



# CABINET

3 April 2013

**A Meeting of the CABINET will be held on Wednesday, 10th April, 2013, 6.00 pm in Committee Room 1 Marmion House, Lichfield Street, Tamworth**

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## A G E N D A

### NON CONFIDENTIAL

**1 Apologies for Absence**

**2 Corporate Update**

Title: Agile Working

Presenter: Director (Transformation & Corporate Performances)

**3 Minutes of the Previous Meeting (Pages 1 - 4)**

**4 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.*

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

None

**6 Annual Review 2012/13 and Corporate Plan 2013/14 (Pages 5 - 54)**

(Report of the Leader of the Council)

**7 Temporary Reserves, Retained Funds and Provisions (Pages 55 - 118)**

(Report of the Portfolio Holder for Corporate Services and Assets)

- 8 Scheme of Delegation Decisions** (Pages 119 - 122)  
(Report of the Portfolio Holder for Corporate Services and Assets)
- 9 North Warwickshire Borough Council Site Allocations Consultation** (Pages 123 - 132)  
(Report of the Portfolio Holder for Economic Development and Enterprise)
- 10 Higher Level Stewardship Action Plan** (Pages 133 - 144)  
(Report of the Portfolio Holder for Environment and Waste Management)
- 11 Proposed Broadmeadow Local Nature Reserve** (Pages 145 - 150)  
(Report of the Portfolio Holder for Environment and Waste Management)
- 12 Proposed Re-Relocation of the Amington and Stonydelph Locality Working Community Hubs** (Pages 151 - 234)  
(Report of the Portfolio Holder for Community Development)

### **Restricted**

**NOT FOR PUBLICATION** because the report could involve the disclosure of exempt information as defined in Paragraphs 1, 3 and 9 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended)

- 13 Mears Performance 2012/13** (Pages 235 - 258)  
(Report of the Portfolio Holder for Housing)

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](mailto: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, S Claymore, S Doyle, M Greatorex and J Oates



## **MINUTES OF A MEETING OF THE CABINET HELD ON 26th MARCH 2013**

**PRESENT:** Councillors S Claymore, S Doyle, M Greatorex J Oates and D Cook entered the meeting at 6.30pm.

The following officers were present: Anthony E Goodwin (Chief Executive), Rob Barnes (Director - Housing and Health), Andrew Barratt (Director - Assets and Environment), Michael Buckland (Head of Revenues), Jane Hackett (Solicitor to the Council and Monitoring Officer), Robert Mitchell (Director - Communities, Planning and Partnerships) and Tina Mustafa (Housing Operations Manager)

### **131 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor R Pritchard.

### **132 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 20 February 2013 were approved and signed as a correct record.

*(Moved by Councillor J Oates and seconded by Councillor M Greatorex)*

### **133 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

**It was agreed that the order of the meeting be changed to discuss Tamworth Golf Club as the first item as there were members of the public present and the item was no longer confidential. This was approved.**

### **134 TAMWORTH GOLF COURSE**

The Report of the Portfolio Holder for Economic Development and Enterprise advising Members of the current situation and seeking to determine Member's preferred option for the future of Tamworth Golf Course was considered.

**RESOLVED:** That Tamworth Borough Council operates Tamworth Golf

- Course for an interim period while considering the longer term sustainability of the course, and;
- a. £116k revenue budget from contingency budget and £100k capital from contingency budget be released, and;
  - b. The Director Communities Planning and Partnerships in consultation with the Portfolio Holder for Economic Development be authorised to implement interim management arrangements as described in the draft business plan, and;
  - c. The waiver of financial regulations in respect of the procurement of a grounds work contractor be authorised, and;
  - d. The Director Communities Planning and Partnerships and Director Assets and Environment in consultation with the Portfolio Holder for Economic Development be authorised to enter into a licence agreement for an external bar and catering service at the golf course subject to an appropriate business case, and;
  - e. The Director Communities Planning and Partnerships in consultation with the Portfolio Holder Economic Development be authorised to undertake a project to review the long term sustainability of the Golf Course including the potential redevelopment of some of the course for future re-investment in golf and other services/projects.

*(Moved by Councillor J Oates and seconded by Councillor M Greatorex)*

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

None

**136 LOCAL AUTHORITY MORTGAGE RATE FOR MORTGAGES UNDER HOUSING ACT 1985**

The Report of the Portfolio Holder for Core Services and Assets in accordance with Section 438 of the Housing Act 1985, making the statutory declaration of the local mortgage interest rate from 1 April 2013 to 30 September 2013 was considered.

**RESOLVED:** That the statutory rate of interest be endorsed to remain unchanged at 4.72%.

*(Moved by Councillor J Oates and seconded by Councillor M Greatorex)*

**137 HEALTHIER TAMWORTH**

The Report of the Portfolio Holder for Health providing background information to the Healthy Cities network and agree to the registration of Tamworth to the network was considered.

- RESOLVED:** That:
- 1 The registration of Tamworth BC to the UK Healthy Cities Network be agreed, and;
  - 2 The Portfolio Holder for Health and Community Safety be named as the political lead for the development of the Healthy cities concept within Tamworth, and;
  - 3 The £15k Healthy Living Programme contingency budget be released and as part of the final accounts process reserved to support the delivery of the Healthy Tamworth initiative, and;
  - 4 The Director of Housing and Health working in consultation with partners develop a strategic plan to develop and deliver the aims of Healthier Tamworth.

*(Moved by Councillor J Oates and seconded by Councillor S Claymore)*

**138 ALLOCATIONS POLICY**

The Report of the Portfolio Holder for Housing updating Cabinet on key issues relating to demand for social housing in Tamworth and seeking approval for amendments to the Allocations Policy subject to the completion of consultation was considered.

- RESOLVED:** That:
- 1 The draft policy be approved subject to the completion of formal consultation, and;
  - 2 Following the completion of consultation a further report be submitted to full Council by September 2013 to agree the final policy.

*(Moved by Councillor M Greatorex and seconded by Councillor S Doyle)*

**EXCLUSION OF PRESS AND PUBLIC**

- RESOLVED:** That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 1 and 3, Part 1 of Schedule 12A to the Local Government

Act 1972 (as amended).

**139 HOUSING REGENERATION PROGRAMME UPDATE**

The Report of the Portfolio Holder for Housing was considered.

**RESOLVED:** That the recommendations as contained in the report be approved.

*(Moved by Councillor M Greatorex and seconded by Councillor D Cook)*

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Leader

**REPORT OF THE LEADER  
ANNUAL REVIEW 2012-13  
and  
CORPORATE PLAN 2013-14**

**EXEMPT INFORMATION**

N/A

**PURPOSE**

To inform Cabinet of the contents of the Annual Review and Corporate Plan.

**RECOMMENDATIONS**

That Cabinet approves the Annual Review and Corporate Plan

**EXECUTIVE SUMMARY**

In previous years, the Annual Review and Corporate Plan have been produced as two separate documents and published at different times of the year. This year, the two documents have been combined to reflect the continuity of the Council's planning and business agenda and therefore make it easier for the public and other stakeholders to understand.

It is good practice for organisations to provide stakeholders with an annual review of activity and a plan of future activity and Tamworth Borough Council has subscribed to this view for many years.

The Annual Review informs stakeholders (including politicians, staff, partners and the public at large) about the Council's past performance in relation to its plans. It is consistent with the Authority's policy to communicate effectively with the public, be open to public scrutiny and to share its performance with the community.

Furthermore, it is equally consistent with the Council's values and its commitment to openness and accountability. There is a requirement to produce a public statement describing the Council's intentions for the financial year ahead, the rationale for these and the means by which the Council will ensure success. The Corporate Plan element does this.

The Annual Review and Corporate Plan are set out at **Appendix A**.

Subject to Members approval, the Annual Review and Corporate Plan will be graphically designed and posted on the Council's internet site for access on demand.

**RESOURCE IMPLICATIONS**

There are no financial implications directly arising from this report.

**LEGAL/RISK IMPLICATIONS BACKGROUND**

There are no legal or risk implications directly arising from this report

**SUSTAINABILITY IMPLICATIONS**

There are no sustainability implications directly arising from this report

**BACKGROUND INFORMATION**

**REPORT AUTHOR**

John Day

**LIST OF BACKGROUND PAPERS**

**APPENDICES**

Annual Review 2012/13 and Corporate Plan 2013/14



# **ANNUAL REVIEW 2012/13 & CORPORATE PLAN 2013/14**



Welcome to Tamworth Borough Council's Annual Review for 2012/13 and Corporate Plan for the year 2013-14. This year we have combined the two documents to make the information easier to use and understand. The document sets out what we want to achieve in the coming year and what we accomplished last year.



**Councillor Daniel Cook  
Leader**

A handwritten signature in black ink, appearing to be "D.C.", written over a light background.



**Anthony E. Goodwin  
Chief Executive**

A handwritten signature in black ink, appearing to be "A. Goodwin", written over a light background.

## FOREWORD

One of the greatest things about Local Government is that it is a 'community' of organisations that collectively shares one common goal: *To improve the overall wellbeing and potential of our 'people' and our 'places'*. Each organisation may be different to another in terms of scale, scope and standard; their local circumstances, politics and environments may also differ. .... but their collective purpose remains the same.

**'One Tamworth, Perfectly Placed'** reflects in very simple terms, our aspirations for a single vision for our communities and for a place for us to be proud of. A community that aspires to do well; where individuals can achieve their potential in a place that is healthy, prosperous and safe.

Our Vision; **'One Tamworth, Perfectly Placed'** was once described to me as 'trite'. I countered this by suggesting it was 'focused'. Easy to understand; easy to remember but challenging to deliver. The very fact that every public sector agency working across our communities here in Tamworth 'bought' into the vision together with the voluntary sector, means that the achievement of this vision becomes a realistic aspiration indeed; anything but 'trite'.

A united front; a partnership of the willing driven by an energy and level of enthusiasm that only public sector employees can generate. These qualities are underpinned by an unprecedented level of resilience that is demonstrated day after day, week after week despite the personal and professional challenges they face.

I believe that local communities through the excellent work of the public, private and voluntary sectors working at a local level offer the best hope of reviving the economy as clearly central prescriptions have failed. Now is a good time for our communities, our politicians and ourselves to reflect on the outstanding and sustained achievements of our organisation, whether as teams or as individuals.

Our plans going forward reflect a determination to maintain our focus not only upon **'people'** and **'place'** but also upon our **'organisation'**. The headline issues relating to all three have been captured within a series of **'Statements of Intent'** set out below:

### ○ PLACE – STATEMENT OF INTENT

#### **That to achieve the legacy, the Council will:**

- Recognise that Tamworth the Place is a valuable and attractive asset that will provide a desirable residential and cultural alternative to city living in Birmingham; and
- Aspire to be a place of choice for individuals and families to live or to visit because of its vibrant nature, historic pride and a leisure and retail offer second only to the city.

These statements of intent align perfectly with the Borough Council's Corporate Priority: **To Aspire & Prosper** and **To be Healthier & Safer**. In particular, the strategic outcomes as detailed in the 2013/2014 Corporate Plan take the Council's aspirations a step closer to reality, for example:

**By working collaboratively, we will:**

- Create opportunities for business growth,
- Promote private sector growth and create quality employment locally,
- Brand and market Tamworth as a great place to "live life to the full",
- Create physical and technological infrastructure to support above,
- Implement Total Place solutions to tackle ASB and crime,
- Invest in the local environment and in meeting our housing need,
- Focus upon our Town Centre and local transportation infrastructure to "connect" Tamworth locally, regionally and, if possible, nationally.

Each of these objectives/outcomes are included in the Corporate Plan.

**PEOPLE – STATEMENT OF INTENT**

**That to achieve the legacy, the Council will:**

- Recognise that raised aspirations and improved educational attainment will result in ultimately, the greatest legacy of all,
- In achieving the vision that every child in Tamworth can read and write by age 11, it will impact upon most, if not all other **People** related priorities e.g., skills/employability; health/well-being; confident, more rounded citizen,
- Support individuals and communities to be healthier, safer, more confident and independent whilst, at the same time, recognise the need to support the most vulnerable in our communities,
- Acknowledge the changing needs of our citizens; their expectations and indeed, their rights under legislation

These statements of intent align perfectly with the Borough Council's Corporate Priorities: **To Aspire & Prosper** and **To be Healthier & Safer**. In particular, the strategic outcomes as detailed in the 2013/2014 Corporate Plan take the Council's aspirations a step closer to reality, for example:

**By working collaboratively, we will:**

- Revise the aspirations and education attainment levels of young people,

- Ensure that every child can read and write to a recognised standard by age 11,
  - Address the underlying causes of poor health in children,
  - Reduce the harm and wider consequences of alcohol abuse,
  - Develop early interventions to tackle youth crime,
  - Ensure that our ageing and frail residents live longer, healthier lives,
  - Create an integrated approach to protecting those most vulnerable.
- Each of these objectives/outcomes are included in the Corporate plan.

○ **ORGANISATION – STATEMENT OF INTENT**

**That to achieve the legacy, the Council will:**

- Seek to ensure that the organisation is connected by performance and reputation; to Government, to Business, to those able to influence policy & resource and most of all, to our customers,
- Ensure that services are demand led, accessible, integrated, seamless and supported by technology,
- Recognise that an 'agile', highly skilled and motivated workforce will be key to the legacy,
- Acknowledge that the achievements of the above will influence future resource requires, investment needs and use of assets.

These statements of intent and all that they relate to are as significant as those for **Place** and **People** however; it rarely gets the same high profile as other public facing activity.

Many of the priority actions planned for 2013/2014 will have a significant impact upon the organisation as a 'local authority', community leader and as a 'place shaper'. In particular, the following will take the Council's aspirations a step closer to reality, for example:

**By working collaboratively, we will:**

- Implement a new Customer Relationship Management system providing improved customer insight and better access to services,
- A change programme that will maximise efficiencies, savings and capacity and will see the introduction of agile working,
- Implement a new website and content management system which is more accessible,
- Develop a Customer Insight strategy resulting in services more tailored to customers needs,
- Implement a new Human Resources and Payroll system to give improved management information and more efficient

- processes,
- Introduce a Competency Framework to improve management and leadership skills,
  - Deliver the improvements identified in the Support Services review,
  - Development of our ICT services including external service delivery, improved usage of our Geographic Information System,
  - Implement strategies, policies and procedures to address the implications of the Localism Act,
  - Plan for the localisation of Business Rates retention,
  - Have a sound financial basis with a balanced medium term financial strategy for the General Fund, Housing Revenue account and Capital funds.

Tamworth Borough Council has, through a combination of strong leadership, robust planning, professionalism and incredible good will sustained a full suite of services for local people. The 2013/2014 Corporate Plan sets out how we intend to sustain those same standards against a backdrop of increased demand and diminishing resources.

I commend this plan to you.

Anthony E. Goodwin  
Chief Executive

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## **CELEBRATING SUCCESSES:**

**The last 12 months: a quick look back at 2012/13**

*(display as a timeline, with photographs)*

April	Mucky Pup Clean It up Campaign
May	Staff AGM
June	Olympic Torch Relay
July	HLF Assembly Rooms Fund backing
August	22 items from Hoard put on display for 12 months
September	In Bloom Gold Award
October	Pop up Business Show
November	Fireworks Event
December	Tinkers Green & Kerria Redevelopment announcement
January	Job Search events at Assembly Rooms
February	The Walk for Health initiative commenced
March	Second tenant's conference

## What we did in 2012/13 and what we will do in 2013/14



Our Vision for Tamworth the place has not changed, we are committed to meeting “**One Tamworth, perfectly Placed**”. But more importantly ensuring we can use our ever tighter financial and staffing resources to meet the corporate priorities of this vision for Tamworth, to **Aspire and Prosper in Tamworth** and to be **Healthier and Safer in Tamworth**. This is the least the residents of this historic borough should expect from their Council. Our vision is shared by all public sector services in Tamworth, from the Police to the Fire Service, from Education to the County Council and many more, meaning we are all working in one direction collectively for the tax-payers.

To make this vision a reality, we need to make sure Tamworth’s image, services, employment prospects and leisure opportunities are protected or enhanced where possible. We need, more than ever, to be clever with our resources and assets collectively across all government bodies. Firstly, as I have said many times, we need to be working together with partners to ensure we will raise the aspiration and attainment levels of our young people, they are the employers and employees of the future and we need to give them a sound, confident footing. This will create employment opportunities and business growth within the region. Our economic links with the powerhouse that is Birmingham need to be further exploited and embedded into our development as a town. But we remain a key part of Staffordshire; we must remember and be proud of this.

We need to create and sustain a thriving local economy fit for purpose as Tamworth moves further into the 21<sup>st</sup> Century. We need to become a more aspirational and competitive place to do business, to visit and to live. We will develop a vibrant and prosperous town. Historically we are a market town. It is important we do not lose that; the



town centre needs to offer a wide range of leisure, recreation and shopping choices, but to continue to believe the retail centre of Tamworth is the town centre is now gone. We must accept Ventura is the retail centre of Tamworth and create an offer in the town centre that complements Ventura and vice versa. We need culture, night life for all tastes, town centre accommodation as well as specialist retail, only then can we state we have a sustainable town centre offering recreation and employment for years to come. We must forget the old argument the elements of our town are in competition, we need them to work along each other as one complete offer for our residents, as well as drawing employment, visitors and tourism. We are working hard in partnership with Staffordshire County Council on the connectivity of the town and I continue to thank them for their commitment to our town.

Also, by working collaboratively, we will address the causes of poor health in children and young people, as well as improve health and activity levels of the older generation. We must try to find new efficient ways of preventing crime, rather than reacting afterwards. Residents don't want to be re-assured after crime, they want them prevented and, in partnership with the Police, Tamworth Borough Council is committed to achieving this where possible. We must also ensure we are well placed to support / protect the vulnerable in our communities and give them the opportunities we all enjoy. This is a massive challenge given the national / world wide economic picture, but be aware that we are striving as always to be there for those that need us.

Tamworth has some wonderful heritage, along with green spaces and parks that we must maintain for the benefit of our residents and visitors. We must protect our visual environment and improve it where we can. Our history is important and for the next generation it must be preserved. Our commitment to Castle and the Assembly rooms has never been greater.

Most importantly of all, we need to continue to be accountable and visible to our residents. The financial challenges within all aspects of government in Tamworth will face over the next few years is something we must stand up to, we must use the resources effectively to meet the commitments I have set out above. We have many efficiency programmes underway as well as many that have already delivered. This is why in these times of austerity; Tamworth Borough Council has still not ceased any of its services or events to the tax-payer. But the challenge gets harder and we must work with residents and community groups to ensure we all understand this challenge and what it could mean to us all. The voluntary sector in Tamworth continues to receive good financial support and this must continue as they offer so much to our communities. They will be key over the next few years.

If we push to achieve the above, we will indeed become an ideal place to live, work and raise a family.

## What we did in 2012/13 and what we will do in 2013/14



2012 was the year to “Inspire a Generation”. The tag line of the Olympics is something we have embraced at Tamworth Borough Council, where we hope we have inspired future generations of local leaders to rise to the challenge of doing more for less.

Like all authorities across the country we continue to face real financial challenges; we need to maintain our services while facing reductions in funding. Tamworth Borough Council has responded well and even managed to freeze council tax for the previous two financial years.

This is because at Tamworth Borough Council we had been planning for change for some time, meaning we were ready and well equipped to respond to external financial pressures.

To continue this work, we have initiated many new projects to review our costs and practices to save public money and staff time to continue to drive efficiency and best practice at Tamworth Borough Council.

As well as making savings across the authority, we have delivered a number of key achievements:

- The second year of the new, bigger & better Tourist Information Centre; which has been nominated for another national service award,
- Approving the use of old, unused garage sites for housing,
- Rewriting the council constitution, into a document fit for the 21<sup>st</sup> century,
- Sharing administration costs of several services with other local councils,
- The continued support for MAP (charitable organisation) who run the ShopMobility service,

- Commencement of the redevelopment of the council website, for more online and instant services,
- The development of the Customer Relationship Management system for quick efficient customer services,
- Embracing major changes to business rate collection and entering into a partnership with many neighbouring councils to protect the Tamworth tax payer,
- Approving a new council tax benefit scheme that protects pensioners, war pensioners, disabled parents and severely disabled adults.

It was also a year for people power and I had the honour of being project leader of two key Tamworth projects.

Firstly, in May the new BMX track opened. This was a project involving several local groups to secure £50,000 of funding to build a BMX track and nature area in Tamworth. The funding from Groundwork UK and The Big Lottery has built our newest community facility that has been a huge success.

Secondly, in June we hosted the Olympic Torch relay. This gave Tamworth a real moment to shine. I was delighted to see the 40,000 visitors at the event and the great community spirit that came out of the day.

