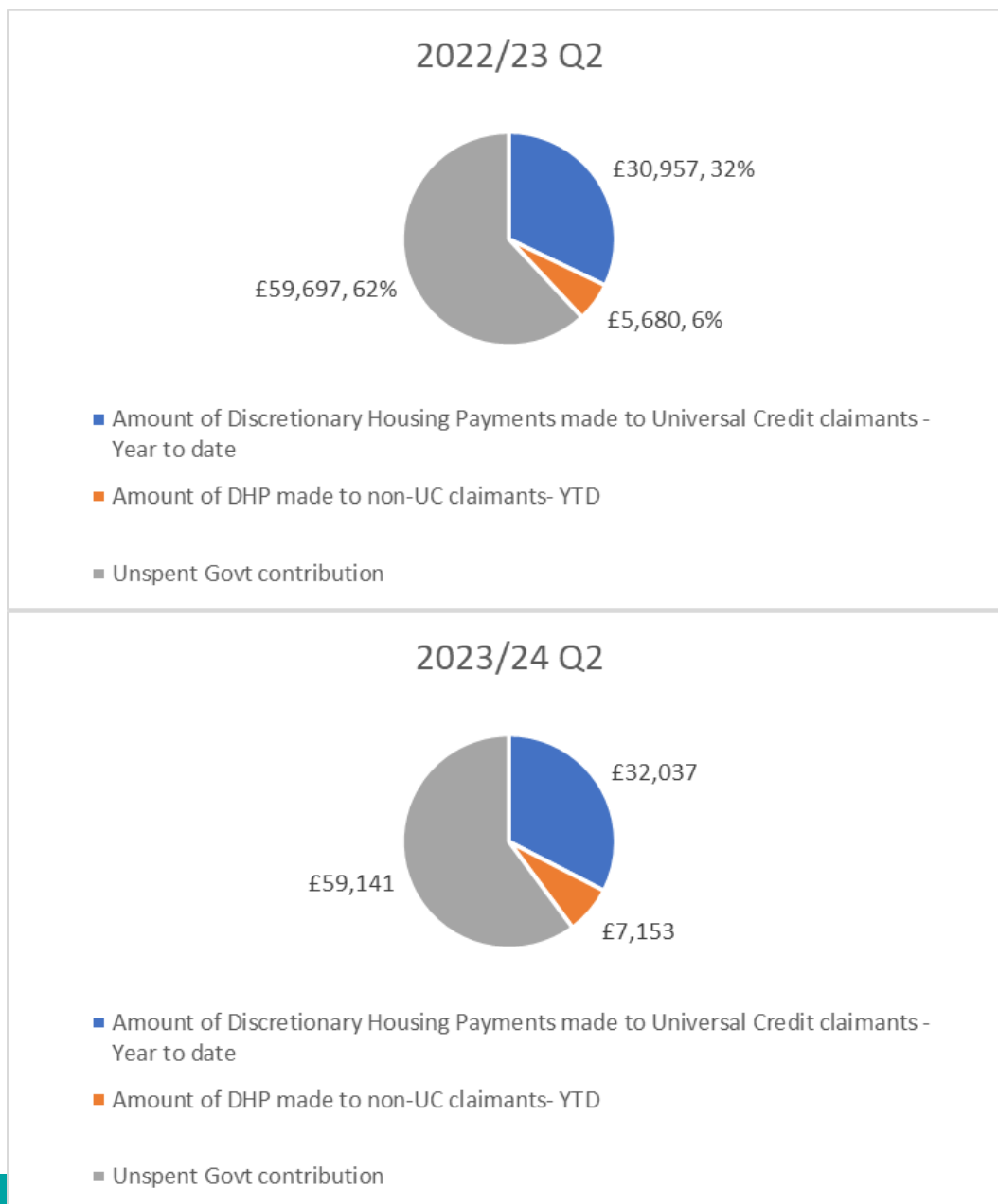
There are 1,776 council tenants on universal credit

### 3.3 Impact of Welfare Benefit Reform on Council services

Quarterly updates are presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates.

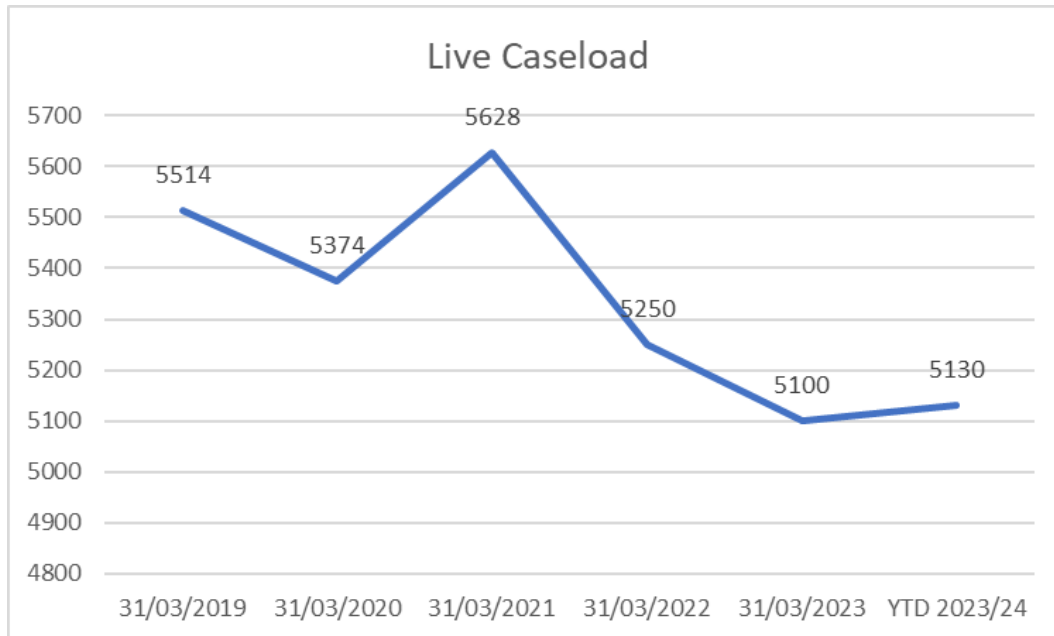
#### Benefits

A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £39k (£37k on 30<sup>th</sup> September 2022) with 53 successful claims from 151 applications (compared to 64 successful claims from 150 applications on 30<sup>th</sup> September 2022). The reason for this reduction is that applicants have not responded to a request for further information or evidence, or their available income exceeds their expenses. There is a 2-week timescale for processing claims (also 2 weeks as of 30<sup>th</sup> September 2022).



Local Council Tax Reduction Scheme claims are roughly level with 2022/23 (4,942 claimants as of 30<sup>th</sup> September 2023 compared to 4,992 on 30<sup>th</sup> September 2022) with a total scheme cost of £4.8m (£4.6m in 2022/23).

Live caseload figures are currently 5130, slightly lower than the 30/06/2023 figure of 5,134. This suggests a flattening out of the general downwards trend aside from the increase in 2021 due to the pandemic.



The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 13.0 days to September 2023 (10.5 days to September 2022). This is due to additional work during the period in respect of a Housing Association regarding rent breakdowns, which has now been completed. The time taken to process new claims will be kept under review and additional resources allocated if required.

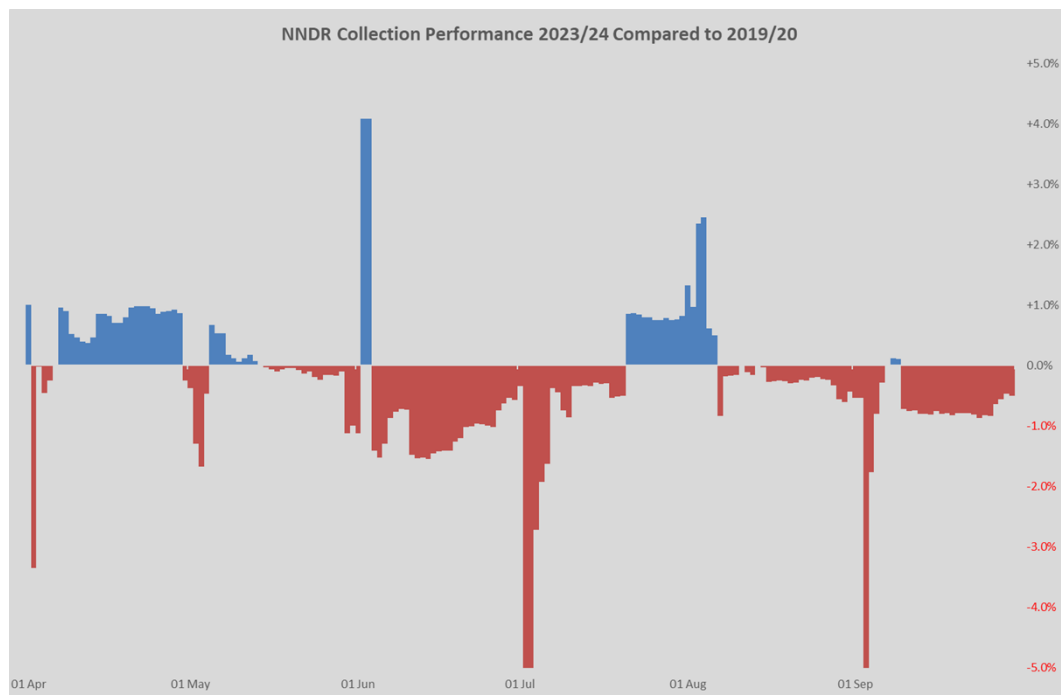
## Revenues

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

## NNDR

Collection performance is behind target primarily due to extended payment arrangements and new assessments created during the year, particularly on the site of the former Co-Op in Wilnecote- current year collection level is 56.0%, below target by 2.5% at 30<sup>th</sup> September (48.2% as at 30<sup>th</sup> September 2021 and 61.2% as at 30<sup>th</sup> September 2022). The 2021 figure is distorted downwards due to a reduction in retail relief with effect from 11st July 2021 and the 2022 figure is distorted upwards due to Covid 19 Additional Relief Fund (CARF) relief awards in respect of 2021/22 leading to credits transferred to 2022/23.

Court costs are £4.6k, above the anticipated year to date level of £3.1k.



**NB** The extreme variance at the start of some months is due to the dates direct debit collection has been reported in each year.

Reminders (499 for Q1-2 of 2023/24) are at similar levels to 2019/20 levels (465) with summonses at higher levels than 2019/20. There have been 166 summonses compared to 97. There have been 54 enforcement agent referrals in Q1-2 of 2023/24 (36 referrals in Q1-2 of 2019/20).

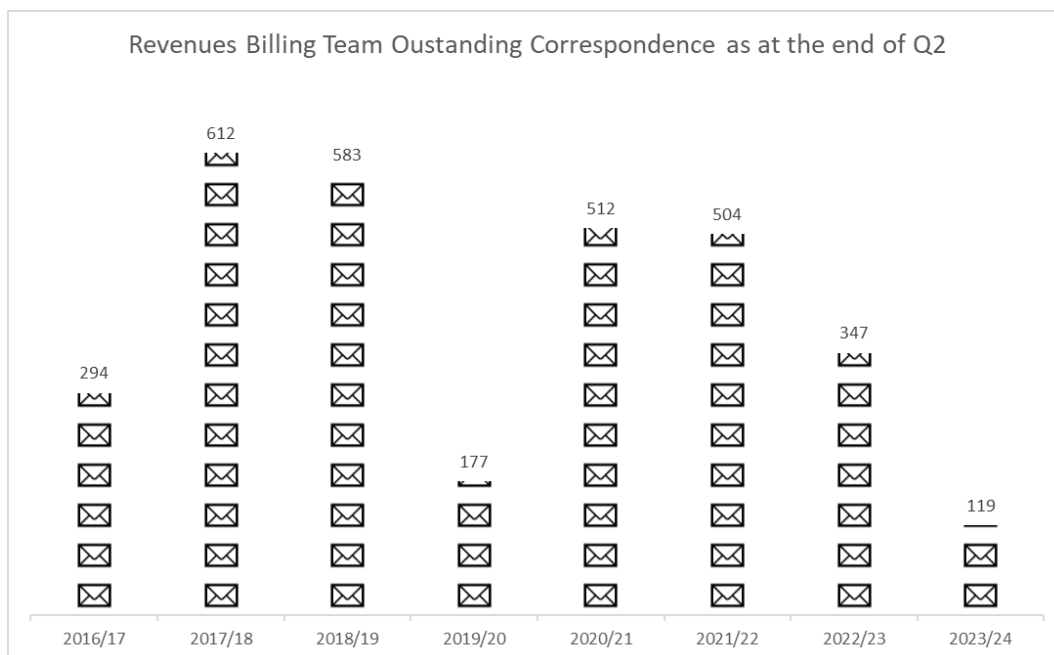
Arrears reduction in respect of 2023/24 debt stands at 46.8% compared to a target of 42.2%.

