



CABINET

12 December 2018

A meeting of the CABINET will be held on Thursday, 20th December, 2018, 6.00 pm
in Committee Room 1 - Marmion House

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Minutes of Previous Meeting (Pages 3 - 8)

3 Declarations of Interest

To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

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

4 Question Time:

To answer questions from members of the public pursuant to Executive Procedure Rule No. 13

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

None

6 Tamworth Assembly Rooms Project (Pages 9 - 58)
(Report of the Portfolio Holder for Heritage and Growth)

7 Building Control Services (Pages 59 - 64)
(Report of the Portfolio Holder for Heritage and Growth)

8 Design Supplementary Planning Document (Pages 65 - 134)

(Report of the Portfolio Holder for Heritage and Growth)

9 Council Housing Annual Performance Report (Pages 135 - 186)
(Report of the Portfolio Holder for Housing Services and Neighbourhoods)

10 Exclusion of the Press and Public

To consider excluding the Press and Public from the meeting by passing the following resolution:-

“That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public”

At the time this agenda is published no representations have been received that this part of the meeting should be open to the public.

11 Delivery of Housing Repairs and Investment Works from April 2020 (Pages 187 - 228)
(Report of the Portfolio Holder for Housing Services and Neighbourhoods)

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: D Cook, R Pritchard, J Chesworth, S Claymore, M Cook and S Doyle.



MINUTES OF A MEETING OF THE CABINET HELD ON 29th NOVEMBER 2018

PRESENT: Councillor R Pritchard (Vice-Chair), J Chesworth, S Claymore, S Doyle and M Cook

The following officers were present: Andrew Barratt (Chief Executive), Stefan Garner (Executive Director Finance), Lynne Pugh (Assistant Director Finance), Michael Buckland (Head of Revenues) and Stephen Lewis (Head of Environmental Health)

69 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor D Cook

70 MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 8th November 2018 were approved and signed as a correct record.

(Moved by Councillor J Chesworth and seconded by Councillor M Cook)

71 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

72 QUESTION TIME:

None

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

The Chair of Corporate Scrutiny Committee attended Cabinet to present the following recommendations of the Committee regarding Festive Ward Grants and the Private Sector Housing Policy for Cabinet consideration:

- to investigate the potential for there to be more flexibility in the festive grant scheme to allow smaller groups that do not meet the exacting requirements that the scheme currently prescribes to participate;
- the Festive Ward Grants scheme should not be openly promoted through the press;
- no issues were found in allowing grants to be awarded to the previous years' recipients;
- in terms of the Private Sector Housing Policy, work be undertaken under to consider the benefits associated with establishing a self-financing inspection scheme to regulate HMOs.

74 QUARTER 2 PERFORMANCE REPORT 2018/19

Report of the Leader of the Council to provide Cabinet with a performance and financial health-check. The report was considered by Corporate Scrutiny Committee on 14th November 2018.

RESOLVED That Cabinet,

Endorsed the contents of this report.

(Moved by Councillor R Pritchard and seconded by Councillor M Cook)

75 DRAFT BASE BUDGET FORECASTS 2019/20 TO 2023/24

Report of the Leader of the Council to inform Members of the re-priced base budget for 2019/20, base budget forecasts for the period 2019/20 to 2023/24 (the 5 Year Medium Term Planning Period) and the underlying assumptions and to consider the future strategy to address the financial trends.

RESOLVED That Cabinet

approved technical adjustments and re-priced base budget figures for 2019/20 & indicative budgets to 2023/24 (as attached at Appendix B, C, D, E, F, G & H);

Considered the proposed Policy Changes and Capital Programmes, as detailed within the report;

Considered planned changes to Council Tax and Housing Rent for 2019/20, as detailed within the report;
and

In compliance with the Constitution of the Council, the Leader's Budget Workshop considered the budget proposals contained within this report.

(Moved by Councillor R Pritchard and seconded by Councillor S Claymore)

76 COUNCIL TAXBASE 2019/20

The Portfolio Holder for Assets and Finance reported the Council Tax Base for the Borough Council for 2019/20.

RESOLVED That Cabinet

Resolved its calculation of the Council Tax Base for the year 2019/20 to be 21,761 (2018/19 – 21,438).

(Moved by Councillor R Pritchard and seconded by Councillor J Chesworth)

77 WRITE OFFS 01/04/18 TO 30/09/18

Report of the Portfolio Holder for Assets and Finance to provide Members with details of debt written off for the period 01 April 2018 to 30 September 2018

RESOLVED That Cabinet;

Endorsed the amount of debt written off for the period of 01 April 2018 to 30 September 2018

(Moved by Councillor R Pritchard and seconded by Councillor S Doyle)

78 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY MID-YEAR REVIEW REPORT 2018/19

Report of the Portfolio Holder for Assets and Finance to present to Members the Mid-year Review of the Treasury Management Strategy Statement and Annual Investment Strategy.

RESOLVED That Cabinet

Accepted the Treasury Management Strategy Statement and Annual Investment Strategy Mid-year Review Report 2018/19.

(Moved by Councillor R Pritchard and seconded by Councillor M Cook)

79 LOCAL COUNCIL TAX REDUCTION SCHEME 2019/20 ONWARDS

Report of the Portfolio Holder for Assets and Finance to advise Members of the results and feedback from the recently undertaken consultation on the proposed Local Council Tax Reduction Scheme from 2019/20 onwards and to review the consultation feedback when considering potential changes to be applied in the 2019/20 onwards Local Council Tax Reduction Scheme.

The report is also to advise members that the Local Council Tax Reduction Scheme for working age customers for 2019/20 should include continued alignment to Applicable Amounts with those of Housing Benefit

RESOLVED That Cabinet

Considered the results of the public consultation on the current scheme, carried out from August 2018 to October 2018, and endorsed the proposed recommended changes detailed below:

Recommended to Council that the base scheme goes forward with the following;

- (a) That the Local Council Tax Reduction Scheme for working age customers for 2019/20 will continue to be aligned to Applicable Amounts with those of Housing Benefit.
- (b) That the Local Council Tax Reduction Scheme for 2019/20 be aligned with the Universal Credit Regulations for self-employed working age earners.

(Moved by Councillor R Pritchard and seconded by Councillor J Chesworth)

80 REVISED GAMBLING ACT 2005 STATEMENT OF PRINCIPLES

It is a requirement of the Gambling Act 2005 that the Council publishes a revised Statement of Principles in respect of the requirements of the Act by 3 January 2019. Following appearances before Licensing Committee on 21 June, 11 October 2018 & Infrastructure and Growth Committee on 23 October 2018 and a consultation between 11 July - 30 September 2018, a revised Statement of Principles has been prepared and is included at Appendix 1 of this report.

RESOLVED That Cabinet

Endorsed the Statement of Principles and recommended them to Council for adoption

(Moved by Councillor D Doyle and seconded by Councillor R Pritchard)

81 RELEASE OF CAPITAL CONTINGENCY FUNDING

Report of the Portfolio Holder for Culture and Operational Services to request that members approve the release of £14,210 from the GDPR capital contingency budget, established to cover the costs of General Data Protection Regulation (GDPR) compliance responsibilities

RESOLVED

That Cabinet

Approved the release of £14,210 from the GDPR capital contingency budget established to cover costs associated with GDPR compliance for the Council's line of business software applications, approved as part of the 2018/19 budget process.

(Moved by Councillor R Pritchard and seconded by Councillor J Chesworth)

Leader

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THURSDAY, 20 DECEMBER 2018

REPORT OF THE PORTFOLIO HOLDER FOR HERITAGE AND GROWTH

TAMWORTH ASSEMBLY ROOMS PROJECT

EXEMPT INFORMATION

None

PURPOSE

The purpose of this report is to update Cabinet on progress of the Assembly Rooms project and seek relevant approvals to progress the project.

RECOMMENDATIONS

It is recommended that:

1. That Cabinet note the progress of the Assembly Rooms project
2. That Cabinet note the revised costs as detailed
3. That Cabinet approve the release of £299,000 from the retained Building Repair Fund
4. That Cabinet approve the supporting plans
5. That Cabinet acknowledge the revised project timetable

EXECUTIVE SUMMARY

This report aims to summarise key activities identified within the Assembly Rooms project and ensure Cabinet members are fully aware of progress to date. The most recent report to Cabinet updating members on progress was February 2017, since that time the following has occurred:

- Novus Property Solutions have been appointed as main contractor. Construction on site has progressed with major remodelling of the east and south sides of the building, new roof and construction of a new extension on the north side. Internal refurbishment is ongoing with considerable re-plastering works now underway. The hall windows have been opened up and repaired and the foyer/ box office space has been enlarged. A revised Building Project Plan detailing key milestones is attached (**Appendix 1**)
- A revised project governance structure has been agreed following changes to the senior management structure
- Updating of the original business plan that recognises the changes that have taken place over the duration of the project. The Plan is a working document that includes an appraisal of the current position and the business model moving forward. (**Appendix 2**)
- A Corporate Work Plan has been developed which identifies all corporate activities which assigns specific work areas and accountabilities (**Appendix 3**)
- A Communications Plan has been developed (**Appendix 4**) which aims to clarify key messages of the project and bring together, in one place, a list of all associated activities
- A Marketing Plan is currently being developed that will focus resources and plan for business growth

- Programming for events for the coming year is underway.
- The Project leads have ensured the project remained 'in contract' with the Heritage Lottery Fund (HLF) so as to safeguard the original grant allocation and contingency.
- The original design for seating and access was significantly changed by the previous Theatre Design Consultant which resulted in HLF having serious concern on the design. The concerns were so much so that it brought into question their continued funding. As a result a new Theatre Design Consultant was appointed (Charcoal Blue) which, whilst resolving the seating issue and improving capacity has caused significant additional expenditure (approx. £134k) and a delay in the overall timeline. Further the design change impacted positively on the access and overall aesthetics of the theatre (photos at **Appendix 5** refers)
- The final design freeze has now occurred and estimated final costs are included [Note: Novus are currently preparing the final Cost Pack and Bill of Quantities which will provide TBC with a final budget cost.
- Costs of the project build have significantly increased which has resulted in an overspend (**Appendix 6**) and as such, additional funds are now required to meet that shortfall.

We are currently working with an external Catering Consultant to identify the best delivery/business options for the café/multi-use area that will aim to maximise income and usage of all areas and consequently, assist in reducing the level of subsidy from TBC going forward.

FINANCIAL IMPLICATIONS

At Round 2 the project was allocated £4,615,925 budget (including a 5% contingency of £257k). Funding for the project consisted of HLF, Single Local Growth Fund, SCC and Tamworth Borough Council. In 2017, the Arts Council England awarded the project a further £365k to support the theatre's technical infrastructure.

Appendix 6 - details budgets and grants secured with total expenditure to date versus budget forecast.

Variance to budget has included:

- The archaeological dig/analysis totalled £43k of which £23k was over budget.
- Bad weather has to date not resulted in any additional cost but is expected over the winter months. Consideration of this as we approach winter is now contained within the new forecast.
- A recent inspection of the site has identified a potential significant health and safety risk with high level original plaster work becoming loose. Consequently, a revised cost plan to remove all plaster in the main hall has been attained thus, eliminating this health and safety risk. The cost of this additional work is £50k.
- Professional fees have increased by £110k to date. This is as a direct result of redesign work to comply with HLF requirements. Additional costs are anticipated (estimated £70k) as we progress through to completion as the project is currently delayed by 27 weeks (due to a combination of unforeseen/design changes/archaeological works).
- An additional amount of £24k was incurred from the engagement of Charcoal Blue (Theatre Design Consultant) at the request of HLF.
- In addition, £50k had already been paid to the previous architect for the intellectual property rights of the design as they were not appointed to the construction phase of the project. This amount had not been included within the original project spend. In addition, the budget included £50k from Public contributions towards the cost of the works which has not been forthcoming to date.

To mitigate and / or reduce these variances a value re-engineering process has been completed and will continue through this next phase of the project.

(**Appendix 7**). [NOTE: This process did NOT in any way deter from the commitment given to HLF or indeed call into question any aspect of the heritage of the building.]

What is now evident is that a shortfall in budget (currently £269k) has now been identified. This figure does not allow any contingency for the project and whilst the final costing is being calculated together with the continuation of the Value Re-engineering process (which could identify further savings), a further additional £30k for contingency is also requested. The total amount of £299k can be funded from within the Retained Building Repairs Fund which has been historically earmarked for unanticipated building expenditure within our corporate building stock.

RESOURCE IMPLICATIONS

An internally resourced project team continues to work to an agreed 'Work Plan'. The project team consists of operational Assembly Room staff as well as Corporate support staff. The project team report into the Executive Leadership Team who acts as the 'Project Sponsors' to ensure the project's performance and governance. In addition, there is an external design team that consists of the Building Contractor, Quantity Surveyor, Lead Design & Architect, Mechanical & Electrical Design Consultants, Structural Engineer, Theatre Design Consultant as well as an external Project Manager.

Recently the externally appointed PM has advised us of her departure and as such, a 'replacement' PM will have been appointed to ensure full business continuity.

Associated public realm works to Library and churchyard is reliant on SCC to deliver within the agreed timescale; we are awaiting confirmation from SCC that works will be within this timeline.

LEGAL/RISK IMPLICATIONS BACKGROUND

As with all corporate projects, there are risks. All risks are identified and reviewed regularly as part of the project management process.

As the building works continue it is impossible to know what may be uncovered which could well result in further delay and / or cost. The financial revisions make an allowance for further contingency to be identified. However, we cannot guarantee at this stage that there will be no further unforeseen issues identified.

SUSTAINABILITY IMPLICATIONS

Clearly for this project to continue additional funds are required. HLF have confirmed (10 December 18) that they have allocated their full grant including contingency to TBC and expect it to be spent. However, they do expect TBC to maintain a contingency for the project to mitigate any further unforeseen costs. This contingency is included within the request for additional funds.

BACKGROUND INFORMATION

Tamworth Assembly Rooms officially opened on 8 October, 1889 as a fitting monument to celebrate Queen Victoria's Golden Jubilee in 1887. Tamworth Assembly Rooms is the main arts and performance venue for Tamworth and also draws audiences from North Warwickshire, Derbyshire and Southern Staffordshire. Not only is it used as a venue for the arts but also plays a vital role in the education, health, volunteer and business sectors of our community.

In 2012 Cabinet approved the creation of the Cultural Quarter Project which during 2014 was renamed Tamworth Creative Quarter. Subsequently this was amended to the Enterprise

Quarter to reflect the focus on developing the local economy. At the heart of the proposals was the redevelopment of the Assembly Rooms. The £4.6million project to preserve and enhance the theatre for 21st Century audiences, comprises of funding:

- TBC £1.18m
- Local Growth Fund £2.2m
- HLF £903k
- A further £365k was provide by Arts Council in 2017

In January 2016 the Assembly Rooms closed to the public

Work on the site commenced in December 2017 so that a complete refurbishment, extension and modernisation could begin. It will provide the town with a modern, efficient performance venue with a variety of income streams, including events, activities, room hire and retail whilst also preserving an important part of Tamworth's heritage.

The redevelopment includes:

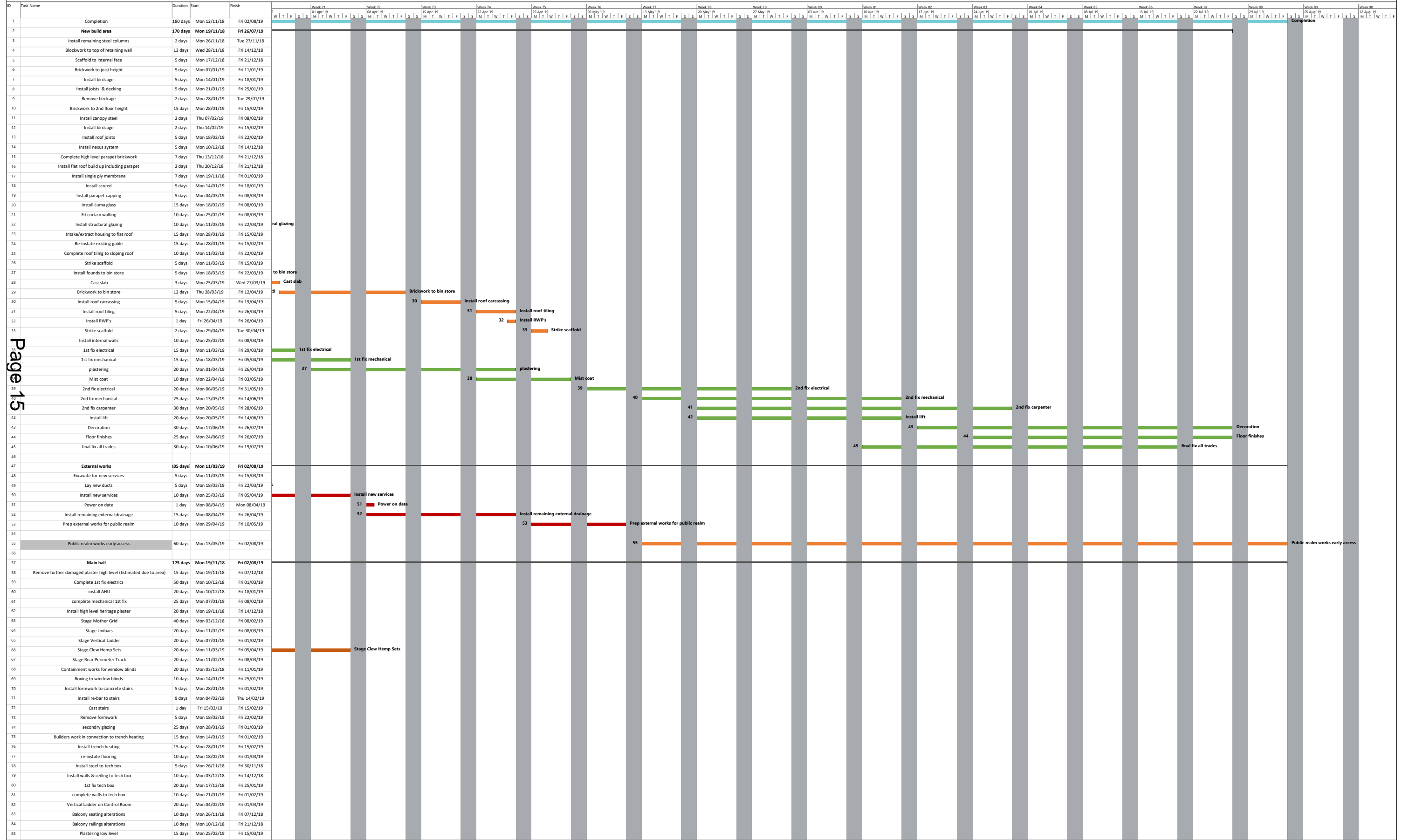
- Repair, conservation and redecoration of the historic front façade and main hall of Tamworth Assembly Rooms
- Enlargement and modernisation of the foyer
- Additional front of house spaces for retail and hire
- Increased number of toilets
- Much improved back of house spaces for performers
- Improved access front and back of house
- Modern heating, lighting and ventilation systems to make the building more sustainable
- Improved lighting and sound infrastructure for the theatre space

REPORT AUTHORS

Anica Goodwin (Executive Director)
Sarah McGrandle (Assistant Director)
Lynne Pugh (Assistant Director)
Tom Hobbs (Project Manager)

APPENDICES

- 1** *Build Project Plan*
- 2** *Updated business plan*
- 3** *Corporate Work Plan*
- 4** *Communications plan*
- 5** *Photos of internal build*
- 6** *Financial Analysis*
- 7** *Re-engineering Control*



UPDATED BUSINESS PLAN



Tamworth
Borough Council



**Tamworth Assembly Rooms
Business Plan**

Tamworth Assembly Room Business Plan

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Appendices

Appendix One- Project Programme

Appendix Two – Tamworth Assembly Rooms Communications Plan

Appendix Three – Capital Works Programme

Updated 01/11/18 by Thomas Hobbs

Section 1 – Executive summary

Tamworth Assembly Rooms is a Grade II listed building in Tamworth Town centre. It is currently used for a range of purposes and acts as an arts, community and civic venue for Tamworth and its surrounding areas. Opened in 1889 the building has played a vital role in the life of Tamworth for 125 years.

The venue has seen a decline in use and deterioration in the fabric of the building. However The Tamworth Assembly Rooms team have begun an ambitious project to redevelop the building; make it fit for purpose and to return it to its former glory. The project involves major capital works to refurbish and reorganise the spaces within the building and add additional spaces through a contemporary extension. This will create a modern, efficient building with a range of income streams including its events and activities, room hire and retail.

The business plan gives an overview of our development project, future ambitions and plans for the operation and management of the building going forward. The document provides an insight into the future staffing structure and the income streams that will be pursued once the building is reopened.

The current issues affecting the building include poor access and functioning of the venue, its poor street presence, tired décor, poor facilities, cracking to the fabric and damp. The Business plan explains how the development project will deal with each of these issues which will have a huge impact on the patronage and profitability of the venue.

The Business Plan also sets out the risks and methods for mitigating these, discusses the methods for evaluating the success of the project and the impact that the project will have on the organisation. The project will reduce the long term subsidy for the building making it more secure, with the ambition to become cost neutral over the next 10 years.

Section 2 – About your organisation

2.1 Tamworth Borough Council

Tamworth Assembly Rooms is under the ownership and management of Tamworth Borough Council. Like all local authorities Tamworth Borough Council are facing a range of financial challenges, however long before the current austerity measures and on-going public sector spending cuts, Tamworth Borough Council has been proactive in the design and implementation of innovative and effective measures for driving efficiency.

With this commitment to service delivery and improvement the council have developed a medium term financial strategy that outlines the authorities' budgets and areas of improvement. The key thought process is not about cutting services but improving how we deliver them to make them more efficient and provide the best value for our residents. This mirrors the overall aims of this project; to invest in an asset for the area and create a community building that is functional and serves its community. This project will reduce current maintenance liabilities on the authority and the financial appraisal highlights an increase in income reducing the subsidy which will in the long term make Tamworth Assembly Rooms more sustainable and financially sound.

2.2 Tamworth Assembly Rooms – A Brief History

Tamworth Assembly Rooms in Corporation Street was erected by public subscription in 1889 at the cost of £5,500. The building work was undertaken to commemorate Queen Victoria's Golden Jubilee in 1887. Whilst under construction, in a cavity underneath the foundation stone, were deposited newspapers and four coins of the Jubilee year. The heavy looking building, claimed by its designer, to be in the style of the Italian Renaissance, consists of a hall 90 feet by 40 feet, which with the gallery over the entrance lobby was capable of seating 850 people when originally opened. Of course, this was long before the current fire and health and safety regulations came into being and its current capacity is around 350. The building was officially opened on 8th October 1889 by Mr. Philip Muntz who was Member of Parliament for Tamworth.

The building has a rich and a varied history and over the years has been at the heart of Tamworth Life. In Edwardian times, elegant balls were held, with cards for each dance, potted palms and string orchestras. Then in 1926 it became a soup kitchen during the General Strike. In the Second World War, The Assembly Rooms played host to many energetic G.I.'s, who would try to woo the locals at the weekly dances. Many famous people have appeared at the venue; politicians such as Ramsay MacDonald, Clement Attlee and Ken Livingstone have all held audiences there. But it is as a dance venue that the Assembly Rooms is most fondly remembered. During the 1960's, weekly dance events took place, where many of the worlds greatest entertainers came to perform. Most famously were The Beatles who performed a 28 minute show in February 1963. A few months later, another up and coming beat combo trod the boards, this time The Rolling Stones had Tamworth rocking in the aisles. Other '60's artist included The Hollies, Brian Poole & The Tremeloes, Peter and Gordon, The Fortunes, The Zombies and even Buddy Holly's backing group The Crickets came to Tamworth Assembly Rooms. All of these artists were brought to Tamworth by an entrepreneurial promoter called Vince Barker, who had a knack of spotting good new talent, and booking them just before they broke into the big time.

Since the '60's the Assembly Rooms has been Tamworth's main entertainment centre, providing the town with a variety of performances,

including theatre, dance schools, public services, wrestling, concerts, various festivals, exhibitions and musicals. During the early '90's the dance craze re-emerged when the venue played host to regular afternoon tea dances, which it still does to this day.

2.3 Tamworth Assembly Rooms Today

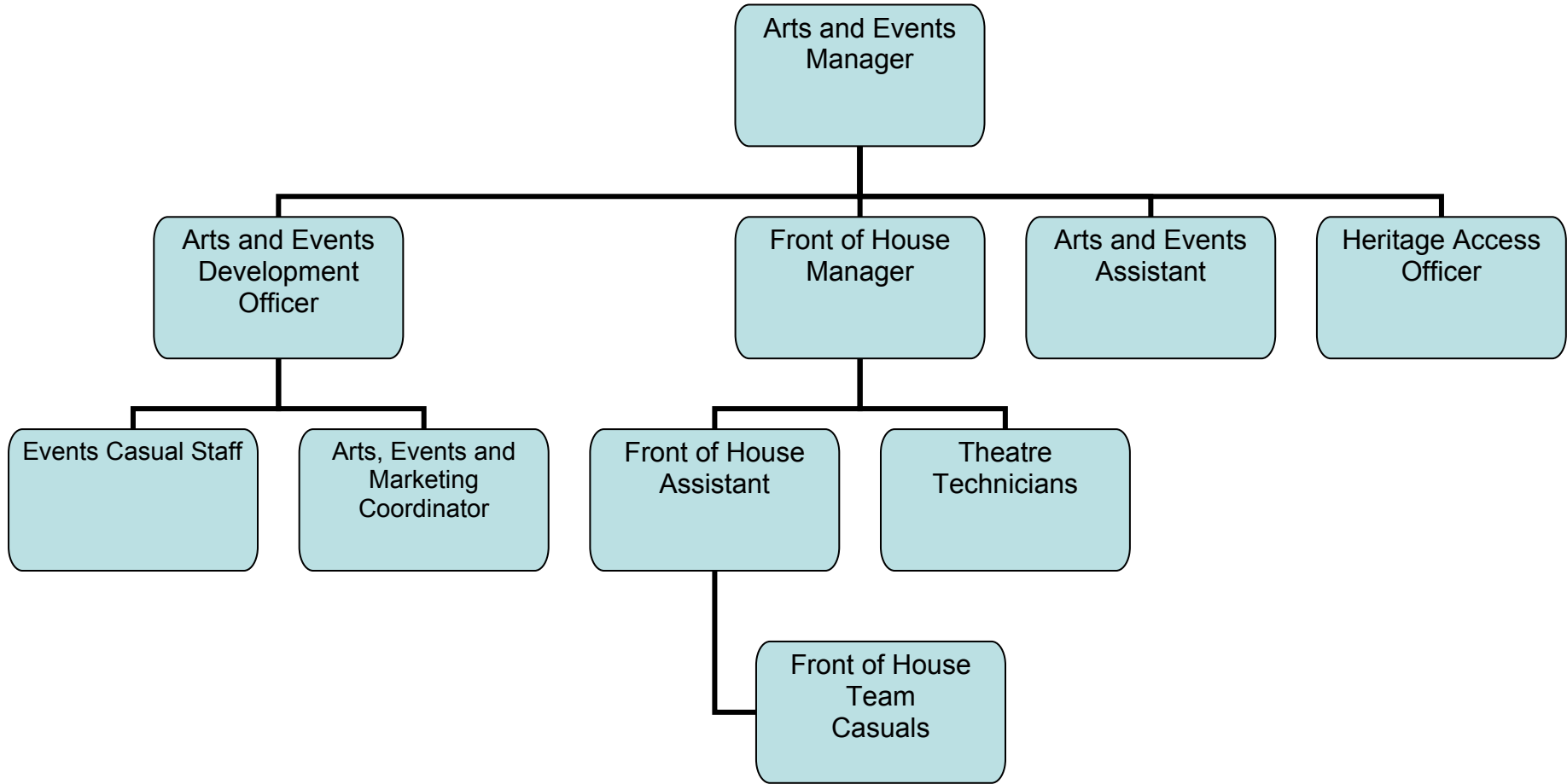
Tamworth Assembly Rooms is owned and run by Tamworth Borough Council. The building is home to the arts and events service which manages the building, outdoor events and arts development for Tamworth. Tamworth Borough Council's Arts and Events service is the only provider of many arts activities in the borough of Tamworth. Our aim is to increase participation in the arts and community events across Tamworth by providing and supporting the growth of a range of high quality arts activities and experiences for all our residents. Using the arts as a platform we seek to improve the lives of our residents through increased well being, community involvement, pride and a range of stimulating activities. Projects range from cultural diversity activities in schools encouraging pupils to understand different cultures through the arts to the development of an Arts Network to support and encourage local artists and creative businesses to grow and thrive. Tamworth Assembly Rooms hosts over 100 events a year in the assembly rooms including not only entertainment such as theatre, music and dance performances but also education events and activities, local government meetings, conferences, lectures, and regular NHS blood donation services. The Arts and Events team run a range of popular outdoor events and arts development projects each year and work with a range of local community groups. Tamworth Assembly Rooms and the Arts and Events team activities are financed by Tamworth Borough Council and generate a small amount of income to support the subsidy.

“Our Vision”

To become a creative hub for Tamworth and the wider region, delivering a programme of artistic excellence and demonstrating how arts and culture can create stronger, safer and healthier communities.

Our Structure

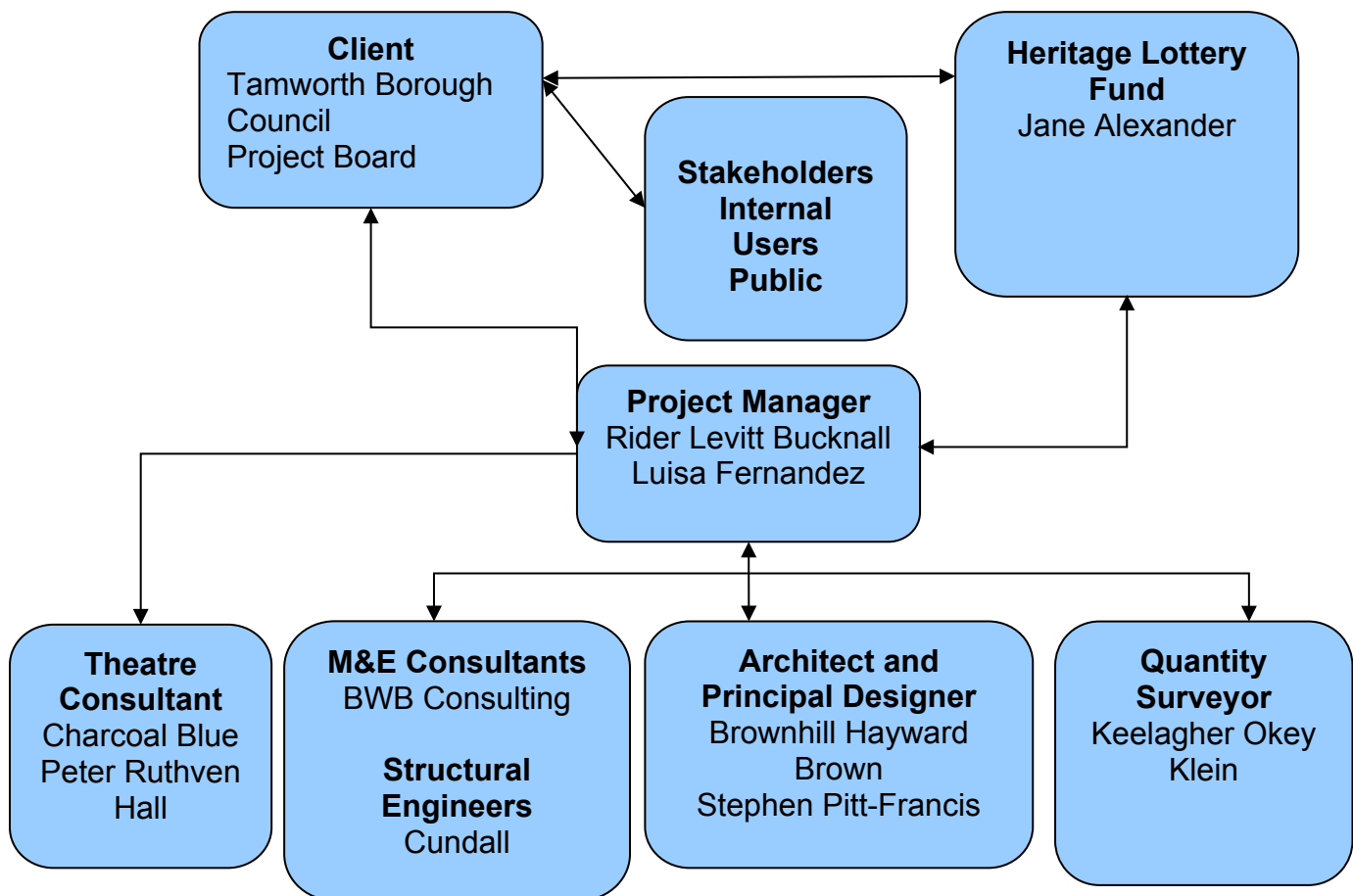
Tamworth Arts and Events team run Tamworth Assembly Rooms and are part of Tamworth Borough Council. Our current staffing structure is detailed overleaf.



2.4 Experience

Tamworth Borough Council has a history of undertaking investment projects across a range of services that include, housing regeneration, infrastructure improvements and a recent Heritage Lottery Fund supported project at Tamworth Castle. Officers leading on this project have sought advice and support from those experienced departments. Tamworth Borough Council also has a strong and robust financial management system in place. As a team we are currently managing a large grant for activities for Arts Council England so have a much clearer idea on managing grants processes.

The arts and events team bring a range of different experiences and backgrounds to the project however we felt it was important to be honest throughout the project and identified gaps in our understanding. Working with the professionals on our project will prove instrumental to our future development and understanding. The organisation chart below details the structure of the design team for the project.



Section 3 – Development of your project

3.1 Tamworth Assembly Rooms Development Project

In 2010 Tamworth Borough Council's Arts and Events Team went through a restructure to pull a range of services together. Once the new team was established a project of research and consultation was undertaken to better understand what the area needed from this service. This identified the need to greatly improve the facilities we offer in order to meet these needs.

The current building has a range of issues that mean we have spent a great deal maintaining the building whilst also being below the standard expected of a modern arts venue. The existing facilities fell below expected standards and needed a range of repairs and upgrades.

In addition we had a large range of service gaps such as the ability to have multi purpose smaller spaces. It was felt that if many of these issues were not addressed the longer term viability of the venue would be called in to question, thus making it impossible for us to sustain our service. The new development will allow us to improve these issues, perform more efficiently and subsequently attract a wider usage for the venue.

In 2012 we received HLF development funding to prepare a full design for the new Assembly Rooms development ready to submit for further funding applications. We received a Single Local Growth Fund grant in 2014, HLF funding in 2015 and Arts Council England funding in 2017 to allow us to complete this project.

Section 4 – Strategic background

4.1 Strategic Objectives

The projects key aims are to preserve, protect and enhance the building to develop a service that is more financially stable. Our evaluation plan outlines our key outcomes and how we will monitor them. This includes:

Quantitative:

- Increased attendance numbers
- Increased income for Tamworth Assembly Rooms
- Increase number of school visits
- Increased number of volunteers
- Development of dedicated website and social networking
- Increased use of Tamworth Assembly Rooms during daytime
- Development of dedicated archive
- Increase number of active participants through activities and learning plan

Qualitative:

- Improved visitor experience of Tamworth Assembly Rooms through capital improvements and improved facilities
- Improved and enhanced visitor experience through better information and interpretation
- Improved awareness of Tamworth Assembly Rooms in local and wider area
- Develop successful education programme that meets the needs of teachers and pupils
- Develop new ways for people to access the heritage of both the building and the history of the surrounding area
- Improving skills and confidence of volunteers
- Increase community pride

Tamworth Assembly Rooms is a key aspect of the authorities' local development plan for the area and is at the centre of the Enterprise Quarter development.

The project is the result of a partnership between Staffordshire County Council and Tamworth Borough Council. The partners will implement structural improvements to the buildings and make enhancements to the public realm in order to enhance services and events for visitors and residents, to attract inward investment and to encourage civic pride.