It has been a real year of success and we look forward to next year's challenges with the enthusiasm that made 2012 a successful year for Tamworth and Tamworth Borough Council.

## What we did in 2012/13 and what we will do in 2013/14



In order to achieve our vision to "Aspire and prosper in Tamworth", we are committed to create a sustainable and thriving local economy and to tackle unemployment. Through our many initiatives and economic partnerships, we are supporting, encouraging and promoting our existing businesses and creating an environment that will attract new enterprises to set up here.

Our newly created private company "think local for business" continues to expand and is on course to sign up its 1000th business and has so far generated over half a million pounds of additional inter trading between its members.

The joint business and enterprise partnership between Tamworth and Lichfield continues to engage with businesses and offer help and guidance to existing and start up companies and puts on many business engagement shows. The recent pop up show that was held at Drayton Manor Park, won a commendation at the federation of small business awards. This show allowed 70 small businesses, with minimum marketing materials, which would normally not be able to access the larger business shows, to promote and network their companies.

As part of the Greater Birmingham and Solihull Local Enterprise Partnership, we have seen a strong partnership forged between the private and public sectors and have positioned ourselves as a strategic body and a catalyst to unlocking growth and creating prosperity across the whole LEP area. We have created and secured the UK's largest Enterprise Zone, signed with government a transformational City Deal and won significant funding to be made available to businesses through the advanced manufacturing supply chain initiative and the business development programme. The objectives of the Greater Birmingham and Solihull Local Enterprise Partnership, are;

- To create a net increase of over 100,000 private sector jobs by 2020, increase Gross Value Added by over £8 billion over the same period, boost indigenous and inward investment, achieve global leadership in key sectors and build a world class workforce,
- The development of a central Business portal of support across the LEP, improve access to finance for businesses through the roll out of Finance Birmingham, deliver the advanced manufacturing supply chain initiative and grow new business clusters in key sectors, including advanced engineering and life sciences,
- Produce a LEP Skills plan based on detailed analysis of local labour markets and skills need, recruit local industry champions for growth sectors and education who will lead on the requirements for change, deliver skills for growth compact committing employers, colleges and schools to build a best in class skills service to correctly link pupils and learners with real world job opportunities,
- Develop a transport city deal to improve connectivity, ensuring alignment with the M42 economic gateway and the wider place priorities. Establish a fully operational enterprise zone including the commencement of retention of all additional business rates generated from businesses within the zone and deliver the creative city partnership, using the creative and cultural sectors to drive growth.

In Tamworth town centre, the Assembly Rooms and wider Cultural Quarter project is progressing. This is designed not only around the future sustainability of the Assembly Rooms but also to stimulate growth in the town centre, boost creative industries in the town and provide facilities that will encourage and promote visitors and start up businesses.

Work has now commenced on the Gateway Project and this will create a more welcoming and easier cycle and pedestrian access routes into the town centre. The Ladybridge and the Victoria Road links have been identified as priority. Work to rebrand the Number 6 bus service operating between Ventura and the town centre is now in place. This takes the form of a town centre advertisement covering the bus together with bus stop and leaflet advertising.

The second exit from Sainsbury's was completed last year and is proving to be very successful in addressing the traffic problems in that area.

The £1.1million Tamworth Castle heritage lottery fund works is on schedule to be completed in April 2013. This important work will allow us a far wider offer and visitor attraction and will secure the castle for many generations to come.

The town centre markets are continuing to do extremely well and remain a major draw to the town. Last year saw the first of the new antiques and collectables market in Tamworth, with 19 stalls positioned in Gungate in a bid to boost trade into that area of the town.

Our indoor and outdoor events continue to be very popular and attract many thousands of people into the town. For 2014, we are looking at an additional beer and food festival and events around the 100 year anniversary of World War 1.

In line with our healthier Tamworth priorities, we have extended the subsidised public swimming contract at the SnowDome for a further 5 years, along with free swimming for everyone at Wilnecote leisure centre. In addition to the existing outdoor gym in the Castle grounds, we provided a further two outdoor gyms, one in Dosthill and one in Wiggington Park, all of which are free to use.

Last year, we took the opportunity to review the way we deliver the summer play scheme, in order to allow us to promote cheap and accessible physical activities and to offer a much wider range of new activities. Agreements were entered into with various providers and sporting clubs to offer a range of activities during the summer of last year. This has proven to be extremely successful and the scheme not only saw an increase in attendance of 120% over the previous year but also helped support the clubs who provide the service.

Due to this success, we will continue the scheme but with the addition of providing the service, not just for the summer, but during all the school holidays. The frequency of adult activity sessions will also be increased throughout the year. This new scheme will contribute significantly to our healthy Tamworth agenda.

## What we did in 2012/13 and what we will do in 2013/14



The portfolio for Environment and Waste Management supplies seven distinct services under one umbrella organisation covering a broad spectrum of services from Licensing to Street Cleaning and not forgetting the Joint Waste Management Service Operated between Tamworth & Lichfield.

The Environmental Services Team has delivered an outstanding performance under difficult conditions, providing assistance whenever called upon. The team has demonstrated time and again that they are dedicated, hardworking and focused on delivering a top rate service.

The primary achievement for Environmental Enforcement has been the introduction of the Dog Control Orders. These orders have further empowered our Street Wardens to tackle irresponsible pet owners and also given a clearer indication to the public of areas where it is prohibited to take their pets.

For cemeteries, the preparation for expansion of Wigginton Cemetery has begun and will feature more in forthcoming Council Meetings.

The tree survey is currently on-going within the Borough of Tamworth. Managing the borough's tree stock in a proactive way that reflects good practice, minimises the risks to people and trees and ensures that the health of the tree stock is protected.

For Open Spaces, there is the community achievement award for the 'Wild about Tamworth' Project and also a further Gold for Tamworth in Bloom. All great examples of what dedicated groups can achieve working together.

Then there is the jewel in the crown or better known as StreetScene, the envy of many of our neighbours providing a flexible and reliable service to the public. This year has been a particularly busy time with the Queen's Diamond Jubilee, the creation of the Rose Garden in the Castle Grounds and also the creation of the seating area as tribute to the Mercian Regiment. Not forgetting their involvement in providing input and support for Tamworth in Bloom and the award of Gold.

The Joint Waste service continues to demonstrate that this is the right one for Tamworth with a first class and efficient service. With an improvement on last year's figures, the level of household waste sent for recycling/reuse has increased to just over 55.21% for 2012/2013. As a result the level of waste sent to land fill has reduced by 46kg per household to around 456kg. The message is being heard by the public of Tamworth with less materials being disposed of and of those that are, more being recycled.



## What we did in 2012/13 and what we will do in 2013/14



These are exciting times to be overseeing not only the management of the Council's housing stock but also improvements across the private sector. Last year national changes to the way council housing is financed allowed Tamworth to keep all its housing rents to invest in the housing stock and in wider regeneration. This major change enabled us to announce a £21m project to regenerate the Tinkers Green and Kerria housing estates over a six year period. Work is now underway on this and our residents will continue to be consulted about it. We were also able to make significant investment in the environment surrounding our council housing estates benefiting everyone living in these areas.

Over the next twelve months, we will be developing our plans further with an updated stock condition survey and considering innovative approaches to delivering new housing. I am looking forward to introducing proposals which could see the building of the first new council housing in Tamworth in a generation.

Services to our tenants have continued to improve. The Council was awarded the 'Respect' standard to reflect the way that we deal with anti social behaviour and our void turnaround times are now twelve days against a target of sixteen days. In the private sector, the Council has worked with private landlords to ensure that standards of management and maintenance of private rented homes were driven up. All identified houses in multiple occupation were licensed and standards were enforced where necessary.

The Landlords Forum has continued to grow and the Council announced a pilot Social Lettings Agency with private homes to be let by the Council to meet housing need.

Work continued to bring empty homes back into use. We are re-developing former garage sites and working with registered providers to develop affordable housing on these sites. Work too is continuing with our partners to deliver energy efficiency improvements to homes.

Our future challenges in improving housing include trying to match our available and future stock to the needs of residents, continually reviewing our homelessness strategy where emphasis is given to preventative measures and supporting our tenants with the transitional changes in housing arising from national welfare benefit reform.

I am keen for housing to continue to play its important role in helping to shape our corporate objectives in making our town a more attractive place in which to live, work and play. The modern role of town centres continues to attract national and local debate. Town centre housing is likely to have a major influence on this as we develop our future plans for our town centre.

## What we did in 2012/13 and what we will do in 2013/14



A quiet year in terms of reports to Cabinet should not hide the achievements and progress made within this portfolio during the last year. The portfolio breaks down into three main areas; community safety, health and community development. Importantly, it must be noted that Tamworth Borough Council can only achieve our outcomes with the work of partners.

There has been significant progress made this year including some highlights below, some of these are specific projects or changes whilst others are performance related.

Let's work together

This scheme is about improving the way we can provide assistance to those in our community who may be vulnerable and are reliant on access of home visitors. The model is certainly not unique and has been found in other local authorities however, the Tamworth approach to this scheme has been focussed on efficient and meaningful delivery without increasing bureaucracy or duplication of internal systems.

Each day a number of home visitors attend the properties of people in our community (carers, fire fighters doing home fire risks, nurses, health visitors, medicine deliverers and so on). However, these people often worked in isolation despite visiting the same homes. The "Lets Work Together" scheme has provided training for these visitors to identify other areas of vulnerability outside of their normal remit and has given them the information and asks to make a referral to the relevant body.

The training was greatly received by partners and over the next year it is intended to widen the audience of the training in order to provide better coverage of the borough, Tamworth has also managed to achieve this not with large injections of money but with a partnership approach to selecting and coordinating and delivering the required training.

#### Election of the Police and Crime Commissioner

This year has seen what could have been the largest challenge to our policing ever; the election of Police and Crime Commissioners. Tamworth was again the trailblazer and set out its position early in terms of what we can offer the police service and what we already have in place. Being first out of the blocks on providing briefing materials to Police and Crime Commissioner candidates meant that they were aware of, and thinking about, Tamworth's situation from a very early stage.

The change to elected Police and Crime Commissioners has meant that a scrutiny framework has had to be put together which included a member from each district and borough. Tamworth has taken up that position and has a variety of powers and direct input into the Police and Crime Commissioner's priorities.

#### Crime and Anti-Social Behaviour

Crime and Antisocial behaviour figures have continued to fall in Tamworth and this is a credit to the partners and Borough Council. The multi agency Hub is delivering what was envisaged and this year has been held up as good practice and duplicated elsewhere as a way of working. There have been a couple of spikes in the figures which have been caused by specific issues which have been managed and mitigated against.

This year as well as continued improvement of working with partners, there has also been progress within the council's procedures. These include a new electric power car for street wardens, replacement and upgrade of digital CCTV cameras, new domestic abuse policies and the imminent introduction of a Customer Relationship Management system to assist in proactively tackling the causes of crime and anti-social behaviour.

#### Civil Parking Enforcement

We are almost at the end of the first cycle since the introduction of civil parking enforcement and the borough has changed in the time we have been involved in delivering this initiative. The number of enforcement notices continues to fall and the coverage of parking wardens improves as the efficiencies of less notices allows larger

rounds. There are less vehicles parking illegally and with a few exceptions, there are less drivers parking inconsiderately. However, there are still issues surrounding schools and this is being targeted in partnership with the County Council. Work to date has included improved communication with drivers, schools and parents to encourage walking to school and, if the car is used for the school run, consideration should be given to pedestrians, residents and other car users.

#### Clinical Commissioning Group

With the changes to public health and its absorption into the County Council, it has been important that Tamworth has kept informed and engaged. The Borough Council has achieved this and has good relations with public health at the County Council.

To support our priorities and those of the Tamworth Strategic Partnership, we have worked closely with both the commissioning aide of the health service and the local clinical commissioning group. This has progressed well since inception and is now getting to grips with the relationship it has with the Borough Council. There is also valuable engagement with the scrutiny process of the Borough Council particularly in relation to the top health priorities as identified by our health profile.

#### Healthy Tamworth

A recurring headline once again raised its head with the national press picking up on some synthetic data relating to obesity and the perceived issue in Tamworth. This, along with coping with an ageing population and high levels of teenage and vulnerable young people pregnancy rates, has given the council the drive to create and pursue a healthy town status for Tamworth.

This is a commitment to the people of Tamworth and we will work with partners to tackle these issues and nurture an environment that not only promotes healthy lifestyles but also raises aspiration and improves access to services support and community sharing. This is an exciting project that has already begun to take shape and will form a theme of work for the next year

## **What we did in 2012/13 and what we will do in 2013/14**

### **“To Aspire and Prosper in Tamworth”**

#### **Raise the aspiration and attainment levels of young people**

##### **What we did in 2012/13**

- Tamworth Borough Council and South Staffs College organised a day long progression event (“Which Way Next?”) aimed at raising the aspirations of Tamworth pupils by giving them advice on the career and education options open to them after the age of 16. The event was attended by almost 600 pupils,
- Developed a district Education and Skills Board. This is Tamworth’s response to the new education landscape with more of our schools becoming academies that are no longer accountable to Staffordshire County Council but directly to government.

##### **What we will do in 2013/14**

- A second progression event based on the SkillsShow ‘Have a Go’ format will focus on years 7 to 9 school children,
- Continue our involvement in the Education and Skills Board.

#### **Create opportunities for business growth through developing and using skills and talent**

##### **What we did in 2012/13**

- The Think Local 4 Business show was held for the 9<sup>th</sup> consecutive year. This attracted nearly 700 delegates, 56 exhibitors and provided 12 seminars,

##### **What we will do in 2013/14**

- The economic growth and town centre regeneration work stream will include a project on employability and skills support.

- Seventy exhibitors attended a Pop Up Show organised by the Economic Development Service of Tamworth Borough Council and Lichfield District Council. This gave an opportunity for small businesses to showcase themselves, network and generate custom. Following this, the Tamworth and Lichfield Business and Economic Partnership won a commendation at the Federation of Small Businesses Staffordshire and West Midlands Region Small Business Friendly Awards.

## **Promote private sector growth and create quality employment locally**

### **What happened in 2012/13**

- An ambitious project to modernise and improve the Assembly Rooms was announced and initial backing of £90,000 was given by the Heritage Lottery Fund and progress was made on the round two application for Heritage Lottery funds to support the redevelopment,
- The Gateways project with the County Council progressed well with the potential for the County to invest monies in pedestrian links,
- The Greater Birmingham and Solihull Local Enterprise Partnership continued to develop with the Council remaining influential within this partnership. Work with the Staffordshire and Stoke-on-Trent Local Enterprise Partnership is also ongoing particularly to ensure that the two Local Enterprise Partnerships work together. Outcomes to date have included
  - £2.8m for the improvement of junction 10

### **What we will do in 2013/14**

- Work will continue on the Cultural Quarter Project which, if delivered, will increase income and secondary spend in the town and create new jobs,
- Continue our influence within the Greater Birmingham and Solihull Local Enterprise Partnership to achieve its objectives,
- Pool the business rates retention monies with the other local authorities within the Local Enterprise Partnership to support business and economic growth,
- The economic growth and town centre regeneration work stream will encompass many projects including the New Enterprise Centre, support for bringing back into use empty shop and employment units through NNDR policies and business advice and start up support via Tamworth 4 business and EDRF funding.

- of the M42 and the submission of a bid for improvement to the Gungate corridor,
- European funding to deliver business development grants of between £10,000 and £15,000 to existing businesses looking to expand,
  - Influencing the development of the Economic Strategy and responding to the Heseltine Review in close consultation with local businesses.
  - Tamworth Borough Council assisted in the recruitment of staff for the Royal Mail and a new home, garden and leisure centre that opened in the borough by hosting the interviews and inductions for those successful applicants on Council Premises. 470 jobs were created for local people,
  - Unemployed people were given a helping hand to get back to work with a drop-in event at Tamworth Assembly Rooms. The event, organised by the Employment Action Group, gave jobseekers help and advice on looking for work, training or starting a business, and pointed them towards the range of services available to support unemployed people. The group is made up of a number of organisations including Tamworth Borough Council, Coalfields Regeneration Trust, Bromford Housing Group, Community Together, South Staffordshire College, the Careers Service, Tamworth Library, Business Development Service and Volunteer Centre Tamworth.



# Brand and market “Tamworth” as a great place to “live life to the full”

## What happened in 2012/13

- The Olympic Torch relay came to Tamworth and attracted more than 40,000 visitors with some 27,500 of these remaining to attend the Sports Festival. It was estimated that the event brought an additional £452k spend in to the town on that day,
- The outdoor events programme was varied, successful and attended by the following numbers of visitors;
  - Castle Grounds St. George’s Day celebrations - 8,500,
  - Tamworth Heritage Festival - 9,000
  - Town centre Christmas Lights switch on - 7,000
  - Castle Grounds fireworks display – 20,000
- The Tamworth Castle Heritage Lottery fund £1million project went into its final stages and has seen improvements to this popular tourist attraction,
- 130 traders now work on the street market in Tamworth. The market offering was further enhanced by the holding of speciality antique and French markets.

## What we will do in 2013/14

- The continued offer of a comprehensive and varied events programme including an additional beer and food festival and 100 year anniversary of World War 1,
- Work will continue on the Cultural Quarter Project which, if delivered, will
  - preserve the building fabric of the Assembly Rooms for future generations,
  - enhance the ability to offer further services and events for both visitors and residents,
  - increase footfall for the library, Assembly Rooms, Carnegie Centre and other parts of the town centre,
  - enhance the image and reputation of Tamworth, the place,
  - support the Heritage Lottery Fund improvements at The Castle and jointly encourage increased visitor numbers,
- The economic growth and town centre regeneration work stream will encompass many projects including place marketing and promotion and heritage product development and promotion.

# Create the physical and technological infrastructure necessary to support the achievement of this primary outcome

## What happened in 2012/13

- We worked closely with Staffordshire County Council and Sainsbury's on the issue of a second exit at Ventura Park. This opened in October and has assisted in alleviating traffic congestion at this popular shopping destination,
- Further work has been completed with Henry Boot and the County Council in relation to the Gungate and Spinning School Lane sites. The Council has facilitated meetings between key landholders and potential end users of the site to promote the re-development. Revised master planning documents have been completed for the development and linked to other potential re-development opportunities in the town centre,
- The land at Broad Meadow was adopted in readiness for an application for local nature reserve status. A special award by the Heart of England in Bloom judging panel was made for community engagement citing the relationship with Staffordshire Wildlife Trust as being one of the most effective partnerships they had seen,
- Tamworth won gold in the Heart of England in bloom competition for the third year running and a special award for horticultural excellence,
- With the participation of the public, the performance of the Tamworth and Lichfield Waste and Recycling team continued to improve. The volume of residual waste sent to landfill has

## What we will do in 2013/14

- Work on the Town Centre Housing Strategy will result in the agreement of strategic principles in line with supplementary planning guidance for the delivery of a balanced housing market in the town centre,
- The review and updating of the Housing Revenue Account Business Plan will
  - develop proposals to support the delivery of the town centre housing strategy and increase the number of affordable homes,
  - complete a stock conditions survey of council dwellings to ensure the maintenance of decency within council housing stock,
- Work will continue on the Cultural Quarter Project which, if delivered, will
  - Increase footfall for the library, Assembly Rooms, Carnegie Centre and other parts of the town centre,
  - Encourage pedestrian movement around the town,
  - Encourage further Town Centre development and investment,
  - Support the development of the Gungate site,
  - Encourage, support and enhance the aims and objectives of the linkages project,

reduced by 100kgs per household over the last two years and household waste recycling has increased by 6% to 55% over the same period, Successfully implemented Council Housing Finance Reform including a 30 year Business Plan bringing new resources to the town,

- Invested over £1m in environmental improvements targeted at council house areas that will also benefit all residents, with plans to make sustained multi million pound investment year on year.

- Deliver improved council assets that will be self sustaining.
- The economic growth and town centre regeneration work stream will include projects on Gungate and Spinning School Lane re-development opportunities, Anker Valley and housing developments, Gateways improvements and transport and highways improvements,
- Produce a revised Local Plan that will provide the policy basis for ensuring sustainable growth and the future development of the Borough in a manner that protects and enhances the built and natural environment whilst addressing the various needs of the Borough's residents and businesses,
- Work with public sector partners to maximise occupancy within Council premises and result in overall accommodation being reduced,
- The management and maintenance of local nature reserves, open spaces and parks to
  - gain Cabinet endorsement of Broad Meadow as a local nature reserve
  - get Local Nature Reserve designation for Town Wall
  - Achieve a gold award in the 'Heart of England in Bloom' competition,
- Maintain recycling rates within waste management at their current level.

