





























Quarter 2 Performance Report 2024/25

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1. Quarter 2 Highlight 2024/25

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





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

2. Strategic Projects Summary

2.1 Corporate Plan 2022 - 25 Strategic Projects Overview Report

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

Code	Project	Projects Highlights (Overall Project Comments)	Status	Due Date	Managed By
CP2022-25_PD_008	Local Government Boundary Review	Awaiting Local Government Boundary Commission project inception.	✔	31-Mar-2025	Zoe Wolicki
CP2022-25_TCP_007	Net Zero	Consultants Aether have been commissioned to work on an Action Plan which will provide a road map for net zero activities. Climate Action Workshop was delivered successfully to Officers and AD's. The workshop included discussions on our baseline, climate adaptation and actions to reduce emissions across the organisation. A Member workshops has now also been completed.	✔	31-Mar-2025	Anna Miller
CP2022-25_PD_047	Social Housing Regulatory Programme	Dedicated resourcing is in place until December 2025 to accelerate progress on the programme and this includes <ul style="list-style-type: none"> • Compliance review and remedy of overdue actions • Policy schedule being fast tracked • Service standards drafted for consultation and • Enhanced performance dashboard through Pentana 	✔	31-Mar-2025	Hamid Khan; Tina Mustafa
CP2022-25_PD_048	Strategic Review of Leaseholder Service Charges	The external consultants, Campbell Tickell have produced a draft report for consideration by the Leasehold Working Group; this will be presented to Corporate Scrutiny in August for their consideration and comments before a final report making recommendations on how to proceed with Leasehold Service Charges is considered by Cabinet. The report contains a number of observations and elements to consider, included in this will be updated communications, a report on specific roofing conditions and options relating to payments. Leaseholders have been written to update on the progress of the work and they will receive further updates once the various committees have had an opportunity to consider the recommendations.	✔	31-Mar-2025	Paul Weston

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

Project Status Key

Appendix 1 contains detailed highlight reports on each project.

3. Finance

3.1 Financial Health Check Report – Period 6 September 2024

Executive Summary

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

General Fund

Revenue

GENERAL FUND	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000
Chief Executive	173	213	40	2	19	17
AD Growth & Regeneration	332	684	352	1,464	2,126	662
ED Organisation	457	391	(66)	601	621	20
AD People	2,111	2,081	(30)	666	846	180
AD Environ Culture & Wellbeing	3,281	4,624	1,343	6,414	7,015	601
ED Finance	64	71	7	-	10	10
	(149)	(471)	(322)	(2,350)	(3,455)	(1,105)
AD Finance						
AD Assets	(614)	227	841	(696)	(636)	60
AD Neighbourhoods	423	313	(110)	1,025	1,234	209
AD Partnerships	476	356	(120)	1,057	1,180	123
Total	6,554	8,489	1,935	8,183	8,960	777

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

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

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

Balances

Balances on General Fund are projected to be in the region of £8.825m at the year-end from normal revenue operations compared to £9.185m projected within the 2024/25 budget report– reduced balances of £360k.

Capital

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000
AD Growth & Regeneration	17,267	8,759	9,878	1,120	17,517	14,921	(2,596)	2,320	17,241
AD People	471	368	30	(338)	736	736	-	-	736
AD Environment, Culture & Wellbeing	2,686	1,568	943	(625)	3,136	3,136	-	-	3,136
AD Finance	-	23	-	(23)	45	20	(25)	-	20
AD Assets	3,037	1,920	182	(1,738)	3,840	1,631	(2,209)	2,209	4,529
AD Neighbourhoods	-	23	-	(23)	46	46	-	-	46
AD Partnerships	-	5	10	5	10	10	-	-	10
GF Contingency	2,250	-	-	-	2,250	2,000	(250)	250	2,250
TOTAL GENERAL FUND	25,711	12,665	11,043	(1,622)	27,579	22,500	(5,080)	4,778	27,967

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

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

Treasury Management

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

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

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

A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings can be found at **s3.6**.

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Position £000	YTD Variance £000	Full Year Budget £000	Predicted Outturn £000	Outturn Variance £000
HRA Summary	(12,179)	(12,125)	54	(12,775)	(12,699)	76
ED Communities	63	73	10	-	10	10
AD Environment, Culture & Wellbeing	198	207	9	419	428	9
AD People	107	88	(19)	-	-	-
AD Assets	623	619	(4)	554	592	38
AD Neighbourhoods	1,275	1,361	86	4,191	4,344	153
Housing Repairs	3,069	2,790	(279)	6,557	6,721	164
Total	(6,844)	(6,987)	(143)	(1,054)	(604)	450

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

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

Capital

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000
AD Assets	4,335	7,767	4,833	(2,933)	15,377	13,512	(1,865)	1,715	15,227
HRA Contingency	100	50	-	(50)	100	-	(100)	100	100
TOTAL HOUSING REVENUE ACCOUNT	4,435	7,817	4,833	(2,983)	15,477	13,512	(1,965)	1,815	15,327

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

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

Balances

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

3.2 General Fund Main Variances

General Fund – Main Variances

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

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

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

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

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

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

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

Housing Revenue Account – Main Variances

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

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

General Fund – Policy Changes Savings / Additional Income

Cost Centre	Description	POLICY CHANGES 2024/25	2024/25 BUDGET	Predicted Outturn Variance	Predicted Outturn	Comment
ASSEMBLY ROOMS	BROADCAST INCOME	(2,500)	(18,880)	0	(18,880)	Additional income expected in year
PARTNERSHIP SUPPORT & DEV	GLASCT HTH COMM BLDG COSTS	(9,000)	0	0	0	No outturn variance expected
OUTSIDE CAR PARKS	SHORT STAY CAR PARKING	(307,000)	(1,107,000)	350,000	(757,000)	Delay implementing new tariffs. Awaiting approval from traffic regulatory
THE FLEX BUILDING	RENTS	(64,310)	(64,310)	32,000	(32,310)	Income expected mid-year has building has not been opened
CORPORATE FINANCE	CONSULTANTS FEES	(50,000)	0	6,500	6,500	6.5k committed for Link Advisory service on investment options appraisal. No further spend expected

3.3 Capital Programme Monitoring

Capital Programme Monitoring

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Growth										
Gungate Development	2,184	1,092	30	(1,062)	2,184	54	(2,130)	2,134	2,187	Progressing the scheme, budget will not be spent. Reprofile to next year, retain £50K for consultant support this year.
FHSF Castle Gateway	5,784	2,892	3,855	963	5,784	5,598	(186)	186	5,784	Projection in line with latest DLUHC return. FHSF grant to be spent by March 25
FHSF Middle Entry	5,843	2,921	2,724	(197)	5,843	5,843	-	-	5,843	Latest projection to DLUHC reported that budget would be committed in full this year. FHSF grant to be spent by March 25
FHSF College Quarter	3,198	1,599	3,198	1,599	3,198	3,198	-	-	3,198	Budget committed in full this year.
Capital Repairs Programme - Castle	73	162	28	(134)	323	133	(190)	-	133	Cost for scaffolding at Castle, (there have been delays, due to waiting on the Financial Waiver).
Fire and Intruder Alarm Renewals at Tamworth Castle	54	27	5	(22)	54	49	(5)	-	49	The Tender went out successfully, however, the tender is very technical, and Paul Weston's Team are not able to assist. Therefore, an external person will need to be hired to find the best Tender. This will hopefully be spent this year but will need to find someone to appoint first.
Heating Renewals at Tamworth Castle	38	19	38	19	38	38	-	-	38	This has already been committed and will be spent in 24/25.
Roofing Renewal at Tamworth Castle	94	47	1	(46)	94	9	(85)	-	9	Appointment for job to done, the work should be started 24/25. Roofing to be completed Spring 2025
Service Area Total	17,267	8,759	9,878	1,120	17,517	14,921	(2,596)	2,320	17,241	
AD People								-		
Replacement It Technology	25	43	28	(15)	85	85	-	-	85	The main remaining spend is for consultancy services associated with a couple of ICT strategy projects including Azure migration, SharePoint/OneDrive implementation and server/storage infrastructure refresh work.

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
Service Area Total	17,267	8,759	9,878	1,120	17,517	14,921	(2,596)	2,320	17,241	
AD People								-		
Endpoint & Web E-Mail Filter	12	6	-	(6)	12	12	-	-	12	The remaining budget was for firewall replacement/mobile device AV/Anti Malware, we are in the process of POC/testing both
Asset Management Database	41	20	2	(18)	41	41	-	-	41	Consultancy and training fees expected. Unlikely to spend full budget.
R & R Smart Working IT Requirements	250	125	-	(125)	250	250	-	-	250	This is for desktop technology refresh - contract just awarded - £73k and network hardware refresh £155k - supplier about to be appointed.
ICT Audio/Visual Technology Town Hall	87	44	-	(44)	87	87	-	-	87	Reviewing tender responses - likely require more budget
Civica Digital Image Store	56	28	-	(28)	56	56	-	-	56	This has been re-purposed towards the one below - Civica EDM System upgrade. We're in the process of consultation with service areas to understand requirements.
Civica EDM System upgrade	-	75	-	(75)	150	150	-	-	150	Civica EDM System upgrades re-purpose with Civica Digital image We're in the process of consultation with service areas to understand requirements.
CRM & Customer Portal and Contact Centre	-	10	-	(10)	20	20	-	-	20	Spec currently being developed, ITT will then be produced for procurement
Telephony schemes	-	18	-	(18)	35	35	-	-	35	This will be produced for procurement
Service Area Total	471	368	30	(338)	736	736	-	-	736	
AD Environment Culture & Wellbeing								-		
Wigginton Park Section 106	11	6	-	(6)	11	11	-	-	11	Staffing shortages, which has meant that they have been unable to chase the volunteers' group in delivering their management plan. we now have new staff in post, hoping to deliver by the end of the year.

