















# Quarter 4 Performance Report 2023 – 24

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# 1. Quarter 4 Highlight 2023/24



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

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

## 2. Strategic Projects Summary


### 2.1 Corporate Plan 2022 - 2025 Strategic Projects Overview Report

Code	Project	Project Status	Due Date	Projects Highlights (Overall Project Comments)	Managed By
CP2022-25_PD_034	Asset management Strategy		31-Jul-2024	The key Asset Management Strategy is nearing completion and will be ready to present to The Asset Strategy Steering Group in the near future with an aim to present to Scrutiny and Cabinet before the end of Q2 2024.	Paul Weston
CP2022-25_TCP_004	FHSF		31-Mar-2025	The work is progressing positively and multiple projects are moving forwards simultaneously. Challenges persist but these are known to the project team.	Anna Miller
CP2022-25_TCP_005	Gungate		31-Mar-2025	Key priority is land assembly and work continues to achieve this.	Anna Miller
CP2022-25_PD_027	HRA Business Plan (2024-2054)		31-Mar-2025	HRA Business plan modelling completed with Cabinet decisions agreed 22/2/24 for tenant consultation on longer-term options. HRA showing balanced position over MTFS with longer term challenges from horizon scanning	Tina Mustafa
CP2022-25_PD_008	Local Government Boundary Review		31-Mar-2025	Awaiting Local Government Boundary Commission project inception. Review likely to be concluded in time for 2026 elections, with project commencing in 2024. The timetable is provided by the electoral commission.	Zoe Wolicki
CP2022-25_TCP_007	Net Zero		31-Mar-2025	Consultants Aether have been commissioned to work on an Action Plan which will provide a road map for net zero activities.	Anna Miller
CP2022-25_PD_047	Social Housing Regulatory Programme		31-Mar-2025	<ul style="list-style-type: none"> <li>• Full Programme Mid-term review agreed by ELT 13/5/24</li> <li>• Draft Recommendations in draft to agree with new Portfolio Holder for Cabinet June 2024</li> <li>• Comms Plan in place</li> </ul>	Tina Mustafa





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

Appendix 1 contains detailed highlight reports on each project.

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

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

### Project Status Key

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

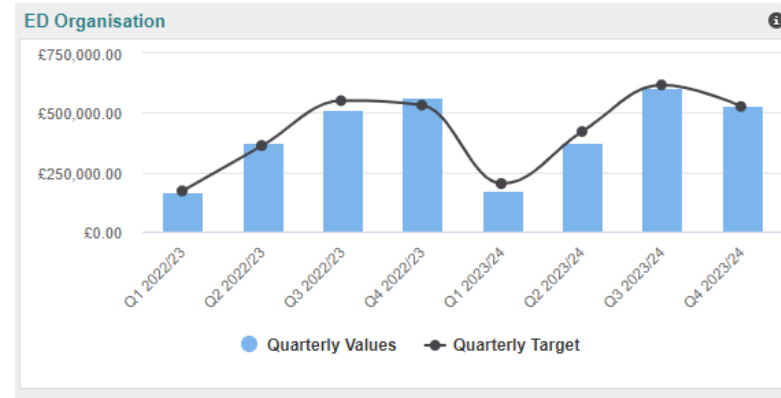
### 3. Finance

#### 3.1 General fund – Actual Spend Summary - Quarter 4

##### ▼ General Fund Summary - Actual Spend v3-



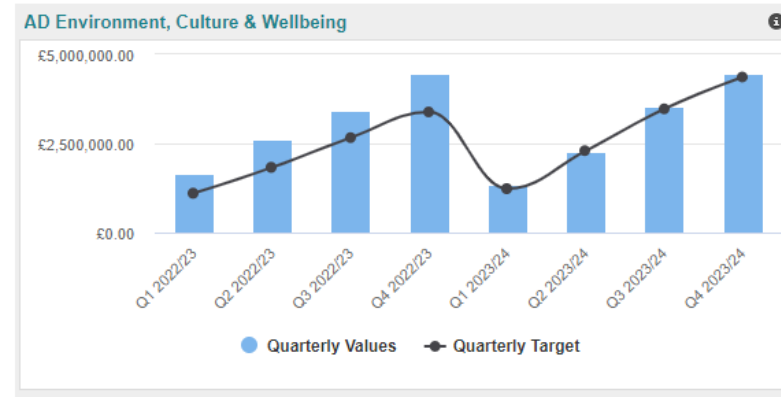
Minor variance



Minor variance.



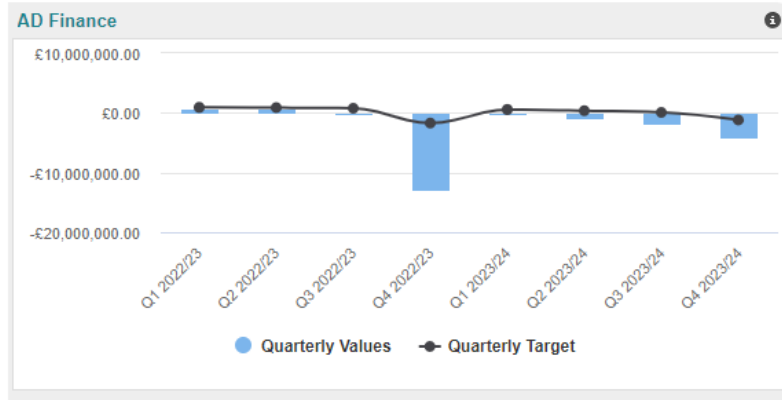
Minor variance



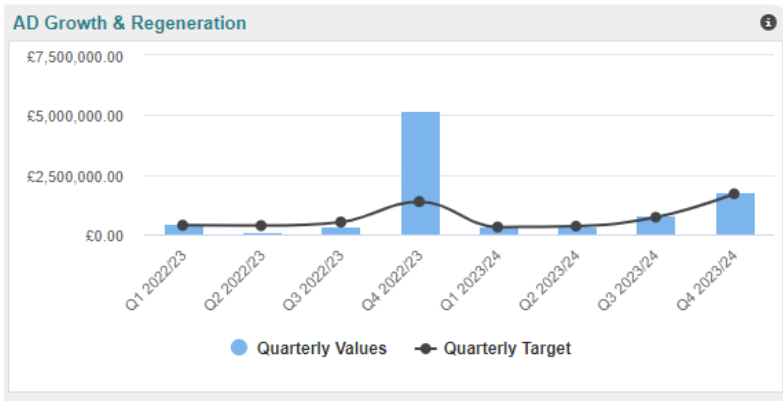
Shortfall in Assembly Rooms catering sales; Public Spaces vacancy allowance



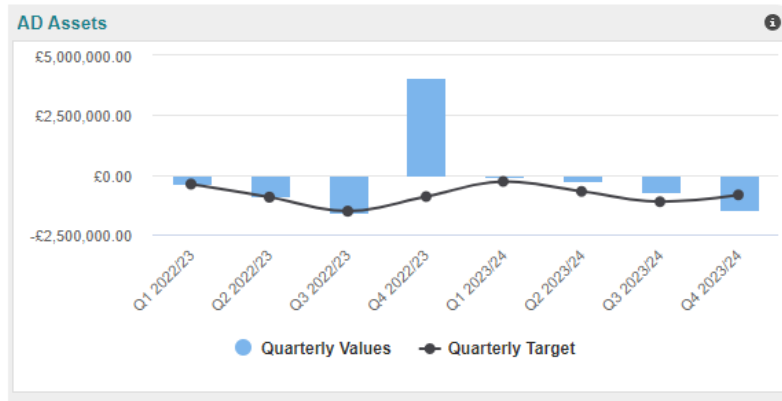
Vacancy Allowance, Increased license fee costs



Treasury management interest and dividends



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



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

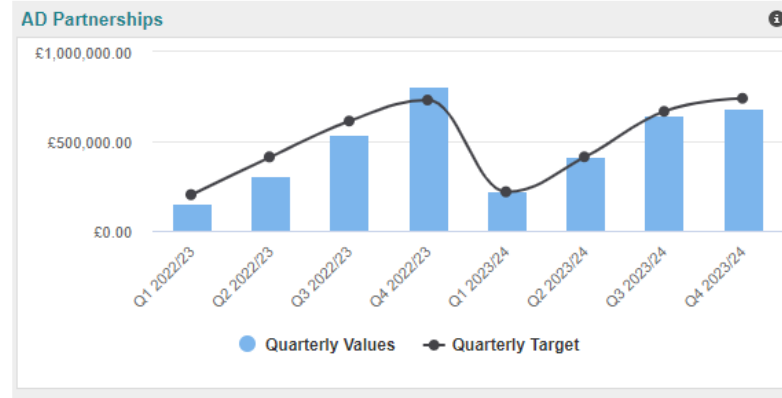




Minor Variance

### Key

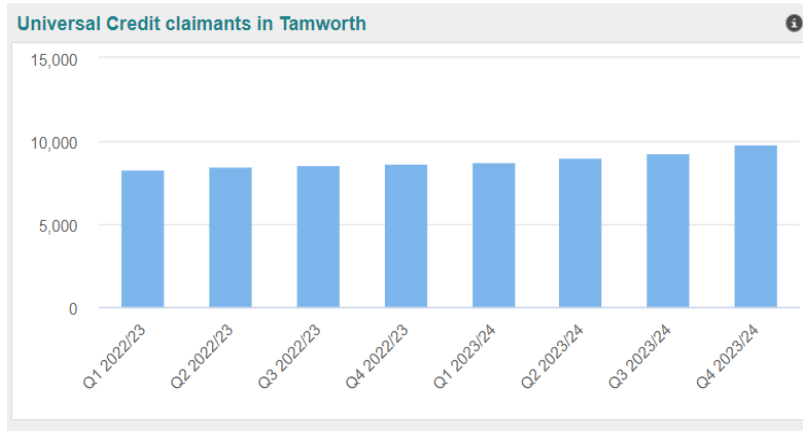
Quarterly Value is the year to date position



Minor Variance.

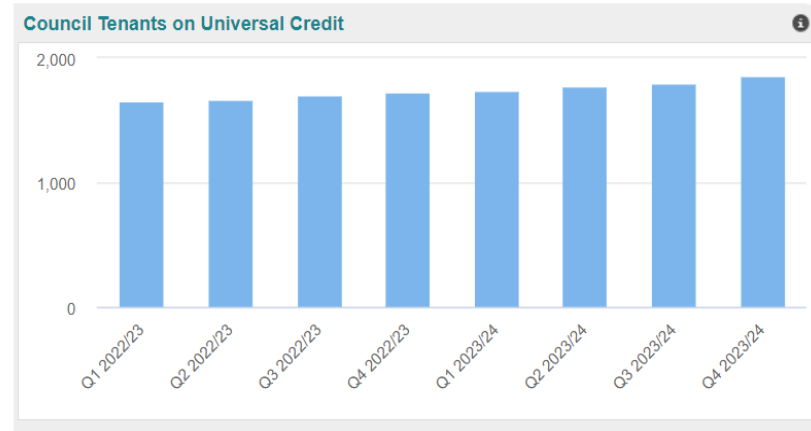
Quarterly Target is the year to date budget

### 3.2 Universal Credit Summary – Quarter 4



**Commentary**

There are 9,783 universal credit claimants in Tamworth.