# **“To be Healthier and Safer in Tamworth”**

## **Address the causes of poor health in children and young people**

### **What happened in 2012/13**

- The Walk for Health initiative commenced. This offered free guided walks around the borough’s parks and open spaces,
- The Council renewed its contract with SnowDome Swim and Fitness to provide public swimming at the town’s largest pool for the next 5 years,
- The work of the Tamworth Strategic Partnership Task and Finish group into Teenage Pregnancy has resulted in the establishment of multi-agency centres in two secondary schools with the intention to roll this out to all Tamworth secondary schools,
- The Community Leisure team provided a structured exercise and rehabilitation programme for residents following GP referral,
- A revised partnership approach to the Community Leisure Summer Scheme provided an improved and more varied activities programme at a lower cost of delivery. The refresh resulted in greatly increased participation by young people, 3,279 attendees in 2012 compared to 1,490 in 2011,
- Tamworth Homelessness Education Programme, which is run by the Council and aims to prevent homelessness among young adults, was given official approval by Staffordshire County Council.

### **What we will do in 2013/14**

- Extend the Community Leisure Summer Playscheme to encompass all the school holidays,
- Invest £30,000 over the next three years in a project focussing on physical activity and healthy eating that is designed to improve the health and lifestyle of Belgrave residents, in particular the young and old,
- Obesity is the driver behind the development of the Healthy Tamworth approach. This will provide a framework upon which we can clearly state our aspirations to improve the health and wider socio-economic conditions of Tamworth. Particular activities will see
  - Registration with the Healthy Cities Network,
  - A multi-agency commitment to a Healthy Cities action plan,
  - Commencement of targeted promotional activity,
- An updated Enhanced Joint Strategic Needs Assessment will be published and a commissioning plan communicated by the Health and Wellbeing Board.

## **Improve the health and well being of older people by supporting them to live active, independent lives**

### **What happened in 2012/13**

- We were involved in the work of the Health and Wellbeing Board,
- The development of the Healthier Housing Strategy involved joint working with the Clinical Commissioning Group on frail and elderly,
- Agreement reached that will see Public Health and delivery staff working as an integral element of the housing directorate,
- In partnership with the Clinical Care Commissioning group, a review of older persons care commenced.

### **What we will do in 2013/14**

- The Health and Wellbeing Board will complete the first focused needs and assets evaluation for older people,
- Improve the quality of life and well being of Tamworth residents through food safety inspections, air quality monitoring, licensing and health and safety inspections.

## **Reduce the harm and wider consequences of alcohol abuse on individuals, families and society**

### **What happened in 2012/13**

- Operation TARPA involved the Council and other partner organisations in targeting under age drinkers at known hotspots in the town,
- A day long alcohol awareness event was held in the town centre where help and advice was available from a variety of partner organisations including Trading Standards, the Community Safety Team, Staffordshire Safer Roads and Staffordshire, Fire and Rescue Service,

### **What we will do in 2013/14**

- The Health and Wellbeing Board will complete the second focused needs and assets evaluation on healthy lifestyles,
- Operation TARPA will continue in those areas identified through the Joint Operations Group.

- The work of the Tamworth Strategic Partnership Task and Finish group looked into Tobacco Control, Several high profile licensing cases were undertaken allowing for robust and informed local decision making,
- The Tamworth Strategic Partnership worked with PSHE curriculum leads in secondary schools on the prevention of adverse risk taking behaviour work with specific focus on alcohol misuse.

## **Implement 'Total Place' solutions to tackling crime and ASB in designated localities**

### **What happened in 2012/13**

- The "Mucky Pup – Clean it up" dog fouling campaign was launched in identified dog fouling hotspots and four new dog control orders were approved by the Council,
- We became the first local authority landlord in the country to receive a three year accreditation for our RESPECT charter, recognition of the effectiveness of the work being done to reduce anti-social behaviour and make life better for our tenants,
- Incidents of anti-social behaviour continue to fall. This year there were 2032 compared to 4,570 in 2008/09,
- The Anti-Social Behaviour Victim and Witness Champion service will continue for the next three years after it was announced that funding of

### **What we will do in 2013/14**

- The work of the Community Safety Hub will continue to benefit from the introduction of a multi agency case management tool. The benefits of the co-location are;
- Improved co-ordination and delivery of partnership activities at a tactical/operational level,
  - Effective time management with a reduction of meetings,
  - Improved information sharing and access to information,
  - Co-ordination of early identification and effective case management of vulnerable victims of ASB and crime and other vulnerable people at risk,
  - Development of communication systems with other co-located teams e.g. Locality Teams, Community Fire Station, Staffordshire Young People's Service

£20,000 per year will be made available by the Borough Council. This service provides a single point of contact for people affected by anti-social behaviour and coordinates responses to victims by working with the council staff and the police at the community safety hub,

- The Community Safety Hub was improved with the involvement of additional partners such as Mental Health Services and Adult Social Care resulting in greater co-ordination and improved service provision when dealing with vulnerable people,
- We remained engaged with Staffordshire County Council and the Police to influence the Police & Crime Commissioner.

and Neighbourhood Health Teams.

## **Develop innovative early interventions to tackle youth crime and ASB**

### **What happened in 2012/13**

- Two pioneering projects in Amington and Glascote have been credited with reducing teenage anti-social behaviour in those areas. The projects, funded by Tamworth Community Safety Partnership, the Proceeds of Crime Act and the Preventing Adverse and Risk Taking Behaviour Group, involved the participants in positive activities ranging from cooking, team building and drug awareness workshops,
- Tamworth Borough Council worked with the Staffordshire Youth Offending Service to host an exhibition in Marmion House of the art work of 13 young people who took part in a 2 day workshop

### **What we will do in 2013/14**

- The Building Resilience in Families initiative is part of the national Troubled Families agenda and is based on identifying families within certain criteria including, crime, ASB, attendance at school and worklessness. Cohort one for Tamworth is 71 families each of which have had an initial assessment. The national project operates on a payment by results scheme and the County will be developing a performance management framework,
- The ASB projects that were successfully operated in Amington and Glascote in 2012/13 will be implemented in other areas of the Borough.

hosted by the youth offending service.



# Create an integral approach to protecting those most vulnerable in our local communities

## What happened in 2012/13

- The announcement that £21.5million will be spent over the next 6 years in the demolition and redevelopment of parts of the Tinkers Green and Kerria housing estates,
- Feasibility studies in to the redevelopment of 26 garage sites commenced. This could provide enough land for up to 87 new homes to be built for rent. The homes would be built and managed by the council's Registered Housing Provider partners, Bromford Housing Group and Waterloo Housing Group, and let through Tamworth Borough Council's choice-based letting scheme, 'Finding a Home',
- 53 empty private dwellings were brought back into use during 2012/13. Additionally, the new 3 year project with Waterloo Housing Association progressed well and 5 empty properties were returned back into use as affordable housing,
- The HEAT scheme, enabling residents to have improvements to home insulation, has now benefited more than 2,500 households,
- Following the award of the letting of a new Repairs and Investment contract in 2011/12 , last year saw it being successfully embedded,
- Continuation of the programme of estate walkabouts giving residents in Wilnecote, Glascote, Leyfields and Amington the opportunity

## What we will do in 2013/14

- Work on the Tinkers Green and Kerria Area regeneration will see
- the completion of the assessment of delivery vehicles,
- the exploration of special purpose vehicle models for Tamworth,
- the appointment of development consultants and
- Agreement on the decommissioning proposals
- The Allocations Policy and Homelessness Strategy will involve
  - Consultation on the proposed new Allocations Policy,
  - A review of the Social Lettings pilot,
  - Completion of the review of the Homelessness Strategy,
- Review the redevelopment of the garage sites to provide social housing and complete proposals to make use of retained right to buy receipts.

- to not only identify problems, but also make suggestions on how they could be improved and become involved in providing solutions,
- Four Community Together days were held in Belgrave, Glascote, Stonydelph and Amington giving residents the opportunity to take part in various activities and get advice from partner organisations,
  - The Council's homelessness education programme received accreditation from the Education Authority and sessions were extended to Her Majesty's prisons,
  - Cabinet approved almost £500k funding to be invested into projects over the next three years to prevent Tamworth residents becoming homeless. Projects include crash pad/night stops, a repossession prevention fund, Citizens Advice Bureau debt advice service and a bond scheme,
  - Delivered a pro-active service to drive up standards in private sector. All Houses in Multiple Occupation which require a licence now have one and enforcement action was taken where necessary including successful prosecutions of private sector landlords who failed to meet the standard,
  - The Troubled Families initiative has seen discussions with Staffordshire County Council and partners on the establishment of a county and local model for delivery. Further work has also been undertaken on the cohort of families,
  - Implemented 'Let's Work Together' which aims to support people to live healthy, safe and independent lives through real partnership working between support agencies,

- More than £7,000 was shared amongst 18 organisations and charities from the Voluntary and Community Grants scheme and the Arts Grants scheme to help them develop and provide services for the residents of Tamworth,
- 56 external funding opportunities for community groups were supported and assisted in attracting more than £500k into Tamworth to benefit the users of the services they provide.

## “Approachable, Accountable and Visible”

Value for money and accountability will underpin the delivery of all corporate priorities. Working with others, the Council will deliver services that are well-governed, ethical, effective, efficient and economically viable.

### What happened in 2012/13

- There was no increase in Council Tax for the third year running,
- A four year balanced budget was set with no adverse effect on front line service delivery or reduction to front line services,
- Undertook both local elections and Police and Crime Commissioner elections,
- 97.99% of electoral canvas forms were returned in the latest annual exercise. The highest return rate for some years,
- The Corporate Change Programme has seen the following activity;
  - Procurement of a new Customer Relationship Management system, as part of the Staffordshire Partnership, for implementation in 2013/14,
  - Compilation of a specification for a new Website presenting more transactional services, for implementation in 2013/14,
  - A planned corporate rollout for Electronic Document and Records Management System to support the implementation of agile working,
  - Compilation of a specification for replacement Telephony functionality, for implementation in 2013/14
  - Initial stage of Agile Working, including

### What we will do in 2013/14

- Deliver an organisational strategy including new human resources and payroll systems, an electronic document management system and the implementation of agile working,
- Undertake a Local Government Association Peer Challenge in the following areas:
  - Customers services,
  - Community development,
  - Partnerships and commissioning,
  - Strategic housing,
- Enhance our reputation via thematic communications,
- Enhance customer services through
  - New systems including telephony, customer relationship management and electronic document management system,
  - A new performance framework for customers service delivery,
  - A new website making better use of e-enabled processes,
- Implement individual electoral registration to increase voter numbers and reduce the potential for electoral fraud,
- Undertake County Council elections,
- Review the Council’s Constitution to provide better governance, more transparency for the public and accountability for members,

reducing occupied space of Marmion House to increase opportunities for partners to lease accommodation, the remaining stages are to be rolled over next 2 years

- Implementation of a new HR / Payroll System
- Implementation of a significant upgrade to Finance System
- Service Reviews across the authority to facilitate taking the services closer to the customers and to introduce further efficiencies across the board,
- Held an extensive consultation exercise on the Council Tax Support Scheme to ensure those affected were able to have their say on the proposals. The percentage response rate to the consultation was the highest of the Staffordshire authorities,
- Over 200 staff attended the Annual General Meeting and the annual staff attitude survey revealed positive results,
- Recognition in the Geoplace Exemplar Awards by achieving a gold award across all 2012 gazetteer improvement schedule criteria showing widespread support, commitment and recognition that gazetteers bring to authorities,
- The Tamworth Listens and Budget Consultation drop in event in Ankerside proved popular with more than 100 people attending and 60 making comments on the “graffiti wall” on what they liked and disliked about Tamworth and what they would change. Cabinet members were also available to answer resident’s queries. The information gleaned fed into the annual State of Tamworth debate.

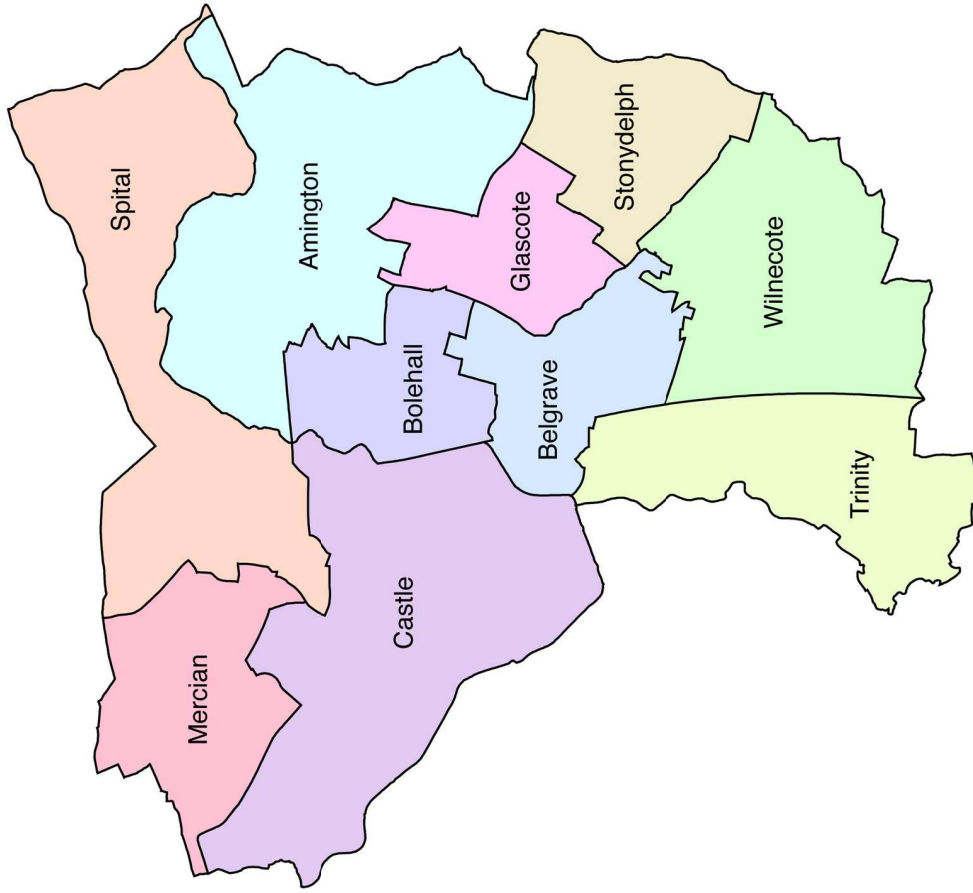
- Review the Scheme of Delegation resulting in improved governance, more transparency and accountability for officers,
- Undertake a Scrutiny committee review that will see job descriptions for Scrutiny Chairs,
- Review Councillors allowances to increase attendance at Committees and improve performance by linking to those remunerations,
- Provide training to Councillors to enhance their involvement on committees,
- Put into effect a legal services review,
- Continue the Corporate Change Programme with the review, amending, replacement and upgrade of infrastructure including technology, mobile capacity, premises, website, electronic document record management system and customer relationship management system to provide a more efficient, fully flexible and mobile workforce delivering services closer to the customer and make all transactional services available through self service methods,
- Provide a stable, up to date and robust technical infrastructure that supports and enables a flexible and mobile workforce,
- Ensure an appropriate, tested and robust response to business continuity and civil contingencies through reviews, tests, training and exercises,
- Continue to ensure that all ICT related systems and data protection and freedom of information processes and practises comply with legal obligations and best practise.

## **Summary Accounts 2012/13**

Due to the earlier publication of this combined document the draft summary accounts for 2012/13 are not yet available. As soon as they are (approximately end of June 2013) they will be posted on the Council's website.

# Leadership & Resources

## Political Arrangements



The council currently has 30 members (18 Conservative, 11 Labour, 1 Independent) representing its ten wards.

### The Council's Cabinet is made up of:

- The Leader of the Council
- Portfolio Holders for:
- Core Services & Assets
  - Economic Development & Enterprise
  - Environment & Waste Management
  - Community Development
  - Housing

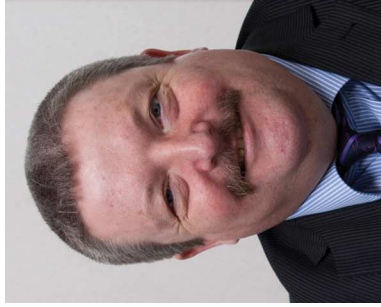
There are two scrutiny committees, a number of regulatory committees and some ancillary committees.





# THE MEDIUM TERM FINANCIAL STRATEGY

## John Wheatley, Executive Director (Resources)



The 2013/14 budget and Medium Term Financial Strategy ensures that appropriate resources are focussed on the single vision and strategic priorities. We will continue to identify where our resources can be realigned to ensure, where possible, we meet the needs of local people.

‘One Tamworth, Perfectly Placed’ and the strategic priorities are clear by stating what we are aiming to achieve, how we will do it and the resources we will use to support these.

In light of the national economic situation and the significant constraints in public spending following the 2010 Comprehensive Spending Review (CSR), a measured approach to budget setting was approved by Cabinet as any growth proposals would require compensating reductions in other budget areas & services.

Even before the current national austerity measures, Tamworth Borough Council has been proactive in the design and implementation of innovative and effective measures for driving efficiency. The Executive Board, a non-decision making forum of Cabinet members and Chief Officers, have formed a working group with the intention of developing a ‘high level’ plan designed to prepare for the impact on the Council’s finances before they become a reality.

Through this approach and the use of the Council’s reserves and balances, we identified measures to help the Council cope with significant grant reductions since 2011/12 with further reductions anticipated in the future.

Even though there is significant uncertainty over future grant levels, reduced income levels from Council operations and ongoing demands for front line services, the Council were able to agree a balanced three year Medium Term Financial Strategy for the General Fund revenue & capital programme and a five year Medium Term Financial Strategy for the Housing Revenue Account (HRA) and the HRA Capital Programme.

**Key Financial Information:-**

**The Council operates its services on an annual budget of £74m gross revenue expenditure (£54m General Fund, £20m Housing Revenue Account);**

**The Capital programme for 2013/14 totals £7.5m (£7.0m Housing, £0.5m General fund);**

**The Council Tax for 2013/14 is £1,425.00 for band D (representing £1,027.25 for Staffordshire County Council, £177.61 for the Office of the Police & Crime Commissioner Staffordshire, £67.64 for Stoke-on-Trent & Staffordshire Fire and Rescue Authority and £152.50 for Tamworth Borough Council Services).**

**The main financial headline figures for 2013/14 are:**

- A General Services net revenue council tax requirement of £3,080,349;
- A transfer of £756,300 from General Fund (GF) balances;
- A transfer of £598,620 from Housing Revenue Account (HRA) balances;
- Band D Council Tax of £152.50, an increase of £2.95 (1.97%) on the level from 2012/13;
- An average rent of £82.70 which represents an increase of £3.06 (3.8% on the current average rent) in line with the Government's Rent Restructuring rules (based on a 49 week rent year), equating to £76.46 on an annualised 52 week basis;
- A General Fund Capital Programme of £0.5m (£3.7m over 3 years);

- A Housing Capital Programme of £7.0m (£55.2m over 5 years).

The delivery of a balanced Medium Term Financial Strategy (three years for the General Fund & five years for the HRA) is a major achievement and shows we are in a good position. Like many others, our budget planning process had to be carried out in light of unprecedented adverse economic conditions. This included a great deal of uncertainty over future investment and income levels such as car parking, land charges and corporate property rents. It is also facing increased financial demands from central government for service improvements in areas such as local democracy and transparency – as well as substantial reductions in Government grant support in the future.

