



CABINET

6 October 2011

A Meeting of the CABINET will be held on Thursday, 13th October, 2011, 6.00 pm in Committee Room 1 Marmion House, Lichfield Street, Tamworth

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Corporate Update

Title: Briefing on the Localism Bill

Presenters: Jane Hackett and Rob Mitchell

3 Minutes of the Previous Meeting (Pages 1 - 6)

4 Declarations of Interest

To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.

When Members are declaring a personal interest or personal and prejudicial interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a personal and prejudicial interest in respect of which they do not have a dispensation.

5 Matters Referred to the Cabinet in accordance with the Overview and Scrutiny Procedure Rules

None

6 Tamworth Strategic Partnership Plan endorsement (Pages 7 - 22)

(Report of the Leader of the Council)

- 7 Third Sector Commissioning in Partnership (TSCiP) programme – Tamworth** (Pages 23 - 34)
(Report of the Portfolio Holder for Economic Development and Enterprise)
- 8 Budget Consultation 2012-2013** (Pages 35 - 68)
(Report of the Leader of the Council)
- 9 Impact of Supporting People Funding on Landlord Sheltered Housing Services** (Pages 69 - 74)
(Report of the Portfolio Holder for Quality of Life)
- 10 Review of Updated Cemetery Regulations** (Pages 75 - 76)
(Report of the Portfolio Holder for Environment and Waste Management)

Yours faithfully



Chief Executive

People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709264 or e-mail committees@tamworth.gov.uk preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.

To Councillors



MINUTES OF A MEETING OF THE CABINET HELD ON 21st SEPTEMBER 2011

PRESENT: Councillor D Cook (Chair), Councillors S Claymore, M Oates, J Garner and M Greatorex

The following officers were present: Anthony E Goodwin (Chief Executive), John Wheatley (Deputy Chief Executive and Corporate Director (Resources)), Jane Hackett (Solicitor to the Council and Monitoring Officer), Rob Barnes (Deputy Director (Housing and Health)), Stefan Garner (Deputy Director (Finance Exchequer and Revenues)), Tina Mustafa (Housing Operations Manager), Paul Weston (Head of Asset Management - Property Services), Steve Pointon (Housing Strategy Manager), James Roberts (Economic Development and Enterprise Manager) and Jane Eason (Senior PR Officer)

49 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor B Beale and R Pritchard.

50 CORPORATE UPDATE

Karen Adderley gave a presentation on Staffordshire Alcohol Misuse Project – Tamworth Pilot

51 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 31 August were approved and signed as a correct record.

(Moved by Councillor J Garner and seconded by Councillor M Oates)

52 DECLARATIONS OF INTEREST

There were no Declarations on Interest.

53 TAMWORTH AND LICHFIELD ECONOMIC STRATEGY

The report of the Portfolio Holder for Economic Development and Enterprise seeking endorsement of the Strategy and associated next steps was considered.

- RESOLVED That :
- 1 Cabinet endorsed the strategy in terms of its overall vision, key themes, issues and priorities, and;
 - 2 Cabinet endorsed the next steps in developing the action plans with partners within the Business and Economic Partnership and the Councils participation in this process.

(Moved by Councillor S Claymore and seconded by Councillor J Garner)

54 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES

The Leader agreed at the request of the Chair of Corporate Scrutiny to write to the Leader of the County Council in relation to the purchase of land for a BMX track.

55 BUDGET AND MEDIUM TERM FINANCIAL PLANNING PROCESS

The report of the Leader of the Council seeking agreement to the proposed budget and medium term financial planning process for General Fund and the Housing Revenue Account for 2012/13 was considered.

- RESOLVED That the proposed process for the General Fund and Housing revenue Account Budget and Medium Term Financial Planning process for 2012/13 be adopted.

(Moved by Councillor D Cook and seconded by Councillor M Oates)

56 QUARTER 1 2010/11 PERFORMANCE REPORT

The report of the Leader of the Council providing Cabinet with a performance and financial health-check was considered.

- RESOLVED That Members endorsed the contents of the report.

(Moved by Councillor D Cook and seconded by Councillor J Garner)

57 CHARGES FOR LEGAL WORK

The report of the Leader in the absence of the Portfolio Holder for Corporate Services and Assets advising Members of the current position, the nature of the

work undertaken by the Legal and Democratic Services Team and the resource implications was considered.

RESOLVED That Members endorsed the contents of the report and approved:

- 1 the general principles of imposing a charge for discretionary legal services;
- 2 the creation of a standard form of response to leasehold enquiries and the implementation of standard fees as detailed in the report, and;
- 3 the implementation of standard charges for the areas of legal work in accordance with the schedule at appendix 1.

(Moved by Councillor D Cook and seconded by Councillor S Claymore)

58 TRANSFER TO RESERVE - ICELANDIC IMPAIRMENT REVALUATION

The report of the Leader of the Council seeking Cabinet approval to create a specific reserve for 'Icelandic Impairment Revaluation' and to transfer £473,726.26 to that reserve for the year ending 31st March 2011 was considered.

RESOLVED That Cabinet gave retrospective approval for the creation of the Temporary Reserve for 'Icelandic Impairment Revaluation', required as part of the finalisation of the 2010/11 accounts resulting from changes to Icelandic Banking impairment valuations, in the sum of £473,726.26, as detailed within the body of the report.

(Moved by Councillor D Cook and seconded by Councillor J Garner)

59 LOCAL AUTHORITY MORTGAGE RATE FOR MORTGAGES GRANTED UNDER HOUSING ACT, 1985

The report of the Leader of the Council in the absence of the Portfolio Holder for Corporate Services and Assets, in accordance with section 438 of the Housing Act 1985, making the statutory declaration of the local authority mortgage rate from 1 October was considered.

RESOLVED That Cabinet approved the following:

- 1 the statutory declaration of interest was to be charged at 6.87%, and;
- 2 the rate to be reviewed again in 6 months.

(Moved by Councillor D Cook and seconded by Councillor M Oates)

60 DISPOSAL OF COUNCIL OWNED GARAGE SITES FOR THE DEVELOPMENT OF AFFORDABLE HOUSING

The report of the Portfolio Holder Quality of Life and the Portfolio Holder Corporate Services and Assets seeking agreement in principle to the disposal of 26 Council owned garage sites for the purpose of developing affordable housing as per previous Cabinet decision to disinvest in sites that are uneconomical to retain was considered.

RESOLVED That:

- 1 Cabinet agreed in principle to the disposal of 26 garage sites to partner Registered Providers (RPs) to develop affordable housing;
- 2 Authority has been delegated to the Portfolio Holder Quality of Life and Portfolio Holder Corporate Services and Assets to agree final decisions relating to the disposal of garage sites following further feasibility assessments, and;
- 3 A further report will be submitted to Cabinet in November to agree a strategy for investment in the retained garage stock and potential disposal of sites not suitable for affordable housing development.

(Moved by Councillor M Oates and seconded by Councillor S Claymore)

61 LANDLORD SERVICES CO-REGULATION AND REQUIREMENT FOR THE TENANTS SERVICES AUTHORITY

The report of the Portfolio Holder Quality of Life seeking to update Cabinet on the interim arrangements for landlord regulation in relation to the Tenants Service Authority (1/7/11-31/3/12), setting out the proposed changes within the Localism Bill to Landlord Regulation from April 2012 and setting out Landlord Services response to the above changes and ensure that tenants are at the heart of influencing, shaping and scrutinising services in line with legislative and best practice requirements was considered.

RESOLVED That Members:

- 1 endorsed the interim position regarding the Tenants Service Authority from 1st July 2011 – 31st March 2012;
- 2 delegated authority to the Portfolio Holder of Quality of Life and Deputy Director of Housing and Health to agree consultation responses to the changes to the regulatory framework for tenants', and;

- 3 agreed that the Tenant Regulatory & Improvement Team within the Landlord Services will oversee compliance with the regulatory requirements within the Tenant Services Authority's code ensuring tenants' shape, influence and scrutinise service improvement .

(Moved by Councillor M Oates and seconded by Councillor D Cook)

62 HOUSING & HEALTH STRATEGY

The report of the Portfolio Holder Quality of Life seeking approval of the draft Healthier Housing Strategy was considered.

RESOLVED That Members:

- 1 approved the draft Healthier Housing Strategy and Year 1 Action Plan;
- 2 delegated authority to the Portfolio Holder Quality of Life to agree any required amendments to the draft Strategy and Action Plan following further consultation with key stakeholders.

(Moved by Councillor M Oates and seconded by Councillor D Cook)

63 COUNCIL HOUSING FINANCE REFORM

The report of the Portfolio Holder Quality of Life updating Cabinet regarding the implementation of Council Housing Finance reform; seeking to agree a waiver to financial guidance in the retention of the Sector Group to provide advice and support in the development of the Council's Treasury Management Strategy; seeking to agree key principles in relation to the development of the Council's 30 year business plan as set out in the report; and seeking approval of the implementation plan shown at Appendix Four was considered.

RESOLVED That Cabinet agreed:

- 1 to waive financial guidance in the retention of the services of Sector Group to provide advice and support in the development of the Council's Treasury Management Strategy;
- 2 the key principles which will guide the development of the Council's 30 year business plan as set out in the report, and;
- 3 the implementation plan shown at Appendix Four.

(Moved by Councillor M Oates and seconded by Councillor M Greateux)

64 EMPTY HOMES AND FINANCIAL ASSISTANCE POLICY

The report of the Portfolio Holder Quality of Life seeking approval of a revised version of the Financial Assistance Policy due to the inclusion of financial assistance geared towards preventing homelessness, the ending of the Kick Start Partnership and the introduction of the Home Improvement Trust and changes in the way Empty Homes Grants are delivered; and seeking approval of the Empty Homes Policy and advising members to date of the progress made on returning Empty Homes back into use in the private sector was considered.

RESOLVED That Cabinet approved the:

- 1 revised Financial Assistance Policy attached at Appendix 1;
- 2 Empty Homes Policy attached at Appendix 2, and;
- 3 endorsed the progress made on returning Empty Homes into use.

(Moved by Councillor M Oates and seconded by Councillor S Claymore)

65 VIREMENT OF ASBESTOS BUDGET INTO HOUSING CAPITAL WORKSTREAMS

The report of the Portfolio Holder Quality of Life seeking Members approval of the virement of £100,000 in respect of Asbestos Testing and Removal capital programme budget, into the main capital programme workstreams under which asbestos removal works take place was considered.

RESOLVED That Members approved the virement of £100,000 in respect of Asbestos Testing and Removal capital programme budget, into the main capital programme workstreams under which asbestos removal works take place

(Moved by Councillor M Oates and seconded by Councillor D Cook)

Leader

13/10/11

REPORT OF THE LEADER**TAMWORTH STRATEGIC PARTNERSHIP PLAN****EXEMPT INFORMATION****PURPOSE**

To seek endorsement of the Tamworth Strategic Partnership Plan the draft document has brought together the findings from the review of the Local Strategic Partnership and outlines the way forward for the TSP.

RECOMMENDATIONS

1. That Members endorse the Tamworth Strategic Partnership Plan
2. To authorise the Deputy Director CPP in consultation with the Leader to have the final draft desk top published and distributed mainly electronically but with some hard copies available in public buildings.

RESOURCE IMPLICATIONS

There are no significant resource implications arising directly from this report it will require some officer and member time to produce the final version and distribute. Production and distribution costs will be met from existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are limited legal and risk implications, a full risk assessment has been carried out on the Tamworth Strategic Partnership (TSP) and relevant actions have been implemented to mitigate risk.

SUSTAINABILITY IMPLICATIONS

The sustainability of TSP has been reviewed and there has been a move towards a leaner, more efficient and effective partnership structure. The new structure will enhance sustainability for Tamworth.

CONCLUSIONS

There has been a full and very involved process of reviewing and revising our LSP in Tamworth. Led by the then Deputy Chief Executive (now Chief Executive) a task and finish group was actioned to implement the way forward for change in late 2010. Due to the inclusive, open and transparent nature of this change management all of the partners have signed up to a single aligned vision for the future of Tamworth. This is a historical achievement. The progress to date is new terms of reference, new membership and an agreed process for using causal factors to develop the task and finish groups to be overseen by the new Board.

This Tamworth Strategic Partnership Plan succinctly sets out new partnership arrangements in Tamworth with effect from April 2011.

BACKGROUND INFORMATION

The Sustainable Community Strategy sets the strategic vision for Tamworth. It is the 'umbrella strategy' for other strategies and plans that partners develop. Tamworth's Local Strategic Partnership (LSP) was the partnership that brings together everyone who is involved in improving the economic, social and environmental well-being of Tamworth. The SCS prepared by the partnership, was the way of ensuring that all the different organisations working in the borough worked together effectively to turn the vision into reality.

However, there have been major changes, and new opportunities and challenges have

emerged. National government policy has changed and spending cuts mean it is time for a new plan and approach. This document is the result – **Tamworth Strategic Plan**.

LSPs face a vastly changing landscape with new challenges presenting themselves almost on a weekly basis calling for a need to review and reshape our whole approach to Partnership working.

Partnership conversations will be very different without the CAA, PSAs, NIs and LAAs. Coupled with this we have the emergence of new Local Enterprise Partnerships, Health and Well-being Boards and advanced discussions for Place-Based budgets. All of which are set within the policy context of localism and deficit reduction.