**Commentary**

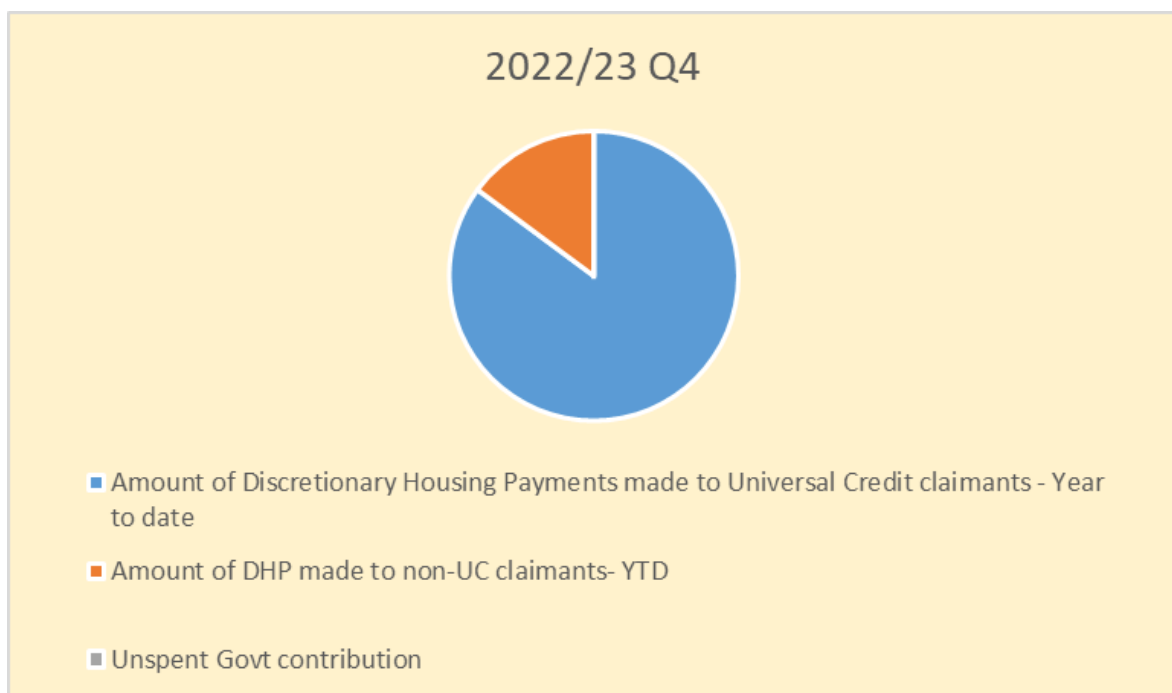
There are 1,860 council tenants on universal credit

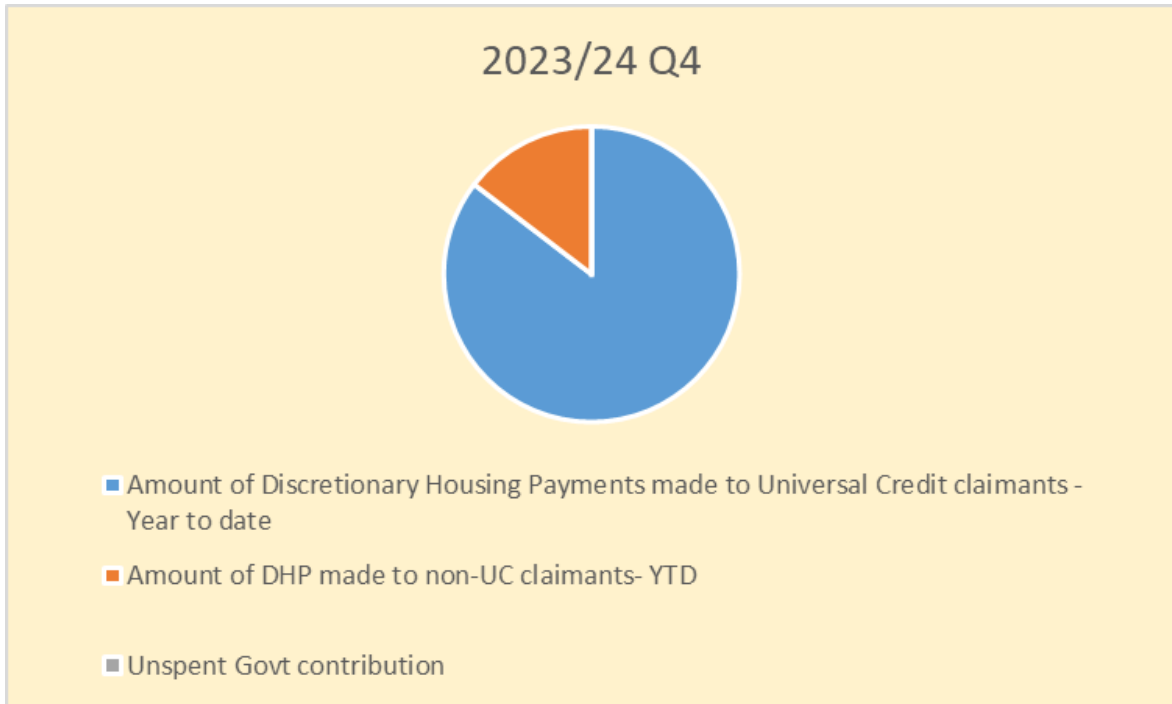
### 3.3 Economic Wellbeing

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

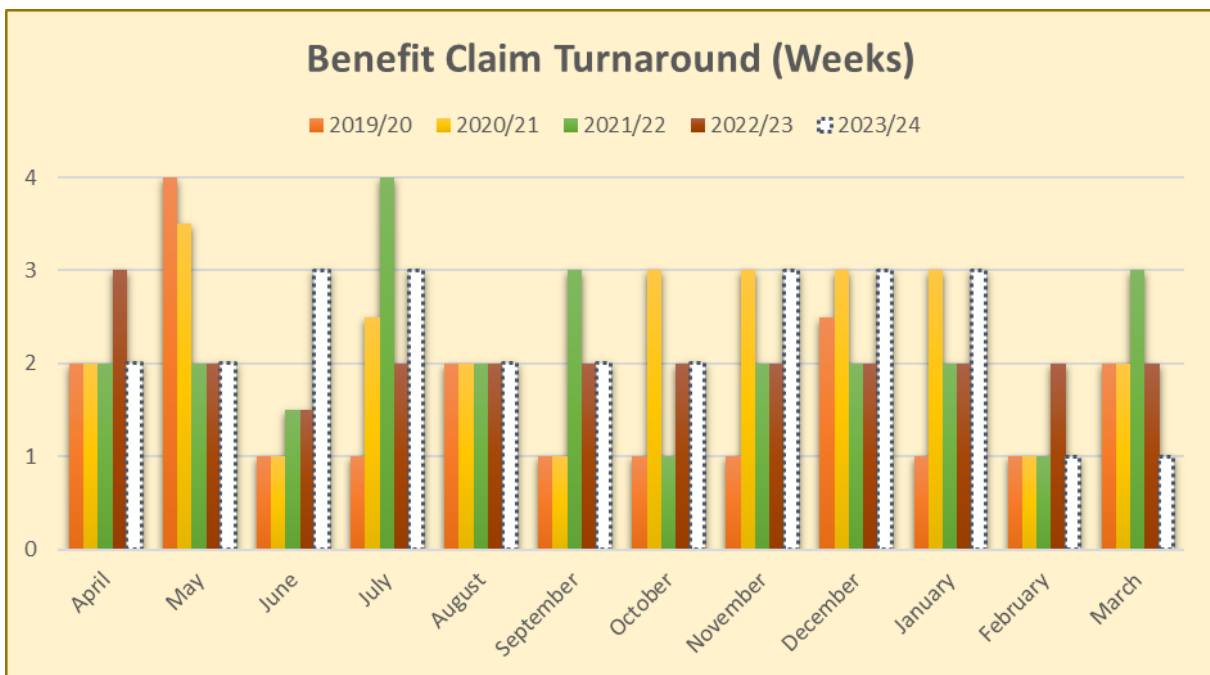
#### Benefits

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

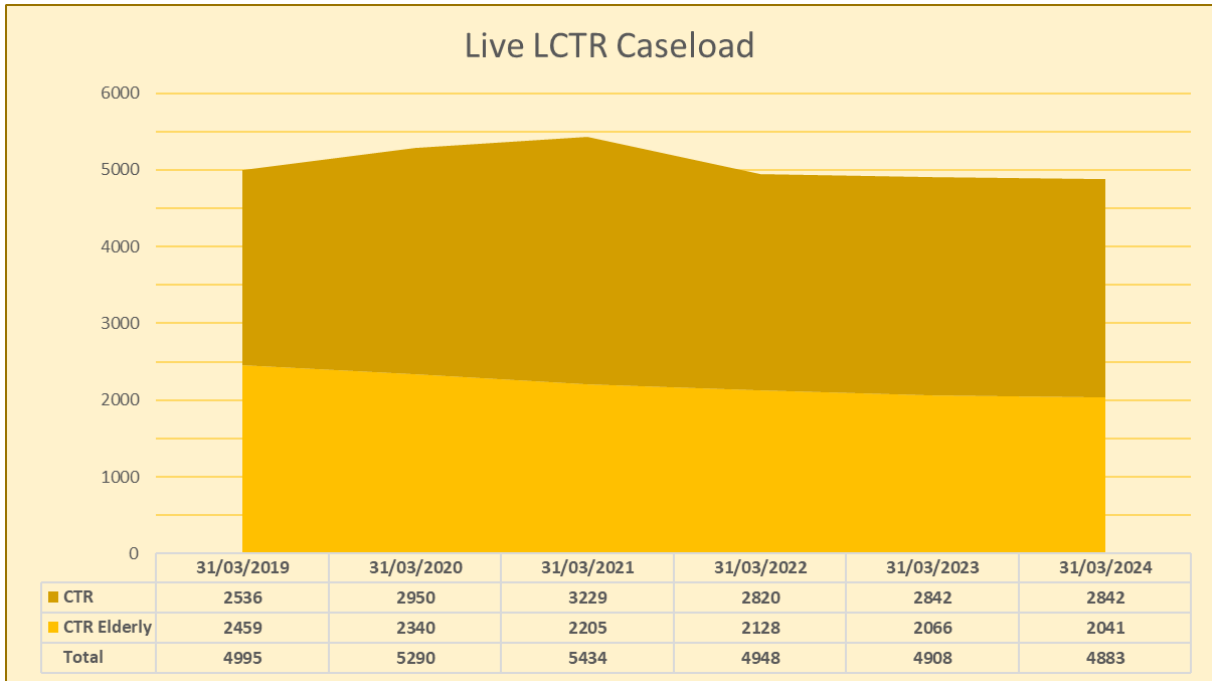




There is a 1 week timescale for processing claims (2 weeks as at 31st March 2023).

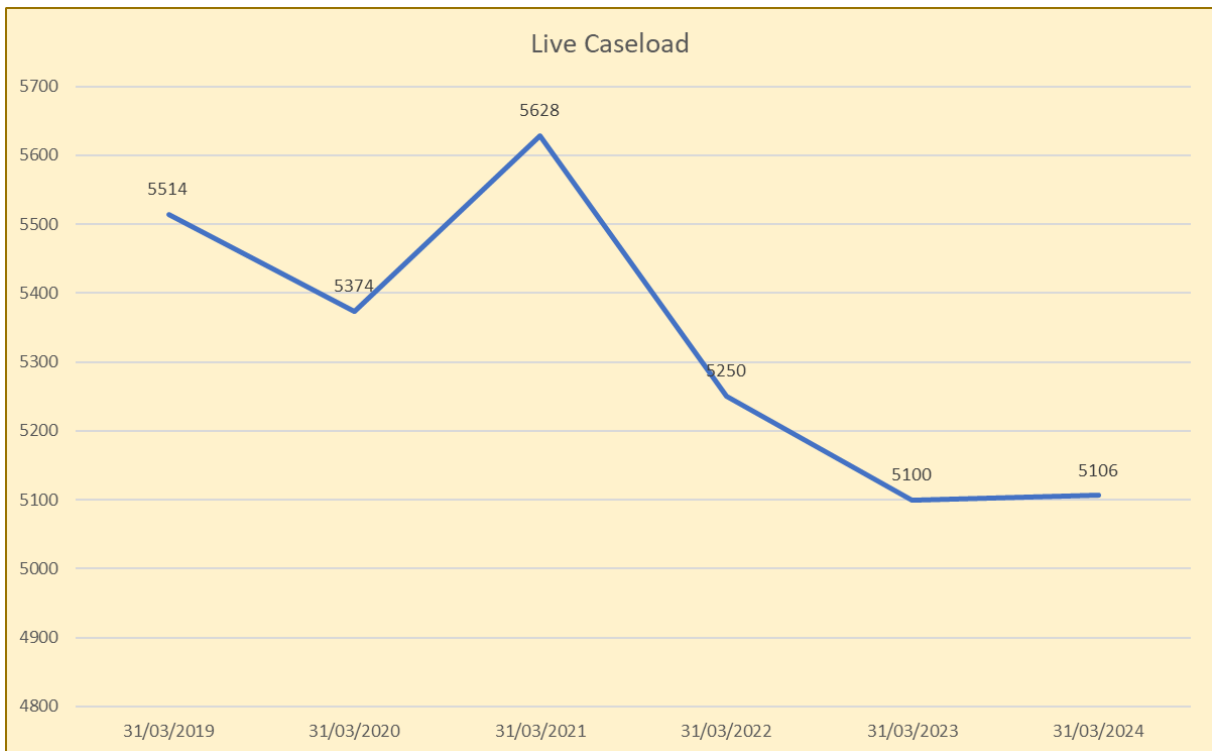


Local Council Tax Reduction Scheme claims are roughly level with 2022/23 (4,883 claimants as at 31st March 2024 compared to 4,908 at 31st March 2023) with a total scheme cost of £4.8m (£4.6m in 2022/23).