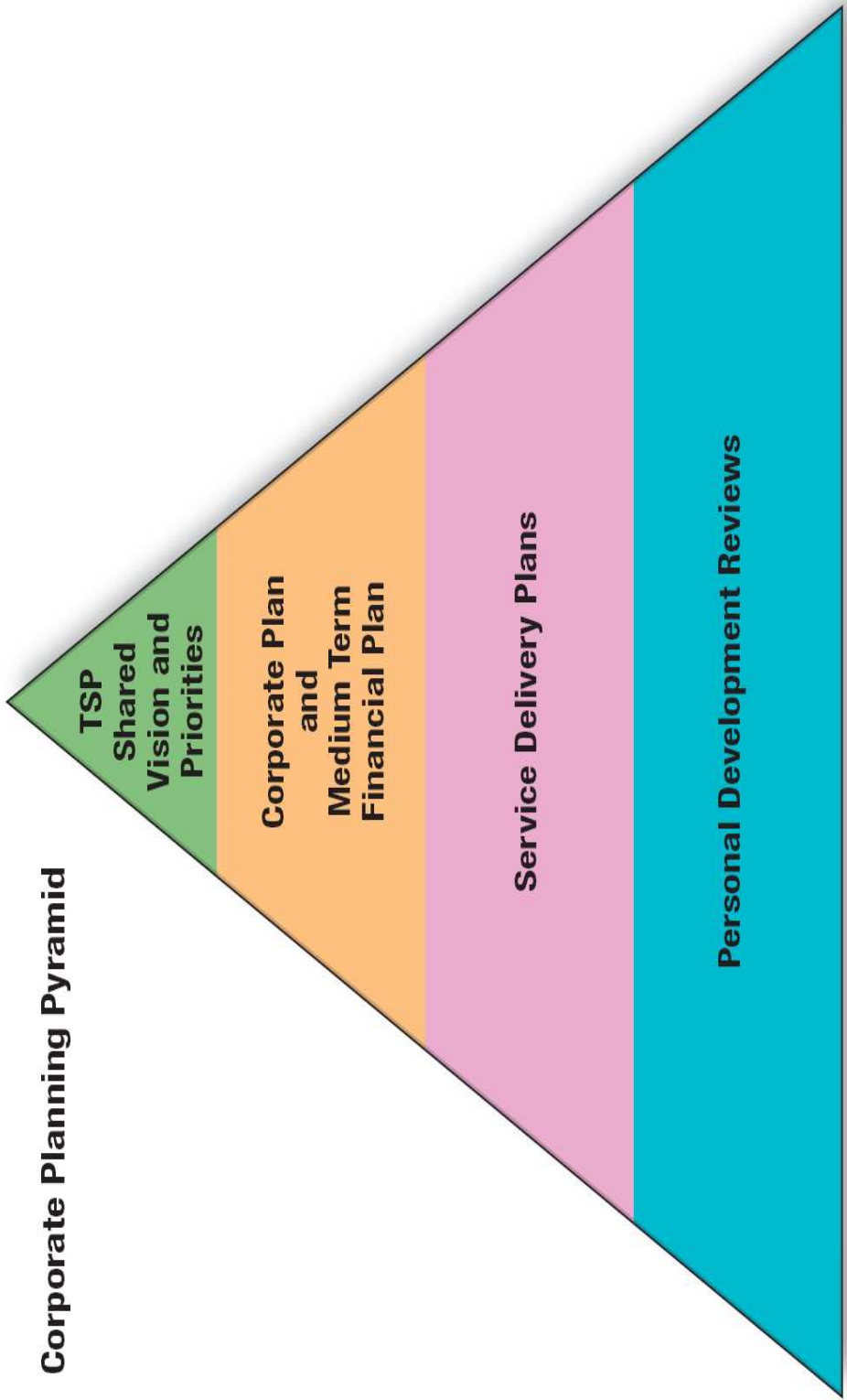
The budget incorporates the council's commitment to minimising the effects of the economic downturn on key service provision. An important part of our budget process is identifying areas of our work where we can make savings by reviewing the way we deliver services to make them more efficient.

The key challenges affecting the medium term financial planning process, which add a high level of uncertainty to budget projections, arise from:

- Future Revenue Support Grant levels;
- Fundamental changes to Local Government Finance and associated grant funding levels from the planned localisation of the retention of business rates and support for council tax;
- changes set out in the Welfare Reform Act and introduction of Universal Credit – potentially impacting on income receipts of the Council;
- The impact of any further uncertainty over future interest rate levels and their impact on investment income/treasury management; and
- The severity of the recession and the impact it has had and still could have on the Council's income streams.

## Corporate Planning Process

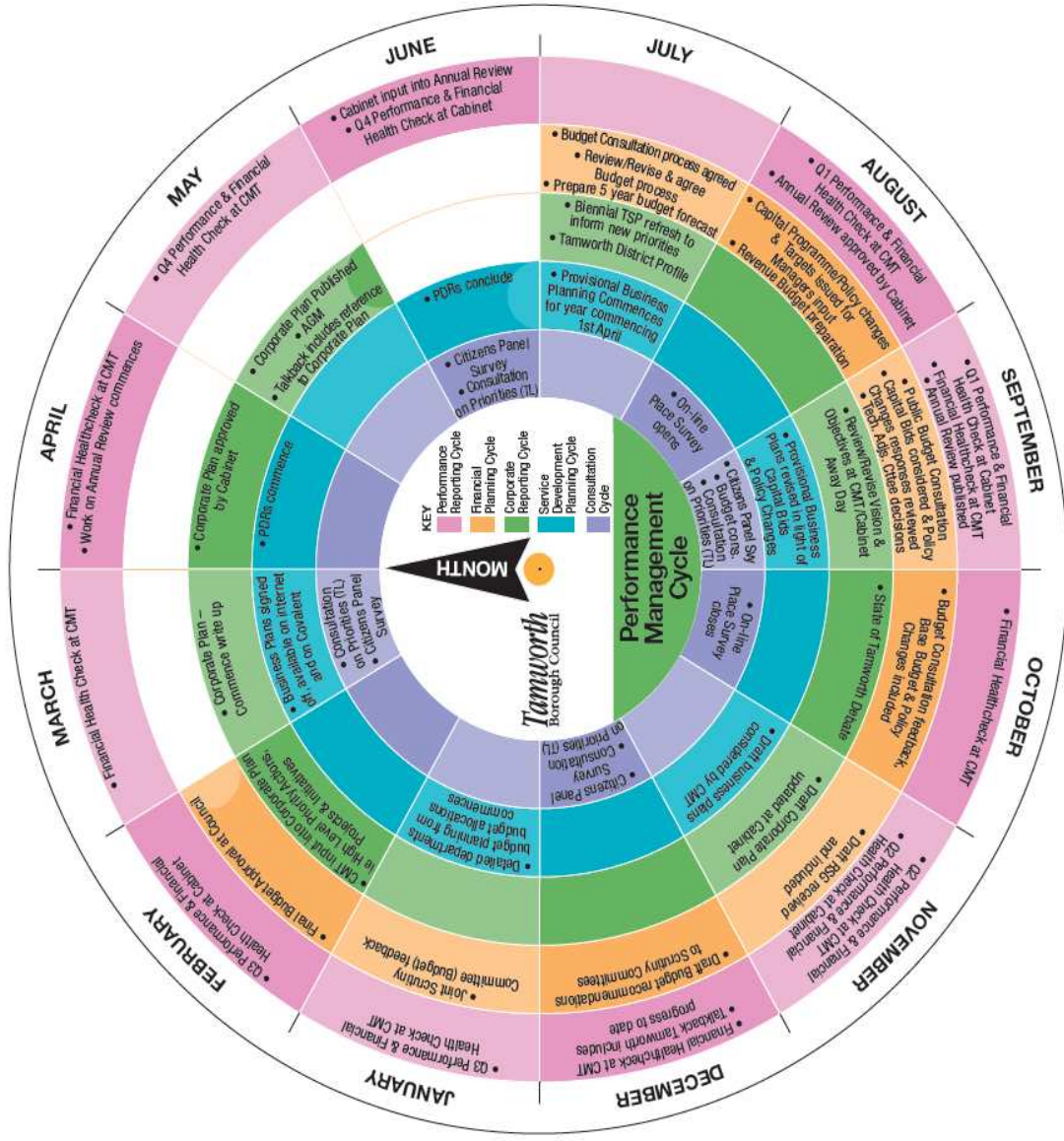
The corporate planning process forms a fundamental part of the successful management of the Council. Our corporate planning framework sits within a wider planning hierarchy that has the Tamworth Strategic Partnership shared vision and priorities at the top. The Council's corporate plan and medium term financial strategy focuses on how the Council will deliver its contribution to these while the service delivery plans show how the services will also contribute. Below this are the personal development plans for each employee. The links between the plans form the "golden thread" that ensures everyone in the organisation is working towards the same goals and that the priorities will be



achieved.

# Performance Management Framework

Performance management is a process not an event. It operates as a continuous cycle. All elements of Tamworth Borough Council's performance management framework are built around the annual performance cycle as shown in



the diagram below.

## **How we will assure what we do**

### **Performance Scorecard**

Tamworth Borough Council balances its attention across its priorities. Summary performance of service activities and projects is indicated by the status of business and service plan actions, indicators and identified risks.

### **Performance Monitoring & Reporting Arrangements**

The Performance Scorecard is monitored by:

- Individual officers and members assigned to or with a particular interest in an action, indicator or risk,
- Corporate and Directorate Management Teams,
- Cabinet,
- Scrutiny Committees.

A link to our current and past performance is available on the council's website:

[http://www.tamworth.gov.uk/council\\_and\\_democracy/performance.aspx](http://www.tamworth.gov.uk/council_and_democracy/performance.aspx)

## Contact Us

To provide feedback specifically on the form and content of this Annual Review and Corporate Plan, email [john-day@tamworth.gov.uk](mailto:john-day@tamworth.gov.uk).

For more information about Tamworth Borough Council visit our website at [www.tamworth.gov.uk](http://www.tamworth.gov.uk) or pick up a copy of our residents' magazine, Talkback.

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## Report of the Portfolio Holder for Corporate Services and Assets

### TEMPORARY RESERVES, RETAINED FUNDS and PROVISIONS

#### EXEMPT INFORMATION

None

#### PURPOSE

To seek Member approval for the establishment or retention of Temporary Reserves, Retained Funds and Provisions, to write back to balances those reserves that have been identified as no longer being required.

This is a key decision, as it would result in expenditure in excess of £50,000.

#### RECOMMENDATIONS

**That Cabinet be asked to approve:**

- 1. in principal the creation/retention of Temporary Reserves as detailed in this report and consider whether a spending plan against each of the individual reserves will be required;**
- 2. that should the actual outturn level adversely vary from the predicted outturn, adjustments will be made and Members may be asked to review the creation of these reserves;**
- 3. the write-back of reserves identified at APPENDIX D as no longer being required in the sum of £92,381 to General Fund Balances, to support the Medium-Term Financial strategy.**

#### EXECUTIVE SUMMARY

In line with the approved policy, this report seeks approval for both the establishment of new reserves and retained funds to enable funds to be carried forward at the end of the current financial year. Due to the current economic and financial position, temporary reserves requests have only been considered for approval in exceptional circumstances. In all instances, the relevant manager has requested such approval and this report summarises those received.

#### **Policy, Capital & Revenue Budget – Background**

An updated Revenue Reserves Policy Statement governing the way in which reserves are created, maintained and utilised, was adopted by Cabinet on 1<sup>st</sup> December 2010.

## Implications of the Report

A summary of the requests is provided in **Appendix A**.

The proposals in this report will result in the estimated establishment of,

Category	Projected Balance on Existing Reserves at 31 <sup>st</sup> March 2013	Proposed Transfer for Year	Proposals for Write-back	Balance Carried Forward into 2013/14
	£	£	£	£
Temporary Reserves	1,043,070	355,626	(23,702)	1,374,994
Retained Funds	1,656,893	742,307	(30,000)	2,369,200
Provisions*	98,187	-	(38,679)	59,508
<b>Totals</b>	<b>2,798,150</b>	<b>1,097,933</b>	<b>(92,381)</b>	<b>3,803,702</b>

*\*Excludes Provisions Held for Bad Debts*

A review of existing reserves in February 2013 has identified that £92,381 is available for write back to General Fund Balances (shown at **APPENDIX D**). Cabinet are requested to approve the write-back of this sum to General Fund Balances to support the Medium Term Financial Strategy approved by Council on the 26<sup>th</sup> February 2013 and to approve that this sum is not available for additional revenue spending.

### RESOURCE IMPLICATIONS

All financial resource implications are detailed in the body of this report.

### LEGAL/RISK IMPLICATIONS BACKGROUND

None arising directly from this report

### SUSTAINABILITY IMPLICATIONS

None arising directly from this report

## BACKGROUND INFORMATION

A Revenue Reserves Policy Statement governing the way in which reserves are created, maintained and utilised, was adopted by Policy and Resources Committee on 23rd February 1999 and updated by Cabinet on the 1<sup>st</sup> December 2010.

Temporary reserves may be established to carry forward funding for a specific project from one year to the next (on one occasion only).

Specific Cabinet approval is required for creation of a Temporary reserve and any balances remaining at the end of the subsequent year will be returned to general balances and the reserve deleted unless specific approval has been sought to retain the reserve for a further year.

Retained Funds may be established to carry forward funding for a specific project, which has recurring but irregular expenditure patterns, where the annual budget is likely to be insufficient. These also require Cabinet approval from specified budgets.

Provisions may be established in accordance with CIPFA Code of Practice, Council policy and approval of the Executive Director Corporate Services, to set aside funds where expenditure/liability is unavoidable or virtually unavoidable but has not been formally committed.

This report seeks approval for the:

1. Establishment of temporary reserves to enable funds to be carried forward at the end of the current financial year.
2. Additional transfer of sums into Retained Funds, where appropriate.
3. Creation of Provisions.

### Consideration

As part of the final account process, the Council's managers were requested to submit details of any funds that they would require to be carried forward into 2013/14 as Temporary Reserves, Retained Funds and Provisions, though temporary reserves requests have only been considered for approval in exceptional circumstances.

This report details the responses received and summarises the financial implications.

A summary of reserve requests, to be established or retained, is shown at **Appendix A**.

Individual request forms (detailing the reason, amount and anticipated completion date for each fund) are shown at **Appendix B**.

A summary of all reserves estimated to be held by the Authority at 31<sup>st</sup> March 2013 before consideration of this report is shown at **Appendix C** for Members' information.

## Revenue Implications

- A large proportion of the temporary reserves approved as at 31<sup>st</sup> March 2012 (by Cabinet on the 4<sup>th</sup> April 2012) have been transferred to the appropriate revenue accounts for monitoring purposes during the year and have therefore been reported within the quarterly Health Check reports. Others that were not called upon have been reviewed and have been either identified for retention for another year or are redundant and can therefore be returned to balances.
- All amounts requested in this report to be carried forward as reserves, retained funds or provisions, will be included as committed expenditure in the latest projected year end outturn forecast as at the end of February which will be available shortly.

The reserves included within this report have been prepared / proposed by Managers on basis that:

- 1) Budgetary provision exists to cover the creation of the reserve;
- 2) The reserve is to meet the cost of an **unavoidable** commitment in 2013/14 (thereby restricting the transfer of potential savings to unjustifiably inflate budgets / spend in future years);
- 3) The creation of a reserve will not increase any projected overspend for individual Directorates;

and thereby allowing the creation of these reserves without adversely affecting the overall predicted outturn position of the Council.

This is to ensure that contingency reserves and balances remain at or above the levels contained within the 3-year budget, approved by Council on 26<sup>th</sup> February 2013.

Should the actual outturn adversely vary from the predicted outturn, then appropriate adjustments will be made and Members may be asked to review the creation of these reserves.

## REPORT AUTHOR

Please contact Stefan Garner, Director of Finance, extension 242 or Phil Thomas, Financial Accountant, extension 239.

## LIST OF BACKGROUND PAPERS

- ◆ Revenue Reserves Policy Statement (Policy & Resources, February 23<sup>rd</sup> 1999)
- ◆ Revenue Reserves Policy Statement (Cabinet 1<sup>st</sup> December 2010)

## APPENDICES

**A** – Summary of Establishment and Retention of Temporary Reserves, Retained Funds and Provisions.

**B** – Reserve Business Cases – Funds to be Carried Forward into 2013/14.

**C** – Existing Temporary Reserves, Retained Funds and Provisions.

**D** - Proposals for Write-Back of Unspent/Redundant funds to General Fund Balances.

## APPENDIX A

<b>Establishment and Retention of Temporary Reserves, Retained Funds and Provisions</b>						
Service/Description	Original use by Date	Balance @ 1st April 2012 £	Projected Balance @ 31st March 2013 £	Proposed Use by Date	Maximum Fund Level (Retained Funds) £	2012/13 Transfer to/from Reserve £
<b>Temporary Reserves New/Re-Justification</b>						
<b><u>Chief Executive</u></b>						
<i>Head of Customer Services</i>						
001 Telephony and Technology	-	-	10,000	Mar-14	-	10,000
002 Shopmobility Scheme	-	-	5,000	Mar-14	-	0
003 Town Hall Improvements	Mar-13	8,000	8,000	Mar-14	-	0
<i>Corporate Communications &amp; PR Manager</i>						
004 TBC Website	Mar-13	6,800	6,800	Mar-14	-	0
<i>Head of Organisational Development</i>						
005 TT EDRMS - HR Backscanning	Mar-13	10,000	10,000	Mar-14	-	0
<b><u>Executive Director Corporate Services</u></b>						
<i>Director Technology &amp; Corporate Programmes</i>						
006 Application Software	-	-	20,000	Mar-14	-	20,000

Service/Description	Original use by Date	Balance @ 1st April 2012 £	Projected Balance @ 31st March 2013 £	Proposed Use by Date	Maximum Fund Level (Retained Funds) £	2012/13 Transfer to/from Reserve £
007 Corporate Change - External Support	-	-	14,000	Mar-14	-	14,000
008 Corporate Change - Project Management	-	50,000	35,700	Mar-14	-	0
<i>Director of Finance</i>	-	-	15,000	Mar-14	-	15,000
009 Healthy Tamworth	-	-	8,410	Mar-14	-	8,410
<i>Head of Benefits</i>	-	-	10,380	Mar-14	-	10,380
010 Welfare Reforms - DHP	-	-	29,400	Mar-14	-	29,400
011 Local Council Tax Reduction Scheme	-	-	7,000	Mar-14	-	0
<i>Solicitor and Monitoring Officer</i>	Mar-13	27,000	7,000	Mar-14	-	0
012 Individual Voter Registration	-	-	16,000	Mar-14	-	16,000
013 Electoral Process - Elections	Mar-13	7,000	7,000	Mar-14	-	0
<i>Head of Revenues</i>	-	-	16,000	Mar-14	-	16,000
014 Payment Cards	-	-	7,000	Mar-14	-	0
015 Pay.Net Software	Mar-13	7,000	7,000	Mar-14	-	0
<b><u>Director of Assets and Environment</u></b>						
<i>Director of Assets and Environment</i>	-	-	10,000	Mar-14	-	10,000
016 Tamworth Air Quality Management	-	-	2,840	Mar-14	-	0
017 Neighbourhood Services	Mar-13	6,840	2,840	Mar-14	-	0

Service/Description	Original use by Date	Balance @ 1st April 2012 £	Projected Balance @ 31st March 2013 £	Proposed Use by Date	Maximum Fund Level (Retained Funds) £	2012/13 Transfer to/from Reserve £
<b><u>Director for Communities, Planning and Partnerships</u></b>						
<i>Director for Communities, Planning &amp; Partnerships</i>						
018 Staffs Hoard Reserve	-	-	4,450	Mar-14	-	4,450
019 Local Plan - Temporary Staff	-	-	15,900	Mar-14	-	15,900
020 Conservation Services	-	-	1,500	Mar-14	-	1,500
021 Conservation Grants - Committed	-	-	8,470	Mar-14	-	8,470
022 Conservation Grant - Underspend	Mar-13	5,290	28,340	Mar-14	-	23,050
023 DCLG - Town Centre	-	-	5,000	Mar-14	-	5,000
024 Grantfinder Licence	-	-	3,170	Jul-13	-	3,170
025 PCT Project Funds	-	-	5,500	Mar-14	-	5,500
026 External Sportivate	-	-	3,233	Mar-14	-	3,233
027 PAS Support	-	-	17,600	Mar-14	-	17,600
028 Digitisation of Planning Records	Mar-13	20,000	20,500	Mar-14	-	2,000
029 Economic Development Shared Service	Mar-13	16,060	19,600	Mar-14	-	3,550
030 Development Control Temporary Staff Reserve	Mar-13	4,470	13,770	Mar-14	-	9,300
031 HLF	Mar-13	3,200	3,200	Dec-13	-	0
<b><u>Director of Housing and Health</u></b>						

Service/Description	Original use by Date	Balance @ 1st April 2012 £	Projected Balance @ 31st March 2013 £	Proposed Use by Date	Maximum Fund Level (Retained Funds) £	2012/13 Transfer to/from Reserve £
<i>Director of Housing &amp; Health</i>						
032 Healthy Improvement	-	-	9,130	Mar-14	-	9,130
033 Warmer Homes Healthy People	-	-	2,083	Mar-14	-	2,083
034 Smoking Cessation	Mar-13	15,000	15,000	Mar-14	-	0
035 Lifecheck	Mar-13	9,700	9,700	Mar-14	-	0
036 Asset Management Strategy HRA	-	-	40,000	Oct-13	-	40,000
037 Housing Regeneration HRA	-	-	68,500	Mar-14	-	68,500
038 Morrisons Pensions HRA	Aug-12	51,000	51,000	Mar-14	-	0
039 Morrisons 2009/10 HRA	Aug-12	51,000	51,000	Mar-14	-	0
040 Morrisons 2010/11 HRA	Aug-12	15,000	15,000	Mar-14	-	0
041 Community Events HRA	Jun-12	4,600	4,600	Oct-13	-	0
		<b>310,960</b>	<b>631,776</b>		<b>0</b>	<b>355,626</b>
<b>sub-total</b>						
<b>Creation of and Changes to Retained Funds</b>						
<b><u>Executive Director Corporate Services</u></b>						
<i>Director of Finance</i>						
042 Assets of Community Value	na	-	4,873	na	4,873	4,873