## Council Tax

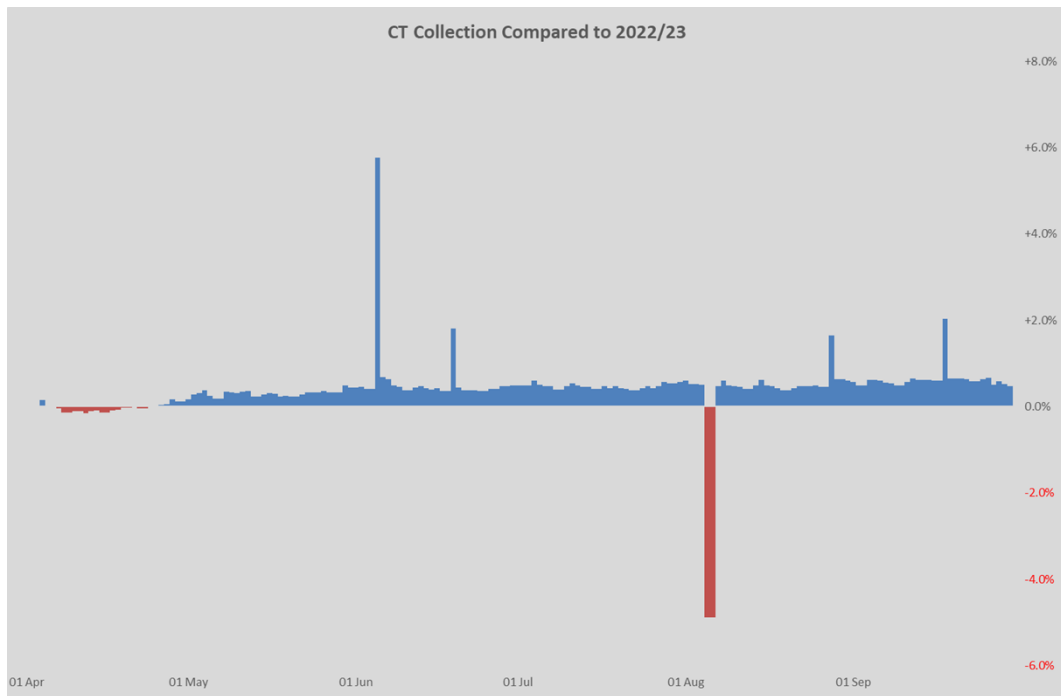
Reminders are at a lower level than 2019/20 (7,885 at 30<sup>th</sup> September 2023 compared to 9,330 for 2019/20) with liability orders at slightly higher levels (3,150 summonses compared to 2,387 in 2019/20 with 2,293 liability orders compared to 1,899). The reduction in reminders is principally due to an earlier first reminder run in 2019 where people had not started to make payment, whereas the increase in summonses is due to a combination of an increase in the number of summonses for previous year balances, catching up on deferred recovery in those years, and an increase in the number of summonses where people did not commence payment in April, most likely due to still having previous year arrears.

Attachment of earnings are at lower levels (159 attachments compared to 238 in 2019/20) meanwhile there were 1,659 enforcement agent referrals compared to 1,106 in 2019/20. The increase in referrals is due to the enforcement agents now taking cases at an earlier stage so they now serve requests for information on our behalf.

The backlog in processing of correspondence has been addressed and figures are now significantly better than normal. The Revenues Billing Team backlog has reduced from 347 outstanding items at the end of September 2022 to 119 at the end of September 2023 (504 items at 30<sup>th</sup> September 2021).



The current year collection level of 58.1% is above the target of 58.0%, this is approaching the 2019/20 collection performance of 58.5%. Performance is impacted by money being allocated elsewhere due to cost of living increases as well as higher arrears levels leading to reduced current year collection. The chart below shows how the relative collection has been steadily improving through the year.



**NB** the extreme variance shown in the above chart is due to Direct Debit collection being reflected on different dates due to weekends and Bank Holidays.

Court cost income is well ahead of target by £50k at £145k. Arrears collection in respect of 2022/23 stands at 27.8%, behind the target of 34.9%.

As of 30<sup>th</sup> September 2023 there were 2,194 live Council Tax universal credit cases. The collection rate for universal credit cases was 48.3% (of a £642k collectable debit) compared to our overall collection rate of 58.1%. The difference shows universal credit collection approximately £63k behind where it would be if it reflected the overall figures.

Direct Debit take up for live universal credit cases is 30.9% compared to 73.7% overall. In addition, 1,224 reminders have been sent in respect of the 2,194 universal credit cases (7,235 for 34,704 overall liabilities). 21% of live cases have received a summons for non-payment, compared to a figure of 6% overall.

## Housing

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

### **Tenants in receipt of Universal Credit:**

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

Total **Rent** arrears (excluding former tenants) on 30<sup>th</sup> September 2023 were £748k compared to £799k on 30<sup>th</sup> September 2022 – a reduction of £51k (compared to a £70k increase in the preceding year). This is benchmarked with 'best in class' providers and is reported as part of the annual update to cabinet. The snapshot from the report dated 26/10/23, shows top quartile performance for income recovery, whilst still keeping evictions low.

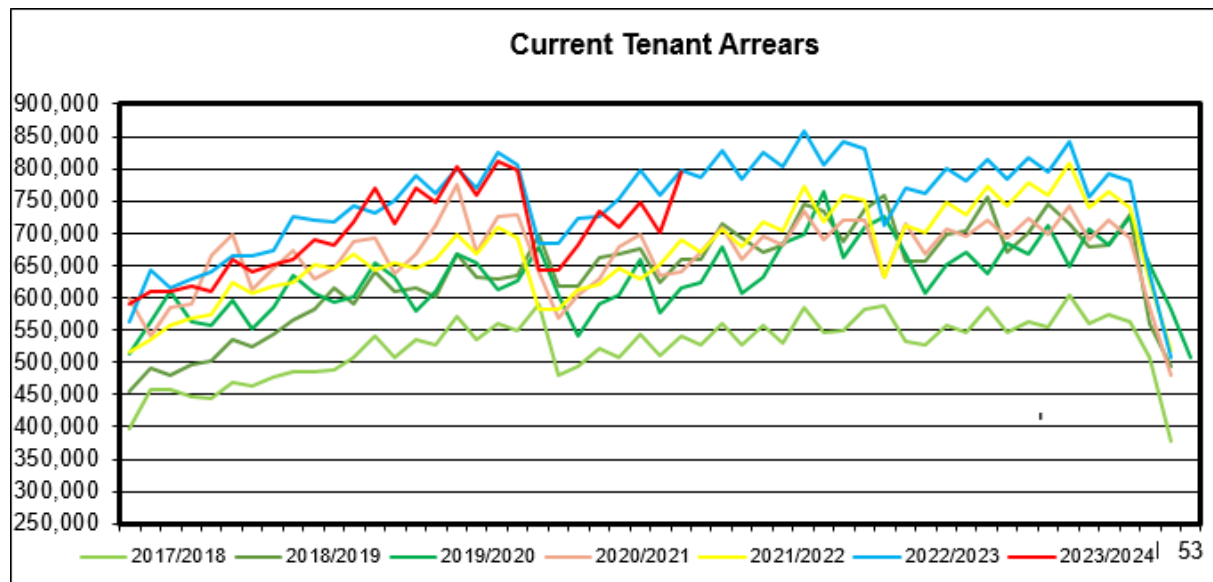
Tamworth Borough Council's performance compared with previous years						
	2018/19	2019/20	2020/21	2021/22	2022/23	Estimated Top Quartile by Housemark*
Number of Evictions	18 (0.42%)	13 (0.31%)	Ban on evictions Covid-19	2 (0.04%)	9 (0.09%)	0.17%

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

There have been 5 evictions since 1st April 2023. In quarter two there were 4 Hardship Fund Applications supported with £1740.83 of white goods purchased, 4 Hardship Fund Applications declined and a further Hardship Fund Application is awaiting further supporting information.

### Arrears Comparison Graph year on year performance

The comparison chart below clearly illustrates that whilst arrears continue to increase, the general patten of data across the year's arrears remains consistent.





## Write Offs

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

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

Type	01/04/23 – 30/09/2023
Council Tax	£4,774.81
Business Rates	£1,398.94
Sundry Income	£29,024.66
Housing Benefit Overpayments	£3,174.94
Housing	£30,228.61

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

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

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

## Universal Credit

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

<b>Indicator</b>	<b>Qtr 4 2018/19</b>	<b>Qtr 4 2019/20</b>	<b>Qtr 4 2020/21</b>	<b>Qtr 4 2021/22</b>	<b>Qtr 1 2022/23</b>	<b>Qtr 2 2022/23</b>	<b>Qtr3 2022/23</b>	<b>Qtr4 2022/23</b>	<b>Qtr1 2023/24</b>	<b>Qtr2 2023/24</b>
Live caseload figure	5,514	5,374	5,628	5,055	5,198	5,186	5,124	5,100	5,134	5,130
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,228	8,297	8,463	8,586	8,705	8,774	8,998
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,617	1,655	1,671	1,701	1,722	1,743	1,776
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	749	1,063	1,170	1,165	779	1,190	1,211
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	46.3%	64.2%	70.0%	68.5%	45.2%	68.3%	68.2%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	868	592	501	536	943	563	565
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	53.7%	35.8%	30.0%	31.5%	54.7%	31.7%	31.8%
Number of Council Tax Payers on Universal Credit	745	1,254	1975	1,973	1,976	2,012	2,023	2,065	2,140	2,194

Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	420	33	150	410	396	371	469
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.3%	1.67%	7.56%	20.3%	19.1%	17.3%	21.4%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1712	1,553	1,943	1,862	1,613	1,669	1,769	1,725
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	78.7%	98.3%	92.54%	79.7%	80.8%	82.7%	78.6%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	5,627,616	5,594,314	5,712,063	5,834,057	5,893,705	5,977,586	6,097,882
Discretionary Housing Payments made - Year to date	140,303	135,782	171,576	138,331	19,107	36,637	67,793	98,113	19,563	39,190
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148,625	121,294	16,019	30,957	58,189	83,706	15,781	32,037

### **3.4 Medium Term Financial Strategy 2023/24 -2027/28 Monitoring, September 2023**

When Council approved the 2023/24 Budget and Medium-Term Financial Strategy in February 2023, it faced the ongoing uncertain economic conditions.

On 12th December 2022, the Secretary of State for Levelling Up, Communities and Local Government published a written ministerial statement which was accompanied by a policy statement on the 2023/24 local government finance settlement and assumptions about the 2024/25 local government finance settlement.

This statement came ahead of the 2023/24 provisional local government finance settlement announcement, which was published in December 2022, detailing local authority-level figures for 2023/24.

The Government has set out some planning assumptions for the 2024/25 local government finance settlement as follows:

- The Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years.
- The council tax referendum principles will continue the same as 2023/24.
- Revenue support grant will continue and be uplifted in line with baseline funding levels (assumed now to be now based on September 2023 CPI), while social care grants will increase as set out in the table above.
- Business rates pooling will continue.
- The Government will set out the future position of New Homes Bonus ahead of the 2024/25 local government finance settlement.

This settlement represents a 'holding position' until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.

While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.

There are also further uncertainties arising from current cost pressure and inflationary increases which have compounded the likely price increases for supplies that are required for building or construction/maintenance works.

In addition, and following the mini budget on 23rd September, there are cost pressures due to the financial markets' response to the contents of that budget. Interest rates have increased, and it can be expected that this will have a negative effect on the price of goods and services but a positive effect from the return from the Council's Treasury investments.

Energy efficiency is likely to be a significant feature across all of our property portfolio including Council Housing. The commitment to achieve zero carbon within our own operations will present difficulties when considering our historic buildings like the Assembly Rooms, Castle and Town Hall. It is likely that investment in the property portfolio will be needed which has not yet been quantified and will need to be considered in future, in line with the Corporate Capital Strategy objectives.

It is anticipated that amendments to the Decent Homes Standard will look at building safety and energy efficiency for Council Housing. The cost is likely to be significant and could mean exploration of new ways of funding such as the application of service charges and support through available grants.

Income from the commercial/industrial portfolio has held up during the pandemic, but underlying market issues and the increase in online shopping (increased by the pandemic) mean that there is an immediate risk in relation to the income achievable from the Council's commercial property portfolio, while not known at present, could result in a significant loss of income.

Financial resilience is and has been the key requirement for local authorities at any time, but in the current crisis it has assumed unprecedented importance.

The overriding goal is to make sure our organisation remains fit for the future, while protecting services to the most vulnerable in our community.

The Recovery & Reset Programme package of savings originally reported in July 2022 estimated savings to be in the region of c£3.5m over 5 years; £2.8m of which was unbudgeted capital costs for continuing to occupy Marmion House.

As part of the update report to Cabinet on 10th November 2022, including those already built into the medium-term financial plan, the revised programme potentially delivers efficiencies of c£5.1m over the next 5-year medium term. This includes the c£3.5m already identified; plus, an additional £1.6m already delivered through the service re-design project within the programme.

In light of the base budget and MTFs forecast considered by Cabinet on 1st December 2022, following the Leaders Budget Workshop on 30th November 2022, Managers were asked to identify further areas for potential savings – which have now been included in the policy changes, amounting to c.£1.8m over 5 years.

As a result of the updated forecast at quarter 2, October 2023, the forecast projections now identify General Fund balances of £2.7m by 2025/26 (compared to £1.1m as part of the approved MTFs forecast in February 2023), a shortfall of £2.8m by 2026/27 (compared to a shortfall of £4.1m), a shortfall of £7.8m by 2027/28 (compared to a shortfall of £9m), with a shortfall of £13.4m by 2028/29.

Under the best-case scenario, General Fund balances are forecast at £3.7m by 2025/26, with a shortfall of £0.8m by 2026/27, £5m by 2027/28, and £9.8m by 2028/29.

Under the worst case scenario, there is a forecast shortfall in General Fund balances of £0.7m by 2025/26, with a shortfall of £6.7m by 2026/27, £12.7m by 2027/28, and £19.3m by 2028/29.

As members will be aware, savings are usually considered annually as part of the budget process, informed by the quarterly MTFs updates. The Quarter 1 forecast informed the scale of the cost reductions needed as part of the budget process – and as such managers were again asked to identify further areas for potential savings for consideration by Members as part of the budget process.

With the ongoing uncertainty around the fair funding review and business rates reset, it makes it difficult to plan in the longer term - which is what we have experienced for the past 10 years as the review has been deferred numerous times and now is a question of if rather than when it could happen.

A further consideration is the potential scale and scope of any government funding reductions, which need to be forecast. There needs to be a balance between hoping for the best and planning for the worst - which would include consideration of cost efficiencies, increased income and ultimately service reductions.

## **Housing Revenue Account**

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

As a result of the updated forecast at quarter 2, October 2023, the forecast projections now identify HRA balances of £1.4m by 2025/26 (compared to £2.8m as part of the approved MTFs forecast in February 2023), £1.2m by 2026/27 (compared to £2.4m), £1.1m by 2027/28 (compared to £2.2m), with balances of £0.9m by 2028/29.