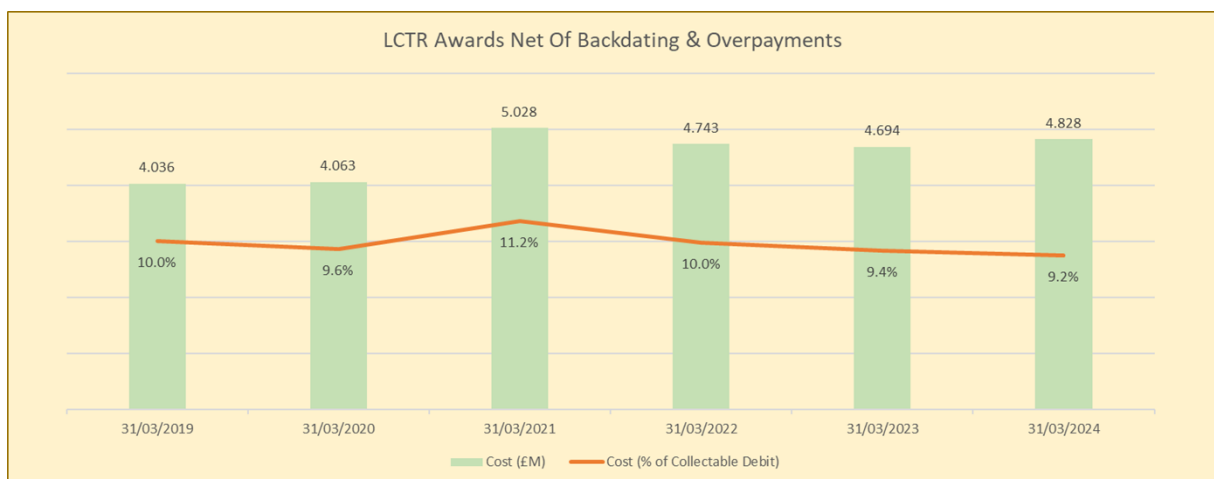
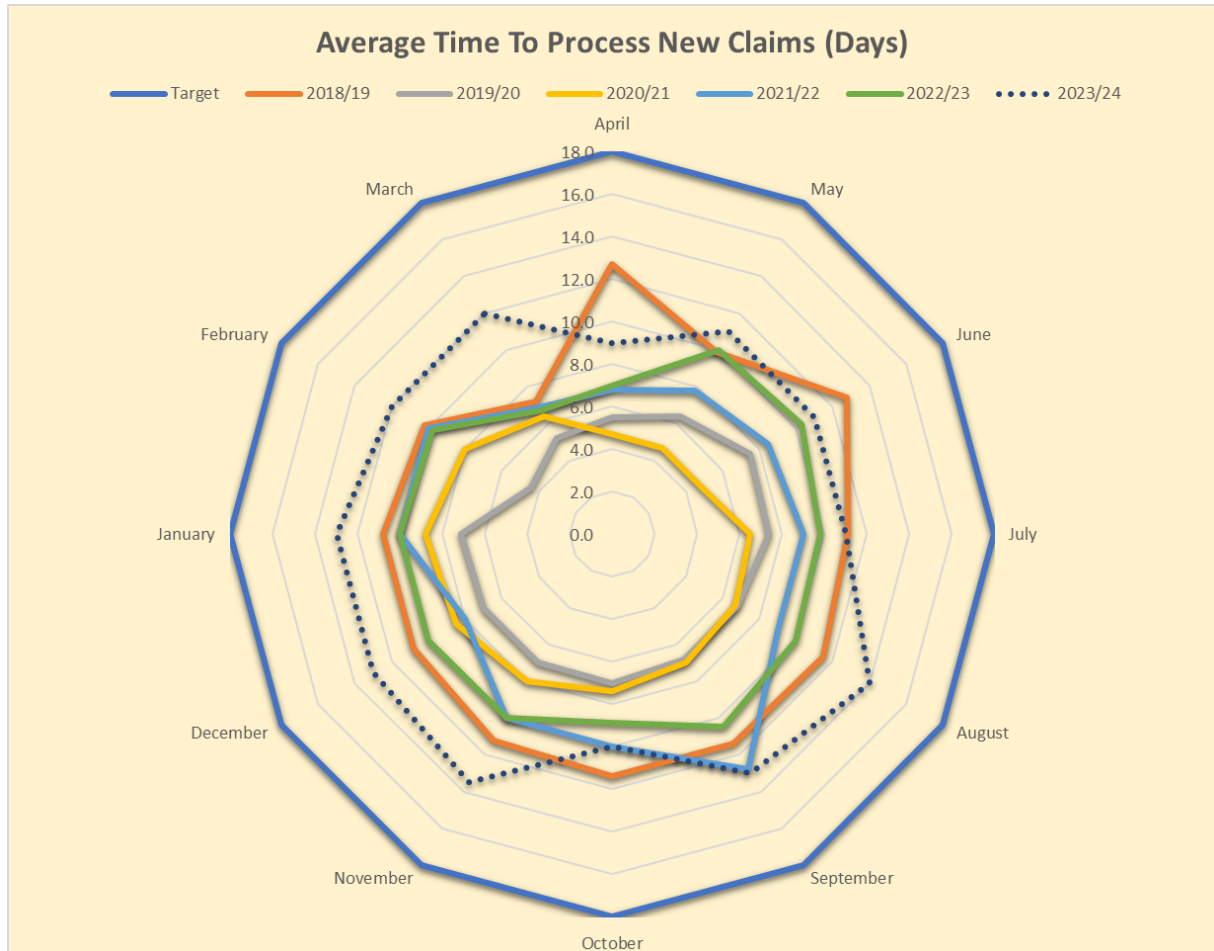


NB The live LCTR caseload increased on 01/04/2024 to 4,965 due to introduction of the banded scheme.

Live caseload figures at 31/03/2024 (LCTR plus housing benefit) are currently 5,106, marginally higher than the 31/03/2024 figure of 5,100. This suggests a flattening out of the general downwards trend aside from the increase in 2021 due to the pandemic.



The average time taken to process new Housing Benefit/Council Tax Benefit claims and change events was 12.0 days to March 2024 (6.7 days to March 2023). Whilst this is ahead of target it is apparent that due to the migration of Universal Credit the remaining Housing Benefit caseload is of a more complex nature which takes longer to process, which has been acknowledged by DWP.

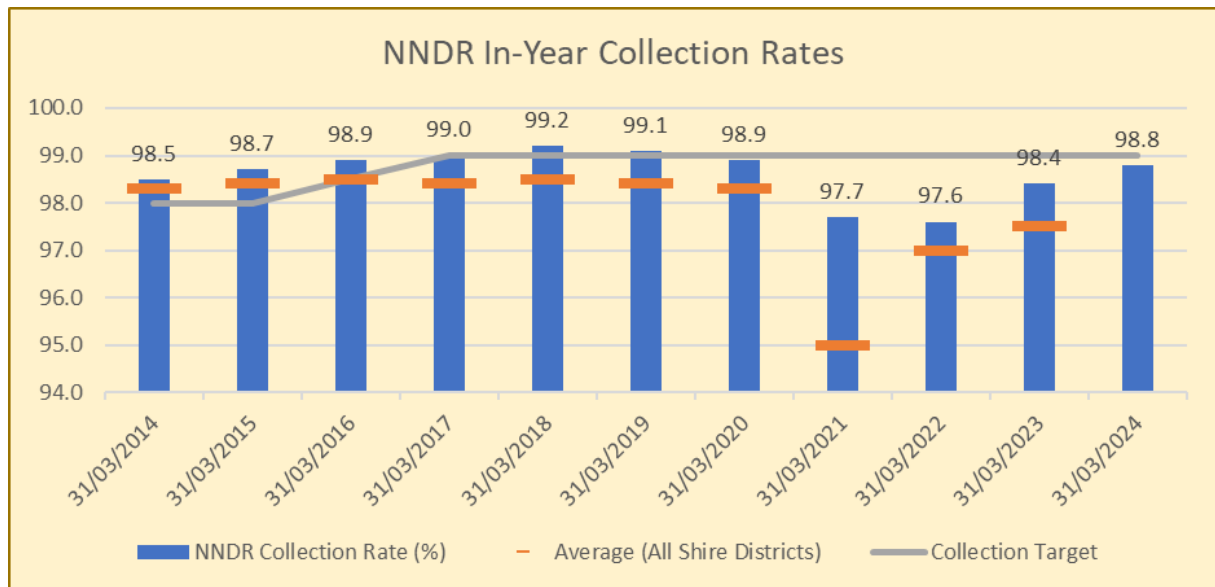


## Revenues

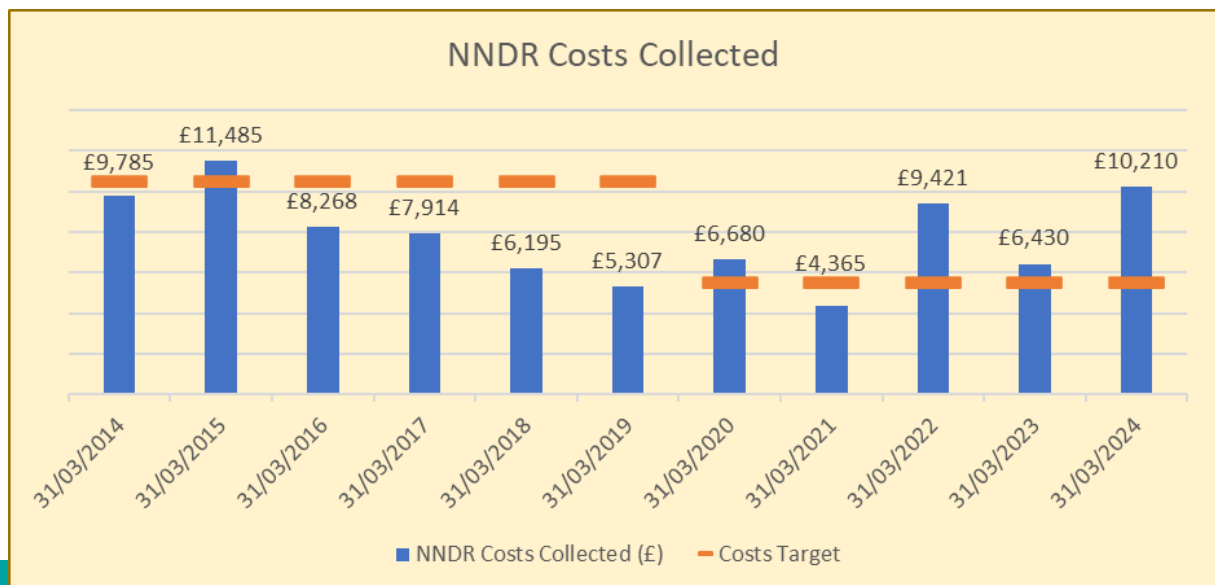
Recovery actions were eased to a degree due to the pandemic with a more generous approach to arrangements to pay. Also court time was limited so instead of one hearing per month there were just four hearings in 2020/21 commencing in December though the frequency has returned to near normal with nine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