Section 5 – Project details

5.1 Detailed Project Description

Our venue is the only arts facility in Tamworth. Alongside this it also serves elements of the communities of North Warwickshire, Derbyshire and Lichfield. Not only is it used as a venue for the arts but also plays a vital role in the education, health, volunteer and business sectors of our community. The venue plays host to a wide variety of things and is the only large scale hall open to the general public in the area. The benefits of the venue are wide reaching however we are aware that we need to do more to encourage a wider segment of the community to access us. Issues around the building looking closed and the public were unsure how to get in have proved extremely damaging to what we can offer. We have also found the demand far outstrips the capability of the building in its current state. Currently we are unable to have more than one group in the building at a time as we cannot split areas off in a secure and safe manner. In addition some of our current facilities are unsuitable for groups to use as we cannot meet all their needs, for example effective light for groups with visibility impairments to paint.

The building is a cornerstone for the local community groups and their activities and events; it is currently used by over 75 local organisations. After the project is completed we are hoping to increase this to over 100 and develop a support and development programme for our groups. It will act as a

platform for local artists, businesses, community groups and an ever growing range of organisation who have expressed a will to work with us.

Currently the building welcomes 30,000 plus visitors a year. However it is not able to serve the area in ways most needed and due to the building issues this figure is in steady decline. This includes community spaces and the ability to house gallery exhibitions. We have recently lost another community space in the town centre but we are unable to support those groups due to our access issues and practicalities of the building. We believe that these changes will open up the building and allow us to increase our visitors by 50% due to our extended opening hours and additional space. Visitors have expressed the desire and need for change to the building.

One of the desires expressed by visitors was to have a more appealing theatre bar/café, which would be more accessible to visitors of all kinds, not just visitors to events. By introducing a cafe /bar that is open all day into the area, we feel this would address the issue of access and the venue constantly looking closed. Being situated in the heart of the Creative Quarter, and on the door step of public transport, the cafe will be the number one location for refreshments to a large number of people and businesses. A questionnaire of 500 local public transport users showed 78% would 'probably' visit the café before or after their journey. Also by increasing the footfall into the venue for the café service, we aim to bring a large number of these new customers back to visit shows by using marketing tools within the café area during their initial visit. This will also help introduce the arts to a wider range of people who may not have normally visited their local theatre. In doing so they will also learn about the history and future of the venue through historic exhibitions and displays within the café. Ultimately every visitor to the venue will be able to enjoy their refreshments in a far more warm, friendly and inviting environment to what currently exists.

Regeneration of Tamworth Assembly Rooms will have a substantial impact on this area of the town centre. It will be able to support local businesses by improving footfall and visitors to the area who will subsequently be signposted to other areas of the town. It will in addition improve the look and feel of the area making it more welcoming for residents. The project will support the library and other public services in the area by improving the footpaths and lighting of the area. This will therefore link this side of the town centre to the other and improve links to the Gungate area.

Another aim is for the venue to act as a central meeting place for businesses within the town by hosting training, networking and conference style events. In 2012 the Assembly Rooms, with it's prime location to local and national transport was able to host 11 large corporate conference style events for businesses from all around the country, all with positive feedback. We feel the new café/bar service will also help us to improve this service.

5.2 Project Aims

The project will comprise of a comprehensive repair, conservation and improvement scheme that addresses the following:

1. Conserve and repair original features such as the Grand Hall, proscenium arch and front elevation.
2. Improve appeal and access by dealing with issues that put off potential users such as the building always looking closed, a poor box office, limited bar/cafe facilities, general decline and difficult circulation space.
3. Remove the issues associated with inadequate WC provision.
4. Essential building fabric repairs and replacement of installations where such elements are beyond regular maintenance and/or reasonable outstanding design life.
5. Substantially improve physical and intellectual access to the building, creating a positive experience for all members of the community.
6. Research and document the history and heritage of the building involving volunteers to help with this process as currently information is limited and disjointed.
7. To develop and implement an Educational Programme, interpretation scheme and Activity Plan to increase the accessibility of the building and its heritage.
8. Improve energy efficiency and functionality of services.
9. Promote and deliver skills and training.

5.3 Capital Works

The capital aspects of the project are extensive forming by far the largest part of the project by cost. At the front of the building we aim to improve the access and street presence and protect historic features with a repair and improvement scheme. This includes vital repairs to rendering and masonry, external cleaning and improvements to drainage. Through the development phase we discovered the steps were originally square with ornate lamps which we intended to reinstate and create a new access ramp enabling all guest to enter through a main reception. The doors will be double layered to create a glass door behind the originals in order for people to see into the building. The windows that are currently boarded up will be repaired and reopened to allow natural light into the building also supporting improved day time use. All extensions and new frontage sections will be glazed with brickwork columns that should not detract from the building's elegant façade.

Inside the building the reception area will be opened out and we will reinstate the original main entrance in the grand hall next to a new box office. The bar area will be moved and improved. Toilet facilities will be improved, increased and also moved to the rear of the building improving access to the facilities and visual impact of the building. Current issues of the inability of the toilets to cope with large numbers of people in the building due to poor plumbing will also be dealt with. A key project aspiration is to improve physical access for users with disabilities and mobility issues including ramped access, better circulation, better signage, lighting and hearing loops.

The Grand Hall will once again become the heart of the building with a appropriate colour scheme, improved seating, improved ventilation, a more sympathetic technical infrastructure and preservation and reinstatement of original details such as the arch and flower motifs on the wood work that are currently not visible to the public due to the current poor decoration. The whole building will be given fresh decoration.

A major consideration is upgrading the current mechanical and electrical infrastructure which on investigation in the development phase has proved outdated, insufficient and at times unsafe. The building is currently energy inefficient the improvements will create a more efficient building that is fit for purpose.

The changes to the building will also enable it to be open during the day and have more than one use at a time by creating a series of doors that will allow the building to be sectioned off securely and creating flexible spaces that can respond to groups needs. The wider repair scheme will also ensure the building is water tight, improve guttering and drainage and make repairs to areas that are damaged.

5.4 Activities, Learning and Volunteers

Current opportunities for people to access the buildings heritage is limited to non existent. The project will not only increase the availability and interpretation but also put in place a system for collecting, managing and cataloguing information going forward.

Our activity and learning plan aims to create a wealth of opportunities for our community to take an active lead in collecting, preserving and presenting their heritage and the heritage of the building. One key aspect that has come out is how intrinsically linked individual stories and memories are to the story of the building which we are keen to capture and share through our oral history project and virtual tour. The building itself will provide a range of displays, interactive interpretation and opportunities to learn and engaged with the heritage for all ages.

The activity and learning plan also aims to develop formal and informal learning opportunities such as developing a town trail in partnership with local schools, a community lecture programme and an ongoing schools learning programme. Alongside this a virtual tour created by local community members

will create an innovative way for the public to engage online. Our consultation also identified a desire for printed material of different aspects of our heritage that can be available across the area in public spaces.

Tamworth Arts and Events Team are committed to ensure the project provides as many opportunities as possible for people to engage with what is happening and learning opportunities. This will also feature in all of our contracts moving forward we will encourage all contractors to play a role in engaging with our community including community talks, learning workshops, hard hat tours, work experience, career talks and apprenticeships.

5.5 Project Timeline

The Key dates for the project are:

HLF Funding allocated - June 2015

Construction project commencement - November 2017

Construction complete (current expected date) – beginning of August 2019

Target launch date - October 2019

The project timeline can be found in appendix one.

5.6 Future Operation

A key element of the project is consideration of how the building will operate after completion of the physical works. This has been a key factor throughout the feasibility and design phase. The key for the sustainability of Tamworth Assembly Rooms longer term is to diversify income streams and maximise the ability for us to generate income whilst ensuring we are delivering our key function as a community and civic venue. The current building cannot be used in more than one way at a time i.e. if a group is using the bar area for a meeting we cannot use the hall area for another event due to the inability to section off the building and an inability to serve more than one group at a time due to toilet issues and access from other rooms. This inability to section off the building means once you are in a room you can get anywhere, creating a security issue for staff and other users.

These physical changes will enable us to secure sections of the building, heat and light specific sections rather than the whole building. It will also allow us to operate more than one event at a time and also means we will be able to be open during the day meaning we can operate the café.

These changes will increase income and access to the building, meaning people can pick up information about our services and access our interpretation on a daily basis. We also intend to house gallery events and showcase free heritage and art exhibitions.

Section 6 – Market appraisal

Tamworth Assembly Rooms has explored its current market position to understand where it currently stands. It has also endeavoured to understand its current market and identify key areas of improvement. A full outline of our current market and audience development programme can be found in our activity plan but key points are:

- Population of Tamworth is 76,813 (Census, 2011)
- Tamworth Assembly Rooms attracts around 30,000 visitors each year
- Tamworth is in the bottom 5th in the UK for Arts Participation
- The largest age group attracted to ticketed events are between the ages of 36 and 45
- Current Target Groups – under 18s, including schools groups, 18 to 25 year olds, over 70s and particularly Males.
- Tamworth has a higher number of under 18s and 18-25 year olds than the average for Staffordshire.
- 70 percent of users are Female.
- 65% of all of tickets bought for events in 2013 were bought by Tamworth Residents
- 2.8% visitors are attracted from Atherstone North Warwickshire
- From a sample of visitors only 2.3% attended more than four times in a two year period

Our SWOT Analysis has explored areas of opportunity which we have built in to our vision for operating. We also aim to address our weakness through the project to make us stronger moving forward.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Building Character • Heritage • Committed Team • Town Centre Location – Good Access to Public Transport • Community Passion for Building • Website • Long Established Community Relationships • Ambitious • Up to date with sector trends • Good Customer Service • Adaptable- Think on Feet • Ability to do more with less • Good Partner Relations • Strong local support from the community and local political parties • Proven Economic benefit to Tamworth • Regeneration Stimulus • Only arts provider for Tamworth and parts of North Warwickshire • Strong understanding of public demands due to strong consultation plans • Strong evaluation process • Local Arts Network • Staffordshire County Council Support and Investment • Reputation • High quality facilities following redevelopment • Artists 	<ul style="list-style-type: none"> • Reputation • Town Centre Location- Safety perceptions • Parking Limited • Lack of archive • Lack of information on heritage • State of Building • Out of date Equipment • Poor Front Access • Low capacity of seating and spaces • Lack of Additional Spaces • Opening Hours • Limited Funds • Resources- Technical and Staff • Lack of In-House Box office facilities • No Storage Space • Red Tape • Lack of maintenance planning • Inadequate back stage facilities • No ventilation • No ability to control the temperature • Limited toilet facilities • Small team • Limited budget

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Opening Hours • Social Media Use • New box office functions • Partnership Working • Open to Change • New programme • Develop Wider Arts Economic Impact Through further support mechanisms • Local Economic Partnership (LEP) • Cultural Quarter Development • Larger Arts Development Programme • Volunteers • Develop Local and Regional Profile • Develop Audience • Work with partner organisations such as local education providers and NHS • Better Access to Information Sources for Community • Building Changes Will Create More Job Opportunities • Income Stream Developments • Financial Stability • Reduced Running Costs • Reducing Financial Pressure on Authority • To Become an Attraction 	<ul style="list-style-type: none"> • Industry Changes • Government Cuts • Lack of Local Media Coverage • Other venues (Garrick, Birmingham, Derby) • Schools Changes • Local Competition • Not obtaining external funding to support development • Weather • Deterioration of Building • Changing local priorities • Changes in Political landscape • Without investment building not fit for purpose • Falling Behind Industry Standards Due to Physical Restrictions. • Tamworth Reputation • Town Centre Developments • Breakdown of Current Relationships • Changes of Staff at Partner Organisations • Closure of Services and Businesses Around Us • Town Centre Decline • Changes to Local Transport Provision • Reliance on Key Staff Members • Economic Climate

- | | |
|--|---|
| <ul style="list-style-type: none">• Opportunity to attract sponsorships• Gap in Market for Studio Provision• Raising Profile of Building• Build reputation for Quality Arts Provision.• More opportunities to Create In-House Innovative and Original Work• Increase footfall• Opportunities to increase Marketing effectiveness• To increase building usage and activities• Working with larger national and regional organisations and developing strong partnerships• Potential for Arts Council funding• HLF funding has secured long term future of the building• Building has been brought back to life• Opportunity to increase diversity of artists and audiences• New management structure should reduce silo working and offer more opportunities especially from corporate centre.• Redevelopment can increase national profile• Growing turnover can reduce reliance on subsidy• Offer audiences new adventure in theatre• Opportunity to promote the contribution of the arts to Tamworth. | <ul style="list-style-type: none">• Increasing pressure on funding streams• Changing political perception of the value of arts and culture |
|--|---|

Section 7 – Financial appraisal

Before its temporary closure the building was subsidised by Tamworth Borough Council by on average £291,702 a year. Over recent years this subsidy has increased as income has decreased. The building has a large, often unbudgeted maintenance bill making ongoing maintenance an issue the authority is often just “firefighting” rather than proactively addressing.

Through the extensive refurbishment and upgrading of the Assembly Rooms’ services the aim is to reduce the running costs and maintenance subsidy. The venue will be able to generate a range of new income sources that are more sustainable and reduce reliance on ticket sales alone. This will be in part due to our ability to open in the day and host more than one activity at a time. We also aim to make more of our in-house skills and develop an ongoing programme of activities delivered by our staff.

7.1 Income

Our income outlines key areas we believe we can improve. We have a conservative approach to this. Our income expectations are supported by key evidence and assumptions.

Project Funding

Tamworth Borough Council have committed funds to this project to the amount of £1,183,660.

Staffordshire County Council have gifted land to the value of £67,500 to Tamworth Borough Council to the rear of Tamworth Assembly Rooms to support the future operation of the building. This will help deal with current load in issues and forms part of the building site for the capital works.

A Tamworth Borough Council and Staffordshire County Council partnership applied to central Government’s Single Local Growth Fund scheme. The first application in early 2014 was unsuccessful. However a later submission was successful awarded in January with £2.95 million awarded to the Enterprise Quarter scheme.

Volunteer time is of course variable but so far in the project we have overachieved in this area and we hope to continue to do so. We are really pleased with the level of support we have received and the quality of help. This has also lead us to explore volunteer roles moving forward as part of our operations which we do not currently do.

Operating Income

Tamworth Borough Council has a commitment to support the Arts and Events on an ongoing basis. The project will reduce the subsidy required for the venue which will in turn make this subsidy more stable and manageable for the authority. The aim is to continue to get the subsidy down and the business plan will be continually reviewed to reduce this and explore new opportunities.

Theatre Ticket Sales

In the last full year of operation our ticket sales generated £191,000 in revenue. However, a large proportion was then paid back out to agents and artists leaving us with limited net profit which is something we want to address by increasing our other revenue streams and producing performances in-house and in partnership with other organisations. Our aim is to increase average visitors at each show from circa 150 people at present to 200 people with a ratio of 60% full paying customers to 40% concessions.

Hire Fees

Hire fees generate around £32,185 revenue per year. This is an area we aim to increase significantly. A key aspect of this is our daytime use and use as a conference and meeting facility, in particular for the public sector. We have already tried a small campaign around this and saw our bookings nearly double. We aim to develop and continue that trend. Our town centre location is a strong selling point as is our location to car parks. We also want to tailor our service to meet these needs by creating delegate packages and rates.

With the changes to the spaces we believe we can accommodate;

- 8 hires for shows per month, 2 of which are charged at the commercial rate;
- An additional 17.5 hours per month (on average) of public events bookings that are non-show related;
- 5 conferences per month averaging 75 delegates per conference, including Tea/Coffee /Buffet Lunch;

Arts Development

Arts Development is a key area for development. This area is growing in spite of current limited resources and space. With the additional capacity we will be able to host more activities.

Café/Bar

The café bar prior to the redevelopment of the Assembly Rooms was limited to shows only and generated £44,000 per year in revenue. The redevelopment of the building offers the opportunity for the café bar to be open both in the day time and evenings to increase income.

An experienced catering consultant, Jayne Devlin, has been appointed by Tamworth Borough Council to work closely with the project team and advise on the operating model of this venture to ensure it is run in the most efficient and cost effective manner possible so as to reduce the subsidy paid by Tamworth Borough Council.

7.2 Expenditure

Project expenditure is informed by our Quantity Surveyor and other specialists such as the interpretation consultant and the theatre consultant. The most significant cost is that of the main contractor. Our activity and learning plan costs include volunteer training within in each section as we feel this investment in their skills is very important.

Ongoing Expenditure

This section is to be revised following design freeze and receiving updated project costs as per design programme.

Management and Maintenance

Our management and maintenance plan outlines our expected costs. We aim to create an annual retained fund to ensure a designated budget is protected for future maintenance separate and protected from other Tamworth Borough Council maintenance budgets. We felt that by creating this fund we can spread the cost across financial years and be more stable rather than fluctuating on a year by year basis and relying on income to do the repairs required.

The management and maintenance plan is currently being reviewed and updated with support from Tamworth Borough Council's Facilities Manager to include the regular maintenance and life cycle costs of the infrastructure of the building.

Section 8 – Governance, Management and Staff

8.1 Project Delivery

The project execution document lays out how the development project will be managed.

8.2 Venue Structure after Project

The future staffing structure will be further developed as part of the Organisational Change Project (currently in development).

8.3 Volunteers

Volunteers play a key part in delivering our activity plan. Longer term we want to ensure we have a range of volunteer roles.

We also aim to keep the role of the ambassador programme moving forward to enable them to act as a steering board and critical friend for our future development.

8.4 Management Policies and Procedure

We are currently developing new management policies for the building in anticipation of the completion of the project and re-opening of the building. We aim to ensure we have a clear way forward in regards to the building management and our wider service commitments. These procedures and policies will then be reviewed on a year by year basis in partnership with the Arts Strategy, Business Plan and Management and Maintenance plan.

8.5 Service Delivery whilst Closed

Whilst the building is closed its important that we maintain a presence and connections with our hirers. With that in mind we have developed a programme of activities that will take place during this time:

- **Tamworth Assembly Rooms on Tour Programme-** Tamworth Arts and Events team will work with the community groups that regularly use the Assembly Rooms such as Tamworth Arts Club and Tamworth Panto Company and will see that these groups can continue to perform at alternative venues. We will help them in a variety of ways such as providing technical and front of house support and administering ticket sales.
- **Art in Unusual Spaces –** The Arts and Events team secured Arts Council England funding to run a range of arts activities and events in locations throughout Tamworth.
- Some of the events that have been performed under the above programmes are:

Sacred Heart Church

Noseferatu

Minima

Fever – Life of Peggy Lee

Phantom Of The Opera

Sherlock Holmes & Crimson Cobbles

St Francis Church

Mambo Jambo in Concert

James Hickman & Dan Cassidy in Concert

Noble Jacks In Concert

Bookshop Band In Concert

St Editha's Church

Kangaroo Shoe

Tantz

Landau Forte Academy

Tamworth Arts Club

Stage It

Tamworth Pantomime Company

- **Getting to Know You Programme** – We will be running a development programme raising the profile of the venue and team. Linking to hard hat tours and fam visits to attract users, artists and potential hirers. An interactive Touring History App is currently touring Tamworth locations, detailing the history of the venue and what people can expect from the new look venue.
- **Outdoor Events Programme** – Deliver a variety of community and commercial events in outdoor spaces around Tamworth.

Section 9 – Looking Forward

9.1 Growth and Development

Tamworth Borough Council is committed to ensure Tamworth Assembly Rooms becomes a successful and sustainable community arts venue and is working across a range of departments to ensure that we will be fully ready to relaunch the building following handover from Novus. The service will be supported going forward to ensure that it financially sustainable through the efficient use of the resources and income streams that it is developing including its new bare and café, hiring of spaces and programming of events and performances.

9.2 Transition and Soft Opening

Tamworth Borough Council and Novus Property Solutions are keen to see as smooth transition from construction site to handover and to opening. Between us we are therefore seeking to find ways to allow for activities that must take place outside of the main contract but before opening to happen quickly and where possible alongside the latter stages of the construction programme. These activities include installation of the interpretation scheme, some IT infrastructure, moving in of furniture and staff training.

Similarly we are working together to find ways for the public realm works to begin before the construction programme is complete therefore limiting the time whereby public realm works external to the building may delay opening.

There is an understandable risk of cancellation of acts if booked very close to the expected completion date should it further delays happen. Therefore rather than book large acts with high cancellation fees we aim to work with local groups and organisation to develop a more flexible programme. This may result in a soft opening where some events and activities take place before the main launch event allowing groups, audiences and staff to get used to the new aspects of the building and its functioning.

9.3 Programming Policy

A programming policy is currently being produced to provide a clear plan to guide the use and booking of the venue. This will ensure both the financial sustainability and continuing community value of the building. The improved seating, back of house facilities and technical infrastructure will make the venue more attractive for acts thus improving the quality of performances at the venue.

9.4 Pricing

A new pricing policy is being developed for ticketing, hiring and bar and café sales.

9.5 Communications

Tamworth Borough Council's Communications Team has worked with the Arts and Events Team to develop a communication plan for the remainder of the project which will support the lead up to the reopening of the venue and drive public interest and anticipation. This plan will be reviewed and extended to support the future operation of the building.

The Communications Plan can be found at Appendix two.

9.6 Marketing

The Tamworth Assembly Rooms marketing strategy is currently being updated to take account of the buildings improved offer for audiences and acts as well as the changing external environment. It follows the 4 P's of marketing, place, product, promotion and price.

Section 10 – Assessing risk

Tamworth Assembly Rooms is a key building in Tamworth. It is important that we take in to consideration risks associated with the project. The project risk register is maintained by the Project Manager, Luisa Fernandez and regularly updated. Tamworth Borough Council also operated its own internal risk register.

Section 11 – Monitoring and evaluating the project

Performance management and evaluation is key to our project. We have an evaluation plan detailing how we will monitor our key outputs and KPIs as part of our arts strategy and service delivery. The project budget includes for external evaluation to be carried out. However, TBC is currently developing a "community offer" which will make use of and share all customer insight and intelligence across all council services. Resources for this will be made corporately available.

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CORPORATE WORK PLAN

Activity	Lead	Milestones	Comments
1. Development of an Integrated Action Plan for the Project (critical path)	Sarah McGrandle	End of October	Updates to Sarah McGrandle following board meetings- ongoing
2. Build (including design, construction, architect, PM, budgets, funding streams)	Tom Hobbs (Link with Asset Mgt Plan – Barry Curtis)	Design freeze update- end October <ul style="list-style-type: none"> Asset Man Plan – end Dec 	Initial plan for each room – needs tying down – look at Corporate Contracts for suppliers
3. Interior fittings group	Jody Ross	<ul style="list-style-type: none"> Costed list end Jan 	
4. Planned maintenance programme	Barry Curtis	<ul style="list-style-type: none"> Agreed programme with TH, end Jan 	
5. Communication Plan	Linda Ram	<ul style="list-style-type: none"> First draft end of October Live date October 2019 	Ongoing – Version 4.12 has been circulated to board – all feedback to Linda Ram – Plan to be colour coded R A G
6. Marketing Plan	Anna Toone	<ul style="list-style-type: none"> End of November 	90% done to be completed by 10 th Dec Suggestions for new logos / brochures / sign posts circulated
7. Operational Plan - Operating Procedures and Policies, inc license - Health and Safety		<ul style="list-style-type: none"> End of December, first draft End of March 	Jock to work with EH on full operating procedures Vary current licence, not new application (JR) Going through existing procedures and taking out what is not required and adding

<p>working procedures</p> <ul style="list-style-type: none"> - Programme Planning - Budget Planning/Cash flow - Technology Implementation Plan - Update café/bar business plan - Staffing Structure / Training & Development - Events/Activity Plan 		<ul style="list-style-type: none"> • End of November • Final programme Jan 19??? • Regular meeting with QS • Updates to HLF • First draft end November 19 • Update by end October • End of November, structure and training plan developed • End of December 	<p>new procedures With Corporate finance</p> <p>New implementation plan done with additional £20k of infrastructure</p> <p>GY exploring EPOS with Jock and Castle Net vision asked to supply formal proposal for infrastructure installation. GY to get copy of report breakdown ready for Cabinet report – monthly costs and additional costs</p> <p>EPOS ready to go out to procurement once decisions around bar/café/castle have been made</p> <p>JR/EH working on once procedures completed</p> <p>LPEvents/activities that will be held outside of main entertainment programme</p>
<p>8. Performance Management / KPI's / PIR</p> <p>9.</p>	<p>Sarah McGrandle</p>	<ul style="list-style-type: none"> • End of November • PIR end of project 	<p>Need to agree what reporting on</p>

10. Business Plan	Tom Hobbs	<ul style="list-style-type: none"> Updated BP complete end Oct 	Complete with timeline
11. Public Realm	Sarah McGrandle /SCC	<ul style="list-style-type: none"> Meeting with SCC Oct 18 Coordinated plan End Dec 18 	Library to be done before PR, designed but not commissioned – 5/6 weeks work space needed – SM to chase SCC for timetable for Library & PR

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COMMUNICATIONS PLAN

Tamworth Assembly Rooms Redevelopment Project

Communications Plan (Oct 18 – Oct 19) (Dec 4 update)

Background

Tamworth Assembly Rooms is currently being refurbished, extended and modernised as part of a £4.8million project to preserve and enhance the theatre for 21st century audiences.

The aim is to create a modern, efficient building with a variety of income streams, including events, activities, room hire and retail.

Tamworth Assembly Rooms was first proposed as a fitting monument to celebrate Queen Victoria's Golden Jubilee in 1887. Councillors turned to the people of Tamworth to help fund the building, and the £5,500 required was raised.

The theatre was officially opened by Tamworth MP Philip Muntz on October 8, 1889.

Aims

The redevelopment project has a number of aims.

- To create a building that is functional, efficient and serves its community
- To increase attendance and advance ticket sales
- Increase engagement with new audiences, such as schools and businesses
- Build new revenue streams (café, studio, room hire)
- Increase corporate events and attract new business audience
- Create a town-wide offering with partners and school booking incentives
- Part of wider town centre regeneration
- Encourage greater partnership working across various sectors and community groups

Key messages

- Tamworth Assembly Rooms is being redeveloped to preserve it for future generations
- New building will be more efficient, more functional and more cost effective
- Overall improved theatre experience including ease of access and an enhanced food and drink offer
- New building will be open next autumn with soft launch (?)
- Celebration of the history of Tamworth Assembly Rooms
- New theatre will become heart of community, opened to a wide variety of uses
- Inspiring local pride and creativity

Key audiences

Communications will be targeted at all Tamworth residents and visitors further afield with the aim of growing the audience ahead of the opening. Later on, this will include specific marketing to new groups such as businesses and schools. For now, the comms plan will focus on engaging the community with the past, present and future of the theatre.

Communications channels

Information will be shared via variety of communications channels including several social media platforms, TBC websites, email marketing database of 14,000 people, a dedicated Assembly Rooms blog, printed materials, the media and relevant portfolio holder.

Communication Plan dates

Key construction phase milestones are planned as PR opportunities but until we have a new project timeline, we do not know when these will take place. These include:

- New extension taking shape
- New dressing rooms being built
- Painting of the main hall
- Installation of café and bar areas
- New seating going in

We also expect additional opportunities to arise out of activities such as the touring exhibition and oral history recordings as the projects progress.

Further down the line we will also have new information about the launch event, soft launch and any performances/productions that will take place next year and these will be planned in as and when possible.

Date	Activity	Channels	Progress
October	Share album of old pictures to mark 129 th anniversary of venue (w/c Oct 8 th)	PR, social media, blog	Difficult to identify copyright
	Brand and awareness distribution: Goodie bag hand out with Assems on Tour and build literature with stickers	Literature Distribution at Art Attack	Done (A&E Team)
	Happy birthday to us celebration	Social media	Done
	Happy Birthday & links to timeline & photos	E-Newsletter	Done
	Touring exhibition available to view (w/c Oct 15 th) – and stories that arise as a result	PR, social media	PR1 done
	Assems on Tour Event: Mercian Singers	E-Newsletter, PR, social media	A&E team
	Latest time lapse video of building work (w/c Oct 22)	Social media, blog, PR	Ron sorting Video wasn't great
	Assems on Tour posters in poster boards: Tamworth Voices	Literature	A & E Team
	Colour scheme chosen – pics of interior design swatches	PR, social media, blog	Still waiting for info
	Halloween – share old Herald article about Rod Farrant's ghost stories	Social media	A&E/Comms team
November	Overview of historic features being restored – steps, hall, motifs. Old pics of features that are being reinstated.	PR, social media, blog	In progress
	100-years on from WW1 – share pics and stories of soldiers stationed at Assems	Social media, blog	Done
	Assems on Tour: TACT	E-Newsletter, Social Media, PR	A & E Team
	What's on, Assems on Tour – bags distribution at Fireworks, Remembrance &	Literature Distribution	A & E Team

	Christmas Lights.		
	Insight into new stage technology	Blog	Jem – need to chase
	Touring exhibition update – new location	PR, social media	Comms – in progress
December	Launch of new video showing project so far, interviews with contractors etc	Social media, blog, E-Newsletter, You Tube, Website	A & E Team Expected w/c Dec 10
	Assems on Tour. Tamworth Voices: St Editha's Concert & John Lewis Concert	Social Media, Blog, Website, PR	A & E Team Done
	Assems on Tour: Tamworth Voices/ Mercian Singers/ Panto	PR, social media, E-Newsletter	Comms Team & A&E Team Done
	Dec 2 is 55 years since Rolling Stones performed. Call out for memories of the event from anyone who was there	PR, social media	Struggling for pictures
	Extension taking shape – pics inside? Glass installed?	PR, social media, blog	?
	Day in the life of the site manager	PR, social media, blog	Comms – in progress
	Apprenticeship opportunities provided by development	PR, social media, blog	Comms – in progress
January	Promote oral history project and share first video snippets	PR, social media	
	Launch of Tamworth Assembly Rooms as focus of new Tamworth campaign – identify associated activities for the year. Visit England Queen Victoria campaign (200 years since her birth), 130-year anniversary. Countdown to opening.	PR, social media	Ideas in discussion phase
	Hard hat tours of the building to begin starting with invited guests, use pics from councillors tour to promote public tours	PR, social media	Comms
	Hard hat tours follow up PR	PR, social media	Comms
	Touring exhibition new location	PR, social media	Comms
	Construction phase update? New time lapse video?	PR, social media, blog	
February	Touring exhibition update – new location	PR, social media	
	New What's On brochure launch including project update and Assembly Rooms on Tour productions	PR, social media, printed copies to homes, email database	
	Year of the Assems' update?	PR, social media	
	Public hard hat tours pre and post PR	PR, social media	
March	Construction phase update?	PR, social media, blog	
	Development of new town tours for schools – snippets from trial workshop?	PR, social media	
	Construction update?	PR, social media, blog	
April	Touring exhibition update – new location	PR, social media	
	Meet new Assembly Rooms' community ambassadors and what their role will be	PR, social media	
	New interactive heritage plans for the building, can we show some designs?	PR, social media	

May	Preview to Staffordshire Day at start of May – link with Assembly Rooms, countdown to opening	PR, social media, Enjoy Staffs	
	200 years since Victoria was born – can we get Victoria TV actress to engage? PR history around why theatre was built and how people of Tamworth paid for it	PR, social media, blog	
	Staffordshire Day linked activities – early bird sign-up offers to increase database?	PR, social media activities	
	Talk for community groups and volunteers – pics of a talk in action	PR, social media, blog	
	Touring exhibition update – new location	PR, social media	
June	Construction update	PR, social media, blog	
	Report from archaeological finds	PR, social media, blog	
	New talk for kids ‘What’s in the box’	PR, social media	
	Memories and history collection update, call for new memories ahead of anniversary	PR, social media	
July	Sneak preview behind the scenes so far? Walk round video?	PR, social media	
	What to expect from new-look theatre – features and facilities	PR, social media	
August	Call for relatives of MP who opened Assembly Rooms, Mayor who laid foundation stone and architect etc to attend launch?	PR, social media	
	Interviews with local groups – are they looking forward to going back to Assembly Rooms?	PR, social media	
	Plans for launch events	PR, social media	
	Plans for autumn programme?	PR, social media	
September	Teaser pictures of what’s inside?		
	Construction update	PR, social media, blog	
	Behind the scenes look at the new venue?	Tamworth Herald?	
	Build up to launch event PR – more early bird discount offers?	PR, social media, blog	
	Launch of new coffee table book	PR, social media, book for sale	
October	Planned events to celebrate 130 th anniversary	PR, social media	
	Launch event PR and anniversary celebrations	PR, social media	
	Launch event follow up	PR, social media	
	What’s next? New programme	PR, social media	

Venue marketing

In addition to the PR activities detailed above, there will also need to be a more specific marketing plan around branding, advertising and the development of brochures, leaflets and literature, but this has yet to be determined.

Internal and members comms

TBC employees will be kept up to date as part of the regular news updates email which is sent by the comms team. Councillors receive weekly Members Information Bulletins which include all press releases sent that week.

Members will also be invited on a hard hat tour in Dec/Jan.

Risks

Risks to the delivery of the communications plan include delays in the project due to unforeseen issues, a lack of information available from the relevant teams, or lack of engagement from members of the public, particularly around activities such as the touring exhibition, oral history and calls for stories to be shared.

Regular project board meetings will enable us to identify and plan mitigation for any risks as and when they arise.

Evaluation

More work needs to be done around quantifying the success of this communications plan, but measures could include:

- Increase in social media followers and click throughs
- Increased mailing list sign up from people in Tamworth and outside the area
- Positive feedback and reviews of the venue
- Engagement with new partners and sectors
- Snapshot surveys online and at events to determine whether people are aware of redevelopment project
- Increased attendance at theatre events
- Increased advance ticket sales

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PHOTOGRAPHS OF INTERNAL BUILD







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FINANCIAL ANALYSIS

Total budget currently available, made up of Capital and other contributions, as below:-

CAPITAL

HLF	715,686
Tamworth Borough Council	1,183,660
Arts Council	365,000
SLGF	2,210,329
Total Capital	4,474,675 ¹

OTHER

HLF - Activity Plan	187,708
Land Value - Transfer from SCC	67,500
Volunteers Costs	81,000
Total Other	336,208

Total Assembly Rooms Budgets **4,810,883**

Revised Costings as of 6/12/18 5,079,394²

Budget Shortfall **268,511**

¹ Excludes £50k public contributions not realised

² This figure will be updated at the meeting

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RE-ENGINEERING CONTROL

Further Value Engineering and Underspend options			
Area	Amount		
Public Realm Works Budget	£32,000		
Interpretation	£20,000		
Education Activities	£5,000		
Chandeliers	£10,000		
Acoustic curtains	£20,000		
Digital Signage	£10,000		
Furniture budget reduction	?		
Paint spec reduction	?		
wainscoting scope reduction	?		
airhandling under gallery	?		
back stage floor finishes	?		
reduce spec of binstore	?		

likely 
 possible 
 unlikely 

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TUESDAY, 11 DECEMBER 2018

REPORT OF THE PORTFOLIO HOLDER FOR HERITAGE AND GROWTH

BUILDING CONTROL SERVICES

EXEMPT INFORMATION

None

PURPOSE

To seek approval to terminate the existing arrangements for the delivery of the Councils Building Control responsibilities and enter into a new arrangement.

RECOMMENDATIONS

It is recommended that Cabinet:

- a) Approve the proposal to enter into a new Building Control Partnership with Lichfield District Council, South Staffordshire Council, Nuneaton & Bedworth Borough Council, South Derbyshire District Council and North Warwickshire Borough Council with effect from 1 April 2019 to be hosted by Lichfield District Council;
- b) Authorise the Chief Executive following consultation with the Portfolio Holder for Heritage and Growth to:
 - i. Approve the terms of the new Building Control Partnership and to enter into any necessary agreements or arrangements;
 - ii. Subject to terms for the new Building Control Partnership being agreed, and similar approvals being obtained by Lichfield District Council and South Staffordshire Council, approve the arrangements and terms for the termination of the 2015 Building Control Collaboration Agreement between the Council, Lichfield District Council and South Staffordshire Council and to enter into any agreements or other documents required to document the termination;
- c) Authorise the Chief Executive, following consultation with the Portfolio Holder for Heritage and Growth, to agree the detailed terms upon which Lichfield District Council will discharge the building control functions set out at Appendix A;
- d) Approve that a retained fund be established to manage the surplus redistributed from the existing partnership.