Service/Description	Original use by Date	Balance @ 1st April 2012 £	Projected Balance @ 31st March 2013 £	Proposed Use by Date	Maximum Fund Level (Retained Funds) £	2012/13 Transfer to/from Reserve £
<i>Head of Benefits</i>						
043 DWP Recession Busting Grant <i>Solicitor and Monitoring Officer</i>	na	28,650	62,592	na	62,592	33,942
044 Land Charges Contingent Liability	na	100,000	108,000	na	108,000	8,000
<b><u>Director of Assets and Environment</u></b>						
<i>Director of Assets and Environment</i>						
045 Maintenance of A5 Balancing Ponds & Wartercourses	na	-	60,000	na	500,000	60,000
046 Cemeteries	na	207,348	237,348	na	275,000	30,000
047 Town Centre Markets	na	9,000	19,000	na	40,000	10,000
048 Public Car Park Maintenance	na	15,466	15,466	na	25,000	0
049 Civil Parking Enforcement	na	80,000	50,000	na	100,000	(30,000)
050 Turnberry Trees	na	18,222	18,222	na	18,222	0
<b><u>Director for Communities, Planning and Partnerships</u></b>						
<i>Director for Communities, Planning &amp; Partnerships</i>						
051 CIL	na	0	34,250	na	40,000	34,250
052 Community Cohesion	na	0	28,800	na	28,800	28,800
053 Public Participation	na	0	5,400	na	5,400	5,400

Service/Description	Original use by Date	Balance @ 1st April 2012 £	Projected Balance @ 31st March 2013 £	Proposed Use by Date	Maximum Fund Level (Retained Funds) £	2012/13 Transfer to/from Reserve £
054 Anti Social Behaviour Support Fund	na	0	790	na	790	790
055 Locality Working	na	195,812	185,785	na	195,812	49,973
056 Local Development Framework	na	161,967	161,804	na	180,000	15,687
057 Contingency for Career Break	na	7,000	12,120	na	12,120	5,120
058 Legal fees	na	1,600	4,600	na	4,600	3,000
059 ASB Residents	na	8,700	7,040	na	10,000	7,040
060 Community Safety Projects	na	22,302	22,302	na	30,000	0
<b><u>Director of Housing and Health</u></b>						
<i>Director of Housing &amp; Health</i>						
061 Homelessness Prevention	na	271,074	297,812	na	300,000	297,812
062 Homelessness Repossession Prevention	na	0	87,120	na	87,120	87,120
063 Home Loss & Disturbance Payments HRA	na	0	70,000	na	70,000	70,000
064 Housing Condition Survey	na	20,500	20,500	na	61,500	20,500
065 Implementation of Orchard Housing, Tenants Portal, EDRMS & New Processes	na	81,540	81,540	na	81,540	0
		<b>1,229,181</b>	<b>1,595,364</b>		<b>2,241,369</b>	<b>742,307</b>
		<b>1,540,141</b>	<b>2,227,140</b>		<b>2,241,369</b>	<b>1,097,933</b>
<b>TOTAL</b>						
			<b>sub-total</b>			

Service/Description	Original use by Date	Balance @ 1st April 2012 £	Projected Balance @ 31st March 2013 £	Proposed Use by Date	Maximum Fund Level (Retained Funds) £	2012/13 Transfer to/from Reserve £
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<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Chief Executive	
Service Area	Head of Customer Services	
Title for Reserve	Telephony and Technology	
Reserve Amount Requested	£10,000	
<b>Reason for Creation/Retention of Reserve</b>		
This amount is required to assist with funding the purchase of a new telephony system in 2013/14. A capital budget has been allocated to this scheme, however, recent responses to tenders indicated prices in excess of the budget available. In order to maximise the CRM project some of this funding may also be required to provide enhancements to the basic CRM product.		
<b>Corporate Priority</b>		
To create a safe environment in which local people can reach their full potential and live longer, healthier lives. Address the causes of poor health in children and young people a) Improve the health and well being of older people by supporting them to live active, independent lives b) Reduce the harm and wider consequences of alcohol abuse on individuals, families and society c) Implement 'Total Place' solutions to tackling crime and ASB in designated localities d) Develop innovative early interventions to tackle youth crime and ASB; and e) Create an integrated approach to protecting those most vulnerable in our local area		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Customer Services Line Rental/Switchboard	GH0207 33045	£10,000
<b>Type of Reserve (Temporary / Retained)</b>		
Temporary (will be used before 31/03/2014)		
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>		
31/03/2014		
<b>Approval for release of reserve to be granted by</b>		
Head of Customer Services		

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Chief Executive	
Service Area	Head of Customer Services	
Title for Reserve	Shopmobility Scheme	
Reserve Amount Requested	£5,000	
<b>Reason for Creation/Retention of Reserve</b>		
Approval was given by Cabinet 9-1-13 for the establishment of this reserve to contribute to the provision of grant funding for the Shopmobility service in 2014-15.		

**Corporate Priority**

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

To achieve this, we will:

- a) Create opportunities for business growth through developing and using skills and talent,
- b) Promote private sector growth and create quality employment locally,
- c) Brand and market "Tamworth" as a great place to "live life to the full",
- d) Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

Reserve Funded From	Cost Centre Code	Value
Shopmobility Scheme Reserve	PM1058	£5,000

Type of Reserve (Temporary / Retained) Temporary (will be used before 31/03/2014)

If Retained Fund - Maximum Level of Fund

Temporary Reserve - Date it will be Fully Spent 31/03/2014

Approval for release of reserve to be granted by Head of Customer Services

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14****003**

Directorate Chief Executive

Service Area Head of Customer Services

Title for Reserve Town Hall Improvements

Reserve Amount Requested £8,000

**Reason for Creation/Retention of Reserve**

This reserve was created at the end 2012-13 to fund cosmetic improvements at the Town Hall, to assist in its promotion as a venue for external groups/weddings, etc. Applications for external grant funding are in progress and this reserve is required to be retained to assist in match-funding.

**Corporate Priority**

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

To achieve this, we will:

- a) Create opportunities for business growth through developing and using skills and talent,
- b) Promote private sector growth and create quality employment locally,
- c) Brand and market "Tamworth" as a great place to "live life to the full",
- d) Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

Reserve Funded From	Cost Centre Code	Value
Town Hall Improvements Reserve	PM1653	£8,000

Type of Reserve (Temporary / Retained) Temporary (will be used before 31/03/2014)

If Retained Fund - Maximum Level of Fund	
Temporary Reserve - Date it will be Fully Spent	31/03/2014
Approval for release of reserve to be granted by	Director of Transformation & Corporate Performance

004

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14		
Directorate	Chief Executive	
Service Area	Corporate Communications & PR Manager	
Title for Reserve	TBC Website	
Reserve Amount Requested	£6,800	
<b>Reason for Creation/Retention of Reserve</b>		
This reserve was carried forward in 2012-13 to fund improvements to the website/internet. Tenders for the provision of a new software system are currently being evaluated. This reserve is required to be retained to fund developments/new software in 2013-14. By carrying this money over to support the project will allow us to carry out further developments.		
<b>Corporate Priority</b>		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
TBC Website/Internet Reserve	PM1625	£6,800
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Transformation & Corporate Performance	

005

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14		
Directorate	Chief Executive	
Service Area	Head Organisational Development	
Title for Reserve	TT EDRMS - HR Backscanning	
Reserve Amount Requested	£10,000	
<b>Reason for Creation/Retention of Reserve</b>		
This reserve was created to allow a pool of funding for HR documentation to be backscanned once the Corporate EDRM product is operational. This work will not be feasible within current staffing structure and was not scoped as part of the corporate project. Without it, HR transition to electronic records will be delayed by 7 years.		

records will be delayed by 7 years.

**Corporate Priority**

Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

Reserve Funded From	Cost Centre Code	Value
Transforming Tamworth - EDRMS Reserve	PM1658	£10,000

Type of Reserve (Temporary / Retained) Temporary (will be used before 31/03/2014)

If Retained Fund - Maximum Level of Fund

Temporary Reserve - Date it will be Fully Spent to be confirmed by corporate change project implementation

Approval for release of reserve to be granted by Head Organisational Development

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

006

Directorate Executive Director Corporate Services

Service Area Director of Technology & Corporate Programmes

Title for Reserve Application Software

Reserve Amount Requested £20,000

**Reason for Creation/Retention of Reserve**

This reserve is requested to fund Infrastructure Support costs in 2013-14. Spend has largely been put on hold this year pending the outcomes of agile working and other corporate change programmes, however it is anticipated that investment will be required for the implementation of technology to support an agile workforce

**Corporate Priority**

Reserve Funded From	Cost Centre Code	Value
Application Software	GH0201 33140	£20,000

Type of Reserve (Temporary / Retained) Temporary (will be used before 31/03/2014)

If Retained Fund - Maximum Level of Fund

Temporary Reserve - Date it will be Fully Spent 31/03/2014

Approval for release of reserve to be granted by Director of Technology & Corporate Programmes

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

007



Directorate	Executive Director Corporate Services	
Service Area	Director of Technology & Corporate Programmes	
Title for Reserve	Corporate Change External Support	
Reserve Amount Requested	£14,000 (or balance on GH0208 32050)	
<b>Reason for Creation/Retention of Reserve</b>		
Budget has been identified during 2012/13 to fund external support for the Corporate Change CRM project. As this work is continuing into 2013/14, this budget remaining is required to fund the associated consultant into the new financial year.		
<b>Corporate Priority</b>		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Transforming Tamworth Consultants Fees	GH0208 32050	£14,000 (or balance remaining)
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Technology & Corporate Programmes	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Executive Director Corporate Services	
Service Area	Director of Technology & Corporate Programmes	
Title for Reserve	Corporate Change Project Management	
Reserve Amount Requested	£35,700	
<b>Reason for Creation/Retention of Reserve</b>		
This reserve was established at the end 2012/13 for an original amount of £50k, being funding for a full-time Project Management resource for an initial period of 12 months (a further six months to be funded from efficiency savings identified) in support of the Corporate Change programme. A Project Manager was recruited at the end 2012. This reserve is required to fund the associated salaries cost during 2013-14, as per the original reserve request.		
<b>Corporate Priority</b>		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Corporate Change Project Management	PM1665	£35,700

008

Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	
Temporary Reserve - Date it will be Fully Spent	31/03/2014
Approval for release of reserve to be granted by	Director of Technology & Corporate Programmes

**009**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Executive Director Corporate Services	
Service Area	Director of Finance	
Title for Reserve	Healthy Tamworth	
Reserve Amount Requested	£15,000	
<b>Reason for Creation/Retention of Reserve</b>		
A one-off budget of £15k was established for 2012/13 only, in support of Healthy Living, and was earmarked for work around the obesity programme. Following approval by the Tamworth Strategic Partnership of the 'Healthy Tamworth' report in February, the £15k is proposed to be invested in the 'Healthy Cities' project, which will allow us to feed into other learning from around Europe and gain access to specialist knowledge to combat the many health issues and inequalities in Tamworth.		
<b>Corporate Priority</b>		
To be healthier and safer in Tamworth		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Corporate Finance Healthy Living Programme	GC0501 30493	£15,000
<b>Type of Reserve (Temporary / Retained)</b>		
Temporary (will be used before 31/03/2014)		
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>		
31/03/2014		
<b>Approval for release of reserve to be granted by</b>		
Director of Housing & Health		

**010**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>	
Directorate	Executive Director Corporate Services
Service Area	Head of Benefits
Title for Reserve	Welfare Reforms - DHP
Reserve Amount Requested	£8,410
<b>Reason for Creation/Retention of Reserve</b>	

This reserve relates to Government Grant income which was received to assist with the impact of welfare reforms and the benefit changes impacting with effect from April 2013. It is requested to be carried forward to provide additional funding in 2013/14 for discretionary housing payments (DHPs) for which demand is expected to increase substantially.

**Corporate Priority**

DHP grant of £111k for 13/14 must be used to help those who prove extreme hardship that they cannot afford to pay rent/extra rent because a spare bedroom deduction has been applied, sanctioning their HB entitlement. The £111k is expected to bolster the £500,000 overall reduction in HB that Tamworth residents will have p.a from April 2013. Any extra funding that can be added to the £111k DHP grant is vital.

Reserve Funded From	Cost Centre Code	Value
Benefits Welfare Benefits Campaign	GT0201 30431	£8,410

Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	
Temporary Reserve - Date it will be Fully Spent	31/03/2014
Approval for release of reserve to be granted by	Head of Benefits

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

**011**

Directorate	Executive Director Corporate Services
Service Area	Head of Benefits
Title for Reserve	Local Council Tax Reduction Scheme
Reserve Amount Requested	£10,380

**Reason for Creation/Retention of Reserve**

New Burdens grant totalling £84k was received during 2012-13 to assist the Council in designing, consulting on and implementing our local council tax reduction scheme, to come into effect from 1st April 2013, in line with the Government's welfare reforms. The amount of £10,380 is remaining, however, this is required to be retained to fund ongoing review/potential redesign & further consultation on our scheme in 2014-15.

**Corporate Priority**

A review of the scheme for 2013/14 will be necessary during 2013/14. If the scheme is amended in any way, the public must be consulted on again - these monies will be required to fund that consultation.

Reserve Funded From	Cost Centre Code	Value
Corporate Finance Government Grant Income	GC0501 81030	£10,380

Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	

Temporary Reserve - Date it will be Fully Spent	31/03/2014
Approval for release of reserve to be granted by	Head of Benefits

012

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14		
Directorate	Executive Director Corporate Services	
Service Area	Solicitor & Monitoring Officer	
Title for Reserve	Individual Voter Registration	
Reserve Amount Requested	£29,400	
<b>Reason for Creation/Retention of Reserve</b>		
Additional one-off budgets were established in 2012-13 for computer equipment and software licences to meet the requirements of Individual Voter Registration. Implementation of this has been delayed pending the required legislation, however, this has now been passed and implementation is planned for financial year 2013-14. These budgets are required to be retained to meet the associated costs during 2013-14 as there is no other funding within base budget provision.		
<b>Corporate Priority</b>		
To aspire and prosper in Tamworth - to raise aspirations and involve the public in democracy.		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Electoral Process Software Licences	GL0303 30153	£23,400
Electoral Process Computer Equipment	GL0303 33141	£6,000
<b>Type of Reserve (Temporary / Retained)</b>		
Temporary (will be used before 31/03/2014)		
<b>If Retained Fund - Maximum Level of Fund</b>		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Solicitor & Monitoring Officer	

013

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14		
Directorate	Executive Director Corporate Services	
Service Area	Solicitor & Monitoring Officer	
Title for Reserve	Electoral Process - Elections	
Reserve Amount Requested	£7,000	
<b>Reason for Creation/Retention of Reserve</b>		
This reserve was established at the end 2012-13 for an original amount of £27k, to fund costs of local elections in May 2012, whereby no Government or County contribution would be received. There is a local by election on 2nd May 2013 which needs to be funded therefore this remaining amount is		

local by-election on 2nd May 2013 which needs to be funded therefore this remaining amount is required to be retained to meet these costs in 2013-14.

**Corporate Priority**

To aspire and prosper in Tamworth - to raise aspiration and the democratic involvement of local people

Reserve Funded From	Cost Centre Code	Value
Electoral Process - Local Elections	PM1660	£7,000

Type of Reserve (Temporary / Retained) Temporary (will be used before 31/03/2014)

If Retained Fund - Maximum Level of Fund

Temporary Reserve - Date it will be Fully Spent 31/03/2014

Approval for release of reserve to be granted by Executive Director Corporate Services

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

**014**

Directorate Executive Director Corporate Services

Service Area Head of Revenues

Title for Reserve Payment Cards

Reserve Amount Requested £16,000

**Reason for Creation/Retention of Reserve**

As a result of the introduction of localised Council Tax Benefit from 1st April 2013, there will be a significant increase in the number of council tax payers. This reserve is required to provide funding for the expected associated increase in requirement for payment cards, and the resultant charges for accepting payment via this method.

**Corporate Priority**

To Aspire and Prosper in Tamworth. To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business. Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

Reserve Funded From	Cost Centre Code	Value
Council Tax Legal Fees	GG0301 32040	£10,000
Sundry Income various supplies & services	GG0303 3*	£6,000

Type of Reserve (Temporary / Retained) Temporary (will be used before 31/03/2014)

If Retained Fund - Maximum Level of Fund

Temporary Reserve - Date it will be Fully Spent 31/03/2014

Approval for release of reserve to be granted by Head of Revenues

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Executive Director Corporate Services	
Service Area	Head of Revenues	
Title for Reserve	Pay.Net Software	
Reserve Amount Requested	£7,000	
<b>Reason for Creation/Retention of Reserve</b>		
This reserve was created at the end of 2012-13 to fund the implementation of the upgrade from our current Moto payment taking system to Capita's latest version Pay.Net. Due to problems encountered whilst testing the software, implementation has been delayed, however, it is planned to go live during 2013-14, therefore this reserve is required to fund the cost of the upgrade at this time.		
<b>Corporate Priority</b>		
To aspire and prosper in Tamworth. To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business. Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Pay.Net Software Reserve	PM1634	£7,000
<b>Type of Reserve (Temporary / Retained)</b>	Temporary (will be used before 31/03/2014)	
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>	31/03/2014	
<b>Approval for release of reserve to be granted by</b>	Head of Revenues	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Assets & Environment	
Title for Reserve	Tamworth Air Quality Management	
Reserve Amount Requested	£10,000	
<b>Reason for Creation/Retention of Reserve</b>		
On 26 Sep 12, Cabinet agreed that money should be allocated for the investigation of potential exceedences of the Air Quality Guidelines. We reported this to DEFRA and gained co-operation from Local residents to carry out of the detailed sampling before proceeding to a more detailed assessment. 6mths were thought to be a reasonable amount hence the creation of the reserve.		

<b>Corporate Priority</b>		
Safer cleaner environment.		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
GW0504	32050	£10,000
<b>Type of Reserve (Temporary / Retained)</b>	Temporary (will be used before 31/03/2014)	
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>	31/03/2014	
<b>Approval for release of reserve to be granted by</b>	Director of Assets & Environment	

**017**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	
<b>Service Area</b>	Director of Assets & Environment	
<b>Title for Reserve</b>	Neighbourhood Services	
<b>Reserve Amount Requested</b>	£2,840	
<b>Reason for Creation/Retention of Reserve</b>		
Additional amount in reserve from 2011/12 PM 1673 not drawn down. To be retained to support new littering campaign in 2013		
<b>Corporate Priority</b>		
To create a safe environment in which local people can reach their full potential and live longer, healthier lives.		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Neighbourhood Services Temporary Reserve Fund	PM1673 X0151	£2,840
<b>Type of Reserve (Temporary / Retained)</b>	Temporary (will be used before 31/03/2014)	
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>	31/03/2014	
<b>Approval for release of reserve to be granted by</b>	Director of Assets & Environment	

**018**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	
<b>Service Area</b>	Director of Communities, Planning & Partnerships	

<b>Title for Reserve</b>	Staffs Hoard Temporary Reserve	
<b>Reserve Amount Requested</b>	£4,450	
<b>Reason for Creation/Retention of Reserve</b>	<p>Tamworth Castle in partnership with Potteries Museum and Art Gallery was awarded £80,000 in September 2012 to complete works to a display on the Staffordshire Hoard. Some work is still outstanding and this grant will be required to carry over into 2013/2014 to avoid any extra payments being incurred by Tamworth Borough Council and complete all agreed works to the display.</p>	
<b>Corporate Priority</b>	Priority 1 - Aspire and Prosper: Brand and market Tamworth as a great place to live life to the full	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Arts Council England Grant	GX1507	£4,450
<b>Type of Reserve (Temporary / Retained)</b>	Temporary (will be used before 31/03/2014)	
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>	August 31st 2013	
<b>Approval for release of reserve to be granted by</b>	Director of Communities, Planning & Partnerships	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	
<b>Service Area</b>	Director of Communities, Planning & Partnerships	
<b>Title for Reserve</b>	Local Plan Temporary Staff	
<b>Reserve Amount Requested</b>	£15,900	
<b>Reason for Creation/Retention of Reserve</b>	<p>The Temporary Staff budget can be used to increase resources in the Development Plan team in producing a revised Local Plan. The Planning Inspectorate has recommended the Local Plan to be withdrawn, therefore the evidence base will need refreshing. The temporary staff budget can be used to bring staff in on a short term contract to complete a specific piece of work required. This would allow the work to be done quicker and reduce the overall time scale of submitting the Local Plan for examination.</p>	
<b>Corporate Priority</b>	Strategic Priority 1 b, c, e	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Payments for Temporary Staff	GS0404 - 00170	£9,900
Salaries	GS0404 - 00101	£6,000

019



Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	
Temporary Reserve - Date it will be Fully Spent	31st March 2014
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	Conservation Services	
Reserve Amount Requested	£1,500	
<b>Reason for Creation/Retention of Reserve</b>		
<p>The conservation officer is currently on a career break. A saving has been achieved by employing a temporary planning officer and using Lichfield DC to provide consultation services. The provision of the services from Lichfield is paid for from the saving on the salary budget. However, the order straddles 2 financial years and so the balance remaining will need to be carried into next year. Currently estimated at £1500.</p>		
<b>Corporate Priority</b>		
1e		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Consultants Fees	GS0401 32050	balance
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships	

**020**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	Conservation Grant Committed	
Reserve Amount Requested	£8,470	
<b>Reason for Creation/Retention of Reserve</b>		

**021**

The £8,470 currently committed is required to be reserved to pay for schemes which will not be completed by 31/3/13. However, this amount is likely to change by 31/3/13 as schemes are completed and authorised for payment and other schemes are included under commitments.