With the needs and expectations of those most vulnerable in our communities increasing at a corresponding rate to the reduction in resources, the public sector needs to be 'smarter' about how it uses its resources. There is a real opportunity to move to action focused delivery boards. It has long been agreed that there is a need for an 'entity' capable of providing the leadership and strategic direction necessary to achieve locally defined priority objectives and that would be held accountable for doing so. With a focus upon the key strategic challenges facing Tamworth – the place and its people, this plan will articulate how the sector will integrate planning, resourcing and delivering universal and shared services in a concerted attempt to tackle the underlying determinants of poor health, worklessness, crime, cohesion and well-being.

To respond to the new challenging environment, the LSP Executive Board agreed in October 2010 to undertake a review of strategic partnership working in Tamworth. The primary purpose of the review was to review the strategic and policy framework; focus upon fewer, more strategic priorities with the emphasis on 'cause/prevention'; integrate management, funding, skills, data and assets and in doing so, rationalise partnership arrangements stripping out non-productive elements. The scope of the review was as follows:

The Single, Shared Vision

One that is short, specific to People and Place and provides a genuine focus for strategic partners

The Strategic Priorities

Fewer, more strategic priorities;
Evidence based 'wicked issues' that the collective 'we' need to tackle;
Priorities that retain the link to People and Place;
Focus upon 'tackling the cause or *prevention*' not dealing with consequence and cost;

Planning and Delivery

Outcome focused, time limited action plans;
Individual accountability
Links to commissioning effective 'universal' services;
Connects to wider agenda – Locality Working, Community Safety, Safeguarding, LEPs, Place Steering Group and the Third Sector

Performance and Review

Less complex and risk adverse measures and targets
Reduced bureaucracy
Fewer quantitative measures, new outcome focused indicators of progress
Clear lines of personal accountability

A task and finish group was established to lead on the review and to report back to the next Executive Board meeting.

LIST OF BACKGROUND PAPERS
Restructuring of the LSP
Tamworth Strategic Plan
The 'wicked issues' – task and finish groups

APPENDICES

Tamworth Strategic Plan

Contents

- 1. What is Tamworth’s Strategic Plan? 2
- 2. The challenges we face – the current environment and reasons for change 3
- 3. How it all fits together..... 4
- 4. Our focus for the future – priorities and objectives 5
- 5. What our communities and data is telling us..... 7
- 6. How Tamworth Strategic Partnership will work to deliver our priorities 8
- 7. Appendices
- 7.1 Appendix 1 – Tamworth Strategic Board – Terms of Reference 9
- 7.2 Appendix 2 – Task and Finish Group Specification Template..... 11
- 7.3 Appendix 3 – LSP transformation into TSP..... 13

1. What is Tamworth's Strategic Plan?

All local authorities have a statutory duty to produce a Sustainable Community Strategy (SCS) that sets the strategic vision for their area. It is the 'umbrella strategy' for other strategies and plans that partners develop. Tamworth's Local Strategic Partnership (LSP) was the partnership that brings together everyone who is involved in improving the economic, social and environmental well-being of Tamworth. The SCS prepared by the partnership, was the way of ensuring that all the different organisations working in the borough worked together effectively to turn the vision into reality.

However, there have been major changes, and new opportunities and challenges have emerged. National government policy has changed and spending cuts mean it is time for a new plan and approach. This document is the result – **Tamworth Strategic Plan**.

To respond to the new challenging environment, the LSP Executive Board agreed in October 2010 to undertake a review of strategic partnership working in Tamworth. The primary purpose of the review was to review the strategic and policy framework; focus upon fewer, more strategic priorities with the emphasis on 'cause/prevention'; integrate management, funding, skills, data and assets and in doing so, rationalise partnership arrangements stripping out non-productive elements. The scope of the review was as follows:

The Single, Shared Vision

One that is short, specific to People and Place and provides a genuine focus for strategic partners

The Strategic Priorities

Fewer, more strategic priorities;

Evidence based 'wicked issues' that the collective 'we' need to tackle;

Priorities that retain the link to People and Place;

Focus upon 'tackling the cause or *prevention*' not dealing with consequence and cost;

Planning and Delivery

Outcome focused, time limited action plans;

Individual accountability

Links to commissioning effective 'universal' services;

Connects to wider agenda – Locality Working, Community Safety, Safeguarding, LEPs, Place Steering Group and the Third Sector

Performance and Review

Less complex and risk adverse measures and targets

Reduced bureaucracy

Fewer quantitative measures, new outcome focused indicators of progress

Clear lines of personal accountability

A task and finish group was established to lead on the review and to report back to the next Executive Board meeting.

2. The challenges we face – the current environment and reasons for change

LSPs face a vastly changing landscape with new challenges presenting themselves almost on a weekly basis calling for a need to review and reshape our whole approach to Partnership working.

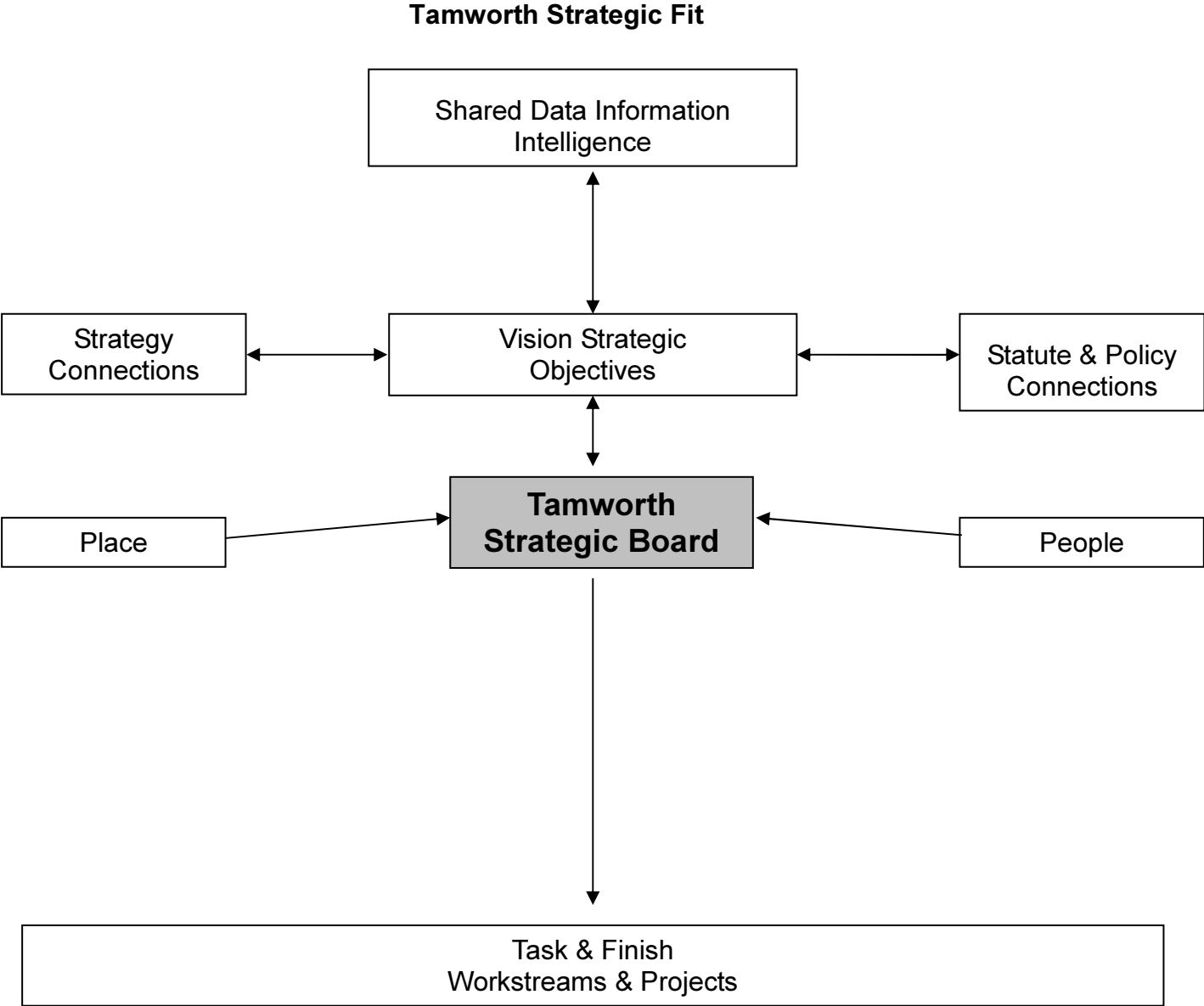
Partnership conversations will be very different without the CAA, PSAs, NIs and LAAs. Coupled with this we have the emergence of new Local Enterprise Partnerships, Health and Well-being Boards and advanced discussions for Place-Based budgets. All of which are set within the policy context of localism and deficit reduction.

With the needs and expectations of those most vulnerable in our communities increasing at a corresponding rate to the reduction in resources, the public sector needs to be 'smarter' about how it uses its resources. There is a real opportunity to move to action focused delivery boards. It has long been agreed that there is a need for an 'entity' capable of providing the leadership and strategic direction necessary to achieve locally defined priority objectives and that would be held accountable for doing so. With a focus upon the key strategic challenges facing Tamworth – the place and its people, this plan will articulate how the sector will integrate planning, resourcing and delivering universal and shared services in a concerted attempt to tackle the underlying determinants of poor health, worklessness, crime, cohesion and well-being.

There has been a full and very involved process of reviewing and revising our LSP in Tamworth. Led by the Deputy Chief Executive a task and finish group was actioned with implementing the way forward for change in late 2010. Due to the inclusive, open and transparent nature of this change management all of the partners have signed up to a single aligned vision for the future of Tamworth. This is a historical achievement. The progress to date is new terms of reference, new membership and an agreed process for using causal factors to develop the task and finish groups to be overseen by the new Board.

This document sets out in the following pages the new partnership arrangements in Tamworth with effect from April 2011.

3. How it all fits together



4. Our focus for the future – Priorities and objectives

The recommended Vision providing the focus for future partnership working is:

“One Tamworth, Perfectly Placed”

(The people) (The place)

Using the most recent local data as detailed in the State of Staffordshire; State of Tamworth and county-wide Strategic Assessment (all generated by the Staffordshire Observatory), the following strategic priorities, primary outcomes and local objectives were identified:

Strategic Priority 1

To Aspire and Prosper in Tamworth

Primary Outcome

To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business

To achieve this, we will:

- Raise the aspiration and attainment levels of young people
- Create opportunities for business growth through developing and using skills and talent
- Promote private sector growth and create quality employment locally
- Brand and market “Tamworth” as a great place to “live life to the full”
- Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

Strategic Priority 2

To be healthier and safer in Tamworth

Primary Outcome

To create a safe environment in which local people can reach their full potential and live longer, healthier lives.

To achieve this, we will:

- Address the causes of poor health in children and young people;
- Improve the health and well-being of adults by supporting them to live active, independent lives;
- Reduce the harm and wider consequences of alcohol abuse on individuals, families and society;
- Implement ‘Total Place’ solutions to tackling crime and ASB in designated localities;
- Develop innovative early interventions to tackle youth crime and ASB; and
- Create an integrated approach to protecting those most vulnerable in our local communities

The principles which underpin the priorities and our way of working are:

Core Purpose:

- To provide the leadership and strategic direction necessary to achieve the shared priorities and objectives
- To agree priorities, set direction, empower individuals and check and challenge progress and outcomes
- To be collectively and individually accountable for planning, resourcing, and delivering programmes, projects and workstreams designed to achieve the shared priorities and objectives
- To focus upon the delivery of the shared priorities for Tamworth and its communities

- To implement a simple and transparent governance arrangement to support statutory compliance and accountability
- To engender a flexible partnership environment based upon agreed core principles and
- To create a sustainable partnership culture based upon honesty, trust and fairness.

Partnership Principles:

- Focus plans, capacity and resources on tackling the cause not the consequences of our priority issues
- Adopt a systems thinking, problem solving approach to working methods
- Seek to ensure that those most vulnerable in our communities are prioritised and supported
- Increase efficiency by greater collaboration, reduced bureaucracy and focusing upon outcomes
- Enable a flexible partnership environment based upon honesty, trust and committed relationships and
- Seek to secure sustainable local solutions to local issues.