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Environment Culture & Wellbeing								-		
Broadmeadow Nature Reserve	11	6	-	(6)	11	11	-	-	11	Delays in identifying projects due to staffing shortages, however, we now have new staff in post, hoping to deliver by the end of the year.
Public Open Space Section 106	27	13	-	(13)	27	27	-	-	27	Delays in identifying projects due to staffing shortages, however, we now have new staff in post, hoping to deliver by the end of the year.
Street Lighting	303	211	31	(180)	423	423	-	-	423	Ongoing 40 year + replacement scheme, delays likely to planned works. However, EON not being very forthcoming with any information, despite being chased.
Local Nature Reserves	24	12	-	(12)	24	24	-	-	24	Grant funding HLS from Rural Payments Agency. Delays in identifying projects due to staffing shortages. Now have new staff in post, hoping to deliver some elements of the project.
Amington Community Woodland	757	378	27	(351)	757	757	-	-	757	On hold due to issues on site with levels - with Planning.
Refurbishment of Play Areas	87	69	79	10	137	137	-	-	137	Work at Rainscar completed. Work on Beauchamps play area is complete
Balancing Ponds	230	165	-	(165)	330	330	-	-	330	Ongoing discussions with Environment Agency re disposal of silt from Falcon holding pond.
Boardwalk Warwickshire Moor	20	10	-	(10)	20	20	-	-	20	Delays in the project due to staffing shortages, however, we now have new staff in post, hoping to make some progress by the end of the year.
Snowdome Footbridge	-	40	-	(40)	80	80	-	-	80	New project in 24/25. Currently the team are gathering and evaluating information to establish the breadth / scope of the project. Capital bid submitted from initial scoping quotes for this work
Improved security at Depot including gates, alarms and access	114	57	4	(53)	114	114	-	-	114	Working with procurement on the tenders for the fence and gates, hoping to award contract by end of Sept 24. Depot gates installation scheduled for December.
Refurbishment of Anker Valley changing rooms	250	175	-	(175)	350	350	-	-	350	Work can't start until the pitch has been completed. To be c/f into new financial year for future FF bid to be made.

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Environment Culture & Wellbeing								-		
Installation of 3G pitches at Anker Valley	802	401	800	399	802	802	-	-	802	Works started in April 24 and due to be completed in the Autumn. Pitch fully opened for start of the 2024/25 season.
Renewal of Lighting at Depot	50	25	-	(25)	50	50	-	-	50	Work commissioned to renew lighting at depot- awaiting completion of the works.
Assembly Rooms Development	-	-	3	3	-	-	-	-	-	2023/24 spend invoice paid in 24/25
Service Area Total	2,686	1,568	943	(625)	3,136	3,136	-	-	3,136	
AD Finance										
GF Capital Salaries	-	23	-	(23)	45	20	(25)	-	20	Will not be fully spent due to availability of Project Accountant resource
Service Area Total	-	23	-	(23)	45	20	(25)	-	20	
AD Assets										
Disabled Facilities Grant	1,700	1,175	182	(993)	2,350	830	(1,520)	1,520	2,350	The in-house service is progressing well but is still, dealing with the backlog of cases passed by Millbrook. It is estimated that £600k worth cases will be processed and completed this year. Additional cost of recharges for running the services is est. £230k. Predicted underspend, which will be reprofiled is £1,520k - this is reviewed on the monthly basis. Potential £120k payment will be required to Millbrook, this is dealt with by the solicitor.
Energy EFF Upgrade Commercial and Industrial Properties	-	38	-	(38)	75	75	-	-	75	Due to new regulation we have to provide updated EPC for the re-let properties - none has been requested as yet. This budget is still needed so that any new voids can be assessed prior to letting.
R & R Office Requirements	140	70	-	(70)	140	140	-	-	140	Cabinet has now approved the opening of the reception area. A Project Board is in place and a project is being worked on which will include alterations and improvements to the reception area and toilet.

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Assets										
Town Hall Improvements	689	344	-	(344)	689		(689)	689	689	Project on hold. Decision still to be made. This is now linked to the decision to move committee meetings back to Marmion House. It is unlikely that this project will commence in the current financial year.
Roofing and renewal of walkways to Caledonian shop	85	44	-	(44)	88	88	-	-	88	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable.
Roofing and renewal of walkways to Ellerbeck	56	34	-	(34)	67	67	-	-	67	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable.
Commercial Lease Bolebridge	368	184	-	(184)	368	368	-	-	368	New project started in 2023-24, Acquisition completed. The lease arrangements are currently being finalised between the solicitors acting for the interested parties.
Roofing Renewal at Tamworth TEC	-	32	-	(32)	63	63	-	-	63	New project. Wates have been appointed to complete this work. Awaiting confirmation of the start date.
Service Area Total	3,037	1,920	182	(1,738)	3,840	1,631	(2,209)	2,209	4,529	
AD Neighbourhoods										
CCTV Infrastructure	-	23	-	(23)	46	46	-	-	46	Purchase order to WMCA for the CCTV shared services to be raised
Service Area Total	-	23	-	(23)	46	46	-	-	46	

GENERAL FUND	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Partnerships										
Staffordshire 3 Memorial	-	5	10	5	10	10	-	-	10	Payment made for the manufacture of a lasting bronze memorial dedicated to The Staffordshire 3
Service Area Total	-	5	10	5	10	10	-	-	10	
GF Contingency										
Gf Contingency	100	-	-	-	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled if unspent
Cont-Return On Investment	20	-	-	-	20	-	(20)	20	20	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Plant and Equipment	100	-	-	-	100	-	(100)	100	100	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Castle Curtain Wall	30	-	-	-	30	-	(30)	30	30	No plans to release funds identified as yet, to be re-profiled if unspent
GF Contingency Middle Entry Costs	2,000	-	-	-	2,000	2,000	-	-	2,000	May not be required depending on agreement with regard to options for Middle Entry, in which case to be re-allocated to Gungate scheme
Service Area Total	2,250	-	-	-	2,250	2,000	(250)	250	2,250	
GENERAL FUND TOTAL	25,711	12,665	11,043	(1,622)	27,579	22,500	(5,080)	4,778	27,967	

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Assets										
Structural Works	100	150	84	(66)	300	300	-	-	300	The majority of works put through this budget are done on an ad-hoc basis arising from structural defects identified by the repairs team. There are current a number of projects with the contractor(s) for pricing. Looking into replacement of flooring at 6 Masefield Blocks
Bathroom Renewals	-	288	204	(83)	575	575	-	-	575	Budget will be spent in full by year-end, work on track. Wates struggle with their contractor but there are no concerns about completing the project. Equans were given more jobs, invoices has started coming through
Gas Central Heating Upgrades and Renewals	89	387	(143)	(530)	775	775	-	-	775	Boiler install as per programme. Heating upgrades at Sheltered scheme Anker Moor and Eringden in addition to ongoing boiler and electric heating renewal - budget will be spent in full.
Kitchen Renewals	168	434	398	(36)	868	868	-	-	868	Budget will be spent in full by year-end, work on track
Major Roofing Overhaul and Renewals	40	895	727	(168)	1,790	1,790	-	-	1,790	The majority of the budget relates to works that has been issued to Wates and is currently on track and due to complete by year-end. Some budget is being retained for a specific roof that has been identified and is due for completion by year-end.
Window and Door Renewals	-	200	236	36	400	400	-	-	400	Some of the budget will support the Eringden fire windows replacement, £360k worth work plan was issued to Wates
Neighbourhood Regeneration	6	133	104	(29)	266	266	-	-	266	Projects are still being actively identified by the team. There has been a lack of bids for this work in the current financial year. Awaiting costing from Wates
Disabled Facilities Adaptations	225	462	162	(301)	925	925	-	-	925	The current requirements for the work is £1.1m, but considering resources available only £600k will be completed this year. In addition there will be a cost of recharges £130k. Still dealing with backlog of jobs from previous years and year end accrual. £200k to be reprofiled to next year.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Assets										
Rewire	330	215	220	5	430	430	-	-	430	Awaiting results from the condition reports (EICR), budget will be required to address issues arising from inspections. Some of the budget to be used for rewiring at the properties where roofs were upgraded. In addition, due to changes in best practice the plastic consumer boxes have to be upgraded to metal. Wates are communicating with the Building Safety regulator regarding best approach to renewal of consumer units before submitting final costs. Some of the budget will be used for consumer unit upgrade following kitchen upgrades
CO2 / Smoke Detectors	-	32	51	19	64	64	-	-	64	Awaiting results from the condition reports (EICR), budget will be required to address issues arising from inspections.
Insulation	18	9	7	(2)	18	18	-	-	18	This budget is linked with the roofing programme and is being used to improve the insulation in properties where roofing works are completed.
Works to Achieve zero Carbon	-	500	-	(500)	1,000	1,000	-	-	1,000	Consideration to make this a two year programme. The specification and property lists are with the contractors for pricing. The aim is to have a costed programme by the end of September.
Renewal of Roofing at Eringden	185	93	74	(19)	185	185	-	-	185	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable.
Renewal of Windows at Eringden	87	87	87	0	87	87	-	-	87	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable. Some immediate works have been released.
Roofing and renewal of walkways to Caledonian shops (HRA)	127	66	-	(66)	132	132	-	-	132	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable.

HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Assets										
Roofing and renewal of walkways to Ellerbeck (HRA)	167	100	-	(100)	200	200	-	-	200	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable.
Sheltered Schemes	68	34	22	(12)	68	68	-	-	68	The Assets Team is working with the Sheltered Housing team to finalise projects to take up full spend.
Energy Efficiency Improvements	69	69	69	0	69	69	-	-	69	This project is linked to the loft insulation and Windows replacement at Eringden as set out above.
Install Fire Doors High Rise	-	202	162	(40)	405	405	-	-	405	Lower rise blocks, the budget is fully allocated to the programme. Work started in July; it's expected that the invoices will start coming through soon.
High Rise Ventilation System	-	858	686	(172)	1,715	-	(1,715)	1,715	1,715	Due to links with other projects and the need to involve the Building Safety Regulator it is not possible to complete this project in the current financial year. The project will need to be deferred until 2025/26 with budgets being reprofiled.
Fire Risk Mitigation Works	-	150	75	(75)	300	300	-	-	300	Works that have previously been identified have been completed. New FRAs are in the process of being completed and budget will be required to address issues arising from those surveys.
Damp & Mould Works	172	136	111	(25)	272	272	-	-	272	This is largely an ad-hoc budget that is used to address major repairs arising from Damp and Mould cases either reported through the repairs team or that have been identified as a disrepair case.
High Rise Refuse Chute Renewals	-	75	-	(75)	150	-	(150)	-	-	This budget is no longer required and can be offered up as a saving.
Sheltered Lifts and Stairlift Renewals	612	431	29	(402)	862	862	-	-	862	Stairlifts identified through the service programme will be renewed. Quotations are being produced for the renewal of lifts in three sheltered schemes based on known age and condition.
Fire Alarm Panel Renewals	50	25	-	(25)	50	50	-	-	50	The team are waiting on final designs and costings for this project.

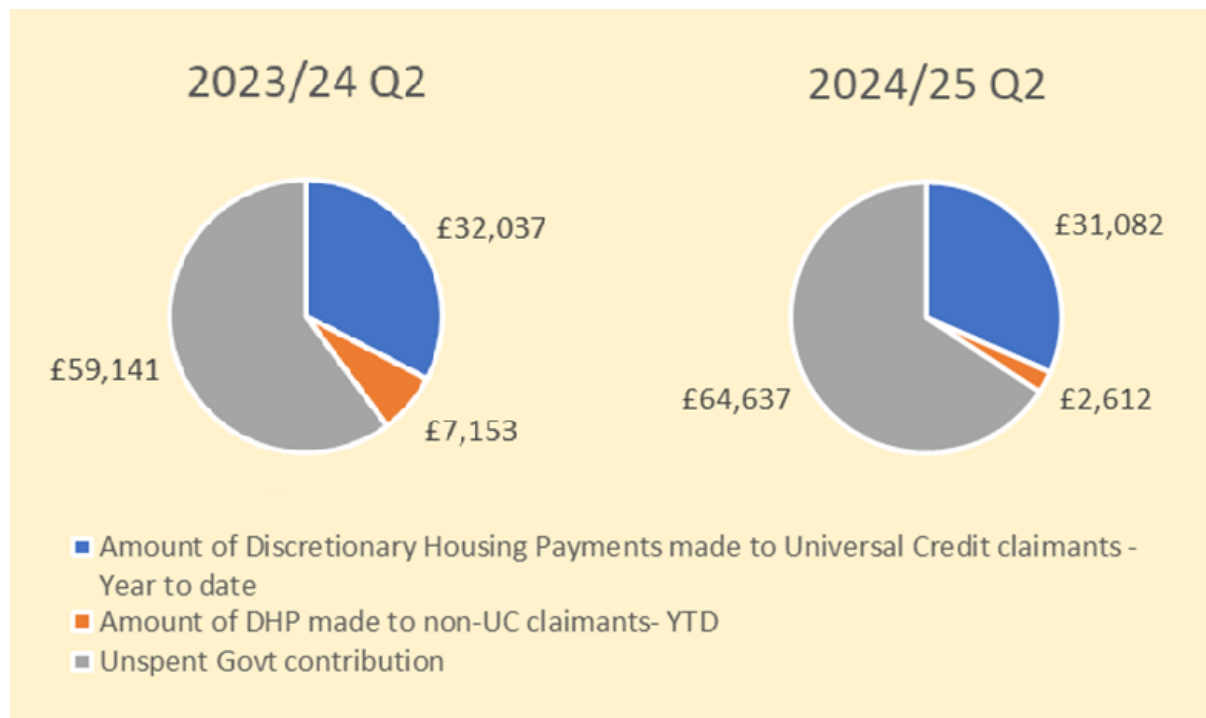
HOUSING REVENUE ACCOUNT	Budget Reprofiled from 2023/24 (memo only) £000	YTD Budget £000	YTD Actual Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile to 2025/26 (memo only) £000	Outturn £000	Comments
AD Assets										
Upgrade Pump Room at High Rise	25	13	-	(13)	25	25	-	-	25	The team are waiting on final designs and costings for this project.
Internal flooring decoration at Eringden	-	45	-	(45)	90	90	-	-	90	Project on hold due to Strategic Leasehold Review. Report is due to go to Cabinet on 10th October regarding Leaseholder service charges. The decision made by Cabinet will determine the project delivery timetable. This work can't be completed until the other major projects have been completed
Retention of Garage Sites	-	465	520	55	930	930	-	-	930	Budget for the garage demolition/upgrades/replacement has been fully allocated. It is anticipated that the work will be completed in September
Capital Salaries	-	100	-	(100)	200	200	-	-	200	Budget to be reviewed in year
HRA Street Lighting	392	286	32	(255)	572	572	-	-	572	This project is with Street Scene. Awaiting information from EON
Asset Management Software HRA	8	4	0	(4)	8	8	-	-	8	Additional requirement has been identified and budget will be spent in full.
Telecare System Upgrades	66	33	37	5	66	66	-	-	66	Digital upgrades. Tunstall provided a quote for 16 sites (2.3k per site). Work with Tunstall ongoing.
Regeneration & Affordable Housing	1,052	651	764	113	1,302	1,302	-	-	1,302	A 6-flat refurbishment development has been agreed at a site on Watling. This is due to commence later this year but is unlikely to handover until 2025/26. Other acquisition opportunities will be pursued.
Caledonian Depot New Build	278	139	115	(25)	278	278	-	-	278	This project is now completed, and remaining budget relates to retention payments that will be released at the end of the defects period.
Service Area Total	4,335	7,767	4,833	(2,933)	15,377	13,512	(1,865)	1,715	15,227	
HRA Contingency										
HRA Contingency	100	50	-	(50)	100	-	(100)	100	100	To be re-profiled
Service Area Total	100	50	-	(50)	100	-	(100)	100	100	
HRA Total	4,435	7,817	4,833	(2,983)	15,477	13,512	(1,965)	1,815	15,327	

3.4 Economic Wellbeing

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

Benefits

The Authority has received £98,331 Discretionary Housing Payments (DHP) grant from the DWP for 2024/25. This is allocated to those tenants (both public and private sector) most in need who fall into difficulty with their housing costs. The grant is expected to be fully allocated by the end of the financial year. A reduction in the number of Discretionary Housing Payments (DHP) claims is reported - DHP claims paid are £34k (£38k at 30th September 2023) with 37 successful claims from 113 applications (compared to 53 successful claims from 151 applications at 30th September 2023).