Under the best-case scenario, HRA balances are forecast at £3.5m by 2025/26, £4.4m by 2026/27, £5.3m by 2027/28, and £6.3m by 2028/29.

Under the worst case scenario, HRA balances are forecast at £1.4m by 2025/26, £1.1m by 2026/27, £1m by 2027/28, and £0.8m by 2028/29.

However, this does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30-year HRA business plan. Previous indications from the modelling are a potential shortfall over 30 years of £37m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £376m over 30 years).

The increased cost pressures currently being experienced will have an impact on the level of rent increase for 2024/25. The MTFS included a forecast increase of 3% p.a. based on the formula allowed under the Rent Setting Guidance of CPI plus 1%. Given the current level of CPI of 6.7% (September 2023), the budgeted increase for 2024/25 will be at 7.7% in line with the maximum allowed by the Government's Rent Standard (that social housing rents can increase to include 'up to' a factor of the consumer price index (CPI) measure of inflation (for September of the preceding year) plus 1% for five years from 2020) - in order to support the continued investment in the housing stock. Each 1% increase would equate to additional income of c.£200k p.a. (£1m over 5 years). However, for 2023/24 DLUHC implemented of a rent cap 7% (with alternative options of 3% or their preferred 5% indicated).

From indications last year that a cap may also be considered for 2024/25, there is a possibility that DLUHC may consult on capping again (e.g. at a 5% capped increase, the annual rent loss would equate to £540k, £2.7million over 5 years). However, so far to date we have heard nothing with regard to a proposed rent cap, so it is looking less likely.

As part of the budget process, Policy Changes (now included in the forecast, as detailed below) are required in order to amend base budget provision. As grant and other income levels are forecast to reduce in the future, where increased costs are unavoidable then managers were required to identify compensatory savings.

## General Fund

	General Fund						
MTFS Projections 2022/23 - 2028/29	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Projected Balances per MTFS Council February 2023</b>	(9,170)	(7,962)	(5,865)	(1,101)	3,577	8,506	8,506
<b>Revised Stress Tested Forecasts:</b>							
Best Case Revised Forecast Balances - July 2023	(9,615)	(9,097)	(7,970)	(4,275)	(1,094)	2,387	6,446
Central Case Revised Forecast Balances - July 2023	(9,615)	(9,097)	(7,678)	(3,691)	205	4,351	9,020
Worse Case Revised Forecast Balances - July 2023	(9,615)	(8,179)	(5,519)	(290)	4,851	10,241	16,157
Best Case Revised Forecast Balances - Oct 2023	(9,615)	(9,996)	(8,160)	(3,700)	361	4,544	9,312
Central Case Revised Forecast Balances - Oct 2023	(9,615)	(9,505)	(7,152)	(2,175)	2,826	7,898	13,503
Worse Case Revised Forecast Balances - Oct 2023	(9,615)	(9,078)	(5,734)	234	6,230	12,297	18,898

As a result of the updated forecast at quarter 2, October 2023, the forecast projections now identify General Fund balances of £2.7m by 2025/26 (compared to £1.1m as part of the approved MTFS forecast in February 2023), a shortfall of £2.8m by 2026/27 (compared to a shortfall of £4.1m), a shortfall of £7.8m by 2027/28 (compared to a shortfall of £9m), with a shortfall of £13.4m by 2028/29.

Under the best-case scenario, General Fund balances are forecast at £3.7m by 2025/26, with a shortfall of £0.8m by 2026/27, £5m by 2027/28, and £9.8m by 2028/29.

Under the worst case scenario, there is a forecast shortfall in General Fund balances of £0.7m by 2025/26, with a shortfall of £6.7m by 2026/27, £12.7m by 2027/28, and £19.3m by 2028/29.



Further savings of around £2.8m p.a. will be required over the next 5 years (based on annual £5 increases in Council Tax). On an annualised basis this would equate to a year-on-year ongoing saving of £0.93m over 5 years.

Following the updates to the forecast, a summary of the resultant changes is outlined below.

*General Fund (GF) Changes since the MTFS was approved in February:*

<b>Change:</b>	<b>Budget Impact</b>
<b><i>Savings / increased income</i></b>	
Balances b/f from 2022/23 due to additional underspend	£(445)k 22/23 only
Projected outturn Q2 2023/24	£(1.411)m 23/24 only
Reduction in bad debt provision	£(225)k pa
Reduced electricity and gas costs following notification from Utility framework	£(214)k pa from 24/25
NI revision to 10% following reversal of Social Care levy	c.£(30)k pa from 24/25
Fees & Charges additional income arising from changes approved from 1/4/23	£(76)k pa from 24/25
<b><i>Additional costs / reduced income</i></b>	
Revenue impact of FHSF increased capital spend from financed from retained capital receipts	£120k pa
Increased pay award	c. £220k pa from 24/25
Proposed Policy Changes	£2.07m over 5 years (c.£0.4m p.a.)

The best-case scenario includes further anticipated reductions in energy costs (c.£100k p.a. in the future based on market indications, increased fees, and charges income of c.£160k p.a. and increased business rates income from year 3 arising from a more optimistic forecast following the funding reforms (c.£0.4m p.a.).

The worst-case scenario anticipates a higher than forecast public sector pay award of c.8% compared to the central case forecast of c.6% (c.£75k pa) and a significant reduction in commercial rent income of c.£0.9m pa.

Balances also held within earmarked reserves for Transformation and Business rates retention will also be available to support the budget and MTFS.

## Housing Revenue Account

MTFS Projections 2022/23 - 2028/29	Housing Revenue Account						
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Projected Balances per MTFS Council February 2023</b>	(4,431)	(3,608)	(3,331)	(2,849)	(2,434)	(2,152)	
<b>Revised Stress Tested Forecasts:</b>							
Best Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(2,744)	(3,485)	(4,314)	(5,298)	(6,222)
Central Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(1,738)	(1,470)	(1,268)	(1,198)	(1,047)
Worse Case Revised Forecast Balances - July 2023	(2,762)	(1,802)	(1,711)	(1,414)	(1,183)	(1,084)	(902)
Best Case Revised Forecast Balances - Oct 2023	(2,762)	(1,979)	(2,839)	(3,580)	(4,409)	(5,393)	(6,317)
Central Case Revised Forecast Balances - Oct 2023	(2,762)	(1,979)	(1,801)	(1,497)	(1,259)	(1,153)	(964)
Worse Case Revised Forecast Balances - Oct 2023	(2,762)	(1,979)	(1,772)	(1,441)	(1,174)	(1,038)	(820)

As a result of the updated forecast at quarter 2, October 2023, the forecast projections now identify HRA balances of £1.4m by 2025/26 (compared to £2.8m as part of the approved MTFS forecast in February 2023), £1.2m by 2026/27 (compared to £2.4m), £1.1m by 2027/28 (compared to £2.2m), with balances of £0.9m by 2028/29.

Under the best-case scenario, HRA balances are forecast at £3.5m by 2025/26, £4.4m by 2026/27, £5.3m by 2027/28, and £6.3m by 2028/29.

Under the worst case scenario, HRA balances are forecast at £1.4m by 2025/26, £1.1m by 2026/27, £1m by 2027/28, and £0.8m by 2028/29.

However, this does not include the anticipated cost pressures for the HRA capital programme arising from the ongoing work in updating the 30-year HRA business plan. Early indications from the modelling are a potential shortfall over 30 years of £37m plus a significant and unsustainable increase in HRA debt levels arising from the capital programme pressures (of over £376m over 30 years).

*Housing Revenue Account (HRA) Changes since the MTFS was approved in February:*

Change:	Budget Impact
<b><i>Savings / increased income</i></b>	
NI revision to 10%	c.£(9)k pa from 24/25
Reduction in RCCO from depreciation & increase from affordable rent	£(1.5)m pa from 24/25
Revised gas and electricity costs	£(255)k pa from 24/25
Projected outturn Q2 2023/24	£(40)k 23/24 only
<b><i>Additional costs / reduced income</i></b>	
Updated balances b/f from increased overspend	£1.669m 22/23 only
Increased pay award	c.£84k pa from 24/25
Increased depreciation & RCCO from affordable rent	£1.5m pa from 24/25
Proposed Policy Changes	£81k from 24/25

The best-case scenario includes further anticipated reductions in energy costs (c.£130k p.a.) in the future based on market indications and forecasts increased rent income from 2024/25 (of c.6%, c.£900k p.a.) due to the current high level of inflation on which future rent increases should be based.

The worst case scenario anticipates a higher than forecast public sector pay award of c.8% compared to the central case forecast of c.6% (c.£30k pa).

### 3.5 Financial Health Check Report – Period 6 September 2023

#### Executive Summary

This section to the report summarises the main issues identified at the end of September 2023.

#### General Fund

##### Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000
Chief Executive	1,050	1,064	14	1,732	1,740	8
AD Growth & Regeneration	348	358	10	1,689	1,900	211
ED Organisation	421	377	(44)	524	544	20
AD People	2,088	2,092	4	652	791	139
AD Operations & Leisure	2,297	2,271	(26)	4,320	4,394	74
ED Finance	62	43	(19)	-	10	10
AD Finance	339	(867)	(1,206)	(1,136)	(2,998)	(1,862)
AD Assets	(699)	(227)	472	(803)	(868)	(65)
AD Neighbourhoods	266	181	(85)	1,057	1,075	18
AD Partnerships	414	413	(1)	770	806	36
<b>Total</b>	<b>6,586</b>	<b>5,705</b>	<b>(881)</b>	<b>8,805</b>	<b>7,394</b>	<b>(1,411)</b>

The General Fund has a favourable variance against budget at Period 6 of £881k (favourable variance of £525k as at Period 5). The projected full year position identifies a favourable variance against budget of £1.411m or 16.02% (favourable variance of £360k or 4.09% as at Period 5). This underspend is mainly due to treasury management interest above budget because of rising interest rates and increased balances available to invest. The movement in the predicted outturn from period 5 to 6 is largely due to an improved predicted outturn of £200k overspend (shortfall against income) predicted this month on short-stay car parking; £170k additional underspend on treasury management; £130k change in benefits estimates and £160k underspend included for various vacant posts across the council.

Individual significant budget areas reflecting the variance and areas for concern are detailed at **s3.6 General Fund and HRA Variances**.

A balance of £110k was held in the General Contingency Budget at the end of September 2023 which, as part of the non-essential 'managed underspend' review, is forecast will not be required at present.

## Balances

Balances on General Fund are projected to be in the region of £9.820m at the year-end from normal revenue operations compared to £7.966m projected within the 2023/24 budget report– additional balances of £1.854m.

## Capital

GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000
Chief Executive	-	-	-	-	-	-	-	-	-
AD Growth & Regeneration	18,223	10,189	3,558	(6,631)	25,878	25,878	-	-	25,878
ED Organisation	-	-	-	-	-	-	-	-	-
AD People	449	278	59	(218)	555	286	(269)	207	493
AD Operations & Leisure	944	1,429	97	(1,332)	2,881	2,881	-	-	2,881
ED Finance	-	-	-	-	-	-	-	-	-
AD Finance	-	23	-	(23)	45	20	(25)	-	20
ED Communities	-	-	-	-	-	-	-	-	-
AD Assets	1,408	1,481	639	(843)	3,862	2,893	(970)	970	3,862
AD Neighbourhoods	-	23	-	(23)	46	46	-	-	46
AD Partnerships	-	-	-	-	-	-	-	-	-
									-
<b>GF Contingency</b>	250	-	-	-	250	30	(220)	220	250
<b>TOTAL GENERAL FUND</b>	<b>21,274</b>	<b>13,422</b>	<b>4,353</b>	<b>(9,069)</b>	<b>33,518</b>	<b>32,034</b>	<b>(1,484)</b>	<b>1,397</b>	<b>33,430</b>

Capital expenditure incurred was £4.353m compared to a profiled budget of £13.422m (£3.379m compared to a profiled budget of £11.185m as at Period 5). At this point it is predicted that £32.034m will be spent by year end against a full year budget of £33.518m including re-profiled schemes from 2022/23 of £21.274m (£27.835m spend predicted against a full year budget of £27.994m as at Period 5). Re-profiling of £1.397m into 2024/25 is predicted at this stage (£141k as at Period 4), being £689k Town Hall Improvements; £220k Contingency Budgets; £207k IT Requirements; £141k Roofing and Renewal of Walkways to Caledonian & Ellerbeck and £140k R&R Office Requirements.

A summary of Capital expenditure is shown at **s3.7 Capital Programme Monitoring**.

## Treasury Management

At the end of September 2023, the Authority had £68.642m invested in the money markets. The average rate of return on these investments is 5.28% though this may change if market conditions ease (5.13% when combined with property funds).

The Authority also has property fund investments of £1.849m with Schroders UK Real Estate Fund, £6.057m with Threadneedle Property Unit Trust, and £4.056m with Hermes Federated Property Unit Trust. The year to date returns on the property fund investments are 3.66% for Schroders, 4.82% for Threadneedle and 3.63% for Hermes.

Borrowing by the Authority stood at £63.060m at the end of September 2023, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.05%.

A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **s3.8 Treasury Management Update**.

## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000
HRA Summary	(10,917)	(10,918)	(1)	(10,937)	(11,013)	(76)
ED Communities	62	68	6	-	10	10
AD Operations & Leisure	178	137	(41)	391	354	(37)
AD People	99	85	(14)	-	-	-
AD Assets	601	492	(109)	583	563	(20)
AD Neighbourhoods	1,373	1,088	(285)	4,380	4,446	66
Housing Repairs	2,783	2,543	(240)	6,407	6,424	17
<b>Total</b>	<b>(5,821)</b>	<b>(6,505)</b>	<b>(684)</b>	<b>824</b>	<b>784</b>	<b>(40)</b>

The HRA has a favourable variance against budget at Period 6 of £684k and the projected full year position identifies a favourable variance against budget of £40k or 4.85% (£161k unfavourable or 19.54% as at Period 5). Individual significant budget areas reflecting the variance are detailed at **s3.6 General Fund and HRA Main Variances**.

## Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000
AD Assets	7,780	8,074	7,326	(748)	16,144	14,027	(2,116)	1,890	15,917
HRA Contingency	100	50	-	(50)	100	100	-	-	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>7,880</b>	<b>8,124</b>	<b>7,326</b>	<b>(798)</b>	<b>16,244</b>	<b>14,127</b>	<b>(2,116)</b>	<b>1,890</b>	<b>16,017</b>

Housing Capital expenditure of 7.326m has been incurred as at the end of Period 6 compared to a profiled budget of £8.124m (£6.254m against a profiled budget of £6.768m at Period 5).

At this point it is predicted that £14.127m will be spent by the year-end against a full year budget of £16.244m (including £7.880m re-profiled from 2022/23). Re-profiling of £1.890m is now predicted, including £1.381m on Regeneration and affordable housing; £374k on the Caledonian Development; £294k on roofing and renewal of walkways at both Caledonian shops and Ellerbeck; £185k Roofing at Eringden; and £30k Scooter Storage at High Rise.

A summary of Capital expenditure is shown at **s3.7 Capital Programme Monitoring**

### Balances

Balances on the Housing Revenue Account are projected to be in the region of £1.977m at the year-end compared to £3.605m projected within the 2023/24 budget report – additional balances of £1.628m.

### 3.6 General Fund Main Variances

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
CHIEF EXECUTIVE	JOINT WASTE ARRANGEMENT	RECYCLING JOINT ARRANGEMENTS	300,000	267,773	(32,227)	600,000	600,000	0	Related to delays in receiving recycling credits form Staffordshire County Council. Money not paid over to Joint Waste Service until funds received from County
		RECYCLING CREDITS-SCC	(307,500)	(267,773)	39,727	(615,000)	(615,000)	0	Delays in receiving recycling credit from Staffordshire County Council
AD GROWTH AND REGENERATION	OUTSIDE CAR PARKS	RATES	157,880	113,692	(44,188)	157,880	157,880	0	Increase in rates value in 2023/24 not in line with budget increase
		SHORT STAY CAR PARKING	(423,540)	(346,748)	76,792	(800,000)	(700,000)	100,000	Lower income than target for first six months. Situation being closely monitored and expected to recover slightly by year end
	ENVIRONMENTAL HEALTH	SALARIES	329,770	289,452	(40,318)	652,790	628,490	(24,300)	Expected salary underspend
		VACANCY ALLOWANCE	(16,680)	0	16,680	(33,410)	0	33,410	Vacancy Allowance
	DEVELOPMENT CONTROL	FEES & CHARGES PLANNING APP	(81,420)	(55,321)	26,099	(162,860)	(122,860)	30,000	Income that cannot be achieved due to late implementation of fees and charges
	ECONOMIC DEVELOPMT & REGEN	SALARIES	130,800	124,795	(6,005)	261,600	205,000	(56,600)	Staff salary to be charged to capital
	TEC COLESHILL	RATES	4,460	119,581	115,121	4,460	4,460	0	NDR for CO-OP building – Appeal in progress anticipated refund on payments made
ED ORGANISATION	MEMBER SERVICES	MEMBERS ATTEN ALLOW & FIN LOSS	168,120	133,296	(34,824)	336,180	336,180	0	Anticipated full spend by year end
AD PEOPLE	CUSTOMER SERVICES	VACANCY ALLOWANCE	(20,460)	0	20,460	(40,970)	0	40,970	Vacancy Allowance
		POSTAGES	28,420	29,773	1,353	56,880	96,880	40,000	Expected overspend based on current trend. Postal policy being implemented. 18% increase in postal costs from October expected
	APPLICATIONS & DIGITAL INSIGHT	SALARIES	164,760	136,239	(28,521)	329,570	299,570	(30,000)	Vacancy - funds may be required to fund contractor for fixed work



SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
AD OPERATIONS AND LEISURE		TICKET SALES	(71,100)	(25,559)	45,541	(142,150)	(52,150)	90,000	Reduced income as more shows moving from guaranteed income to "Split Profit" post COVID
		SPLIT PROFIT EVENT INCOME	(198,605)	(314,749)	(116,144)	(397,250)	(487,250)	(90,000)	Increased income as more shows moving from guaranteed income to "Split Profit" post COVID
	ASSEMBLY ROOMS BAR	SALARIES	87,360	53,116	(34,244)	174,700	114,700	(60,000)	Expected salary underspend-Senior Bar Supervisor vacant post being covered by existing staff
		BAR SALES	(30,480)	(60,761)	(30,281)	(61,010)	(121,010)	(60,000)	Bars and catering expenditure and income being reviewed by management concerns raised regarding potential coding issues
		CATERING SALES	(95,160)	(31,397)	63,763	(190,300)	(60,300)	130,000	Bars and catering expenditure and income being reviewed by management concerns raised regarding potential coding issues
	PUBLIC SPACES	SALARIES	759,060	721,152	(37,908)	1,518,120	148,120	(37,000)	Four vacancies covered by temporary staff combined with allowance for pay award still to be agreed
		VACANCY ALLOWANCE	(55,565)	0	55,565	(111,130)	0	111,130	Vacancy Allowance
		PAYMENTS FOR TEMPORARY STAFF	1,865	35,000	33,135	3,730	35,730	32,000	Increased spend to support/cover vacant posts
		EQUIPMENT HIRE	37,585	50,886	13,301	75,170	32,170	(43,000)	Reduced costs as extended hire of old machines a new mowers not going to be received till 24/25
	TREE MAINTENANCE	SALARIES	60,960	40,805	(20,155)	121,960	72,830	(49,130)	Vacant post being covered by temporary staff
	AD OPERATIONS AND LEISURE	SALARIES	49,020	41,119	(7,901)	97,980	66,840	(31,140)	New member of staff due to start December

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT	
AD FINANCE	BENEFITS	PROVISION FOR BAD DEBTS	25,000	0	(25,000)	25,000	(50,000)	(75,000)	Based on DWP Estimated Claim as at P6	
		RENT ALLOWANCES	2,030,000	2,174,725	144,725	4,374,530	4,622,500	247,970		
		COUNCIL TENANT RENT REBATES	3,190,810	3,418,686	227,876	6,126,350	6,521,000	394,650		
		COUNCIL TENANT GRANT	(3,167,940)	(3,495,059)	(327,119)	(6,082,470)	(6,452,420)	(369,950)		
		PRIVATE TENANT GRANT	(1,987,360)	(2,121,248)	(133,888)	(4,282,650)	(4,545,510)	(262,860)		
		DISCRETIONERY HSG PAYMT GRANT	0	(34,774)	(34,774)	(95,000)	(98,330)	(3,330)		Government Contribution based on Final Allocation
		OVERPAYMENT PRIVATE TENANT	(50,160)	(102,128)	(51,968)	(100,370)	(131,370)	(31,000)	Based on DWP Estimated Claim as at P6	
	PT OVERPAYMENT RECOVERY	0	73,332	73,332	0	81,330	81,330	Based on DWP Estimated Claim as at P6		
	BENEFITS ADMINISTRATION	SALARIES	282,920	250,282	(32,638)	561,970	541,970	(20,000)	Underspend due to vacancies	
		VACANCY ALLOWANCE	(20,400)	0	20,400	(40,790)	0	40,790	Vacancy Allowance	
	CORPORATE FINANCE									
		NNDR LEVY PAYMENTS	192,702	185,569	(7,133)	1,476,160	1,401,710	74,450	Forecast reduced levy payment based on Q2 estimate	
		GOVERNMENT GRANTS	(1,607,400)	(1,618,718)	(11,318)	(3,124,880)	(3,080,540)	134,340	Forecast reduced S31 grants	
	MISC CONTRIBUTIONS	0	(19,594)	(19,594)	0	(59,730)	(59,730)	(59,730)	Forecast returned levy from pool est at Q2 net of contribution to reserve	
	TREASURY MANAGEMENT	MINIMUM REVENUE PROVISION GF	0	0	0	275,460	203,830	(71,630)	Increased investment balances and interest rates.	
		TREASURY MAN. RECHG TO HRA	0	0	0	(2,820,460)	(2,853,910)	(33,450)		
		MISC INTEREST & DIVIDENDS	(668,700)	(1,629,067)	(960,367)	(1,337,340)	(3,068,750)	(1,731,410)	Expected annualised interest above budget due to increased interest rates	
PROPERTY FUND DIVIDENDS		(210,000)	(252,917)	(42,917)	(420,000)	(505,840)	(85,840)			

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
AD ASSETS	COMMERCIAL PROPERTY MANAGEMENT	PROVISION FOR BAD DEBTS	5,580	684,584	679,004	5,580	5,580	0	Bad provision re commercial lease income outstanding expected to be received by year end
		RENTS	(1,119,000)	(1,187,783)	(68,783)	(703,150)	(723,150)	(20,000)	Income higher than expected - additional income from rent of Carnegie Centre and other rent reviews
	MARMION HOUSE	ELECTRICITY	84,780	39,774	(45,006)	164,440	144,440	(20,000)	Lower bills being paid for summer months which will increase in winter months. Potential savings for lower utility charges expected later in year
		RATES	155,120	125,037	(30,083)	155,120	125,037	(30,083)	Used to pay separate bills for MH and 2nd Floor - now covered by one bill which has been paid for 2023/24
AD NEIGHBOURHOODS	HOMELESSNESS	BED AND BREAKFAST COST	75,000	107,070	32,070	150,000	150,000	0	Expenditure anticipated to be within budget by year end
		GOVERNMENT GRANTS	0	(73,451)	(73,451)	0	0	0	Support to Ukraine nationals, subject to HPG grant condition, still to be allocated across expenditure codes
		BED & BREAKFAST INCOME	(75,000)	(74,567)	433	(150,000)	(90,000)	60,000	The difference between B&B income and cost will be offset- estimated £60k based on previous year
	HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(8,333)	(260,704)	(252,371)	(232,500)	(232,500)	0	Homelessness Prevention Grant, still to be allocated
	COMMUNITY WARDENS	SALARIES	105,860	57,259	(48,601)	211,670	175,670	(36,000)	Calculated savings from deleted post and vacant posts
AD PARTNERSHIPS	CAR PARKING ENFORCEMENT COSTS	SALARIES	36,960	0	(36,960)	73,900	0	(73,900)	Two vacant posts covered by agency staff
		PAYMENTS FOR TEMPORARY STAFF	0	36,000	36,000	0	0	73,900	Cost of agency offset against salaries
	SAFER STRONGER COMMUNITIES FND	CONT TO RESERVES	0	0	0	0	66,840	66,840	Asylum Seekers Dispersal Grant to be carried forward to 2024/25
	SAFER STRONGER COMMUNITIES FND	GOVERNMENT GRANTS	(34,520)	(70,890)	(36,370)	(79,350)	(146,190)	(66,840)	Asylum Seekers Dispersal Grant to be carried forward to 2024/25

## General Fund – Policy Changes Savings / Additional Income

Cost Centre	Account	2023/24 POLICY CHANGES	2023/24 Management Budget	Predicted Outturn Variance	Predicted Outturn	Comment
ASSEMBLY ROOMS	SPLIT PROFIT EVENT INCOME	(11,000)	(397,250)	(90,000)	(487,250)	More shows moved to split profit since covid
ASSEMBLY ROOMS	BROADCAST INCOME	(10,000)	(15,600)	(1,900)	(17,500)	Income reviewed in year further Policy Change to be included in 2024/25
OUTDOOR EVENTS & ARTS PROJECTS	SPONSORSHIP & GRANTS	(4,000)	(6,430)	0	(6,430)	
COMMUNITY LEISURE	COMMUNITY SWIMMING EXPENSES	(17,580)	0	0	0	
TREE MAINTENANCE	MISC CONTRIBUTIONS	(5,000)	(5,000)	5,000	0	Staff shortage in year so not able to generate additional income, should be able to pick up in 2024/25
HUMAN RESOURCES	STAFF HEALTH INSURANCE	(8,000)	8,730	4,000	12,730	Costs averaging £1k/month
TOWN HALL	ROOM HIRE	(1,000)	(1,000)	0	(1,000)	
HOMELESSNESS STRATEGY	GOVERNMENT GRANTS	(100,000)	(264,630)	0	(264,630)	
MARKETS & STREET DISPLAYS	STREET TRADERS LICENCE INCOME	(5,000)	(8,300)	0	(8,300)	
CASTLE & MUSEUM	GOVERNMENT GRANTS	(20,000)	(20,000)	0	(20,000)	
TEC COLESHILL	ROOM HIRE	(2,500)	(2,500)	0	(2,500)	
TEC COLESHILL	RENTS	(22,500)	(22,500)	0	(22,500)	
FINANCIAL OPERATIONS	CAR ALLOWANCES	(1,440)	100	0	100	
AD FINANCE	CAR ALLOWANCES	(1,550)	110	0	110	
CASH COLLECTION	PAYMENT CARDS	(5,000)	9,000	0	9,000	