5. What our communities and data is telling us

A robust evidence base provided by the Staffordshire Observatory has led to identification of causal factors against which partnership action, capacity and resources will be targeted through task and finish projects:

Strategic Evidence Base

- Joint Strategic Needs Assessment – Health & Social Profile of Staffordshire – Children
- Joint Strategic Needs Assessment – Health & Social Profile of Staffordshire – Adults
- Community Safety Partnership Joint Strategic Assessment
- State of Staffordshire Report – Staffordshire Observatory
- Tamworth Borough Council –Place Survey 2008/09

This has led to the establishment of the following Task and Finish Group projects;

1. Reduce alcohol misuse by tackling both the inappropriate availability and consumption of alcohol
2. Ensure access to good quality, suitable and affordable Housing
3. Reduce the numbers of residents who live significantly more time in ill or poor health
4. To develop a joint Infrastructure Delivery Plan and oversee its implementation
5. Improve levels of enterprise and job creation in the local economy
6. Improve the capacity and skills of parents
7. Reduce the harm and inequalities caused by tobacco consumption
8. Increase aspiration and educational attainment levels
9. To increase levels of physical activity amongst children and adults
10. To identify services and functions that can be integrated to achieve more effective public services
11. Improve positive nutrition choices and promote healthy eating

Task and Finish Group – Project Steps

1. Develop a project brief identifying the business case
2. Establish a project team (multi agency if appropriate)
3. Review data and intelligence to focus scope of project
4. Develop project plan (using systems thinking approach)
5. Undertake investigation into what is currently taking place
6. Identify gaps and improvements – produce recommendations
7. Agree success measures and performance indicators
8. Complete final report – monitor to ensure recommendations are carried through

6. How Tamworth Strategic Partnership will work to deliver our priorities

Success Factors

The Partnership will have a leadership style and culture where:

- Members and senior officers will have the appropriate delegated powers to ensure effective leadership and joint working;
- There will be fewer thematic partnerships and more effective meetings ensuring simple lines of governance and reporting;
- Performance will be tested and challenged through mature and challenging discussions;
- There will be a problem solving approach underpinned by systems thinking and clear accountability for delivery;
- The partnership agenda will be focused on key utilising the available and relevant intelligence to establish local priorities but will also oversee mainstream resources and infrastructure projects;
- We will adopt an intelligent commissioning approach to the delivery of services;
- Agencies will accept being commissioned to undertake key work without funding;
- Partners will be empowered with the capacity to achieve;
- Engagement with other key bodies including the Local Enterprise Partnership, Place Group, Third Sector, will be seen as integral to promote economic growth and community well-being.

Performance Management Framework

Each task and finish group will set measures of success and these will be monitored by the project lead and TP Board.

Overall progress against key performance indicators for Tamworth will be monitored through the annual State of Staffordshire District Profile produced by the Staffordshire Observatory

Appendix 1

7.1 TAMWORTH STRATEGIC BOARD – DRAFT TERMS OF REFERENCE

1. Purpose of the Tamworth Strategic Board

- To provide the Leadership and strategic direction necessary to achieve the shared priorities and objectives
- To agree priorities, set direction, empower individuals and check and challenge progress and outcomes,
- To lobby and influence in the interest of local priorities
- To be collectively and individually accountable for planning, resourcing and delivering programmes, projects and workstreams designed to achieve the shared priorities and objectives
- To focus upon the delivery of the shared priorities for Tamworth and its communities;
- To implement a simple and transparent governance arrangement to support statutory compliance and accountability;
- To engender a flexible partnership environment based upon agreed core principles; and
- To create a sustainable partnership culture based upon honesty, trust and fairness

2. Expectations of committing to the Tamworth Strategic Board (TSB)

All partner organisations represented on the Strategic Board will be expected to:

- Focus plans, capacity and resources on tackling the cause not the consequence of our priorities issues;
- Adopt a systems thinking, problem solving approach to working methods;
- Seek to ensure that those most vulnerable in our communities are prioritised and supported;
- Increase efficiency by greater collaboration, reduced bureaucracy and focusing upon outcomes;
- Enable a flexible partnership environment based upon honesty, trust and committed relationships; and
- Seek to secure sustainable local solutions to local issues.

3. Meetings and Reporting Arrangements

The TPB will meet **quarterly**, will monitor and receive reports from the established Task and Finish Groups.

4. Membership

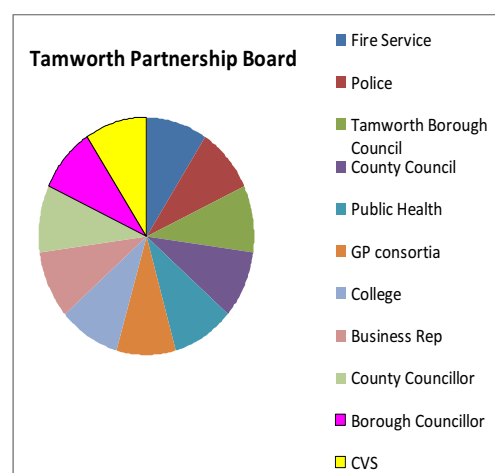
The members of the TSB will have significant influence, resources and understanding of the single vision for Tamworth. The board may co-opt and invite interested parties as and when required.

- | | |
|--------------------------------|------------------|
| • Tamworth Borough Council | Chief Executive |
| • Police | Superintendent |
| • Fire Service | Area Commander |
| • Public Health Representative | To be confirmed |
| • GP Consortia Rep | GP |
| • County Council | Lead Director |
| • College | Principal |
| • Council for Voluntary Sector | Chief Officer |
| • Business representation | Chair of the BEP |
| • County Councillor | Cabinet member |
| • Borough Councillor | Leader |

(Deputies may be nominated to attend the TSP in the absence of the above membership.)

5. Chair/Vice Chair

The chairperson will be – Leader of Tamworth Borough Council



The vice-chair will be – Fire Service Area Commander
There will be an annual election of the Chair and Vice Chair.

6. Administration Arrangements

Meetings will be formally minuted by Tamworth Borough Council with a key emphasis on actions arising. Items for the agenda will be submitted to the chair two weeks prior to meetings and agendas and papers will be circulated at least one week in advance of meetings.

Meeting dates will be set annually in advance. A quorum shall be one quarter of the whole number of members.

7. Civil Contingencies

In the event of a major emergency being declared the Chair of the Board shall also be the Chair of the Community Recovery Committee with the Council providing Secretariat duties. The purpose is to reflect community concerns, feelings and initiatives in informing the wider community and assist in impact assessment of the affected community.

The role is non executive and shall, as far as possible, work on the basis of consensus to:

- Reflect community concerns, feelings and initiatives and bring those to the attention of the main Recovery Coordinating Group (RCG)
- Assist in informing the wider community of discussions and progress of the RCG
- Liaison with the business community and taking their concerns to the Business and Economic Recovery Group.
- Engaging the community in the recovery process.

8. Responsible Authorities

The Tamworth Strategic Partnership will act as the responsible Authority as defined by the Crime and Disorder Act 1998 (as amended). In doing so, it will implement an appropriate and transparent governance arrangement that will ensure statutory compliance and accountability.

On the occasion(s) that the TSP meets as the Community Safety Partnership membership of the TSP will be extended to accommodate all Responsible Authority Group members not on the TSP Board. This will occur twice a year, one as a progress update and one to formally sign off documents such as the Strategic needs assessment, set priorities and refresh the partnership plan.

In the event that there is a need for an issue to be escalated beyond the mandate of the TSP, the Chair of the TSP will refer the matter to the Staffordshire Strategic Board.

Appendix 2

7.2 Task and Finish Group Specification Template

Task and Finish Specification

Accountable Organisation	
Descriptive Title	
Statement of purpose	(The good idea) A project is needed to address the following issues...
Background	The context which demands the objectives is key
Objectives	Defined and measurable deliverables <ul style="list-style-type: none"> Some may be output objectives – such as the production of a report. Others may be outcome objectives. Typically, outputs are required to deliver outcomes. In either case, they should have a clearly defined contribution to corporate priorities
Business Case	Demonstrates that running this project will produce a net benefit to the council's priorities The business case will <ul style="list-style-type: none"> Express a balance of the outline opportunities and risks associated with the 'good idea' Identify whether the project fits certain conditions and should consequently be run according to Prince2. Identify the project Sponsor <p>The business case should be revisited and re-approved throughout the project before committing the project any further</p>
Implications for other workstreams	<ul style="list-style-type: none"> Making connections with other work programmes Avoiding duplication and sharing good practice
Measures of success	<ul style="list-style-type: none"> Clear criteria and measures must be outlined here
Sponsor/Champion on TSP	<ul style="list-style-type: none"> The person or body who will act as the decision-making Authority for the project until Step 4 (when its organisation is established) The Sponsor is able to approve / sign off the project's outline business case and (as far as is possible to predict) the assignment of resources for implementation
Mandate	Approval / sign off by Sponsor of outline business case for project
Accountable Officer	

Appendix 3

7.3 LSP transformation into TSP

STAGE 1

- Review current LSP
- Review Strategic priorities SCS/TBC
- LSP Review Day with wider audience to consider cross cutting priorities
- Linking up with county LSP review and priority setting
- Analyse local, county wide, regional and national data

STAGE 2

- Draft list of vision and priorities based on data and intelligence
- Mandate from all partners for the confirmation of vision and priorities
- Develop matrix for causal factors
- Board and Officer group sign off of causal factors

STAGE 3

- Develop TSP Terms of Reference and structure
- Map causal factors and current work and gaps existing groups
- Establish Lead organisation and name for causal factors
- Close down thematic partnerships
- Communicate messages

STAGE 4

- Turn causal factors into task and finish groups (where appropriate), monitor success
- Establish Strategic Plan
- Implement new TSP with quarterly meeting dates
- Review and evaluate new casual factors task and finish groups success

Tamworth Strategic Partnership (TSP) – Task and Finish Groups

Task and finish groups	TSP officer	Officer and agency	Contact Details	TSP Champion
1. Reduce alcohol misuse by tackling both the inappropriate availability and consumption of alcohol	KA	Karen Adderley TBC	karen-adderley@tamworth.gov.uk 01827 709569	Chief Insp. Ian Cox head
2. Ensure access to good, quality, suitable and affordable Housing	FF	Rob Barnes TBC	rob-barnes@tamworth.gov.uk 01827 709	Tony Goodwin
3. Promote primary health interventions to reduce the impact of residents living in poor health	FF	Rob Barnes TBC	rob-barnes@tamworth.gov.uk 01827 709447	Dr. Suzanne Jones Marie DuQuesnay
4. Improve levels of enterprise and job creation in the local economy	KA	James Roberts TBC	james-roberts@tamworth.gov.uk 01827 709204	Peter Farmer
5. To develop a joint Infrastructure Delivery Plan and oversee its implementation	KA	Matt Bowers TBC	matthew-bowers@tamworth.gov.uk 01827 709276	Tony Goodwin
6. Improve the capacity and skills of parents	KA	Guy Jones SCC	Guy.jones@staffordshire.gov.uk 07816 880916	Tim Leese
7. Reduce the harm and health inequalities caused by tobacco use	FF	Rob Barnes TBC	rob-barnes@tamworth.gov.uk 01827 709447	Dr Suzanne Jones
8. Increase aspiration and educational attainment levels	KA	South Staffs College	graham.morley@southstaffs.ac.uk 01543 438704	Graham Morley
9. Increase levels of physical activity amongst children and adults & Improve positive nutrition choices and promote healthy eating	FF	Neil Mason TBC & Lalitha Webb PCT	neil-mason@tamworth.gov.uk 01827 709568 lalitha-webb@tamworth.gov.uk 01827 709317	Suzanne Jones/Tony Goodwin

Page
21

FF – Fleur Fernando Partnership Support and Development Officer Fleur-Fernando@tamworth.gov.uk

KA – Karen Adderley Partnership Support and Development Officer karen-adderley@tamworth.gov.uk

This page is intentionally left blank

CABINET

13/10/11

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMIC DEVELOPMENT AND ENTERPRISE

TAMWORTH COMMISSIONING PLANS

TITLE: Third Sector Commissioning in Partnership (TSCiP) programme – Tamworth

PURPOSE

To:

- Seek endorsement of the recommendations
- Note the progress of TSCiP to date
- Ensure funds are aligned where possible in future commissioning

RECOMMENDATIONS;

- 1) To align Tamworth Borough Council budgets on the Debt, Benefits and Consumer advice service with the County Council TSCiP team as lead commissioner from July 2013
- 2) To maintain the current position for infrastructure support and volunteering with a view to adopting a stand alone model if feasible in the future

RESOURCE IMPLICATIONS

Officer time to oversee the commissioning process in conjunction with the County TSCiP team. An indicative commitment to support further Debt and Generalist advice services (approximately £60,000 per annum for three years from July 2013) Commitment to support Infrastructure and Volunteering (approximately £40,000 per annum for three years from July 2013)

Budgets of £60k per annum and £40k per annum are currently included in the Medium Term Forecast to support these projects

LEGAL/RISK IMPLICATIONS BACKGROUND

Risks associated with Commissioning Services via TSCiP can be reduced by a full risk assessment at initial stages

SUSTAINABILITY IMPLICATIONS

The type of projects commissioned and how these are sustainable must be a key consideration and built into the needs assessment, service outline and application process

CONCLUSIONS

In the current economic climate we all have smaller budgets and fewer resources, partnership working and alignment of funding is the best way to address these shortfalls and provide 'more for less' for Tamworth communities.

Joined up implementation of our resources will ensure partnership support and ultimately the services which are a priority for Tamworth residents, reducing risk significantly.

Commissioning Services over 2/3 year periods enables sustainability and is in keeping with Compact principles as it allows fair and transparent procurement of services.

The Debt, benefits and consumer advice service (currently provided by the CAB in Tamworth) is an obvious choice for aligning resources; it is a clear cut service with significant evidence of need. CAB's are currently looking at mergers where possible with Tamworth considering two mergers within Staffordshire. Therefore the core £60,000 per annum budget could be aligned in a very straight forward way. The £20,000 per annum paid to CAB is a short term contract for a specific piece of work and could not be aligned as its a specific grant from CLG (homelessness) and there is no further budget available.