## NNDR

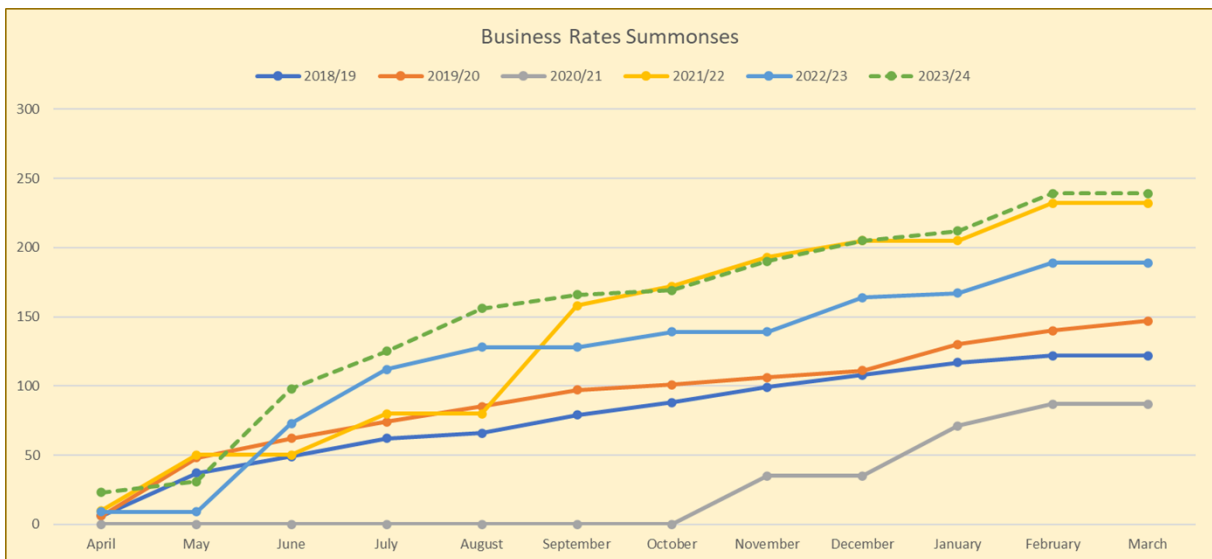
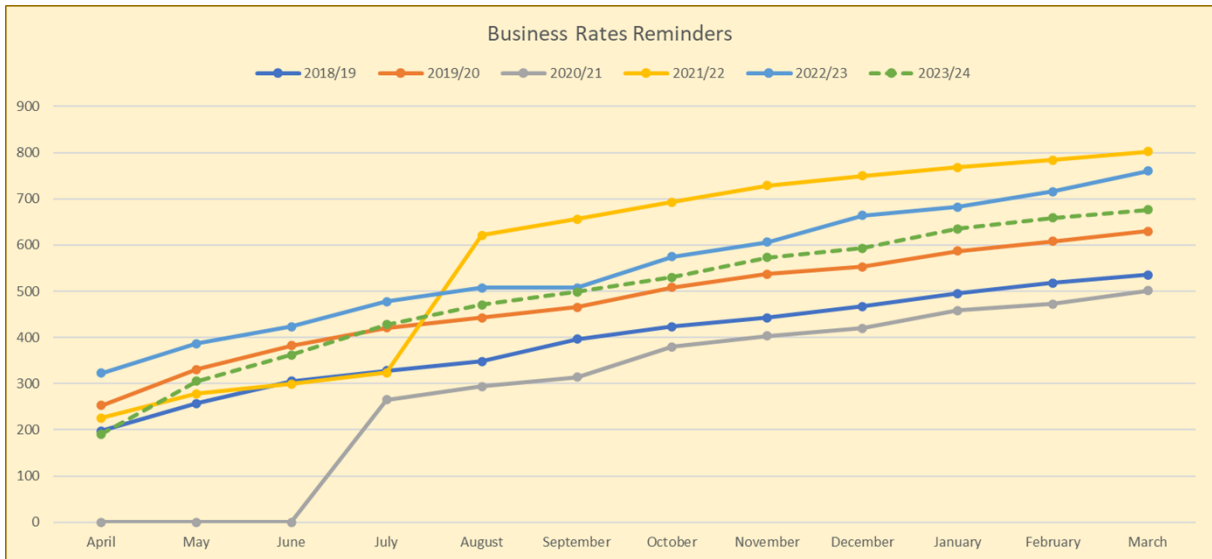
Collection performance continues to improve but remains behind target primarily due to targets being unchanged since before the COVID outbreak- current year collection level is 98.8%, below target by 0.2% at 31st March (97.6% as at 31st March 2022 and 98.4% as at 31st March 2023).



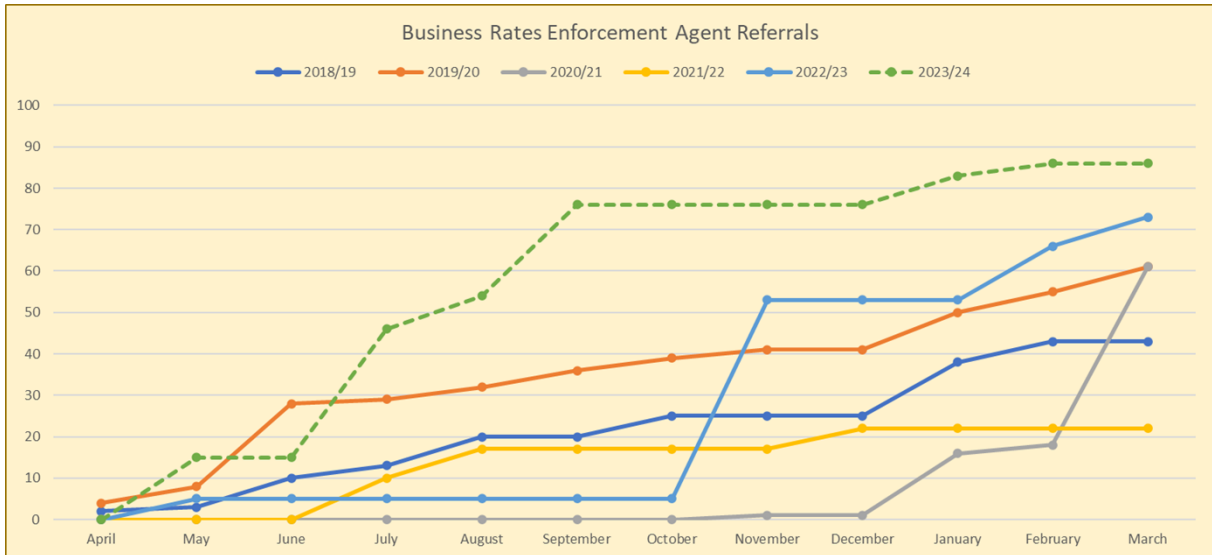
Court costs are £10.2k, above the target of £5.5k.



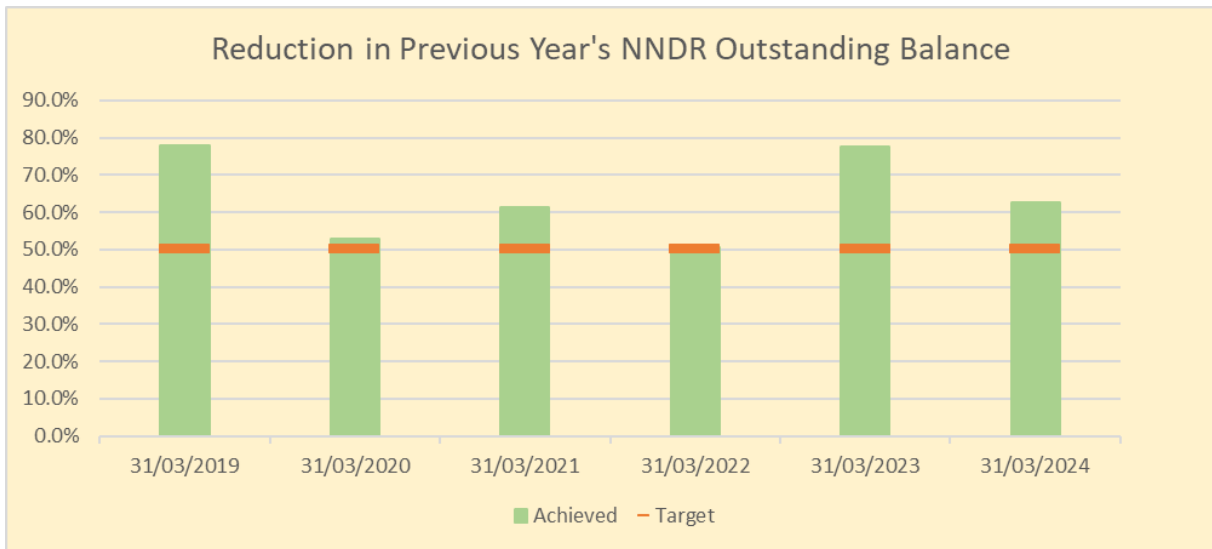
Reminders (676 for 2023/24) are at similar levels to 2019/20 levels (630) but with summons at higher levels than 2019/20. There have been 239 summonses compared to 147. There have been 86 enforcement agent referrals in 2023/24 (61 referrals in 2019/20).





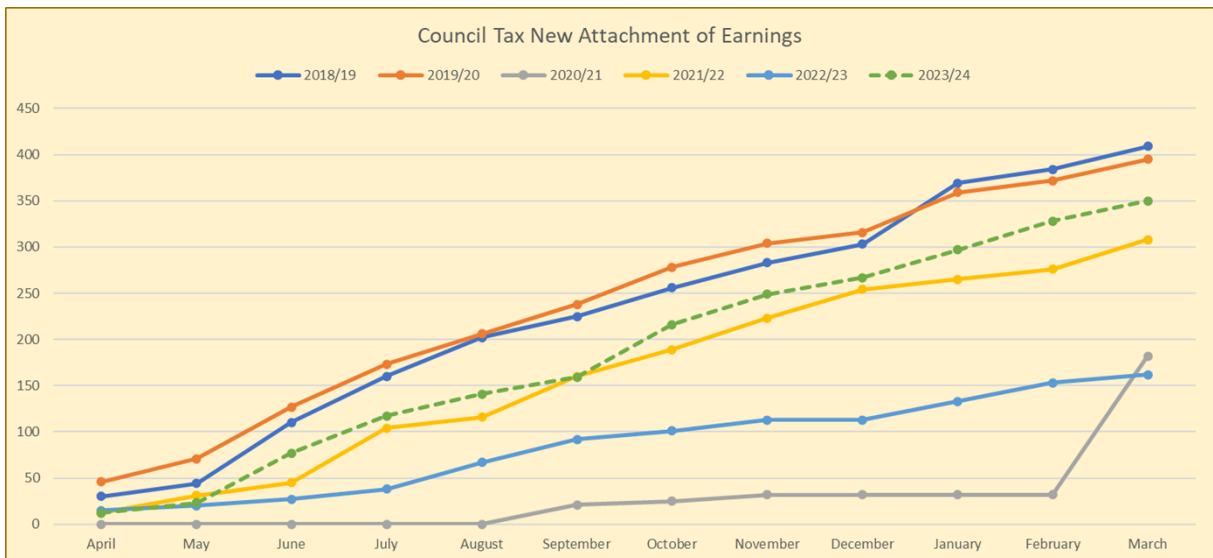
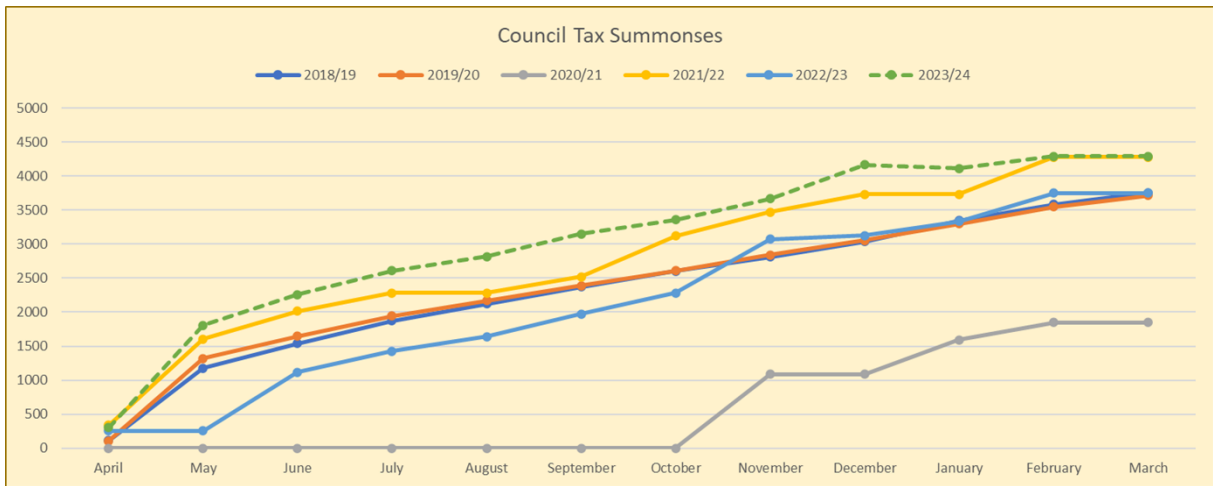
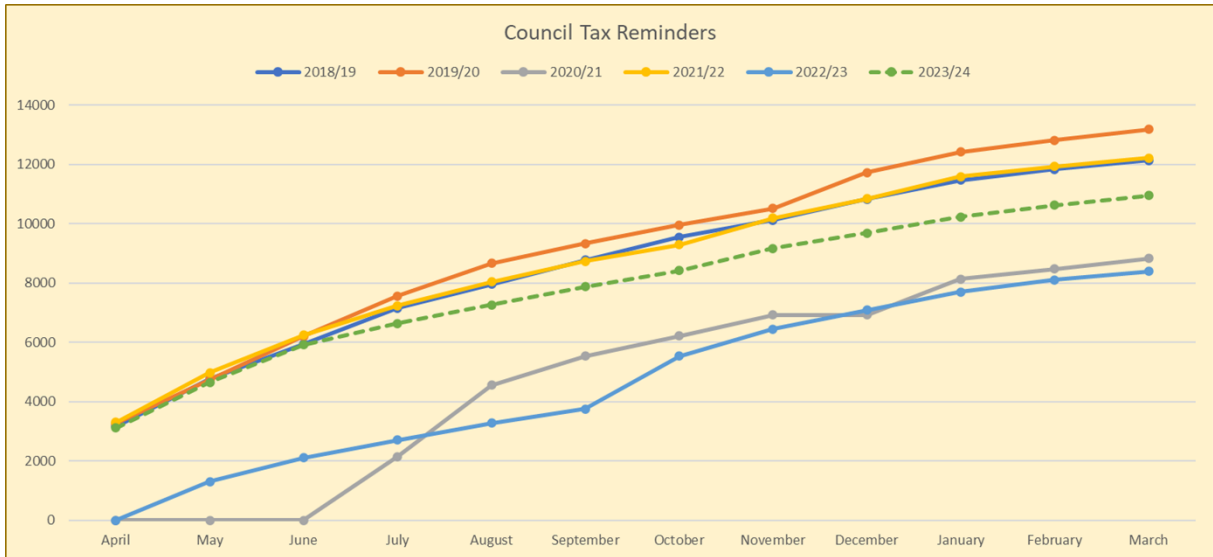