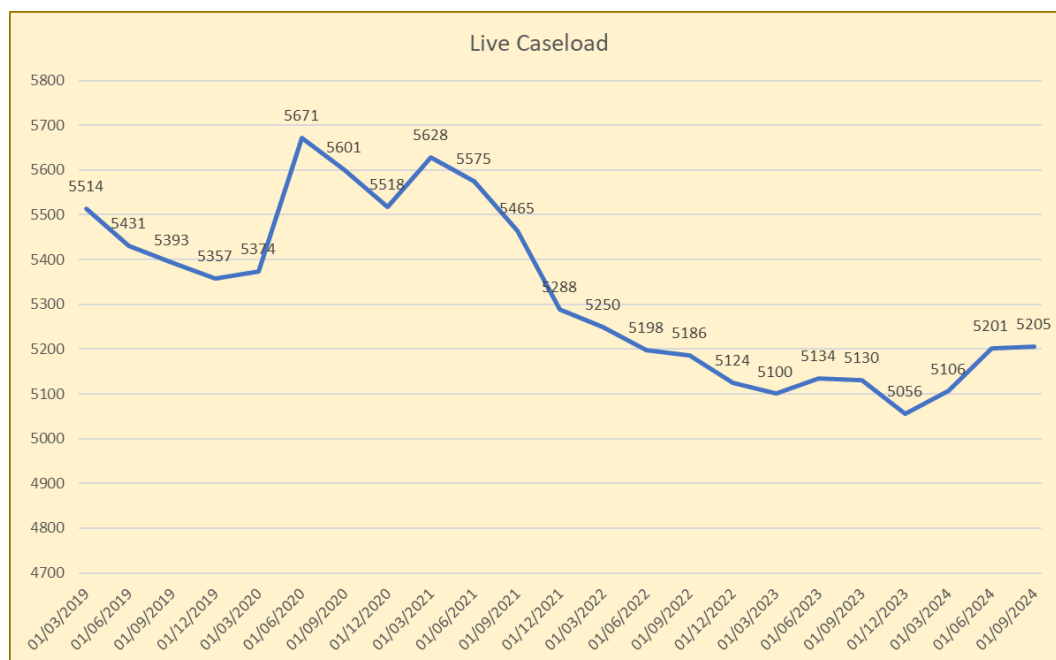


The year to date average time for processing new claims and change of circumstances to the end of September is 10.9 days against a DWP target of 18 days (13.0 for September 2023).

The Council is required by law to operate a Local Council Tax Reduction Scheme (LCTR) to provide financial support to those most in need. LCTR claims are slightly higher than 2023/24 (5,073 claimants as at 30th September 2024 compared to 4,942 at 30th September 2023). This is largely due to the introduction of the banded scheme for 2024/25 approved by [Cabinet on 12 December 2023](#).

The introduction of the scheme has led to a reduction in council tax arrears for those on universal credit from 21.4% at the end of September 2023 subject to enforcement action to 10.4% at the end of September 24.

The total number of people claiming LCTR or housing benefit have increased slightly to 5,205 as at 30 September 24 compared to 5,130 as at 30 September 23. After allowing for the LCTR increase due to the introduction of the banded scheme this continues to suggest a flattening out of the general downwards trend aside from the increase in 2021 due to the pandemic.



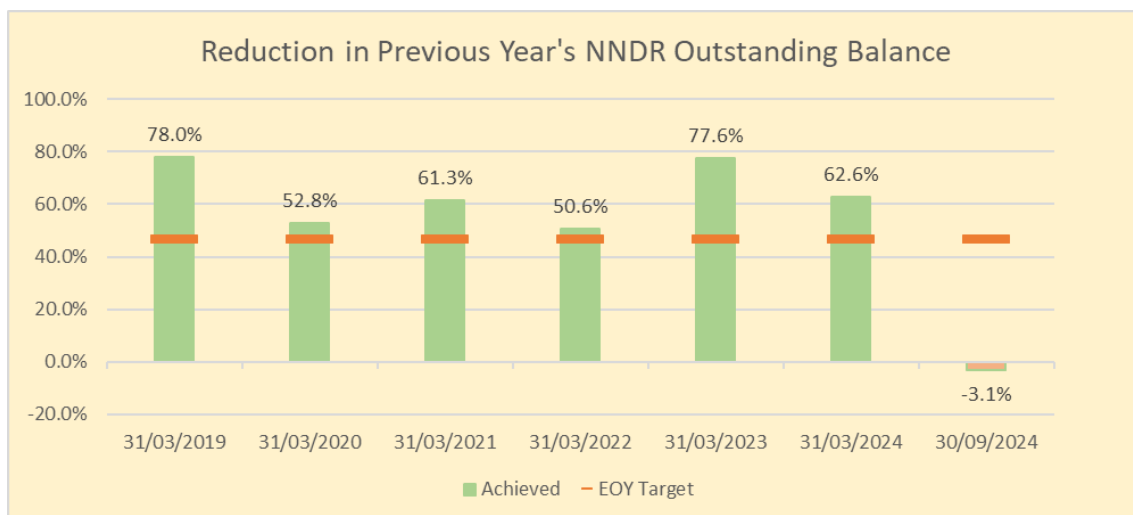
Business Rates (National Non Domestic Rates – NNDR)

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

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

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

The collection of arrears outstanding as 30/09/24 is showing as a negative balance following a number of valuation amendments resulting in backdated fresh liabilities (so more is owed at as at the end of September compared to the balance at the end of March). It is expected that the Council will be able to collect the increased amounts by the end of the financial year.



Council Tax

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

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

The current year collection level of 58.1% is slightly below the target of 58.3%, this is level with the 2023/24 collection performance. Performance is impacted by the cost of living increases that customers face as well as higher arrears levels leading to reduced current year collection.

Court cost income is well ahead of target by £24k at £122k. The end of year target is £175k, lower than previous years due to anticipated reduced recovery because of the new banded LCTR scheme causing less account adjustments and more bills with zero charge.

Arrears collection in respect of 2023/24 stands at 25.2%, behind the target of 34.2% and the Q2 equivalent last year of 27.8%. This reflects the financial circumstances of vulnerable customers who may now be receiving the full LCTR benefit.

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

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

Housing

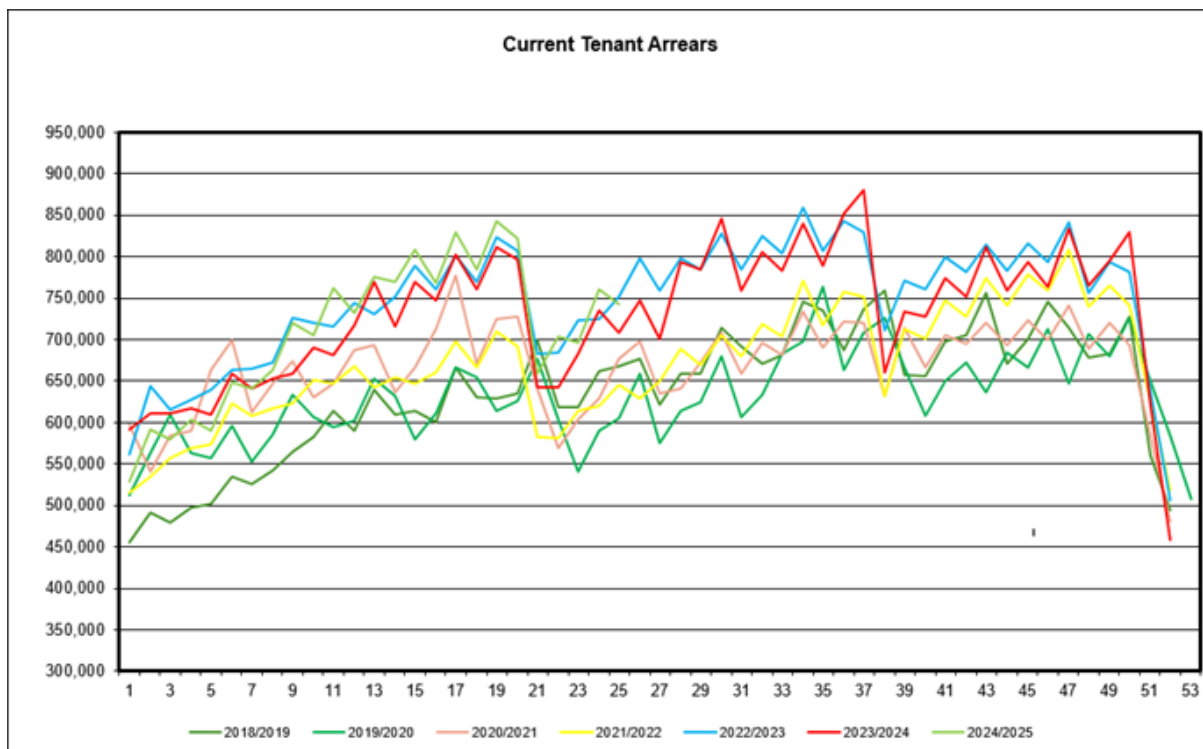
Total **Rent** arrears (excluding former tenants) at 30th September 2024 were £732k compared to £748k at 30th September 2023.

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

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

Arrears comparison graph year on year performance

The comparison chart below clearly illustrates that whilst arrears generally continue to increase, the general pattern of data across the years arrears remains consistent.



Income Management Arrears Monitoring

Summary arrears breakdown as at 7th October 2024

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

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

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

Write Offs

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

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

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

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

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

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

Universal Credit

With regard to the roll out of universal credit, the number of universal credit claimants in Tamworth have increased from 8,705 at the end of 2022/23 to 10,259 at 30 September 2024. This is expected to increase further as the roll out of universal credit continues.