The Volunteering and Infrastructure service is currently provided until July 2013 and we are looking at future needs assessments for Tamworth to ensure we have the right services available for Tamworth, for this reason it is prudent to maintain the current position with a view to looking at a stand alone model in the future.

At Tamworth BC we are in a very strong position having developed our Commissioning Framework to a very high, robust and efficient standard. Developing consistent standards across the county will be of big benefit to all Staffordshire services. At Tamworth we are currently in a position to support these developments as required.

We have aligned our timescales and will endeavour to minimise the impact on local third sector by ensuring current three year contracts are kept in place until completion. We will ensure that priority is given within contracts to local services that meet local needs.

We will develop the service specification, contract and monitoring arrangements in partnership with TSCiP. If for any reason this does not align with our needs or the needs of our communities we can continue with the Commissioning model which has been developed in Tamworth.

BACKGROUND INFORMATION

Tamworth Borough Council hold two contracts with the Citizen Advice Bureau one core contract with an annual value of £60,000 for three years (expiry June 2013) and one with an annual value of £20,000 for two years (expiry approximately October 2013).

We also hold two contracts with the Tamworth Centre for Voluntary Services with an annual value of approximately £31,000 for infrastructure support and approximately £9000 for Volunteering services.

Through the first year of performance monitoring we are confident that all contracts are meeting Performance Indicators and providing a very valuable service for Tamworth.

Next Steps in TSCiP Commissioning – Key timescales

STAGE 3 - TEST		
L - Confirm future requirements		
Confirm each participating PSO's ¹ service requirements/ outcomes for 2 services	Thu 10/11/11	Fri 16/12/11
Confirm each participating PSO's 3 year investment for 2 services	Thu 10/11/11	Fri 16/12/11
M - Sign up and Consultation		
Commitment to joint commissioning in place with participating PSO's evidenced by signed SLA's with each	Thu 10/11/11	Fri 16/12/11
Develop service outlines and consult with PSO's	Mon 02/01/12	Fri 24/02/12
N - Training		
Provision of training on new application process for interested parties	Mon 16/01/12	Fri 10/02/12
O - Procurement (Proposed Debt/Benefits/Advice Services and Infrastructure/ Volunteering Services)		
Tender process (staggered)	Mon 02/04/12	Mon 20/08/12
Appraisal process	Mon 09/07/12	Mon 17/09/12
Standstill Period	Mon 30/07/12	Mon 08/10/12
Collaborative agreement on KPI's	Mon 20/08/12	Mon 22/10/12
Contract Award Signed	Mon 03/09/12	Mon 05/11/12
Contract start dates (staggered)	Tue 01/01/13	Mon 01/04/13

Commissioning Options

Two options for shared commissioning were proposed following feedback from public sector organisations. These are an Aligned Budget with lead commissioner model and Stand Alone partnership arrangements. In addition a consistent approach to commissioning individually is suggested as an appropriate addition building on the Third Sector Commissioning Frameworks in place at Newcastle BC and Tamworth DC.

Under both shared commissioning models it would be possible to delegate functions from one organisation to another for relevant services and these delegations are legislated for. This approach is most often used in commissioning/ procurement where one partner receives delegated responsibility to commission on behalf of another partner and manages the other partner's resource according to the contract (DCLG, 2010).

¹ Public sector Organisations

The option to retain the status quo has been included and the advantages and disadvantages of this, and the other options, are set out at the end of the paper in Tables 2 and 3 however in the current economic climate with the budgetary pressures all public sector organisations are facing this will not deliver the efficiencies or economies of scale that the other shared commissioning options offer.

The DCLG, in their Guidance to local areas in England on pooling and aligning budgets paper, state that

‘Constraints on public finances mean that it is essential to find new ways of working that enable delivery on serious economic, social and environmental issues while at the same time making savings. The aim of pooled and aligned budgets is to deliver more efficient and effective services that better meet citizens’ needs. Sensible, collaborative behaviour can lead to better outcomes for local people and drive better value for money’ (March 2010).

Detail regarding the options available and how these would work in practice are detailed below.

Aligned Budgets with Lead Commissioner

Partners jointly fund services but retain responsibility for their budget, aligning resources in order to meet and deliver agreed aims and outcomes. Partners are able to identify the contribution each has made to the aligned budget. The funding streams remain separately managed, despite spending and performance being jointly monitored (Audit Commission, 2008).

The Lead Commissioner/Project Team will select a service suitable for joint commissioning based on the data collected and partner support. They will then contact each Public Sector Organisation (PSO) to determine their future intentions for funding the service and if they wish to participate in a shared approach.

For the purpose of the TSCiP programme it is necessary to have a lead commissioner so in practice this would mean partner organisations signing up to a Partnership Agreement to enable the lead commissioner to commission/procure services on behalf of all partners. Allocated budgets would be transferred to the lead commissioner on an annual basis, for the duration of the contract, to be spent against the service commissioned. Financial, contract and performance management would be carried out by the lead commissioner and reports provided to partner organisations.

Individual partner organisations remain responsible for the needs analysis and priority setting to determine the services they wish to commission. The agreement lasts for the duration of the contract and the process would begin again for any future re-commissioning.

Stand Alone Partnership Arrangements

A Stand Alone Partnership Arrangement would enable organisations to commission jointly where required. The onus would be on individual organisations to approach others to ascertain interest in a shared commissioning approach on a case by case basis.

For the purpose of the TSCiP programme, in practice this would mean adopting a consistent approach to commissioning across all partner organisations. This could be through an agreed commissioning framework, such as the Third Sector Commissioning Framework, which would be applied to all jointly commissioned services. One partner would then take the lead and commission on behalf of the group. Financial, contract and performance management could be performed by the lead partner or remain with individual partners.

Individual partner organisations remain responsible for the needs analysis and priority setting to determine the services they wish to commission. The agreement lasts for the duration of the contract.

Option Impact on Third Sector Commissioning Programme

Both shared commissioning options have merit and organisations may choose either approach depending upon the service to be commissioned, staff capacity, geography and the number of partner organisations jointly procuring. This enables a mix and match approach to shared commissioning to best suit the requirements of the organisation.

This means that as part of the Third Sector Commissioning Partnership programme partner organisations will not be required to select a single shared commissioning option in advance which will apply to future commissioning where a shared approach is possible. Instead organisations can determine which approach they prefer on a case by case basis.

In practice this will mean the lead commissioner/project team will identify a service area suitable for a shared commissioning approach based upon the data held and approach each PSO to determine if they wish to participate in the aligned budget approach with Staffordshire County Council acting as the lead commissioner.

Those organisations that wish to participate will be given a timetable for commissioning and the project team will work with them to determine requirements. Organisations that don't wish to join up in the aligned budget approach will be able to elect to use the stand alone model and partner with another PSO. In this case one or all of the PSO's involved will need to gather the required information and manage the procurement. Alternatively an organisation can choose not to participate in either approach and continue as per their current position.

Third Sector Commissioning Framework

Newcastle BC and Tamworth DC have both introduced Third Sector Commissioning Frameworks in the last couple of years that set out the way in which they buy services from the third sector. This ensures that the process used is transparent and equitable and that providers are accountable for the services they deliver.

Currently the approach to funding/commissioning the third sector varies greatly amongst PSO's. In adopting a Third Sector Commissioning Framework all organisations in Staffordshire and Stoke on Trent would be committing to a minimum standard ensuring consistency and fairness in the commissioning process.

It is suggested that a Framework be developed by the TSCiP Project Team, adapted from the Newcastle and Tamworth models, which could be used by all PSO's commissioning services between agreed thresholds that are not being considered as part of a shared

commissioning approach either because the service area is not under consideration or because the organisation does not choose to participate in a shared approach.

The Framework would not change existing small grant allocations and would only apply to funding over a certain value where a service is being commissioned from the third sector.

Table 1 demonstrates how the various shared commissioning options could work in practice for a specific service area.

Table 1: Commissioning Options Example

The example service is Debt, Benefits and Consumer Advice and the figures used for number of PSO's and contracts has been taken from the mapped data which show twelve PSO's currently funding this type of service. Contracts that definitely will not be renewed are not included. This enables a real life example to be used and shows that different approaches can be used in each organisation. This will however affect the return on investment and efficiencies and could affect delivery where different providers are awarded contracts.

Needs analysis and priority setting for all options is done by each PSO in accordance with their own processes.

Stages

1. Lead Commissioner/Project Team determine service area for consideration based on data held. Debt, Benefits and Consumer Advice Service selected as 12 PSO's currently fund and there are 22 potential contracts for inclusion
2. Lead Commissioner/Project Team approach each of the 15 Public Sector Organisations (PSO's) to determine if they have a future need for that service and are interested in commissioning in partnership along with their indicative budget.
3. Commissioning progresses as per the options shown below

Commissioning Option	Participating PSO's and Contracts	Action	Lead Party
Aligned Budgets – Lead Commissioner	5 PSO's New contract replaces 11 existing contracts and one new funding area	Gather data regarding participating PSO's service requirements, performance measures and budget allocation	Lead Commissioner
		Draft Service Specification for joint contract	Lead Commissioner
		Consult on Draft Service Specification with participating PSO's	Lead Commissioner
		SLA signed with all participating PSO's.	Lead Commissioner
		Annual Budget transferred to Lead Commissioner	Participating PSO's
		Commence procurement process including tender packs, advertising, selection, award and contracts including performance	Lead Commissioner
		Ongoing contract and performance management – reports provided to participating PSO's	Lead Commissioner
		Adopted Shared Commissioning Framework followed	

Stand Alone Partnership Agreement	3 PSO's	Approach made to other PSO's to establish interest in commissioning in partnership	Interested PSO
	New contract replaces 4 existing contracts	Agreement on lead for procurement process including drafting the Service Specification. Agreement on responsibilities and timescales. Agreement regarding contract and performance management.	Interested PSO
		SLA signed with all participating PSO's.	Designated Lead PSO
		Commence procurement process including tender packs, advertising, selection, award and contracts including performance	Designated Lead PSO
		Ongoing contract and performance management	Designated Lead PSO or all PSO's
		Adopted Third Sector Commissioning Framework followed where appropriate	
Individual Arrangement using Adopted Third Sector Commissioning Framework	2 PSO's Two new contracts replacing 3 existing contracts	Follow procedure within Third Sector Commissioning Framework for services over £35,000 (indicative amount to be agreed).	PSO
		Adopted Third Sector Commissioning Framework followed where appropriate	
Do Nothing	2 PSO's	Maintain current position for funding and managing the service	PSO
	Retain 4 existing contracts		
		Own existing procedures followed	

It is recommended that where a number of organisations wish to commission broadly similar services the aligned budget model is used. The Stand Alone Partnership Arrangements would be better utilised where there are only a small number of PSO's wishing to commission, for lower value commissions and where new services are being commissioned.

Table 2: Shared Commissioning Options - Advantages and Disadvantages

Options	Advantages	Disadvantages
<p>Option 1 – Aligned Budgets with Lead Commissioner</p>	<p>Allows individual PSO's to determine their own priorities based upon the needs of their communities.</p> <p>Ability to focus on Staffordshire (countywide) and Stoke on Trent priorities collectively</p> <p>Shared process should reduce commissioning costs to deliver a ROI</p> <p>Effective and efficient management of commissioning/procurement and contract/performance management</p> <p>Allows individual PSO's to retain control of budget allocations</p> <p>Allows partnership arrangements to be built and trust established to provide the basis for a pooled budget approach in the future, if required.</p> <p>Enables better information sharing between partners through a co-ordinated approach</p>	<p>May be more difficult to commission against outcomes due to individual PSO's prescribing different delivery requirements</p>
<p>Option 2 – Stand Alone Partnership Arrangements with adopted Commissioning Framework</p>	<p>Simple to set up.</p> <p>Existing examples of this in practice locally.</p> <p>Allows individual PSO's to retain control of budget allocations</p>	<p>It is unlikely that more than 3 organisations will partner due to the logistics of agreeing arrangements. This will impact upon ROI and is therefore unlikely to deliver great efficiencies or economies of scale</p>

	<p>Allows individual PSO's to determine their own priorities based upon the needs of their communities.</p> <p>Ability to focus on a smaller geographical area.</p>	<p>Possibility that officers in individual organisations will not seek to enter into arrangements with other organisations due to historic working practices or fear that it could increase workload.</p> <p>If arrangements are entered into sporadically and not embedded into organisational policy success could be dependent on individuals in organisations which could create problems if staff leave.</p> <p>May not have an understanding of other organisations commissioning requirements/contracts and therefore partnering may be more difficult.</p> <p>Contract end dates vary amongst organisations so can be difficult to marry up contracting arrangements. It may be more appropriate for commissioning new services</p> <p>Poor information sharing as no coordinated approach</p>
<p>Option 3 – Do Nothing</p>	<p>No change required.</p>	<p>Many existing processes are not equitable and transparent and do not comply with good practice.</p> <p>No efficiencies or economies of scale will be realised.</p> <p>In this time of economic austerity organisations are having to examine their funding arrangements. Many existing arrangements are historical and may no longer be appropriate or fit with the organisation's priorities. Services should be commissioned on need and in many places this has not been considered.</p>

		<p>Many organisations recognise that the rolling of contracts has to stop and that services need to be reviewed and commissioned openly based on need. Individual organisations will need to invest time in doing this irrespective of the TSCiP programme and may not have the resource to do this internally.</p>
--	--	---

Table 3: Third Sector Commissioning Framework – For Individual Commissions Advantages and Disadvantages

Options	Advantages	Disadvantages
Third Sector Commissioning Framework	<p>Provides a transparent and equitable approach to funding the third sector</p> <p>Will provide a framework to assist in partnership arrangements when using the Stand Alone approach</p> <p>Ensures a minimum standard for commissioning is in place</p> <p>Will enable better accountability in the delivery of services</p> <p>May reduce service costs or improve service quality</p>	<p>May be more resource intensive than the existing process</p>

REPORT AUTHOR

Fleur Fernando

LIST OF BACKGROUND PAPERS

VCS Commissioning Framework

Commissioning Board minutes

TSCiP Board papers

This page is intentionally left blank

13th October 2011**REPORT OF THE LEADER OF THE COUNCIL****BUDGET CONSULTATION 2012-2013****EXEMPT INFORMATION**

Not applicable

PURPOSE

To inform Cabinet of the consultation undertaken with residents, tenants, businesses and the voluntary sector to feed into the budget setting process.