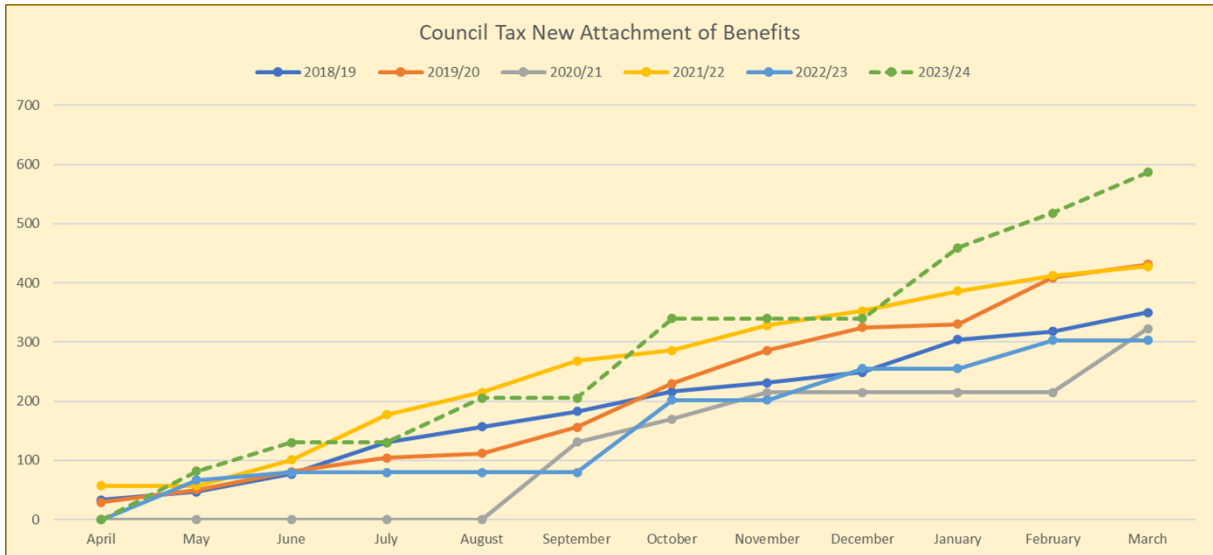
Arrears reduction in respect of 2022/23 debt stands at 62.6% compared to a target of 50.0%.



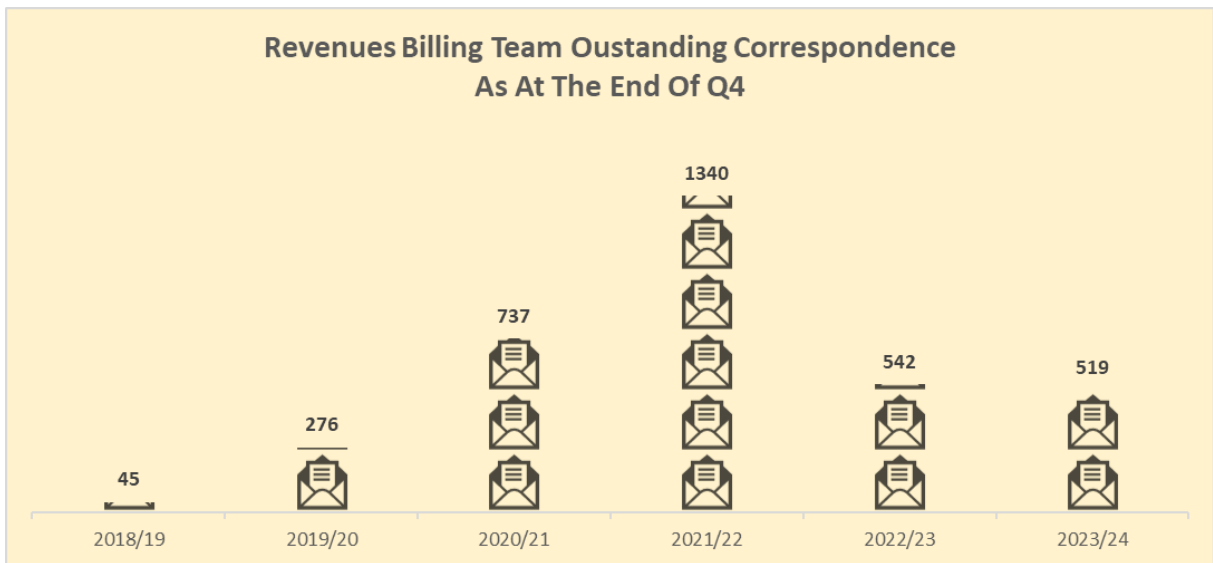
### **Council Tax**

Reminders are at a lower level than 2019/20 (10,961 at 31st March 2024 compared to 13,194 for 2019/20) with liability orders at slightly higher levels (4,290 summonses compared to 3,714 in 2019/20 with 3,460 liability orders compared to 2,878). Attachment of earnings are at lower levels (350 attachments compared to 395 in 2019/20 meanwhile there were 2,821 enforcement agent referrals compared to 1,912 in 2019/20. The increase in referrals is due to the enforcement agents now taking cases at an earlier stage so they now serve requests for information on our behalf.

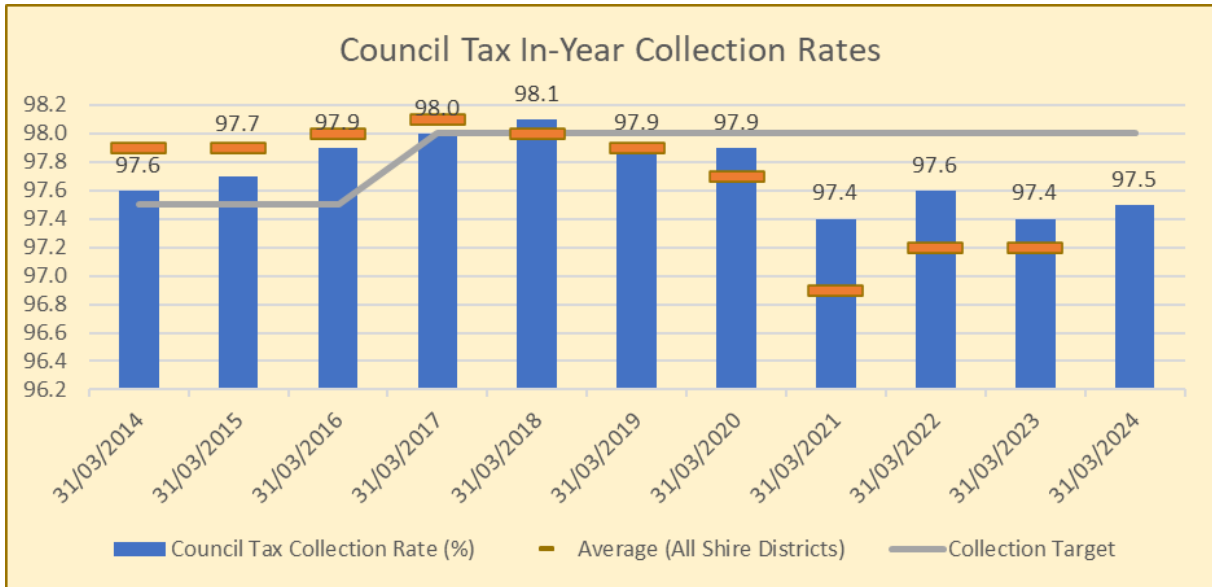




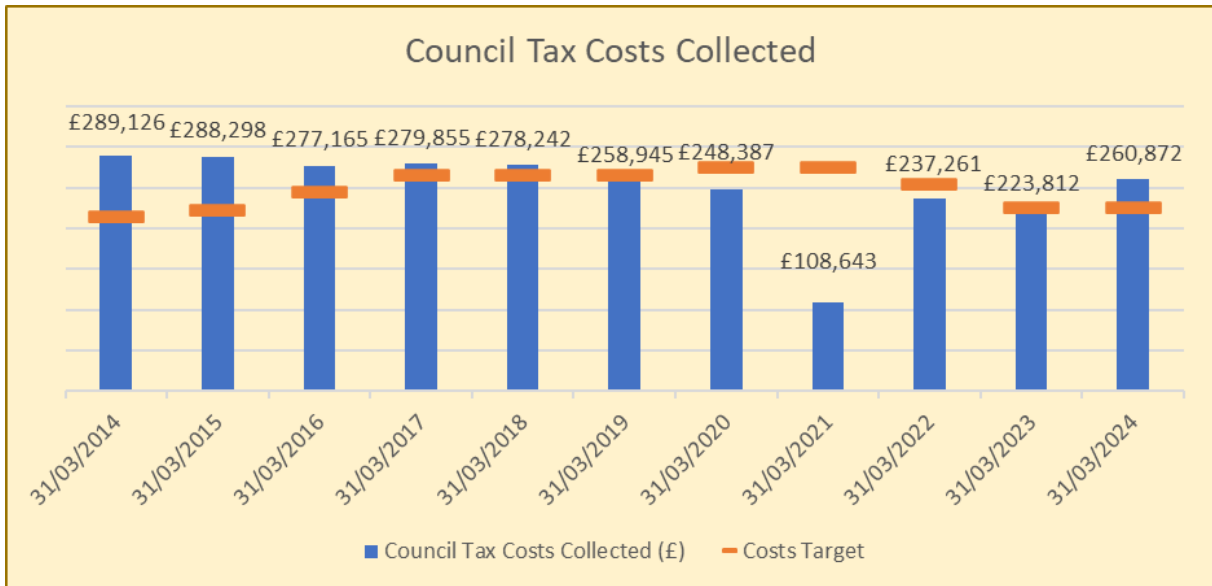
The backlog in processing of correspondence has been addressed and figures are now significantly better than normal. The Revenues Billing Team backlog has reduced from 542 outstanding items at the end of March 2023 to 519 at the end of March 2024 (300 items at 31st December 2021).



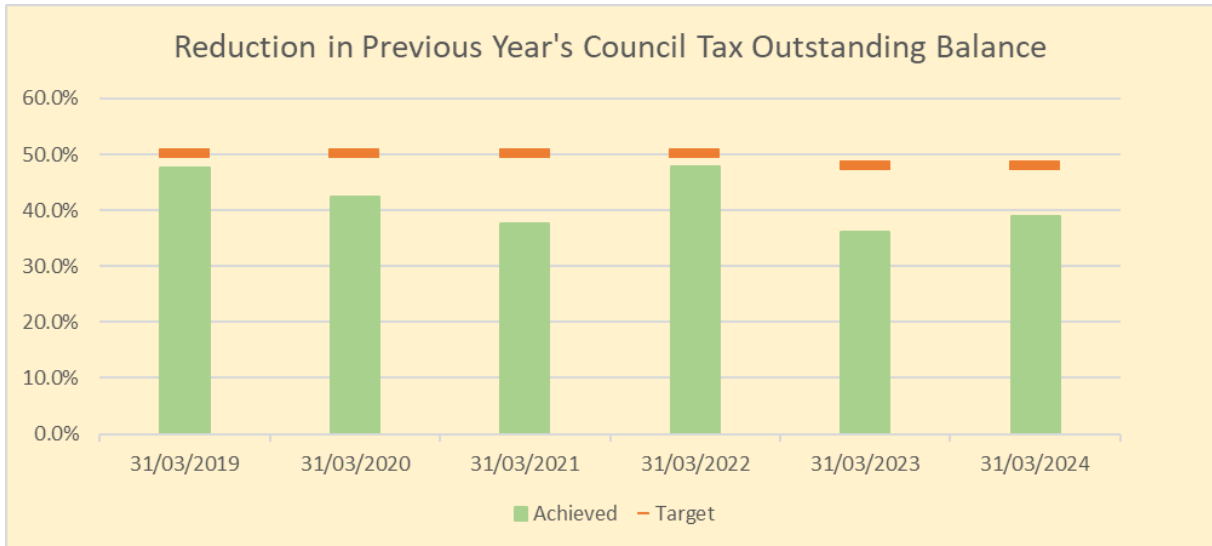
The current year collection level of 97.5% is below the target of 98.0%, this is just ahead of the 2019/20 collection performance of 97.4%. Performance is impacted by money being allocated elsewhere due to cost of living increases as well as higher arrears levels leading to reduced current year collection.