Currently, 62.5% of universal credit claimants who are council tenants are behind with their rent, although this does tend to drop at the end of the financial year due to tenants using their rent free weeks to catch up on payments (43.7% at the end of March 24).

The percentage of Council Tax payers on universal credit and in arrears has fallen from 21% at the end of September 2023 to 10% at the end of September 2024. This is largely due to the introduction of the Local Council Tax reduction scheme, which demonstrates its success in targeting those least able to pay. More detailed information can be found in the table below.

Indicator	2022/23	Qtr 1 2023/24	Qtr 2 2023/24	Qtr 3 2023/24	Qtr 4 2023/24	Qtr 1 2024/25	Qtr 2 2024/25
Number of Universal Credit claimants in Tamworth	8,705	8,774	8,998	9,325	9,783	10,137	10,259
Council Tenants							
Number of Council Tenants on Universal Credit	1,722	1,743	1,776	1,794	1,860	1,962	2,074
Number of Council Tenants on Universal Credit and in Rent Arrears	779	1,190	1,211	1,184	813	1,352	1,297
Percentage of Council Tenants on Universal Credit and in Rent Arrears	45.2%	68.3%	68.2%	66.0%	43.7%	68.9%	62.5%
Council Tax							
Number of Council Tax Payers on Universal Credit	2,065	2,140	2,194	2,176	2,236	2,403	2,550
Number of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	396	371	469	489	420	166	264
Percentage of Council Tax Payers on Universal Credit and in arrears with Council Tax payments	19.1%	17.3%	21.4%	22.5%	18.8%	6.9%	10.4%

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

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

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

The Business Rate Reset will see the national redistribution of business rates so that any retained growth (since 2013/14) will be consumed into the national pot for redistribution. When setting the 2024/25 budget, these reforms were expected to be in place from 2026/27, but it is possible that they may not occur until 2027/28. At this point it is expected that Tamworth will lose significant growth.

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

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

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

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

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

General Fund	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000
Base Budget Council February 2024	8,183	11,605	12,795	13,144	13,605
2024/25 Predicted Outturn at Q2	778				
Provisional Policy Changes 25/26		840	1,196	1,140	1,033
Total Requiring Financing	8,961	12,445	13,992	14,284	14,638
RSG	322	328	335	342	349
Collection Fund (Surplus) / deficit Council Tax	27	27	27	27	27
Collection Fund (Surplus) / deficit Business Rates	(1,152)				
Business Rates Tariff	(11,173)	(12,361)	(13,139)	(13,401)	(13,669)
Business Rates net income	14,265	15,407	15,715	16,030	16,350
Council Tax	4,759	4,941	5,130	5,326	5,528
Gross Financing	7,048	8,343	8,069	8,323	8,585
(Surplus) / Deficit	1,913	4,102	5,923	5,961	6,053
Balances Remaining (-) / Overdrawn	(8,820)	(4,718)	1,205	7,166	13,219

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

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

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

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

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

3.6 Treasury Management Update – Period 6 2024/25

Investments held as at 30th September 2024:

Borrower	Deposit £	Rate %	From	To	Notice
NatWest Bank	5,000,000	5.13%	08-Jul-24	08-Jul-25	-
Birmingham City Council	5,000,000	5.25%	29-Jul-24	28-Jul-25	-
Slough Council	5,000,000	5.18%	12-Jul-24	13-Jan-25	-
Lancashire Council	5,000,000	5.35%	01-May-24	01-Nov-24	-
Crawley Council	5,000,000	5.35%	10-May-24	11-Nov-24	-
LB of Newham	5,000,000	5.40%	10-May-24	11-Nov-24	-
LB of Newham	5,000,000	5.27%	15-Jul-24	15-Jan-25	-
Medway Council	5,000,000	5.40%	24-May-24	25-Nov-24	-
Southampton Council	5,000,000	5.35%	18-Jun-24	18-Dec-24	-
Central Bedfordshire Council	5,000,000	4.92%	22-Aug-24	22-Nov-24	-
West Dunbartonshire Council	5,000,000	5.00%	10-Sep-24	10-Mar-24	-
MMF – Aberdeen	-	4.96%*	-	-	On call
MMF – PSDF	-	4.99%*	-	-	On call
MMF – Federated	7,354,000	5.08%*	-	-	On call
Total	62,354,000	5.21%	-	-	-
Schroders UK Real Estate Fund	1,848,933	3.61%	-	-	-
Threadneedle Property Unit Trust	6,056,785	3.20%	-	-	-
Hermes Federated Property Unit Trust	4,056,500	4.30%	-	-	-
Total	74,316,218	4.96%	-	-	-

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

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

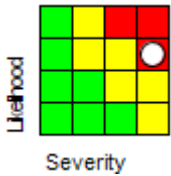

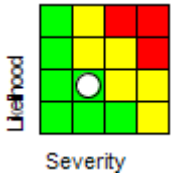

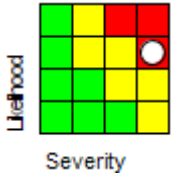

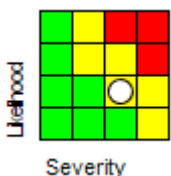

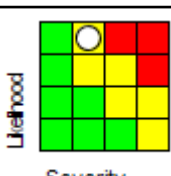

Fund	Initial Investment	Fund Value 30/09/2023	2024/25 Return to Date		
Schroders UK Real Estate Fund	£1,848,933.03	£1,567,521.07	£33,468.53	3.61%	Returns Received Monthly. Received up to Sept-24.
Threadneedle Property Unit Trust	£6,056,785.32	£5,113,226.19	£48,306.01	3.20%	Returns Received Quarterly.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

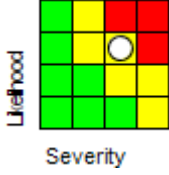

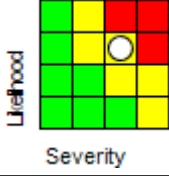

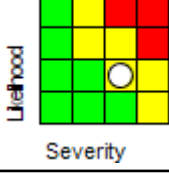

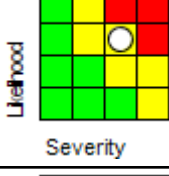

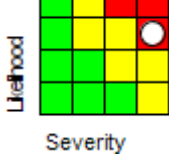

External Borrowing as at 30th September 2024:

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

4. Corporate Risks

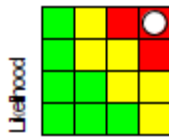
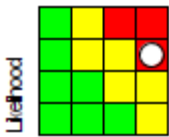
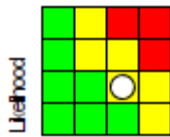
4.1 Corporate Risks Detailed Summary Quarter 2 2024/25

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

Parent risk	Sub risk	Risk Matrix	Date reviewed	Severity	Likelihood	Rating	Status	Assigned to
Organisational Resilience	CR2024/25_5.1 Failure to provide services or maintain the continued wellbeing and operations within the Borough and be resilient to the unprecedented changes of the future. Lack of resources, capacity and right skills in place to deliver corporate objectives		14-Oct-2024	3	3	9		Rob Barnes
Failure to meet climate change/meet net zero targets and plan for major weather impacts	CR2024/25_6.1 Failure to meet climate change ambitions/ meet net zero targets and plan for major weather impacts		14-Oct-2024	3	3	9		Rob Barnes
Information and Data Management	CR2024/25_7.1 Effective data management		10-Oct-2024	3	2	6		Anica Goodwin
Inability to deliver economic growth, sustainability and prosperity in the Borough	CR2024/25_8.1 Lack of economic growth, sustainability and prosperity in the Borough at the levels required		14-Oct-2024	3	3	9		Rob Barnes; Anna Miller
Cyber Security	CR2024/25_9.1 To ensure the council is resilient against Cyber security threats		10-Oct-2024	4	3	12		Anica Goodwin

4.2 Detailed Corporate Risk Register Summary

1 Finance/Financial stability 2024/25


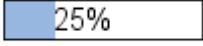
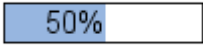
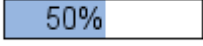
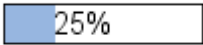
Risk Title	To ensure that the Council is financially sustainable as an organisation		Assigned To	Joanne Goodfellow	
Risk Code	CR2024/25_1.1	Categories	Priority2: The Economy Priority4: Living in Tamworth Priority5: Town Centre		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
Severity	4	Severity	4	Severity	3
Likelihood	4	Likelihood	3	Likelihood	2
Risk Score	16	Risk Score	12	Risk Score	6
Original Risk Date	15-May-2023	Date Reviewed	10-Oct-2024	Target Date	28-Feb-2025
Causes	<ul style="list-style-type: none"> * Risk of Austerity cuts/Major variances to the level of grant/subsidy * Uncertainty risk and potential financial disruption from External economic influences - mainly on income levels and current cost / inflationary pressures (and potential contractual cost increases) * Risk potential for poor Procurement practices and weak or ineffective Contract Management meaning VFM not maximised and TBC exposed to unnecessary liabilities. * Ongoing cost of living crisis and inflationary pressures risk having an impact on the Council's 		Consequences	<ul style="list-style-type: none"> • Inability to plan long term due to uncertainty over future Local Government funding. A new Government following the General Election in July 2024 is unlikely to be able to implement anything but a one year settlement for 2025/26. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme have been repeatedly deferred and are unlikely before 2026/27 at the earliest. While this means the Council will be able to retain its business rate growth for 2025/26, it also means that the uncertainty continues, making it difficult to plan beyond one year with any certainty. 	