**Corporate Priority**

Reserve Funded From	Cost Centre Code	Value
Conservation Grant	GS0401 - 30404	£8,470

Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	
Temporary Reserve - Date it will be Fully Spent	31/03/2014
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

022

Directorate	Community Services
Service Area	Director of Communities, Planning & Partnerships
Title for Reserve	Conservation Grant Underspend (PM1688)
Reserve Amount Requested	£28,340

**Reason for Creation/Retention of Reserve**

At the time of writing (7/3/13), a total of £23,050 unallocated and potentially representing an underspend.  
 The £23,050 currently unallocated is required to be reserved to pay for schemes which are currently being progressed but may not be committed and completed by 31/3/12, which totals in the region of £15,000. However, this amount is likely to change by 31/3/13 as schemes are included under commitments.

**Corporate Priority**

Reserve Funded From	Cost Centre Code	Value
Conservation Grant Underspend	PM1688	£5,290
Conservation Grant	GS0401 - 30404	£23,050

Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	
Temporary Reserve - Date it will be Fully Spent	31/03/2014
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships

023

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	DCLG ( Town Centre)	
Reserve Amount Requested	£5,000	
<b>Reason for Creation/Retention of Reserve</b>		
Monies specifically allocated for Town Centre from DCLG		
<b>Corporate Priority</b>		
Town Centre - Mary Portas		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
34536	GY0202	£2,500
81060	GY0202	£2,500
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships	

024

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	Grantfinder Licence	
Reserve Amount Requested	£3,170	
<b>Reason for Creation/Retention of Reserve</b>		
<p>Increase in cost of licence for Grantfinder which is a shared licence with Staffordshire County Council. Potential increase is from £3812 to £7821 as our contribution to the consortium.</p> <p>Awaiting their decision as to whether they are going to proceed with the licence. Licence renewal due April 2013</p> <p>Licence cost has increased significantly from the level when the licence was last renewed three years ago and therefore we need to carry this over to meet the cost in the next financial year</p>		
<b>Corporate Priority</b>		

Aspire and Prosper - To support the local businesses and the voluntary and community sector to access funding opportunities

Reserve Funded From	Cost Centre Code	Value
External Funding Opportunities	GS1005 30413	£3,170
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	01/07/2013	
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships	

025

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	P.C.T Project Funds	
Reserve Amount Requested	£5,500	
Reason for Creation/Retention of Reserve	External monies logged with Tamworth Borough Council to deliver physical activity (Gym Memberships, Walks & Cycling). <b>This is not TBC Money</b>	
Corporate Priority	Healthier Place To Live	
Reserve Funded From	Cost Centre Code	Value
Community Leisure	GY0801 82313	£5,500
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships	

026

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	

<b>Title for Reserve</b>	External Sportivate	
<b>Reserve Amount Requested</b>	£3,233 or balance as at 31/3/13	
<b>Reason for Creation/Retention of Reserve</b>	External funding monies to support ongoing sporting projects which are rolling over from financial year. This is not TBC monies we are holding monies for SASSOT and paying to deliverers	
<b>Corporate Priority</b>	Healthy Town Agenda	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Sportivate	GY1709	£3,233
<b>Type of Reserve (Temporary / Retained)</b>	Temporary (will be used before 31/03/2014)	
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>	30/04/2013	
<b>Approval for release of reserve to be granted by</b>	Director of Communities, Planning & Partnerships	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	
<b>Service Area</b>	Director of Communities, Planning & Partnerships	
<b>Title for Reserve</b>	PAS support	
<b>Reserve Amount Requested</b>	£17,600	
<b>Reason for Creation/Retention of Reserve</b>	<p>This is part of a grant from the Planning Advisory Service, part of the Local Government Group and funded through CLG, for undertaking improvement work to the planning service. The grant is alongside peer support from PAS and by giving us the grant allows us to determine which aspects of consultancy advice are required. Part of the grant ahs already been spent the remainder is likely to be spent in summer 2013 linked to the digitisation of planning records reserve.</p> <p>The remainder of the funds are another grant from PAS held on behalf of the Staffordshire CEX for support on the Staffordshire One Place work</p>	
<b>Corporate Priority</b>	1 c, e	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
External Support	GS0400 32054	£17,600
<b>Type of Reserve (Temporary / Retained)</b>	Temporary (will be used before 31/03/2014)	

027

If Retained Fund - Maximum Level of Fund	17,600
Temporary Reserve - Date it will be Fully Spent	31/03/2014
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships

**028**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	Digitisation of Planning Records	
Reserve Amount Requested	£20,500	
Reason for Creation/Retention of Reserve	<p>A reserve was created for 12/13 to enable the digitisation of historic planning records which would assist both the planning and land charges functions.  A tender exercise was undertaken but no suitable submissions were made within the budget and so the contract was not awarded.</p> <p>A revised brief has been drafted and is due to go for tender in early march but will not get awarded until April hence the need to retain and increase the reserve.</p>	
Corporate Priority	1e	
Reserve Funded From	Cost Centre Code	Value
Digitisation of Planning records	PM1674	£18,500
Microfilming	GS0203 30103	£2,000
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships	

**029**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>	
Directorate	Community Services
Service Area	DD Communities, Planning & Partnerships
Title for Reserve	Economic Development Shared Service
Reserve Amount Requested	Full balance on cost centre GS0408 - £19.6K estimate

**Reason for Creation/Retention of Reserve**

As per last year's reserve spend plan, we planned to procure a Business Place Marketing Strategy during 2012-13. For a variety of reasons, the procurement process was delayed to the latter part of this financial year but is now nearing completion. The tender closed on Friday 1st March and we now have 2 proposals to consider. The tender panel is meeting on Monday 11th March and we are confident of being able to make a definite decision on appointing a suitable and capable contractor. The cost of the strategy is however expected to come out higher than anticipated at £25K. We therefore need to reserve the full balance on the cost centre to meet this cost, and will use the inward investment retained fund for the balance, as well as to part fund the recommendations of the Strategy.

**Corporate Priority**

Strategic Priority 1: To Aspire and Prosper in Tamworth  
To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business.

Reserve Funded From	Cost Centre Code	Value
Reserve 2011/12	PM1597	£16,060
Balance on	GS0408	Approx £3.55K

Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	
Temporary Reserve - Date it will be Fully Spent	30/09/2013
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14****030**

Directorate	Community Services
Service Area	Director of Communities, Planning & Partnerships
Title for Reserve	Development Control Temporary Staff Reserve
Reserve Amount Requested	£13,770

**Reason for Creation/Retention of Reserve**

When the business cases for VR were considered they were accepted on the basis that a proportion of the saving would be retained to enable a 'war chest' to be established over 2-3 years for buying in additional resource if required due to the increase in number of applications or significant large applications such as Anker Valley, or for the buying in of additional resource to assist with other aspects of the service. The VR backfill costs and reserves carried over from last year when coupled with payments for temporary staff and consultants fees represents an important fund for ensuring that professional advice is available to support the determination of planning applications. There is a high expectation that during 2013/14 that there will be a number of very contentious applications that will need to be determined. In the absence of an adopted Local Plan will place additional burdens on the Development Control team who are likely to have to deal with speculative proposals and appeals that may arise from therefrom.

**Corporate Priority**

To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business.- b) Create opportunities for business growth through developing and using skills and talent c) Promote private sector growth and create quality employment locally d) Brand and market "Tamworth" as a great place to "live life to the full"

Reserve Funded From	Cost Centre Code	Value
VR Backfill costs and Payments for temporary staff	GS0203 00162/00170	£4,320
Salaries	GS0203 00101	£2,000
Consultants fees	GS0203 32050	£2,980
VR Saving - casual post	PM1677	£4,470

Type of Reserve (Temporary / Retained) Temporary (will be used before 31/03/2014)

If Retained Fund - Maximum Level of Fund

Temporary Reserve - Date it will be Fully Spent 31/03/2014

Approval for release of reserve to be granted by Director of Communities, Planning & Partnerships

031

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>	
Directorate	Community Services
Service Area	Director of Communities, Planning & Partnerships
Title for Reserve	HLF Temporary Reserve (PM1583)
Reserve Amount Requested	£3,200
Reason for Creation/Retention of Reserve	The HLF capital works completion have now been delayed by a minimum of 2 months and are still on going. This has had a knock on effect on the interpretation and now the official launch and marketing of the project. Consequently this may require the Development Officer to extend her work beyond the currently agreed finish date of the project. Any extension will be an extra cost incurred which can only be paid from existing resources. Therefore I request that we take steps to ensure that this project can be successfully completed and there be no reason to come back and ask for additional funds, as we already have it now if we carry this forward into the next financial year. The Development Officers role is to promote and market the project results and evaluate the project. Any extensions will be covered by this additional revenue.
Corporate Priority	Priority 1 - Aspire and Prosper: Brand and market Tamworth as a great place to live life to the full
Reserve Funded From	Cost Centre Code Value
Castle HLF	PM1583 £3,200
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	



Temporary Reserve - Date it will be Fully Spent	December 31st 2013
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships

**032**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Housing & Health	
Title for Reserve	Healthy Improvement	
Reserve Amount Requested	£9,130	
<b>Reason for Creation/Retention of Reserve</b>		
Funds are reserved to facilitate continuation of health improvement initiatives including Lets Work Together project. Funds have in part been made available by partners for this purpose and are therefore ring fenced.		
<b>Corporate Priority</b>		
2. To be healthier and safer in Tamworth		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Lets Work Together	GY180200101	£5,300
Lets Work Together	GY180231510	1,580
Lets Work Together	GY180233150	£2,250
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Housing & Health	

**033**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Housing & Health	
Title for Reserve	Warmer Homes Healthy People	
Reserve Amount Requested	£2,083	
<b>Reason for Creation/Retention of Reserve</b>		
Warmer Homes Healthier People is health service funding that was secured via an annual bidding process with the County Council, health colleagues, other Staffs LAs and other key partners. A total of £19,572 was secured for use in Tamworth on a number of agreed projects to be delivered by a range of agencies operating in Tamworth. This reserve is WHHP funding that was to be utilised by CCG colleagues to mail out letters to vulnerable residents whose health might be affected by cold,		

damp homes. This task was actioned as planned but was achieved at nil cost. Consequently, this saving will be utilised to complement existing funding to support the delivery of affordable warmth activity / tackling fuel poverty in the Borough as per its intended use.

**Corporate Priority**

2. To be healthier and safer in Tamworth

Reserve Funded From	Cost Centre Code	Value
Warmer Homes Healthier People Funding	GS0405 82313	£2,083

Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	
Temporary Reserve - Date it will be Fully Spent	31/03/2014
Approval for release of reserve to be granted by	Director of Housing & Health

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

**034**

Directorate	Community Services
Service Area	Director of Housing & Health
Title for Reserve	Smoking Cessation
Reserve Amount Requested	£15,000

**Reason for Creation/Retention of Reserve**

This funding has been provided to the Council via the PCT to fund activities to reduce tobacco harm and is ring fenced for this purpose. Future use of these funds will be reviewed with the newly formed public health team and Tamworth Health and Wellbeing Group.

**Corporate Priority**

2. To be healthier and safer in Tamworth

Reserve Funded From	Cost Centre Code	Value
Smoking cessation (C/fwd existing reserve)	PM1638 X0151	£15,000

Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)
If Retained Fund - Maximum Level of Fund	
Temporary Reserve - Date it will be Fully Spent	31/03/2014
Approval for release of reserve to be granted by	Director of Housing & Health

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14****035**

Directorate	Community Services	
Service Area	Director of Housing & Health	
Title for Reserve	Lifecheck	
Reserve Amount Requested	£9,700	
<b>Reason for Creation/Retention of Reserve</b>		
Lifecheck funding was provided to the Council for the purpose of implementation of the life check initiative as part of Spearhead funding provided by the PCT. These funds remain ring fenced. Discussions will be ongoing with the newly formed county public health team to review future use of these funds.		
<b>Corporate Priority</b>		
2. To be healthier and safer in Tamworth		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Lifecheck (C/Fwd existing reserve)	PM1671 X0151	£9,700
<b>Type of Reserve (Temporary / Retained)</b>	Temporary (will be used before 31/03/2014)	
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>	31/03/2014	
<b>Approval for release of reserve to be granted by</b>	Director of Housing & Health	

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14****036**

Directorate	Community Services	
Service Area	Director of Housing & Health	
Title for Reserve	Asset Management Strategy	
Reserve Amount Requested	£40,000	
<b>Reason for Creation/Retention of Reserve</b>		
The Asset Management Strategy has been procured and Rands selected. However given the stock condition survey is currently being updated, it is prudent to update the AMS when this investment data is available. Therefore the work around the HRA AMS won't be completed until the October 2013.		
<b>Corporate Priority</b>		
Making best use of financial and physical resources directly supports the Aspire & prosper corporate priorities.		

Reserve Funded From	Cost Centre Code	Value
Housing Revenue Account	HR5001 02111	£40,000
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	End of October 2013	
Approval for release of reserve to be granted by	Director of Housing & Health	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Housing & Health	
Title for Reserve	Housing Regeneration	
Reserve Amount Requested	£68,500	
Reason for Creation/Retention of Reserve	Funding required for successful delivery of high profile and fundamental regeneration of Tinkers Green Area and Kerria Centre.	
Corporate Priority	2. To be healthier and safer in Tamworth	
Reserve Funded From	Cost Centre Code	Value
Housing Regeneration	HR210532050	£68,500
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Housing & Health	

**037**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>	
Directorate	Community Services
Service Area	Director of Housing & Health
Title for Reserve	Morrison Pension
Reserve Amount Requested	£51,000

**038**

<b>Reason for Creation/Retention of Reserve</b>		
Morrison pension contribution to SCC and waiting for confirmation MFS have made payment. If non-payment by MFS SCC would seek to recover contribution from TBC		
<b>Corporate Priority</b>		
Aspire and Prosper		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Carry forward of existing reserve	HM0865 X0151	£51,000
<b>Type of Reserve (Temporary / Retained)</b>		
Temporary (will be used before 31/03/2014)		
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>		
31/3/014		
<b>Approval for release of reserve to be granted by</b>		
Director of Housing & Health		

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	
<b>Service Area</b>	Director of Housing & Health	
<b>Title for Reserve</b>	Morrison 2009/10	
<b>Reserve Amount Requested</b>	£51,000	
<b>Reason for Creation/Retention of Reserve</b>		
Tammonstd calculation issue not agreed by Morrison despite independent report by Value Works finding in TBC favour. Morrison have been purchased by Mears and will require disclosure of background information to Mears once issue of Client/Contractor confidentiality has been agreed with appropriate legal teams. Once background information has been disclosed Mears have indicated they will resolve this outstanding issue promptly		
<b>Corporate Priority</b>		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Carry forward of existing reserve	HM0853 X0151	£51,000
<b>Type of Reserve (Temporary / Retained)</b>		
Temporary (will be used before 31/03/2014)		
<b>If Retained Fund - Maximum Level of Fund</b>		
<b>Temporary Reserve - Date it will be Fully Spent</b>		
31/03/2014		
<b>Approval for release of reserve to be granted by</b>		
Director of Housing & Health		

039

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Housing & Health	
Title for Reserve	Morrison 2010/11	
Reserve Amount Requested	£15,000	
<b>Reason for Creation/Retention of Reserve</b>		
Part Tamnonstd calculation and BCIS calculation issue not agreed by Morrison despite independent report by Value Works finding in TBC favour. Morrison have been purchased by Mears and will require disclosure of background information to Mears once issue of Client/Contractor confidentiality has been agreed with appropriate legal teams. Once background information has been disclosed Mears have indicated they will resolve this outstanding issue promptly.		
<b>Corporate Priority</b>		
Aspire and Prosper		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Carry forward of existing reserve	HM0852 X0151	£15,000
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Housing & Health	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Housing & Health	
Title for Reserve	Community Events	
Reserve Amount Requested	£4,600	
<b>Reason for Creation/Retention of Reserve</b>		
Money gifted from Morrison for the 'Wish Upon a Star' initiative aimed at encouraging and promoting local community activity for tenants of Tamworth Borough. This money will be used for community events across Tamworth Borough 2013/2014 to coincide with the environmental works and wider consultation and involvement initiatives		
<b>Corporate Priority</b>		

Reserve Funded From	Cost Centre Code	Value
Carry forward of existing reserve	HM0862 X0151	£4,600
Type of Reserve (Temporary / Retained)	Temporary (will be used before 31/03/2014)	
If Retained Fund - Maximum Level of Fund		
Temporary Reserve - Date it will be Fully Spent	End of October 2013	
Approval for release of reserve to be granted by	Director of Housing & Health	

**042**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Executive Director Corporate Services	
Service Area	Director of Finance	
Title for Reserve	Assets of Community Value	
Reserve Amount Requested	£4,873	
Reason for Creation/Retention of Reserve	New Burdens Grant of £4,873 has been received in support of the Localism Act - Assets of Community Value. This is required to be retained to meet any additional costs of implementing the legislation.	
Corporate Priority	To aspire & prosper in Tamworth - to create the physical and technological infrastructure necessary to support the achievement of this primary outcome. To be approachable, accountable, and visible.	
Reserve Funded From	Cost Centre Code	Value
Corporate Finance Government Grant	GC0501 81060	£4,873
Type of Reserve (Temporary / Retained)	Retained Fund	
If Retained Fund - Maximum Level of Fund	4,873	
Temporary Reserve - Date it will be Fully Spent		
Approval for release of reserve to be granted by	Director of Finance	

**043**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Executive Director Corporate Services	
Service Area	Head of Benefits	

<b>Title for Reserve</b>	DWP Recession Busting Grant	
<b>Reserve Amount Requested</b>	£62,592	
<b>Reason for Creation/Retention of Reserve</b>	<p>This retained fund was established following the receipt of DWP grant funding awarded to local authorities to increase and sustain resources to enable the timely processing of HB/CTB claims, vastly inflated because of the recession that started in 2008. This fund pays for casual staff cover and overtime payments to enable the service to cope with the increased number of claims and the impact of the staff redundancies which have taken place. The predicted underspend of £26k on the Benefits Staff Overtime budget is requested to be added to this retained fund at year end, to bolster this fund, as administration grant allocated by the DWP continues to be reduced, although workload is expected to increase as the impact of the Government's welfare reforms begins to be felt. A further amount of £7,942, being DWP grant to assist with additional staffing impact in respect of welfare reforms, is also requested to be added to this fund.</p>	
<b>Corporate Priority</b>	Promoting social inclusion, tenancy sustainment. The timely payment of Housing Benefit and Council Tax Reduction is significant to peoples' health and wellbeing.	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
DWP Recession Busting Reserve	PM1633 X0156	£28,650
Benefits Salaries Overtime	GT0201 00110	£26,000
Benefits Government Grants	GT0201 81030	£7,942
<b>Type of Reserve (Temporary / Retained)</b>	Retained Fund	
<b>If Retained Fund - Maximum Level of Fund</b>	62,592	
<b>Temporary Reserve - Date it will be Fully Spent</b>		
<b>Approval for release of reserve to be granted by</b>	Executive Director Corporate Services	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>	
<b>Directorate</b>	Executive Director Corporate Services
<b>Service Area</b>	Solicitor & Monitoring Officer
<b>Title for Reserve</b>	Land Charges Contingent Liability
<b>Reserve Amount Requested</b>	£100,000 c/f on PM1696 plus balance of income above budget on GR0702 83285 (approx £8k expected)
<b>Reason for Creation/Retention of Reserve</b>	<p>This reserve was established at the end 2012/13 as a result of ongoing legal action by a number of search companies challenging the fees charged for 'environmental information.' Pending revised guidance from the Government, and awaiting the outcome of ongoing court proceedings, in line with many other Councils we are continuing to charge for certain information. Latest indications are that, based on claims made, our liability, should the courts find in the search companies' favour, would be £108k (plus interest). This reserve is therefore required to be retained pending the outcome of legal action and it is also requested that income received above budget this financial year be added to the</p>

044



ation, and it is also requested that income received above budget this financial year be added to the reserve.