EXECUTIVE SUMMARY

The Council currently has delegated its building control functions to Lichfield District Council which are undertaken as part of a partnership between Tamworth Borough Council, Lichfield District Council and South Staffs Council. Work has been ongoing for a number of years looking at ways of ensuring that the Partnership remains efficient and effective with particular emphasis on the expansion of the Partnership. It is considered that expanding the partnership will lead to efficiencies, will help with staff recruitment and retention, provide resilience, protect and increase market share and lead to opportunities for business growth. It is therefore proposed to terminate the existing partnership and to commence a new partnership between Lichfield District Council, South Staffordshire Council, Nuneaton & Bedworth Borough Council, South Derbyshire District Council and North Warwickshire Borough Council with effect from 1 April 2019 to be hosted by Lichfield District Council. Further work is

required to finalise the partnership agreement and it is proposed that to enable this work to be done and the new arrangements to be put in place on the 1st April 2019 that the Chief Executive in consultation with the Portfolio Holder for Heritage and Growth is given delegated authority to finalise the new arrangements and agreements.

OPTIONS CONSIDERED

1. Return the function in-house

This option is dismissed due to the likely increase in costs to the authority and the lack of resilience.

2. Outsource

This option is dismissed due to the likely increase in costs and the deliverability of the option. Given the building control market in Tamworth is small, it is unlikely that private a firm would wish to undertake the full range of services (elements are non-chargeable) which would then need to be undertaken.

3. Seek a new partnership

This option is dismissed as there is likely to be no cost benefit. Neighbouring authorities are part of the proposal and therefore travel costs may increase.

4. Do nothing

The existing Partnership could carry on (assuming the other parties wished it to), however, it is estimated that income may reduce and net costs would rise.

RESOURCE IMPLICATIONS

The Council currently contributes £35,200 per annum as well as officer time and it is proposed that this remains unchanged for years 1 to 3. Each Council will make the same contribution to cover the costs of the service. The draft partnership agreement requires the host to provide to us a financial statement by the end of November that details the following years costs. The governance arrangements should ensure that costs are known and agreed in advance of this date. The business plan identifies that from year 4, it is hoped to charge each partner an actual cost for non chargeable work undertaken in their area. As Tamworth is one of the smaller authorities and has less non-chargeable work activity taking place, this is likely to lead to a reduction in costs. However, this will be subject to review in year 3.

There exists a surplus from previous years activity that was due to be reinvested in the service. This will be split equally at the end of the existing partnership and returned to each authority for investment in building control activity in the future (currently estimated at £20k to £50k dependent on spend by 31st March).

A member of staff was subject to TUPE to the shared service in 2009. If Tamworth were to withdraw there is currently no obligation in either the existing or future agreement that would require Tamworth to take back staff.

LEGAL/RISK IMPLICATIONS BACKGROUND

The Council has received legal advice on how to exit the existing partnership and enter into the new one which is reflected in the wording of the recommendations. The advice recommends that Tamworth BC, Lichfield DC and South Staffs Council agree in writing (by deed) that the Collaboration Agreement is to terminate and then document the consequential changes, transfers and apportionments. This can either be dealt with in the new Agreement or in a separate document.

Advice has been received on the delegation of functions in relation to the Sections 9EA and 9EB, Local Government Act 2000 (2000 Act) and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 (2012 Regulations) which is reflected in the wording for the recommendations.

Further advice has been received on the use of the existing surplus and there is nothing to preclude Lichfield District Council distributing the surplus between the existing 3 Councils, however, this can only be used to invest in Building Control Services. It is recommended a retained fund be established to manage this fund. Advice has also been given on the governance requirements and this will be utilised in finalising the partnership agreement.

A number of risks have been identified as part of the business case.

SUSTAINABILITY IMPLICATIONS

The business case for the expansion of the partnership is based on providing economies of scale, increasing staffing resilience and strengthening market share to lead to keeping net costs at the same or lower level.

BACKGROUND INFORMATION

Building standards ensure a built environment that is safe, healthy, accessible and environmentally sustainable. The minimum building standards are set out in the Building Regulations. These standards reflect the Council's priorities in terms of what they want to achieve from the built environment.

Building Regulations are highly comprehensive, far reaching and cover all aspects of building design and construction. From structure and fire safety to energy efficiency and sound transmission. They form a significant part of government plans to reduce carbon emissions and provide a sustainable environment. Local authorities have a statutory duty to enforce these standards.

Contravention of the Building Regulations is a criminal offence and powers exist to prosecute offenders and pull down or remove defective work. Building Control Officers work closely with builders, architects, engineers and the public to advise and carefully monitor progress of building work. Completion Certificates are issued to confirm compliance.

The Building Control Service as it relates to plan checking and inspections generates income through the payment of fees. However functions such as advice and enforcement are funded directly from revenue. The service is unique for an enforcement body in that, whilst being responsible for non-rechargeable statutory functions, it also has to compete for its fee-earning work against private sector companies who are commercial, profit-making organisations. These companies have no enforcement powers and must hand back work to Building Control when enforcement is needed.

In December 2008, Cabinet recommended that Council consider a proposal to create a shared building control service with Lichfield District Council due to the benefits identified. On the 24th February 2009 Council approved the proposal. In December 2011 Council approved the expansion of the existing Partnership to include South Staffordshire Council. In October 2014 Cabinet approved the renewal of the partnership agreement.

The current Partnership, which consists of the portfolio holder from each of the three authorities indicated their willingness to expand the Partnership on the understanding there were no increase in costs to the Councils. Since 2016, work has been ongoing involving all the Districts and Boroughs across Staffordshire to consider opportunities for improving resilience and reducing costs. Furthermore, adjacent Districts showed an interest in participating. An outline business case was prepared and developed. However in 2017 Stoke, Newcastle and Moorlands advised that they no longer wished to participate and earlier this year Stafford and Cannock also withdrew from the project. East Staffs Council have stated that they are interested in participating in the future but not at the current time. The business case has therefore been revised and the proposed new partnership will cover Tamworth BC, Lichfield DC, South Staffs District Council, Nuneaton and Bedworth BC, North Warwickshire BC and South Derbyshire DC.

The proposal is to establish a shared service, providing a full range of building control services to the partners and their customers. The partnership is to be hosted by Lichfield District Council. A business case has been developed as part of the project.

It is proposed that whilst Lichfield will host the partnership and employ the staff, management oversight will take place via a management steering group which will consist of a representative from each authority. The purpose of this group will be to provide client monitoring. It will receive detailed

performance reports, business plans, budgets and any proposals for fee changes. There will also be a Partnership Advisory Board or shared service joint committee which will consist of the relevant portfolio holder from each authority and the officer. The purpose of this group will be to receive high level performance reports and make recommendations on service delivery. The final terms and governance arrangements need further work, to be clear about how decisions are taken and the roles and responsibilities of the officer and members groups and to reflect this in the partnership agreement.

The Council currently contributes £35,200 to the Partnership, as do Lichfield DC and South Staffs Council. This covers the cost of the non-chargeable work. It is proposed that initially the contribution will remain at be £35,200 but the business plan considers amending how cost are apportioned from year 4. This could lead to a lower cost to Tamworth BC.

REPORT AUTHOR

Matthew Bowers, Assistant Director Growth and Regeneration

LIST OF BACKGROUND PAPERS

Report to Cabinet, "Building Control Service", 17th December 2008

Report to Council, "Building Control Service", 24 February 2009

Report to Cabinet, "Building Control Partnership", 23rd November 2011

Report to Full Council, "Building Control Partnership Agreement Amendments" December 2011.

Report to Cabinet, "Southern Staffordshire Building Control Partnership Agreement Renewal", October 2014

Draft Business Case

APPENDICES

- A. Building Control functions

Draft list of Building Control Functions to be delegated to Lichfield District Council

1.0 Building Control Functions

1.1 Work for which a charge is made

- a) The passing of or rejection of plans of proposed work deposited in accordance with Section 16 of the Building Act 1984
- b) Site inspections in connection with plans that have been deposited
- c) Site inspections in connection with work for which a building notice has been given
- d) Consideration of plans of work reverting to local authority control from an approved inspector, and inspection of that work
- e) Responding to applications for regularisation certificates for work carried out without the benefit of an approval
- f) Work relating to applications deposited through the Partner Authority Scheme
- g) Control administration and use of Dangerous Building powers as detailed in Section 78 of the Building Act 1984 (includes recovery of reasonable expenses)
- h) Carry out enforcement action as detailed in Sections 35 to 38 of the Building Act 1984 (includes recovery of costs)
- i) [Supply of information under the Environmental Information Regulations \(excluding public registers\).](#)
- j) [Discretionary Services authorised by the Partnership Advisory Board and Host Council's financial procedures.](#)

1.2 Works for which a charge is not currently made

- a) Give general advice to members of the public, their representatives and other Council departments on all aspects of the Building Regulations including charges information. This information will be given upon request at all normal times
- b) Give pre-submission advice on specific projects regarding the requirements of the Building Regulations and associated legislation and contribute to the Development Team Approach
- c) Carry out the Building Regulations function in relation to applications for work which are aimed to provide facilities designed to secure the greater health, safety, welfare or convenience for disabled people
- d) Inspections to identify unauthorised building work
- e) Undertake the administration of the Approved Inspector legislation and maintain an Initial Notice register
- f) [Undertake the administration and maintenance of the Competent Persons Scheme register.](#)
- g) Supply reports of Building Regulation commencements, completions, applications received and ad hoc reports to relevant Heads of Service and selected external agencies (a nominal charge may be reasonable in certain cases)
- h) Participate in county, regional and national Building Control/Regulation meetings and initiatives
- i) Respond to the requirements and recommendations of the Audit Commission
- j) Control and administer the demolitions legislation as detailed in Sections 80 to 83 of the Building Act 1984
- k) Control and administer dangerous buildings as detailed in Section 77 of the Building Act 1984
- l) Control and Administer dilapidated buildings and neglected sites as detailed in Section 79 of the Building Act 1984.
- m) Control and administer the raising of a chimney as detailed in Section 73 of the Building Act 1984.
- n) Contribution to e-government agenda and developments

- o) Supply reports at the end of each financial quarter of Building Regulation information including commencements, completions, applications received, applications determined and ad hoc reports to relevant Heads of Service and selected external agencies.

3. Miscellaneous

- a) Provide up to date information and guidance for customers and members of the public through leaflets and the authority's' website. The views of customers are to be regularly sought, all in accordance with the Customer Care Policy document.
- b) The officers of the Building Control Service shall continue to maintain records to support the provision of information for Planning, Land Charges and Government housing statistics in accordance with the Business Plan.
- c) Provide technical advice regarding disabled access and facilities to any individual or local Access Group.

REPORT OF THE PORTFOLIO HOLDER FOR HERITAGE AND GROWTH**DESIGN SUPPLEMENTARY PLANNING DOCUMENT****EXEMPT INFORMATION**

None

PURPOSE

To seek approval to undertake consultation on the Draft Design Supplementary Planning Document included within Appendix 1.

RECOMMENDATIONS

1. That Cabinet resolves that the attached Draft Design Supplementary Planning Document be taken forward into a 4 week consultation period.
2. That Cabinet authorises the Assistant Director Growth and Regeneration to make minor changes to the Draft Design Supplementary Planning Document prior to consultation.
3. That Cabinet receives a further report on the outcome of the consultation and a final version of the Design Supplementary Planning Document for approval.

EXECUTIVE SUMMARY

Chapter 12 of the National Planning Policy Framework (NPPF) Achieving well-designed places, sets out government's expectations of design policies to deliver sustainable development.

Paragraph 126 specifically sets out the role of detailed guidance which the Tamworth Draft Design SPD is seeking to do:

To provide maximum clarity about design expectations at an early stage, plans or supplementary planning documents should use visual tools such as design guides and codes. These provide a framework for creating distinctive places, with a consistent and high quality standard of design. However their level of detail and degree of prescription should be tailored to the circumstances in each place, and should allow a suitable degree of variety where this would be justified.

In adopting a Design SPD the Council will be strengthening a key policy within the adopted Local Plan that can be applied and enforced to a greater degree. This approach would satisfy paragraph 126 of the NPPF.

Supplementary Planning Documents add further detail to policies within a local plan. They can be used to provide further guidance for development on specific sites or on particular issues, such as design. The adopted Tamworth Borough Council Local Plan 2006-2031 makes reference within Policy EN5 Design of New Development, that further detailed guidance on this policy will be set out within the Design Supplementary Planning Document. This document will illustrate how Policy EN5 will be applied and implemented.

Detailed design guidance has been identified as a priority for the Council for a number of

years in view of the ambitions leading up to the Local Plan. The delivery of housing is well underway and whilst the Design SPD will have little influence on these its impact will be more effective in guiding development of difficult sites that are in prominent or sensitive locations, such as regeneration areas, which need to respond to local character and identity.

The purpose of the Design SPD is to:

- Promote good design
- Provide information on planning application requirements
- Provide basis for determining application on design matters
- Provide framework for refusing application on design matters
- Improve understanding of what constitutes good design
- Promote sustainable development
- Guidance on consideration of Tamworth's diverse heritage
- Design Guidance for Tamworth town centre
- Design Guidance for residential and commercial development
- Guidance on infill and backland development, plot subdivision and intensification
- Guidance on materials
- Sustainable development & climate change
- The planning and design process
- Implementation of the guide

The foreword section of the SPD contains holding text. This will be replaced following consultation. There are also other areas which will be added relating to open space, industrial and commercial areas and further guidance relating to the town centre. These changes are currently being revised to inform the consultation version of the SPD.

OPTIONS CONSIDERED

The Council does not have detailed design guidance for developers but general aspirations are contained within policies EN5 Design of New Development and EN6 Protecting the Historic Environment. This approach could continue but in doing so the Council will be at odds with the National Planning Policy Framework that strongly advocates the promotion of sustainable development through detailed design policies. The stated intention within Policy EN5 is that further detailed design guidance will be set out within the Design Supplementary Planning Document.

RESOURCE IMPLICATIONS

The main resource implications going forward are in the production of printed materials for the consultation, advertisement fees and staff resources in answering any questions from the public regarding the consultation. There are also regulatory requirements to produce assessments of the potential impacts of an SPD that will require staff time.

The Draft SPD will be revised where necessary following consultation. Comments will be compiled with a view to refining the document and adding further illustration where required to enable the production of a final document. All expenditure can be accommodated within current department budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

The Council provides guidance to developers and agents based on policies within the adopted local plan. In some areas, as is the case with design matters, the guidance is provided in a general policy with detailed guidance being delegated to a further document. In the absence of detailed guidance, these policies are open to interpretation and as a result extensive dialogue may take place with a view to amend elements of an application where officers come to a different view to the applicant. There are also implications for decision making on planning applications where reasons for approving or refusing applications must be clearly set out, Where there is an absence of clear guidance to reach a decision, it opens the Council up to challenge. The Design SPD will allow for greater transparency in decision

making but also potentially lead to reduced design discussions saving staff time. Potentially, the pre-application discussions will be more focussed and allow for applications to be better informed and potentially submitted earlier.

SUSTAINABILITY IMPLICATIONS

The basis of the NPPF is to promote sustainable development that is to be achieved through detailed guidance at a local level through Supplementary Planning Documents. Through adopting the Design SPD, the Council will be setting out its requirements for sustainable development and use this as a basis for refusing schemes that do not meet guidance within the SPD.

BACKGROUND INFORMATION

The adopted Tamworth Local Plan 2006-2031 contains policy EN5 Design of New Development that provides some general guidance to be considered as part of the design process for new development:

High quality buildings and places will be achieved across Tamworth with particular attention paid to the enhancement of the town centre, conservation areas, the Sustainable Urban Extensions and Regeneration Priority Areas. Poor design or design that fails to take the opportunities available to improve the character and quality of an area and the way it functions will be refused.

New developments will be expected to:

- a) Respect and where appropriate reflect existing local architectural and historic characteristics but without ruling out innovative or contemporary design which is still sympathetic to the valued characteristics of an area.*
- b) Take into account the impact of the proposal on the significance of heritage assets.*
- c) Be of a scale, layout, form and massing which conserves or enhances the setting of the development.*
- d) Utilise materials and overall detailed design which conserves or enhances the context of the development.*
- e) Be outward facing with active frontages which incorporate landscaping and boundary treatments appropriate to the local context.*
- f) Be legible and allow users to navigate the area with ease by providing landmark buildings at key locations and a choice of routes to walk, cycle or drive along.*
- g) Minimise or mitigate environmental impacts for the benefit of existing and prospective occupants of neighbouring land. Such impacts may include loss of light, privacy or security or unacceptable noise, pollution, flooding or sense of enclosure.*
- h) Pay particular regard to highway safety and servicing requirements, the capacity of the local road network and the adopted parking standards set out in Appendix C.*
- i) Incorporate landscaping appropriate to the site, using native species wherever possible.*
- j) Maximise health benefits through the incorporation of usable open space and footpaths and links to the wider green infrastructure network, in accordance with Policy EN3.*

Where appropriate, proposals will be referred to local and sub-regional design review panels to provide objective design advice.

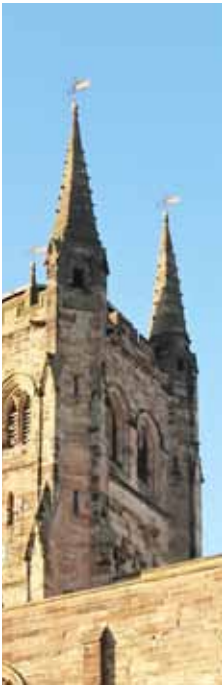
Further detailed design guidance will be set out within the Design Supplementary Planning Document.

REPORT AUTHOR

Sushil Birdi x279

LIST OF BACKGROUND PAPERS

APPENDICES



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Foreword

Foreword text to be agreed and added



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1.0

Introduction



1.0 Introduction

1.1 The Design Supplementary Planning Document (SPD) has been produced by Tamworth Borough Council in order to provide design guidance to those who are considering activity which will result in physical change within the built environment.

1.2 The document is supplementary to the design and development guidance which is set out with the Tamworth Borough Local Plan and should be consulted alongside the Borough's other adopted policies.

1.3 The design guidance provided within this SPD has been informed by a national design best practice, a character survey of Tamworth and by consultation with officers, members and the wider community.

1.4 The Design SPD has been formally adopted as a planning document and forms part of Tamworth's Development Plan.

Purpose

1.5 Tamworth is a historic settlement which has managed to retain much of its distinctive character particularly within its town centre. There are a number of other historic locations within the Borough which have also retained their townscape and landscape character however despite these survivals much to the post war residential expansion of Tamworth has often lacked the design quality of the past.

1.6 The Tamworth Design SPD encourages those seeking to bring forward development and physical change within the borough to respect established character but where appropriate the aspiration is to ensure that new buildings and spaces can result in positive enhancement through innovation as well as through sensitivity.

1.7 Successful design can help to strengthen local distinctiveness, improve the health and wellbeing of users, and should also aim to yield socio-economic benefits for both developers and the wider community. Good quality design must have sustainability at its core, creating commercial and environmentally benign developments for the long term.

Planning Context

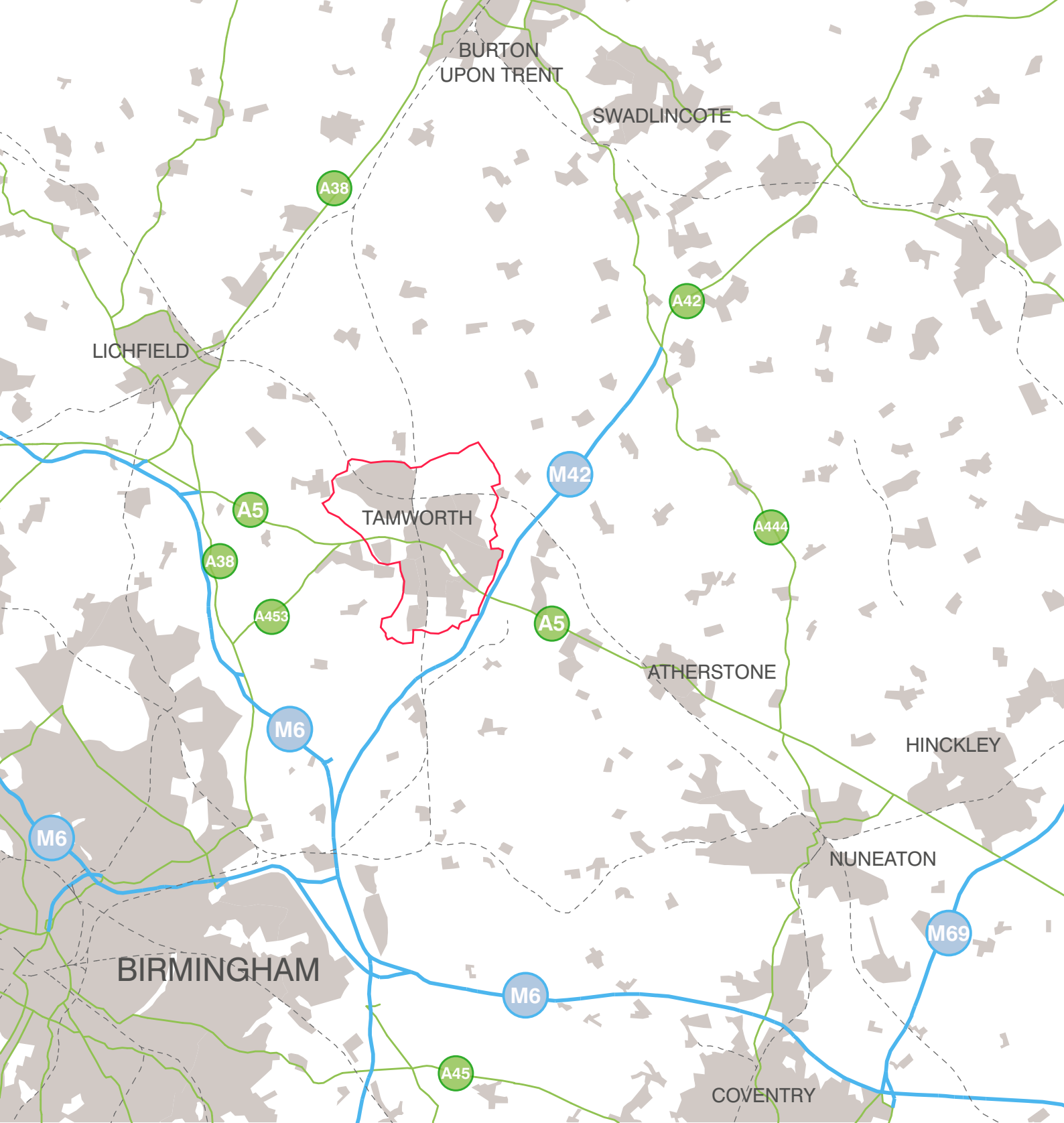
1.8 The National Policy Planning Framework (NPPF) (MHCLG, 2018) recognises the value of well-designed buildings and places and encourages local authorities to adopt policies which enhance the quality of place. The NPPF encourages local authorities to produce SPD's and design guides which contain visual material to help communicate their quality aspirations to applicants.

1.9 This document aims to support applicants in preparing and submitting good quality schemes, which meet national and local planning policy requirements, for planning permission and aid successful navigation through the council's Planning process. It does not present new planning policy, and should be read in conjunction with the adopted Tamworth Borough Local Plan.

1.10 It provides additional guidance in order for applicants to meet the requirements set by the following Local Plan Policies.

1.11 Tamworth does not publish any other SPD's which relate to the design of the built environment. The Planning Obligations SPD (August 2018) is currently the only other adopted SPD.

1.12 The Borough of Tamworth currently contains seven conservation areas, all of which have character appraisals and management plans. Any proposals for development within one of the town conservation areas must consult the relevant appraisal and management plan.



Wider Context

- Tamworth Borough Boundary
- Motorway
- Primary Routes
- - - Railway Network
- Urban Area

1.0 Introduction

Document Structure

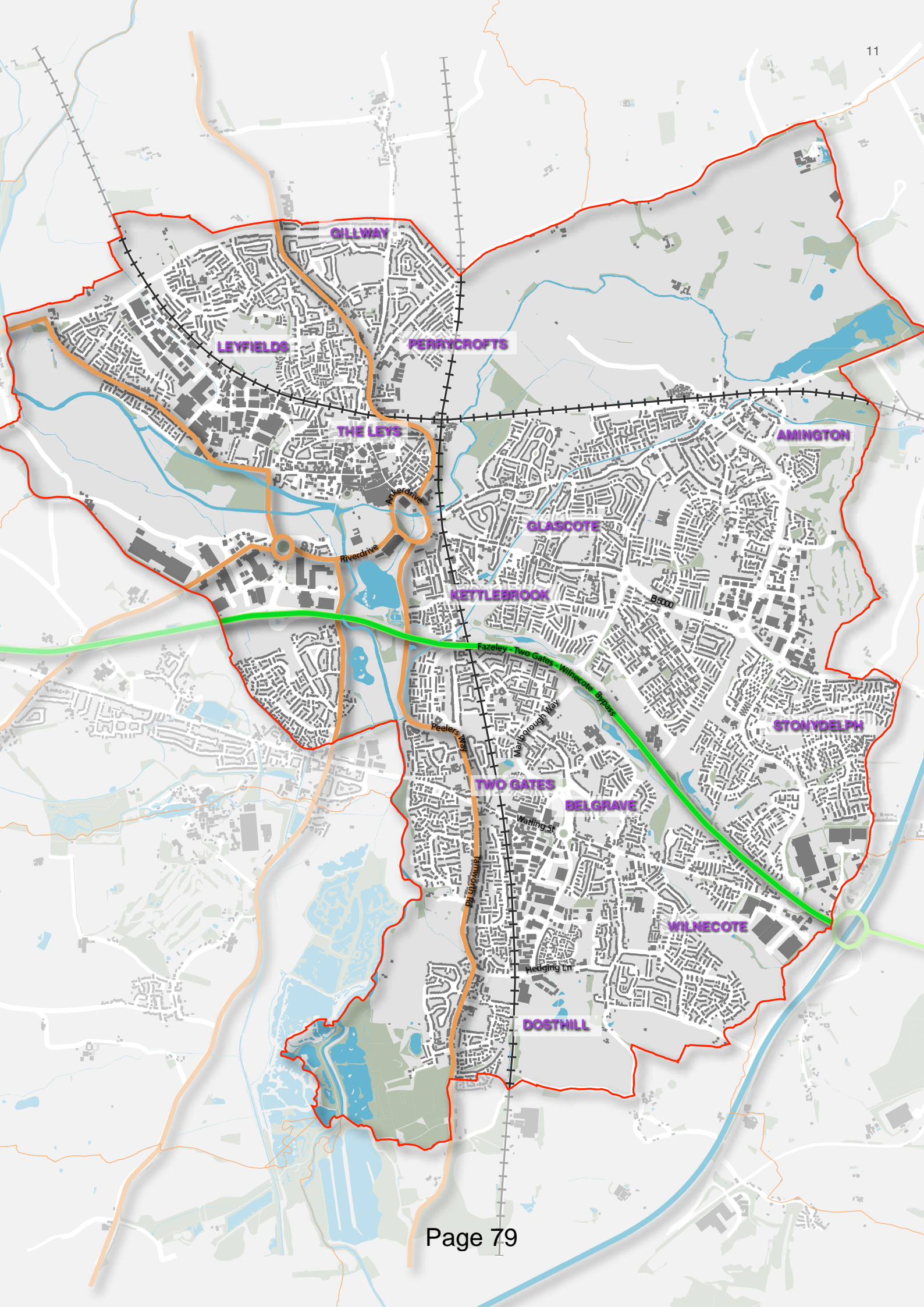
1.13 This document has been prepared to ensure the necessary and proportionate design guidance can be easily found for the different types of development within different locations within Tamworth. General design principals and guidance are contained with the body of the SPD with more detailed design guidance provided within the Appendices.

Part 2: Tamworth, an introduction to the borough its history and the opportunity it presents for new development.

Part 3: Good Urban Design highlights overall principles of good Urban Design and illustrates best practice guidance.

Part 4: Development Guidance sets out the specific requirements and guidance to be considered for the different types of development and planning applications.

The appendices provide supplementary guidance concerning Heritage and Climate Change.





2.0

Context



2.0 Context

Historic Development

2.1 Tamworth can trace its origins back at least as far as the Romans with fragments of building materials having been excavated from this period within the town centre. It was however during the Anglo-Saxon period that Tamworth becomes important nationally as the capital of Mercia. Despite attacks from marauding Danes and its repeated destruction the town remained capital of Mercia until C10th.

2.2 Tamworth Castle, which remains one of the towns dominant landmarks, was constructed shortly after the Norman Conquest probably on the site of an earlier Saxon fortification. During the middle ages Tamworth was a small market town and was granted a market charter in the early C12th. The town was destroyed by fire in 1345 but was rebuilt and subsequently continued to grow.

2.3 During the C16th and C17th Tamworth fell victim to the plague on various occasions and during the English Civil War the Castle was besieged but remarkably survived the usual destruction.

2.4 By the early C19th the population of Tamworth was still only around 3000 but during this period of rapid industrialisation the fabric of the town, its infrastructure and institution as well as its population were all transformed. The Midland Railway arrived in Tamworth in 1847 and this was closely followed by the London and North Western Railway.

2.5 During the late C19th and early C20th Tamworth see gradual urban expansion and population growth. The geographic extent of the town remained remarkably compact throughout the C19th and early C20th with little development to the south of the River Tame or the north or east of the two railways. Isolated detached settlements such as Kettlebrook and Glascote begin to grow during this period but remained distinct and separate from the historic town.

2.6 During the post war period a significant volume of residential development takes place. In the 1950's residential areas such as The Leys,

to the west of the town centre, Perry Crofts to the north and Bolehall to the south-east begin to emerge. By the mid 1960's these residential suburbs have consolidated and been joined by additional new communities such as Ley Fields to the north west. In 1965 Tamworth was designated an 'Expanding Town' and its growth during this period aimed to accommodate overspill population from Birmingham.

2.7 During the 1970's and throughout the rest of the C20th residential development around the perimeter of the town has continued with earlier suburbs merging and open spaces which once separated historic settlements being constrained or lost.

2.8 The urban area of Tamworth has today extended to the borough boundary in most areas where there is not a physical constraint. The population of the town has grown and is estimated to be just under 80,000.

Tamworth Today

2.9 Tamworth is situated approximately 21km to the north east of Birmingham city centre, 37km west of Leicester and 36km south west of Derby. Most of the major population centres of the East and West Midlands are under an hours drive from the town centre.

2.10 Tamworth is well connected by road (M6 Toll 7km to the west and M42 just to the east of the borough boundary) and by rail (Tamworth High Level and Wilnecote stations connecting to Birmingham and Derby and Tamworth Low Level station connecting to Manchester and London).

2.11 Although the historic town centre retains its historic street pattern and many listed buildings its retail vibrancy, which is essential to its long-term sustainability has been challenged by the development of extensive edge of town and out of town retail development located to the south. Large multiple retailers clustered around free parking provides a convenient format which the historic core has struggled to match.

2.0 Context

2.12 Late C20th and early C21st residential development surrounds the historic town centre. These suburbs are often poorly integrated with railways, major highways, the River Tame and the canal weakening links between adjacent residential areas and creating a perception of fragmentation and weak integrated.

2.13 Although well-liked by residents, much of late C20th and early C21st residential development within Tamworth, which resulted from rapid expansion to accommodate overspill population from Birmingham, could be described as average. There is little evidence of exemplary or innovative housing. This may be partially a response to land values and the perceived market however the absence of appropriate quality benchmarks and guidance may have contributed to this situation.

Character Areas

2.14 The Tamworth Historic Character Assessment (Staffordshire County Council, April 2011) provides an extensive and detail assessment of the character of town, its suburbs and its remaining rural fringe. All character areas of the town have their special character, historic development and heritage significance described by the Assessment.

2.15 Tamworth contains seven designated Conservation Areas and each has its own Character Appraisal and Management Plan. These describe the special character of the area concern and provide broad guidance explaining how new development might respond to this character.

2.16 It is recommended that those seeking to design or develop within the Borough refer to the Tamworth Historic Character Assessment along with any relevant Conservation Area Character Appraisals and allow any understanding gained to inform their proposals.

Constraints

2.17 Much of the remaining undeveloped land within Tamworth is constrained by technical issues or by policy considerations. Some of the land located adjacent to the River Tame and River Anker falls within Flood Zones.

2.18 Elsewhere around the periphery of the Tamworth the possible landscape and visual impacts of development must be considered.

2.19 In areas such as Amington, to the north east of the town centre, the possible impacts of development on the settings of multiple designated heritage assets militates against comprehensive future change. Buried archaeology may also prove a constraint on some sites given the Borough's rich early medieval history.

Opportunities

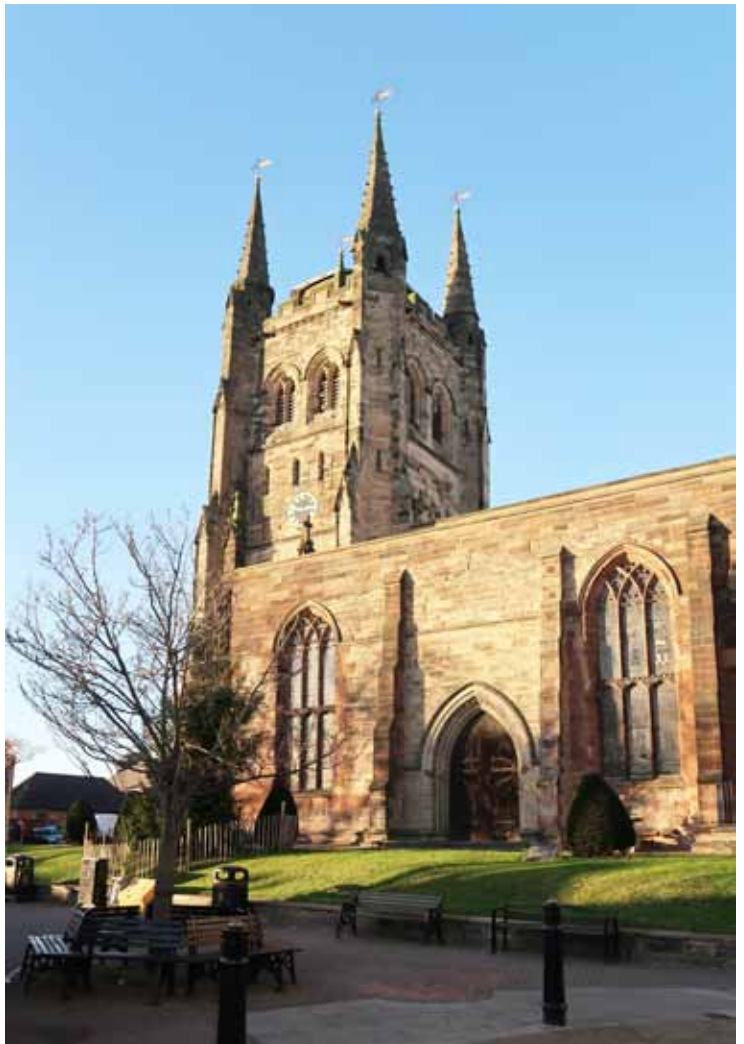
2.20 The Tamworth Borough Council Local Plan allocates a number of sites where residential and employment development will be encouraged.

2.21 Unallocated 'white land' may also provide an opportunity for appropriately justified development.

2.22 In addition to the large allocated sites there are multiple opportunities throughout the town for the replacement of or adaption of existing buildings. Where redevelopment takes place within conservation areas or other areas of visual sensitivity special care must be taken in order to ensure that impacts are minimised or fully mitigated through the design process.

2.23 Where estate renewal is to be taken forward within the Borough the opportunity should be taken to ensure the scale and massing of new development is informed by context and the streets are fully connected to the adjacent movement network.

2.24 It's worth noting that although the flood risk associated with the River Tame and Anker is a constraint, water and views of it, can provide an opportunity as well as adding value.





3.0

Principles of Good Urban Design



3.0 Principles of Good Urban Design

Good Design and Planning

3.1 The principles of good design are embedded within the planning system through the NPPF and the supporting web-based Planning Practice Guidance. This guidance recognises the role that well-designed places and buildings have in improving the health and quality of life of individuals and communities but also notes the relationship between the environment and sustainability and socio-economic performance.

3.2 In addition to the national planning practice guidance a wide range of best practice design guidance is easily available. This includes the material published by Design Council/CABE and Historic England.

Urban Design in Tamworth

3.3 Tamworth is environmentally diverse and is composed of a range of distinct places each of which has a unique identity. This means that a design response which might be appropriate for a site located within the historic town centre is unlikely to be the same as that for a greenfield site on the periphery of the settlement.