RECOMMENDATIONS

That Cabinet endorse the report and take account of the findings along with other sources of information when setting the 2012/13 Budget.

RESOURCE IMPLICATIONS

There are no resource implications arising from this report

LEGAL/RISK IMPLICATIONS BACKGROUND

There are no legal/risk implications arising from this report

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications arising from this report

CONCLUSIONS

Priorities for spending

- There are two areas which are believed to warrant additional expenditure: tackling anti-social behaviour and street cleaning.
- Respondents feel the council should be doing more to educate and change attitudes towards littering.
- Respondents would like to see more events that bring communities together to tackle their own issues e.g. community litter pick days.
- Respondents feel that spending more on areas, such as sport and leisure and regeneration, will tackle issues of crime and anti-social behaviour.
- Refuse collection and recycling is seen by residents as an area where Tamworth Borough Council performs well.
- The development of the town centre is a priority for residents and businesses. There is much support for linking Ventura Park and the town centre.
- Respondents didn't believe that the cleanliness and upkeep of Tamworth was good and felt that resources were concentrated on the castle grounds. They expressed the need for expenditure to be more evenly distributed across the Borough so that local neighbourhoods are more attractive places to live.
- Respondents would like to see more support for businesses and job creation.
- Respondents feel that more needs to be done to promote what Tamworth Borough Council does.

Charges

- Respondents felt that charges for leisure and public spaces could be increased.
- Respondents would not like to see any increase in parking charges or town centre

rents and would actually like to see reductions in these charges. Respondents felt that car parking charges needed to be reduced to encourage the use of the town centre.

Saving costs

- Many respondents feel the Council should look at internal cost savings rather than cutting services or increasing charges.

Council Tax

- When asked which level of increase for Council Tax respondents would like, the majority opt for a 0.67% or a 1%.
- Only 21.3% of respondents chose the proposed increase of 2%.

BACKGROUND INFORMATION

As part of a regular annual process Tamworth Borough Council reviews its Council Tax and Charges strategy for the development of the budget. This process ensures that funding is put into areas of highest priority. An important element of this process is to understand the views of residents, tenants, businesses, and local voluntary groups on what these priorities are.

Consultation on the key issues affecting the 2012/2013 budget consultation was carried out through focus groups and surveys. Focus groups were held with residents and tenants. Residents were recruited through the citizens' panel; tenants were recruited through the tenant participation database.

There were three online surveys available; a residents' survey, a business survey and third sector survey. A total of 152 responses were received for the residents' survey, 20 business surveys were returned and 3 voluntary and community sector surveys were returned. 41 people attended the focus groups.

REPORT AUTHOR

Charlotte Green

LIST OF BACKGROUND PAPERS

Not applicable

APPENDICES

Budget consultation 2012-2013 full report



Budget Consultation – 2012/2013

September 2011

1. Introduction

As part of our annual process, we wished to review the Council Tax and Charges strategy for the development of the Council's 2012/2013 budget and ensure that funding is put into areas of highest priority. An important element of this process is to understand the views of residents, tenants, businesses, and local voluntary groups.

We conducted focus groups with residents and tenants. In addition, a questionnaire was available online for residents, businesses and the voluntary and community sector.

2. Methodology

A total of four focus groups were convened on September 2nd, September 5th and September 8th. Focus groups with residents and tenants were held at Marmion House. In total, 41 people attended the focus groups. Furthermore, 152 responses were received for the resident's survey.

Twenty responses were received for the business survey and three responses for the voluntary and community sector survey.

3. Respondent Profiles

Residents were recruited to the focus groups using lists of those who participate in the Citizens Panel. Tenants were recruited from contact the Council has with Tenants' Groups.

Those who attended were all very keen to take part and forthright in their views. Many had some involvement in local neighbourhood groups and with the council and had previously been involved in consultation exercises. Discussing the different areas in turn during the focus group gave clarification to the different services the council is responsible for and potentially enabled focus group attendees give a more informed response than those responding to the online survey. It also allowed attendees to consider how these services affect different groups within the Borough. The online surveys were promoted through various council-run social media sites and emailed to the citizens panel, the Think Local database and the Tamworth Council for Voluntary Service database.

The business survey was distributed to the 'think local' database and hand delivered to town centre businesses. It was predominantly returned by independent businesses located in the town centre.

The voluntary and community sector survey was distributed by Tamworth Council for Voluntary Service.

4. Main findings

From the focus groups and online questionnaires we have learned:

Priorities for spending

- There are two areas which are believed to warrant additional expenditure: tackling anti-social behaviour and street cleaning.
- Respondents feel the council should be doing more to educate and change attitudes towards littering.
- Respondents would like to see more events that bring communities together to tackle their own issues e.g. community litter pick days.
- Respondents feel that spending more on areas such as sport and leisure and regeneration will tackle issues of crime and anti-social behaviour.
- Refuse collection and recycling is seen by residents as an area where Tamworth Borough Council performs well.
- The development of the town centre is a priority for residents and businesses. There is much support for linking Ventura Park and the town centre.
- Respondents did not believe that the cleanliness and upkeep of Tamworth was good and felt that resources were concentrated on the Castle Grounds. They expressed the need for expenditure to be more evenly distributed across the Borough so that local neighbourhoods are more attractive places to live.
- Respondents would like to see more support for businesses and job creation.

Charges

- Respondents felt that charges for leisure and public spaces could be increased.
- Respondents would not like to see any increase in parking charges or town centre rents and would actually like to see reductions in these charges. Respondents felt that car parking charges needed to be reduced to encourage the use of the town centre.

Saving costs

- Many respondents feel the Council should look at internal cost savings rather than cutting services or increasing charges.

Council Tax

- When asked which level of increase for Council Taxes respondents would like, the majority opt for 0.67% or 1%.
- Only 21.3% of respondents chose the proposed increase of 2%.

5. Surveys and focus groups

Priorities for spending

Respondents were asked whether we should spend more, the same, or less on services from our major cost areas.

For the majority of cost areas, respondents expressed the view that spending should remain the same. Residents do recognise the budget pressures that the council faces and understand that the council has to be more resourceful when delivering services.

There are two cost areas where respondents would not want to see any reduction in spending; street cleaning and tackling anti-social behaviour. Many attendees of the focus groups showed dissatisfaction with these two areas and felt that the council could improve performance with these services.

Sports and leisure

Sports and leisure			
	Spend more	Spend the same	Spend less
Residents	13.9%	76.4%	9.7%
Business	33.3%	55.6%	0%
Voluntary sector	0%	33.3%	33.3%

Use of sport and leisure facilities

Many who attended the focus groups were unsure what sports and leisure opportunities the council offered to residents and did not tend to use them. They expressed the view that the council needed to promote the sport and leisure opportunities better.

There was praise for the work that has been done at the Castle with the Staffordshire Hoard and many would like to see a permanent exhibition.

Changes to expenditure

More than three quarters of resident survey respondents felt that spending levels should remain the same; an increase of 14.8% on the previous year. Around a third of business survey respondents felt we should be spending more in this area.

Many have expressed the view that Tamworth's leisure offer could be improved by utilising the rivers, providing boat trips.

Those who used the Assembly Rooms thought that it needed to be updated.

Respondents commented that the greater provision of sports and leisure facilities for young people could help to address the priority of *tackling youth crime and anti-social behaviour* if it is targeted in the right activities and initiatives.

"Give teens more leisure facilities, youth clubs etc, they'll get in trouble less"

Respondents felt that the council should do all it could to encourage take up of sports and leisure opportunities; whether this be better promotion of what is available or by reducing charges to make it more accessible.

It was mentioned that visitors to the Castle have often found it closed. There was the feeling that as the Castle is one of Tamworth's major assets, it should be open all year round.

Outdoor events received a warm reception and respondents were happy with the range of events on offer. They felt this was an important area as events help to create a sense of community and pride.

"The Ultra Sound festival puts Tamworth on the map. Kids must see that and feel pride that it's taking place in their hometown"

Refuse collection and recycling

Refuse collection and recycling			
	Spend more	Spend the same	Spend less
Residents	27%	71.6%	1.4%
Business	47.4%	31.6%	0%
Voluntary sector	0%	66.7%	0%

Views of service

Residents and tenants who attended the focus groups were extremely happy with the waste collection and recycling service and felt that it was something Tamworth could be proud of.

They felt it had improved since the introduction of the joint service with Lichfield.

Changes to Expenditure

It was mentioned that, now the service has been improved, Tamworth Borough Council should be looking at how we encourage residents to reduce the amount of waste they produce.

There were concerns over charges for bulky item collection and it was felt that these charges had caused an increase in fly-tipping. It was also felt that, with other charges increasing, residents were being 'hit in the pocket' again.

27% of resident survey respondents felt that more should be spent on refuse collection and recycling; a decrease of 8.2% on the previous year. Nearly half of business survey respondents expressed the view that more should be spent in this area. The voluntary and community sector respondents indicated that spending should remain the same.

Parks and open spaces

Parks and open spaces			
	Spend more	Spend the same	Spend less
Residents	26.2%	68.3%	5.5%
Business	31.6%	52.6%	0%
Voluntary sector	33.3%	33.3%	0%

Use of parks and open spaces

Many respondents use the parks and open spaces in Tamworth and expressed the view that the Castle Grounds was very good but that outside of this area, standards are more variable and it is these areas that require greater focus.

Changes to expenditure

More than a quarter of respondents indicated that more needed to be spent on parks and open spaces. It was felt that open spaces needed to be better maintained and equipment in the local parks could be of a better standard.

Around a third of business and voluntary sector respondents felt more should be spent in this area.

The majority view was that spending should remain the same.

Street Cleaning

Street cleaning			
	Spend more	Spend the same	Spend less
Residents	55.5%	44.5%	0%
Business	30%	50%	5%
Voluntary sector	0%	66.7%	0%

Views of service

Many who attended the focus groups felt that the cleanliness of Tamworth could be improved and some perceived Tamworth as a whole to be very unclean.

“Disgraceful litter – why plant flowers when the streets aren’t clean”

“Litter in and around Tamworth is exceptionally bad. In order to improve our chances of drawing more people to Tamworth both socially and for business we need to clean up”

Many expressed the view that street cleaning is an area where the council do not perform well and, again, an area where resources are focused in the town centre. However, there is also praise for the service with a few respondents stating that they did not see litter and street cleaning as an issue in Tamworth.

“My impression is that our streets seem to have improved over the last 12-18 months. There seems to be less litter about. I don’t suppose we have suddenly become tidy so, well done!”

Changes to expenditure

Although respondents accept that residents themselves have a responsibility to not drop litter, there is a belief that the Council should do more to improve the appearance of the local environment, particularly in local neighbourhoods. It is felt that more could be done to change people’s attitudes to not dropping litter. Respondents would also like to see more organised community litter pick days.

“Spend more on prevention = by encouraging more of us keep our town tidy by not dropping litter”

*“More path cleaning and areas around shops. Stricter rules on litter.
Better education on litter”*

More than half of the residents responding to the survey would like to see more spent on street cleaning.

The majority of the business and voluntary sector survey respondents expressed the view that spending should remain the same.

5.6 Tackling anti-social behaviour

Tackling anti-social behaviour			
	Spend more	Spend the same	Spend less
Residents	80.4%	19.6%	0%
Business	75%	15%	0%
Voluntary sector	33.3%	33.3%	0%

Views of service

All respondent groups felt that tackling anti-social behaviour is a key area for both the Council and the Police. However, respondents, for the most part, had not had direct experience of anti-social behaviour while in their home and concerns are mainly due to large numbers of young people hanging around the town centre and the nature of the night time economy in Tamworth.

Older residents expressed the view that they are afraid to visit the town centre at night. This may indicate that the fear of anti-social behaviour and crime which needs to be tackled.

Changes to expenditure

Respondents from the focus group felt the Council should provide more facilities and activities, particularly sports and leisure facilities for young people to engage them positively – especially in the evening. They expressed the view that by doing this the Council would deal with other priorities, such as tackling anti-social behaviour.

“we feel slightly more should be spent on regeneration and parks and open spaces. This would affect the required spend on anti-social behaviour”

80.4% of residents responding to the survey expressed the view that more should be spent on tackling anti-social behaviour and wanted to see an increase in street wardens and CCTV.