## Housing Revenue Account – Main Variances

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
HRA SUMMARY	H R A SUMMARY	ITEM 8 DEBIT	0	0	0	2,820,460	2,853,910	33,450	Offset under General Fund Treasury Management
		SERVICE CHARGE	(124,500)	(144,708)	(20,208)	(239,020)	(269,020)	(30,000)	Higher electricity and gas charges compared with the budget figures
		RENTS	(10,804,720)	(10,808,344)	(3,624)	(20,741,400)	(20,841,400)	(100,000)	Higher rent collection than budgeted.
AD OPERATIONS AND LEISURE	CARETAKERS	SALARIES	141,540	93,836	(47,704)	283,050	258,550	(24,500)	Three vacancies
	CARETAKERS	VEHICLE HIRE	26,330	11,555	(14,775)	52,660	14,660	(38,000)	Currently out to tender should be in place by year end
AD ASSETS	SERVICE CHARGES	SERVICE CHARGE	(19,500)	(24,461)	(4,961)	(37,400)	(74,400)	(37,000)	Additional Leaseholder invoices sent out for S20 Works relating to high rise flats
	REPAIRS CONTRACT	SALARIES	198,180	159,915	(38,265)	396,330	370,330	(26,000)	Building fire safety officer vacant post, approx £15k pay award
	HRA CLEANERS	SALARIES	143,880	113,457	(30,423)	287,750	287,750	0	Being used to fund Agency cover for sickness and vacant hours
		ELECTRICITY	117,060	50,426	(66,634)	234,110	234,110	0	Bills to May 2023 paid. Adjustment for June & July 2023 added
AD NEIGHBOURHOODS	INCOME MANAGEMENT	VACANCY ALLOWANCE	(15,720)	0	15,720	(31,440)	0	31,440	Vacancy Allowance
	ESTATE MANAGEMENT	SALARIES	174,840	142,574	(32,266)	349,670	319,670	(30,000)	Vacant post being covered by temporary staff
		PAYMENTS FOR TEMPORARY STAFF	11,500	34,998	23,498	11,500	43,500	32,000	Partially offset against underspend on Salaries, Temporary Staff covering Secondment and vacancy
		SHRUB & TREE PLANTING	29,520	0	(29,520)	59,090	29,090	(30,000)	Work undertaken by Street Scene who have experienced a staffing shortage. Full complement of staff now in so place expected to be able to deliver service to year end

SERVICE AREA	COST CENTRE	ACCOUNT CODE	YEAR TO DATE BUDGET	YEAR TO DATE POSITION	YEAR TO DATE VARIANCE	FULL YEAR BUDGET	FULL YEAR POSITION PREDICTED OUTTURN	PREDICTED OUTTURN VARIANCE	COMMENT
HOUSING REPAIRS	REPAIRS CONTRACT	WALL FINISHING & LINTELS	320,175	270,168	(50,007)	640,350	640,350	0	Currently underspend but it will be used for parapets which should be completed before year end
		MISC. (NON SPECIFIC)	40,000	2,099	(37,901)	80,000	40,000	(40,000)	Underspend to support disrepair work
		DISREPAIR COSTS	0	14,312	14,312	0	120,000	120,000	Unbudgeted disrepair cost of works undertaken by Waites and Equans, offset against misc. and planned maintenance estimated further £85k to be raised in near future
		PLANNED MAINTENANCE	63,080	13,943	(49,137)	126,160	66,160	(60,000)	Underspend to support disrepair work estimated further £35k to be raised in near future
		RECHARGABLE WORKS	0	(83,424)	(83,424)	0	(83,420)	(83,420)	Unbudgeted income - invoices raised for damages to properties
	REPAIRS	MISC. (NON SPECIFIC)	40,500	13,235	(27,265)	81,000	41,000	(40,000)	Estimated underspend at year end
		DISREPAIR COSTS	0	74,382	74,382	0	120,000	120,000	Unbudgeted legal costs and settlement fees in regard to disrepairs claims

## 3.7 Capital Programme Monitoring

### GENERAL FUND

Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Growth</b>										
Gungate Development	652	326	69	(257)	6,152	6,152	-	-	6,152	Report agreed by Council 18th July with regard to progressing the scheme, may need to reprofile some funding if plans not completed by the year end.
Repairs to Castle Elevation	429	215	429	215	429	429	-	-	429	All budget will be used to finish the project in Sept/Oct 2023
FHSF Castle Gateway	4,859	2,781	202	(2,579)	5,561	5,561	-	-	5,561	Expecting to spend approx 9.5m with SS college by year end
FHSF Middle Entry	611	684	281	(403)	1,367	1,367	-	-	1,367	In process to review how to deliver the project and to be in line with plan submitted to DLUHC. Plan to request more budget in Dec 2023
FHSF College Quarter	11,672	6,031	2,553	(3,478)	12,062	12,062	-	-	12,062	In process to review how to deliver the project and to be in line with plan submitted to DLUHC. Plan to request more budget in Dec 2023
Capital Repairs Programme - Castle	-	50	17	(33)	100	100	-	-	100	New project in 2023-24, will start looking for delivery
Fire and Intruder Alarm Renewals at Tamworth Castle	-	30	6	(24)	60	60	-	-	60	New project in 2023-24, will start looking for delivery
Heating Renewals at Tamworth Castle	-	18	-	(18)	36	36	-	-	36	New project in 2023-24, will start looking for delivery
Roofing Renewal at Tamworth Castle	-	55	-	(55)	110	110	-	-	110	New project in 2023-24, will start looking for delivery
<b>Service Area Total</b>	<b>18,223</b>	<b>10,189</b>	<b>3,558</b>	<b>(6,631)</b>	<b>25,878</b>	<b>25,878</b>	<b>-</b>	<b>-</b>	<b>25,878</b>	

Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD People</b>								-		
Replacement It Technology	20	35	30	(5)	70	70	-	-	70	Network refresh to be brought forward due to issued with VMWare
Self Service Customer Portal	10	5	10	5	10	10	-	-	10	Project went live Jan 23. Remaining funds to be used for further development
Endpoint & Web E-Mail Filter	40	20	-	(20)	40	40	-	-	40	Due October 23. Likely to extend for another 1-3 years and then plan to move to revenue budget as part of Microsoft agreement.
Asset Management Database	42	21	4	(17)	42	20	(22)	-	20	Consultancy and training fees expected. Unlikely to spend full budget.
R & R Smart Working IT Requirements	250	125	-	(125)	250	130	(120)	120	250	Remaining funds may be required for digital signage but unlikely to be spent by March 24.
ICT Audio/Visual Technology Town Hall	87	44	-	(44)	87	-	(87)	87	87	In contact with potential supplier. Spend still to be agreed, unlikely to be finalised by March 24. To be reprofiled into 24/25
ITrent HR & Payroll SAAS	-	-	16	16	-	16	16	-	16	Costs relating to 22-23 which should have been accrued
Civica Digital Image Store	-	28	-	(28)	56	-	(56)	-	-	Civica software now outdated. Decision to be made whether to update as far as possible or move to new cloud based software. Unlikely to be spent by Mar-24, may need to be repurposed into the Civica wider system upgrade.
<b>Service Area Total</b>	<b>449</b>	<b>278</b>	<b>59</b>	<b>(218)</b>	<b>555</b>	<b>286</b>	<b>(269)</b>	<b>207</b>	<b>493</b>	
<b>AD Operations &amp; Leisure</b>								-		
Wigginton Park Section 106	11	6	-	(6)	11	11	-	-	11	Volunteers groups slowly returning post pandemic resulting in delay management plan.
Broadmeadow Nature Reserve	11	6	-	(6)	11	11	-	-	11	Projects will be identified and carried out during the current financial year



Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
Public Open Space Section 106	27	13	-	(13)	27	27	-	-	27	Budget will be used in 2023-24 for play area improvements at Rainscar, to be confirmed.
Street Lighting	69	151	31	(120)	303	303	-	-	303	Ongoing 40+ replacement scheme, works to plan.
Local Nature Reserves	24	12	-	(12)	24	24	-	-	24	Grant funding HLS from Rural Payments Agency. Waiting for quotation.
Amington Community Woodland	757	378	27	(351)	757	757	-	-	757	On hold due to issues on site with levels - with Planning.
Refurbishment Castle Grounds Tennis Courts	10	5	4	(1)	10	10	-	-	10	Majority of work completed.
Refurbishment of Play Areas	35	73	35	(38)	145	145	-	-	145	Contract awarded for £50k. New tender to use £35K (+ £10K from GW1801) for remaining work Celandine but have not been completed.
Balancing Ponds	-	115	-	(115)	230	230	-	-	230	New project in 2023-24, will start looking for delivery
Boardwalk Warwickshire Moor	-	10	-	(10)	20	20	-	-	20	New project in 2023-24, will start looking for delivery
Improved security at Depot including gates, alarms and access	-	60	-	(60)	120	120	-	-	120	New project in 2023-24, will start looking for delivery
Refurbishment of Anker Valley changing rooms	-	125	-	(125)	250	250	-	-	250	New project in 2023-24, will start looking for delivery
Installation of 3G pitches at Anker Valley	-	450	-	(450)	900	900	-	-	900	New project in 2023-24, will start looking for delivery
Renewal of Lighting at Depot	-	25	-	(25)	50	50	-	-	50	New project in 2023-24, Acquisition completed, anticipating full spend. It will be reviewed in December
Street Scene Equipment	-	-	-	-	24	24	-	-	24	New Scheme added in year to be completed by year end

Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>Service Area Total</b>	<b>944</b>	<b>1,429</b>	<b>97</b>	<b>(1,332)</b>	<b>2,881</b>	<b>2,881</b>	<b>-</b>	<b>-</b>	<b>2,881</b>	
<b>AD Finance</b>										
GF Capital Salaries	-	23	-	(23)	45	20	(25)	-	20	Project Accountant will be in post from end October, therefore underspend projected
<b>Service Area Total</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>(23)</b>	<b>45</b>	<b>20</b>	<b>(25)</b>	<b>-</b>	<b>20</b>	
<b>AD Assets</b>										
Disabled Facilities Grant	1,262	956	102	(854)	1,912	1,912	-	-	1,912	Still at the initial stage of running the services in House, it is difficult to predict the final outturn.
Energy EFF Upgrade Commercial and Industrial Properties	-	38	-	(38)	75	75	-	-	75	Expenditure depends on the vacant units for letting out after the EPC recommendations. None have been identified up-to-date therefore the budget will support the Net Zero scheme
R & R Office Requirements	145	73	5	(67)	145	5	(140)	140	145	Awaiting option appraisal but unlikely to be spent this year, budget will be reprofiled
Town Hall Improvements	-	344	-	(344)	689	-	(689)	689	689	Will not be completed this year, reprofile for now, but it is possible that the project wont go ahead, then this would be saving
Roofing and renewal of walkways to Caledonian shop	-	43	-	(43)	85	-	(85)	85	85	Leaseholders implications – Project on hold and budget to be reprofiled.
Roofing and renewal of walkways to Ellerbeck	-	28	-	(28)	56	-	(56)	56	56	Leaseholders implications – Project on hold and budget to be reprofiled.
Commercial Lease Bolebridge	-	-	531	531	900	900	-	-	900	New project in 2023-24, Acquisition completed, anticipating full spend. It will be reviewed in December
<b>Service Area Total</b>	<b>1,408</b>	<b>1,481</b>	<b>639</b>	<b>(843)</b>	<b>3,862</b>	<b>2,893</b>	<b>(970)</b>	<b>970</b>	<b>3,862</b>	

Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Neighbourhoods</b>										
CCTV Infrastructure	-	23	-	(23)	46	46	-	-	46	Scheme to be completed by October
<b>Service Area Total</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>(23)</b>	<b>46</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>46</b>	
<b>GF Contingency</b>										
Gf Contingency	100	-	-	-	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled
Cont-Return on Investment	20	-	-	-	20	-	(20)	20	20	No plans to release funds identified as yet, to be re-profiled
GF Contingency Plant and Equipment	100	-	-	-	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled
GF Contingency Castle Curtain Wall	30	-	-	-	30	30	-	-	30	-
<b>Service Area Total</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>30</b>	<b>(220)</b>	<b>220</b>	<b>250</b>	
<b>GENERAL FUND TOTAL</b>	<b>21,274</b>	<b>13,422</b>	<b>4,353</b>	<b>(9,069)</b>	<b>33,518</b>	<b>32,034</b>	<b>(1,484)</b>	<b>1,397</b>	<b>33,430</b>	

## HOUSING REVENUE ACCOUNT

Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD Assets</b>										
Structural Works	129	165	15	(149)	329	253	(76)	-	253	Cost of the projects identified so far is £140k and there is additional work in the pipeline. At this point underspend figure provided by Contractor is £76k but this will change later in the year
Bathroom Renewals	-	288	287	(1)	575	687	112	-	687	Currently working with contractor to resolve invoicing issues and updating Orchard system to enable accurate monitoring of spend
Gas Central Heating Upgrades and Renewals	845	765	859	94	1,530	1,530	-	-	1,530	20 properties left to complete at High Rise, awaiting quotes for Anker Moor, Ellerbeck, Erindgen and Oakendale, Gas installs: 490 budget left but it is anticipated that the whole budget will be spend.
Kitchen Renewals	-	350	123	(227)	700	700	-	-	700	Contract split between Wates and Equans - programme of works yet to be provided by Equans but it is expected that the full budget will be spent this year
Major Roofing Overhaul and Renewals	-	750	766	16	1,500	1,500	-	-	1,500	Work on track. High volume of work has come through - budget expected to be spent in full
Window and Door Renewals	-	200	168	(32)	400	400	-	-	400	Work on schedule for 80% of the budget - this inc Cheatle Court. Further review will take place later on to ensure the budget is utilised in full
Neighbourhood Regeneration	59	129	83	(46)	259	259	-	-	259	4 - 5 projects planned. Work at Eallingham will start soon (quote received for £80k). Thomas Hardy Court in progress (£28k). It is expected that budget will be spent in full

Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
Disabled Facilities Adaptations	173	211	51	(160)	423	423	-	-	423	PO raised for OT services, Equans were sent a list of 30 jobs so far with a request to quote for them. Minor work has already completed by Equans but we are looking at more cost effective options to deliver the services.
Rewire	180	165	60	(105)	330	330	-	-	330	Budget to be used for the rewiring at the properties where the roofing work has been completed, also the door entry systems require rewiring by Tunstall, £58k quoted for Thomas Hardy. In addition, due to changes in best practice, current consumer units need to be upgraded from plastic to metal.
CO2 / Smoke Detectors	-	32	26	(6)	64	64	-	-	64	Number of CO2 detectors have been replaced, and there is more to be done, expected to spend full budget by year end
Insulation	18	9	-	(9)	18	18	-	-	18	Linked with Roofing work - will be spent in full
Works associated with renewal of drainage at High Rise	-	315	659	344	615	831	216	-	831	Overspend due to additional work identified while the project was in process. Virement from other schemes CR4028 and CR4024 - awaiting approval by Cabinet
Renewal of Roofing at Eringden	-	93	-	(93)	185	-	(185)	185	185	Contract with Wates. Due to the fact that the project has to go through a consultation period before the work starts, this scheme won't go ahead this year and budget will be reprofiled
Renewal of Windows at Eringden	-	128	-	(128)	255	255	-	-	255	Linked with Fire Mitigation work on Doors Eringden, Budget will be spent in full
Roofing and renewal of walkways to Caledonian shops (HRA)	-	64	-	(64)	127	-	(127)	127	127	Leaseholders implications – Project on hold and budget to be reprofiled.

Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
Roofing and renewal of walkways to Ellerbeck (HRA)	-	84	-	(84)	167	-	(167)	167	167	Leaseholders implications – Project on hold and budget to be reprofiled.
Replace High Rise Soil Stacks	360	180	360	180	360	360	-	-	360	Wates have completed this project, which is in line with the Drainage at High Rise.
Sheltered Schemes	106	88	102	14	176	176	-	-	176	Projects have been identified to use the whole budget
Energy Efficiency Improvements	70	35	35	(0)	70	70	-	-	70	Scheme awaiting pricing by Wates, will be utilised this year - linked with loft insulation
Install Fire Doors High Rise	15	7	14	7	15	15	-	-	15	Residual cost from previous year project - budget spent in full
High Rise Ventilation System	120	60	-	(60)	120	-	(120)	-	-	Due to implementation of new regs, this project is postponed to next year. New capital bid have been submitted and this year budget will be supporting SVP project £90,750 - awaiting Cabinet approval. At this point there is £28,250 savings
Fire Risk Mitigation Works	204	252	204	(48)	504	504	-	-	504	Wates quoted for High Rise work identified by Ridge and Partners report. The budget will be spent in full
Damp & Mould Works	72	86	71	(15)	172	172	-	-	172	Work comes though Housing Repairs and is related to Disrepairs /water damage. Currently looking at work such as Insulation etc
Decarbonisation	1,117	559	883	325	1,117	883	(234)	-	883	Project completed, remaining could be made available to fund roof insulation project which is still awaiting costings.
High Rise Refuse Chite Renewals	-	60	11	(49)	135	11	(124)	-	11	Project completed and the budget will be required to assist with other High Rise projects, such as SVP which will require a virement of £124,250 - awaiting Cabinet approval
Sheltered Lifts and Stairlift Renewals	275	317	144	(173)	635	635	-	-	635	No plans for new Sheltered Lifts, the budget should be used up for the stairlifts, appointing Stannah lifts, the final cost not confirmed but if underspend, it will be required next year to clear the backlog of jobs

Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
Fire Alarm Panel Renewals	50	25	40	15	50	50	-	-	50	Tunstall identified properties for the removal and updating panels within the flats. Intention is to spend the whole budget this year
Scooter Storage at High Rise	30	15	-	(15)	30	-	(30)	30	30	There are questions regarding recharges for the scooter storage. This won't happen this year. Budget to be reprofiled.
Upgrade Pump Room at High Rise	-	13	-	(13)	25	25	-	-	25	Installation of filters to the water pumps, project will be completed within next few months
Retention of Garage Sites	314	407	814	407	814	814	-	-	814	Garage retention project ongoing, 6-7 projects will take place this year. Awaiting review of the projects by consultant, following that there will be schedule of work planned for next year. This year budget will be spent in full.
Capital Salaries	-	100	-	(100)	200	200	-	-	200	-
Software Fire Safety Surveys	90	45	-	(45)	90	90	-	-	90	Floor plans in the process of being completed. Further request for assistance with the building safety case (RIDGE)
HRA Street Lighting	42	196	32	(165)	392	392	-	-	392	Awaiting information from EON
Asset Management Software HRA	14	7	4	(3)	14	14	-	-	14	Additional requirement has been identified
Telecare System Upgrades	66	33	-	(33)	66	66	-	-	66	Report has been received, discussions with Housing and Tunstall regarding implementation of this project
Regeneration & Affordable Housing	1,936	1,095	1,179	84	2,186	1,179	(1,007)	1,007	2,186	Wilnecote project is finishing in October, final payment 28 after final completions in December, no plans for purchase property on open market, left over budget to be reprofiled.
Caledonian Depot New Build	1,497	748	336	(412)	1,497	1,123	(374)	374	1,497	work has started, expected completion of 75% this year - 25% to reprofile
<b>Service Area Total</b>	<b>7,780</b>	<b>8,074</b>	<b>7,326</b>	<b>(748)</b>	<b>16,144</b>	<b>14,027</b>	<b>(2,116)</b>	<b>1,890</b>	<b>15,917</b>	

Directorate	Budget Reprofiled from 2022/23 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
HRA Contingency										
HRA Contingency	100	50	-	(50)	100	100	-	-	100	To be re-profiled
<b>Service Area Total</b>	<b>100</b>	<b>50</b>	<b>-</b>	<b>(50)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>HRA Total</b>	<b>7,880</b>	<b>8,124</b>	<b>7,326</b>	<b>(798)</b>	<b>16,244</b>	<b>14,127</b>	<b>(2,116)</b>	<b>1,890</b>	<b>16,017</b>	



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

<b>Borrower</b>	<b>Deposit £</b>	<b>Rate %</b>	<b>From</b>	<b>To</b>	<b>Notice</b>
Lloyds Bank	5,000,000	5.00%	11-May-23	10-Nov-23	-
Standard Chartered	5,000,000	4.83%	11-May-23	10-Nov-23	-
Standard Chartered	5,000,000	5.19%	24-May-23	24-Nov-23	-
Birmingham City Council	5,000,000	4.00%	27-Jan-23	29-Jan-24	-
Cornwall County Council	5,000,000	5.40%	14-Jul-23	15-Jan-24	-
NatWest Bank	5,000,000	6.15%	10-Jul-23	08-Jul-24	-
Lloyds Bank	4,000,000	5.99%	14-Jul-23	12-Jan-24	-
NatWest Bank	5,000,000	5.85%	08-Aug-23	08-Aug-24	-
Southampton City Council	5,000,000	5.85%	18-Sep-23	18-Jun-24	-
Santander	5,000,000	4.67%	-	-	180 days
MMF – Aberdeen	8,615,000	5.25%*	-	-	On call
MMF – PSDF	1,298,000	5.20%*	-	-	On call
MMF – Federated	9,729,000	5.35%*	-	-	On call
<b>Total</b>	<b>68,642,000</b>	<b>5.28%</b>	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.66%	-	-	-
Threadneedle Property Unit Trust	6,056,785	4.82%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	3.63%	-	-	-
<b>Total</b>	<b>80,604,218</b>	<b>5.13%</b>	-	-	-

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

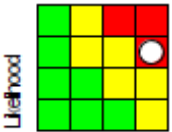

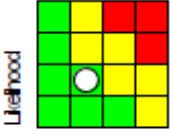





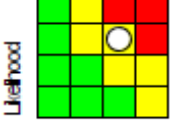

<b>Fund</b>	<b>Initial Investment</b>	<b>Fund Value 30/09/2023</b>	<b>2023/24 Return to Date</b>		
Schroders UK Real Estate Fund	£1,848,933.03	£1,638,075.65	£33,974.37	3.66%	Returns Received Monthly. Received up to Sep-23.
Threadneedle Property Unit Trust	£6,056,785.32	£5,357,932.17	£72,719.89	4.82%	Returns Received Quarterly. Received up to Jun-23
Hermes Federated Property Unit Trust	£4,056,499.57	£3,620,145.98	£36,670.53	3.63%	Returns Received Quarterly. Received up to Jun-23
<b>Total</b>	<b>£11,962,217.92</b>	<b>£10,616,153.80</b>	<b>£143,364.79</b>	<b>4.23%</b>	

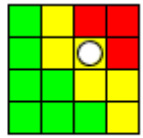

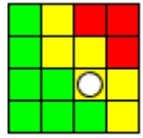

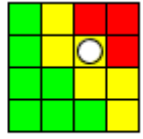

External Borrowing as of 30<sup>th</sup> September 2023:






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

## 4. Corporate Risk

### 4.1 Corporate Risks Summary Quarter 2 2023

Code	Parent Risk Title	Risk	Current Risk Matrix	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	Risk Assigned To
1	Finance/Financial stability 2023/24	To ensure that the Council is financially sustainable as an organisation	 Likelihood Severity	11-Oct-2023	4	3	12		Joanne Goodfellow
2	Governance 2023	To ensure the Council is fully compliant in all legislative requirements	 Likelihood Severity	09-Oct-2023	2	2	4		Anica Goodwin
3	Promoting community resilience and cohesive communities	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'	 Likelihood Severity	17-Oct-2023	2	2	4		Joanne Sands
4	Lack of resources, capacity and right skills in place	Lack of resources, capacity and right skills in place (recruitment and retention) to deliver corporate objectives	 Likelihood Severity	09-Oct-2023	2	2	4		Anica Goodwin
5	Organisational Resilience 2023/24	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future.	 Likelihood Severity	04-Oct-2023	3	3	9		Rob Barnes

6	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure.	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure	 Likelihood Severity	31-Oct-2023	3	3	9		Rob Barnes
7	Information and Data Management	Challenges managing and gaining valuable insight from information and data systems could impede decision making and affect systems viability.	 Likelihood Severity	09-Oct-2023	3	2	6		Zoe Wolicki
8	Inability to deliver economic growth, sustainability and prosperity in the Borough	Lack of economic growth, sustainability and prosperity in the Borough at the levels required	 Likelihood Severity	31-Oct-2023	3	3	9		Rob Barnes

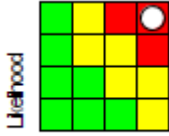
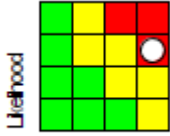
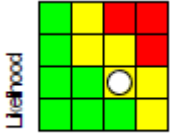
Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

## 4.2 Detailed Corporate Risk Register Summary 2023.

### 1 Finance/Financial Viability 2023/24

Corporate Risk Heading	Finance/Financial stability 2023/24
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Corporate Risk	To ensure that the Council is financially sustainable as an organisation
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	4	Severity	3
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	16	Risk Score	12	Risk Score	6
		Date Reviewed	11-Oct-2023	Target Date	

<b>Causes</b>	<ul style="list-style-type: none"> <li>* Risk of Austerity cuts/Major variances to the level of grant/subsidy</li> <li>* Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases)</li> <li>* Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities.</li> <li>* Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Inability to plan long term due to uncertainty over future Local Government funding. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outlined funding for 2023/24 with indications for 2024/25.</li> <li>While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.</li> <li>* Unplanned cost reductions / savings requirements</li> </ul>
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	<p>income if households struggle to pay council tax, housing rent payments, etc. If families find themselves in financial difficulty it could also increase the demand for our services putting pressure on resources, for example increase in homelessness.</p> <p>* Under utilisation of Assets</p>		<p>* Financial issues leading to the Authority being taken over by Government appointed officers.</p> <p>*Inability to plan investments into assets</p> <p>*Inability to diverse income streams</p> <p>*Social cohesion erosion could occur as public are adversely impacts by cost of living impact – potential for reputable damage for the council if unable to support effectively (or perception to). *Negative public perception may damage Council’s reputation</p>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Monthly Budget Monitoring	31-Mar-2024		Monthly Financial Healthcheck reports to CMT and quarterly to Cabinet	Joanne Goodfellow
Proactive and targeted cost saving analysis and review of reserve funds	31-Mar-2024		Progress against savings and income targets reported as part of quarterly performance report. Review of current levels of reserves and retained funds commenced and to be reported to Cabinet in December.	Joanne Goodfellow
Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members	31-Mar-2024		2023/24 MTFS included review and update of fees and charges and new charges introduced. Other targeted savings built into budget via policy changes.	Joanne Goodfellow

Latest Note	The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2022 outline funding for 2023/24 with indications for 2024/25.
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This settlement represents a 'holding position' until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Provider Responsibility funding). But this means that the big questions about the future of the funding system remain unaddressed one way or another.

While this means the Council will be able to retain its business rate growth for 2023/24 and 2024/25, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2025/26.

The ongoing cost of living crisis and inflationary pressures continue to have an impact on the Council's finances. At the same time as rising supply costs there is also the potential for a fall in income as the disposable income of the public reduces due to the pressures on the household purse. This has the potential to affect collection rates for Council Tax and Housing Rents and it is also possible that income to attractions and events will reduce. If families find themselves in financial difficulty it could also increase the demand for our services putting additional pressure on resources, for example increased homelessness, exacerbated by the potential for increased numbers of asylum seekers or Ukrainian refugees who may also present as homeless. The situation will continue to be monitored, including through the monthly budget monitoring process. A planned review of the LCTR scheme is in progress as a potential mitigation to reduce the pressure on lowest income households, and is currently out to consultation.