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



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



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

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

## Housing

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

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

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

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

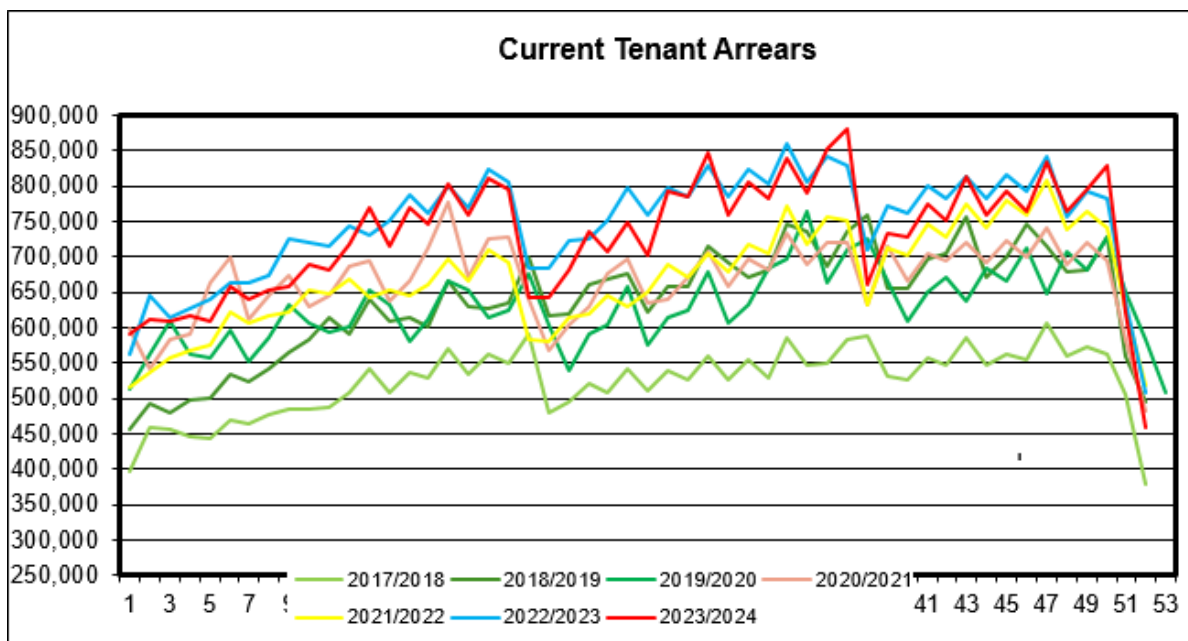
Total arrears (including former tenant arrears, recharges, court costs and garages etc.) are £2.06m at 31<sup>st</sup> March 2024, compared to £1.92m at 31<sup>st</sup> March 2023, an increase of £14k (compared to a £94k increase between 31<sup>st</sup> March 2022 and 31<sup>st</sup> March 2023 and an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

There have been 8 evictions between 1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2024.

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

### Arrears comparison graph year on year performance

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



## **Write Offs**

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

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

<b>Type</b>	<b>01/04/23 – 31/03/2024</b>
Council Tax	£9,053.69
Business Rates	£26,177.07
Sundry Income	£30,100.94
Housing Benefit Overpayments	£22,532.32
Housing	£72,198.69

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

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

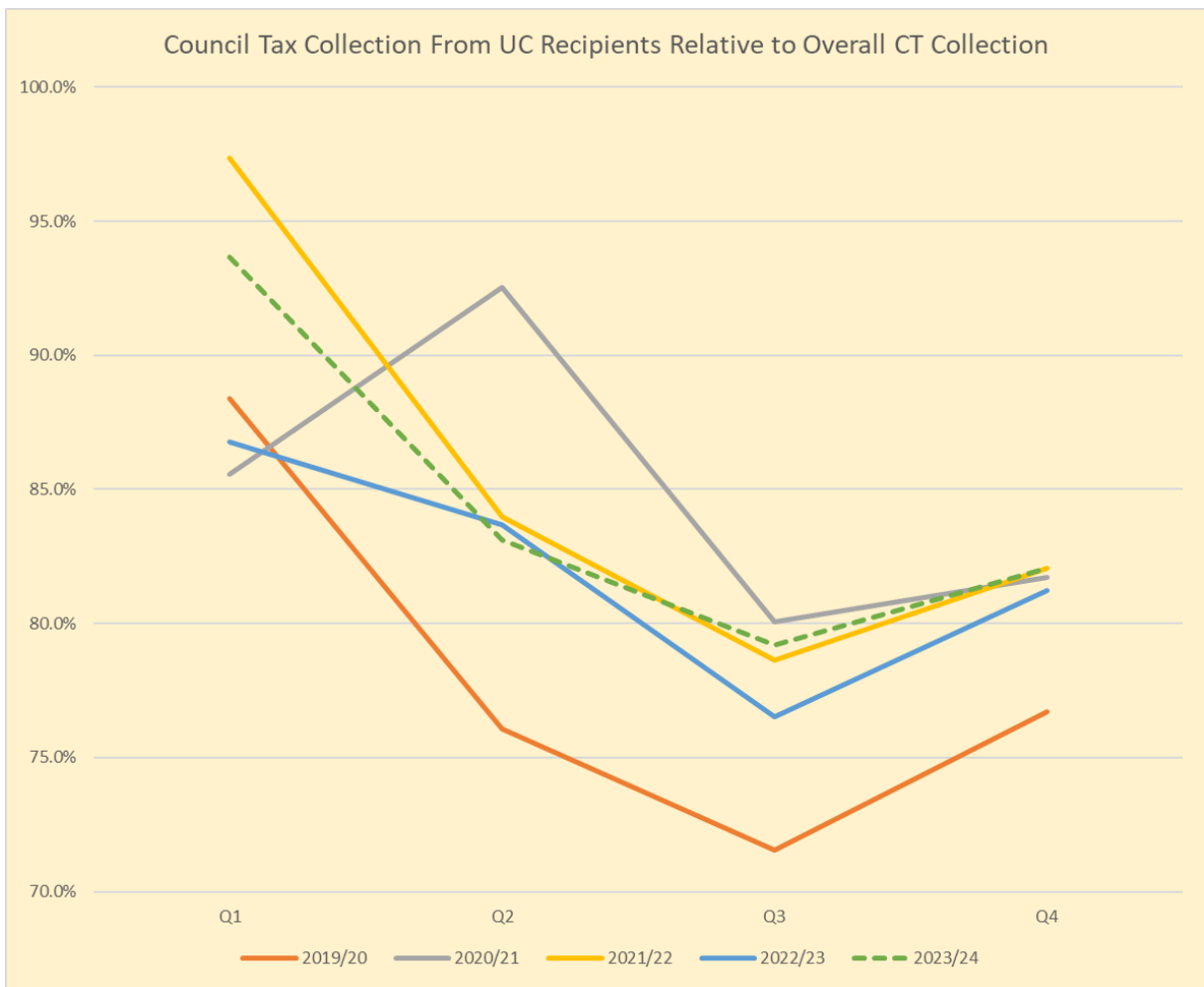
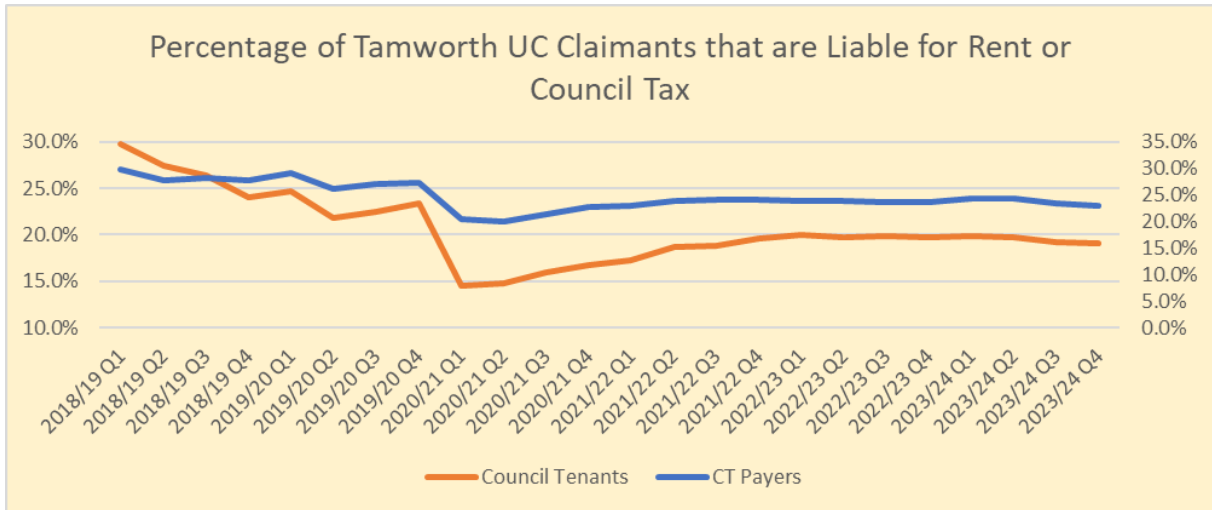
The Council views such cases very much as exceptions. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt together with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



## Universal Credit

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

Indicator	Qtr 4 2018/19	Qtr 4 2019/20	Qtr 4 2020/21	Qtr 4 2021/22	Qtr 1 2022/23	Qtr 2 2022/23	Qtr3 2022/23	Qtr4 2022/23	Qtr1 2023/24	Qtr2 2023/24	Qtr3 2023/24	Qtr4 2023/24
live caseload figure	5,514	5,374	5,628	5,055	5,198	5,186	5,124	5,100	5,134	5,130	5,056	5,106
Number of Universal Credit claimants in Tamworth	2,682	4,594	8,687	8,228	8,297	8,463	8,586	8,705	8,774	8,998	9,325	9,783
Number of Council Tenants on Universal Credit	645	1,072	1,449	1,617	1,655	1,671	1,701	1,722	1,743	1,776	1,794	1,860
Number of Council Tenants on Universal Credit and in Rent Arrears	443	663	680	749	1,063	1,170	1,165	779	1,190	1,211	1,184	813
Percentage of Council Tenants on Universal Credit and in Rent Arrears	68.7%	61.9%	46.9%	46.3%	64.2%	70.0%	68.5%	45.2%	68.3%	68.2%	66.0%	43.7%
Number of Council Tenants on Universal Credit and not in Rent Arrears	202	409	769	868	592	501	536	943	563	565	610	1,047
Percentage of Council Tenants on Universal Credit and not in Rent Arrears	31.3%	38.2%	53.1%	53.7%	35.8%	30.0%	31.5%	54.7%	31.7%	31.8%	34.0%	56.3%
Number of Council Tax Payers on Universal Credit	745	1,254	1,975	1,973	1,976	2,012	2,023	2,065	2,140	2,194	2,176	2,236
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	261	388	263	420	33	150	410	396	371	469	489	420
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	35.0%	30.9%	13.3%	21.3%	1.67%	7.56%	20.3%	19.1%	17.3%	21.4%	22.5%	18.8%
Number of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	484	866	1,712	1,553	1,943	1,862	1,613	1,669	1,769	1,725	1,687	1,816
Percentage of Council Tax Payers on Universal Credit and not in arrears with Council Tax payments	65.0%	69.1%	86.7%	78.7%	98.3%	92.54%	79.7%	80.8%	82.7%	78.6%	77.5%	81.2%
Number of Universal Credit claimants nationally	1,736,431	2,933,218	6,038,764	5,627,616	5,594,314	5,712,063	5,834,057	5,893,705	5,977,586	6,097,882	6,278,493	6,527,735
Discretionary Housing Payments made - Year to date	140,303	135,782	171,576	138,331	19,107	36,637	67,793	98,113	19,563	39,190	61,020	98,331
Amount of Discretionary Housing Payments made to Universal Credit claimants - Year to date	82,001	102,688	148,625	121,294	16,019	30,957	58,189	83,706	15,781	32,037	48,679	83,965



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

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

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

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

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

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

## Housing Revenue Account (HRA)

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

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

The table shows that Housing Revenue Account balances are expected to be £6.1m at the end of 2026/27. Whilst these balances would appear to be significant, they are required to build up reserves in order to meet the long term costs of the capital programme included in the 30 year HRA business plan.