Three quarters of business survey respondents indicated that more should be spent in this area.

Regeneration

Regeneration			
	Spend more	Spend the same	Spend less
Residents	44.3%	53.6%	2.1%
Business	63.2%	26.3%	5.3%
Voluntary sector	66.7%	0%	0%

Experience of the Benefits of Regeneration Projects

Respondents' main concern is about the regeneration of the town centre and they feel that this will have a positive impact for residents and visitors. There are still concerns over delays to the plans to build a new shopping centre at Gungate. Respondents expressed the view that the town centre is in decline and only offers low end shopping. There is a feeling that the Council needs to encourage the development of the town centre to balance the attractions of Ventura Park.

Changes to expenditure

Respondents supported a number of regeneration projects in Tamworth.

1. The development of the town centre shopping centre
2. The encouragement of other retail businesses to the town centre to provide more balance to the range of stores on offer
3. Provide a shuttle bus between Ventura Park and the town centre

44.3% of respondents to the residents survey indicated that more should be spent on regeneration projects in Tamworth; an increase of 24.6% on the previous year.

Some respondents expressed the view that by spending more on regeneration projects, less would need to be spent in other areas, such as tackling anti-social behaviour.

This area was also important to business respondents, with 63.2% indicating that more should be spent in this area.

Support for voluntary organisations and charities

Support for voluntary organisations			
	Spend more	Spend the same	Spend less
Residents - Grants	15.6%	66%	18.4
Residents - Commissioning	17.4%	66%	16.7%
Voluntary – Grants	100%	0%	0%
Voluntary – Commissioning	100%	0%	0%

Involvement in Activities

Many attendees of the focus groups had not used the services offered by the voluntary sector. Those who were involved with the voluntary sector felt the services were beneficial to the residents of Tamworth.

From the voluntary and community sector respondents, all had seen their 2011/2012 income affected by public sector cuts and were anticipating the cuts would also affect their income for 2012/2012.

“The funding environment is becoming increasingly challenging for the VCS. Charitable trusts generally have smaller amounts of funding available to distribute due to low interest rates/return on investment □ National Lottery– lottery ticket sales are down, £millions have been diverted to support London 2012, funding programmes have closed and not been replaced. The formation of the JCU and restructuring at the County Council has meant that many existing contracts have been rolled on in the short term, some on more than one occasion, while waiting for new contracts to be formally tendered. While this situation has provided for short term continuity of delivery under existing contracts, it creates difficulties in service and financial planning for the organisations affected, along with uncertainty and a lack of security”

Views of Expenditure

Although residents feel that local charities and voluntary groups have a valuable role to play in the Borough, there is an overall sense that the Council spends sufficient money in this area and that these groups should rely on their own fundraising activities.

“Charities are capable of financing themselves and it should be left to volunteers to raise funds not Councils”

Some residents expressed the view that the council should work closely with the voluntary sector to see where services can be commissioned as the voluntary sector tend to offer better value for money than the private sector.

More than half of respondents felt that spending should remain the same in this area.

100% of voluntary sector respondents expressed the view that more should be spent in this area. All had seen an increase in demand for their services and were delivering the same amount of services but with reduced budgets.

“Significant increase in footfall in the Volunteer Centre, which is stretched beyond capacity”

“More demands for our services, higher administration costs with less income and significantly higher workloads”

Housing advice, grants and homelessness

Housing advice, grants and homelessness			
	Spend more	Spend the same	Spend less
Residents	19.7%	56.3%	23.9%
Businesses	10.5%	42.1%	26.3%
Voluntary sector	0%	66.7%	0%

Use of Service

Many respondents have not had any experience of the services provided by the Council in this area.

Changes to expenditure

Although hardly any of the focus group attendees had directly experienced these services, they felt that they were beneficial to Tamworth residents.

Attendees wanted to see more affordable housing to benefit the residents of Tamworth.

"A whole generation is locked out of the housing market and with growing unemployment the young generation need more council housing"

More than half of resident survey respondents felt that spending should remain the same in this area. Around a quarter of business and resident survey respondents indicated that spending should be reduced. Voluntary and community sector respondents expressed the view that spending should remain the same.

Improved access to information and customer services.

Customer services			
	Spend more	Spend the same	Spend less
Residents	20%	65.5%	14.5%
Businesses	21.1%	47.4%	10.5%
Voluntary sector	0%	66.7%	0%

Use of Services

Many respondents make use of customer services and information provided by the Council. Residents were happy with the customer service that they received but felt that access to information could be improved with better promotion of services and events.

Changes to Expenditure

Respondents expressed the view that the website could be improved and be simpler to use. They felt that council information should be better promoted.

The majority of respondents indicated that spending should remain the same in this area.

6. Making savings and reducing costs

Respondents were asked to select three service areas that they felt the council could look at to make savings and reducing costs.

	Residents survey	Business survey	Voluntary sector survey
Sport and leisure	29.1%	11.1%	33.3%
Events	45.7%	44.4%	66.7%
Refuse collection and recycling	2.6%	0%	33.3%
Parks and open spaces	11.9%	11.1%	33.3%
Street cleaning	3.3%	0%	0%
Tackling anti-social behaviour	2.6%	5.6%	0%
Regeneration	14.6%	38.9%	33.3%
Voluntary sector support	40.4%	44.4%	0%
Housing advice, grants and homelessness	30.5%	61.1%	0%
Improved access to information/customer services	49%	61.1%	66.7%

Resident survey respondents expressed the view that, if the council did have to make savings and reduce costs, the areas to look at are:

1. Voluntary sector commissioning
2. Improved access to information/customer services
3. Events

Business survey respondents expressed the view that, if the council did have to make savings and reduce costs, the areas to look at are:

1. Housing advice, grants and homelessness/Improved access to information/customer services
2. Events/Voluntary sector support

Voluntary sector survey respondents expressed the view that, if the council did have to make savings and reduce costs, the areas to look at are:

1. Events/Improved access to information/customer services

7. Charges

Respondents were asked to select two of the income areas where they think charges should be increased and to select two of the income areas where they think charges should be reduced.

Residents survey: charges for income areas		
	Increase Charges	Reduce Charge
Car parking	25.8%	62.2%
Public charges for leisure and other activities	65.3%	25.9%
Waste Management	31.5%	27.3%
Public spaces	47.6%	9.1%
Town Centre	25%	72%

Business survey: charges for income areas		
	Increase Charges	Reduce Charge
Car parking	20%	84.2%
Public charges for leisure and other activities	66.7%	21.1%
Waste Management	20%	21.1%
Public spaces	80%	5.3%
Town Centre	6.7%	63.2%

Voluntary sector survey: charges for income areas		
	Increase Charges	Reduce Charge
Car parking	0%	33.3%
Public charges for leisure and other activities	0%	33.3%
Waste Management	33.3%	0%
Public spaces	66.7%	0%
Town Centre	33.3%	0%
No opinion	33.3%	66.7%

Many respondents felt that no increase in charges should be made given the current economic climate.

“Most people have lost more than their expendable income for the economic time. This should be remembered on every decision”

The majority from those that did answer this question expressed the view that, if the council did increase charges, the areas to look at are:

1. Public charges for leisure and other activities
2. Public spaces

Respondents would least want to see an increase in charges for car parking and town centre charges; these were the two areas where respondents would want to see a reduction in charges. Many felt that car parking charges were too expensive and, as a result, they were choosing to shop at Ventura Park where car parking is free. It was thought that a reduction in town centre rents would encourage more businesses into the town centre, helping to regenerate it.

8. Council Tax Levels

Respondents were shown a series of scenarios describing options for increase in Council Tax, as shown below:

Band B		Band D			Increase in Council Tax Income per Year £'000	4 Year Cumulative Income £'000
Increase £	Charge £	Increase £ %		Charge £		
0.77	117.09	1.00	0.67	150.55	23	92
1.17	117.48	1.50	1.00	151.05	35	138
2.91	119.23	3.74	2.50	153.29	86	344
4.65	120.97	5.98	4.00	155.53	138	550

They were also given the option of selecting a 2% increase as outlined in the four-year budget proposal.

Respondents were asked to consider the financial pressures the Council is under, and then asked to make a choice on their preferred level of increase.

Analysis % Respondents	
Base	100.0%
What would you consider to be an acceptable Council Tax i...	
Option A (2.00%)	21.3%
Option B (0.67%)	32.3%
Option C (1.00%)	33.1%
Option D (2.50%)	11.0%
Option E (4.00%)	2.4%

Many respondents felt that there should be no council tax increase. The majority of respondents selected either a 0.67% or a 1% increase.

21.3% of respondents chose the proposed increase of 2%.

9. Additional comments

- Give teens more leisure facilities, youth clubs etc, they get in trouble less. How about an American idea, summer camp, 6 weeks away, rock climbing, canoeing, some never ever seen a cow!!
- There needs to be a lot less 'red tape' and interactions between the Council and the public need to be streamlined.
- More jobs will mean less crime, they go together.
- A need to create better training for older unemployed people to learn alternative experience.
- Easy to rate everything high, until we're asked to consider use of limited resources.
- The vision for ordinary folk should be to be able to live peacefully and comfortably in the town free from crime and anti-social behaviour, all forms of pollution and waste.
- Making the town safer must be a priority. Many of us are afraid to go out in the evening and certainly wouldn't go into Tamworth town centre due to the anti social behaviour
- Most of these come within local police control.
- Public health and local employment as priorities. Encouraging re-generation of town centre also.
- Get kids off the streets, give them more opportunity. Create a nicer town centre. Take the traffic from Ventura. For adults in the evening
- In Q1 - we have tried to build infrastructure before but are just left with empty warehouses or big shops employing very few, low income opportunities
- All of your priorities should be high on the agenda for all towns because we need to nurture our young people.
- Make the shops selling alcohol more observant. Children stopping adults outside of shops to buy them cigarettes and alcohol should be fined heavily when caught. That will stop a lot of it.
- If we have the infrastructure to facilitate growth then we will grow. No infrastructure will mean when people or business wants to grow they will look elsewhere
- trouble is nothing gets done about anything
- Provide something for youngsters to do. Visit local schools etc about healthy eating, drug abuse etc.
- Make Tamworth the best it could be
- To have a vision is fine, it's whether or not you keep your promise to make Tamworth a better place to live. I have lived in Tamworth all my life and have seen some changes that have been wrong.

- I have put 2 for the health of older people because health care is expensive so choices have to be made as to who has what and in my opinion the health of young far surpasses the elderly
- Vision should be about lower business rates, cheaper rents to create jobs. Then government - to be attacked by local councils on not tackling greed from oil and utility companies, so people have money in their pockets.
- I would like to have a clean and safe place to live with activities available for all ages
- On the whole it seems like a good idea to improve the opportunities of the people living in Tamworth but there is always an element of society that wants no change so convincing them will be the hardest job. Not all change is a good thing either
- If crime was dealt with satisfactorily then we should all feel safer
- It is important to provide improved services for the forgotten generation. We owe them so much (war, paid into our services) but in return they are treated worse than criminals in prison.
- Youth crime and unsocial behaviour must be stomped out. Also underage drinking
- not sure how you will raise attainment and aspiration in young people
- Tamworth is only about one and a half hours from London by train, this needs to be promoted.
- The cycle paths around Tamworth are an excellent way to encourage people to cycle to improve health and reduce car use. Keep maintaining them please
- I think all your suggestions are really good if you can do it!!
- Forget the vision and get down to the basics
- The One Tamworth, Perfectly placed vision or concept is only as good as the backing it gets so it needs advertising and projection to the public and businesses i.e circulars, news paper ads and perhaps banners in market places and adds on buses
- In a perfect world it would be full employment for everyone. As this is not possible it would be good to see more employment for school leavers who have lower academic qualifications, more apprenticeships would be good.
- Alcohol abuse is self inflicted. People could do something about it but they don't want to until they become ill
- Bring more discipline into everyday life
- It's ok to say tackle crime but the true figures are not shown. I know this first hand as my son was beaten up in Tamworth. That night they had gone on a spree beating people up, smashing things. They were only done for 1 crime the worst being the beating up of my son and the theft of the mobile could not be counted. It's a joke.
- Litter in and around Tamworth is exceptionally bad. In order to improve our chances of drawing more people to Tamworth both

socially and for business we need to clean up, very poor our streets, parks are for litter.