3.4 Throughout this document the need for designers to understand and respond to context is repeatedly emphasised. This is critical for new development in areas of visual sensitivity, such as conservation areas or area of recognised landscape value but it is also important for all other sites.

3.5 Where context allows designers to be innovative this opportunity should be taken. New approaches to construction, delivery and layout will be encouraged.

3.6 It is the aspiration of the Borough to improve design standards for new development and this SPD is seen as contributing to this process. In order to achieve design excellence however it will be necessary to ensure that all aspects of the design process are carefully considered. This will mean that developers and others seeking to bring forward development should ensure that project briefs are appropriate to the selected sites and that designers have the necessary qualifications and experience.

3.7 All major schemes and all sensitive schemes should be taken to the MADE (or other appropriate) design review panel subject to the guidance provided by the Planning Authority.

Best Practice Principles and Sustainable Design

3.8 Good urban and building design results in liveable environments that encourage active and healthy lifestyles and which engaged and delight users. Successful places must be socio-economically and environmentally sustainable.

3.9 Developments should follow existing published guidance, such as Building for Life 12 and Secured by Design 6 and consider the guidance provided in documents such as Manual for Streets. The following paragraphs set out general best practice guidance relating to the design of the built environment.

Massing and Materials

3.10 Buildings, structures and surfaces within the urban realm should work harmoniously together and complement each other. All new elements within the urban realm should consider the scale and materiality within their immediate context, as well as the overall character of their setting.

3.11 Poor quality synthetic materials will not be acceptable for use on development within conservation areas, within the settings of listed buildings or in other visually sensitive locations. Materials employed within sensitive locations should relate to established character.

3.12 Tamworth has an established and distinct character when it comes to building heights, both in the centre of town, as well as the rest of the borough. With the exception of the Balfour towers (located immediately to the west of the town centre) few domestic and commercial buildings within the borough exceed three storeys in height.

3.13 Developments in Tamworth are encouraged to take into consideration the scale and massing of their context and should avoid disrupting this without clear justification. Development proposals

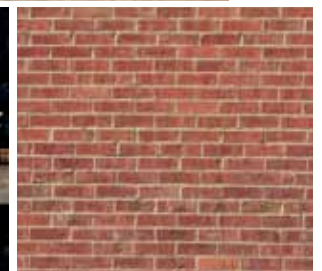
should consider the following where applicable when design proposals are being developed:

- impacts on views and settings;
- environmental impacts such as turbulence and overshadowing/air quality/noise;
- impacts on landscape and townscape character;
- Impacts on highways, access and transport
- impacts on the natural environment including trees/flood risk;
- Impacts on amenity and established use.

3.14 In addition to the above, developments should also consider how the space which surrounds them might be occupied/developed in the future. In some locations, taller buildings may be appropriate in order to signify a gateway or change of urban environment however consideration must always be given to possible impacts upon townscape character and the amenity of neighbours.

3.15 Tall buildings should be designed in accordance with the principles stated in this document and the relevant policies of the Tamworth Local Plan and with consideration to the existing urban character of Tamworth, which is generally low rise. For further detail tall buildings design guidance published by Historic England and archived guidance by CABI should be referred to.

3.16 Tamworth is largely a brick-built town with the majority of surviving buildings from the post-medieval period up to the early C20th being constructed from red brick. From the mid C20th onwards the material palette used within the town begins diversify with the introduction of other forms construction including concrete frames and panel systems. Most post-war low rise housing throughout the town has been constructed from brick although the brick type and colour varies considerably from scheme to scheme.



3.0 Principles of Good Urban Design

Public Realm

3.17 The public realm is the space in and amongst the built form that is open to the public. This includes streets, parks, squares, pedestrian walkways etc.

3.18 A successful public space can encourage people, both from Tamworth and from outside the town, to visit the space and should be designed and built to last. Temporary interventions like pop up shops, temporary exhibits or changing activities can also be used in designing the public realm as they can indicate whether a design is successful or not. Once the effects of the temporary design have been established, more permanent measures should be implemented, according to the results of the temporary intervention.

3.19 A good public realm should be human in its scale and respond to people's needs, while stimulating the senses. It should encourage a variety of activities and uses, whilst providing through routes and clear connections for pedestrians and cyclists alike.

3.20 Developments directly adjacent to the public realm (whether the street, formal or informal public space, including parks) must provide a positive interface to the public realm. A positive relationship to the public realm can include active frontages, a mix of uses or other innovative interventions that are visually and/or functionally interesting and serve to strengthen the role of the adjacent public realm. In doing so, the positive relationship between a development and its adjacent public realm will better integrate the development into the urban fabric, will promote activity, interest and a sense of safety to its setting.

3.21 The urban realm can become cluttered when little thought is placed on how all the structures and elements work together. For example, excessive and poorly co-ordinated street furniture or signage can degrade the visual coherence of the public realm. When thinking about the urban realm it is important to consider how all the contributing elements work together. It is worth considering consolidating elements, such as multiple signs in one place or rubbish bins and seating, in order to streamline the appearance of the public realm.



Public realm (Nine Elms, London)



Public realm (The Piece Hall, Halifax)

Street Design and Parking

3.22 Streets take up a large amount of the public realm and play a critical role in facilitating movement through urban areas. Therefore, the layout and design of streets is integral for the success of the urban environment. Effective street layout and design should:

- Improve the legibility of a place;
- Reduce crime;
- Encourage walking and cycling and recognise that pedestrians should be prioritised;
- Improve sustainability through the use of appropriate materials;
- Improve sustainability through encouraging lower speeds and, consequently, reducing vehicle emissions;
- Improve safety through encouraging reduced speeds along residential streets;
- Be flexible in use;
- Be inclusive in its design.
- Be permeable, that is, provide many ways to get from point A to point B.

3.23 Streets should function as a place, as well as provide access, ease of movement, parking and utilities. A well-designed street should help in forming a cohesive public realm with a good relationship between buildings and the wider public space. Streets should be identifiable places. The surface materials, trees, street furniture and layout should help create this sense of place. However, the indiscriminate use of street furniture and signage should be avoided, as this can take away from the quality of the street as public realm.

3.24 An important function of street is to accommodate movement. This should be done in an inclusive way and should not focus predominantly on motorised vehicles. Streets should provide a space for vehicles, cyclists and pedestrians to all move comfortably and should consider those with mobility difficulties.

3.25 Streets should be designed with all users in mind, including vulnerable pedestrians. Care should be taken when making improvements to streets and the public realm that elements such as 'shared space' will not have a negative impact on vulnerable users. 'Shared surface', where kerbs are removed from the street completely, can have a detrimental impact to visually impaired individuals navigating the street.

3.26 Streets should provide safe and legible access to buildings for pedestrians. Active frontages along building fronts are encouraged, as these can help provide the safety, legibility and interest which contribute to a successful street.

3.27 The street can usefully provide supplementary car parking capacity. There are a number of approaches to the provision of on street parking which can soften the visual impact of parked vehicles. These can help improve the vitality of the street, can contribute to safety and security and can act as a speed calming tool. However, poorly thought-out on street parking, particularly in residential neighbourhoods and area of visual sensitivity, can have a negative impact on the character and functionality of the street. It is important that parking is integrated into the design of a street and it is designed according to the street character.

3.28 Specific information on parking numbers and requirements for new developments can be found in the Tamworth Local Plan.

3.29 The design and location of drainage, lighting and other utilities should be co-ordinated and positioned to minimise future impacts on users.

3.30 Trees and grass verges can be used to line streets in order to help provide character and identity, but this should reflect the use and character of the context.

3.31 Street guard railing in the town centre and neighbourhood centres should be kept to a minimum, unless there is a clear and justified need for it. Equipment owned by utilities and third parties should also be minimised within the public realm.

3.0 Principles of Good Urban Design

3.32 As with most aspects of design in the built environment, streets should be designed with a collaborative and cohesive approach. The surrounding area and site characteristics should be considered carefully and, most importantly, the end result should serve the local community in a positive way.

3.33 In order to encourage activities within the public realm and in order to provide clear connections, the following elements will need to be designed successfully: street furniture, public art, signage and lighting.



On-street parking (Eddington, Cambridge)

Street Furniture

3.34 Street furniture should be designed to fit with the established character of the town but can also be innovative. It should be placed carefully according to the users' needs, and care should be taken not to over clutter the public realm with unnecessary furniture.



Street furniture (Television Centre, London)

3.35 Less and carefully co-ordinated and positioned street furniture will reduce visual clutter and improve the perceived coherence and quality of the space in which it is to be located.

Public Art

3.36 Public Art can make a substantial contribution to the appearance of urban areas and the public realm. It can contribute to the creation of a sense of place and transform a previously anonymous space into a unique and memorable one. It has a major part to play in making public areas more attractive, legible and interesting and can take many forms. Public Art can be integrated into a new development or into existing built fabric.

3.37 Public art can be incorporated into lighting, street furniture, signage, public realm surfaces, new media as well as being provided as conventional free standing sculptures.



Public Art (Piccadilly Place, Manchester)

Street Signage

3.38 Street signage should be used to help with the legibility of a place and with way-finding. However, too much signage can create visual clutter and reduce the value of the public realm. Innovative signage solutions can be used to avoid cluttering and to simultaneously provide pieces of public art – for example legibility maps within bus shelters, the use of paving and floorscape art as signage etc.

3.39 Much of the present signage that clutters the streetscape is for the benefit of motorised users. An effort should be made to move this type of signage away from the footway and safely

into the roadway. Alternatively, some signage can be consolidated onto a smaller number of signage poles to free up more space for pedestrian movement.



Wayfinding signage (Bath, UK)

Lighting

3.40 Lighting is an important element of the public realm. Lighting can be used creatively in order to enhance the public realm and transform spaces. Lighting does not have to be limited to conventional lighting columns and lighting bollards and can include schemes which can sensitively reveal the architectural quality of landmark and historic buildings.

3.41 Lighting can help reduce night time crime and vandalism, reduce night time accidents and help make users feel secure. Lighting should be integrated within the design of a place and not just be an afterthought. Additionally, when looking at lighting options, the canopy of trees and projected tree growth should be taken into account, as well as national guidance and standards on lighting design.

3.42 The positioning of lighting columns or bollards should consider users' needs, and, in particular, users with disabilities or people with pushchairs. Site context is also an important aspect of lighting design – for example, over lighting in residential areas should be avoided, as it can lead to light pollution and high energy consumption. The positioning of lighting fixtures and the quality of light must also take into account the sensitivity of the historic and natural environment.



Street lighting (Warrior Square Gardens, Southend)

Sustainable Design

3.43 Development should achieve higher levels of sustainability through landscaping and green infrastructure provisions. The Local Plan sets a clear approach to planning policy in relation to sustainable design. Landscape protection and enhancement should be a consideration when development proposals are designed. Requirements for; Green and Blue Infrastructure and Protecting and Enhancing Biodiversity are set out within the Tamworth Local Plan.

3.44 The river and canal corridors running through the Borough together with the towns parks contribute to its generally green character. Major transport corridors are often lined with woodland and tree plants which contributes to the reduction and mitigation of carbon emission, as well as to encouraging biodiversity.

3.45 Walkability and accessibility are important factors in sustainable Urban Design. Residential developments should ensure that they are located within 400 metres of an existing or planned bus stop. Additionally, all developments should encourage access through walking, cycling and public transport, which in turn can improve the health and happiness of the town's residents.

3.0 Principles of Good Urban Design

3.46 Sustainable Urban Design creates buildings and developments that are environmentally friendly, socially cohesive, promote a healthy lifestyle and are economically viable. All of these aspects will need to be addressed for a development to be truly sustainable.

3.47 In order to be environmentally sustainable a development has to deal with issues such as orientation, energy consumption and carbon emissions, transport modes, water usage and drainage, green infrastructure and biodiversity. Some of the key principles of sustainable design are listed below.

3.48 New developments should:

- Encourage the use of public transport, create walkable neighbourhoods and encourage cycling;
- Be built with regard to site context and orientation in order to minimise energy consumption, but also minimize overheating in the summer;
- Make use of brownfield sites or use existing buildings to make use of the embedded energy;
- Make use of existing or planned infrastructure, including District Energy Networks;
- Use sustainably and locally sourced or recycled materials where possible with sustainable building methods in order to minimize their carbon footprint;
- Encourage adaptive reuse of buildings in order to minimize resource waste;
- Use modern building materials and methods, such as triple glazing and green roofs, to maximise sustainability and minimise impact to the environment;
- Encourage high density design where appropriate in order to use land efficiently;
- Encourage developments that are energy, water and natural resource efficient (see Appendix B);
- Encourage the use of sustainable urban drainage systems (SUDS);
- Be designed and built to conserve and enhance habitats and reduce pollution levels;
- Use native and biodiverse planting schemes that help alleviate the impact of human development on local wildlife.

3.49 The building stock of Tamworth was largely constructed during the mid to late C20th during a period where climate change and environmental concerns had not been reflected in building specification or development layout. Improving the energy efficiency of the Boroughs buildings and places will help in reducing carbon emissions.

3.50 The Tamworth Local Plan explains the transport, environmental and socio-economic policy requirements from new development in the Borough. The Local Plan also sets out the requirement for new development to minimise or mitigate harmful environmental impacts.

Diversity and Urban Design

3.51 When considering Urban Design, it is important to establish who the end user of a building or space will be. Our towns and cities are made up of a diverse range of people with different needs and abilities as well as different patterns of behaviours. Sometimes some groups or individuals are in effect marginalised by the design process. When commencing a designing a new development it is important to consider all potential users. Important user groups with particular needs that should be considered may include the following:

Children and Young People – Development should consider how a place may be used by young people. This may need to include elements that assist children at play and assist in navigating a space when children are not fully literate.

The Elderly – Development should pay careful attention to how the elderly use a place. For instance, excessive level changes and illegible routes may prove difficult for elderly pedestrians to negotiate and a lack of convenient rest spots could make a simple walk challenging. Urban environments that feature the following characteristics are friendlier to people suffering from dementia:

- familiarity;
- legibility;
- distinctiveness;
- accessibility;
- comfortability; and
- safety.

Disabled people – Not dissimilar to the elderly, disabled people face many challenges when navigating spaces. Any development should comply with accessibility requirements for disabled people and consider any additional changes that could make places welcoming to disabled people.

As a minimum, designers of public buildings and spaces should include Building Regulation compliant ramps, door widths and WCs. To ensure that buildings and spaces are accessible to the visually impaired reflective and shiny surfaces should be avoided and contrasting colours should be used to help identify safety and user features.

Parents and carers with babies and toddlers – Parents with infants in pushchairs face similar accessibility issues to the disabled people. Designers should carefully consider the accessibility requirements of this group when considering the layout of new publicly accessible buildings and spaces.

3.52 Applicants and developers are encouraged to consider all the end users that a development and any associated public realm will serve so as to strive to cater to all groups.

Crime and Urban Design

3.53 Urban design can be an important tool in creating safer towns and cities as good Urban Design can minimise the opportunity for criminal activity. For instance, places that are designed with windows overlooking the public realm can provide passive surveillance. Likewise, removing blackspots by improving lighting or removing obstructions (like dead ends) can eliminate settings for anti-social behaviour.

3.54 When preparing a design for development, applicants and developers should consider the following in order to eliminate or minimise to opportunity for criminal or anti-social behaviour:

- road pattern;
- layout and orientation of buildings;
- interface between public and private realms;
- blackspots and impasses;
- lighting; and
- security and surveillance measures.

3.55 Locally, advice can be sought from the Staffordshire Police Crime Prevention Design Advisor (CPDA).

Further information on designing out crime, along with contact details for the local CPDA, is available from the Police Secured by Design Initiative at <http://www.securedbydesign.com/>.

Health and Urban Design

3.56 Urban Design can play an important role in promoting opportunities to encourage sport and physical activity through the design and layout of the built environment. A built environment that is designed well will make places that are better for people where making the active choice is both an easy and attractive one.

3.57 The principles of Active Design should be considered when preparing a plan for development:

- Activity that is accessible for all
- Walkability
- Walking and cycling routes that are connected and integrated
- Co-location of community and social facilities
- Network of multifunctional open spaces
- High quality streets, spaces and places
- Appropriate sports and recreational infrastructure
- Active buildings
- Management, maintenance, monitoring and evaluation
- Activity promotion

Further information on Active Design is available from Sport England.



4.0

Development Guidance



4.0 Development Guidance

Householder Development

4.1 For information on permitted development including the maximum dimensions permissible for domestic extensions, please refer to the Planning Portal Website (www.planningportal.co.uk).

If you believe that your proposal does not require an application for planning permission, you should still contact the Planning Team at the council for advice before proceeding with any work. Permitted development rights, which allow small or temporary structures to be undertaken without seeking planning permission may have been removed.

Where permitted development rights are in place, small and temporary structures which do not require planning permission should always be well designed and should consider the possible impacts on the environment and on neighbours' amenity.

4.2 Homeowners may wish to extend or alter their property in order to meet their changing day to day needs. However, small alterations to the exterior of a building can result in a significant impact on neighbours' amenity and on the character of the adjacent street and the wider context (where visible). Therefore, it is important to ensure that domestic extensions are carefully design in order to mitigate possible impacts upon neighbour's amenity and local character.

4.3 Important design considerations for extensions and new build alike include: scale; materials and potential the impacts on the neighbours the wider community and the public realm generally. Extensions and alterations should maintain privacy and daylight to neighbouring dwellings. Works to a dwelling should be done in accordance with all Tamworth policies, as well as the guidance below. It is strongly recommended that design advice is sought from an appropriately qualified professional before undertaking building work.

4.4 For information on specific areas with additional considerations, such as development in Conservation Areas or affecting the settings of Listed Buildings, please refer to the Heritage Chapter of this document.

4.5 It is important to note when considering an extension to a residential property that existing nearby extensions do not set a precedent. Proposals for extensions will be considered on their own design merits and their compliance with policy.

4.6 The guidance below considers the impacts of extensions on unaltered neighbouring properties. This approach has been taken to avoid unfair advantage being gained by those extending first. The Planning Team will consider impacts on neighbours and the development rights when evaluation planning applications.

Extensions

4.7 The principles of good design relate to all domestic extensions, whether planning permission is required or not.

4.8 A well designed extension will be informed by the host dwelling's character and style, dimensions, materials and finishes and the character of the neighbourhood.

4.9 When considering an extension, it is important to think about the impact that the development may have on the amenity of neighbours and the wider area. A well-designed extension should seek to enhance the appearance to the property as a whole.



Image of set back side extension

4.10 The ridge line of an extension must always be lower than that of the host building. Where extension to semi-detached properties might result in a terracing effect it is important the ridge heights are dropped.

4.11 Fenestration to extensions should use the format and materials employed on the host building unless a contrast can be justified on aesthetic grounds.

4.12 Residential extensions should not exceed 75% of the footprint of the original (host) building.

Materials, Finishes and Detailing

4.13 Residential extensions should always carefully consider potential impacts upon the amenity and character of the host buildings as well as on neighbouring properties and the wider context.

4.14 Development should incorporate materials, detailing, fenestration patterns and colours that match the existing dwelling or, where appropriate, contrast with it. If planning permission is granted for a development, the conditions laid out in the permission often detail any necessary steps required regarding materials and finishes.

4.15 Some extensions, may propose the use of contrasting materials and colours. These will be considered in terms of the context of the development and the appropriateness and quality of the design.

4.16 The materials and finishes allowed for extensions or alterations to Listed Buildings or buildings found in Conservation Areas tend to be limited so as to not diminish the historic integrity of the structure.

4.17 Brick detailing and fenestration patterns contribute to the appearance of a dwelling. Any development should reflect the patterns established within the host building unless there is clear justification for a contrasting design approach.



Caption needed

4.0 Development Guidance

Front extensions and porches

4.18 A porch or front extension should generally be avoided if this projects beyond an established building line within a street. If a front extension can be justified this must respond carefully to character of the street and must avoid harming the amenity of adjacent properties.

4.19 Front extensions and porches, where justifiable, must be subservient to the rest of the house and should not extend across the whole width of the property. They should project no more than 1.5m from the original front wall of the main dwelling.

Side Extensions

4.20 As with a front extension, an extension on the side of a property will often be visually prominent. Therefore, it is important that it should carefully consider its impact upon the host building and neighbouring properties. The filling up of the gaps between houses can result in a crude terrace effect that can negatively impact upon the original character of the street.

4.21 It is recommended that a gap of no less than 2m is provided between any justifiable side extension and the common boundary with the adjacent property in order to prevent informal terracing. Consideration of local character must inform the scale of any gap.

4.22 Setting side extensions back from the building line can also lessen the visual impact of an extension of the character of a street and limit the perception of terracing. Set backs must be no less than 1m.

4.23 When a side extension includes a blank side gable, this can have an overbearing impact on adjacent properties. Accordingly, a minimum distance of 10.5 metres should be provided between the extension and any windows serving habitable rooms on adjacent properties. (Note: A habitable room is defined by the Building Regulations as room used principally for dwelling purposes)

4.24 Side extensions must always be subservient to the host building. Designs should incorporate the following features:

- The frontage to the extension should be set back from the building line of the host.
- The ridge line should always be below that of the host building.
- Width of extension should be no greater than 50% of that of the host.

Rear extensions

4.25 Rear extensions can affect the amenity of neighbouring dwellings as a result of overshadowing, reducing sunlight/daylight or being visually overbearing. They can also have a similar impact upon habitable rooms within the host building and can in addition result in amenity being harmed through loss of garden space.

4.26 Rear extensions should be confined to the width of the rear façade of the property.

4.27 Multi-storey rear and side extensions should be avoided unless the separation distances set out below can be protected.

4.28 Rear or side extensions to properties located on corner plots are particularly sensitive as a result of increased visibility and potential impact upon the street scene. Extensions to properties on corner plots must be informed by both the character of the host building and that of the wider context.

4.29 Well designed rear and side extensions, which respect the character of the host building and respond creatively to the potential of the site, can result in an enhancement to residential properties.

4.30 Rear extensions should not encroach by more than 6m into a rear garden and must not lead to a reduction in the minimum separation distances set out below.

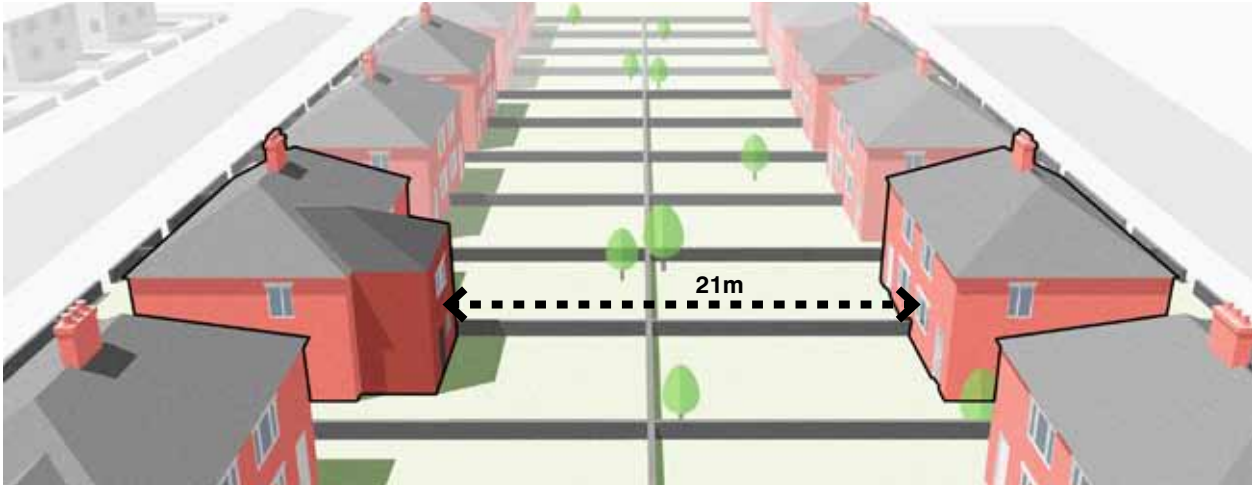


Image showing minimum distance 21m between rear extensions of up to two storeys

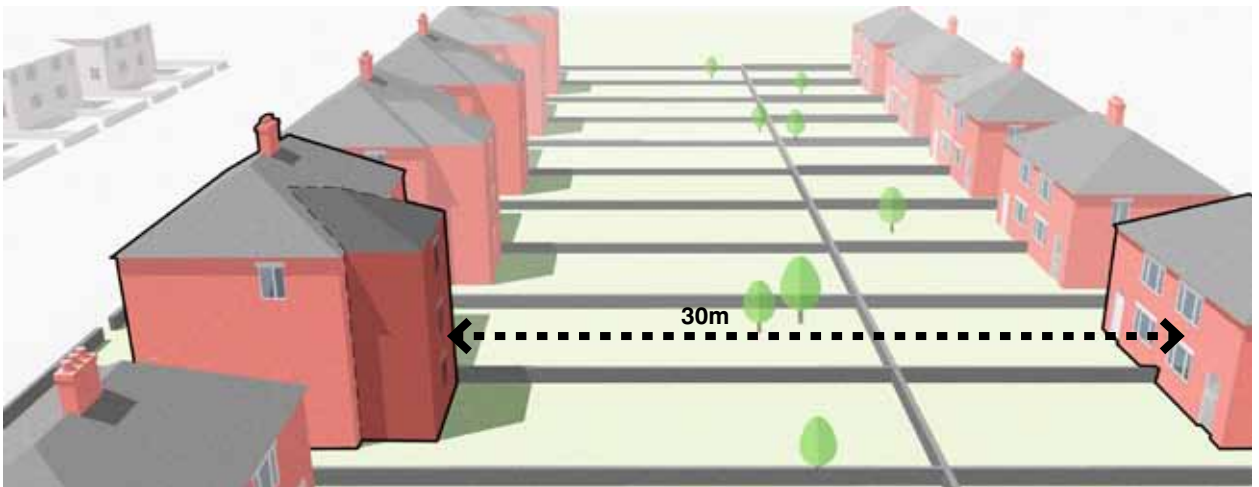


Image showing minimum distance 30m between rear extensions of three or more storeys

Avoiding Overshadowing and Dominance

4.31 Overshadowing or dominating neighbours' houses and gardens must be avoided by carefully considering the height, mass and location of extensions. Where impacts upon a neighbour's amenity are possible the Council may require sunlight and daylight analysis to be provided to support the design.

4.32 Careful design will be necessary in order to ensure that neighbouring properties are not overlooked and that appropriate levels of privacy are maintained.

4.33 Maintaining an acceptable distance between the rear of dwellings can minimise the impact on the amenity of habitable rooms located to the rear of a dwelling.

4.34 One or two storey rear extensions will need to maintain a minimum distance of 21 metres between the rear windows of habitable rooms within opposing dwellings in order to avoid any potential overlooking and privacy issues.

4.35 For dwellings of three (or more) storeys, a minimum distance of 30 metres between the rear windows of habitable rooms within opposing dwellings and the rear extremities of any extension will need to be maintained.

4.0 Development Guidance

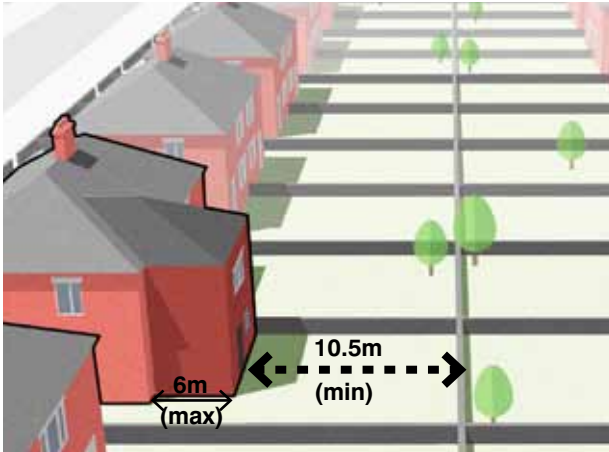


Image showing minimum garden depth of 10.5m to ensure adequate private outdoor space.

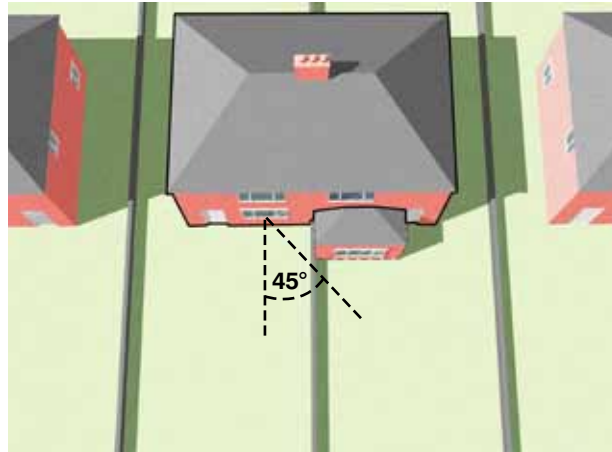


Image showing single-storey extension avoiding encroachment.

4.36 The good practice dimensions provided above ensure privacy and adequate amenity for family homes. Where it can be demonstrated that privacy and amenity can be ensured by the application of technical and design alternatives, these will be evaluated by the Planning Team.

4.37 Where evidence can be provided that technical (such as topography) or character issues (such as established morphology within a conservation area) justify reduced separation distances this will be evaluated by the Planning Team.

Maintaining Garden Depth / Area

4.38 It is important to consider how a rear extension will impact your rear garden configuration post development, in particular how it will affect the size of the remaining garden space.

4.39 A rear extension should not consume the entirety of a dwelling's private amenity space. A garden should be retained with a minimum depth of 10.5m measured from the extension's rear external wall to the property's rear boundary in length, in order to ensure adequate private outdoor space. In some circumstances, in particular for extensions over two storeys or larger dwellings, more garden depth may be required.

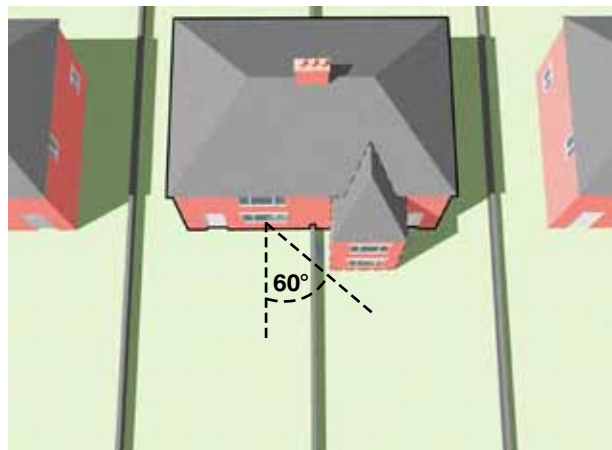


Image showing two-storey or higher extension avoiding encroachment into an area measured by drawing a 60 angle from the centre of neighbour's window.

4.40 No more than 50% of the original rear garden area of a dwelling should be developed by any form of extension or outbuilding.

4.41 Rear gardens should provide no less than 25 sq m of open space for every bedroom within the property.

Light Angles

4.42 Side and rear extensions for dwellings, when they include more than one storey can cause overshadowing and overlooking into a neighbour's property. Often, a 45 degree guide test can be applied so as to avoid indicative overshadowing on a neighbouring property. However, sometimes, contextual matters, such as orientation or site levels may be of relevance.

4.43 Applying the 45 degree guide test: The guide test can be applied to detached, semi-detached and terraced houses. A single storey extension should not encroach into an area measured by drawing a 45 degree angle from the mid-point of a neighbour's window or door aperture which provide light to a habitable room

4.44 Two storey (or higher) extensions should not encroach into an area measured by drawing a 60 degree angle from the mid-point of a neighbour's window or door opening.

4.45 Where proposed extensions fail to meet with the requirements of the above they would be unlikely to be granted planning permission.

4.46 When calculating the above only the principal glazed opening to a habitable room should be considered and not secondary openings.

Roofs

4.47 The roof form above an extension will contribute to the appearance of the extension and the dwelling as a whole. A roof design that sits in harmony with the existing roof will usually be more acceptable. Roof extensions should not dominate by being too large and flat roofs are generally discouraged unless they can be demonstrated to complement the existing dwelling.

4.48 Vertical extensions which result in addition floors or ridge lines being raised to accommodate an additional accommodation (ie lifting overall building height) will not be supported as these can be harmful to the character of residential areas.

4.49 Roof pitches should be consistent and extensions should follow the guidance provided by the host building.

Dormer Windows and Roof Lights

4.50 Dormer windows will only be permitted where they can be inserted without damaging the character and appearance of the dwelling and the wider area. Dormers are best located to the rear of the property and are not normally acceptable to the front unless part of the established character of the area.

4.51 A dormer window should be kept below the ridge line, smaller than the overall width of the roof and at least 50 cm away from the ridge, verge and eaves. It is recommended that a dormer window be centred on the window lines below and that the dormer take up no more than half the overall width of the dwelling.

4.52 Materials and detailing of dormers should be carefully designed to consider the established and traditional pattern of materials and scales of the host dwelling and surrounding buildings. Dormers with flat roofs can fit in well if they are appropriately finished with high quality materials, such as lead, and are carefully designed and detailed.

4.53 Where rooflights are introduced to an existing building these should preferably be limited in number and positioned to the rear of the building.

4.54 Rooflights on historic buildings or in areas of visual sensitivity should be 'conservation' quality design and be flush to the roof finish.



Image showing sensitive-sized and aligned dormer.



Image showing poorly-designed oversized dormer.

4.0 Development Guidance

External remodelling

4.55 The external remodelling of residential properties, including instances where there is no increase in internal floor space may require planning permission. This will be the case in area such as conservation area where permitted development rights may have been withdrawn. It is recommended that the Planning Team is consulted prior to undertaking and design work for remodelling.

4.56 The external remodelling to an existing property should always consider, and respond positively to, the character of the original building and the established character of the surrounding area.

Internal alterations

4.57 Internal alterations that do not increase the floor area of a house do not normally require planning permission. However, if it is intended to sub-divide a house (for example, provide an additional self-contained flat or a self-contained office for business use) then an application for planning permission will generally be required. It is recommended that Tamworth's Planning Team is consulted prior to any building works being carried out which would result in any form of sub-division of an existing residential property.

4.58 The reconfiguration of a building interior, including the conversion of loft space to provide accommodation, changing internal circulation and altering structure may require Building Regulations Approval. Advice should be sought from Tamworth Building Control prior to carrying out any works on site.

4.59 Internal alterations to a listed or curtilage listed building will require Listed Building Consent.

Boundary fences and walls

4.60 The nature or type of boundary treatments, especially at the front, can significantly contribute to the character and identity of a property and the street as a whole:

- The use of boundary demarcations are fundamental to good Urban Design where public and private spaces are clearly delineated from one another. It is imperative that the boundary treatment is appropriate to its context and should where possible be informed by evidence of any original treatment
- Sometimes it may be suitable to mark the change between public and private property through the use of vegetation and hedges or a change in surface materials. In other circumstances it may be suitable to use fences, walls and gates.

4.61 Low walls and fences are more appropriate for front boundaries and do not often require planning permission if below 1 metre in height. While higher fences along a front boundary are not generally supported, fences and walls along the front boundary will be granted permission where it can be shown they fit within the local context and will not detriment the amenity of neighbours. Boundary treatments along the side and rear of properties will not require planning permission if they are lower than 2 metres in height. However, side and rear fences need to be designed to respect the surroundings and the amenity of neighbouring properties.

4.62 Some properties may have conditions attached to their planning permission documents which permitted construction on the understanding that the open character of the street is retained. Where this is the case, planning permission may be necessary for any proposed boundary fence. Boundary walls generally require planning permission. Where walls are not permitted boundaries can be demarcated with an appropriate soft landscape treatment.

4.63 If there is uncertainty as to whether planning permission is required, always contact the council's Planning Team to discuss the proposed boundary treatment.

4.64 In some residential areas of Tamworth open plan front gardens are protected by the removal of permitted development rights.

Garages and Vehicle access

4.65 The conversion of a garage into a habitable room may result in the loss of onsite parking, which in turn could create pressure for on street parking around a dwelling.

4.67 Where it is intend to convert a garage into a room, consideration should be given to how displaced cars will be accommodated on site.