**Corporate Priority**

Aspire & prosper in Tamworth - promote private sector growth.

Reserve Funded From	Cost Centre Code	Value
Land Charges Contingent Liability	PM1696	£100,000
Land Charges Income	GR0702 83285	£8000 (approx)

Type of Reserve (Temporary / Retained) Retained Fund

If Retained Fund - Maximum Level of Fund 108,000

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by Executive Director Corporate Services

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

**045**

Directorate Community Services

Service Area Director of Assets & Environment

Title for Reserve Maintenance of A5 Balancing Ponds & Watercourses

Reserve Amount Requested £60,000

**Reason for Creation/Retention of Reserve**

When the A5 bypass was constructed, a network of 8 balancing ponds and reedbeds were also constructed alongside it to take excess water from the surface of the road and prevent this water being discharged as either groundwater or surface water, and also to reduce the effects of certain pollutants from the carriageway. Over time these balancing ponds which flow from Kettlebrook through to Tamworth centre become 'silted' up and have to be cleansed. A recent survey of the ponds has highlighted the fact that the original commuted sum set aside to maintain these ponds is insufficient and further funding is required in order to support the proposed 10 year maintenance plan. Therefore it is proposed that the surplus revenue from the Highway Maintenance budget be retained to assist in the delivery of this cleansing and maintenance programme.

**Corporate Priority**

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

Reserve Funded From	Cost Centre Code	Value
GW3001	All account codes	£60,000

Type of Reserve (Temporary / Retained) Retained Fund

If Retained Fund - Maximum Level of Fund 500,000

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by	Director of Assets & Environment
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**046**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Assets & Environment	
Title for Reserve	Cemeteries	
Reserve Amount Requested	£30,000	
<b>Reason for Creation/Retention of Reserve</b>		
All surpluses retained for future use for the memorial testing programme and for the extension to Wigginton Road cemetery.		
<b>Corporate Priority</b>		
To create a safe environment in which local people can reach their full potential and live longer, healthier lives.		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
GW1601	All account codes	£30,000
<b>Type of Reserve (Temporary / Retained)</b>		
Retained Fund		
<b>If Retained Fund - Maximum Level of Fund</b>	275,000	
<b>Temporary Reserve - Date it will be Fully Spent</b>		
Approval for release of reserve to be granted by	Director of Assets & Environment	

**047**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Assets & Environment	
Title for Reserve	Town Centre Markets	
Reserve Amount Requested	£19,000	
<b>Reason for Creation/Retention of Reserve</b>		
Cabinet agreed in 2011 to retain the contribution made to the Council by LSD Promotions Ltd each year, for the rights to operated the town centre market, for use for initiatives to support and enhance the town centre. This fund is to be retained to support on going initiatives and events such as Love Your Local Market. It will be retained also to be used for initiatives arising from the Gateways Project and Cultural Quarter		

<b>Corporate Priority</b>		
To create a safe environment in which local people can reach their full potential and live longer, healthier lives.		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Town Centre market retained fund	PM1691 X0156	£9,000
Markets Revenue account	GP0701	£10,000
<b>Type of Reserve (Temporary / Retained)</b>		
Retained Fund		
<b>If Retained Fund - Maximum Level of Fund</b>		
40,000		
<b>Temporary Reserve - Date it will be Fully Spent</b>		
<b>Approval for release of reserve to be granted by</b>		
Director of Assets & Environment		

**048**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	
<b>Service Area</b>	Director of Assets & Environment	
<b>Title for Reserve</b>	Public Car Park Maintenance	
<b>Reserve Amount Requested</b>	£15,466	
<b>Reason for Creation/Retention of Reserve</b>		
Retained fund allocated for emergency repair work or upgrade to public car parks in Tamworth. Allocation of money for car park upgrades as necessary for the Gateway project and town centre.		
<b>Corporate Priority</b>		
To create a safe environment in which local people can reach their full potential and live longer, healthier lives.		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Public Car Park maintenance Retained	PM1287 X0156	£15,466
<b>Type of Reserve (Temporary / Retained)</b>		
Retained Fund		
<b>If Retained Fund - Maximum Level of Fund</b>		
25,000		
<b>Temporary Reserve - Date it will be Fully Spent</b>		
<b>Approval for release of reserve to be granted by</b>		
Director of Assets & Environment		

**049**

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	

<b>Service Area</b>	Director of Assets & Environment	
<b>Title for Reserve</b>	Civil Parking Enforcement	
<b>Reserve Amount Requested</b>	£50,000	
<b>Reason for Creation/Retention of Reserve</b>	Following report to Council and under the principles of Civil Parking Enforcement the funding must remain outside of the general fund of Tamworth Borough Council. The underspend or surplus at the end of each year must be retained on an ongoing annual basis. Future surpluses will be shared in accordance with the model for CPE agreed by Cabinet. Current retained funding is to be reduced from current level of £80,000 to £50,000	
<b>Corporate Priority</b>	To create a safe environment in which local people can reach their full potential and live longer, healthier lives.	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Civil Parking Enforcement	PM1622	£50,000
<b>Type of Reserve (Temporary / Retained)</b>	Retained Fund	
<b>If Retained Fund - Maximum Level of Fund</b>	100,000	
<b>Temporary Reserve - Date it will be Fully Spent</b>		
<b>Approval for release of reserve to be granted by</b>	Director of Assets & Environment	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	
<b>Service Area</b>	Director of Assets & Environment	
<b>Title for Reserve</b>	Turnberry Trees	
<b>Reserve Amount Requested</b>	£18,222	
<b>Reason for Creation/Retention of Reserve</b>	For future removal and replanting of trees in Turnbury, over the following years. As agreed by the original Cabinet report.	
<b>Corporate Priority</b>	To create a safe environment in which local people can reach their full potential and live longer, healthier lives.	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
PM1288	X0156	£18,222
<b>Type of Reserve (Temporary / Retained)</b>	Retained Fund	

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If Retained Fund - Maximum Level of Fund	18,222
Temporary Reserve - Date it will be Fully Spent	
Approval for release of reserve to be granted by	Director of Assets & Environment

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14		
Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	CIL	
Reserve Amount Requested	£34,250	
Reason for Creation/Retention of Reserve		
Budget was created for the development of the Community infrastructure Levy. Whilst some work has taken place progress has not been as quick as hoped for due to delays to the Local Plan process. Further evidence base collection and then the cost of a public examination will need to be paid for over the next 18 months. Hence the creation of a retained fund.		
Corporate Priority		
1 c, e		
Reserve Funded From	Cost Centre Code	Value
Other expenses	GS0400 30340	£34,250
Type of Reserve (Temporary / Retained)	Retained Fund	
If Retained Fund - Maximum Level of Fund	40,000	
Temporary Reserve - Date it will be Fully Spent		
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships	

051

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14		
Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	Community Cohesion	
Reserve Amount Requested	£28,800	
Reason for Creation/Retention of Reserve		
This budget is made up of external DCLG funding to support development of community cohesion. It		

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is therefore proposed that this funding be reserved and utilised in future years to support ongoing activity to continue to address issues raised within locality working.

**Corporate Priority**

Reserve Funded From	Cost Centre Code	Value
Consultants Fees	GS1004 32050	£8,097 or Balance
Education/campaign/initiatives	GS1004 35058	£20,700 or Balance

Type of Reserve (Temporary / Retained) Retained Fund

If Retained Fund - Maximum Level of Fund 28,800

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by Director of Communities, Planning & Partnerships

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

**053**

Directorate Community Services

Service Area Director of Communities, Planning & Partnerships

Title for Reserve Public Participation

Reserve Amount Requested £5,400

**Reason for Creation/Retention of Reserve**

This cost centre is made up funding provided by Staffs Police and LPSA to support Participatory Budgeting projects across locality areas. There is one project in place Stonydelph at present that will not be completed by year end. In order to ensure that funds are used effectively a reserve is seen as the most appropriate option to ensure that maximum benefit is obtained from increasing public participation within these communities.

**Corporate Priority**

Reserve Funded From	Cost Centre Code	Value
Public Participation	GS1004 30424	£5,400 or Balance

Type of Reserve (Temporary / Retained) Retained Fund

If Retained Fund - Maximum Level of Fund £5,400 or balance

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by Director of Communities, Planning & Partnerships

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	Anti Social Behaviour Support Fund (PM1621)	
Reserve Amount Requested	£790	
<b>Reason for Creation/Retention of Reserve</b>		
Funds have been allocated to the Community Safety Partnership from the CLG via Staffordshire		
<b>Corporate Priority</b>		
2. To be healthier & safer in Tamworth		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Community Safety	GY1603 30306	£790
Type of Reserve (Temporary / Retained)	Retained Fund	
If Retained Fund - Maximum Level of Fund	10,000	
Temporary Reserve - Date it will be Fully Spent		
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Communities, Planning & Partnerships	
Title for Reserve	Locality Working	
Reserve Amount Requested	£49,973	
<b>Reason for Creation/Retention of Reserve</b>		
<p>To support the Locality Working initiative, LPSA Reward funds have been attracted for a limited time to support activity across four neighbourhoods of Tamworth. Through prudent use of this budget it has been possible to maintain 4 community hubs and further develop partnership activity over the last 12 months. LPSA grant is no longer provided and therefore the budget reserve will be utilised in the coming year to continue delivery of this key area of work for TBC and our partners. This reserve will be used to contribute to overhead costs associated with outreach hubs and to project activity that will further enhance multi-agency working within disadvantaged neighbourhoods. The figure is felt to be an accurate approximation of the balance of this cost centre to be reserved. <b>Funds detailed in this business case should be returned to existing Retained Fund PM1587</b></p>		
<b>Corporate Priority</b>		

Reserve Funded From	Cost Centre Code	Value
Locality Working Glascote	GS1006 all	£21,275 or balance
Locality Working Stonydelph	GS1007 all	£21,250 or balance
Locality Working Belgrave	GS1008 all	£6,473 or balance
Locality Working Amington	GS1009 all	£975 or balance
Type of Reserve (Temporary / Retained)	Retained Fund	
If Retained Fund - Maximum Level of Fund	195,812	
Temporary Reserve - Date it will be Fully Spent	31/03/2014	
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>	
Directorate	Community Services
Service Area	Director of Communities, Planning & Partnerships
Title for Reserve	Local Development Framework
Reserve Amount Requested	£15,687
<b>Reason for Creation/Retention of Reserve</b>	
<p>The LDF budget was established to finance the production of the Local Plan and subsequent LDF Documents. The software support licence budget was originally established to finance the Limehouse consultation software which assisted with engaging the community in the production of LDF documents. It was agreed to cease with Limehouse and use the budget to support consultation techniques when delivering stakeholder and community consultation on the Local Plan. Given that the Local Plan will require a further round of consultation before it is re-submitted for examination, a budget will be required to support this consultation.</p> <p>The timetable for the Local Plan has slipped in 2012/13 due to the recommendation from the Planning Inspectorate to withdraw the Local Plan. The entire budget is required to support the Local Plan; particularly the examination process which is likely to commence early 2014. In addition to the actual costs of the examination process, the budget will be required for the existing evidence base to be refreshed in parts.</p> <p>Habitats</p> <p>This is a Government Grant which has been awarded to all English local authorities to support The reserve is also required to contribute (£5000) towards Staffordshire Wildlife Trust's proposal for Broad Meadow to be designated as a SANG. This is identified, in the emerging Local Plan, as representing a critical biodiversity opportunity for the borough. In addition, and aligned to this work is the need to allocate £595 to annually update Staffordshire County Council held Ecological Records for the borough. It is intended that any remaining monies from the grant be utilised to support the production of a Green and Blue Infrastructure Strategy for Tamworth, which will identify a strategy for delivering borough wide green and blue infrastructure such as SANGs and therefore assist in supporting Habitat Regulation Assessments.</p> <p>Climate Change</p>	

**056**



These are funds from a Government grant to support planning for climate change. Part of the grant was used to produce the climate change strategy. The remainder was earmarked for developing a green and blue infrastructure strategy which represents a key piece of evidence which will support the delivery of the Local Plan and will be required to prove its soundness at examination which has now slipped to 2014 due to the recommendation from the Planning Inspectorate to withdraw the Local Plan. Due to this slippage the production of the Green and Blue infrastructure strategy has also slipped into next financial year.

**Corporate Priority**

Strategic Priority 1 b, c,

Reserve Funded From	Cost Centre Code	Value
Planning For Climate Change	PM1559	£24,513
Habitat Assessment	PM1598	£20,254
Software Support Licences	GS0403 - 30153	Balance est £2,700
Local Development Framework	GS0403 -82310	£2,987
LDF	GS0403 - 30403	£10,000
all the above should be added to the existing Retained Fund	PM1650X0156	£101,350

Type of Reserve (Temporary / Retained)	Retained Fund
If Retained Fund - Maximum Level of Fund	£180,000
Temporary Reserve - Date it will be Fully Spent	
Approval for release of reserve to be granted by	

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

**057**

Directorate	Community Services
Service Area	Director of Communities, Planning & Partnerships
Title for Reserve	Contingency for Career Break
Reserve Amount Requested	£12120 (PM1693)

**Reason for Creation/Retention of Reserve**

Jane Parry was allowed to take a career break in October 2010 for 24months. On her return Jane could decide to make up her superannuation that she has missed in the period which would need to be matched by TBC. This reserve is therefore a contingency for that event occurring. Jane was replaced in January 2012 by a temporary post on a lower grade. The lower grade and the break in cover have contributed to a saving on salaries for the year and on car allowances.

**Corporate Priority**

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Reserve Funded From	Cost Centre Code	Value
Car allowances	GS0401 25010	£180
Existing retained fund	PM1693x0156	£7,000

Salaries	GS0404 00101	£3,000
Car allowances	GS0404 25010	£1,000
Salaries	GS0401 00101	£940

Type of Reserve (Temporary / Retained)	Retained Fund
If Retained Fund - Maximum Level of Fund	12,120
Temporary Reserve - Date it will be Fully Spent	
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships

**058**

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

Directorate	Community Services
Service Area	Director of Communities, Planning & Partnerships
Title for Reserve	Legal fees
Reserve Amount Requested	£4,600

**Reason for Creation/Retention of Reserve**

Legal fees for ASB prosecutions can cost from £1000 to £8000+ per case. This retained fund will increase the amount available for 2013/2014 to £7,600 (inc rev budget for 2013/2014) which will enable the ASB team greater flexibility and capacity when determining how an ASB perpetrator should be dealt with.

**Corporate Priority**

2. To be healthier & safer in Tamworth

Reserve Funded From	Cost Centre Code	Value
Community Safety	GY1601 32040	£3,000
	PM1695X0156	£1,600

Type of Reserve (Temporary / Retained)	Retained Fund
If Retained Fund - Maximum Level of Fund	4,600
Temporary Reserve - Date it will be Fully Spent	
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships

**059**

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

Directorate	Community Services
Service Area	Director of Communities, Planning & Partnerships

<b>Title for Reserve</b>	ASB Residents (PM1651)	
<b>Reserve Amount Requested</b>	£7,040	
<b>Reason for Creation/Retention of Reserve</b>	External grant funding through the CLG was received in 2010 to empower residents to decide how the funding should be spent to tackle anti social behaviour. An action has been agreed by residents where the project will be delivered in subsequent years. CLG funding is not time limited.	
<b>Corporate Priority</b>	2. To be healthier & safer in Tamworth	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Community Safety	GY160330323	£7,040
<b>Type of Reserve (Temporary / Retained)</b>	Retained Fund	
<b>If Retained Fund - Maximum Level of Fund</b>	10,000	
<b>Temporary Reserve - Date it will be Fully Spent</b>		
<b>Approval for release of reserve to be granted by</b>	Director of Communities, Planning & Partnerships	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	
<b>Service Area</b>	Director of Communities, Planning & Partnerships	
<b>Title for Reserve</b>	Community Safety Projects	
<b>Reserve Amount Requested</b>	£22,302	
<b>Reason for Creation/Retention of Reserve</b>	External grant funding through the Safer & Stronger Communities fund to deliver community safety which previously had been pass ported to the community safety partnership is now going directly to the Policing and Crime Commissioner. There is also a ongoing corporate commitment of £2.5K for a contribution to the County Council for Domestic Homicide Reviews which was paid by community safety this year and will no doubt be in future years. It is proposed that this reserve will enable community safety projects to continue to be delivered. Other partners in the Community Safety Partnership will be approached to make a contribution.	
<b>Corporate Priority</b>	2. To be healthier & safer in Tamworth	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Community Safety	PM1642X0156	£22,302
<b>Type of Reserve (Temporary / Retained)</b>	Retained Fund	

060

If Retained Fund - Maximum Level of Fund	30,000
Temporary Reserve - Date it will be Fully Spent	
Approval for release of reserve to be granted by	Director of Communities, Planning & Partnerships

061

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
Directorate	Community Services	
Service Area	Director of Housing & Health	
Title for Reserve	Homelessness Prevention	
Reserve Amount Requested	£297,812	
<b>Reason for Creation/Retention of Reserve</b>		
DCLG Homelessness Grant is made available to the Council to support Homelessness Prevention activity in the Borough. The DCLG Homelessness Grant is not ring fenced but has been specifically allocated for the purposes of preventing homelessness. It is anticipated that this funding will support the delivery of the refreshed Homelessness Strategy and further develop the approach to homelessness which is based on prevention that will enable the Council to achieve significant financial savings. Plans to allocate these retained funds to specific projects and initiatives will be formulated and finalised within the forthcoming financial year.		
<b>Corporate Priority</b>		
2. To be healthier & safer in Tamworth		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Bond Scheme	GR060135170	£9,039
Spend To Save	GR060135212	£5,373
Sanctuary Scheme	GR060136107	£17,550
Homelessness Prevention	GS040635167	£265,850
<b>Type of Reserve (Temporary / Retained)</b>		
Retained Fund		
If Retained Fund - Maximum Level of Fund	300,000	
Temporary Reserve - Date it will be Fully Spent		
Approval for release of reserve to be granted by	Director of Housing & Health	

062

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>	
Directorate	Community Services
Service Area	Director of Housing & Health
Title for Reserve	Homelessness Repossession Prevention

<b>Reserve Amount Requested</b>	£87,120	
<b>Reason for Creation/Retention of Reserve</b>	<p>DCLG Homelessness Grant is made available to the Council to support homelessness prevention activity in the Borough. The DCGL Grant is not ring fenced but has been specifically allocated to the Council for the purposes of preventing homelessness. It is anticipated this retained funding will support the delivery and of the refreshed Homelessness Strategy and further develop the approach to homelessness which is based in prevention that will enable the Council to achieve significant financial savings. Plans to allocate these retained funds to specific projects and initiatives will be put in place over the coming financial year.</p>	
<b>Corporate Priority</b>	2. To be healthier and safer in Tamworth	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Repossession Prevention Fund	GS0406 35240	£35,720
Repossession Prevention Fund	GR0601 35240	£51,400
<b>Type of Reserve (Temporary / Retained)</b>	Retained Fund	
<b>If Retained Fund - Maximum Level of Fund</b>	87,120	
<b>Temporary Reserve - Date it will be Fully Spent</b>		
<b>Approval for release of reserve to be granted by</b>	Director of Housing & Health	

<b>RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14</b>		
<b>Directorate</b>	Community Services	
<b>Service Area</b>	Director of Housing & Health	
<b>Title for Reserve</b>	Home Loss & Disturbance Payments	
<b>Reserve Amount Requested</b>	£70,000	
<b>Reason for Creation/Retention of Reserve</b>	<p>Cabinet approved the redesignation of 39 two bed room flats to one bedroom in November 2012 that included to cease reletting these properties to families. Of the 39 flats 16 are occupied by families which require rehousing and statutory entitlement to £4,700.00 home loss payment together with £1,200.00 disturbance payment. It was acknowledged it will take approximately 18 months to rehouse all of these families. To date one family has been rehoused. Cabinet approved to use £30,000.00 from the contingency budget to part meet the Council's commitment of compensation for the remaining families affected. This reserve is required to ensure the Council can meet its statutory obligations when these families come to move.</p>	
<b>Corporate Priority</b>	<p>Healthier &amp; Safer HRA Business Plan - ensure all homes meet the Decent Home Standard</p>	
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Allocations	HR210230199	£5,000

063

Allocations	HR310257080	£15,000
Tenant Participation	HR310235027	£20,000
HRA Contingency	HR500135006	£30,000

Type of Reserve (Temporary / Retained)	Retained Fund
If Retained Fund - Maximum Level of Fund	70,000
Temporary Reserve - Date it will be Fully Spent	
Approval for release of reserve to be granted by	Director of Housing & Health

**064**

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

Directorate	Community Services
Service Area	Director of Housing & Health
Title for Reserve	Housing Condition Survey
Reserve Amount Requested	£20,500

**Reason for Creation/Retention of Reserve**

The annual budget allocation is insufficient to complete a condition survey of the housing stock in a single financial year. The reserve is required to allow sufficient funding to be accrued over a number of financial years until such time that the total budget is sufficient to carry out the condition survey required. Condition surveys are required to provide information that will be used to forecast future housing investment needs.