- Start at the roots - more efforts needed from them to understand their children's needs. How about teaching classes for cooking decent meals instead of relying on expensive, unhealthy takeaway
- The low-level crime needs to be tackled as a priority.
- Get the problem youth off our streets.
- Move Tamworth's Tourist information office back into the main shopping area making it accessible to all rather than only those capable of walking so far from the main shopping area.
- Charities are capable of financing themselves and it should be left to volunteers to raise funds not Councils. If there is money to be given to Charities then it should be spent on organising volunteers and able people who are out of work so that many of the more mundane clearing up work is carried out. Let the people show that they have pride in our town and are not being mollycoddled by some Councillor or official.
- The use of pay back to the community from offenders on improving the open spaces has improved the area
- Regeneration is essential to growth and prosperity
- Spend more on doing council homes up like replacing windows, doors, bathrooms and kitchens
- All of the above are very important to people living in Tamworth
- With changing policy of central government TBC will have an up-hill struggle, The Big Community!!!
- My impression is that our streets seem to have improved over the last 12-18 months. There seems to be less litter about. I don't suppose we have suddenly become tidy so, well done!
- more outdoor events to encourage healthier lifestyle, community awareness of what's around, make them use facilities more,
- My husband and I have never received grants as we are not on benefits. Worked and saved for retirements therefore we loose out. Too much money given to grants. People should pay a proportion.
- This year's outdoor events have once again been outstanding and we have also have appreciated the opportunity to see the Staffordshire Hoard
- Access to all customer services
- this is a difficult question because there is only a limited amount of money to spend and everybody thinks that their needs come first
- More spent in Dosthill as it all seems to be given to Glascote and Amington area with better services and more visible police and council people in other areas than in Dosthill.
- There should be wheelchair access to communal buildings

- Check out empty houses and possibly build more bungalow housing so that larger flats and houses could be used for deserving larger families who have lived in Tamworth for years
- As recycling collections have been stopped in the high rise flats more refuse collections will be needed as everything will have to be put down the chute
- I think some of the things money is spent on is not down to the money but not using it properly
- Council have lost the plot!
- A whole generation is locked out of the housing market and with growing unemployment the young generation need more council housing. Higher points for children and single mothers encourages unwanted pregnancies
- More path cleaning and areas around shops. Stricter rules on litter. Better education on litter
- Spend more wisely on housing
- The street cleaning leaves much to be desired. The culprits of course are dirty people who will drop litter on the pavement next to a litter bin. However, these people will always be with us unless better educated. This does not mean the council abdicates their responsibilities to ensure clean streets. More effort needed to ensure business premises responsibility to ensure they keep their buildings and environments clean.
- Personally I find that the high volume of low-level crime and general minor infringements to be most frustrating.
- remove the people who make living in there own homes a nightmare.
- The Peel Hospital needs to provide A&E facilities. Good Hope is to far away. Attract more businesses, especially Logistics Companies to utilise the amount of empty warehousing in the area. Reduce in town parking fees to attract shoppers back into the town and attract a better selection of shops. Utilise what we have to the full extent ,i.e the 2 rivers by making them an attraction as they have in Stratford.
- Regeneration of the Town Centre
- Litter seems to be getting worse (or I'm just noticing it more!) Problem I guess is some people not bothered about making a mess, having no pride in the town, feeling no ownership of their town / locality, unconscious bad habits.
- Improve the Town Centre shopping facilities. Increase the efficiency of the Council and cut out waste.
- Unfortunately the councils of the 60s and 70s turned Tamworth into a hole. Look at Lichfield and other places which have retained their history in buildings etc. Anti social behaviour must be improved and the town centre must be radically changed to bring people back in

- More dog waste bins and more severe fines for those found not using them.
- Tamworth town centre has few local shops run by local business - most of the shops (if open) are about betting, shoes, travel. These will not encourage visitors to return. A visit to the town centre has left me feeling stressed and that it was a waste of time again.
- More street cleaning and dog owners who let their dogs foul streets fined
- Better cross city links
- Clean graffiti off bridges ie 66A. Reduce traffic through Amington village. Stop proposed reduction in local bus service to Amington.
- The approaches into the town centre, especially Bolebridge Street, need to be cleaned up. There are filthy pavements and shop fronts. This is not helped by a long line of taxis; however, the flower displays are excellent.
- More control to ban garden fires
- More local employment opportunities. Local hospital able to offer more than the basic health care as at present.
- Shopping - Ventura Park excellent but possibly at the expense of the town centre. Town centre needs to be looked at i.e. improve parking and access. Reduce car parking charges.
- Nicer pubs and restaurants. Cleaner streets and open spaces. Better swimming facilities. More events for adults.
- Keep the kids from playing football on shop car parks near to houses. Also keep an eye on council tenants who leave their dust bins outside the back of their houses that are the main bus route every week. Sometimes they are left there for a whole week until the day for another pick up and they pull last weeks in and push out the bin for that day only for that to be there for another week.
- Transport services and information about services. Have you ever tried to get a bus to an industrial estate.
- a better range of shops, a link to Ventura, cheaper parking to encourage town centre shopping
- We need more houses, a few more public toilets, and better variety of shops.
- To ensure regular checks on open fields at Ladybridge. I am disgusted every time I walk over there. Youths urinating, young girls pilling over there and couples having sex.
- We, as a family are concerned over school league tables and whether to move to Lichfield before our children get to secondary school.
- Clean Tamworth streets of dog mess and litter. Reintroduce dog waste bags. Use offenders to clear streets.
- Community and neighbourhood cohesion is needed in all parts of Tamworth.

- More properties for the young Tamworthians so they have somewhere to live so that they could be proud of their own homes instead of living with parents.
- A low crime level is important to everybody. Clean streets are important to local people and visitors. Good shops bring people into the town centre and keep locals from spending elsewhere
- Dog fouling everywhere (disgusting)
- Proper police services (not going to Burton). Less mobile phone shops with a local feel rather than big store names (good mix). Cheaper and better community events. Properly advertised and cheaper to locals.
- Good police activity and keep an eye on our older residents to stop bullying by teenagers and parents and grandparents who live nearby and play ballgames with the ball smashing into our fences and gardens missing by inches
- All of the above, crossed or uncrossed, are important to make a good place to live but unless there is a formula that is adhered to then things will slide back and shops and businesses will look for other places and opportunities
- Affordable sports and leisure facilities including low cost parking!
- More police presence on the streets
- Less housing projects creating rabbit hutches for people to live in, better quality houses. Better local hospital facilities. Parks and open spaces. Affordable life styles. Clean environment. Jobs for all.
- Stamp out underage drinking at night, and if reported, Police must attend immediately to stamp it out
- Health service is an issue because of distance needed to travel to nearest hospital Litter is a problem in many places in the UK. The big fast food providers should pay a levy to cover the costs, and there needs to be a nationwide campaign to stop people throwing litter out of their cars and vans: there is a great deal of commercial waste that finds its way onto the streets. Better job prospects would solve most issues
- To cut out the drug abuse and alcohol abuse that leads to crime
- The parks and open spaces in the castle grounds are excellent, however, apart from these any other open space near to where I live is either a school playing field, a football pitch, a grass verge near a road or a grassed island with some tired looking rose bushes on it; grim, boring, nothing to look at. Open spaces, sport and leisure facilities need to be improved to give teenager somewhere to go and where other age groups can sit or walk their dogs.
- The Library facility needs updating. I feel that the book selection is poor and looks shabby. The computer access is restricted

- Tamworth town centre needs more shops rather than all the big shops being at Ventura. Not everyone has a car so the bus service to some out-lying villages needs improving
- Encourage businesses within the town centre
- More litter bins provided. There is too much rubbish lying around the streets which spoils an excellent flower display.
- We have been in need of a 'proper' all facilities hospital. Good as Sir Robert Peel is, the population here need a fully operational hospital with most facilities.
- Keep paths and areas away from roads cleaner
- Traffic on Ventura is as bad as ever. More entry/exit places urgently needed
- Side street gutters (town centre) choked up. Never swept. Pavement in Victoria Rd needs relaying - a court case in waiting
- Litter is a major issue
- More job opportunities
- Proper hospital - crown magistrates and county courts - improve parks and river areas totally underutilised. Town centre - demolish middle entry and create proper square with shops, bars and restaurants. Improve roads and signage. If Tamworth has no access to extra land build properties higher. University.
- Education, education, education
- Make vandals accountable for their actions. Offenders who are identified should clean up their handiwork.
- Cleanliness and tidiness not just in the town centre. On all estates.
- We could do with some good shops in the town centre. If we do not get better shops the town will become a ghost town
- Reducing costs should come out of bankers pay, not everyone elses!!
- I do not agree with increasing any of the above. Reports have shown that Tamworth is the fattest town so increasing leisure facilities would not be a great idea. Traders should feel encouraged to have shops within Ankerside and also High Street stores.
- Prioritise health and employment
- Personally I think some council tenants abuse the housing system
- As TBC will be taking over full responsibility of the rents they will need to be very careful where they cut as the general public are being crushed from all sides. Destroying the good will of their tenants.
- All others are essential; there is plenty of access to information via internet which is free at libraries and tourist info, age concern, homestart etc.
- Use cheaper sports like golf, cricket, rounders etc.

- Why is there no savings from Councillors added to the sheet. Why is the more Police visible when the council is planning to increase council tax.
- Cut councillors expenses by 50% stop the mayor's banquets it's only a Jolly for other mayors and councillor.
- Take a little from all so share the costs
- The more people there are the more revenue should be available to invest into services but the more use it gets the more money it takes to keep the service the same level so gradual decay is going to happen unless more money is found.
- Communities should be encouraged to deal with anti-social behaviour at a minor level themselves. They may need help to start the process going. Things for young people to do may help with the issue.
- Maintenance of parks and open spaces could be done by voluntary sector, or residents or people on community services or even low risk prisoners
- Politicians and some council staff pay should be reduced e.g. C.E.O £102,000 PA
- More help for the elderly
- Very difficult to select 3 as all have there merits. However, most people have internet access so can find information for themselves. Grants for housing are often given to those who should be helping themselves.
- Less fact finding trips abroad!!
- Britain in Bloom
- Tackle the abuse of the benefit system.
- Get rid of the Talkback magazine and the team. How much is that costing us?
- Fine the litter louts more or give them community service to clean up the mess they make (including dropping cigarette butts)
- Encouraging us the public to save unnecessary council expense, to make more money available for where it's needed.
- I am sure we could reduce the number of Councillors per ward and the Borough Councillors should take the places of the County Councillors. By reducing the number of Councillors it should follow that the number of Council Officers supporting the Councillors could be reduced.
- Reduce the number of councillors per ward
- reducing utility bills and increasing recycling in offices and council owned buildings
- Christmas lights on later e.g. December
- All councillors should declare their attendance levels and only be paid the minimum wage band declare their expenses publically.
- Cut your own cloth accordingly
- Would need to see accounts

- don't give people money to leave council houses clean, they should anyway out of respect, instead charge them for the clean up
- Stop the £75 giveaway for returning this. Surely this is not necessary!!
- Ensuring that those claiming benefits are really entitled to the privilege
- Get rid of management who are not performing. Cutting council expenses.
- Increase charges for local restaurants as they must be producing high waste as there are too many Chinese, Indian, and food outlets. Look at proper tendering process for council jobs.
- Make sure that repairs are completed first time
- Charge bus pass holders 10p for every trip instead of free trip. I am a holder and would not mind paying 10p per journey.
- Cutting housing benefits to large families that have no source of income and rely solely on handouts. No such thing as free rent. We all should pay for the home we live in.
- Perhaps put any community people on a charge to do more supervised work. Do not know what! Idle hands cause trouble.
- Tamworth in bloom - why?
- Can't think of any
- Cut high earners wages! Cut politicians and their money!
- Expenses for local government meetings
- By doing some time and motion studies on some of the council workers perhaps?
- Give up smoking (if they can afford cigarettes) they can afford to stop by paying for advice and treatment. They are more likely to stop if it hits them in the pocket not us footing the bill for these clinics
- We must focus on town centre shops
- Housing better control of morrissions and PH Jones with their fixing
- Don't know what you spend on these items. But the area around the Amington Business Park is dirty, unkempt and embarrassing when we have visitors to our company, which we do on many occasions. They leave us with a very poor impression of Tamworth Please, please come out here to see what I mean by this.
- Tamworth should have a Museum. I suggest where the Snow dome is. That way the view to and from our great castle would be much improved. Move the Snowdome somewhere where it's not so out of place. Take a look at Lichfield they have built houses that are in keeping with the surroundings. Not a big tin factory shed. Maybe get rid of whoever agreed the plans.
- Although working in Tamworth I don't live here so I don't have a particular opinion on several of the above areas.
- To increase spending, who is going to pay the bill?

- I think the town is badly run, it just seems like you're trying to move everything out of Tamworth town centre to Ventura, what I ask is where will the town be in 10 years if there is one
- Tamworth town centre is in danger of 'closing' the range of shops is poor; the condition of shops is poor. We seem obsessed with Ventura Park - why?
- Political correctness blights all decision making and at times council appear hand tied - not enough local people in top council positions
- The caveat here being the utopian view to reduce spending on undeserving cases of housing assistance.
- May be the Chief exec of the council should take a pay cut and his predecessor take a cut in pension.
- As previously - not living here it is difficult to comment.
- No cuts should be made however we are in difficult times
- None of the above because if you increase charges Tamworth will become a desert.
- Most people have lost more than their expendable income for the economic time. This should be remembered on every decision.
- Even though I have ticked the above options I do not agree with my choice but I can not proceed without choosing. They are all equally as important and feel there could be significant impact on the companies or individuals increased charges would have.
- this would be detrimental
- None the town can't afford to see anymore increases
- We need to keep charges on an even keel till things pick up or the recession ends
- Reduce the number of staff employed by the Council - too many staff not engaged on direct services Reduce the administration costs within the Council Reduce absenteeism within the Council, which is relatively high compared to the private sector
- I would imagine that there are costs incurred regarding compliance. Some compliance could probably be reduced or curtailed e.g. consultations, health & safety items, reporting to central government, laborious tendering etc.
- Upper Level management at the Council.
- Most understand that the Government would like a zero pay cheque when looking at employees. But each individual task that is done by contractors should be costed against an in house employee. The cheapest option within safety and reason should be the one selected. Even if this means the council taking on short term contract employees.
- That's the big question which isn't easy to answer! First target I would have thought would be ensuring all benefits are only paid to those truly in need to close down any fraudulent ones (I don't

know the scale of this but assume it is costly albeit difficult to police) and whether any tiers of bureaucracy can be cut.