	<p>income if households struggle to pay council tax, housing rent payments, etc. If families find themselves in financial difficulty it could also increase the demand for our services putting pressure on resources, for example increase in homelessness.</p> <ul style="list-style-type: none"> * Under utilisation of Assets, failure to maximise income * Major town centre facility/source of income failing * New political leadership and inexperienced members * Not being prepared for the new Procurement Act 2023 * Implications of the national living wage and pending pay award * Financial consequences of shared services 		<ul style="list-style-type: none"> * Unplanned cost reductions / savings requirements * Financial issues leading to the Authority being taken over by Government appointed officers, having to make a request for additional financial support or issuing a S114 notice with the ensuing reputational damage that would entail. *Inability to plan investments into assets, assets become costly to maintain and deliver little benefit *Inability to diversify/maximise income streams *Social cohesion erosion could occur as public are adversely impacted by cost of living increases – potential for reputational damage for the council if unable to support effectively (or perception). * Procurement challenges which could have reputational and financial implications. Scrutiny from the Government. *Increase in costs from shared services such as Joint Waste, Building Control partnership, Health & Safety. Services shared with other Councils who may also be experiencing financial difficulties or having to increase costs which impacts on TBC.
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<p>Latest Risk Note</p>	<p>A new Government following the General Election in July 2024 is unlikely to be able to implement anything but a one year settlement for 2025/26. The planned funding reforms, Fair Funding Review, business rates reset and the revised business rates retention scheme have been repeatedly deferred and are unlikely before 2026/27 at the earliest. While this means the Council will be able to retain its business rate growth for 2025/26, it also means that the uncertainty continues, making it difficult to plan beyond one year with any certainty. The big questions about the future of the funding system remain unaddressed.</p> <p>As part of the Local Government Finance settlement for 2024/25, councils were required to produce a productivity plan, to be submitted to DLUHC and published on the website by 19th July. TBC’s productivity plan was reported to Corporate Scrutiny and Cabinet in June 2024 and includes details of how the Council will transform services to make better use of resources, identify ways to reduce wasteful spending within systems and take advantage of technological advances.</p>	<p>14 Oct 2024</p>	<p>Emma Dyer</p>
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	<p>The report to Corporate Scrutiny and Cabinet also included details of the Financial Stability Plan to support the production of a balanced MTFS and wider organisational improvement, this includes plans to implement targeted zero-based budgeting; budget holder savings reviews; the identification of spend to save projects; and opportunities for service transformation.</p> <p>The ongoing cost of living crisis and inflationary pressures continue to have an impact on the Council's finances. At the same time as rising supply costs there is also the potential for a fall in income as the disposable income of the public reduces due to the pressures on the household purse. This has the potential to affect collection rates for Council Tax and Housing Rents and it is also possible that income to attractions and events will reduce. If families find themselves in financial difficulty it could also increase the demand for our services putting additional pressure on resources, for example increased homelessness, exacerbated by the potential for increased numbers of asylum seekers who may also present as homeless. The situation will continue to be monitored, including through the monthly budget monitoring process.</p> <p>The council will lobby central government and respond to consultations, & LGA surveys when applicable to influence on particular issues in the interest of better local government.</p> <p>Original Risk Score – Impact – 4 Major Likelihood 4 Very Likely. This score was given based on the likelihood of further cuts to government funding; the uncertainty of continuing one year settlement on longer term financial stability; the potential negative impact of business rate funding reform or fairer funding review, whereby funding is likely to be redistributed to unitaries or counties with social care pressures; and the ongoing impact of the cost of living crisis and potential for a significant reduction in income from commercial property.</p> <p>Current Risk Score – Impact 4 Major Likelihood 3 Likely. Some mitigation in terms of the possibility of a three year settlement from 2026/27 giving us more certainty over the short to medium term.</p> <p>Target Risk Score – Impact 3 Serious Likelihood 2 Unlikely. In recognition that there is understanding that savings will have to be made over the next three years</p>		
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	and that we have a financial stability plan which is being implemented with effect from the 2025/26 MTFS, giving us time to manage the process.		
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Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM1a 2024-25 Annual Fees & Charges Review for 2025/26		28-Feb-2025	Annual review of fees & charges as part of budget process	16-Oct-2024	Joanne Goodfellow
RCM1b 2024-25 Financial Stability Strategy & Productivity Plan		28-Feb-2025	Financial Stability Strategy and budget process including planned savings review. To include ELT/BRG meetings to support members Productivity plan completed and emailed to MHCLG.	10-Oct-2024	Joanne Goodfellow
RCM1c 2024-25 Improvements to procurement processes and contact management in line with new Public Contracts Regulations		31-Mar-2025	Procurement activity reported to CMT on a quarterly basis, CMT briefing from CIPFA on the new Procurement Act attended during quarter 2.	16-Oct-2024	Joanne Goodfellow
RCM1d 2024-25 Monthly Budget Monitoring		28-Feb-2025	Monthly Financial Health check reports to CMT and quarterly to Corporate Scrutiny and Cabinet	16-Oct-2024	Joanne Goodfellow
RCM1e 2024-25 Proactive and targeted cost saving analysis and review of reserve funds		28-Feb-2025	Review of reserves and retained funds to be reported to Cabinet in December and release of unspent funds to be returned to balances.	14-Oct-2024	Joanne Goodfellow

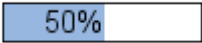

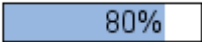
			Review of all vacancies & vacancy allowances to identify savings is in process. Vacancies which have been vacant for 12 weeks or more will be frozen and only be released with approval of ED and HOPS.		
RCM1f 2024-25 Robust asset management strategy and plans in place		31-Mar-2025	Asset strategy will be going to cabinet in November 24 (RB)	17-Oct-2024	Paul Weston
RCM1g 2024-25 Robust monitoring process for MTFS in place and Quarterly Healthcheck update to Members		31-Mar-2025	2024/25 Quarterly reporting to CMT, Corporate Scrutiny and Cabinet to include review of latest MTFS position.	16-Oct-2024	Joanne Goodfellow


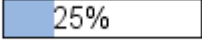
2 Governance 2024/25

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

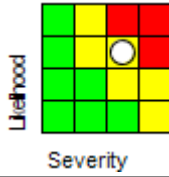
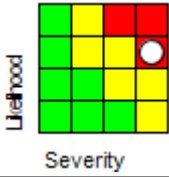
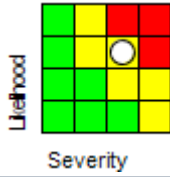
	<ul style="list-style-type: none"> • Decisions made by Members could impact current planned work • Insufficient direction for strategic priorities – may not be fit for purpose which leads to lack of clarity with planning. • Inadequate training • Poor communication • Insufficient resources (budget constraints/understaffing/inadequate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

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



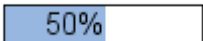
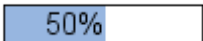
3 Promoting Community Resilience and Cohesive Communities 2024/25

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

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

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

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


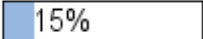



Risk Title	Failure to deliver a new Local Plan by 2031 and failure to deliver affordable housing.		Assigned To	Rob Barnes; Anna Miller; Paul Weston	
Risk Code	CR2024/25_4.1	Categories	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: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

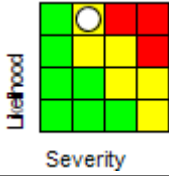
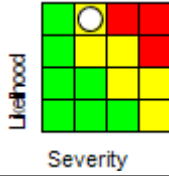
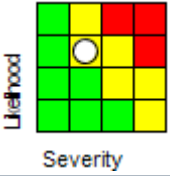
	<ul style="list-style-type: none"> • Inability to procure consultants to collect critical evidence to support the development of the plan • Introduction of new plan-making system by Government • Revisions to National Planning Policy Framework • New administration/political inexperience • Strategies and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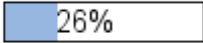
	<p>The Likelihood of not adopting a new Local Plan before the expiry of the current one is considered to be 1. The reason for this is because a new Local Plan is already under review and there are 7 years until the existing Local Plan expires.</p> <p>Work is underway to increase partnership working with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