Corporate Priority affected

Priority2: The Economy

Priority4: Living in Tamworth

Priority5: Town Centre

Corporate Risk Heading	Governance 2023
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Corporate Risk	To ensure the Council is fully compliant in all legislative requirements
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	2	Severity	1
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	12	Risk Score	4	Risk Score	2
		Date Reviewed	09-Oct-2023	Target Date	

<b>Causes</b>	<ul style="list-style-type: none"> <li>* Failure of democratic process</li> <li>* Failure to understand or respond adequately to new or changing legislation or regulation</li> <li>* No horizon scanning of legislative changes</li> <li>* Out of date policies and procedures</li> <li>*Lack of capacity to meet changing demands and priorities</li> <li>*Not enough capacity to plan ahead proactively due to reactive nature of business activity</li> <li>*Decisions made by Members could impact current planned work</li> <li>*Insufficient direction for strategic priorities – may not be fit for purpose which leads to lack of clarity with planning</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Prosecution of individuals</li> <li>* Loss of reputation</li> <li>* Adverse impact on Tamworth residents</li> <li>* Authority taken over by Government appointed officers</li> <li>* Increase in costs, Legal and settlement</li> <li>* Potential harm to vulnerable persons, employees and commercial relationships</li> <li>* Legal action</li> <li>* Financial penalties</li> <li>* Reputational damage</li> <li>* Difficulties quantifying what success of objectives/priorities will look like</li> <li>* Impede work that is underway or already planned</li> </ul>
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		<p>* Additional effort if required to manage workloads from already stretched services</p> <p>*Unable to effectively priorities objectives and workloads</p> <p>*Potential to mis-align resources</p>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Audit and Scrutiny Committees	31-Mar-2024		Regular meetings in place, training plan for Audit Committee members being developed.	Joanne Goodfellow
Policies and Procedures	31-Mar-2024			Zoe Wolicki

**Latest Note** appropriate training continues to be delivered for all members

**Corporate Priority affected**

- Priority2: The Economy
- Priority4: Living in Tamworth
- Priority: Organisation

### 3 Promoting Community Resilience and Cohesive Communities

<b>Corporate Risk Heading</b>	Promoting community resilience and cohesive communities
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<b>Corporate Risk</b>	<b>Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth ‘the place’</b>
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	2	Severity	2
Likelihood	3	Likelihood	2	Likelihood	1
Risk Score	9	Risk Score	4	Risk Score	2
		Date Reviewed	17-Oct-2023	Target Date	

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

Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Commissioning of debt/advice services	31-Jul-2024			Joanne Sands
Community cohesion officer in place	31-Jul-2024			Joanne Sands
Quality open spaces	31-Jul-2024			
Strong Community Safety Partnership in place	31-Jul-2024			Joanne Sands
Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.	31-Mar-2024			Joanne Sands
Support for the Voluntary Sector	19-Jul-2024			Joanne Sands
Tell Us	31-Jul-2024			Zoe Wolicki
Use of insight	31-Jul-2024			Zoe Wolicki
Wellbeing Strategy	19-Jul-2024			Joanne Sands
Wide range of arts, sporting and community events	19-Jul-2024			Joanne Sands

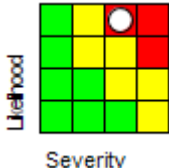
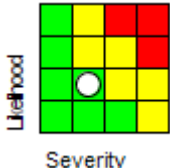
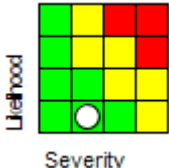
**Latest Note** No change

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

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

Corporate Risk Heading      Lack of resources, capacity and right skills in place

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

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	2	Severity	2
Likelihood	4	Likelihood	2	Likelihood	1
Risk Score	12	Risk Score	4	Risk Score	2
		Date Reviewed	09-Oct-2023	Target Date	

<b>Causes</b>	<ul style="list-style-type: none"> <li>*Executive staff turnover may lead to experience/ knowledge loss</li> <li>*Inability to drive public engagement and manage increase in demand/ expectations</li> <li>*Lack of succession planning</li> <li>*Aging profile of organisation</li> <li>*Lack of incentive for young people to work for council</li> <li>*Competitive salary market impedes finding right candidates including not enough applicants for vacant roles</li> <li>*Increased workloads may not leave enough capacity to complete all in a timely manner</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>*Difficulties retaining staff – they may look more external opportunities</li> <li>*Costs of turnover and retraining new starters</li> <li>*Potential for non-compliance with specific roles that require accreditation or specific skills</li> <li>*Ability to respond to regulatory/ statutory changes may be inefficient</li> <li>*Working to prioritised work/ leader decisions</li> <li>* Unable to deliver organisational strategies</li> <li>* Increased turnover/absenteeism</li> <li>Service failure leading to ombudsman intervention and increased compensation claims</li> </ul>
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	<ul style="list-style-type: none"> <li>*Lack of capacity to respond to changes regulations due to delays in releasing from the Gov and staff already stretched with current workloads.</li> <li>* Failure to have the organisational structure and a skilled and motivated workforce</li> <li>* Ineffective project management and governance</li> <li>* Ineffective performance management</li> </ul>		<ul style="list-style-type: none"> <li>* Decreased staff engagement and satisfaction resulting in poor performance.</li> <li>Impact on health and wellbeing of existing staff</li> </ul>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Comments,complaints.	31-Mar-2024		Revised Tell us process implemented	Zoe Wolicki
Effective employee relations	31-Mar-2024		Meeting with Trade Union Liaison Group	Anica Goodwin; Zoe Wolicki
Monitoring of staff turnover	31-Mar-2024		Update to CMT and Statutory Officers Group	Anica Goodwin; Zoe Wolicki
Training plan resourced	31-Mar-2024		PDR process revised and underway	Zoe Wolicki
Workforce plan in place	31-Mar-2024		-- enter new status update --	Zoe Wolicki

Latest Note	HR with line managers continue to monitor the impact of all recruitment activity. In addition, training in key areas continues. Additional training budget for members and officers is being submitted as a policy change as part of the budget planning process.
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Corporate Priority affected	<ul style="list-style-type: none"> <li>Priority2: The Economy</li> <li>Priority4: Living in Tamworth</li> <li>Priority: Organisation</li> </ul>
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# 5 Organisational Resilience 2023/24

Corporate Risk Heading	Organisational Resilience 2023/24
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Corporate Risk	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future.
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	4	Likelihood	3	Likelihood	1
Risk Score	12	Risk Score	9	Risk Score	1
		Date Reviewed	04-Oct-2023	Target Date	

<b>Causes</b>	<ul style="list-style-type: none"> <li>* Significant event outside of our control e.g. major disaster, pandemic etc.</li> <li>* Staff not aware of action to be taken in the event of an emergency/disaster</li> <li>* Lack of sufficient agile operational options</li> <li>* Lack of corporate overview to understand and effectively prioritise workloads, resource allocation and understand where cross-function collaboration stands.</li> <li>* National and local political interference may impede planning and priorities</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Services not delivered</li> <li>* Reduced 'economic attractiveness'</li> <li>* Loss of reputation</li> <li>* Potential to misalign resources</li> <li>* Governance does not provide the full picture</li> <li>* Negative public perception may damage Council's reputation</li> </ul>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Business Continuity Planning	31-Mar-2024		Detailed work plan in place for EP & BC; work plan has been agreed by CMT and has been conveyed to Heads of Service.	Paul Weston
Delivery of People and Organisational Strategy	31-Mar-2024			Zoe Wolicki
Develop Project management skills for key staff	31-Mar-2024			Zoe Wolicki
Emergency Planning	31-Mar-2024			Tina Mustafa

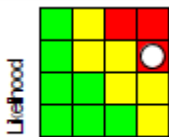
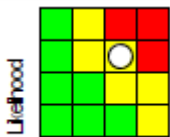
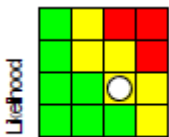
Latest Note	No change
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Corporate Priority affected	Priority2: The Economy Priority4: Living in Tamworth Priority: Organisation
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## 6 Failure to meet climate change ambitions/ meet net zero targets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

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



Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
1B - Development of infrastructure for acting on Climate Change	31-Mar-2024		Ongoing discussions with BP Pulse over the delivery of an EV charging hub on Riverdrive.	Anna Miller
Emergency Planning	31-Mar-2024			Tina Mustafa

Latest Note	No change form previous assessment.
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Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth
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# 7 Information and Data Management

Corporate Risk Heading	Information and Data Management -
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Corporate Risk	Challenges managing and gaining valuable insight from information and data systems could impede decision making and affect systems viability.
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	2
Likelihood	3	Likelihood	2	Likelihood	1
Risk Score	9	Risk Score	6	Risk Score	2
		Date Reviewed	09-Oct-2023	Target Date	

<b>Causes</b>	<ul style="list-style-type: none"> <li>*Isolated systems may not support sharing information.</li> <li>*Lack of joined up systems</li> <li>*Non-user-friendly systems may inhibit competency/confidence</li> <li>*Unable to keep up with costs of updating systems</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>*Inability to drive value of decision making from data</li> <li>*Missed or gaps in data could impede tracking progress of work especially with leavers</li> <li>*Not paying for updates to systems could result in vulnerabilities - potential for cyber-attacks. Not making use of data available to us.</li> </ul>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Cyber Security	31-Mar-2024			Zoe Wolicki

Data Protection	31-Mar-2024		Zoe Wolicki
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Latest Note	No change
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Corporate Priority affected	Priority2: The Economy Priority: Organisation
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# 8 Inability to deliver economic growth, sustainability and prosperity in the Borough


**Corporate Risk Heading** Inability to deliver economic growth, sustainability and prosperity in the Borough



**Corporate Risk** Lack of economic growth, sustainability and prosperity in the Borough at the levels required

Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	3	Severity	2
Likelihood	3	Likelihood	3	Likelihood	2
Risk Score	12	Risk Score	9	Risk Score	4
		Date Reviewed	31-Oct-2023	Target Date	

<b>Causes</b>	<ul style="list-style-type: none"> <li>* Lack of investment in the Borough</li> <li>* General downturn in the economy due to factors beyond our control</li> <li>* Failure to recognise economic changes</li> <li>* The uncertainty and financial disruption from External Economic influences and current cost / inflationary pressures (and potential contractual cost increases.</li> <li>* Changes in Job market</li> <li>* Inadequate business continuity plans</li> </ul>	<b>Consequences</b>	<ul style="list-style-type: none"> <li>* Economic prosperity declines</li> <li>* Deprivation</li> <li>* Reduced Business Rates income</li> <li>* Tamworth not seen as a positive place to live or invest in</li> <li>* Lack of economic and commercial growth</li> <li>* Unable to recruit key/essential skills</li> <li>* Failure to deliver project outcomes</li> <li>* Failure to deliver corporate plan</li> <li>* Government intervention</li> <li>* Increased customer dissatisfaction</li> <li>* Unrealised benefits</li> </ul>
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\*Negative public perception may damage Council's reputation






Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
2A - Development of business initiatives to promote start up and growth	31-Mar-2024		<p>The Borough Council has awarded £25,000 grant funding to Tamworth town centre businesses to support local businesses in the current economic climate.</p> <p>The money will help town centre businesses establish or improve their physical or digital presence, gain new customers, increase turnover and increase opportunities for survival, through effective brand image and an improved service or product.</p> <p>This grant funding is available for a total of 3 years.</p> <p>The FHSF is delivering a project called the FLEX which will be entrepreneurial space/pop up space that can be flexibly managed, creating conditions for new businesses to try and</p>	Anna Miller

			establish themselves in the town.	
3A - Local plan to improve infrastructure , evening economy and transport links	31-Mar-2024		Issues and options consultation completed	Anna Miller
Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions	31-Mar-2024		Asset Management Strategy in draft form with amendments due following Scrutiny Feedback.  Resources in place to manage current tenancies and deal with lettings as and when properties become vacant.  Key strategic risk assets identified and detailed actions plans in place to deal with potential issues.	Paul Weston

Latest Note	No change from previous assessment.
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Corporate Priority affected	<ul style="list-style-type: none"> <li>Priority2: The Economy</li> <li>Priority1: The Environment</li> <li>Priority3: Infrastructure</li> <li>Priority4: Living in Tamworth</li> <li>Priority5: Town Centre</li> </ul>
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Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Risk Control Measure Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	On track and in control
	Completed

## 5. Audit Update – End of Quarter 2

The internal audit plan for 2023/24 approved by the Audit & Governance Committee at its meeting in March 2023. The plan was for a total of 16 audits. To the end of quarter 1 2023/2024 due to exceptional circumstances we have not fully completed the 4 audits scheduled for Quarter 1, although these reviews were started these were not completed by 30<sup>th</sup> June 2023. Internal Audit have fully completed 2 out of the 3 audits rolled forward from 2022/23 and the remaining audit is awaiting management agreement during the quarter. An analysis of audit plan completion and indicatively planned audits is shown in the table below;

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

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

A full report is to be presented to Audit & Governance Committee on 23<sup>rd</sup> August 2023.

The total outstanding actions at the end of Quarter 1 are 64 (13 high, 33 medium, 18 low) and the recommendation movement during Q1 is contained in the table. During 2023/24 the Audit Manager will continue to hold quarterly meetings with all Assistant Directors to review all outstanding recommendations.

Priority of Recs	Number of O/S recs – 31 Mar 2023	Number of recs closed during the period Mar 23 – June 23	Number of Additional recs made during Q1	Number of current O/S recs as at 30 June 2023	Overall Movement of rec numbers during the quarter 1
High	12	0	1	13	+1
Medium	34	1	0	33	-1
Low	20	2	0	18	-2

As at 31 March 2023 there were 13 high priority recommendations outstanding however of these 12 were overdue and these are being followed up during July/August 2023 as part of the Quarter 1 review with Assistant Directors.



## 6. Information Governance Reports

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

### 6.1 Personal Data Breaches

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

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

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

The table below provides a summary of statistics for Quarter 2 2023.

01 July 2023 – 30 <sup>th</sup> September 2023 Number of personal data breaches recorded	4
01 July 2022 – 30 <sup>th</sup> September 2022 Number of personal data breaches recorded	8
Increase / decrease of % compared to same time last year	50% decrease
Highest amount received Quarter 2 2023	September - 2
Lowest amount received Quarter 2 2023	July and August - 1
Reported to the Information Commissioner (ICO)	0
Reported within statutory the timeframe of 72 hours %	N/A
Breach Category	N/A
ICO Findings	N/A
Lesson learnt	N/A

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

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

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

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

The table below provides a summary of statistics for Quarter 2 2023.