- Too much is spent on making decisions; too much officer and councillor time.
- Insist on zero tolerance & give maximum sentences for unsocial behaviour, criminal damage, drunkenness, littering, general crime & drug abuse, it might dissuade one or two of them from re-offending & save the town money
- Stop wasting money on big canopy that hasn't been used for anything, would have been better invested in getting new businesses into the town to justify the rent and rate charged for this location
- Cut bureaucracy
- Before the council make cuts I suggest they do housekeeping in their own departments and save money in house - council far too easy and cushy jobs. Usually 2 people doing the job of 1 - as the saying goes, want an easy life with good money - work in the council
- Get some private sector firms into the Council to advise on cost reduction measures above.
- Cutting to the bone leaves no flesh to take up any new impact.
- I love Tamworth, fantastic motorway connections to the rest of the country; brilliant heritage
- Start putting money into the town not Ventura before there isn't a town
- Help small businesses, please!

This page is intentionally left blank

13TH OCTOBER 2011**REPORT OF THE PORTFOLIO HOLDER of QUALITY OF LIFE**

Impact of Supporting People Funding on Landlord Services Sheltered Housing

EXEMPT INFORMATION

None

PURPOSE

Landlord Services currently hold a contract with Staffordshire County Council for the provision of its Sheltered Housing Service. The County have confirmed they intend to reduce the maximum level of funding, currently estimated at £42,000. Final notification on actual amounts is awaited. However, by way of preparation, this report proposes efficiency savings that will contribute to the Cabinet's intention to protect front line services.

RECOMMENDATIONS

- ✓ To challenge the scale of reduction in funding in order to minimise the overall impact on tenants
- ✓ To accept a contract variation from Staffordshire County Council avoiding procurement of the accommodation based service in 2012.
- ✓ Delegate authority to the Portfolio Holder of Quality of Life and Deputy Director of Housing to agree the final approach and detail around efficiency savings

RESOURCE IMPLICATIONS

The current Sheltered Housing contract is due to expire on 30th September 2011. The County propose to have interim arrangements until April 2012 whereupon they then intend reducing the overall grant funding, by way of a contract variation. The amount of supporting people funding paid for 2010/11 was £284,414 based on customer eligibility. This figure inevitably fluctuates as people's eligibility for housing benefit changes and because some tenants directly pay for the service. A reduction in grant funding could mean a loss in front line staff if those costs cannot be absorbed elsewhere. The grant is not currently paid through a block gross grant, but is administered on an individual basis. There is the potential going forward to investigate efficiencies with this being paid directly to Tamworth.

The County Council have written to the Borough Council (attached at annex one) confirming they are required to demonstrate that the current services offer good value for money in the current market evidenced through an evaluation of the current pricing structure across local sheltered housing services. A review of unit costs has been undertaken in respect of appraising the impact of the removal of the 20% pricing 'cushion' from the Staffordshire Value for Money Framework. The impact of this for Tamworth will mean a cut in funding across sheltered housing schemes, although it is not yet clear what the exact amount will be.

The average unit price for sheltered housing in Staffordshire is £14.03 per week, and £19.06 per hour. The average staffing input is 0.77 hours per unit per week.

Tamworth Borough Council's unit price ranges from £16.73 to £21.96 and between £16.96 to £21.18 per hour. The staffing input in Tamworth ranges between 0.87 to 1.30 hours per unit per week.

The pricing mechanism applied to the support costs of Staffordshire's sheltered housing services links the weekly unit price to the staff to client ratio, and allows for a 20% tolerance above the average price at any given staffing ratio. Given the pressures on housing support funding, the county proposal is to remove that 20% tolerance. If implemented, this will reduce the unit price paid to all of Tamworth Borough Council's sheltered schemes.

Officers will continue to challenge the basis for this decision given they argue Tamworth's sheltered housing costs are high, when in fact the supporting people costs are seen in isolation. When added to rent and service charges they are actually lower than providers of other accommodation based services. Equally officer time needs to be re-apportioned as the recent landlord structure now means there is a greater staff ratio for sheltered and supported housing which would inevitably reduce the average unit price anyway.

The County Commissioner for Older People and Prevention in discussion with legal and procurement colleagues at the County have appraised the future procurement options open for the provision of accommodation based services, with a view to seeking a waiver to extend the contracts for a further specified period. Accepting this reduction is considered a better alternative to tendering these services through an open market tender and one which considers the wider impact on providers, service users and the sheltered housing market.

Should Tamworth reject this pricing arrangement then this could force the County into open market testing and Tamworth may not be selected as the preferred provider based on the most economically advantageous model going forward. This would force a review of sheltered housing services and could result in Landlord Services not being the provider in the future.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are key risks associated with the reduction in funding by the County, captured below:-

Risk	Control
Rejection of the County wide cuts in funding could lead to them procuring the services and Tamworth not being successful	Efficiency savings can be made protecting front line services and responding to the value for money assessment by the County
Efficiency Savings identified could be insufficient to meet the funding reduction proposed and lead to loss of front line staff	All efficiency measures will be explored with the County
Additional administration for officers to apportion costs to Housing Management where reasonable and lawful to do so	This is a legitimate way to apportion costs and resources have already been reviewed to manage this level of work and will follow a period of consultation
The County could cut funding in the future and changes to front line service may not be avoidable	Tamworth is exploring ways it can grow its extra care services in relation to flexi care and is looking at how it can

Officers are optimistic that the County will review their overall cuts in the final notification and that this coupled with the efficiency measures identified above will avoid front line losses for the time being.

SUSTAINABILITY IMPLICATIONS

The continued delivery of Sheltered Housing directly contributes to the Council's strategic priorities. Landlord Services successfully procured a new strategic partner for its 24hour call handling service in 2010/11 and provided for better use of resources, allowing for further investment in sheltered housing services. Sustaining and promoting independent living also contributes to healthier outcomes for customers and communities.

MATTERS FOR CONSIDERATION

Corporate Impact

The Landlord Sheltered Housing Service directly contributes to achieving Corporate strategic priorities around sustaining healthier, safer and more prosperous communities. The provision of Sheltered Housing, and more recently the development of services at Thomas Hardy Court, is well regarded in Staffordshire. In fact the service has just been accredited for the 3rd time, with the independent Centre for Housing Support standard. This passports Tamworth through the County wide quality assessment framework. Assessors remarked that the service is outcome focused and providing an excellent service for its tenants in relation to independent living. The assessor also remarked that in relation to improving tenants' quality of life the service was good. As a consequence, and in order to maintain this quality service Tamworth will work with the County to preserve the levels of funding to minimise any adverse impact to customers.

Best use of resources

Officers have been involved in detailed discussions with the County in relation to these proposed changes since the announcement in August 2011. The actual reduction is yet to be confirmed but Landlord Services believe that by continuing its robust approach to value for money / efficiency coupled with maximising other funding opportunities then reductions to front line services should be avoided.

Cabinet are recommended to delegate authority to the Portfolio Holder of Quality of Life and the Deputy Director of Housing to oversee and support the following actions:-

- ✓ Challenge the County's pricing framework based on the overall apportionment of officer time and seek to limit any overall pricing reduction.
- ✓ Re-allocate costs from supported housing to housing management, which could be eligible for housing benefit, maximising legitimate funding opportunities
- ✓ Support the separating of service charges to allow for comparable benchmarking on costs
- ✓ Identify any grant surplus currently aggregated within the overall budgeted income, for example the community alarm service, to offset any short fall.

Should these efficiency measures not be sufficient then a further report will be presented to Cabinet.

Impact Assessment

Cabinet should be aware that discussions have been held with the Tenant Consultative Group and with Seniors United and they have clearly favoured an approach that minimises service disruption to tenants and avoids front line service cuts.

Landlord Staff are currently preparing a health impact assessment to share with the County to support the continued levels of funding and service.

At this stage it is not proposed to change or vary service costs to customers.

REPORT AUTHOR Tina Mustafa Head of Landlord Services

LIST OF BACKGROUND PAPERS

APPENDICES

Annex One - Letter from Staffordshire County Council – Sent August 2011

Not available - Tamworth Notification of a contract Variation – awaiting anticipated anytime



Contract Manager
Sheltered Services Staffordshire

Jill Mogg
Operations Manager
Older People & Prevention
Joint Commissioning Unit
Wedgwood Building
Tipping Street
Stafford, ST16 2DH

Telephone: (01785) 223121
SMS Service: text staffs
JCUSHU (plus your
message) to 60003
Facsimile: (01785) 278521
Direct Line: (01785) 278529
E-mail:
spteam@staffordshire.gov.uk

Our Ref: JM/AE

CONFIDENTIAL

Date: 31 August 2011

Dear Contract Manager

Sheltered Housing Accommodation Contracts

I am writing to advise you of the current position with the sheltered housing accommodation based contracts that you hold with Staffordshire County Council for the provision of housing support services.

As you will be aware the current contracts are due to expire 30th September 2011. The County Commissioner for Older People and Prevention is in discussion with legal and procurement colleagues to appraise the future procurement options open to the council for these accommodation based services, with a view to seeking a waiver to extend the contracts for a further specified period. In support of this option there is a requirement to present a robust Business case to John Tradewell, Director of Law & Democracy, which presents the arguments in support of not tendering these services through an open market tender and which considers the wider impact on providers, service users and the sheltered housing market.

The Business Case further requires that the council is able to demonstrate that the current services offer good value for money in the current market through an evaluation of the current pricing structure across local sheltered housing services. A review of unit costs has been undertaken in respect of appraising the impact of the removal of the 20% pricing 'cushion' from the Staffordshire Value for Money Framework.



The JCU is a partnership between Staffordshire County Council,
South Staffordshire PCT and NHS North Staffordshire

The implementation of this change will support the Business Case in demonstrating an equitable pricing mechanism across all sheltered housing services. This will have an impact on a limited number of providers. It is proposed that in support of the business case to extend existing contracts, introduction of the new pricing mechanism will be implemented from 1st April 2012 through a contract variation. Informal discussions have already commenced with the providers affected by this proposed change and I plan to write separately to those providers detailing the contract price changes to individual services once a decision has been made on the Business Case.

The work required in preparation of the Business Case is now complete and it is anticipated that a decision will be made on the way forward over the next few weeks.

In the meantime, I hope that you are reassured that we are striving to reach a positive contractual compromise in ensuring continuity and sustainability of these services whilst meeting the legal requirement of the County Council's Procurement Regulations.

I will confirm in writing the decision reached on this matter once the discussions with our legal colleagues have concluded.

In the meantime if you have any queries please do not hesitate to contact us.

Yours sincerely

Jill Mogg

Operations Manager

DATE OF COMMITTEE

13th October 2011**REPORT OF THE PORTFOLIO HOLDER
ENVIRONMENT AND WASTE MANAGEMENT****Review of Cemetery Regulations****EXEMPT INFORMATION**

No

PURPOSE

Review the restriction on vehicular access within Tamworth's cemeteries.

RECOMMENDATIONS

Members are requested to approve:-

To continue to leave all cemetery gates open for pedestrian access as previously approved, and

To restrict vehicular access to all cemeteries with the exception of Wigginton Road Cemetery and to authorise the necessary amendments to the Cemetery Regulations be made.

RESOURCE IMPLICATIONS

There are no financial or physical resource implications arising from this report.

LEGAL/RISK IMPLICATIONS

Risk of resident challenge for those cemeteries able to be accessed by vehicles. However there have only been two enquiries for vehicular access across all of the other cemeteries during the 12 month period.

As Wigginton is the largest cemetery and is subject to expansion for the future, consideration has been given to reinstate vehicular access.

SUSTAINABILITY IMPLICATIONS

None

CONCLUSIONS

The level of public opinion gave rise to the gates at Wigginton Road Cemetery being left open for vehicles on a trial basis at the request of the Portfolio holder. No issues of concern have been raised during this time however, in future, parking within the cemetery by people not visiting graves will be monitored for potential misuse.

BACKGROUND INFORMATION

At their meeting of the 20th October 2010 members approved revisions to the cemetery regulations, a new fee structure and a 12 month trial period for the cessation of the locking and unlocking of Cemetery gates within Tamworth.

During the trial period there have been numerous enquiries from residents and visitors requesting vehicular access to Wigginton Road Cemetery. There have only been two other requests for Wilnecote New Cemetery. There is no vehicular access at either Amington or Wilnecote Old Cemeteries and limited access at Glascote Cemetery.

Given the level of public opinion on this matter, a trial period of leaving the gates open at Wigginton Cemetery has been ongoing since the end of August 2011 at the request of the Portfolio Holder. There have been no cases of abuse or damage reported during this time. It

is therefore recommended that the cemetery regulations are amended to reflect this and allow vehicular access to this one cemetery.

REPORT AUTHOR

Sarah McGrandle

LIST OF BACKGROUND PAPERS

Cabinet report 20 October 2010

APPENDICES

None