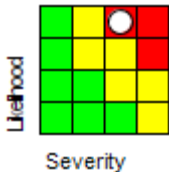
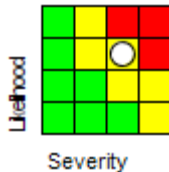
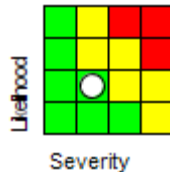
RCM4.1b 2024-25 Local Plan Communications Plan		31-Mar-2025	Preparation underway for the plan (AM)	18-Oct-2024	Anna Miller
RCM4.1c 2024-25 Local Plan Monitoring Report		31-Mar-2025	This is prepared annually (AM)	16-Oct-2024	Anna Miller
RCM4.1d 2024-25 Housing Strategy		31-Mar-2025	Trueman Change have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

Risk Title	Failure to meet the Regulator Social housing consumer standards		Assigned To	Tina Mustafa	
Risk Code	CR2024/25_4.2	Categories	Priority2: The Economy		
			Priority1: The Environment		
			Priority3: Infrastructure		
			Priority4: Living in Tamworth		
			Priority5: Town Centre		
Original Matrix		Current Risk Matrix		Target Risk Matrix	
	Severity		Severity		Severity
Severity	2	Severity	2	Severity	2
Likelihood	4	Likelihood	4	Likelihood	3
Risk Score	8	Risk Score	8	Risk Score	6
Original Risk Date	16-Oct-2024	Date Reviewed	16-Oct-2024	Target Date	31-Mar-2025
Causes	<ul style="list-style-type: none"> Capacity to delivery key requirements 		Consequences	<ul style="list-style-type: none"> Reputational risk Regulatory intervention by the RSH 	


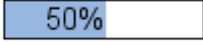
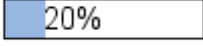
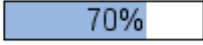
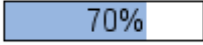
Latest Risk Note	Notes: Detailed risk map forms part of the programme and is reported to the housing board (TM)	16 Oct 2024	Pardeep Kataria
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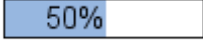
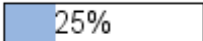
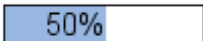

Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM4.2a 2024-25 Social Housing Regulatory Programme		31-Mar-2025	There is a comprehensive Social Housing Regulatory Programme organisational wide with external support driving a robust and focused improvement plan. Internal audit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

5 Organisational Resilience 2024/25

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

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


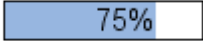
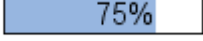
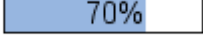
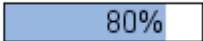
Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM5a 2024-25 Business Continuity Planning	 85%	31-Mar-2025	Initial plans have been drafted and work continues to develop through to final completed plan. Once completed testing will be needed.	21-Oct-2024	Paul Weston
RCM5b 2024-25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


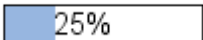
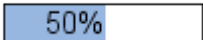
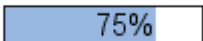
RCM5f 2024-25 Monitoring of staff turnover		31-Mar-2025	6 monthly update to appointments and staffing committee on starters, leavers, transfers, secondments etc. Staffing turnover reported annually on Pentana with a current retention rate of 86.9%	22-Oct-2024	Anica Goodwin; Zoe Wolicki
RCM5g 2024-25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

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

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

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

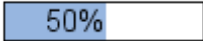
RCM6f 2024-25 Embed climate change into procurement processes		31-Dec-2024	Climate change has gone into Procurement processes, awaiting committee. (AM)	15-Oct-2024	Anna Miller
RCM6g 2024-25 Embed climate change into the Local Plan review		31-Mar-2025	Work ongoing with Local plan team (AM)	15-Oct-2024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

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

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

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

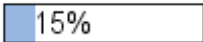
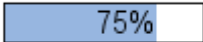

**8 Inability to deliver economic growth, sustainability and prosperity in the Borough
2024/25**

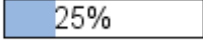

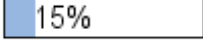
Risk Title	Lack of economic growth, sustainability and prosperity in the Borough at the levels required		Assigned To	Rob Barnes; Anna Miller	
Risk Code	CR2024/25_8.1	Categories	Priority2: The Economy Priority1: The Environment Priority3: Infrastructure Priority4: Living in Tamworth Priority5: Town Centre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

	<p>* Reliance on small number large income generators/operators/town centre facilities* community cohesion and a negative perception of Tamworth as a place to do business</p> <p>*Uncertainty around the opportunities/risks associated with devolution deal proposals.</p> <ul style="list-style-type: none"> • 		<p>* Increased customer dissatisfaction</p> <p>* Unrealised benefits</p> <p>*Negative public perception may damage Council's reputation</p>
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Latest Risk Note	<p>The Council is commissioning a town centre regeneration strategy which includes engagement with elected members and others to develop a vision of the future town centre.</p> <p>In addition the council is commissioning an economic development strategy which will be completed by end of March 2025.</p>	21 Oct 2024	Pardeep Kataria
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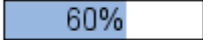
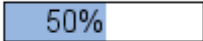


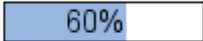

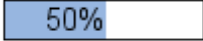
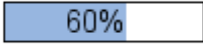
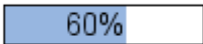
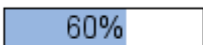
Linked RCM Action	Progress	Due date	Latest note	Latest note date	Action AD
RCM8a 2024-25 3A - Local plan to improve infrastructure , evening economy and transport links		31-Mar-2025	Work ongoing for local plan preparation for draft plan. (AM)	15-Oct-2024	Anna Miller
RCM8b 2024-25 Delivery of Future High Streets Fund		31-Mar-2025	<p>Peel Cafe is well advanced with Nationwide completing the fit out works in December.</p> <p>TEC 2 is progressing well with likely TBC occupation from early 2025.</p> <p>The Flex building has started following demolition with a likely TBC occupation Spring 2025.</p> <p>The remaining projects are all now in contract.</p> <p>Enabling works have been completed for the Market Street properties. (AM)</p>	15-Oct-2024	Anna Miller
RCM8c 2024-25 Delivery of Gungate project (North and South)		31-Mar-2025	<p>Acquisition of Gungate North likely by the end of 2024. Discussions have resumed with ATIK following a change of ownership.</p> <p>On Gungate South there has been developer interest in the site.(AM)</p>	15-Oct-2024	Anna Miller






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


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

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

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

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

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

5. Audit Plan update – End of Quarter 2

The internal audit plan for 2024/25 approved by the Audit & Governance Committee at its meeting in March 2024. The plan was for a total of 17 audits. To the end of quarter 2 2024/2025 we have completed 18% of the audit plan. We have fully completed all of the audits rolled forward from 2023/24. An analysis of audit plan completion and indicatively planned audits is shown in the table below;

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

Outstanding Audit Recommendations

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

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

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

6. Information Governance Reports

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

6.1 Personal Data Breaches

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

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

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

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

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

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

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

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

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

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

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

High Demand Service Areas

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

Revenues	24
Multi Service	22
Transfer to SCC	17

Request Trends

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

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

Internal reviews

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

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

01 st July 2024 – 30 th September 2024– Number of Internal review requests received	0
01 st July 2023 – 30 th September 2023- Number of Internal review requests received	0
Increase or decrease of % compared to same period last year	0% Increase or Decrease
Responded to within statutory requirement of 20 working days	N/A
Percentage responded to within statutory requirement of 20 working days	N/A

Information Commissioner

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

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

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

6.3 Subject Access Requests

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

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

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

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

01 st July 2024 – 30 th September 2024 – total requests received	9
01 st July 2023 – 30 th September 2023 - total requests received	9
Increase / decrease of % compared to same time last year	0% increase
highest amount received Quarter 2 2024	August - 3
lowest amount received Quarter 2 2024	September - 2
Responded to within statutory timeframe of one calendar month	9
Responded to within statutory timeframe of one calendar month %	100% of those due a response have been responded to.

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

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

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

6.4 Comments, Compliments and Complaints

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

The update covers the period from **1 July 2024 – 30 September 2024**

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

Housing Complaints

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

- 48 Stage 1
- 1 Stage 2

Of the 48 stage 1 complaints processed:

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

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

Of the 1 stage 2 complaint processed:

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

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

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

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

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

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

Housing (other enquiries)

The team processed:

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

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

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

Stage 1 complaints:

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

Stage 2 complaints:

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

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

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

Other enquiries:

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

Corporate Complaints

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

- 20 Stage 1
- 1 Stage 2

Of the 20 stage 1 complaints processed:

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

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

Of the 1 stage 2 complaint processed:

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

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

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

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

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

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

Corporate (other enquiries)

The team processed:

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

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

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

Stage 1 complaints:

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

Stage 2 complaints:

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

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

Other enquiries:

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

Learning from complaints

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

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

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

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

Looking forward

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

Throughout quarter 3, the council aims to:

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

7. Health and Safety

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

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

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

H&S Stats for Tamworth Borough council

Accidents / First Aid incidents involving Employees

Correct as of 19/9/2024

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



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

Accidents / First Aid incidents involving Members of the Public



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



Appendix 1 - Strategic Projects Highlight Reports

Asset management Strategy



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

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

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


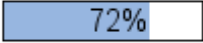
Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_034_KW2 Development of new Strategy and Plans			Paul Weston	Final draft of document is with the Asset Strategy Steering Group for approval before being put on forward plan for final approval.