4.68 Garages will not be permitted where internal dimensions are less than 3m x 6m.

4.69 New garages and parking bays should be provided with charging points for electric vehicles .

4.70 Consideration should be given to the following advice:

- Permission from the Staffordshire County Council Highways Team may be required for a garage conversion (including the introduction of drop kerbs). You can contact them by email: (www.staffordshire.gov.uk/transport/staffshighways/Roads-and-highways.aspx)
- Paved hardstanding may pose a flood risks during heavy rains. Paved surfaces tend to collect pollutants which will run off into the drains and eventually into our watercourses and simultaneously prevent rainwater from seeping back into the underground aquifers.
- The materials selected for a hardstanding should be robust enough to support a vehicle but also facilitate natural water drainage into the ground through SUDS. Permeable or porous materials will allow rainwater to seep back into the ground.
- Planning Permission will be required for new vehicle access to a house from a classified road or if it involves significant building work.
- Permission will not be granted if vehicle access is proposed over open space or will lead to a loss of trees.
- Permission will not be granted if the proposal would lead to the unacceptable loss of public on-street parking spaces.
- New vehicle access will not be permitted if insufficient space is available for a parked

vehicle. The minimum dimensions set out in 'Manual for Streets' for car parking are: 2.4 metres in width, 4.8 metres in length.

- Parking spaces located between the front of a property and the street will generally be resisted due to negative visual impacts on the street scene.

Permitted Development within Gardens

4.71 Structures which do not generally require planning permission such as refuse stores, bicycle stores and other temporary garden structures should not be located within front gardens and should avoid harming the amenity of residential neighbours.

Landscaping

4.72 The layout and setting of a site can have a significant impact on the level of sustainability of the development:

- Where possible, existing landscape features should be retained on site and the development should be integrated into the landscape and its surroundings.
- Landscaping can contribute to shading and assist in drainage flows. Similarly, landscaping helps to soften the appearance of a development.

4.73 Front garden should where possible retain soft landscaping and should avoid being paved or otherwise adapted to create car parking.

4.0 Development Guidance

Trees

4.74 Some trees, especially mature specimens, may be protected by Tree Preservation Orders. Planning consent is required before carrying out work to these trees. You should consult the council's Planning Team before carrying out work to a protected tree. It is advised to check before carrying out work to any tree, if you are unaware as to whether it is protected or not. All works to trees located within conservation areas will require consent.

4.75 Trees are a good source for shade from the sun and screening for privacy but too much shade can prevent access to natural light inside a dwelling. When preparing designs for new development careful consideration should be given to how trees and shrubbery will impact on a development and the amenity of neighbours:

- Where appropriate, access to natural sunlight in a development should be maximised, whilst not compromising privacy.
- Sufficient space should be left between a building and a tree to allow for its growth.
- Further advice can be sought from the council's Arboriculturalist. [\(add email address/contact details\)](#)

4.76 Extensions and new development should take into account the root protection area of existing trees. Development which is likely to harm the root systems of protected trees which have landscape/townscape value or are located within conservation area will be refused.

Self-Build and Custom Build Development

4.78 Tamworth welcomes and supports planning applications for small self-build development or single self-build properties. The Borough also welcome applications for Custom build development

4.79 Tamworth Borough Council maintains a Self Build – Custom Build Register and those interested in undertaking this development type can have their details added to this. The Borough will inform those registered when appropriate land becomes available for development.

4.80 More information is available from Tamworth Borough Council (www.tamworth.gov.uk/self-build-and-custom-housebuilding-register).

Residential Development

4.81 Residential design good practice principles are set out within 'Building for Life 12' (Design Council, 2015). These are endorsed by the Council.

4.82 Many of the design principles which are applicable to householder developments will apply to new residential developments. When considering new residential developments, the principles set out within 'Building for Life 12' should be applied as well as the more detailed design requirements highlighted above. In addition the design of the following will need to be carefully considered as part of an integrated proposal:

- Front facade design
- Side flank design
- Rear façade design, overshadowing and garden depths
- Light angles
- Roofs and dormer windows
- Boundary treatments
- Garages and vehicular access
- Landscaping and trees

Residential Space Standards

4.83 The Council expects that new residential development must as a minimum comply with the space standards set out within 'Technical Housing Standards – Nationally Described Space Standard, (DCLG 2015).

4.84 Minimum external amenity space standards for new dwellings are as follows:

- 2 person dwelling 45sq m
- 3 person dwelling 60 sq m
- 4 person dwelling 75 sq m
- 5-6 person dwelling 90 sq m

4.85 Whilst there may be exceptions in meeting the external amenity space standards, this will have to be mitigated through excellence in design, as well as justified within the Design and Access Statement. It will continue to be necessary that the external space provided is designed to meet basic privacy, amenity and usability requirements, that match the anticipated level of occupancy.

External space standards are, of particular importance to affordable housing. Since affordable housing tends to be fully occupied after construction, garden sizes for affordable housing should be met given the likely level of full occupancy.

It is recommended that a minimum of 5sqm of private outdoor space, where the smallest dimension is not less than 1500mm, is provided for 1 to 2 person flats plus an extra 1sqm for each additional occupant.

For apartments and flats, a useable private space should also be provided for residents. While balconies provide a good solution, they may not be appropriate in all contexts and a semi-private outdoor, communal space may be suitable.

Shape and position of provision

4.86 The shape and position of all private and semi-private outdoor space, whether individual or communal areas must not be such that it could give rise to problems of lack of privacy or other forms of annoyance to residents of adjoining property or where it is a communal area, to residents of the development itself.

The shape and position of all private outdoor space, whether individual or communal areas, should have regard to daylight, sunlight and the overall usability due to overshadowing from trees. Problems of fumes and noise from roads or other adjacent development should also be considered.

The shape and position of all private outdoor space, whether individual or communal areas, should not have its access or use seriously prejudiced by parking areas, access roads, waste bins and fuel stores or any other facility.

Multi-dwelling Residential Development (flats)

4.87 Flatted developments should be designed in accordance with the recommendations made in this document and with the relevant policies of the Tamworth Borough Local Plan, particularly, in relation to urban design. When proposing a residential development, it should be designed with

both the environmental and the community context in mind. Multi-dwelling residential developments should promote the integration of new residents into any existing community. Elements of the design, such as entrances, public and private spaces and routes through should be clear and easy to navigate.

4.88 Flatted developments, in particular those with multiple buildings, should endeavour to provide visual interest through a variation in the elevational treatment.

4.89 Parking provisions should meet the recommendations of the Tamworth Local Plan. The entrance to a flatted development should not be solely accessed through a car park.

4.90 Management plans should be provided for any flatted development proposals, both for the building itself and for any amenity space and public space provided within the development. This will ensure the long-term sustainability of the development.

Open Space

4.91 Where a development will accommodate 42 or more people, open space should usually be provided on site to a standard of 2.243 hectares per 1,000 persons. The expected population should be calculated using the following assumptions based on the number of bedrooms in each dwelling:

Size of dwelling occupancy	Estimated
1 bedroom dwelling	1.5 people
2 bedroom dwelling	3 people
3 bedroom dwelling	4 people
4+ bedroom dwelling	5 people

4.92 To ensure that open space is useable and can be easily and economically maintained, it would not normally be expected to be provided on-site unless it is at least 0.1 hectares. This equates to 42 or more residents.

Non-Residential Development

4.93 The layout of non-residential developments is particularly important to their success and will ultimately be influenced by their intended use. They should where possible address the street and the public realm in a considerate manner but it is recognised that in certain cases privacy and security will be the prime design drivers. Active frontages are particularly important to the vitality of the streetscape and the success of commercial and retail uses and should be incorporated within the design from the start when the use type allows.

4.94 When the development is in a plot larger than 0.5 hectares, consideration should be made for providing some form of useable public open space for general use and to encourage the public to engage with the development in future. The public space could take the form of a small park, a small square or even some well-designed green space with landscaping and planting.

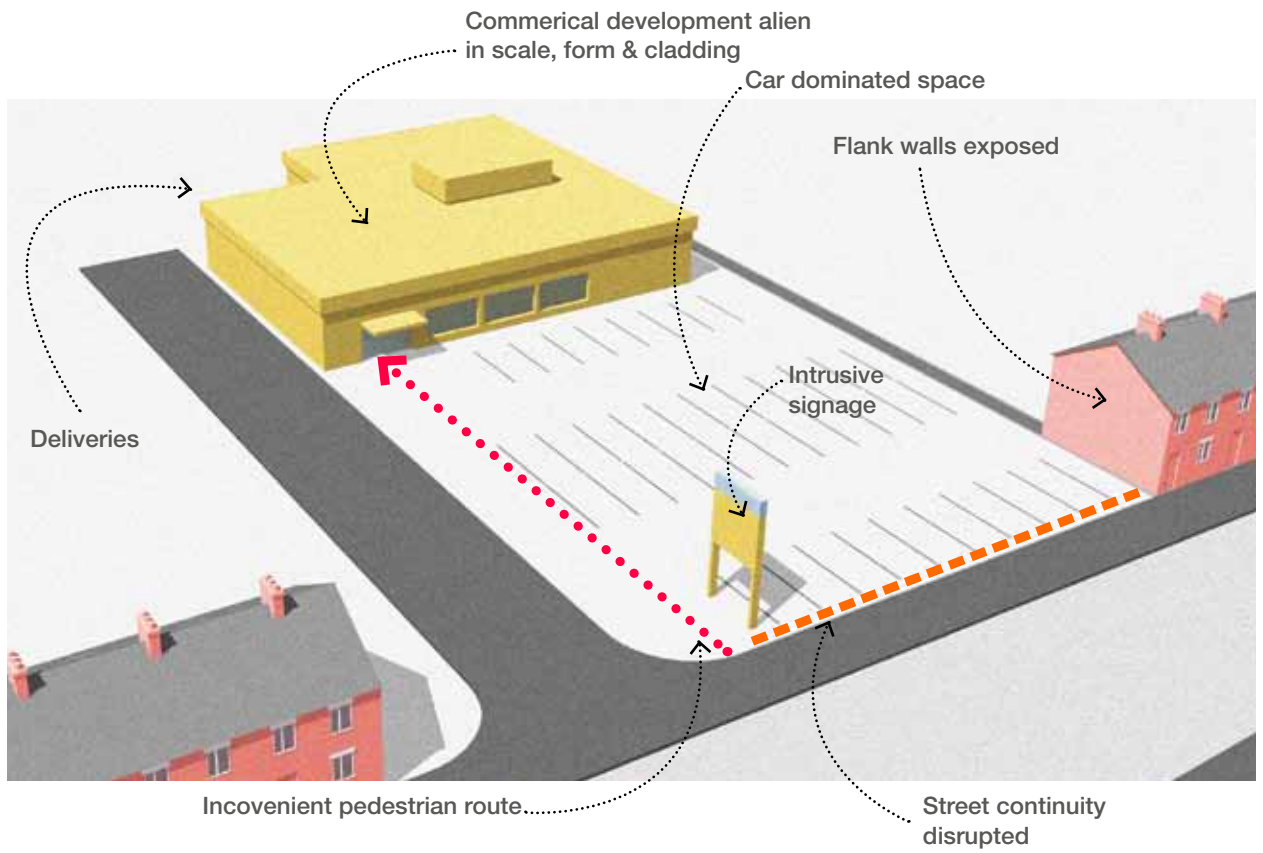
Industrial/Commercial development

4.95 Large commercial and industrial developments are often designed in a pragmatic and functional manner however these often large and visually impactful buildings can be enhanced by consideration of massing, materials, colour and landscape treatment.

4.96 Commercial and industrial buildings often require secure sites and the treatment of perimeter protection can have a detrimental impact upon the street scene. Landscape should be integrated into the boundary treatment in order to mitigate visual impacts.

4.97 Yard space and parking areas should where possible be located to the rear of commercial and industrial sites screened by buildings.

4.98 Where industrial sites may result in environmental impacts such as noise, light, vibration or dust these must be fully assessed and impacts on any adjacent occupiers or residents appropriately mitigated through the design process.



Images showing good & bad commercial development & relationship with the street

4.0 Development Guidance



Good commercial development (Old Market, Hereford)

Retail Development and Shopfronts

4.99 Retail development should be inclusive and should be designed to best accommodate its customers' needs. Retail development in the town centre and neighbourhood centres will have to create easily accessible entrances for pedestrians and the mobility impaired.

4.100 Good shopfront design contributes significantly to the streetscape and positive streetscapes encourage people to linger longer, improve footfall and trade.



Image showing good shopfront design



Image showing bad shopfront design



Image of well-designed shop fascia

Stallrisers

4.105 The part of a shopfront below the display window is known as a stallriser. Stallrisers can be important both visually and as a means of protection for the shop window. While stallrisers are important components of older and more historical shopfronts, they are less common in newer shopfronts where the window often reaches down to pavement level. This can sometimes pose problems for maintenance and can result in corrosion at the junction of the pavement and the frame.

4.106 Stallrisers should be included as part of shopfront design within all conservation areas and should be at least 300mm high. However, height may vary depending on the style of the shopfront and the character and appearance of adjoining or nearby shopfronts. Contemporary shopfront designs, including shopfronts without stallrisers may be allowed where context is appropriate.

Fascias

4.101 Fascias should be designed in order to enhance the streetscape and building, rather than to just advertise premises. The proportions of fasciae should be based on the character of the surrounding area and streetscape and the proportions on the building they sit within.

4.102 Often, the most suitable height for fascia boards is a fifth of the overall height of the shopfront from the cornice to the pavement.

4.103 Fascia boards should not be too deep and they should not project beyond the first floor.

4.104 Account should be taken of the depth of fascias on adjoining and nearby properties.

Sunblinds & Canopies

4.107 In certain circumstances, canopies and sunblinds are necessary to protect a shop from damage and glare. As with all elements of the shopfront, thought must be given as to how the blind box can be integrated within the overall design. The edge of the canopy when extended, should not be so low as to be a hazard to pedestrians and must not extend to the trafficked highway.

4.108 A minimum height of 2.4m should be retained for canopies and sunblinds. Canopies and blinds should normally be retractable rather than fixed and only used when necessary to avoid clutter in the shopping area.

4.109 A separate licence from the Highways Authority will be necessary if the canopy extends over the public highway.

4.110 In the town centre, canopies are traditionally built in within the retail unit and this is a feature that is characteristic of some commercial properties within Tamworth Town Centre. Any property within the town centre where a built-in canopy already exists should be retained.

4.0 Development Guidance

Security Shutters

4.111 Security shutters which obscure the shopfront behind them have a deadening effect on the shopping area and are generally harmful to the character and attractiveness of the retail environment.

4.112 If security shutters are essential then they should be internally located, open 'brick bond' or lattice pattern. Externally mounted shutters will be resisted, as will solid and/or perforated grills regardless of location. Small panelled windows are less prone to wilful damage than large sheets of plate glass.



Image of bad grill shutter installations

Development Guidance: Special Guidance for Shop Fronts in Historic Areas

4.113 The following guidance applies to shopfronts in Conservation Areas and in particular the Tamworth Town Centre Conservation Area:

- The provision of a shop front will be a requirement for all new development which fronts onto retail streets with the Town Centre. Active frontages, including doors and windows, should be provided elsewhere in the Conservation Area(s). This is a necessary requirement because it ensures the protection of the historic townscape and retains the potential for future retailing in the area.
- New or altered shop fronts should be designed so that they integrate with the surrounding buildings and historic character of the area generally. The council encourages the use of traditional materials and designs in shopfronts and where possible, historic features should be retained or restored.
- Non – traditional extruded materials will not be permitted for shop fronts within conservation areas without appropriate justification.
- A shop front must reflect the geometry and character of the host frontage.
- Shopfronts and fascia boards should not dominate the shopfront facade or conceal historic building features.
- Facia signage to historic shopfronts should be complementary and should reflect the age and character of the host building.
- The design of shop fronts for buildings in historic areas should avoid large plate glass and shallow stall risers.
- Replacement shopfronts within historic buildings should be appropriate to the age of the host building.
- It is important that shopfront and fascia design in general and in conservation areas in particular can justify how they will result in the enhancement of the conservation area.

- Hanging, bracket mounted, signs with a historic character will be acceptable subject to position and design quality. Only one sign will be permitted per shopfront, it must be placed above fascia level and should not obscure architectural or historic features or neighbouring fascias.

Internally illuminated signs will not normally be acceptable on historic shopfronts.

Advertisements and Signs

4.114 Signs and advertisements are a long-established feature of the urban environment. All advertisements are intended to catch the eye of passers-by, if only fleetingly. Outdoor advertising should make a positive contribution to the visual environment and through good quality design, help create a lively atmosphere of colour, variety and interest which is essential to the prosperity of an area.

4.115 Poorly-designed and badly located adverts and signs have a negative impact on the built environment. Therefore, it is important that advertisements and signs are a conscious consideration and are integrated into the overall design of a development.

4.116 Advertising and signs should not impact the visual amenity of the surrounding area and should not pose any danger to highway safety.

4.117 The material, lighting, colour and scale of the advertisements should relate to the building and development they are attached to. Applicants are advised to think about advertisements and signs at an early stage of the design process in order to ensure integration. The following guidance should be applied:

- Main advertisements and signs should normally be located on the most visible frontage of the premises (subject to an assessment of impacts).
- Multiple adverts on the same building should be avoided.
- Signs should be of an appropriate size for the building on which they are displayed and should not seek to dominate or visually detract from those buildings.
- The visual clutter of a mixture of sizes and styles of signs and advertisement boards must be avoided.

High Level Signs

4.118 Non-illuminated high-level signs will generally be acceptable in the industrial or commercial areas of the town, providing that they are designed to complement the building on which they are displayed and do not dominate the building or surroundings. Such signs should be restricted to the name or logo of the company occupying the building.

4.119 Signs which would face directly onto residential areas will be resisted where they detract significantly from the character of, or outlook from, those areas. Within shopping areas, signs will not normally be approved above ground floor level, particularly if illuminated.

4.0 Development Guidance

Hoardings

4.120 Advertisement hoardings will not normally be acceptable in residential areas or where they would be readily visible from nearby residential properties. Elsewhere, advertisement hoardings will only be acceptable where they would not adversely affect the appearance of the area and will not be acceptable within conservation areas or within the settings of other designated heritage assets:

- Hoardings around vacant or derelict sites without the benefit of detailed planning permission for development will require advertisement consent.
- Hoardings should not be sited where they will interfere with the interpretation of traffic lights or road signs, or otherwise be distracting to road users.

Flag Signs

4.121 An application for flag signs will be considered with respect to the amount of other advertising on (or proposed for) the primary building and its forecourt:

- Flag signs will be kept to a minimum and flagpoles positioned in such a way to complement a building development, rather than dominate and create visual clutter.
- The maintenance of flags is especially important as they tend to be displayed on a permanent basis in all weathers and can become torn and unsightly.

Projecting Signs

4.122 Only one projecting sign for each retail unit in shopping areas will normally be permitted, in order to avoid visual advertisement clutter:

- Such signs should not project more than 0.8m from the face of the building and should be at least 2.4m above ground level to prevent danger to pedestrians.
- These will normally be permitted at the same level as the main fascia.
- Projecting signs should reflect the established rhythm of the street.
- In commercial or industrial areas, projecting signs should complement the existing signage on the building and not dominate the façade or the street scene.

Freestanding Signs

4.123 “A” Boards and other displays on pavements outside shops are not only illegal under the Highways Act 1980 (as they are obstructing a public highway) but are a dangerous and unwanted obstruction to disabled people, pushchair and pram users and the elderly. These types of sign are unacceptable.

Illuminated Signs

4.124 Proposals for illuminated signs will not be acceptable where the illumination is harmful to the amenity of the area, or intrusive to any adjoining residential areas or properties:

- Intermittent (flashing) signs will not be acceptable.
- Illuminated signs will normally be restricted to fascias and projecting signs and should not conflict with the operation of the highway.
- Within industrial areas, illuminated signs may be allowed, providing that they do not face onto any adjoining residential areas or are likely to interfere with the interpretation of any traffic signal or sign.

- In predominantly retail areas (outside conservation areas), such as Ventura Park, illuminated signs can add colour and interest at night if carefully sited and designed. Illumination is also important in terms of security and safety and can make an area less intimidating after dark.
- In some retail areas, illumination can be intrusive to nearby residential properties, particularly outside normal working hours. In these circumstances, the council will consider whether consent should be refused or whether a restriction on the hours of illumination would be appropriate.
- Laser adverts will not be acceptable.
- In conservation areas facade lighting should be located within concealed recesses and should reflect the age and character of the host building.

External lighting

4.125 External lighting schemes should be avoided where these result in the following:

- Sky glow – the orange glow seen around urban areas caused by a scattering of artificial lighting by dust particles and water droplets in the sky;
- Glare – the uncomfortable brightness of a light source when viewed against a darker background; and
- Light Nuisance – light spilling beyond the boundary of the property on which a light is located.

4.126 Planning permission will be required where external lighting schemes, including floodlighting, require an engineered design and installation and where the scheme impacts upon the character of a conservation area and/or the setting of a listed building.

4.127 External lighting schemes should; avoid light pollution and avoid impacting upon the amenity of residential neighbours.

Maintenance

4.128 All outdoor advertisements are required to comply with the standard conditions imposed by the Control of Advertisements Regulations:

- Any advertisement must be maintained in a clean and tidy condition.
- For advertisements on shops, it will be in the retailers' interests to keep the premises clean and tidy.
- However, some advertisements are displayed on isolated sites which can attract litter or rubbish, or the advertisement itself may become covered by graffiti.
- It is important that owners of such sites regularly maintain both the sites and the advertisements.

Advertisement Consent

4.129 When applying for advertisement consent:

- Elevational drawings of the proposed advertisement(s) will be required and drawn to scale, showing a site location plan as well as its size and position on the land and/or building in question.
- Signs on buildings should be shown in the context of the complete building elevation and its relationship with adjoining properties, photographs and photomontages will assist.
- Full details of materials and colours to be used will also be required, together with means of illumination, where relevant.

4.130 Before displaying any advertisement, written consent from the property owner must be obtained.



Appendix A

Heritage Guidance



A Heritage Guidance

Conservation Areas

Conservation Areas are areas of special architectural or historic interest. They do not just focus on the buildings, but also on the overall setting and character of the area, including trees, street furniture, street layout etc. They are a national designation, meaning that they are of national importance and not of just local importance.

Development in Conservation Areas

When proposing development in a Conservation Areas the following steps can be taken to assist the preparation of a positive application and minimise the likelihood it will be refused and/or face objections:

1. Read the relevant Conservation Area Statement and incorporate the recommendations it provides.
2. Read any relevant management plans and consider how to incorporate management strategies in your proposal.
3. Review the guidance from Historic England.
4. Consult with the relevant Conservation Area Advisory Committee for any additional advice or guidance.
5. Prepare a plan and contact the council's Planning Team for a pre-application meeting.

Generally, development (including demolition) within a conservation area will need to have Full Planning Permission. The Planning Team may in exceptional cases consider an Outline Application. Where development is likely to affect the special character of the conservation area, the Planning Team may require a Townscape (or Landscape) and Visual Impact Assessment which explains the nature and severity of any visual change.

Tamworth's Conservation Areas

There are currently seven Conservation Areas in Tamworth of these four are covered by Article 4 Notices with effect Permitted Development Rights.

These are as follows:

- Dosthill
- Hospital Street
- Town Centre
- Victoria Road & Albert Road (Article 4 Notice)
- Wilencote (Article 4 Notice)
- Amington Green (Article 4 Notice)
- Amington Hall Estate (Article 4 Notice)

Conservation area appraisals and management plans for all Tamworth's conservation areas can be found at:

<https://www.tamworth.gov.uk/conservation-areas>

Listed Buildings & Structures

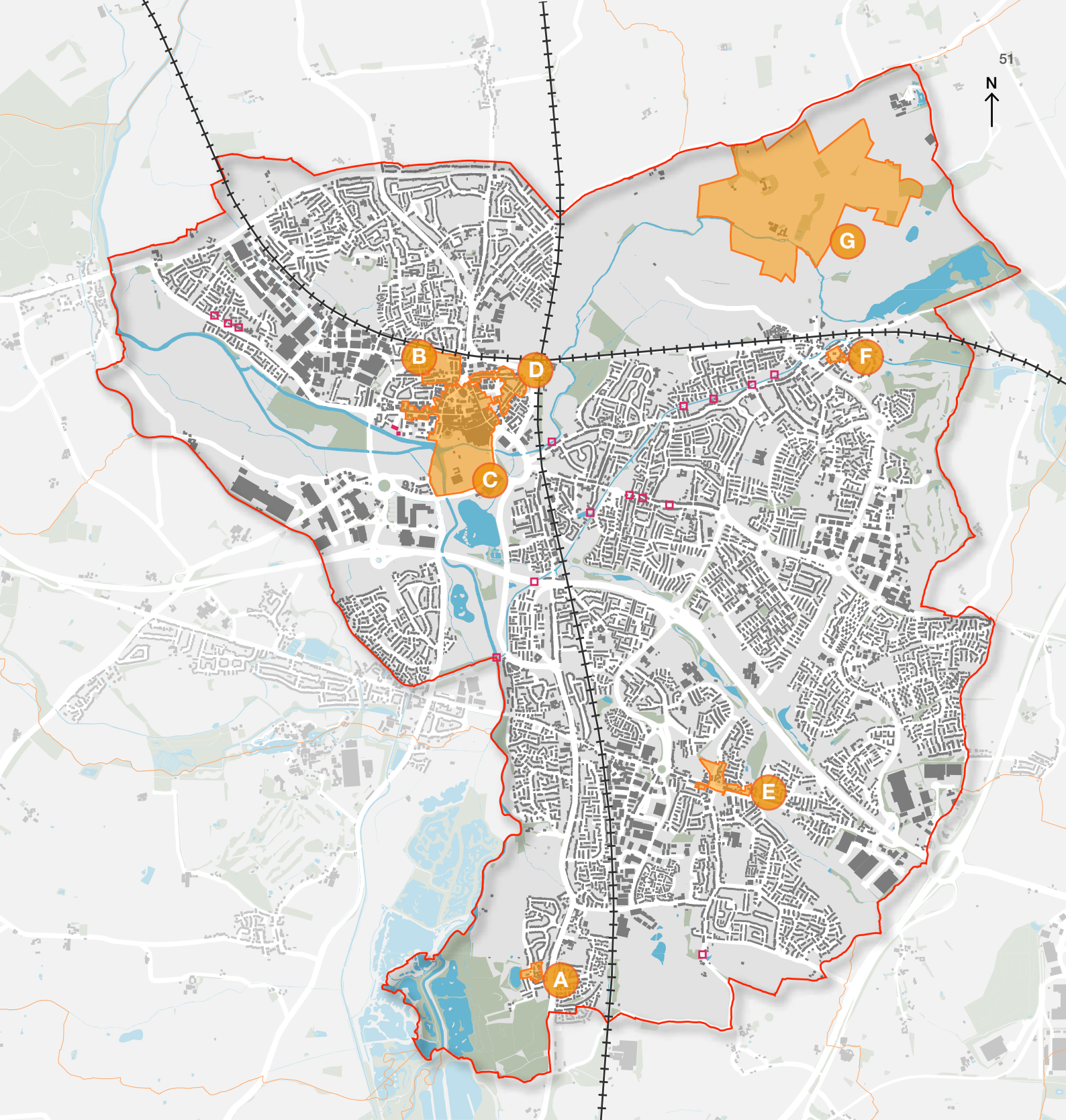
Listed Buildings are nationally designated buildings that are recognised for their architectural or historic importance. Listed Buildings have to be approved by Historic England and recommended to the Secretary of State to make a decision on designating them. There are three categories on the statutory list.

These are as follows:

- Grade I - Buildings of exceptional interest,
- Grade II* - Buildings are particularly important buildings of more than special interest
- Grade II - Buildings that are of special interest and the most likely grade of listing for a home owner.

Consent and validation requirements Listed Building Consent

The Listing of a historic building or structure confers on it a recognition of its national heritage value. Any works that might lead to harm or loss to the heritage significance of a listed building should be avoided (and in the case of Grade I and II* wholly exceptional). Where change is necessary in order to provide the heritage asset with sustainable future care must be taken to minimise any harm and any intervention must be fully justified. Where loss or harm can not be justified (such as in the



Conservation Areas (Policy EN6)

- Tamworth Borough Boundary
- A Dosthill Conservation Area
- B Hospital Street Conservation Area
- C Town Centre Conservation Area
- D Victoria Rd & Albert Rd Conservation Area
- E Wilencote Conservation Area
- F Amington Green Conservation Area
- G Amington Hall Conservation Area

A Heritage Guidance

case of facadism, unsympathetic extensions etc) it is unlikely that planning permission will be granted.

Any works to a Listed Building or any structure that constitutes part of the curtilage of a Listed Building (including later extensions, outbuildings and walls) will require Listed Building Consent and may in addition require Full Planning Permission.

Demolition is considered development in the context of Listed Buildings and will require the appropriate permission before approved works can be undertaken.

It is recommended that when considering development proposals that might impact upon the fabric and/or setting of a listed building that design support is sought from an appropriately qualified and experienced architect.

Heritage Impact Assessments

Heritage Impacts Assessments will usually be required to explain the nature of any proposed change to the fabric and/or setting of a listed building which might result from development.

The Heritage Impact Assessment must establish where heritage significance is located and how this is derived in a Statement of Significance. Understanding significance will allow the applicant to respond appropriately and to mitigate any possible harm through the design process. The Heritage Impact Assessment must seek to justify any residual harm to heritage significance.

Scheduled Ancient Monuments and Archaeology

There a number of Scheduled Ancient Monuments located within the Borough. These can be located at:

<https://historicengland.org.uk/listing/the-list/map-search?clearresults=true>

Works that affect a Scheduled Ancient Monument will require Scheduled Monument Consent and may in addition require Listed Building Consent and Full Planning, dependant upon the designation of the site and the nature of any proposal.

Tamworth Borough Council does not have an archaeologist on its staff. Any enquiries regarding archaeology and scheduled monuments are handled by Staffordshire County Council who can be contacted at: her@staffordshire.gov.uk

It is recommended that Historic Environment Record report is commissioned from Staffordshire County Council and used as part of the evidence base to support any Heritage Impact Assessment.

Locally Listed Buildings

The Council maintains a list of locally important heritage assets, which in its current form has been adopted and therefore form part of the Local Development Framework for the Borough. When a building or site is added to the Local List, it becomes a 'non-designated heritage asset,' however it does not give any additional planning controls (unless an Article 4 Direction has been added) or need for further applications, such as with nationally Listed Buildings which require Listed Building Consent. However the designation of a building on the Local List requires consideration to be given within the planning determination process as to the need to consider their conservation, and look to preserve and enhance their significance.

Details of Tamworth's Locally Listed Buildings can be found at:
<http://www.tamworth.gov.uk/locally-listed-buildings>





Appendix B

Climate Change Considerations



B Climate Change Considerations

Climate Change considerations

Developments must be sustainable and strive to reduce environmental impact to counteract the negative effects of climate change.

New development must be well connected and provide a permeable layout with a mix of uses within easy walking distance that will reduce the need to travel by car, that will in turn reduce fuel consumption, improve air quality and enhance the health and well-being of residents.

Whole life cycle costs should be considered in the design and construction processes. This should include implications during the extraction, manufacturing, transportation and installation of materials as well as demolition processes. These impacts should be balanced by the carbon savings experienced from the performance of the materials used in the construction and operation of the new home.

Considerations:

- Re-using and refurbishing existing buildings rather than demolition and new build
- Use of locally sourced materials to reduce transportation as well as support local businesses
- Alternatives to cement based products as well as concrete products in the manufacture of construction materials
- Prioritise use of recycled and re-used locally sourced materials and waste products from on-site demolition
- Modern Methods of Construction where elements of the building fabric are manufactured elsewhere within a controlled factory environment.

Benefits of these systems include enhanced building performance and efficiency through higher levels of quality control, reductions in waste and time savings achieved through automated and concurrent processes leading to a quicker turnaround of completed properties.

Sustainable design and construction methods present opportunities to reduce energy use. The spacing of buildings and the orientation of streets and public spaces must be carefully considered in the context of wind generation. Buildings that are spaces far apart or buildings that are taller than the surrounding buildings will increase gusts, funnelling and potentially create eddies and vortexes. This will create uncomfortable public spaces and will exacerbate heat loss from buildings. Where there is potential to create such impacts, it will be important to create shelter through planting and provision of other screening structures.

Apartments and terraced properties retain a higher thermal mass than detached buildings. Lesser amounts of external wall areas and floor areas help to moderate temperatures and minimise heat loss. Homes should allow natural cross ventilation and cooling in summer.

The arrangement of rooms and windows should consider sun path and prevailing winds and thereby reduce the need for artificial lighting, heating and cooling by locating living rooms and large windows on the warmer aspects and minimising windows on the cooler aspects. Windows should be double or triple glazed and include shutter or louvres to provide additional insulation and reduce solar gain. Mains water use should be reduced through measures that control flows or encourage recycling through apparatus such as water butts for collecting and using rainwater as well as grey water recycling.

Sustainable urban drainage systems are encouraged that are integrated into the design of a place and provide diversity in the public realm. These public spaces should enhance the natural environment through tree planting, habitat creation and permeable paving that reduces surface water run-off.

Buildings should be capable of evolving to meet the changing needs of occupiers. Such measures could allow repositioning of features such as walls or doorways to allow disabled access or the installation of through floor lifts or stairlifts. The additional flexibility would help to provide lifetime homes standards with added consideration of

entrances and entrance level facilities, parking facilities, provision for hoists, circulation space and fitting of handles, electrical points and controls etc.

Decentralised energy systems through District Heating Systems or Combined Heat and Power systems in suitable locations would assist in improving the efficiency of energy distribution. The opportunity to generate heat in a central location and distribute it to different buildings in the locality providing efficient space and water heating should be exploited where opportunities exist. Where the heat generator is a renewable source this would deliver enhanced benefits.

Combined heat and power systems extract waste heat from the process of burning fuel to create electricity to transfer the energy to heat homes and water. CHP systems are most efficient at a district or community scale and in dense mixed use developments. Micro-CHP systems are also evolving to a domestic scale that could provide an alternative to traditional heating systems but also provide electricity.

Orientation of dwellings to stay within 15 to 20 degrees of due south presents a potential to maximise light and solar gain in addition to allowing for efficient installation of solar photovoltaic and solar water heating systems. It is particularly important that roof space is not shaded by parapet walls, flues and chimneys or street trees and lighting columns that will affect the efficiency of a system or considerably reduce the amount of useable space. The installation of photovoltaic panels is strongly encouraged and in-roof mounted panels are preferred in sensitive locations as they are less intrusive. On roof photovoltaic panel systems are strongly encouraged and preference should be given to black panels with black frames and the use of black mounting systems. The authority would discourage the installation of small systems (less than 2kilowatt hours peak) that deliver little real benefit to the occupier. Due to these systems being of a bespoke design and specification installers should aim to maximise the size of a photovoltaic array as a retrofit expansion would require an almost complete system replacement.

Developers should offer the option of a bespoke system to potential buyers and include the option

of water and space heating from residual output from the array as well as hybrid systems that allow on-site storage of surplus electricity for re-use in the property. Intelligent heating controls should be incorporated that allow occupiers to control space and water heating remotely. Intelligent monitoring of on-site generation to prioritise the distribution of electricity to appliances to eliminate export to the grid would be encouraged. The selection of appliances that integrate and work alongside these monitoring systems that cycle programmes according to electricity production and availability (where available) should be prioritised or at least offered as an option to potential buyers.

Ground source and air source heat pumps extract heat from below ground or from latent air to interact with a refrigerant liquid to heat air or water for central heating or hot water supply. Ground source heat pumps are in overall terms more efficient and provide outputs suitable for underfloor heating systems. Air source heat pumps efficiencies are influenced by outside air temperature but are however cheaper and easier to install and efficiencies are improving.

The various processes within ground source and air source heat pumps produce a higher amount of heat than the initial input which can then be transferred into space and water heating for use in the home. Heat pumps work on a continuous cycle and although require electricity their output is two to three times the initial input. Heat pumps should be installed in well insulated homes that are also air tight to ensure that efficiency is maintained and heat loss is avoided given that the temperatures achieved for heating are lower in comparison to traditional systems. On cold winter days, supplementary heat may be required from another source. The savings achieved from these systems, particularly if installed alongside a photovoltaic array will be attractive to potential buyers. These systems also have less moving parts that should make them more reliable and also they do not require an external vent and therefore do not pollute. There will need to be consideration given to the location of heat pumps as they generate noise in operation. Ideally, they should be located away from bedrooms and other areas sensitive to noise and maintain separation from neighbouring properties.