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

### Executive Summary

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

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

### General Fund

#### Revenue

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

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

## Capital

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

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

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

## Balances

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

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

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

## Housing Revenue Account

### Revenue

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

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

### Capital

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

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

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

## **Balances**

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

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



### 3.6 General Fund Main Variances

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

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

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

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

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

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

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

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

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



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

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

## Housing Revenue Account – Main Variances

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

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

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

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

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

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

### 3.7 Capital Programme Monitoring

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



GENERAL FUND	Budget Reprofiled from 2022/23 (memo only) £000	Budget £000	Actual Spend £000	Variance £000	Reprofile to 2024/25 (memo only) £000	Outturn £000	Comments
<b>AD People</b>					-		
Replacement It Technology	20	70	45	(25)	25	70	Network refresh to be brought forward
Self Service Customer Portal	10	10	10	-	-	10	Project went live Jan 23.
Endpoint & Web E-Mail Filter	40	40	28	(12)	12	40	Likely to extend for another 1-3 years and then plan to move to revenue budget as part of Microsoft agreement.
Asset Management Database	42	42	1	(41)	41	42	Consultancy and training fees, unlikely to spend full budget.
R & R Smart Working IT Requirements	250	250	-	(250)	250	250	Budget will fund desktop and network refresh
ICT Audio/Visual Technology Town Hall	87	87	-	(87)	87	87	To be reprofiled into 24/25
ITrent HR & Payroll SAAS	-	-	7	7	-	7	Costs relating to 22-23 which should have been accrued
Civica Digital Image Store	-	56	-	(56)	56	56	Civica software now outdated. Decision to be made whether to update as far as possible or move to new cloud-based software. Will not be spent by Mar-24, may need to be repurposed into the Civica wider system upgrade.
<b>Service Area Total</b>	<b>449</b>	<b>555</b>	<b>91</b>	<b>(464)</b>	<b>471</b>	<b>562</b>	

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

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

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

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

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

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

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



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

## 4. Corporate Risk

### 4.1 Corporate Risks Detailed Summary Quarter 4 2023/24

Code	Parent Risk Title	Risk	Current Risk Matrix	Date Reviewed	Current Risk Severity	Current Risk Likelihood	Current Risk Rating	Current Risk Status	Risk Assigned To
1	Finance/Financial stability 2023/24	To ensure that the Council is financially sustainable as an organisation	<p>Likelihood</p> <p>Severity</p>	30-Apr-2024	4	3	12		Joanne Goodfellow; Becky Smeathers
2	Governance 2023	To ensure the Council is fully compliant in all legislative requirements	<p>Likelihood</p> <p>Severity</p>	30-Apr-2024	2	2	4		Rob Barnes; Anica Goodwin; Becky Smeathers
3	Promoting community resilience and cohesive communities	Failure to understand Borough issues that may lead to community cohesion challenges and community resilience issues affecting Tamworth 'the place'	<p>Likelihood</p> <p>Severity</p>	02-May-2024	2	2	4		Hannah Peate; Joanne Sands
4	Lack of resources, capacity and right skills in place	Lack of resources, capacity and right skills in place (recruitment and retention) to deliver corporate objectives	<p>Likelihood</p> <p>Severity</p>	30-Apr-2024	2	2	4		Rob Barnes; Anica Goodwin; Becky Smeathers


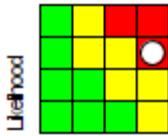
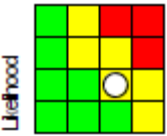
5	Organisational Resilience 2023/24	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future.		30-Apr-2024	3	3	9		Rob Barnes
6	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure.	Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts and force majeure		30-Apr-2024	3	3	9		Rob Barnes
7	Information and Data Management -	Lack of insight from information and data systems could impede effective decision making and affect systems viability.		30-Apr-2024	3	2	6		Becky Smeathers; Zoe Wolicki
8	Inability to deliver economic growth, sustainability and prosperity in the Borough	Lack of economic growth, sustainability and prosperity in the Borough at the levels required		30-Apr-2024	3	3	9		Rob Barnes

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

## 4.2 Detailed Corporate Risk Register Summary 2023/24




### 1 Finance/Financial stability 2023/24

Risk Code		Risk Title	To ensure that the Council is financially sustainable as an organisation
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	4	Severity	3
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	16	Risk Score	12	Risk Score	6
		Date Reviewed	30-Apr-2024	Target Date	

<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 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.</li> <li>* Under utilisation of Assets</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 General Election is not expected before Autumn 2024. This leaves insufficient planning time for an incoming government to implement anything but a one year settlement for 2025/26. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme have been repeatedly deferred and are unlikely before 2026/27 at the earliest. While this means the Council will be able to retain its business rate growth for 2025/26, it also means that the uncertainty continues, making it difficult to plan beyond one year with any certainty.</li> <li>* Unplanned cost reductions / savings requirements</li> <li>* Financial issues leading to the Authority being taken over by Government appointed officers.</li> <li>*Inability to plan investments into assets</li> </ul>
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		<p>*Inability to diversify income streams</p> <p>*Social cohesion erosion could occur as public are adversely impacted by cost of living impact – potential for reputational damage for the council if unable to support effectively (or perception to). *Negative public perception may damage Council's reputation</p>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Monthly Budget Monitoring	31-Mar-2024		Monthly Financial Healthcheck reports to CMT and quarterly to Cabinet	Joanne Goodfellow
Proactive and targeted cost saving analysis and review of reserve funds	31-Mar-2024		Review of reserves and retained funds reported to Cabinet in December and release of unspent funds to be returned to balances approved <b>£135,910.36 to General Fund Balances and £67,104 to Housing Revenue Account Balances (HRA)</b>	Joanne Goodfellow
Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members	31-Mar-2024		2023/24 MTFS included review and update of fees and charges and new charges introduced. Other targeted savings built into budget via policy changes.	Joanne Goodfellow

Latest Note	The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme has been deferred again. The LGFS published in December 2023 outline funding for 2024/25.
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This settlement represents a 'holding position' until the next Parliament, aiming at stability. The ruling out of a business rates reset, or a fair funding review, means that the funding distribution will stay fairly stable (with the exception of Extended Producer Responsibility funding).

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

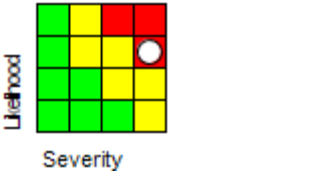
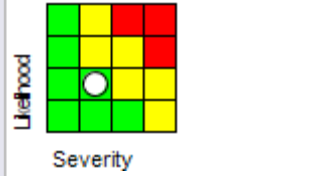
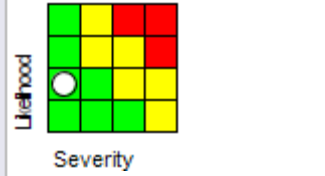
While this means the Council will be able to retain its business rate growth for 2024/25 and 2025/26, it also means that the uncertainty continues and potentially the Council still faces losing this growth from 2026/27.

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



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

## 2 Governance 2023

Risk Code		Risk Title	To ensure the Council is fully compliant in all legislative requirements
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	2	Severity	1
Likelihood	3	Likelihood	2	Likelihood	2
Risk Score	12	Risk Score	4	Risk Score	2
		Date Reviewed	30-Apr-2024	Target Date	

<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> <li>* Additional effort if required to manage workloads from already stretched services</li> <li>*Unable to effectively priorities objectives and workloads</li> <li>*Potential to mis-align resources</li> </ul>
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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
Audit and Scrutiny Committees	31-Mar-2024		Regular meetings in place, training plan for Audit Committee members being developed.	Joanne Goodfellow
Policies and Procedures	31-Mar-2024		<p>HR policies and procedure updated in line with SMART working and distributed via ASTUTE</p> <p>Policy management audit undertaken, recommendations:</p> <p>1 centralised repository of policies ensuring regular reviews are undertaken</p> <p>2. Heads of service reminded of their responsibility to update policies within their service area</p> <p>Each policy should have a standard cover sheet</p>	Zoe Wolicki

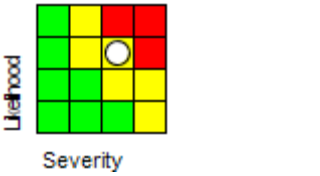
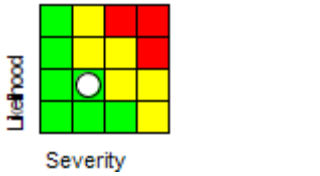
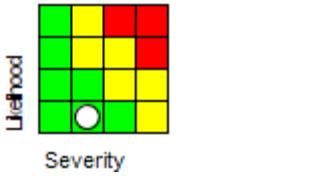
Latest Note	Meeting of Statutory Officers held this quarter - all actions/issues being managed
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Corporate Priority affected	<p>Priority2: The Economy</p> <p>Priority4: Living in Tamworth</p> <p>Priority: Organisation</p>
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###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




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

<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> <li>. Poor educational outcomes and job opportunities</li> <li>Failure to engage with other statutory agencies</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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Risk Control Measure	Risk Control Measure Due Date	Risk Control Measure Status	Risk Control Measure Note	Assistant Director
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Commissioning of debt/advice services	31-Jul-2024		Contract in place until March 2025	Joanne Sands
Community cohesion officer in place	31-Jul-2024		Community Cohesion Officer in place until March 2025	Joanne Sands
Quality open spaces	31-Jul-2024		This is an ongoing work agenda of maintaining our open spaces.  Working with Staffordshire Wildlife Trust they support local community groups to maintain the seven local nature reserves that we have in the borough.	Hannah Peate
Strong Community Safety Partnership in place	31-Jul-2024		Partnership in place. CSP plan in place 2023-2026 and Community Safety Strategic Assessment refreshed annually with report to IS&G scrutiny committee	Joanne Sands
Strong partnership working with Staffordshire County Council around strategic issues affecting Tamworth communities.	31-Mar-2024		Links to all relevant community safety groups, priority working areas including Cost of Living group and Directors Health Inequalities group	Joanne Sands
Support for the Voluntary Sector	19-Jul-2024		Voluntary sector pledge signed 2021. Community grants schemes in place	Joanne Sands
Tell Us	31-Jul-2024		New policy implemented  policy reviewed by housing ombudsman	Zoe Wolicki

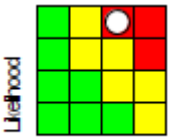
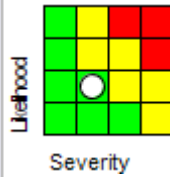
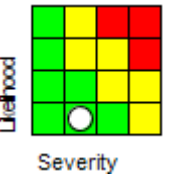
			rolled out to all staff via astute	
Use of insight	31-Jul-2024		PID and project scope complete  Trueman Change directly awarded for consultancy support to produce a model and systems for data collection and analysis	Hannah Peate; Zoe Wolicki
Wellbeing Strategy	19-Jul-2024		Baseline in place - H&W Scrutiny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

Latest Note	No change
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Corporate Priority affected	Priority1: The Environment Priority4: Living in Tamworth Priority5: Town Centre
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#### 4 Lack of resources, capacity and right skills in place

Risk Code		Risk Title	Lack of resources, capacity and right skills in place (recruitment and retention) to deliver corporate objectives
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	2	Severity	2
Likelihood	4	Likelihood	2	Likelihood	1
Risk Score	12	Risk Score	4	Risk Score	2
		Date Reviewed	30-Apr-2024	Target Date	

<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> <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>	<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> <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		Comments, Compliments, Complaints Policy issued to all staff via Astute - January 2024	Zoe Wolicki
Effective employee relations	31-Mar-2024		Trade Union Meetings held on regular basis at least quarterly  All policies and procedures compliant with legislation with 3 yearly reviews or earlier if legislation dictates.  Regular communications with staff via monthly newsletter and everyone emails	Anica Goodwin; Zoe Wolicki
Monitoring of staff turnover	31-Jul-2024		Update to CMT and Statutory Officers Group	Anica Goodwin; Hannah Peate; Zoe Wolicki
Training plan resourced	31-Mar-2024		PDR process complete  initial analysis of training required complete  priority training procurement process underway	Zoe Wolicki
Workforce plan in place	31-Jul-2024		Work continues to be completed by September 2024	Hannah Peate; Zoe Wolicki

Latest Note

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

Corporate Priority affected

Priority2: The Economy


Priority4: Living in Tamworth




Priority: Organisation

## 5 Organisational Resilience 2023/24

Risk Code		Risk Title	Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future.
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	1
Likelihood	4	Likelihood	3	Likelihood	1
Risk Score	12	Risk Score	9	Risk Score	1
		Date Reviewed	30-Apr-2024	Target Date	
<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>	

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

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

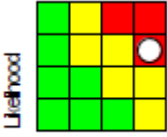
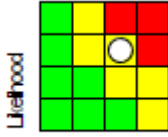
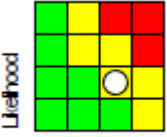
Latest Note	No change
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Corporate Priority affected	<ul style="list-style-type: none"> <li>Priority2: The Economy</li> <li>Priority4: Living in Tamworth</li> <li>Priority: Organisation</li> </ul>
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**6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

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

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

Latest Note

Climate change officer in post

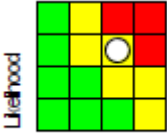
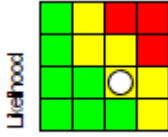
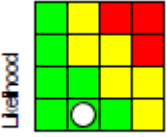
Corporate Priority affected


Priority1: The Environment

Priority4: Living in Tamworth

## 7 Information and Data Management -

Risk Code		Risk Title	Lack of insight from information and data systems could impede effective decision making and affect systems viability.
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Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	3	Severity	3	Severity	2
Likelihood	3	Likelihood	2	Likelihood	1
Risk Score	9	Risk Score	6	Risk Score	2
		Date Reviewed	30-Apr-2024	Target Date	
<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>	

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

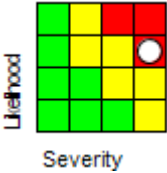
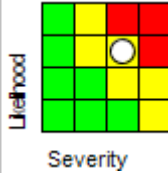
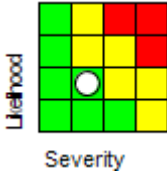
Data Protection	31-Mar-2024		policies and procedures for DP on Astute	Zoe Wolicki
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Latest Note Improvements to systems are being delivered through ICT strategy.