01 July 2023 – 30 <sup>th</sup> September 2023 – total requests received	125
01 July 2022 – 30 <sup>th</sup> September 2022 - total requests received	119
Increase of % compared to same period last year	5.04%
Highest monthly requests received	55 August '23
Lowest monthly requests received	42 September '23
Responded to within statutory requirement of 20 working days	122
Percentage responded to within statutory requirement of 20 working days	97.6%

### High Demand Service Areas

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

Planning	20
Transfer to SCC	19
Multi Department	18

### Request Trends

Top 3 topics for FOI/EIR requests in quarter 2 were:

Property CIL Charge Schedules
Existing Service / Contract Provision
Non-Domestic Rates

### Internal reviews

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

The table below provides a summary of statistics for Quarter 2 2023

01 July 2023 – 30 <sup>th</sup> September 2023 – Number of Internal review requests received	0
01 July 2022 – 30 <sup>th</sup> September 2022 - Number of Internal review requests received	1
Increase or decrease of % compared to same period last year	Decrease 100%
Responded to within statutory requirement of 20 working days	N/A
Percentage responded to within statutory requirement of 20 working days	N/A

### Information Commissioner

If, following an internal review, a requestor remains dissatisfied with the response they can approach the Information Commissioners Office (ICO) to ask them to review the decision.

The table below provides a summary of statistics for Quarter 2 2023

01 July 2023 – 30 <sup>th</sup> September 2023 – Number of Enquiries received by ICO	0
01 July 2022 – 30 <sup>th</sup> September 2022 - Number of Enquiries received by ICO	0
01 July 2023 – 30 <sup>th</sup> September 2023 – ICO Findings	N/A

### 6.3 Subject Access Requests

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

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

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

The table below provides a summary of statistics for Quarter 2 2023

01 July 2023 – 30 <sup>th</sup> September 2023 – total requests received	9
01 April 2022 – 30 <sup>th</sup> June 2022 - total requests received	4
Increase / decrease of % compared to same time last year	125% increase
highest amount received Quarter 2 2023	July - 4
lowest amount received Quarter 2 2023	September - 2
Responded to within statutory timeframe of one calendar month	8
Responded to within statutory timeframe of one calendar month %	88.89%

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

The table below provides a summary of statistics for Quarter 2 2023

01 July 2023 – 30 <sup>th</sup> September 2023 – Number of Enquiries received by ICO	0
01 July 2022 – 30 <sup>th</sup> September 2022 - Number of Enquiries received by ICO	0
01 April 2023 – 30 <sup>th</sup> June 2023 – ICO Findings	N/A

## 6.4 Comments, Compliments and Complaints

Summary view of 2023/24 complaints up to end Quarter 2

2023/2024	Year Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4
<b>Complaints</b>					
Number of Stage 1 Complaints	108	60	48		
Number of Stage 2 Complaints	9	4	5		
<b>Complaints (Overall Total)</b>	<b>117</b>	<b>64</b>	<b>53</b>		
<b>Responses (Stage 1)</b>					
Within SLA	62	35	27		
Outside SLA	46	25	21		
No response recorded	20	15	5		
No response recorded (still within SLA)	1	1	0		
<b>Total</b>	<b>108</b>	<b>60</b>	<b>48</b>		
<b>Responses (Stage 2)</b>					
Within SLA	5	2	3		
Outside SLA	4	2	2		
No response recorded	1	1	0		
No response recorded (still within SLA)	1	1	0		
<b>Total</b>	<b>9</b>	<b>4</b>	<b>5</b>		
<b>Number of Compliments</b>	<b>33</b>	16	17		
<b>Number of Service Requests</b>	<b>335</b>	169	166		
<b>Overall Total</b>	<b>485</b>	<b>249</b>	<b>236</b>	<b>0</b>	<b>0</b>
<b>Member Enq</b>					
Number of Member Enquiries Received	93	93	150		
Response Within SLA	56	56	126		
Response Outside SLA			12		
No response recorded (Note: one may not be required)	37	37	12		
No response recorded (still within SLA)			0		
<b>Total</b>	<b>243</b>	93	150		
<b>Complaints (%) Qtr 2</b>					
Stage 1 - within SLA		60.00	56.25		
Stage 1 - outside SLA		40.00	43.75		
Stage 2 - within SLA		50.00	60.00		
Stage 2 - outside SLA		50.00	40.00		
<b>Overall Contact Total</b>	<b>728</b>				

## Detailed view of 2023/24 complaints up to end Quarter 2

Breakdown of Data (Service Area) Qtr 2	Stage 1 Complaint	Stage 2 Complaint	Total Complaints	Stage 1 within SLA	Stage 1 outside SLA	Stage 1 no response (still within time frame)	Stage 2 within SLA	Stage 2 outside SLA	Stage 2 no response (still within time frame)	Total Service Requests	Total Compliments
ASB	2		2	1	1					9	
Benefits											
Car Parks										2	
Castle										1	
CCTV											
Commercial Assets										2	
Council Tax & Revenues	5		5	3	2					8	1
Customer Services										13	1
Democratic Services										1	
Elections											
Environmental Health										8	
Housing Repairs	23	3	26	12	11		2	1		28	4
Housing Repairs Gas											
Housing Repairs Planned	5		5	2	3					5	1
Housing Solutions	5	1	6	4	1		0	1		2	2
Joint Waste										8	
Land Charges / Legal (Right to Buy)											
Multiple Depts	1		1	0	1					4	
Partnerships											
Planning & Development	2		2	2	0					4	
Private Sector											
Rental Income										2	
Sheltered Housing											
Street Scene	4	1	5	3	1		1			38	4
Tenacy Management	1		1	0	1					20	3
Tenancy Involvement Group											
Theatre										1	1
Wardens											
SCC										10	
ICT											
<b>Total</b>	<b>48</b>	<b>5</b>	<b>53</b>	<b>27</b>	<b>21</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>166</b>	<b>17</b>
<b>Overall Total</b>	<b>236</b>										


Complaints Ack within SLA working days) (Qtr 2)	(5	63	53
%		98.4375	100


## Appendix 1 – Strategic Projects Highlight Reports


### Asset management Strategy

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<b>Asset management Strategy</b>	Purpose: Development of Asset Management Strategy to guide future of built assets owned by the council. Scope: Review of existing strategy, costed stock condition survey, development of overarching strategy, development of asset management plans.	<b>Overall Project Status</b>	✔	<b>Managed By</b>	Paul Weston
<b>Activities since last period</b>	Surveys completed Gap analysis completed Additional surveys quoted	<b>Planned Activities for next period</b>	Draft strategy document Draft plans	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	None	<b>Resourcing Requirements</b>	External resource in place for surveys	<b>Decisions required from CMT</b>	None
<b>Note</b>	Finalising document to reflect Scrutiny Committee comments.	<b>Date</b>	14-Jul-2023	<b>Author</b>	Paul Weston
	Existing policy review completed. Draft policy reviewed by Scrutiny. Amendments to reflect Member comments are in progress with final draft to be presented to Cabinet for approval. Detailed Asset Management Plans will follow on from the strategy.		11-May-2023		Paul Weston
	Final amendments to be made in readiness for sign off by Members.		31-Mar-2023		Paul Weston
	Draft document has been reviewed by the Asset Strategy Steering Group and Scrutiny. Some Amendments are required. The initial process of Asset Management Plan development has commenced.		03-Jan-2023		Paul Weston

Key Workstream	KW Status	KW Assigned To	KW Notes
Costed condition survey		Paul Weston	Condition survey of housing and non-housing complete. Additional surveys of high-rise and non-traditional properties complete.


Key Workstream	KW Status	KW Assigned To	KW Notes
Development of new Strategy and Plans		Paul Weston	Draft reviewed, minor additions/amendments needed. Process of Asset Management Plans has commenced. Final document to be ready in April 2023.

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



FHSF		<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>	Ongoing discussions with Spellers on costs and programme. Work continues on the detailed design work that sit behind the costs. Peel enabling works have started and a sample room in the TEC. Middle Entry/flex costs available and high and Value Engineering work is underway. TEC sample room underway. costs for market Street and bridge in preparation. Highways and landscape design work continue. Party wall discussion underway.	<b>Planned Activities for next period</b>	ISAG in October. A&G in October and Programme Board 1 Nov.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>	Decision making has the ability to increase costs and delay the project, if not made in a timely way. Aiming to get fixed costs across the programme by the end of the year. Aiming for potential Full Council meeting in December to discuss budget and programme scope. RAAC identified in former Christophers retail unit now in TBC ownership. Wider RAAC concerns over the removal of the bridges on middle entry. Specialist surveys are being undertaken.	<b>Resourcing Requirements</b>	Budgets will be exceeded.	<b>Decisions required from CMT</b>	
<b>Note</b>	Costs emerging from the contractor following further design and survey work, coupled with increased costs has led to challenging discussions. The original grant fund from Government will not cover the increased costs and discussions are ongoing around how to mitigate the increases. A report will go to Full Council to request capital money to support the project.	<b>Date</b>	31-Oct-2023	<b>Author</b>	Anna Miller

	<p>Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. A number of applications have been approved by planning committee with the college application submitted and awaiting determination. Challenges persist, the biggest one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Sub committee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.</p>		14-Jul-2022		Anna Miller
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<p><b>Gungate</b></p>	<p>Purpose: To regenerate a multi-million pound vacant edge of town centre site, in the ownership of the Council and external stakeholders. Scope: Development of land north and south of Spinning School Lane into a mixed use site which will support the town centre by delivering uses that complement the existing offer and increase footfall, choice and prosperity.</p>	<p><b>Overall Project Status</b></p>	<p></p>	<p><b>Managed By</b></p>	<p>Anna Miller</p>
<p><b>Activities since last period</b></p>	<p>Agreement on NCP acquisition. Negotiations ongoing on ATIK lease.</p>	<p><b>Planned Activities for next period</b></p>	<p>NCP legals to be completed by the end of October and occupation of the car park by TBC in November. Work to start on ATIK/Buzz split design with procured specialists.</p>	<p><b>Amber/Red Areas</b></p>	
<p><b>Risks including Stakeholder Issues, budget and timing</b></p>	<p>Charities Commission have requested further information. Unable to acquire SCC land until this is resolved. Unable to move forwards on ATIK disposal and NCP acquisition due to differing priorities.</p>	<p><b>Resourcing Requirements</b></p>		<p><b>Decisions required from CMT</b></p>	
<p><b>Note</b></p>		<p><b>Date</b></p>		<p><b>Author</b></p>	

Key Workstream	KW Status	KW Assigned To	KW Notes
Delivery north site	✓		Further work required regarding the ATIK/Buzz split in terms of the lease.

Key Workstream	KW Status	KW Assigned To	KW Notes
Delivery south site	✓	Joanne Goodfellow; Thomas Hobbs; Karen Moss	

Key Workstream	KW Status	KW Assigned To	KW Notes
Land Assembly north site	✓	Thomas Hobbs	Just waiting on the Charities Commission to agree to SCC disposal to TBC. Heads of Terms agreed.

Key Workstream	KW Status	KW Assigned To	KW Notes
Land Assembly south site	✓	Joanne Goodfellow; Thomas Hobbs	Acquisition of NCP lease going ahead. Legals to be signed by the end of November.

Key Workstream	KW Status	KW Assigned To	KW Notes
Partnership with Homes England - Governance	✓		Further meetings have been held and a draft MOU is in circulation which clearly sets out a potential long term working relationship with the Borough Council.

## HRA Business Plan including Resident's Survey (STAR)


<b>HRA Business Plan including Resident's Survey (STAR)</b>	Purpose: This plan will detail our ambitions over the next 30 years as to how we manage and look to improve our housing stock. Specifically reviewing the GF contribution to the HRA as part of EMT agreed financial sustainability planning Scope: Reviewing the HRA financial planning around the business plan and how it contributes to the corporate agenda	<b>Overall Project Status</b>	✓	<b>Managed By</b>	Tina Mustafa
<b>Activities since last period</b>	Glen Smith engaged as part of financial modelling and already working with Lynne P on scenario planning to inform development	<b>Planned Activities for next period</b>	PW commissioned ARK to review repairs cost which will significantly impact on the HRA plan	<b>Amber/Red Areas</b>	None
<b>Risks including Stakeholder Issues, budget and timing</b>	Carbon neutral targets will significantly impact on HRA resources (i.e. EPC c+ and electric charging; fuel poverty) HRA currently showing funding gap	<b>Resourcing Requirements</b>	Consultancy support and corporate project team involving finance. Given alignment with self-assessment likely to require project manager	<b>Decisions required from CMT</b>	None
<b>Note</b>		<b>Date</b>		<b>Author</b>	

Key Workstream	KW Status	KW Assigned To	KW Notes
Commission work on HRA business plan drafting and ambitions	✓	Lee Birch; Tina Mustafa	7% rent cap announced by DLUCH Nov 2022. HRA Business plan review underway with external support. Self assessment referenced and HRA business plan impact on 10/11/22 to cabinet


Key Workstream	KW Status	KW Assigned To	KW Notes
Financial Update and Scenario Planning	✓	Joanne Goodfellow	GS(CIH) engaged and range HRA Business Planning and scenario testing sessions being worked through. DLUCH announced rent cap 7% and CPI+1% exempt accomm; to be built into budget setting papers.

Key Workstream	KW Status	KW Assigned To	KW Notes
Update HRA business plan to members (prospectus and adopted plan)	✔	Lee Birch; Tina Mustafa	Will require statutory consultation and alignment with self-assessment

## Local Government Boundary Review


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


Net Zero


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

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

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

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

## Social Housing Regulatory Programme

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

## Strategic Review of Leaseholder Service Charges

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

<b>Key Workstream</b>	<b>KW Status</b>	<b>KW Assigned To</b>	<b>KW Notes</b>
1.Procurement of external resources		Trevor Wylie	

Key Workstream	KW Status	KW Assigned To	KW Notes
2.Technical Assessment		Trevor Wylie	

Key Workstream	KW Status	KW Assigned To	KW Notes
3.Legal Assessment		Trevor Wylie	


Key Workstream	KW Status	KW Assigned To	KW Notes
4.Financial Assessment		Trevor Wylie	


Key Workstream	KW Status	KW Assigned To	KW Notes
5.Customer Engagement		Trevor Wylie	

## Sustainability Strategy to resolve long term MTFS position

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

## Town Centre Masterplan

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

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