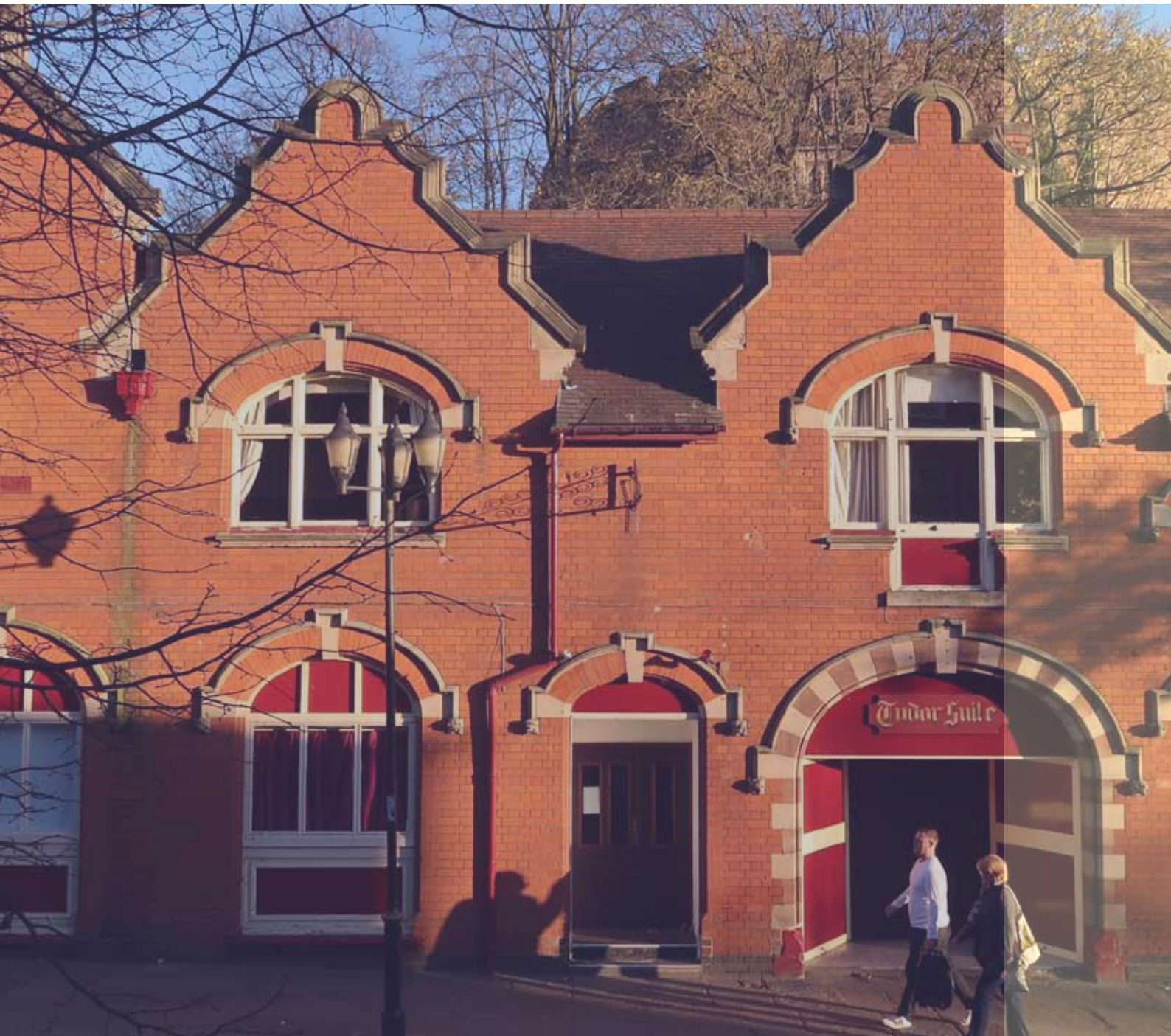


Appendix C

Glossary



C Glossary



Appendix D

Additional Useful Guidance



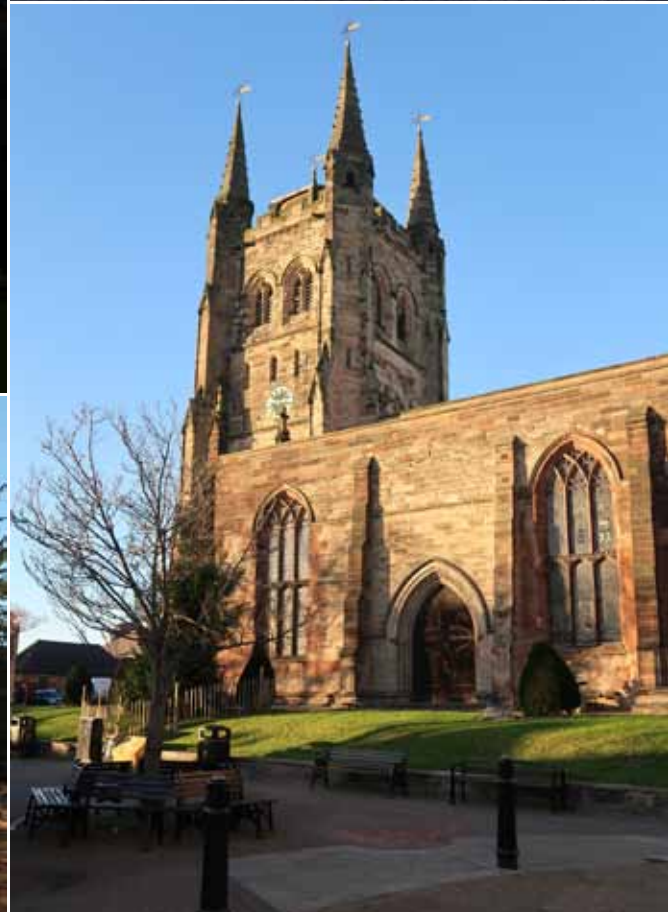
D Addition Useful Guidance

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Lichfield St
Tamworth
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e: enquiries@lathamarchitects.co.uk
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20 DECEMBER 2018

**REPORT OF THE PORTFOLIO HOLDER FOR HOUSING SERVICES AND
NEIGHBOURHOODS****ANNUAL REPORT TO TENANTS 2017-2018****EXEMPT INFORMATION**

n/a

PURPOSE

To provide details of the Councils Landlord Performance for 2017/18 as required under the Homes & Community Agency Landlord Regulatory Framework.

RECOMMENDATIONS

Cabinet approve:-

- Approve production of the Council's Landlord Annual Report to Tenants' (2017/18) complying with required governance under the Landlord Regulatory Framework as shown at **Appendix C**

EXECUTIVE SUMMARY

The Councils landlord service is subject to statutory regulation by the Homes & Community Agency. In recognition that the landlord service now sits within the Neighbourhood and Communities service the Annual Report this year has taken the opportunity to illustrate cross fertilisation between all of the councils services to evidence its contribution "One Tamworth, Perfectly Placed" Open for business since the 7th Century A.D.

Annually a consumer regulation report is published by the MHCLG and highlights areas of best practice and non-compliance for landlords to review. Officers assess this to inform continuous improvement and progress. The last report issued was for 2017/18 and can be found at: <https://www.gov.uk/government/publications/consumer-regulation-review-2017-to-2018>.

The Localism Act 2011 has been in place for 8 years and landlords are familiar with their respective roles arising from that legislation. Specifically the regulatory framework seeks to ensure compliance with four national consumer standards, listed below, :-

1. Tenant Involvement and Empowerment
2. Home
3. Tenancy
4. Neighbourhood and Community

The standards are detailed on the Governments website:-

Details within this report have been used to produce the annual report and as previously mentioned this is shown at Appendix C. Members should note that the attached is a working draft and subject to finalisation but officers feel that that this would give members a flavor of what the final publication will look like

The live performance dashboard is discussed with tenants and these are the top KPIs they scrutinise routinely:-

	2015/2016	2016/2017	2017/2018	Estimated top quartile*
Overall satisfaction with landlord services	78%	78%	88% ¹	82%
Average time between lettings	14 Days	17.60 Days	17days	17.50 Days
Completed Walkabouts/ Estate Inspections	10	10	10	Not benchmarked
Tenant satisfaction with communal cleaning	87%	87%	87%	Not benchmarked
Number of tenants on the database of involvement	561	617	557	Not benchmarked
% of repairs appointments made and kept	94.17%	95.00%	90.48%	98.06%
Gas servicing CP 12	99.37%	99.99%	97.82%	100%
Urgent repairs completed on time	98.35%	97.58%	96.91%	98.04%
Tenant satisfaction with responsive repairs	97.67%	83.00%	95%	98.50%
Arrears as a % of rent due	1.82%	1.82%	2.15%	1.79%
Number of Evictions	18	10	18	0.18%

- Figures based on estimated top quartile range when benchmarked nationally

¹ This is the aggregated figure based on local satisfaction monitoring

Benchmarking across the sector and 'best in class' is a core part of the Councils approach to performance management; ensuring we are able to measure key performance indicators, improvements and operational efficiencies. Tamworth's own stock retained housing service continues to report positive outcomes. Qualitative data suggests overall satisfaction (when aggregated across all landlord services) remains at around 88%. Full details of the KPIS are shown in the customer intelligence report 2017/2018 **Appendix A – Customer Intelligence Report 2017-18**.

Officers meet routinely to discuss performance and actions to improve. As in the past, the Tenant Consultative Group have influenced the production and contributed to target setting and scrutiny in relation to core housing management performance. If approved, the production of the Annual Tenants Report will be the 8th publication since the regulatory code was introduced.

The co-regulatory framework developed by tenants is aimed at ensuring they influence, scrutinise and inform policy decisions and their views are routinely referenced in cabinet reports. In addition, the Annual Report gives details of how tenant involvement will be delivered, by whom, and how tenants will play a central part in performance management, activities and initiatives in the future.

The management and maintenance of the councils housing stock directly contributes to the Councils strategic agenda and achievements in 2017/18 have included:-

Landlord Service Achievements

- HRA Business Planning progress highlighting £298m of investment in the councils housing stock from 2019 – 2048 ensuring compliance with the Governments Decent Homes Standard
- Core Landlord Services across housing management and maintenance have continued to show improvement when benchmarked nationally
- Improving customer satisfaction levels with tenants, when aggregated across all of landlord services remains around 88%
- Progression of regeneration projects at Tinkers & Kerria to deliver up to 150 new homes
- Development and acquisition of new and affordable housing, currently up to 54 additional new social and affordable homes. Along this a new rent policy has been implemented allowing for affordable rent levels
- Following the development of a self-financing model for the Councils sheltered housing service, as a result of County wide cessation of supporting people grant funding, satisfaction levels have remained at 95%
- A programme of tenant inspection audits, to contribute to the healthier and safer lifestyles of residents in these areas across all garage sites
- Continued enjoyment of high satisfaction levels within our sheltered housing services
- Compliance with health and safety evidenced through a robust review of fire safety and development of a fire safety strategy
- Continued development of the tenant regulatory framework through development of an updated Tenant Involvement & Consultation Strategy Action Plan
- More than 100 involvement activities have been arranged, ranging from postal surveys, estate - based activities, consultation events and awareness

sessions on key landlord projects

- Developed a Temporary Accommodation Policy – a pilot, using up to 5 council properties as temporary accommodation for homeless persons
- Undertook a Construction Employability Programme with Wates aimed at unemployed Tamworth residents and care leavers facing extra barriers into employment

Clearly the service remains focused on continuous improvement and key to the work plan for 2018/19 is as follows:-

Landlord Service Key Priorities 2018/2019 & 2019/2020

Tenancy Standard

- Re-tender the Sheltered Housing lifeline service to be undertaken during 2018
- Assessment of future funding models for the delivery of supported and sheltered housing
- To review the Tenancy Management Policy, including fixed term tenancies
- Allocations Policy review & improvements to the 'Finding a Home' website providing improved mobile device access and user friendly functions
- Commission independent Peer Review for sheltered housing services
- To review the Disability Facility Adaptation approach and policy

Home Standard

- Assessment of options for the future delivery of the repair and investment services for council housing
- Review asset investment profile to deliver against ambitions for garage sites including stock viability and sustainability
- Scope development ambitions in terms of new HRA funded council housing and wider acquisitions to meet housing need
- Continue with the High Rise refurbishment programme
- Re-tender Staffordshire Fire and Rescue Service - Home safety
- Development of an Asset Management Strategy
- Continuation and delivery of the Councils acquisition programme
- Review approach to Fire safety following Grenfell and in view of the plan adopted 2017.

Neighbourhood & Community Standard

- Continuation of the Welfare Reform Agenda, particularly Universal Credit
- Impact Assessment following the introduction of a 12 month pilot project at Eringden House to employ a full time member of staff on site providing an enhanced housing management service.
- Develop an agile neighbourhood based suite of service standards tested against national best practice requiring submission of a renewal application for HouseMark accreditation Continue with the estate regeneration projects at Tinkers Green and the Kerria
- Integrate a joined up approach across council services to tackling anti-social behaviour within a place based context

Tenant Involvement & Empowerment Standard

- Review tenant regulation and scrutiny in view of the MHCLG approach to improving tenant led scrutiny of core services

- Continued focus on delivering quality services supporting the digitisation and customer transformation agenda by delivering services right first time
- Map the requirements for consultation on all major Landlord projects
- Continue with engagement and communications for all landlord service major projects i.e. High Rise refurbishment programme
- Deliver annual estate inspection and communal cleaning audit programme to shape housing services and improve accountability to tenants (2018/2019)
- Review and launch the Tenant Involvement & Consultation Strategy and Action Plan 2019-2023
- Deliver customer profile exercise as part of wider Business Continuity planning
- Continue to support and develop the following involvement groups under the Tenant Involvement & Empowerment framework: Tenant Involvement Group, Tenant Consultative Group, Complaints Review Panel, ASB Service Improvement Group
- Update Landlord Service Health Inequalities Plan
- Publish key statutory and other landlord publications to include Annual Report to tenants (2018/19), Tenant Involvement annual Impact Assessment (2018/2019), annual complaints/customer intelligence report on learning and outcomes (2018/19) and Open House' quarterly e-newsletter

Key to demonstrating performance is communicating performance; and for Tamworth this is via the production of an Annual Tenants' Report. This outcome based assessment is subject to wider benchmarking with organisations such as HouseMark, Rent Income Excellence Network and Chartered Institute of Housing. Comparisons with 'best in class' to provide real time learning is central to localised performance management.

Along with the Corporate Communications Team, we continue to review all tenant led publications. Being able to produce Open House and the Annual Report to tenants electronically has facilitated a more regular edition and satisfied requests for more up-to-date and timely information. Moving to e-publications, as agreed in 2014, has contributed to savings in the HRA resulting in savings being invested in gathering improved customer profiling data so services can be tailored.

A New Deal for Social Housing – Green Paper

Given the Governments focus on tenant regulation as part of it "new deal for social housing" published in the Housing Green paper; it is important to evidence the Councils continued commitment. This Green paper sought views on the government's vision for social housing and how regulation could be strengthened in the future.. The consultation ran from 14 August 2018 to 6 November 2018. See **Appendix B - A New Deal for Social Housing (Green Paper)** for a summary of key points

The social housing green paper proposes fundamental reform to ensure social homes provide an essential, safe, well managed service for all those who need it. Consideration is also given to how the relationship between residents and landlords can be re-balanced to ensure issues are resolved swiftly and residents' voices are heard.

The paper sets out 5 principles which, it says, will underpin a new, fairer deal for social housing residents and each of these will have an impact on tenant regulation and linking this back to neighbourhood resilience will be a key ambition in the updated HRA business plan in 2018/2019:-

- A safe and decent home which is fundamental to a sense of security and our ability to get on in life;
- Improving and speeding up how complaints are resolved;
- Empowering residents and ensuring their voices are heard so that landlords are held to account;
- Tackling stigma and celebrating thriving communities, challenging the stereotypes that exist about residents and their communities, and
- Building the social homes that we need and ensuring that those homes can act as a springboard to home ownership.

Finally, it is important to note that revisions to the Business Plan were agreed in June 2018 and the narrative is currently being prepared setting out our ambitions. The HRA Business Plan is a statutory requirement and the production of a robust HRA Business plan is fundamental to the successful delivery of the Councils Housing Service. The HRA business plan is also one example of how tenants have and should, influence shape and scrutinise core housing services.

RESOURCE IMPLICATIONS

The production of the annual report, as per previous years, will be advertised on the web, via an e-newsletter and targeted hard copy to ensure value for money and these costs can be met from existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

Failure to comply with the Homes & Community Agency Regulatory Framework could result in intervention should this be assessed as causing “serious detriment” to tenants. The co-regulatory framework developed with tenants to assess consumer standards as well as contribute to economic regulation mitigates this risk going forward.

Business risks around performance are assessed as part of the councils approach to risk management

REPORT AUTHOR

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Tenant Regulation & Involvement Manager – Leanne Lea Ext. 484

LIST OF BACKGROUND PAPERS

APPENDICES

Appendix A – Customer Intelligence Report 2017-2018

Appendix B – A New Deal for Social Housing (Green Paper)

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Customer Intelligence End of Year Report 2017/2018

“You said – we listened”

Introduction

This report sets out an analysis of all customer intelligence received within Landlord Services between 1 April 2017 and 31 March 2018 and will contribute to the production of the Council’s Landlord Annual Report to tenants (2017/18) complying with required governance under the Landlord Regulatory Framework.

Local Offers

The Regulatory Framework for Social Housing in England (From April 2012) sets out the regulatory standards for registered providers of housing; these place emphasis on the relationship between landlords and their tenants at a local level. There are two types of Standards: consumer and economic. Consumer standards apply to all registered providers, including local authorities. Economic standards apply only to private registered providers; these include organisations’ who were previously known as housing associations (HA’s) or registered social landlords (RSL’s).

Consumer Regulation review

The annual review sets out our consumer regulation role and key messages they wish to share. The key messages in this year’s review are:-

- Complying with health and safety obligations remain the most fundamental responsibility of providers, and that we are able to demonstrate our obligations.
- To be able to demonstrate that we understand our statutory responsibilities including but not limited to gas safety, fire safety, lift safety and electrical safety.
- As a landlord we must be clear about our responsibility for ensuring tenants are safe in their home
- Compliance with the outcomes set out in the consumer standards, which includes how tenants are listened to, reflects the culture of the organisation.
- We have principal responsibility for responding to complaints about the service, and the need to have clear mechanisms in place for tenants to complain. Where issues do arise transparency with the regulator is essential.

For the full report please click on the link below

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/730021/Consumer_Regulation_Review_2017-18_20180727.pdf

Consumer Standards

- Tenant Involvement and Empowerment
- Home
- Tenancy
- Neighbourhood and Community

Economic Standards

- Governance and Financial Viability*
- Value for Money
- Rent*

*This does not apply to local authorities

The standards aim to put tenants at the heart of shaping, influencing and monitoring the services they receive. The HCA (Homes and Communities Agency) expects tenants and landlords to work closely together to set local service standards/offers. Landlord Services Local Offers were reviewed early 2015 in consultation with tenants.

How do we compare!

	2015/16	2016/17	2017/2018
Complaints	224	216	206
Compliments	51	53	50
Service Requests	137	171	261
Total	412	440	517

What we know at a Glance!

	2015/2016	2016/2017	2017/2018
*Tell Us	196	203	308
Complaints	149	155	206
Compliments	26	17	48
Service requests	21	31	54
MP Enquiries	20	12	11
Complaints	3	/	/
Compliments	/	/	/
Service Requests	17	12	11
**Councillor	69	82	69
Complaints	5	/	/
Compliments	1	/	1
Service Requests	63	82	68
*Other	127	143	/
Complaints	67	61	/
Compliments	24	36	/
Service Requests	36	46	/
Cabinet/Member	/	52	129
Service Requests	/	/	128
Compliments	/	/	1
Year Total	412	492	517
Response time	4 days	4 days	3.25 days

***Other - Since** April 2017 Other and ***Tell Us** have combined as they are now all recorded through the corporate Tell Us process

****Councillor** service requests ceased being logged at the end of November 2017
From December a new ****Members** email address was set up and is now used by Councillors to make service requests

Complaints & Compliments

	2015/2016	2016/2017	2017/2018
Number of complaints	224	216	206
Number of stage 1 complaints	204	195	183
Number of stage 2 complaints	17	16	16
Number of stage 3 complaints	3	5	7
Number of complaints upheld	8	30	37
Number of compliments	51	53	50
Number of service requests	137	223	261

A total of **517** complaints, compliments and service requests were received within Landlord Services during 2017 – 2018. Of the total number received, **40%** were classified as complaints, **50%** service requests and **10%** compliments.

The number of service requests has increased, partly as a result of the introduction of the Member Housing Enquiry process introduced November 2017. All Member and Cabinet Housing Enquiries are initially directed to the relevant service area manager for investigation and response within 5 working days

Across the total number of **206** complaints:

- **46%** relate to Wates (inclusive of Wates Gas)
- **2%** relate to Housing Solutions
- **13%** relate to Tenancy/ASB issues
- **7%** relate to TBC Repairs
- **7%** relate to Property Services
- **25%** relate to other landlord services

Across the total number of **50** compliments:

- **22%** relate to Wates (inc Gas)
- **20%** to Housing Solutions
- **18%** to Caretaking
- **16%** to Tenancy/ASB issues
- **24%** relate to other landlord services

In summary, only **206** complaints were received within Landlord Service during 2017/2018. This is a significantly small proportion in relation to **4927** household and garage tenancies.

7 Stage 3 complaints were investigated by an independent member of staff. **2** stage 3 complaints were upheld.

Complaints upheld

During 2017/2018 there was a total of **37** complaints, that following investigation, were classified as upheld. Of the **37** cases **81%** were associated with Wates.

There were **7** complaints in which a compensation payment was made. For the remaining upheld complaints, a formal apology was made to the customer.

Common themes and trends for upheld complaints

- Poor communication between customer and contractor
- Roofing repairs taking longer than the customer expects
- Operatives not turning up to booked appointments
- Damp and mould not being dealt with
- Parking issues now the garage sites are being demolished
- Plumbing repairs are completed to a poor standard as pipework is still leaking

Cabinet/Members Enquiries

Cabinet/Member Enquiry Housing

248 working days - 133 enquiries

Breakdown of enquiries by Service Area:

Service Area	Total No Enquiries
Tenancy Sustainment – ASB/Tenancy	26
Other services areas (not housing)	3
Wates/ TBC Repairs	31
Housing Options/Sheltered	6
Housing Options/Repairs	1
Housing Solutions	32
Caretakers/Repairs	4
Tenant Involvement	1
Tenancy Sustainment – TBC Repairs	1
Housing General	6
Tenancy Sustainment - Income	5
Repairs/Property Services	10
Housing Strategy/Conditions & Supply	6
Housing Solutions/Housing Benefit	1
Total number	133

Top 3 service areas

Service Area	Total number of enquiries	% of all enquiries
Housing Solutions	32	24%
Wates/TBC Repairs	31	23%
Tenancy Sustainment Tenancy/ASB	26	19.5%

Total number of enquiries from Councillors

Councillor	Total No Enquiries
Cllr Doyle	21
Cllr Thurgood	31
Cllr Cook	20
Cllr Pritchard	1
Cllr Claymore	14
Cllr James	2

Cllr Lunn	1
Cllr Goodall	7
Cllr Kingstone	3
Cllr Norchi	18
Cllr Clements	4
Cllr Bilcliff	1
Cllr P Thurgood	2
Cllr Summers	2
Cllr People	2
Cllr Rogers	4
Cllr Faulkner	2
Total number	*135

*The variation in number of enquiries by service area to number of Councillor enquiries' is because 2 Councillors jointly contributed to the same service request with another Councillor

Councillors with majority of enquiries

Councillor	Total number of enquiries	% of all enquiries
Cllr Thurgood	31	23%
Cllr Doyle	21	16%
Cllr Cook	20	15%

Recurrent Enquiries

Councillor	No of recurrent enquiries
Cllr Claymore	4
Cllr Cook	5
Cllr Clements	2
Cllr Norchi	2
Cllr Thurgood	5
Cllr Doyle	2
Total number	20

No authority to release

Councillor	Number of advised No Authority to Release
Cllr Doyle	3
Cllr Thurgood	15
Cllr Cook	16
Cllr Claymore	2
Cllr People	1
Cllr Kingstone	1
Cllr Goodall	5
Cllr Faulkner	1
Cllr James	1
Cllr Rogers	1
Cllr Summers	1
Cllr Clements	1
Total	48

Average response days - 1.25

Themes:

- Someone is about to be made homeless what can we do for them
- Advice has previously been given but this family/person still needs help, is there anything else that we can do
- When will an applicant be successful bidding on a property/has been bidding for quite a while without success
- Can a repair be carried out/update on a repair
- Update on housing application

Information	Summary Headlines
Summary information for 2017/18 setting out complaints and learning	<ul style="list-style-type: none"> • Complaints have reduced from 241 to 206 over the last 4 years. 206 complaints resulting from over c35,000¹ interactions represent less than <1% • 183 complaints are satisfied at stage 1 (89%) • Compliments have reduced slightly by 3. We are now receiving compliments across the whole of landlord services and Wates, and not just for a particular service areas i.e. caretaking/cleaners • 17% (38) increase in service requests • Average response is 3 days • Numbers upheld have increased to 3. This is part of the continual trend analysis to promote and ensure learning
Summary Cabinet/Members Enquiry	<ul style="list-style-type: none"> • 135 enquiries received during 248 working days (2 on average per week) • 31 & 21 from Cllr Thurgood and Cllr Doyle • 24% service requests – housing solutions • 23% service requests – Wates/TBC repairs • 20% service requests – Tenancy Sustainment ASB/Tenancy • Average response time is 1.25 days
Performance table taken from the customer dashboard	Information will be updated and discussed in the cabinet report date xx/xx/xx
Extract of letters	Letters remain under review and part of the learning to prevent escalation

Learning from Complaints

Learning from complaints is crucial and as part of the Landlord Regulatory Framework Complaints Review Panel (sub-group of TCG) was established with terms of reference including a responsibility: -

- to review complaints anonymously and make recommendations for improvement
- To review letters (redacted) and make recommendations for change to simplify and tailor for customer purposes
- To work across key themes to look for business improvement

Together with the Complaints Review Panel, the following service improvements have been made: -

- Contributions to the review of the corporate 'Tell Us' Policy
- Pilot to extend cabinet housing enquiry to all members
- When reporting repairs job numbers are now provided by Wates so as to improve any follow up enquiries

Areas identified for 2018/19

We continue to support and develop the Complaints Review Panel with a focus on learning and recommendations for future service improvement/delivery. In response to the panels request we shall arrange complaint handling training for staff/tenants






Compare our Performance April 2017 – March 2018

Landlord Service continues to review key performance indicators, with tenants', to ensure they remain customer focused and are meaningful. We continue with live updating of the customer dashboard, on line, as reporting performance openly builds credibility and satisfaction. The following indicators have been agreed with tenants'.

	2015/16	2016/17	2017/2018	Estimated Top Quartile*
Overall satisfaction with Landlord Services	78%	78%	78%	82%
Average time between lettings	14 days	17.60 days	17.75	17.50 days
Estate Inspections	10 inspections completed	10 inspections completed	10 inspections completed	Not benchmarked
Satisfaction with communal cleaning	87%	87%	87%	Not benchmarked
Number of tenants on the database of involvement	561	617	557	Not benchmarked
% of appointments made and kept	94.17%	95%	90.48%	98.06%
Gas servicing – CP12	99.37%	99.99%	97.82%	100.00%
Urgent repairs completed on time	98.35%	97.58%	96.91%	98.04%

Customer satisfaction with repairs	97.67%	83%	95%	98.50%
Arrears as a % of rent due	1.82%	1.82%	2.15%	1.79%
Evictions	18	10	18 (0.42%)	0.18%

Top performance indicators as at 31 March 2018 as voted for by tenants

Performance Indicator	Target	Current Value	Are we on target	Trend
Percentage of all responsive repairs completed within target	94%	95.10%		↑
Percentage of appointments made and kept	93%	90.48%		↓
Percentage of repairs completed on first visit	85%	89.34%		↑
Percentage of properties with valid Gas Safety Certificate	100%	98.62%		↑
Average re-let times (in days)	16	17.75		↓
Percentage of closed resolved anti - social behaviour cases	-	98%	-	-
Number of closed unresolved anti - social behaviour cases	-	1	-	-
Current rent arrears as a percentage of annual debit	3%	2.15%	-	-
Number of complaints since 1st April 2016	-	216	-	-
Number of complaints upheld since 1st April 2016	-	30	-	-
Number of compliments since 1st April 2016	-	53	-	-

Monitoring performance

Landlord Service monitors performance to ensure its services are delivered to a standard acceptable to tenants and to meet statutory requirements.

A series of performance indicators have been put in place for key service areas. These indicators are used to measure how well we perform in delivering services such as housing management, major works, allocations etc. The **Tenant Consultative Group** has been significantly involved in the development of local indicators determining how they would like to see performance information reported in the future.

Reporting performance

Each year Landlord Service publishes an annual report to tenants which includes a summary of the previous year's activity and performance information across key service areas accompanied by commentary. The production of the Annual Report is advertised on the web, via an e-newsletter and targeted hard copies to ensure value for money.

Feedback received from the Council's formal complaints system 'Tell Us' and recommendations from the Complaints Review Panel are routinely reported at Landlord Performance Management meetings detailing trends and key performance data. The Complaints Review Panel, set up at the beginning of 2012, specifically monitors complaints and emerging trends as part of the wider customer experience.

Customer satisfaction forms a key part of the Landlord Service performance management process and helps to drive improvements through learning from the customer experience. Landlord Service has a robust programme of service satisfaction measures in place to consistently compare tenants' satisfaction with services overtime and in addition, the **STAR survey** – Survey of Tenants and Residents, helps to keep up-to-date with tenant opinion as well as maximising our understanding of overall tenant satisfaction and expectation.

Alongside the above, the results of all customer satisfaction surveys and feedback are reported quarterly to the Tenant Consultative Group and Tenant Involvement Group. These groups provide the opportunity for tenant scrutiny of services with actions/recommendations put forward to resolve issues.

STAR survey – Survey of Tenants and Residents

The **STAR survey** ensures the continued measurement of customer satisfaction with services customers receive from their landlord and how performance compares to other landlords both alike and national. In addition to this, the survey can identify areas for service improvement, compare satisfaction with services over time, specifically with the results of previous surveys of tenant satisfaction, and enable performance comparison with other comparable Borough Councils.

The principal objectives of the STAR survey are to:

- provide robust data which accurately represents the views of tenants on key satisfaction measures
- provide a comprehensive view of other perception-based measures on a range of specific services provided by the Council's Landlord Service
- provide an assessment of progress against the 2008 and 2011 STATUS survey and 2015/16 STAR survey to illustrate how the Council's Landlord Service has performed over time in changing patterns of customer satisfaction and expectation to inform future operational development.

STAR Survey 2015/16 key performance indicators

Key Performance Indicators	2011	%diff.	2015
Overall satisfaction	75%	↑+3%	78%
Quality of home	Aggregate data not available	N/A	79%
Neighbourhood	75%	↑+8%	83%

Rent provides VFM	Aggregate data not available	N/A	73%
Repairs & Maintenance	68%	—	68%
Listens to views*	54%	↑+5%	59%
Keeping tenants informed*	68%	↑+12%	80%

During the interim years of STAR we continue to undertake a series of mini service assessments based on key priorities as part of Landlord Services annual satisfaction Calendar.

During 2017/2018, Landlord Service continued to engage and carry out 'qualitative research', to determine customer opinion and expectation, i.e. ASB telephone surveys/complaint surveys/service charge consultation etc. The primary benefits of qualitative research is that information is considerably richer than a series of numbers on a page and in addition, provides the opportunity to interact with customers more positively at the same time as researching performance. For Landlord Service this provides interaction and communication with those tenants that are ordinarily considered 'hard to reach'

HouseMark

To ensure that we are always looking at ways to improve services, maintain high satisfaction rates and provide good value for money, we subscribe to HouseMark. HouseMark collates information from ALMOs, Councils and Housing Associations to compare and benchmark valuable data such as value for money and performance.

Impact Assessments

In addition to satisfaction surveys and tenant feedback, Landlord Service routinely carries out impact assessments for all involvement initiatives and activities. Impact assessments measure not only customer satisfaction but also the overall impact of activity to enable us to learn what has worked well and what can be used successfully for future involvement/activity.

Tenant Inspectors

As part of its Tenant Involvement and Co-regulatory framework, the Council has an innovative scheme to empower customers to act as tenant inspectors. This scheme, which has now been running for over three years, provides tenants with the opportunity to audit the delivery of estate caretaking and cleaning services. The scheme has also been extended to include estate inspections. Tenant inspectors monitor the quality of service delivery against defined standards and undertake on-site inspections. They are empowered to call managers to account if services do not meet required standards and their feedback forms part of overall performance monitoring.

Service assessments 2017/2018

During 2017/2018 we have continued to review and measure tenant opinion in many different ways as the most productive method for measuring customer service levels across one area may differ substantially for other areas. The Tenant Regulatory and Involvement Team are responsible for collating, monitoring and reporting on the following:

Customer intelligence 2017/2018		
	Format	Frequency
Complaints satisfaction (Tell us)	Telephone/postal	5 working days after complaint is closed
Repairs/Gas servicing questionnaire – Mears/Wates	Postal/telephone	Half yearly
New Tenant questionnaire	Paper based/postal	Monthly
Open House	Paper based/postal & face-to-face	Bi-annual
Supported Housing moving in survey	Paper based	Quarterly
Supported Housing moving out survey	Paper based	Yearly
ASB resident perception survey	Paper based/postal with rent statements	Yearly
ASB tenant satisfaction	Telephone	Monthly
ASB perpetrator survey	Postal	Monthly
STAR survey	Paper based/postal	Bi-annual
Communal cleaning	Postal/face-to-face	Bi-annual
Local Offers review and consultation	Postal	Bi-annual
Rent and arrears satisfaction survey	Postal	Bi-annual

In addition to the above, the following customer intelligence is also collected:

- ‘Finding a Home’ satisfaction
- Non-Bidders Questionnaire ‘Finding a Home’ – This is a questionnaire carried out to ascertain why some people are not bidding for properties on the ‘Finding a Home’ Choice Based Letting Scheme
- Environmental works programme satisfaction

Landlord Service is committed to providing a high quality service in a responsive and approachable manner. We continue to develop our services to meet the changing needs within the resources available and to demonstrate value for money.

Looking to the future

Our priority continues to be to provide a high quality customer experience and to undertake the proactive work that is necessary to ensure we can better meet housing needs in the future.

You said, we listened

Landlord Service values its customers' comments, views and ideas about how services may be changed or improved. Below are some of the ways customers have already had an influence on services or ideas they have suggested, which will improve outcomes for all customers.

You said:	We listened:
Due to the number of complaints around damp and mould on the increase, the complaints review panel asked if we would consider issuing hygrometers	Consideration by Tamworth borough council repairs and Wates will be given once a sample has been sourced
The ASB service improvement group requested the possibility of receiving basic Housing Law training	A short course was organised for the group to provide an overview of the law and legal tools that are available
After looking at satisfaction levels dip, members of the ASB service improvement group felt that focus groups for some complainants was not the best way to discuss their dissatisfaction	Individual complainants dissatisfied with the service are now invited to attend an interview
When reporting asb on line several queries had been raised about obtaining a copy of the report and an acknowledgement	The web updates team have confirmed that an acknowledgement is now available and a copy of the report saved which can be downloaded as and when necessary

Landlord Service Achievements 2017/18

Customer Dashboard – Key Performance Indicators as voted for by tenants

Performance Indicator	Target	Year End 2017/18	On Target	Comments
Older people, living independently in Sheltered housing, satisfied with the service	80%	94%	↑	<ul style="list-style-type: none"> Continue to develop the range of current activities in sheltered housing to enable tenants to stay well and independent. Delivered capital improvements DFA, and kitchen and bathroom programme
Current Arrears as a % of the debit	3%	2.15%	↓	<ul style="list-style-type: none"> Arrears down from the start of the year, c£396k to c£378k Collected 100.10% of the debit
Average re-let times for empty properties resulting in reduced rent loss	16 days	17.75	↓	<ul style="list-style-type: none"> Sustained top quartile performance 96% satisfaction with the allocations and lettings process an increase of 4%

% of properties with a valid gas certificate – complying with LGSR	100%	98.68%	↓	<ul style="list-style-type: none"> • Reported performance is good when benchmarked with HouseMark • Overall satisfaction of 95% with the repair service
% of all responsive repairs completed within target times	97%	83%	↑	
% of appointments made and kept	96%	90.48%	↓	
96% ASB cases resolved and communicated	95%	96%	↓	<ul style="list-style-type: none"> • Satisfaction has taken a slight dip from 75% 2016/17 to 67.25% currently
Numbers of Adaptations outstanding at year end outside agreed service standard Minor works – completed within 28 days DFA – within 1 year	-	-	-	<ul style="list-style-type: none"> • All DFAs (109) have been issued and there is no waiting list
Overall satisfaction with the Councils landlord service	80%	78%	↑	<ul style="list-style-type: none"> • 75% in 2011/12 via independent Status Survey • 78% in 2015 - Star Survey independently commissioned
Satisfaction with cleaning & caretaking services	85%	75%	↓	<ul style="list-style-type: none"> • Aggregate figure of 75% cleaning (measured by tenant inspectors)

Home Improvement programme 2017/18

Improvement programme	How many	Total spend
Kitchens	188	£944,000
Bathrooms	196	£801,000
Roofing	12	£164,000
Windows & Doors	147	£234,000 (some work still on site at 31 st March)
Disabled Adaptations (Major & Minor)	109	£193,000 (some work still on site 31 st March)

Also during the year!