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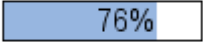


Future High Street Fund


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


	to approve extensions to spend deadlines to allow commitment of spend by September and actual spend by end March 2025.				
	Costs emerging from the contractor following further design and survey work, coupled with increased costs has led to challenging discussions. The original grant fund from Government will not cover the increased costs and discussions are ongoing around how to mitigate the increases. A report will go to Full Council to request capital money to support the project.		31-Oct-2023		Anna Miller
	Work is on track and in control. RIBA 2 is completed with RIBA 3 well underway. Legals are nearing completion on remaining acquisitions. A number of applications have been approved by planning committee with the college application submitted and awaiting determination. Challenges persist, the biggest one being budget. The monthly programme Board and Delivery Team Meetings including the quarterly ISaG/Cabinet and Audit and Governance Sub committee provide the necessary Governance framework. A recent Audit of the programme has resulted in substantial reassurance.		14-Jul-2022		Anna Miller


Gungate



CP2022-25_TCP_005 Gungate	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.			Managed By	Anna Miller
Activities since last period	Work underway on understanding rights of way constraint on Gungate North. Further evidence sent to the Charities Commission to support SCC disposal of Tamyouth. ELT briefing. Agreed NCP legals. Contract signed.	Planned Activities for next period	Rights of way issues to continue to be explored. Highways advice to be sought. Contact with the new Atik owner has been made and discussions will continue although proving difficult. Member briefing on Gungate. Await Charities Commission decision on SCC disposal of Tamyouth.	Amber/Red Areas	
Risks including Stakeholder Issues, budget and timing	Legal issue around rights of way access and the police station - needs resolution. Rekom, the owners of ATIK have gone into administration with a number of the companies that they own. New owners have been in contact and they have yet to decide what happens to ATIK long term. Risk to project to be able to split the building with Buzz.	Resourcing Requirements	The Gungate capital pot has been substantially reduced as a result of Full Council decision (27/2/24) wrt to the FHSF budget issues	Decisions required from CMT	



Note	Land assembly on Gungate North is progressing well to acquire SCC land/properties. Removal of the covenant on their youth centre property is close to being removed which will allow acquisition to go ahead. Plans to split bingo hall from ATIK nightclub have been developed and negotiations with new nightclub owners are taking place. Gungate Briefing to ELT delivered	Date	18-Oct-2024	Author	Pardeep Kataria
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Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_005_KW1 Delivery north site		<div style="width: 13%;"><div style="width: 13%;"></div></div> 13%	Anna Miller	Space and place work completed. Discussions with ATIK ongoing. (AM)



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

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_005_KW3 Land Assembly north site		<div style="width: 76%;"><div style="width: 76%;"></div></div> 76%	Thomas Hobbs	SCC have met with occupants of Tamyouth centre to set out that a termination notice for vacant possession is imminent. SCC are in the final throes of satisfying the Charities Commission requests to allow them to dispose of the site to TBC.



Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_005_KW4 Land Assembly south site		 95%	Joanne Goodfellow; Thomas Hobbs	NCP is now in TBC control. There is a question mark around the Bennetts Taxi site and should this be purchased to round off the site. Work is underway to establish a value/negotiating start point to be able to make a decision.



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



HRA Business Plan

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


	HRA consultation plan on spending priorities is due to be launched at the tenant conference on the 16 Sep 2024. The HRA Business plan was reported to cabinet on the 22 Feb 2024 and the associated delivery plan is reflected in the 2023/24 work programme.		19-Jul-2024		Pardeep Kataria
	HRA Business plan modelling on track with Cabinet report planned 22/2/24. Portfolio Holder and Leader involved in briefings to Board and associated workshops. HRA showing balanced position over MTFS with longer term challenges from horizon scanning		23-Jan-2024		Tina Mustafa

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_027_KW1 Commission work on HRA business plan drafting and ambitions		 100%	Lee Birch; Hamid Khan; Tina Mustafa	HRA Business Plan modelling complete by external consultants

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_027_KW2 Financial Update and Scenario Planning		 100%	Joanne Goodfellow	Reported to Cabinet 22/2/24 with full scenario and stress financial testing completed. Consultation with tenants to start


Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_027_KW3 Update HRA business plan to members (prospectus and adopted plan)		 100%	Lee Birch; Hamid Khan; Tina Mustafa	Will require statutory consultation and alignment with self-assessment

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



CP2022-25_PD_008 Local Government Boundary Review	An electoral review of Tamworth Borough Council. Purpose: is to consider the number of councillors elected to the council, the names, number and boundaries of the wards, and the number of councillors to be elected to each ward.		<input type="text" value="1%"/>	Managed By	Zoe Wolicki
Activities since last period	awaiting formal communication from boundary commission for project inception as at 09/09/24	Planned Activities for next period	in line with boundary commission requirements	Amber/Red Areas	none
Risks including Stakeholder Issues, budget and timing	none	Resourcing Requirements	none	Decisions required from CMT	none
Note	Still awaiting contact from boundary commission	Date	22-Oct-2024	Author	Pardeep Kataria
	awaiting contact from boundary commission		17-Jul-2024		Zoe Wolicki
	Still awaiting communications from commission.		16-May-2024		Pardeep Kataria
	still awaiting communications from commission		24-Jan-2024		Zoe Wolicki
	Still awaiting boundary commission notification		30-Oct-2023		Pardeep Kataria


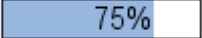
Net Zero

CP2022-25_TCP_007 Net Zero	<p>Purpose: Make the Council's activities net-zero carbon by 2050 with aspiration to achieve 2030 should the council be financially able to do so</p> <p>Scope:</p> <ol style="list-style-type: none"> 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; 			Managed By	Anna Miller
Activities since last period	Good draft received on climate change action plan and climate adaptation plan.	Planned Activities for next period	ELT briefing on emerging work. Workload moving towards ISAG and Cabinet approvals.	Amber/Red Areas	

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


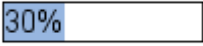
Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_TCP_007_KW1 Scope 1 - 3			Anna Miller	Policy change approved for additional resource to support Scope 1.

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

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



Social Housing Regulatory Programme

Generated on: 22 October 2024



CP2022-25_PD_047 Social Housing Regulatory Programme	<p>The Social Housing Regulatory Programme is the Councils organisational wide approach to ensuring compliance with the Social Housing (Regulation) Act 2023. It is focused on RSH inspection preparedness and there is 8 projects across the programme with complex interdependencies highlighted.</p>			Managed By	Hamid Khan; Tina Mustafa
Activities since last period	<ul style="list-style-type: none"> • Self referral to RSH on 12 Aug 24 resulting in weekly reports to leadership group progress • Housing board received progress on 1st Oct 24 • Corporate scrutiny and cabinet approved recommendations on 9/10 Oct 2024 	Planned Activities for next period	<ul style="list-style-type: none"> • SHRP dashboard created in Pentana to migrate all the improvement plan workstreams • Detailed discussions ongoing with RSH with their decision on the referral by the end of October • Cabinet report on the Forward plan for Nov/Dec to track progress 	Amber/Red Areas	<ul style="list-style-type: none"> • Self-referral being considered by ELT weekly • As per individual Project Plans • Risk Map to be shared with Audit & Governance
Risks including Stakeholder Issues, budget and timing	Risks identified and reported separately	Resourcing Requirements	Resourcing plan being prepared by Programme lead to support improvement plan organisationally with scaling up of resourcing on key programme areas	Decisions required from CMT	
Note	<p>Dedicated resourcing is in place until December 2025 to accelerate progress on the programme and this includes</p> <ul style="list-style-type: none"> • Compliance review and remedy of overdue actions • Policy schedule being fast tracked 	Date	16-Oct-2024	Author	Pardeep Kataria


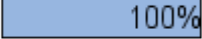
	<ul style="list-style-type: none"> • Service standards drafted for consultation and • Enhanced performance dashboard through Pentana 				
	<p>TMM updated ELT on 17 July 2024 with programme progress. Associated risks have been captured in the corporate risk register. Reports are due to the homelessness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



Strategic Review of Leaseholder Service Charges



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


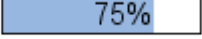
Note	Report considered at corporate scrutiny committee on 9th October. Cabinet considered report and agreed all original recommendations contained in the report. (RB)	Date	18-Oct-2024	Author	Pardeep Kataria
	Report complete and presented to working group. Draft report on outcomes and wider policy to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

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


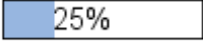
Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_048_KW 2.Technical Assessment			Trevor Wylie	All work complete and outline in consultant report.

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

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

Action Code & Title (Has KW)	Status	Progress	Assigned To	Latest Note
CP2022-25_PD_048_KW 5.Customer Engagement			Trevor Wylie	Initial engagement required to complete report has been completed. Further engagement will be required in relation to the policy.

Sustainability Strategy to resolve long term MTFS position

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

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