Corporate Priority affected Priority2: The Economy  
Priority: Organisation



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

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

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

Management of Assets - deliver Corporate Capital Strategy and Asset Management Strategy actions

31-Jul-2024



Final draft to be presented to Asset Strategy Steering Group for consideration.

Paul Weston

Latest Note

No change from previous assessment.

Corporate Priority affected

Priority2: The Economy

Priority1: The Environment

Priority3: Infrastructure

Priority4: Living in Tamworth

Priority5: Town Centre

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

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

## 5. Audit Plan update – End of Quarter 4

The internal audit plan for 2023/24 approved by the Audit & Governance Committee at its meeting in March 2023. The plan was for a total of 16 audits. To the end of quarter 4 2023/2024 we have completed 87% of the audit plan. In addition, we have fully completed the 3 audits rolled forward from 2022/23. An analysis of audit plan completion and indicatively planned audits is shown in the table below.

	Q1	Q2	Q3	Q4
Number of audits allocated per quarter	4	4	6	2
% of plan	25	25	37	13
Cumulative 2023/24 audit plan % completed	0	25	31	87
Completed and finalised 2022/23 audits	2	3	3	3
Audits drafted and awaiting management agreement 2022/23	1	0	0	0
Audits drafted and awaiting management agreement 2023/24				1
Audits deferred to 2024/25				1

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

### Outstanding Audit Recommendations

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

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

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



## 6.Information Governance Reports

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

### 6.1 Personal Data Breaches

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

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

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

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

01 January 2024 – 31 <sup>st</sup> March 2024 Number of personal data breaches recorded	2
01 January 2023 – 31 <sup>st</sup> March 2023 Number of personal data breaches recorded	1
Increase / decrease of % compared to same time last year	100% increase.
Highest amount received Quarter 4 2023	February and March – 1
Lowest amount received Quarter 4 2023	January - 0
Reported to the Information Commissioner (ICO)	0
Reported within statutory the timeframe of 72 hours %	N/A
Breach Category	N/A
ICO Findings	N/A
Lesson learnt	N/A

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

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

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

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

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

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

### High Demand Service Areas

Service Areas for FOI/EIR requests Quarter 4 2023.

Planning	32
Transfer to SCC	31
ICT	16

### Request Trends

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

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

### Internal reviews

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

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

01 January 2024 – 31 <sup>st</sup> March 2024 – Number of Internal review requests received	0
01 January 2023 – 31 <sup>st</sup> March 2023 - Number of Internal review requests received	1
Increase or decrease of % compared to same period last year	100% decrease
Responded to within statutory requirement of 20 working days	N/A
Percentage responded to within statutory requirement of 20 working days	N/A

### Information Commissioner

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

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

01 January 2024 – 31 <sup>st</sup> March 2024 – Number of Enquiries received by ICO	0
01 January 2023 – 31 <sup>st</sup> March 2023 - 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 requests are facilitated centrally through Council's Information Governance Team (IGT). They triaged and allocated to individual services for review and response. The IGT review and issue responses, in addition, supporting service areas with any relevant exemptions/exceptions that may apply.

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

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

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

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

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

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

## 6.4 Comments, Compliments and Complaints

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

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


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

Breakdown of Data (Service Area) Qtr 4	Stage 1 Complaint	Stage 2 Complaint	Total Complaints	Stage 1 within SLA	Stage 1 outside SLA	Stage 1 no response (still within time frame)	Stage 2 within SLA	Stage 2 outside SLA	Stage 2 no response (still within time frame)	Total Service Requests	Total Compliments
ASB			0								
Benefits	2		2	2							
Car Parks			0							3	
Castle			0								
CCTV			0								
Commercial Assets	1		1		1					2	
Council Tax & Revenues	7	1	8	7			1			5	2
Customer Services			0							2	1
Democratic Services			0								
Elections			0								
Environmental Health			0							8	
Housing Repairs	26	1	27	18	8		1			35	3
Housing Repairs Gas	1		1		1					2	
Housing Repairs Planned	2	2	4	1	1		1	1		2	
Housing Solutions	4	1	5	3	1			1		5	2
Joint Waste	1		1	1						4	
Land Charges / Legal (Right to Buy)			0								
Multiple Depts			0								
Partnerships			0								1
Planning & Development			0								
Private Sector		1	1				1				
Rental Income			0								
Sheltered Housing			0								
Street Scene	9	2	11	5	4		1	1		19	3
Tenacy Management	4		4	2	2		1			13	
Tenacy Involvement Group			0								
Theatre	2	1	3	1	1						2
Wardens			0								
SCC			0							5	
ICT			0								
<b>Total</b>	<b>59</b>	<b>9</b>	<b>68</b>	<b>40</b>	<b>19</b>	<b>0</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>105</b>	<b>14</b>
<b>Overall Total</b>	<b>187</b>										
<b>Complaints acknowledged within SLA (5 working days)</b>	<b>65</b>	<b>96%</b>									


Appendix 1 - Strategic Projects Highlight Reports


Asset management Strategy


Page 99

<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>	<ul style="list-style-type: none"> <li>• Surveys completed.</li> <li>• Gap analysis completed.</li> <li>• Additional surveys quoted.</li> <li>• Amendments being worked on in readiness for next update to Scrutiny and Cabinet,</li> </ul>	<b>Planned Activities for next period</b>	<ul style="list-style-type: none"> <li>• Draft strategy document.</li> <li>• Draft plans.</li> <li>• Document on track for completion in April 2024 to go to Cabinet in May 2024.</li> </ul>	<b>Amber/Red Areas</b>	Amber - document due for completion April 2024 in readiness for Cabinet in May 2024.
<b>Risks including Stakeholder Issues, budget and timing</b>	Needs to ensure there are links with SHRP project.	<b>Resourcing Requirements</b>	No further resourcing required at this stage.	<b>Decisions required from CMT</b>	None.
<b>Note</b>	Final draft to be presented to Asset Strategy Steering Group before proceeding to Cabinet [May 24].	<b>Date</b>	16-May-2024	<b>Author</b>	Paul Weston
	Finalising document to reflect Scrutiny Committee comments.		14-Jul-2023		Paul Weston
	Existing policy review completed. Draft policy reviewed by Scrutiny. Amendments to reflect Member comments are in progress with final draft to be presented to Cabinet for approval. Detailed Asset Management Plans will follow on from the strategy.		11-May-2023		Paul Weston


	Final amendments to be made in readiness for sign off by Members.		31-Mar-2023		Paul Weston
	Draft document has been reviewed by the Asset Strategy Steering Group and Scrutiny. Some Amendments are required. The initial process of Asset Management Plan development has commenced.		03-Jan-2023		Paul Weston

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


Key Workstream	KW Status	KW Assigned To	KW Notes
Development of new Strategy and Plans		Paul Weston	Report to be presented to Asset Strategy Steering Group before approval by Cabinet.

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



<b>FHSF</b>	Delivery of £21.65m project to renew the town centre	<b>Overall Project Status</b>		<b>Managed By</b>	Anna Miller
<b>Activities since last period</b>	Discussions with Highways, Peer Group and Spellers as a result of re-introducing scope back into the programme. Programme to be revised to accommodate original project scope. Work continues on party wall agreements and Nationwide legals. Discussions to begin on Peer Group license to work on building. Enhanced discussions with Peer over license and work to their building vs scope of works.	<b>Planned Activities for next period</b>	Conclusion of licence scope with Peer Group. Continuation of construction on Peel and TEC. Moving the Flex contract forwards. Continuation of party wall agreements.	<b>Amber/Red Areas</b>	
<b>Risks including Stakeholder Issues, budget and timing</b>	RAAC and liabilities. Market Street properties and their condition. Continued protracted discussions on middle entry scope risk programme issues.	<b>Resourcing Requirements</b>		<b>Decisions required from CMT</b>	
<b>Note</b>	Work has started at the Peel Cafe and TEC. Report to go to Full Council to request Capital Money in February. Work on the FLEX/ME entry project is awaiting a Full Council decision on budget, to be able to move forwards. Awaiting Govt to approve extensions to spend deadlines to allow commitment of spend by September and actual spend by end March 2025.	<b>Date</b>	24-Jan-2024	<b>Author</b>	Anna Miller
	Costs emerging from the contractor following further design and survey work, coupled with increased costs has led to challenging discussions. The original grant fund from Government will not cover the increased costs and discussions are ongoing around how to mitigate the increases. A report will go to Full		31-Oct-2023		Anna Miller

	Council to request capital money to support the project.				
	Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. Several applications have been approved by planning committee with the college application submitted and awaiting determination. Challenges persist, the biggest one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Subcommittee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.		14-Jul-2022		Anna Miller

<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><b>Managed By</b></p>	<p>Anna Miller</p>
<p><b>Activities since last period</b></p>	<p>Space and place commissioned and work in draft format to determine feasibility of split with ATIK. Work underway on understanding rights of way constraint on Gungate North.  Agreed NCP legals. Contract signed.</p>	<p><b>Planned Activities for next period</b></p>	<p>Rights of way issues to continue to be explored. Highways advice to be sought.</p>	<p><b>Amber/Red Areas</b></p>	
<p><b>Risks including Stakeholder Issues, budget and timing</b></p>	<p>Legal issue around rights of way access and the police station - needs resolution. Rekom, the owners of ATIK have gone into administration with a number of the companies that they own. Whilst STIK remains open it is not clear if this is the long term plan for the venue. Risk to project to be able to split the building with Buzz.</p>	<p><b>Resourcing Requirements</b></p>	<p>The Gungate capital pot has been substantially reduced as a result of Full Council decision (27/224) wrt to the FHSF budget issues.</p>	<p><b>Decisions required from CMT</b></p>	<p>Need further direction on what will be delivered on the site to allow masterplanning process to proceed.</p>

Note	Date	Author

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


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

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

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

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

## HRA Business Plan (2024-2054)

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


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


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

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

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


## Local Government Boundary Review


<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 (as at 31 December 2023)	<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 communications from commission.	<b>Date</b>	16-May-2024	<b>Author</b>	Pardeep Kataria
	still awaiting communications from commission		24-Jan-2024		Zoe Wolicki
	Still awaiting boundary commission notification		30-Oct-2023		Pardeep Kataria


<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 style="text-align: center;"></p>	<p><b>Managed By</b></p>	<p>Anna Miller</p>
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<b>Activities since last period</b>	Data requests to support GHG baseline work have been collected. Building energy audits have started.  Set up workshops to explore net zero priorities for the organisation.	<b>Planned Activities for next period</b>	draft building energy audit report available. Baseline GHG calculations available.	<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>	New Climate Change Officer Starts at the end of February, who will be tasked with moving the project forward.	<b>Date</b>	24-Jan-2024	<b>Author</b>	Anna Miller

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

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

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

## Social Housing Regulatory Programme

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

	<ul style="list-style-type: none"><li>• Tenant Consultative Group - Options paper on additional advocacy to be considered March 2024</li><li>• Communication Strategy to be scoped</li></ul>				
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