What we achieved in 2017/2018	
Number of needs and risk assessment carried out prior to moving in	147
Number of new tenancy visits completed at sheltered housing schemes within 24 hours of moving in	49
Percentage of legionella checks completed during the year	100%

HouseMark 2017/2018

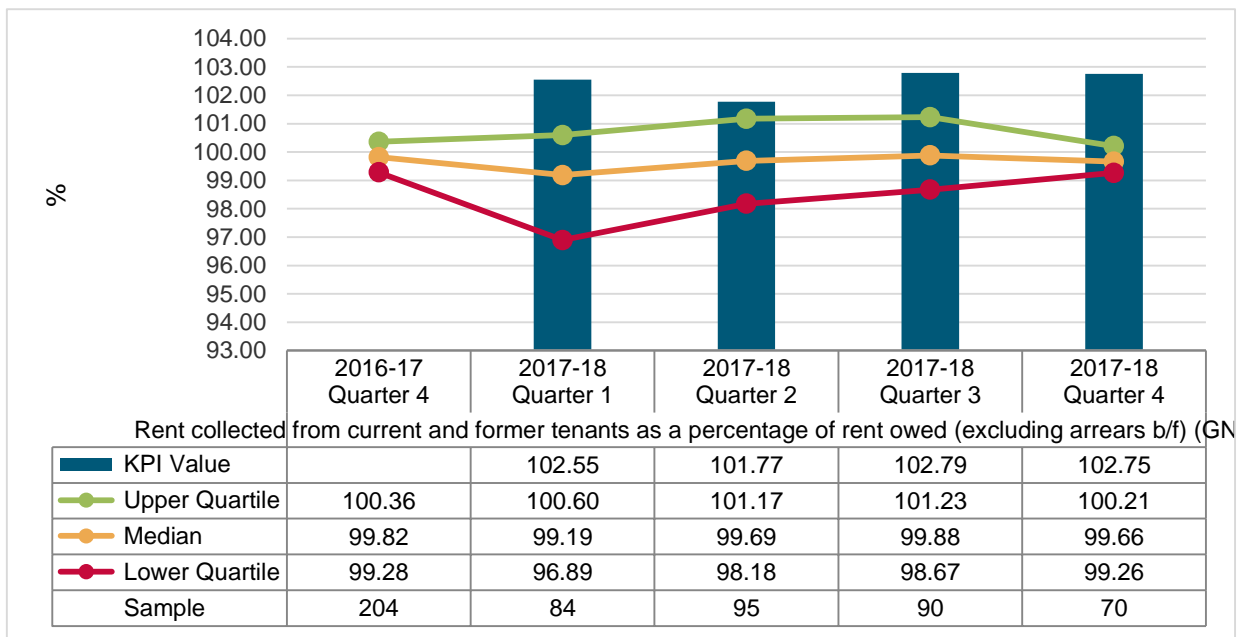
Responsive Repairs	2016/2017	2017/2018
Average number of calendar days taken to complete repairs	16 (lower quartile)	9.88 (club median)
Percentage of repairs completed at the first visit	88.32% (lower quartile)	89.34% (lower quartile)
Appointments kept as % of appointments made	95% (lower quartile)	90.48% (lower quartile)
Satisfaction with repairs	83% (lower quartile)	95% (club median)

Rent Arrears & Collection	2016/2017	2017/2018
Rent collected from current and former tenants as a % rent due (excluding arrears b/f)	103% (upper quartile)	102.75% (upper quartile)
% of rent paid by housing benefit	Not benchmarked	55.70% (lower quartile)
Rent arrears of current tenants as % rent due (excluding voids)	1.82% (upper quartile)	2.45% (club median)
Rent arrears of current and former tenants as % of rent due (excluding voids)	3.34% (club median)	5.75% (lower quartile)
Rent written off as a % of rent due	0.14 (upper quartile)	0.24 (upper quartile)
Rent loss due to empty properties (voids) a % rent due	0.54% (upper quartile)	0.52% (upper quartile)
Evictions due to rent arrears as a % of all tenancies	0.23% (upper quartile)	0.42% (lower quartile)

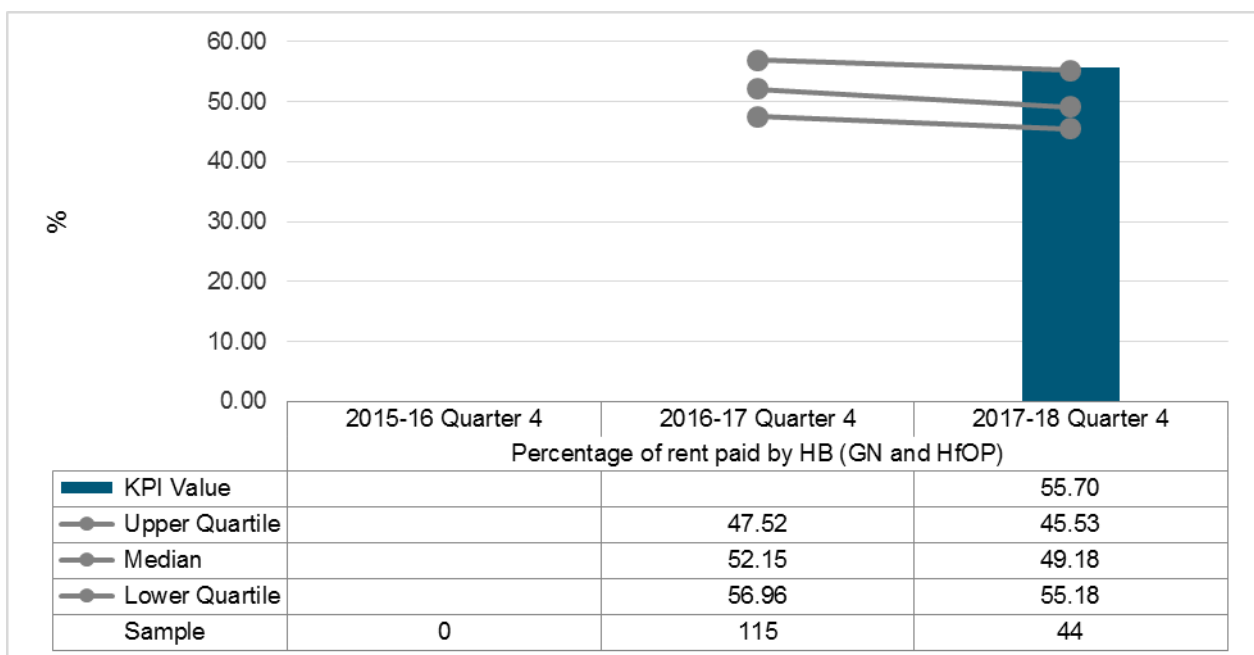
Void works & lettings	2016/2017	2017/2018
Average re- let time in days (standard re-lets)	17.60 (Upper quartile)	17.75 (Upper quartile)
Average re- let time in days (major works)	51.75 (club median)	28 (Upper quartile)
Percentage of properties accepted on first offer	76% (club median)	81% (club median)

Complaints	2016/2017	2017/2018
Percentage of complaints responded to within target time	93% (upper quartile)	95% (upper quartile)
Average time to respond to complaints	4 days (upper quartile)	3.25 days (upper quartile)

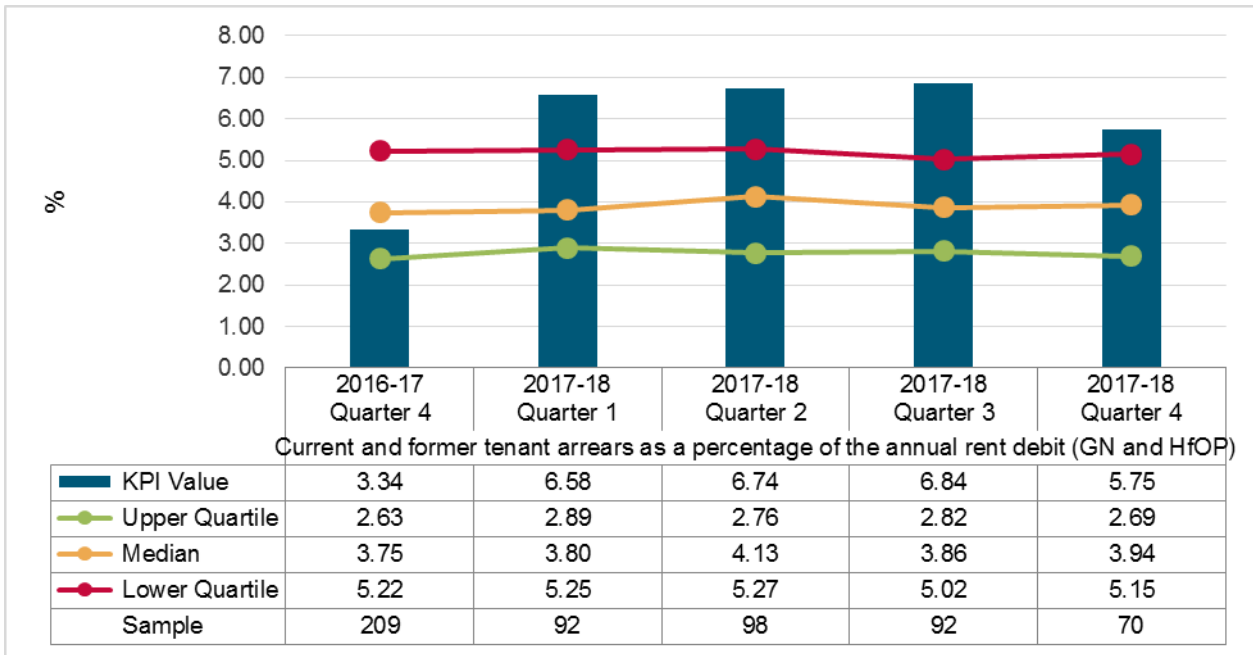
Rent collected from current and former tenants as a percentage of rent owed (excluding arrears b/f) (GN and HfOP)



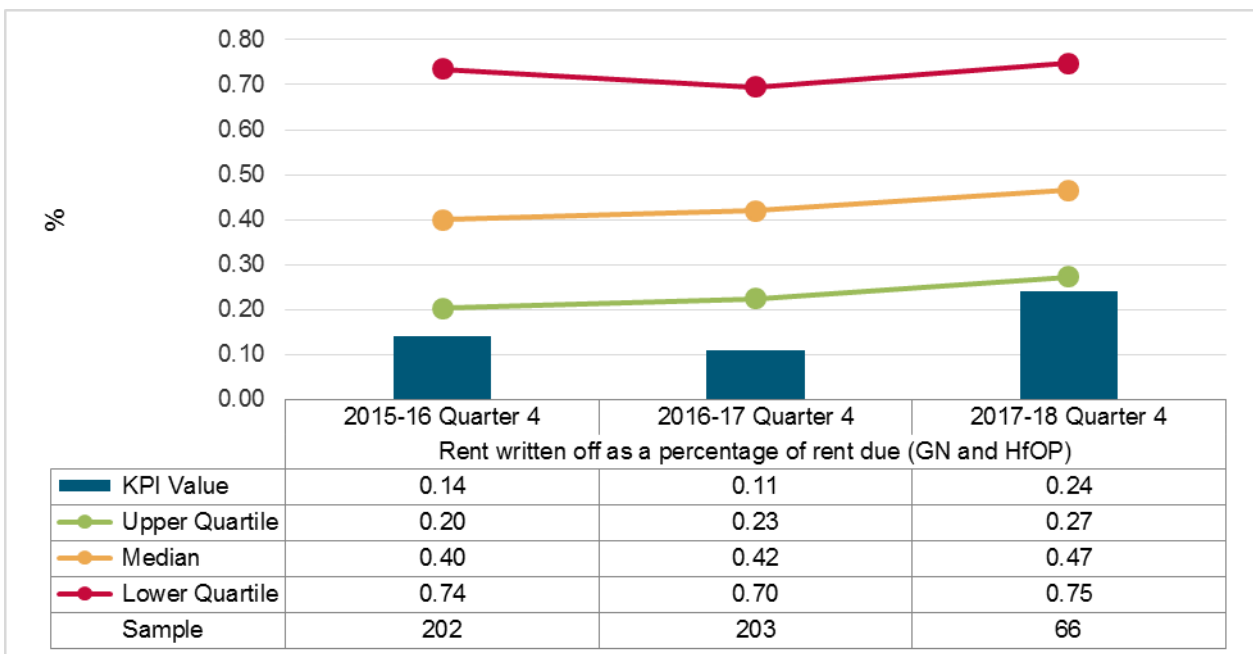
Percentage of rent paid by HB (GN and HfOP)



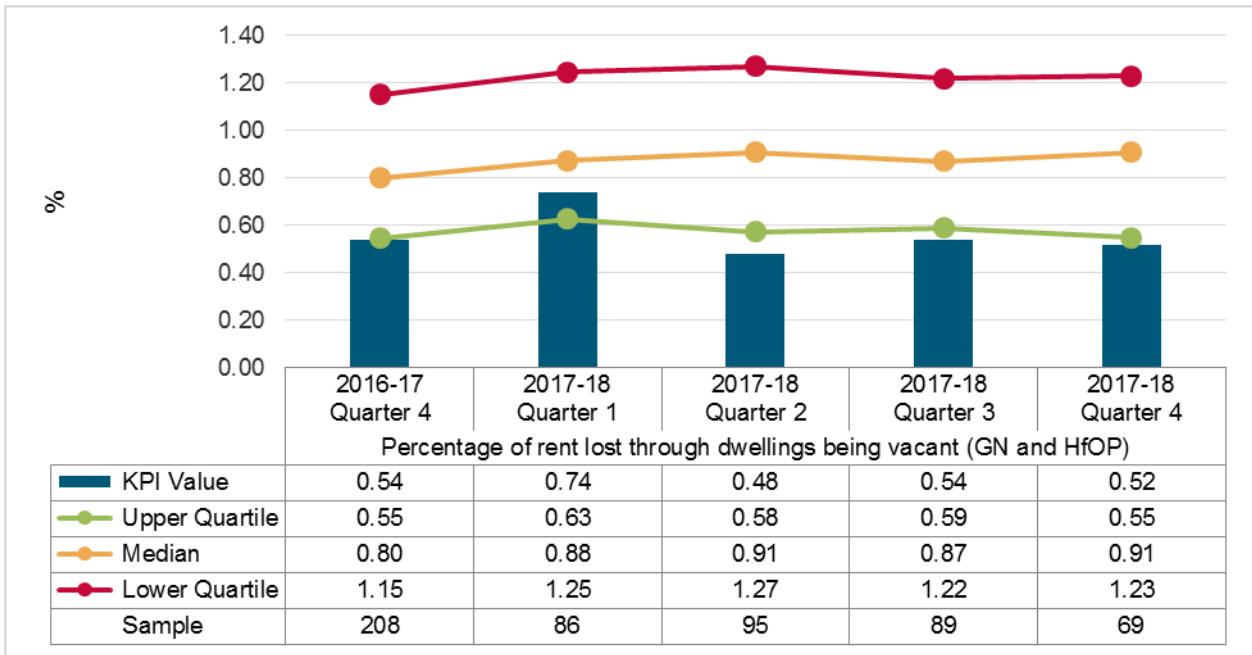
Current and former tenant arrears as a percentage of the annual rent debit (GN and HfOP)



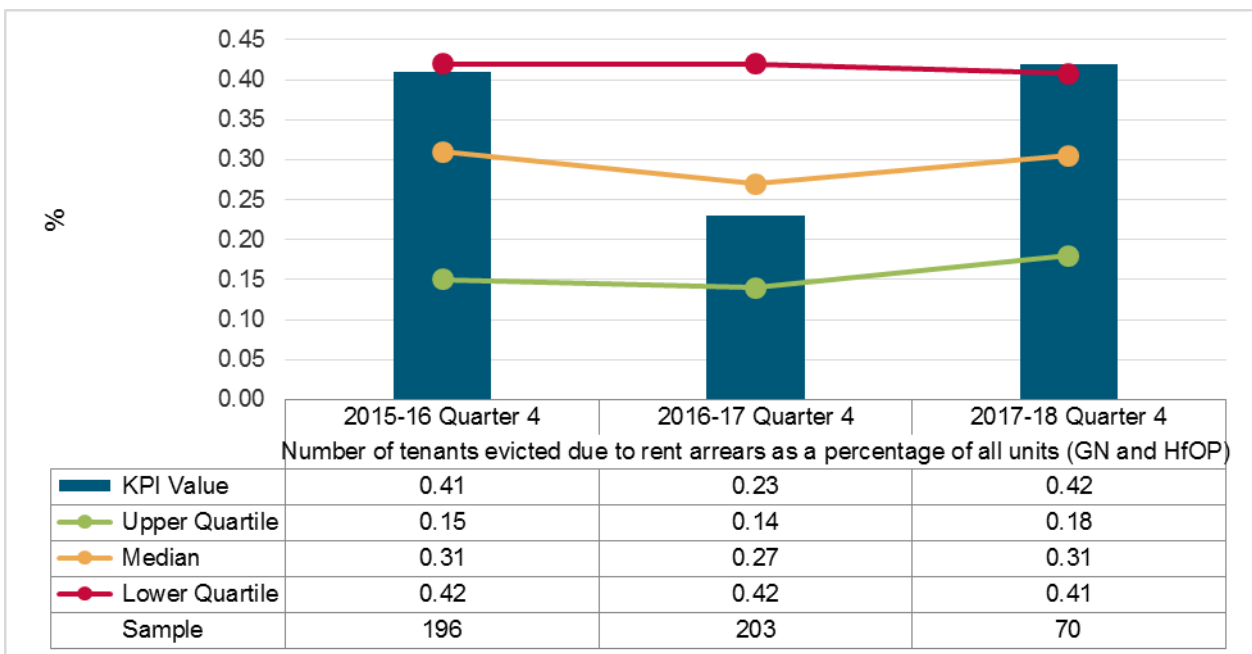
Rent written off as a percentage of rent due (GN and HfOP)



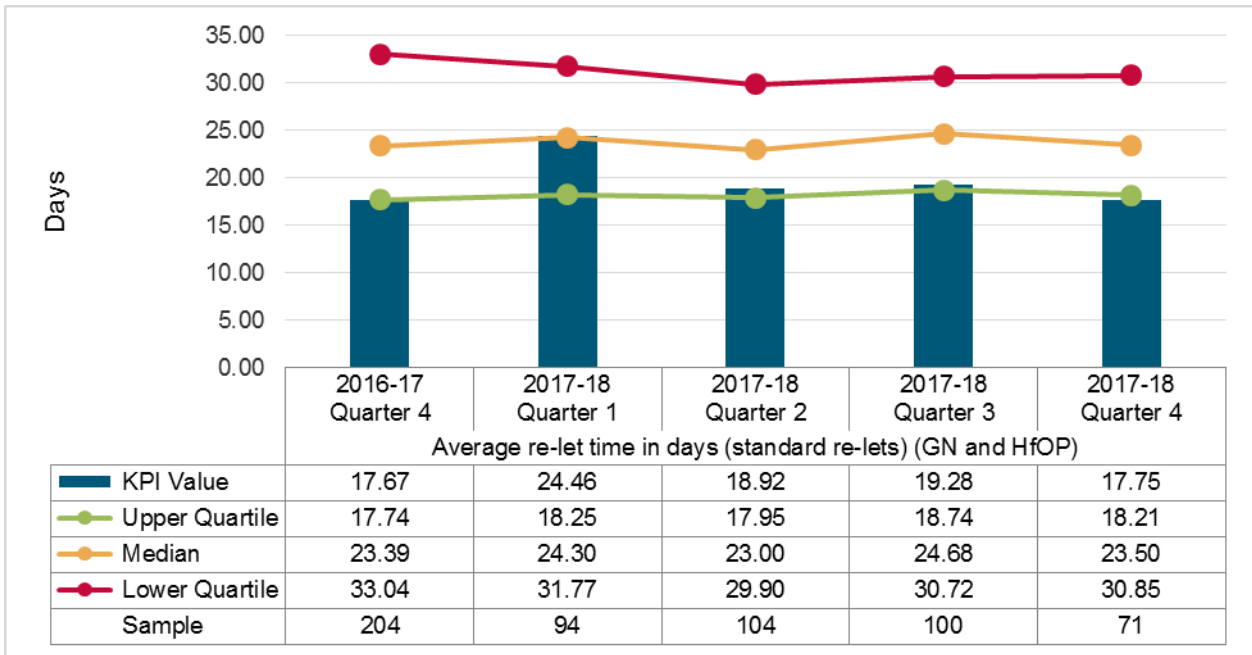
Percentage of rent lost through dwellings being vacant (GN and HfOP)



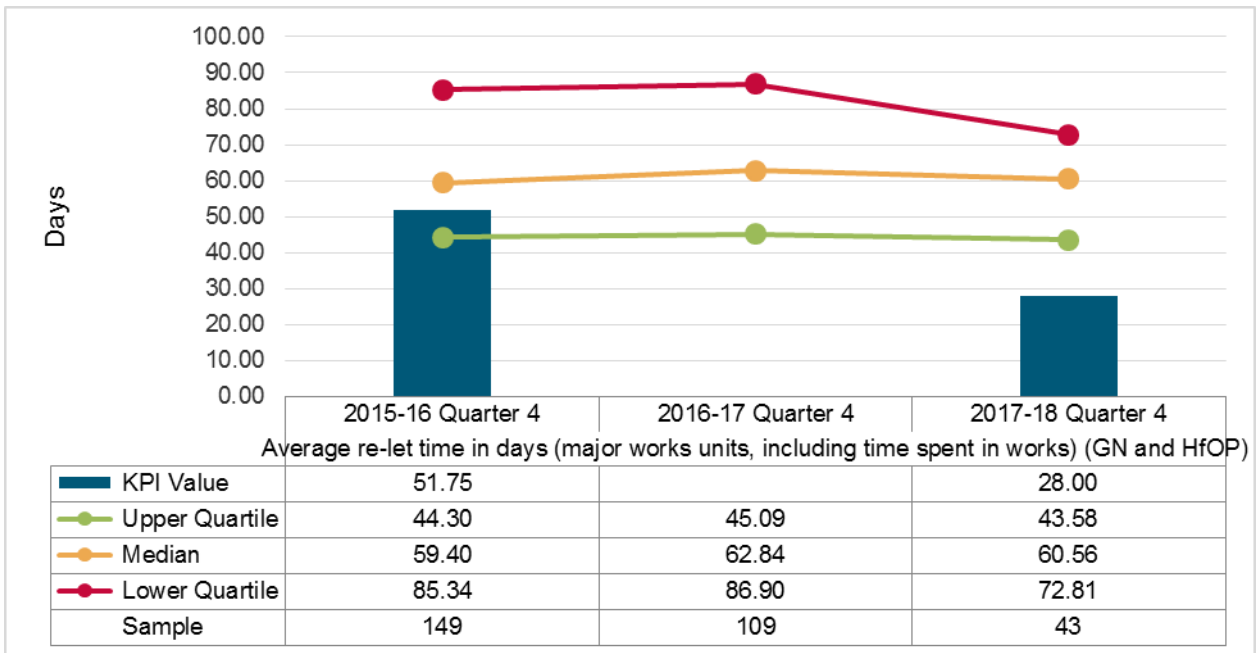
Number of tenants evicted due to rent arrears as a percentage of all units (GN and HfOP)



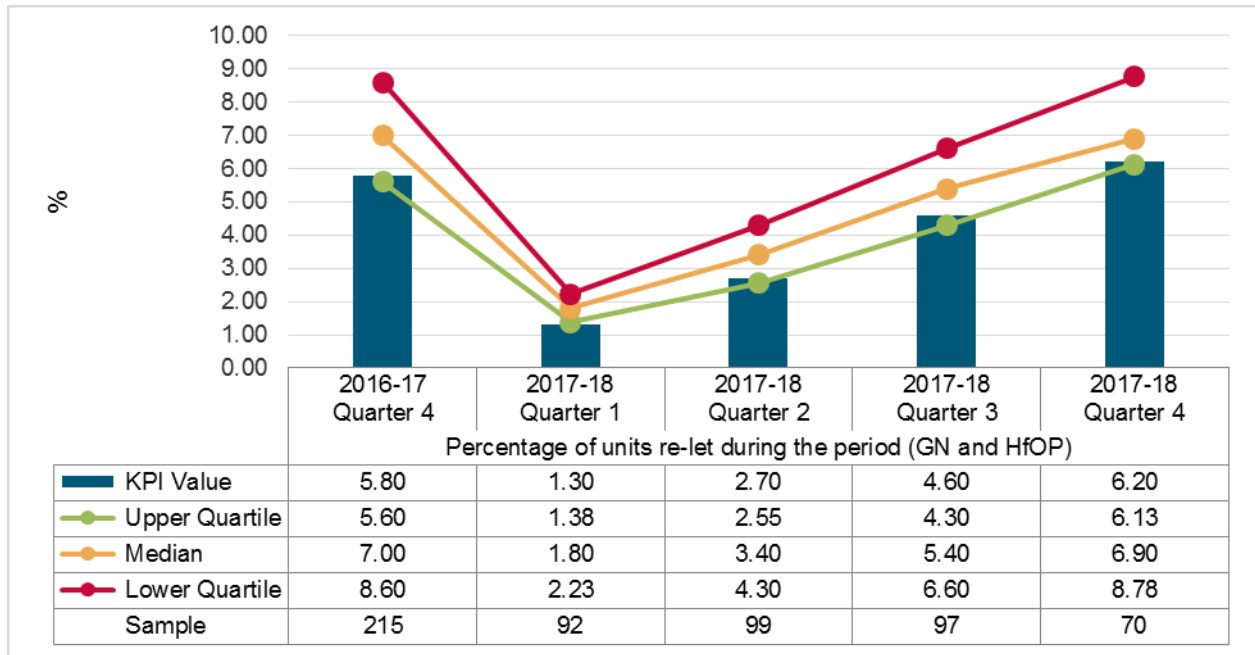
Average re-let time in days (standard re-lets) (GN and HfOP)



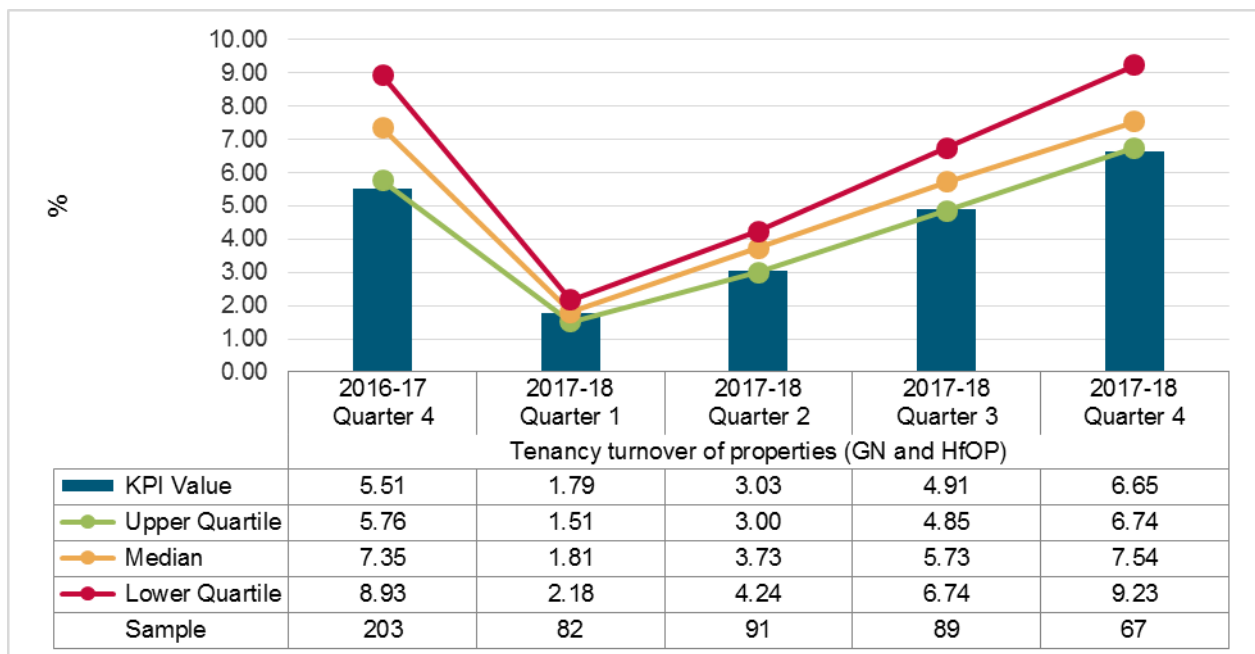
Average re-let time in days (major works units, including time spent in works) (GN and HfOP)



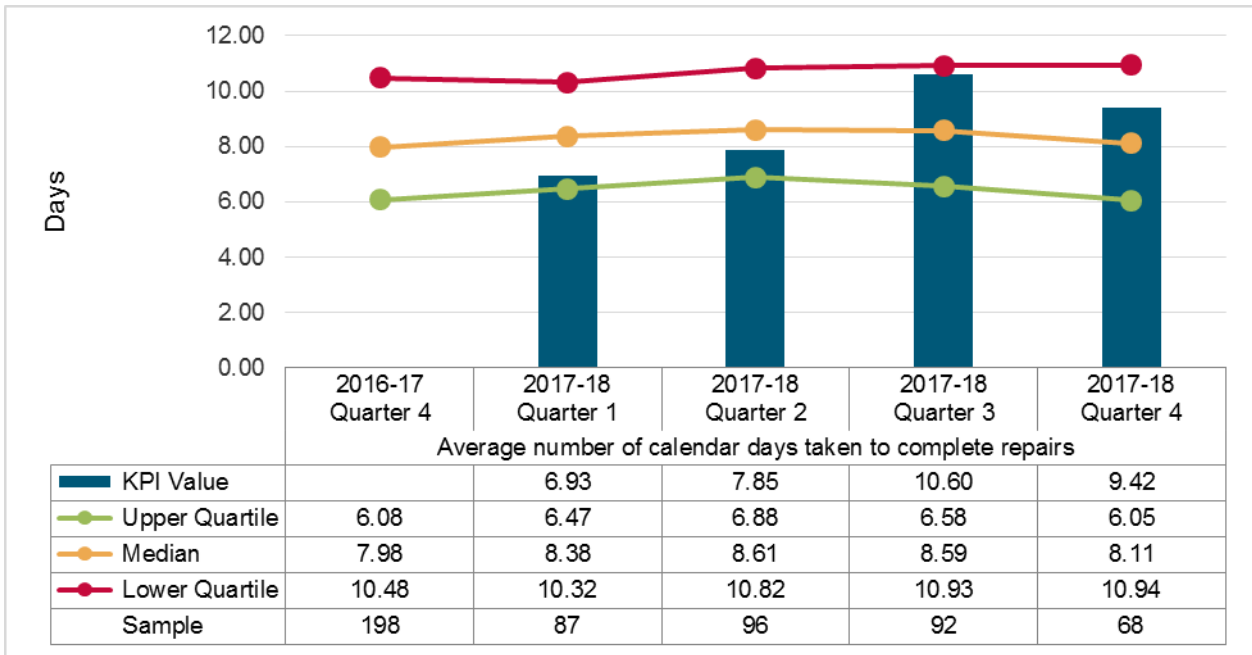
Percentage of units re-let during the period (GN and HfOP)



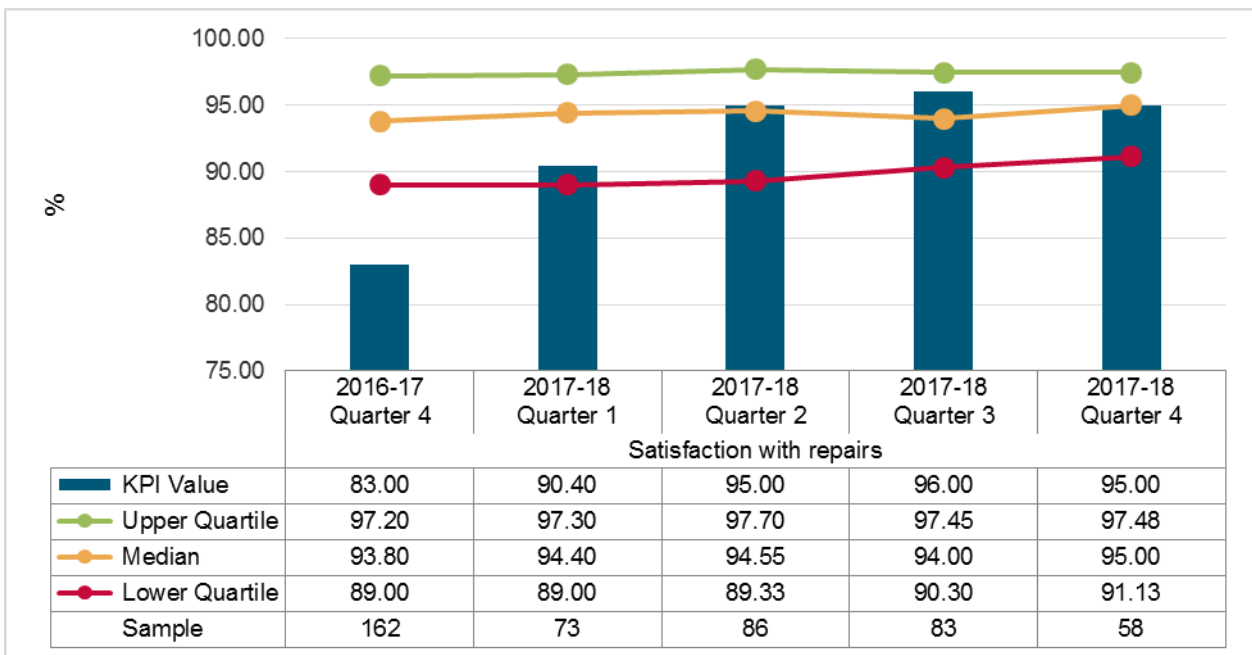
Tenancy turnover of properties (GN and HfOP)



Average number of calendar days taken to complete repairs



Satisfaction with repairs



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Appendix B

A New Deal for Social Housing – Green Paper

Summary of key points

Ensuring homes are safe and decent	<p>How can resident's best be supported in this important role of working with landlords to ensure homes are safe?</p> <p>Should new safety measures in the private rented sector also apply to social housing?</p> <p>Are there any changes to what constitutes a Decent Home that we should consider?</p> <p>Do we need additional measures to make sure social homes are safe and decent?</p>
Effective resolution of complaints	<p>Are there ways of strengthening the mediation opportunities available for landlords and residents to resolve disputes locally?</p> <p>Should we reduce the eight week waiting period to four weeks, or should we remove the requirement for the "democratic filter" stage altogether?</p> <p>What can we do to ensure that the "designated persons" are better able to promote local resolutions?</p> <p>How can we ensure that residents understand how best to escalate a complaint and seek redress?</p> <p>How can we ensure that residents can access the right advice and support when making a complaint?</p> <p>How can we best ensure that landlords' processes for dealing with complaints are fast and effective?</p> <p>How can we best ensure safety concerns are handled swiftly and effectively within the existing redress framework?</p>
Empowering residents and strengthening the Regulator	<p>Do the proposed key performance indicators cover the right areas? Are there any other areas that should be covered?</p> <p>Should landlords report performance against these key performance indicators every year?</p> <p>Should landlords report performance against these key performance indicators to the Regulator?</p>

	<p>What more can be done to encourage landlords to be more transparent with their residents?</p> <p>Do you think that there should be a better way of reporting the outcomes of landlords' complaint handling? How can this be made as clear and accessible as possible for residents?</p> <p>Is the Regulator best placed to prepare key performance indicators in consultation with residents and landlords?</p> <p>What would be the best approach to publishing key performance indicators that would allow residents to make the most effective comparison of performance?</p> <p>Should we introduce a new criterion to the Affordable Homes Programme that reflects residents' experience of their landlord? What other ways could we incentivise best practice and deter the worst, including for those providers that do not use Government funding to build?</p> <p>Are current resident engagement and scrutiny measures effective? What more can be done to make residents aware of existing ways to engage with landlords and influence how services are delivered?</p> <p>Is there a need for a stronger representation for residents at a national level? If so, how should this best be achieved?</p> <p>Would there be interest in a programme to promote the transfer of local authority housing, particularly to community-based housing associations? What would it need to make it work?</p> <p>Could a programme of trailblazers help to develop and promote options for greater resident-leadership within the sector?</p> <p>Are Tenant Management Organisations delivering positive outcomes for residents and landlords? Are current processes for setting up and disbanding Tenant Management Organisations suitable? Do they achieve the right balance between residents' control and local accountability?</p> <p>Are there any other innovative ways of giving social housing residents greater choice and control over the services they receive from landlords?</p>
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	<p>Do you think there are benefits to models that support residents to take on some of their own services? If so, what is needed to make this work?</p> <p>How can landlords ensure residents have more choice over contractor services, while retaining oversight of quality and value for money?</p> <p>What more could we do to help leaseholders of a social housing landlord?</p> <p>Does the Regulator have the right objective on consumer regulation? Should any of the consumer standards change to ensure that landlords provide a better service for residents in line with the new key performance indicators proposed, and if so how?</p> <p>Should the Regulator be given powers to produce other documents, such as a Code of Practice, to provide further clarity about what is expected from the consumer standards?</p> <p>Is “serious detriment” the appropriate threshold for intervention by the Regulator for a breach of consumer standards? If not, what would be an appropriate threshold for intervention?</p> <p>Should the Regulator adopt a more proactive approach to regulation of consumer standards? Should the Regulator use key performance indicators and phased interventions as a means to identify and tackle poor performance against these consumer standards? How should this be targeted?</p> <p>Should the Regulator have greater ability to scrutinise the performance and arrangements of local authority landlords? If so, what measures would be appropriate?</p> <p>Are the existing enforcement measures set out in Box 3 adequate? If not, what additional enforcement powers should be considered?</p> <p>Is the current framework for local authorities to hold management organisations such as Tenant Management Organisations and Arms Length Management Organisations to account sufficiently robust? If not, what more is needed to provide effective oversight of these organisations?</p>
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	<p>What further steps, if any, should Government take to make the Regulator more accountable to Parliament?</p>
<p>Tackling stigma and celebrating thriving communities</p>	<p>How could we support or deliver a best neighbourhood competition?</p> <p>In addition to sharing positive stories of social housing residents and their neighbourhoods, what more could be done to tackle stigma?</p> <p>What is needed to further encourage the professionalisation of housing management to ensure all staff deliver a good quality of service?</p> <p>What key performance indicator should be used to measure whether landlords are providing good neighbourhood management?</p> <p>What evidence is there of the impact of the important role that many landlords are playing beyond their key responsibilities? Should landlords report on the social value they deliver?</p> <p>How are landlords working with local partners to tackle anti-social behaviour? What key performance indicator could be used to measure this work?</p> <p>What other ways can planning guidance support good design in the social sector?</p> <p>How can we encourage social housing residents to be involved in the planning and design of new developments?</p>
<p>Expanding supply and supporting home ownership</p>	<p>Recognising the need for fiscal responsibility, this Green Paper seeks views on whether the Government's current arrangements strike the right balance between providing grant funding for housing associations and Housing Revenue Account borrowing for local authorities.</p> <p>How we can boost community-led housing and overcome the barriers communities experience to developing new community owned homes?</p> <p>What level of additional affordable housing, over existing investment plans, could be delivered by social housing providers if they were given longer term certainty over funding?</p> <p>How can we best support providers to develop new shared ownership products that enable people to build up</p>

	more equity in their homes?
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Annual Report

2017-18

Page 171



Tamworth
Borough Council

Tamworth Borough Council
Landlord Services

01 Welcome to your Annual Report

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Welcome to the 2017-2018 Annual Report for Tenants and Leaseholders, which sets out how we are performing and what we have achieved during the 2017/2018 financial year.

In addition to reviewing our performance we will also take the opportunity to share with you some good news stories and information relating to service improvements introduced over the same period. Throughout the report you'll see how we continue to challenge ourselves to achieve value for money in the services we provide.

Tenants' contribution to Tamworth's work is invaluable in enabling us to improve services and deliver value for money. Our thanks go to all tenant members who have been involved in the development of this report and members of Tenants Voice who commented on the draft to ensure that the report is clear, meaningful and in plain English.

We continue to send out the Annual Report by email. However, the report is still available to download via the website and is available in print for those who would prefer this. As ever, we welcome any feedback you have on the report and its contents, so please do get in touch if you would like to.

If you would like a printed copy of this report please contact the Tenant Regulatory & Involvement Team on 01827 709709 or email tenantparticipation@tamworth.gov.uk



If you would like a printed copy of this report please contact the Tenant Regulatory & Involvement Team on 01827 709709 or email tenantparticipation@tamworth.gov.uk



Who we are



Area	Total
Amington	402
Belgrave	298
Bolehall	338
Borough Road	12
Coton Green	50
Dosthill	72
Fazeley	112
Gillway	264
Glascote	601
Hockley	153
Kettlebrook	210
Leyfields	451
Stonydelph	717
The Leys	45
Town Centre	401
Two Gates	14
Wilnecote	111

Total number of properties: 4,251

Number of tenancies as at 31 March 2018

Total: 4,251



BEDSIT



**FLAT/
MAISONETTE**

1 bed = 659
2 bed = 558
3 bed = 99



HOUSE

2 bed = 484
3 bed = 1687
4 bed+ = 149



BUNGALOW

1 bed = 216
2 bed = 32



SHELTERED

1 bed = 324
2 bed = 38
3 bed = 3

02 A Year in Pictures



Ankermoor court art project



Building brighter futures project



Oakendale plant a pot



Oakendale plant a pot



ICT workshop



ICT workshop



Tenants visit Wates



Oakendale art project



Knitting donations



Maurice Arnold



Edward Court art project



Building brighter futures project

03 Tenant Involvement & Empowerment

This section looks at how we communicate and involve our tenants and how well we know and respond to their needs

If you find yourself interested and would like to get involved or simply require further information please contact the Tenant Regulatory & Involvement Team on 01827 709709 or email tenantparticipation@tamworth.gov.uk

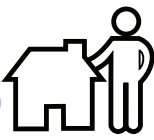
THERE ARE VARIOUS WAYS FOR TENANTS TO GET INVOLVED

MORE THAN 100 INVOLVEMENT ACTIVITIES

HAVE BEEN ARRANGED, RANGING FROM POSTAL SURVEYS, ESTATE-BASED ACTIVITIES & CONSULTATION EVENTS

ANALYSED MORE THAN 1,500

SURVEYS FROM CUSTOMERS

18 

ACTIVE TENANT INSPECTORS
1 CO-ORDINATOR

102
TENANT-LED COMMUNAL CLEANING
AUDITS CARRIED OUT ACROSS THE BOROUGH

557
TENANTS REGISTERED ON THE DATABASE OF INVOLVEMENT

10 ANNUAL PROGRAMME OF ESTATE INSPECTIONS COMPLETED

ENGAGEMENT ACTIVITIES
PLANT A POT EVENTS

AT THOMAS HARDY COURT, EDWARD COURT & OAKENDALE SHELTERED SCHEMES

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Did you know?

Seniors United is a forum for sheltered housing tenants to get together, share ideas and experiences. A range of events have featured on the agenda which included an awareness session to identify the signs of loan sharks and how to report them, and a presentation on the Silver Line service which offers information friendship and advice. Also as part of 'dementia week' group members were asked if they would knit twiddle muffs for Alzheimer's patients, which were donated to local hospitals.



Knitting donations



Sunset Close art projects



Bright Crescent art project

It has been a busy year for the group as the town commemorated the death of Aethelflaed, so the group were invited to become involved in an art project which was due to be showcased in the castle grounds over the summer.

The Tenant Involvement team have also supported the Police Community Engagement days, these events have increased community partnerships and provided an increased level of service by working with residents in the community.



PCSO engagement day, April 2017

Tenants requested the opportunity to visit both Wates call centres to gain a better insight into working operations around call handling and the appointments system.



Tenants visit Wates



Tenants visit Wates

03 Tenant Involvement & Empowerment

▶ Looking forward - 2018/2019

- Continue to promote the work of the involvement working groups and to increase the number of tenant representatives on the Tenant Consultative Group to ensure representation from across all areas of the borough
- Monthly monitoring of landlord service performance, intelligence and satisfaction
- Continue with the annual programme of estate inspections to assess the standards of service
- Encourage more tenant involvement in the future of landlord service publications.



Edward Court



Thomas Hardy Court

Did you know?

Construction course helps Tamworth residents build brighter futures

Tamworth Borough Council's housing repairs contractor, Wates, in partnership with the Councils Landlord Service delivered a construction employability course as part of Wates 'Building Futures' initiative which aims to open up routes to employment in the construction industry.

The course was aimed at unemployed Tamworth residents and care leavers who face extra barriers into employment. It provided delegates with a BTEC Level 1 qualification into construction, asbestos training, the Construction Skills Certification Scheme test and a guaranteed interview with Wates and their supply chain.

Participants were also able to learn practical

skills such as carpentry and plumbing through trade taster sessions, visit a live construction site, work on a community project, improve their employability skills and were given their own personal protective equipment to wear on a construction site.

Luke Jay (24) said: "I loved the course. I didn't really know what I wanted to do before but I now feel this could be my career for life and I'm really hopeful I will get a job out of it."

Craig Hunt (25) said: "I hope this will lead to a change in my life and if anyone else gets the opportunity to do this I would really encourage them to go for it."

Malcolm Mellors said: "I was laid off from my job in a warehouse before Christmas and have been passed between agencies since then. I've always wanted a career in construction and this has now given me the confidence to pursue it."



Building brighter futures project



Building brighter futures project

Customer feedback

Complaints, Compliments and Service Requests

We welcome all feedback as it helps us improve services. We aim to resolve all complaints as effectively and as efficiently as possible. Any complaint – no matter how minor – is recorded.

A total of **492** complaints, compliments and service requests were received within Landlord Services during the year. Of the total received, **44%** were classified as complaints, **45%** service requests and **11%** compliments.

	2015 /16	2016 /17	2017 /18
Complaints	224	216	206
Compliments	51	53	50
Service requests	137	223	261
TOTAL	412	492	517

It should be noted that whilst there has been a decrease in complaints for the period 2016-2017, we observe the number of service requests which have increased significantly, partly due to us now recording all councillor enquiries.

03 Tenant Involvement & Empowerment

	2015 /16	2017 /17	2017 /18
Number of stage 1 complaints	204	195	183
Number of stage 2 complaints	17	16	16
Number of stage 3 complaints	3	5	7
Number of complaints upheld	8	30	37
Number of compliments	51	53	50

Learning from your complaints

- Due to the number of complaints around damp and mould on the increase, the complaints review panel recommended issuing hygrometers.
- Acknowledgements are now sent for stage 1 and stage 2 complaints advising of the timescale for the response
- Acknowledgements are now sent out for compliments thanking the resident for taking the time to send them in.

Across the total number of 206 complaints:

- **46%** relate to Wates (inclusive of Wates Gas)
- **2%** relate to Housing Solutions
- **13%** relate to Tenancy/ASB issues
- **7%** relate to TBC Repairs
- **7%** relate to Property Services

Across the total number of 50 compliments:

- **22%** relate to Wates (inclusive of Gas)
- **20%** relate to Housing Solutions
- **18%** to Caretaking/Cleaning
- **16%** to Tenancy/ASB issues

In summary, 206 complaints were received within Landlord Services during 2017/2018. This is a significantly small proportion in relation to **4927** household and garage tenancies.

Have Your Say

Tamworth Borough Council wants to ensure that the services we provide meet both our published standards and the needs of our customers. All customer feedback is important to us and can be a complaint, suggestion, comment or compliment.

All feedback, including complaints, is taken seriously and we use this to learn lessons as to how things may have been done differently and to improve future services.

Where possible, we will publish information on how we have made improvements resulting from your feedback.

Have your say either by going on line at www.tamworth.gov.uk/do-it-online or telephone 01827 709709



area to fill

04 Home

This section looks at how we provide homes that are safe, of good quality and well maintained.

Responsive Repairs

	2016/17	2017/18
The percentage of repairs completed on the first visit	88.75%	89.34%
Customer satisfaction for responsive repairs	83%	95%
Percentage of repairs completed on time	88.75%	96.91%
Percentage of appointments made and kept	95%	90.48%
Percentage of complaints relating to the repairs service	46%	45%
Percentage of complaints relating to the gas service	2%	1%

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10 DAYS AVERAGE NUMBER OF CALENDAR DAYS TO COMPLETE REPAIR	3,777 GAS SERVICES	284 VOID PROPERTIES	158 BOILER REPLACEMENTS	13,858 RESPONSIVE REPAIRS
84 ELECTRICAL TESTS/INSPECTIONS	12 ROOFING JOBS	FIRE RISK WORKS AT THE HIGH RISE BLOCKS	£2,773 AVERAGE SPEND ON AN EMPTY PROPERTY	£905,712 TOTAL COST TO CARRY OUT RESPONSIVE REPAIRS



Improving the Environment

The team at Wates approached Tamworth Borough Council and asked where they would like them to carry out their 'Reshaping Tomorrow Week'. They requested Thomas Hardy Court which is their largest sheltered scheme.

The tenants at Thomas Hardy were not very enthusiastic when it came to gardening so they requested Wates to build some planters and tidy up the garden areas so they could create a gardening club and leave a legacy for them to continue.

Tamworth Borough Council also used the event for themselves to help out as well and created their own event, calling it 'Get out the office for the day'.

The event was carried over two days early June and formed a rota between Wates and the council where there were 20 volunteers each day. One team went round the whole perimeter of the scheme tidying up all the borders, strimming and weeding whilst the other team built planters, turfed areas and created a larger garden for tenants to use in the future.

The event turned out to be a great team building exercise where Wates staff got to know TBC staff personally rather than just via email/phone.

Looking forward - 2018/2019

- The council is committed to reducing fuel poverty by improving the thermal efficiency of its lowest rated homes and improving the energy efficiency of homes through the installation of modern boilers. This programme will continue until all properties have energy efficient boilers fitted
- We will continue to carry out fire risk assessments, asbestos surveys and legionella risk assessments on our properties so as to ensure the ongoing and continued safety of tenants in their home.

Gas servicing

91% TENANT SATISFACTION WITH GAS SERVICING ARRANGEMENTS 2015/2016

90% TENANT SATISFACTION WITH GAS SERVICING ARRANGEMENTS 2016/2017

92% TENANT SATISFACTION WITH GAS SERVICING ARRANGEMENTS 2017/2018



New planters at Thomas Hardy Court

04 Home

Planned maintenance

In 2017/2018 we spent approximately **£2,336,000** on planned home improvements.

Improvement Programme	How many	Total spend
Kitchens	188	£944,000
Bathrooms	196	£801,000
Roofing (High Rise)	12	£164,000
Windows and Doors	147	£234,000
Disabled Facilities Adaptions (DFA)	109	£193,000

Did you know?

We carried out 68 checks at Eringden House to ensure the fire suppression systems were working. We also carried out 130 checks at the high rise blocks so as to ensure the equipment was all working correctly.

All of the Disabled Facilities Adaptations (DFA's) 109 in total have been issued and there was no waiting list at the end of the financial year.

05 Tenancy

In this section we talk about how efficiently we let our homes, how we can help you maintain your tenancy and how satisfied you are with our overall service.

Number of active housing applicants on the housing waiting list, by band, as at 31 March 2017 was 1440

Band 1+	15	
Band 1	132	
Band 2	304	
Band 3	199	
Band 4	790	



Did you know?

- Developed a Temporary Accommodation Policy – a pilot, using up to 5 council properties as temporary accommodation for homeless persons/an alternative to bed and breakfast, with basic furniture provided
- Customers are given an optional welfare benefit check at the start of their tenancy which also includes referrals to support agencies
- 17.75 days on average to let properties
- 263 of council properties became available for re letting; approximately 22 per month, 52 of these were refused
- 96% of customers satisfied with the Finding a Home service
- 147 nominations to housing association properties for re-housing people from the housing waiting list
- Continued the acquisition programme by purchasing another 3 properties taking the total from 17 to 20
- 51 mutual exchanges were processed within 42 days and approved, saving the council on average £2,733 per property
- Housing Solutions offer interviews to all applicants to ensure that customers are aware of all housing choices available to them
- Early intervention prevented 103 homelessness cases
- Disabled families are given the opportunity to move to more suitable accommodation so that they can access their home and remain living independently, we call this a direct match. During 2017/2018 we offered 2 direct matches
- There was 1 family in temporary accommodation (bed and breakfast) for under 14 nights and a further 43 in private sector leasing
- Delivered the incentive to move programme, which is designed to release larger family accommodation

05 Tenancy

Sheltered housing provides enormous benefits for older people; independent, self-contained housing for older people, with Scheme Manager, lifeline community alarms to provide 24-hour support and door entry security.

Extensive health & safety checks carried out at the schemes protect the health and wellbeing of our older tenants living at the scheme i.e. fire checks, smoke alarm checks, pull cord checks.

- **100%** of monitoring sheets completed in relation to Legionella
- **100%** of scheme resident meetings held bi-monthly
- On average **98% (12,292)** calls of which 12853 were answered in 60 seconds or less
- **100% (147)** needs and risk assessments carried out at all sheltered schemes prior to moving in
- Annual **fire safety inspection** completed.

Did you know?

We successfully embedded the new sheltered housing 'tenancy management model' whereby if sheltered tenants need individual care and support they will be sign posted by their scheme manager to the most appropriate service.

We continued to develop the range of current activities to enable tenants to stay well and independent. The following activities were provided

- Cottage Healing centre treatment
- Hairdressers
- Chiropodists
- Opticians
- Dementia Friends
- Assistive technology market stall for useful gadgets
- Eat well programme
- Olive branch visits from the local fire service

In addition to the scheme manager's monthly safety checks, annual fire risk and health and safety inspections were also carried out.

Full refurbishment of Thomas Hardy took place including communal areas, painting carpets and new flooring.



Thomas Hardy refurbishment



Thomas Hardy refurbishment

Supported Housing

- **100% (12)** of lettings turned around within 10 days from tenancy end date
- **100%** of applicants involved in a needs and risk assessment prior to moving in
- **100%** of support plans agreed within 4 weeks
- **100%** of successful move-ons

▶ Looking forward - 2018/2019

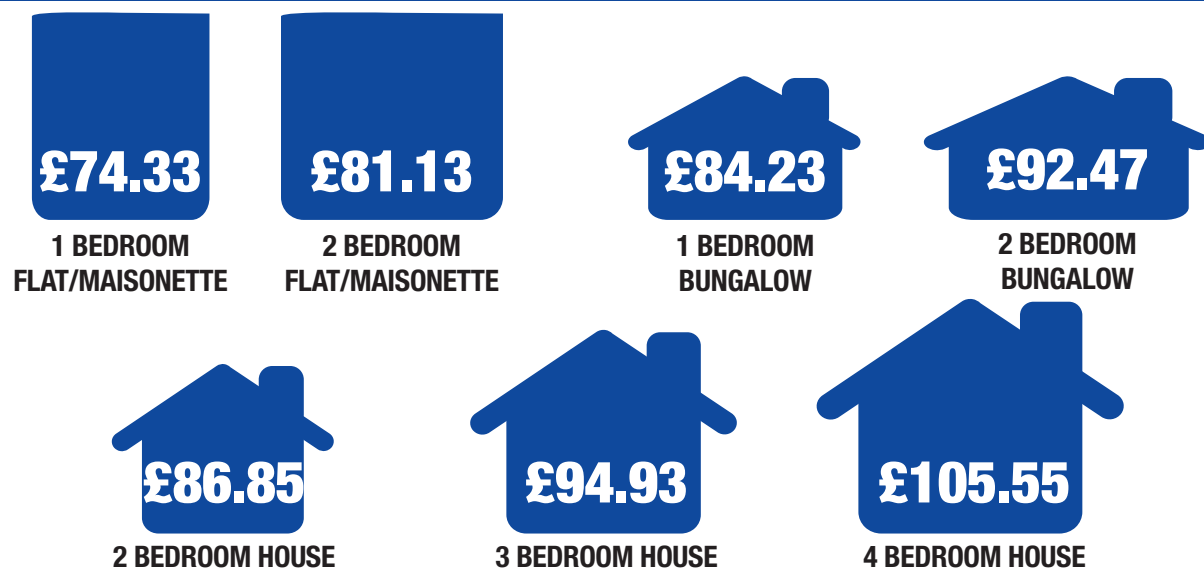
- We will be re-tendering for Sheltered Housing Lifeline Service
- Working with the NHS and associated partners to continue to work and deliver wellbeing sessions
- Continue to deliver the acquisitions' programme purchasing approximately 10 properties off the open market
- Continue with nominations to housing associations providing good quality homes in the borough
- Continue to promote the incentive to move scheme to help people move to the right size property
- Directly match disabled adapted properties making best use of adapted housing stock and making savings on the disabled facilities adaptations budget.

06 Rent

Following on from Landlord Services Income Team successfully attaining the Housing Quality Network's accreditation for income management, a 3 year service improvement plan was introduced. A second year assessment was carried out by an external assessor which was positive and highlighted excellent work over the year to prevent evictions and to increase rent collection.

Universal Credit was rolled out in November making Tamworth one of the first areas in Staffordshire to go live as 'full' service areas, which meant that certain people making new claims for any of the 6 identified key benefits would be moved onto Universal Credit.

Average rent (excluding service charges)



Did you know?

- Regular meetings with the DWP are held so as to ensure queries regarding Universal Credit are dealt with quickly and effectively
- We continue to promote the rent incentive scheme on the website, and continue with periodic updates in 'open house' e-newsletter and the quarterly rent statements
- The implementation of the tenant's portal went live with the intention to reduce the amount of quarterly statements posted out. Rent statements will only be sent out to tenants who do not have internet access
- We introduced Income Analytics which is a software tool that improves the efficiency of managing rent arrears by focusing on those accounts in most need of attention
- We have worked to identify tenants with multiple debts and then made referrals to the Tamworth Advice centre. This will enable tenants to increase their budgeting skills, reduce their debts and prevent them from going to unscrupulous lenders.



	2016/2017	2017/2018	
The rent collected as a % of annual debit	103%	100.10%	TOP QUARTILE
Rent loss due to empty properties	0.54%	0.52%	TOP QUARTILE

Attempted contact	Total	Successful	Unsuccessful
Telephone calls	18,557	16,236	2,321
Visits	3,472	1,170	2,302
Interviews	410	338	72
Total	22,439	17,744	4,695

The number of evictions carried out for **2017/18** was **18** compared to **10** in **2016/2017**.

Eviction is always the last resort.

Notices of seeking possession issued for rent arrears in **2017/2018** was **673** compared to **626** in **2016/17**.

Our quarterly rent incentive draw continues with a prize of £250 to encourage tenants to keep a clear rent account.

The rent campaigns continue to encourage customers to pay their rent via direct debit.

This preferred method of payment is used by **45%** of households.

32% (1059) households in 2015/2016 paying by direct debit

36% (1091) households in 2016/2017 paying by direct debit

45% (1219) households in 2017/2018 paying by direct debit

► Looking forward - 2018/2019

- During 2018/2019 we will continue with the service plan to sustain tenancies and reduce evictions
- Continue to promote direct debit as the favoured payment option as it is the least expensive method to the council
- Bi monthly meetings will continue with the DWP so as to ensure queries around Universal Credit can be dealt with quickly
- We will continue to promote the rent incentive scheme, so as to encourage customers to pay their rent via direct debit.

07 Neighbourhood & Community

In this section we talk about how we work with tenants and our partners to keep neighbourhoods and communal areas greener, cleaner and safer, preventing and tackling incidents of anti-social behaviour and supporting tenants who experience this where they live.

Regeneration

Tinkers Green and Kerria Centre

This is a multi-million pound project with the aim of providing affordable housing and regenerating both areas.

The demolition of the flats at Tinkers Green estate and the Kerria has now been successfully completed leaving the site ready to be built upon. The final design for both estates has been agreed and planning consent is in place.

We have entered into a formal contract with Engie (formerly KeepMoat) for the design and construction of the new homes. The project team have worked closely together to ensure that the right mix of homes, that are built on the two sites meet the demands of current and future residents.

Across the two estates there will be 140 homes, 96 at Tinkers Green and 44 at the Kerria Centre, a mixture of houses and flats. There will also be a retail unit within the Kerria Centre site development which is being actively marketed with the aim of having it up and running before the last home is completed. Engie have been working with Homes England and were successful in securing grant funding of £15,000 for the project.

There have been a number of drop-in sessions allowing residents to meet the developer and to discuss their thoughts on the regeneration projects. The general feedback from these sessions has been positive and where possible residents' ideas have been taken on board.

Looking forward - 2018/2019

- The £19million construction phase officially got underway on Monday 1st October, with a traditional sod-cutting ceremony at the Tinkers Green site attended by representatives from the partnership. It is anticipated that the first new homes will be ready for their new occupants in late spring of 2019. Work will start later at the Kerria site where it is anticipated that the first new homes will be ready early in 2020. The aim is to have all 140 homes completed and ready for their new occupants by the end of 2020. Significant parking provision (227 spaces across both sites)
- Residents and local schools living near both development sites are being kept informed throughout the various stages of construction and this will continue as the project progresses
- The final decision around the playpark provision and the final names for the new roads will not need to be formally agreed until the first properties are approaching completion and as such further community engagement maybe possible to finalise the proposals.



The demolition commences

248 (75%) of tenants in receipt of communal cleaning have rated their overall satisfaction as either fairly satisfied or very satisfied.

We currently have **18** tenant inspectors who work with the Tenant Regulatory & Involvement team to carry out communal cleaning audits across the borough and several more have asked to join us. Their input has proved invaluable. They make recommendations and comment on services which are reported back to the Estates Manager.



Tinkers Green demolition commences



Tinkers Green demolition commences



Tinkers Green ground is cleared



Tinkers Green ground is cleared

Throughout the year, the Council's Caretaking Team has dealt with:



6 CASES
NON-OFFENSIVE
19 CASES
OFFENSIVE
GRAFFITI REMOVAL



889
BULKY ITEM
JOBS

ALLEYWAY CLEARANCES **22**
IVY REMOVAL JOBS **17**
ADDITIONAL CLEANING **155**

137.5 tonnes of rubbish cleared from the estates

Looking forward - 2018/2019

- Continue to recruit tenant inspectors to audit the delivery of estate caretaking and cleaning services
- Continue to work alongside the tenant inspectors and tenants/residents alike and also to ensure standards and satisfaction (currently 87%) is maintained
- To assist the Tenant Regulatory & Involvement Manager in coordinating a full 10 month programme of estate inspections throughout the borough.



08 Anti-Social Behaviour (ASAB)

Did you know?

The team worked hard over the last 12 months achieving a number of successful outcomes, all of which help towards making your neighbourhood safe.

- Closure Order obtained by police with support of Landlord Services
- Obtained first injunction order excluding an individual from the whole of Tamworth until further order obtained from court
- Introduced a new corporate ASB policy
- Reviewed the ASB procedure for the team with toolkits for early intervention and enforcement
- Held 3 ASB Service Improvement groups and also acquired 3 new members
- Provided guest speakers at the Service Improvement Group to inform residents to better scrutinise the service
- Obtained second prosecution for garden nuisance
- Introduced and served 2 Fixed Penalty Notices for non-compliance with tenancy conditions
- No evictions - However we did obtain an outright possession order, although the tenant did decide to leave after the order was granted. Two additional suspended possession orders – one for drugs and one for anti - social behaviour impacting on the community were also obtained
- We continue to work with Tamworth Vulnerability Partnership to highlight customers in need and plan services around them
- Obtained an emergency injunction for threatening behaviour towards staff
- Provided training on tenancies and housing law for residents and staff
- Obtained first injunction for hoarding
- Applied to the court for Powers of Entry under the Environmental Protection Act and obtained a warrant to secure a house in the Gillway area which was being used as a 'drug den'.

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	2015/2016	2016/2017	2017/2018
Number of complaints received	309	247	264
Percentage of customers satisfied that they were kept informed throughout their ASB case	68%	75%	63%
Percentage of customers satisfied with the support given to them during their ASB case	65%	88%	65%
Percentage of customers satisfied with the outcome of their ASB complaint	58%	88%	52%
Successfully closed ASB cases	98%	99%	98%
Percentage of customers who have already made a complaint of ASB, who would be willing to report ASB in the future	82%	100%	83%



- **264** ASB cases
- **2** Civil Injunctions

- **2** Notices seeking possession/demotion
- **264** Incidents were recorded during the year compared to 247 incidents in 2016/2017

Nature of incident	2016/17	2017/18
Noise	95	82
Pets/animals	32	25
Harassment/threats	12	29
Garden nuisance	35	29
Other	72	99
TOTAL	247	264

Intervention

Intervention remains a key factor in how we deal with ASB cases. The team intervene as early as possible where evidence is provided. This often prevents enforcement action from being taken. In 2017/18 early intervention was carried out with 135 cases.

▶ Looking forward - 2018/2019

- We are looking to introduce a 12 month pilot project at Eringden House to employ a full time member of staff on site providing an enhanced housing management service. There will be an office based within the block in addition to CCTV
- Submit a renewal application for HouseMark accreditation for best practice in managing ASB
- To consider service level agreements for Mediation to run for 3 years as opposed to annually which provides better value for money.

For more information about ASB see web link <http://www.tamworth.gov.uk/asb-zone>

Did you know?

As well as picking up on the general condition of the council's stock, tenancy visits also help us to check that tenants are getting the help and support that they may need.

Tenancy Sustainment Officers aren't specialists but they receive training and regular updates on issues such as mental health, welfare reform domestic abuse etc. The team also work in partnership with other service providers such as adult social care and health services. Alongside this the Tenancy Sustainment Team and Supported Housing Team will provide support to people who may be struggling with their tenancy in order to help them keep their home and maintain their tenancy.

09 Value for money

In this section we explain how we make sure that our services provide value for money. We are committed to getting the most value for money out of the income we receive. Average rent for one of our general needs properties following the 1% reduction, is £85.29 over 48 week rent year. In 2017/2018 we collected 100.10% of rent that was due.

Tamworth Borough Council recognises the importance of demonstrating value for money, which doesn't only mean keeping costs to a minimum. Value for money is also achieved through the following:

- Comparing costs and performance with other similar housing providers. Assess value for money (VFM), by using an independent organisation called HouseMark. This organisation compares our services to other councils and registered social landlords. HouseMark also produces an annual report which identifies areas for improvement
- Monitoring 'tenant satisfaction that rent is providing value for money'. We check this by carrying out regular tenant satisfaction surveys
- Continue to remove old inefficient gas appliances and install new 'A' rated appliances, reducing heating and hot water energy costs for tenants across the borough
- Purchasing existing properties has enabled an efficient and effective use of capital receipts funding, one element of the Housing Revenue Account capital business programme to increase its stock
- Senior managers regularly review budgets and the highest areas of spending
- Tenants are involved in the choice and appointment of contractors, suppliers and consultants to help ensure we get the right balance between cost and quality
- Spent more than £2,143,000 on improvements to homes ensuring that our core business of providing affordable homes to those in need continues to expand
- Co-regulating our services. Our co-regulation model means that tenants continue to review our performance and scrutinise selected areas of service.

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Did you know?

78%
OVERALL TENANT SATISFACTION WITH LANDLORD SERVICES

96%
TENANTS SATISFACTION WITH ALLOCATIONS AND LETTING SERVICE

95%
OF CUSTOMERS SATISFIED WITH RESPONSIVE REPAIRS

87%
TENANT SATISFACTION WITH CLEANING COMMUNAL AREAS

100%
OF CUSTOMERS SATISFIED WITH ENVIRONMENTAL WORKS

All performance indicators are either in the top quartile or reflect an improving position.



The following indicators have been agreed with tenants.

	2015/16	2016/17	2017/18	Estimated top quartile*
Overall satisfaction with Landlord Services	78%	78%	78%	82%
Average time between lettings	14 DAYS	17.60 DAYS	17.75 DAYS	17.50 DAYS
Completed walkabouts/ Estate Inspections	10	10	10	NOT BENCHMARKED
Tenant satisfaction with communal cleaning	87%	87%	87%	NOT BENCHMARKED
Number of tenants on the database of involvement	561	617	557	NOT BENCHMARKED
% appointments made and kept	94.17%	95%	90.48%	98.06%
Gas servicing CP12	99.37%	99.99%	97.82%	100%
Urgent repairs completed on time	98.35%	97.58%	96.91%	98.04%
Tenant customer satisfaction with responsive repairs	97.67%	83%	95%	98.50%
Arrears as a % of rent due	1.82%	1.82%	2.15%	1.79%
Number of evictions	18	10	18 (0.42%)	0.18%

* Figures based on estimated top quartile range when benchmarked nationally

10 Value for money

Top performance indicators as voted for by tenants as at 31 March 2017

PERFORMANCE INDICATOR	TARGET	CURRENT VALUE	ARE WE ON TARGET	TREND
Percentage of all responsive repairs completed within target	94%	95.10%		↑
Percentage of appointments made and kept	93%	90.48%		↓
Percentage of repairs completed at first visit	85%	89.34%		↑
Percentage of properties with a valid Gas Safety Certificate	100%	98.62%		↑
Average re-let times (in days)	16 DAYS	17.75 DAYS		↓
Percentage of closed resolved anti-social behaviour cases	-	98%	-	↓
Number of closed unresolved anti-social behaviour cases	-	1	-	-
Current rent arrears as a percentage of annual debit	3%	2.15%	-	-
Number of complaints since 1st April 2017	-	216	-	-
Number of complaints upheld since 1st April 2017	-	30	-	-
Number of compliments since 1st April 2017	-	53	-	-



You said, we listened

Landlord Services values its customers' comments, views and ideas about how services may be changed or improved. Below are some of the ways customers have already had an influence on services or ideas they have suggested, which improve outcomes for all customers.

YOU SAID:	WE LISTENED:
Due to the number of complaints around damp and mould on the increase, the complaints review panel have recommended issuing hygrometers	Consideration by Tamworth Borough Council repairs and Wates will be given once a sample has been sourced
The ASB service improvement group requested the possibility of receiving basic housing law training	A short course was organised for the group to provide an overview of the law and legal tools that are available
After looking at low satisfaction levels, members of the ASB service improvement group felt that focus groups for some complainants was not the best way to discuss their dissatisfaction	Individual complainants dissatisfied with the service are now invited to attend an interview
When reporting ASB on line several queries had been raised about obtaining a copy of the report and an acknowledgement	The web updates team have confirmed that an acknowledgement is now available and a copy of the report saved which can be downloaded as and when necessary

11

Feedback form

Your feedback is very important to us. We want to hear your views so that next year's Annual Report can give you more of what you want.

1. Did you find the content of this report useful? Yes No
2. Was this report clear and easy to read? Yes No
3. Would you read future annual reports? Yes No

If answered 'No' to questions 1,2 or 3 we would be interested to know why?

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4 Is there any other information you would like us to include in the future or do you have any additional comments to make about the Annual Report to Tenants 2017/18.

- Yes No

If yes what?

Please return this form to:

Tamworth Regulatory & Involvement Team, Tamworth Borough Council
Marmion House, Lichfield Street, Tamworth, Staffordshire B79 7BZ.

Or email: tenantparticipation@tamworth.gov.uk

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