**Corporate Priority**

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

Reserve Funded From	Cost Centre Code	Value
Housing Condition Survey	HM0860 X0151	£20,500

Type of Reserve (Temporary / Retained)	Retained Fund
If Retained Fund - Maximum Level of Fund	61,500
Temporary Reserve - Date it will be Fully Spent	
Approval for release of reserve to be granted by	Director of Housing & Health

**065**

**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2013/14**

Directorate	Community Services
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<b>Service Area</b>	Director of Housing & Health	
<b>Title for Reserve</b>	Implementation of Orchard Housing, Tenants Portal, EDRMS and new Processes	
<b>Reserve Amount Requested</b>	£81,540	
<b>Reason for Creation/Retention of Reserve</b>	<p>Request for retention funding for the following projects over the next two years, 1. Continue the funding to support the upgrade of the existing Housing Management IT Orchard, to the new updated version of Orchard housing. This was not completed in 2012 due to other projects took priority, (Gas and Repairs contracts, CAS and new processes for Arrears and Voids and Allocations. 2. Enhancements to Finding a Home web site after Choice Base Lettings impact assessment and government reforms to the Housing Allocations policies. This was partly completed, 3 Corporate Projects Electronic Document Management System (EDRM). Housing are still waiting for this project to be signed off corporately by members 4 CRM and agile/home working. Housing need to completed item 3 and waiting on ICT for the new Technology format before Housing start this project. 5. Development of Orchard tenant protal. This is to support Housing and Health in the developing a 30 year HRA business plan. Required use of the budget will be for, Consultancy Support, Training, Application Software.</p>	
<b>Corporate Priority</b>		
<b>Reserve Funded From</b>	<b>Cost Centre Code</b>	<b>Value</b>
Existing reserve - Imps Orchard-Funding Home & TT	HM0863 X0151	£81,540
<b>Type of Reserve (Temporary / Retained)</b>	Retained Fund	
<b>If Retained Fund - Maximum Level of Fund</b>	81,540	
<b>Temporary Reserve - Date it will be Fully Spent</b>		
<b>Approval for release of reserve to be granted by</b>	Director of Housing & Health	

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**EXISTING TEMPORARY RESERVES, RETAINED FUNDS and PROVISIONS**

TEMPORARY RESERVES, RETAINED FUNDS and PROVISIONS			
Reserve	Balance 01/04/2012	Released to Date	Estimated Balance @ 31/03/2013
	£	£	£
<b>Future Capital Expenditure</b>			
Major Repairs Reserve	£0	£0	£0
Housing Capital Reserve	(£274,655)	(£2,710,556)	(£2,985,211)
Capital Fund	(£1,240,770)	£0	(£1,240,770)
	<b>(£1,515,425)</b>	<b>(£2,710,556)</b>	<b>(£4,225,981)</b>
<b>Retained Funds</b>			
Hsg Property Insurance Excess	(£133,910)	£0	(£133,910)
Housing Condition Survey	(£20,500)	£0	(£20,500)
Maintenance & Security Upgrade	(£8,500)	£0	(£8,500)
B31 Comm Hlth Scheme Grant	(£77,775)	£64,545	(£13,230)
Castle Accession Fund	(£14,722)	(£58)	(£14,780)
Insurance-Third Party Excess	(£419,844)	£17,159	(£402,685)
Grants To Local Organisation	(£3,873)	£0	(£3,873)
4 Future Memorial Insp/Maint	(£207,348)	£0	(£207,348)
5 Castle Structure Repairs	(£23,338)	£0	(£23,338)
Lifecheck/Pot Fund	(£21,797)	£0	(£21,797)
Lpsa Reward	(£129,140)	£26,000	(£103,140)
Car Parks Maintenance	(£25,466)	£10,000	(£15,466)
Tree Maintenance Turnberry	(£18,222)	£0	(£18,222)
Return On Investment	(£80,469)	£67,604	(£12,865)

Reasons for Retention / Use

The fund is statutorily ring fenced to finance capital works on council housing, the balance being included in future capital resource projections.

To finance capital works on council housing, the balance being included in future capital resource projections.

To finance general capital works, the balance being included in future capital resource projections.

The level of excess held on the property policy has been increased to £10k this has provided significant savings in premium costs but the cover for future payments will need to be financed from internal funds. The savings achieved in the current year are to be transferred to a retained fund to cover potential costs. The Property policy carries a stop loss amount of £150k which represents our maximum exposure before external funds are available.

In line with the Housing retention strategy this budget will best serve if it is added to future years budgets to allow a full stock condition survey to be completed in 2010. Proposal will include holding similar amounts in 2009/10 in reserve to be expended as a single project in 2010/11

The outsourcing of the call handling for the sheltered housing service results in income being able to be diverted from the grant funding to the maintenance and security upgrade programme. The council retain the obligation for upgrading the hard wired systems and this budget is required in 2012/13 to continue with the planned programme to meet BT21 and SP requirements

To ensure compliance with statutory responsibilities & finance unforeseen issues. Reserve to be retained to allow for any unforeseen health & safety enforcements or changes to legislation

To enable acquisition of specimens for the museum. Maintained through the transfer of underspends at the year end from the revenue budget plus the reserve attracts interest annually. Member approval required.

Maintained through insurance budgets in order to finance claims below the excess level on current policies. Enquiries are currently underway into using this reserve to 'self fund' some insurance risks, which could result in savings on insurance premiums.

To provide financial support to local organisations/groups. Member approval required. Additional Information: Made in accordance with S137 LG Act 1972 - although requirement to hold fund is not statutory.

Funding for ongoing inspection, testing & maintenance of memorials, to be made through the transfer of annual budget surpluses from burial fees and charges (as reported to Cabinet on 15th November 2005).

This budget is required for ongoing maintenance required at the Castle

External funding provided by DOH for delivery of Sustainable Community Strategy & LAA. TBC is the accountable body on behalf of the LSP.

External funding provided as LPSA grant for delivery of Sustainable Community Strategy & LAA. TBC is the accountable body on behalf of the LSP

Funds retained to ensure ongoing maintenance programme for outside car parks can be funded appropriately year on year.

To provide funding for further felling, removal and replanting of trees at the rear of properties in Turnberry as agreed by Cabinet in March 2007.

To support projects with a 'return on investment' arising from the work-stream reviews and for other unforeseen costs arising during the budget process

TEMPORARY RESERVES, RETAINED FUNDS and PROVISIONS				
Reserve	Balance 01/04/2012	Released to Date	Estimated Balance @ 31/03/2013	Reasons for Retention / Use
Corporate Finance Support	(£15,000)	£0	(£15,000)	A retained fund is required to meet potential costs of staff overtime/external support associated with year end closedown/final accounts and producing Statement of Accounts to increasing levels of complexity, plus possible additional costs associated with the implementation of IFRS. This will be funded from existing reserves.
Lpsa Locality Working Reserve	(£195,812)	£60,000	(£135,812)	To support the Locality Working initiative. LPSA Reward funds have been attracted for a limited time to support activity across four neighbourhoods of Tamworth. Through prudent use of this budget it has been possible to establish 4 community hubs and commence partnership activity over the last 12 months. LPSA grant will no longer be provided after this year and therefore the budget reserve will be utilised in the coming year to continue and further develop this key area of work for TBC and our partners. This reserve will be used to cover all overhead costs associated with four outreach hubs and the project activity that will take place to further enhance multi-agency working within disadvantaged neighbourhoods. The figure is felt to be an accurate approximation of the balance of this cost centre to be reserved. It is anticipated that approximately 70k will be drawn down during 2012/13.
Support For Town Centres	(£35,932)	£17,013	(£18,919)	The existing reserve of P1M1603 should be held as a retained fund and the funds allocated for the visual identity £10,000 (GY0202 35023) should be added to it. This will enable the Council and the Place Steering Group to support the commitment made to GDA for the branding work and to allocate funds to the Place Plan as appropriate. There is no time limit to the funds which were part of an external grant for town centre improvements.
Vat(Fleming&Car Parking)Claims	(£15,000)	£0	(£15,000)	Retained from the VAT monies received to meet a future potential requirement to repay HMRC. In addition, there is an ongoing claim regarding VAT on current and past car parking income - potential costs associated with supporting the progression of this claim are in the region of £10k
Civil Parking Enforcement	£80,000	(£160,000)	(£80,000)	Following report to Council and under the principles of Civil Parking Enforcement the funding must remain outside of the General Fund of Tamworth Borough Council. Any underspend or surplus at the end of each year must be retained on an ongoing annual basis. Future surpluses will be shared in accordance with the model for CPE agreed by Cabinet
Lpsa2 Grant Asb	(£141,263)	£17,825	(£123,438)	External grant funding of £159,088 was received in 2010 through the LPSA2 reward grant which is ring fenced for tackling anti social behaviour. Cabinet has previously approved that £119,088 be held as a retained and that £40k of this grant to be used fund an ASB Victim Champion for 2 years commencing April 2011. Approval is sought to add the balance of £40k to the retained fund. This fund is not time limited.
Dwp Recession Busting Grant	(£53,510)	£24,860	(£28,650)	This reserve was established last year following the receipt of DWP grant funding awarded to local authorities to increase and sustain resources to enable the timely processing of HB/CTB claims, vastly inflated because of the recession that started in 2008. These funds are required to be retained to pay for casual staff cover and overtime payments to enable the service to cope with the increased number of claims and the impact of the staff redundancies which have taken place. In addition to this, the predicted underspend of £18k on the Benefits Staff Overtime budget is also requested to be carried forward, as administration grant allocated by the DWP has been significantly reduced in 2012-13 and no further additional grant will be awarded in future years. A retained fund is requested so that these funds identified are available for future years as required.
Inward Investment	(£9,000)	£0	(£9,000)	Last year, a temporary reserve of £13.5K was created due to uncertainties around the partnership structures that might be set up through the new LEPs to deliver inward investment and general business place marketing activity. During the current financial year, there has been some discussion around the potential for closer working with Marketing Birmingham and other partners in the Greater Birmingham and Solihull LEP, although no firm proposals have yet been forthcoming. It is therefore proposed to retain the £9K unspent former InStaffs budget to build a 'war chest fund' to enable Tamworth Borough Council to fully shape and contribute to any joint initiatives on inward investment and place marketing for business that may emerge from further discussions within the Greater Birmingham and Solihull LEP, thereby securing maximum benefits to Tamworth.
Gf Property Insurance Excess	(£7,979)	£0	(£7,979)	The level of excess held on the property policy has been increased to £10k this has provided significant savings in premium costs but the cover for future payments will need to be financed from internal funds. The savings achieved in the current year are to be transferred to a retained fund to cover potential costs. The Property policy carries a stop loss amount of £150k which represents our maximum exposure before external funds are available.
Gf Motor Insurance Excess	(£8,712)	£0	(£8,712)	The level of excess held on the Motor policy has been increased to £500 this has helped to minimise the effect of a poor claims history on levels of the external premiums paid for motor cover. The cover for future payments within the increased excess will need to be financed from internal funds. Part of the General fund insurance savings achieved from the re-tender are to be transferred to a retained fund to cover the potential costs.

TEMPORARY RESERVES, RETAINED FUNDS and PROVISIONS			
Reserve	Balance 01/04/2012	Released to Date	Estimated Balance @ 31/03/2013
Academy Efficiency Software	(£17,170)	£5,793	(£11,377)
Spend To Save (Grant Funded)	(£1,466)	£0	(£1,466)
Local Development Framework	(£111,350)	£10,000	(£101,350)
Town Centre Markets	(£10,000)	£1,000	(£9,000)
Contingency For Career Break	(£7,000)	£0	(£7,000)
Legal Fees	(£1,600)	£0	(£1,600)
Rate Refunds	(£63,755)	£0	(£63,755)
Tamworth Bond Scheme Pvt Rent	(£19,181)	£0	(£19,181)
<b>Temporary Reserves</b>	<b>(£1,818,634)</b>	<b>£161,740</b>	<b>(£1,656,893)</b>
Morrisons 2010/11	(£15,000)	£0	(£15,000)
Morrisons 2009/10	(£51,000)	£0	(£51,000)

**Reasons for Retention / Use**

The Benefits and Revenues teams have signed up to the Efficiency Version of Academy. This project is subject to some delay, meaning that it will not be available until later in 2011 (exact date not yet known). The monies have been procured from within the Benefits budgets, from DWP grant monies given to combat the recession and improve processing times. A reserve for the £17,170 is requested as this will pay for the Efficiency Version for 2011/2012/2013 and 2014.

Funding received via homelessness grant from CLG for the purpose of preventing and relieving homelessness. Budget line agreed for the purpose of running a Spend to Save scheme.

The LDF budget was established to finance the production of the Core Strategy and subsequent LDF Documents. The software support licence budget was originally established to finance the Limehouse consultation software which assisted with engaging the community in the production of LDF documents. It was agreed to cease with Limehouse and use the budget to support consultation techniques when delivering stakeholder and community consultation on LDF Documents.

The timetable for the Core Strategy has slipped in 2011/12 due to changes in government policy. There are some outstanding commitments and it is uncertain if they will be able to be goods receipted before the end of 2011/12. Subsequently the overall reserve requested is uncertain at this stage. However, all of the budget is required to support the LDF, particularly the examination process which is likely to commence late 2012/early 2013. In addition to the actual costs of the examination process, the budget may be required, depending on the outcomes of both consultation on the Core Strategy and its examination, for further evidence to be commissioned.

The budget will be required to support the production of several Supplementary Planning Documents which are set out in the Council's LDF programme for 2013/13. All of these documents will also require consultation and the element from the software support licences will be used for this, including the financing of a part time officer to produce consultation material for the Town Centre Supplementary Planning Document which is programmed to commence in early 2012 and further SDP's later in 2012.

The decision to award the tender for the operation of the town centre market to LSD Promotions Ltd from 1 April 2011, was agreed by Cabinet on 12 January 2011. It was further agreed that the £10,000 income received from LSD, payable to the Council to operate under the Charter should be retained and used for future specific town centre improvement projects. In light of the Mary Portas review and other major strategic projects, expenditure of this money has not yet been identified.

Jane Parry was allowed to take a career break in October 2010 for 24 months. On her return Jane could decide to make up her superannuation that she has missed in the period which would need to be matched by TBC. This reserve is therefore a contingency for that event occurring.

Jane was replaced in January by a temporary post on a lower grade. The lower grade and the break in cover have contributed to a saving on salaries for the year and on car allowances.

Legal fees for ASB prosecutions can cost from £7000 to £8000+ per case. This reserve will increase for the annual fund to £4,600 which will enable to ASB team greater flexibility and capacity when determining how an ASB perpetrator should be dealt with.

Established by Cabinet 4th April 2007 - retained for potential NNDR creditor refunds.

Ring fenced -Provision for guarantee of Bonds

The final account adjustments will be made at year end for 2010/11. The estimated summary of credits and defaults with MFS is £15,000. This reserve is required in case of an ongoing dispute around these costs into 2011/12. Monies owed will be deducted from the April 2011 invoice for March's works.

Members agreed, via a members book, that the council would seek to recover the above amount in April's invoice for March's work based on the financial position for 2009/10. However the risks identified may mean that MFS Ltd challenge this decision and independent arbitration / adjudication decides that it should be repaid. It is therefore prudent to hold this money in reserves until the financial position is finally decided.

TEMPORARY RESERVES, RETAINED FUNDS and PROVISIONS				
Reserve	Balance 01/04/2012	Released to Date	Estimated Balance @ 31/03/2013	Reasons for Retention / Use
Housing Condition Survey	(£20,500)	£0	(£20,500)	The annual budget allocation is insufficient to complete a condition survey of the housing stock in a single financial year. The reserve is required to allow sufficient funding to be accrued over a number of financial years until such time that the total budget is sufficient to carry out the condition survey required. Condition surveys are required to provide information that will be used to forecast future housing investment needs. <b>Request to redesignate as Retained Fund.</b>
Community Events	(£4,600)	£0	(£4,600)	Money gifted from Morrison for the 'Wish Upon a Star' initiative aimed at encouraging and promoting local community activity for tenants of Tamworth Borough. This money will be used for community events across Tamworth Borough 2013/2014 to coincide with the environmental works and wider consultation and involvement initiatives.
Imps Orchard-Funding Home & Tt	(£81,540)	£0	(£81,540)	Request for retention funding for the following projects over the next two years. 1. Continue the funding to support the upgrade of the existing Housing Management IT Orchard, to the new updated version of Orchard housing. This was not completed in 2012 due to other projects took priority. (Gas and Repairs contracts, CAS and new processes for Arrears and Voids and Allocations. 2. Enhancements to Finding a Home web site after Choice Base Lettings impact assessment and government reforms to the Housing Allocations policies. This was partly completed, 3 Corporate Projects Electronic Document Management System (EDRM). Housing are still waiting for this project to be signed off corporately by members 4 CRM and agile/home working. Housing need to completed item 3 and waiting on ICT for the new Technology format before Housing start this project. 5. Development of Orchard tenant portal. This is to support Housing and Health in the developing a 30 year HRA business plan. Required use of the budget will be for, Consultancy Support, Training, Application Software Request to redesignate as Retained Fund.
Morrison Pensions	(£51,000)	£0	(£51,000)	Morrison pension contribution to SSCC and waiting for confirmation MFS have made payment. If non-payment by MFS SSCC would seek to recover contribution from TBC
Arts Grants Reserve	(£2,914)	£2,541	(£373)	Used to allocate grants to individuals/groups for specific projects. Maintained through the transfer of underspends at the year end from the revenue budget. Member approval required. Additional Information: Made in accordance with S137 LG Act 1972 - although requirement to hold fund is not statutory
Shop Mobility Scheme	(£5,000)	£0	(£5,000)	Approval was given by Cabinet 9-1-13 for the establishment of this reserve to contribute to the provision of grant funding for the Shopmobility service in 2014-15.
Planning For Climate Change	(£27,500)	£2,987	(£24,513)	Amalgamate with 'Local Development Framework' Retained Fund
Castle Hlf	(£3,200)	£0	(£3,200)	Castle H.L.F Lofto Funding Post
Economic Devpt Shared Service	(£16,060)	£0	(£16,060)	As per last year's reserve spend plan, we planned to procure a Business Place Marketing Strategy during 2012-13. For a variety of reasons, the procurement process was delayed to the latter part of this financial year but is now nearing completion. The tender closed on Friday 1st March and we now have 2 proposals to consider. The tender panel is meeting on Monday 11th March and we are confident of being able to make a definite decision on appointing a suitable and capable contractor. The cost of the strategy is however expected to come out higher than anticipated at £25K. We therefore need to reserve the full balance on the cost centre to meet this cost, and will use the inward investment retained fund for the balance, as well as to part fund the recommendations of the Strategy.
Habitat Assessment	(£23,117)	£2,863	(£20,254)	Amalgamate with 'Local Development Framework' Retained Fund
Support Services Review	(£8,162)	£0	(£8,162)	Identified as no longer required, write back to revenue.
Internet	(£6,800)	£0	(£6,800)	To fund the continuation of the extended service agreement with Unified or similar with any replacement service provider for the Council's web system.
Pay.Net Software	(£7,000)	£0	(£7,000)	This reserve was created at the end of 2012-13 to fund the implementation of the upgrade from our current Moto payment taking system to Capita's latest version Pay.Net. Due to problems encountered whilst testing the software, implementation has been delayed, however, it is planned to go live during 2013-14, therefore this reserve is required to fund the cost of the upgrade at this time.
Tree Survey	(£540)	£0	(£540)	Identified as no longer required, write back to revenue.
Smoking Cessation	(£15,000)	£0	(£15,000)	The PCT have provided funding to the council for delivery of activity relating to smoking cessation and control.
Community Safety Budgets	(£22,302)	£0	(£22,302)	External grant funding through the Safer & Stronger Communities fund to deliver community safety has been reduced from £46K in 2011/12 to £23K in 2012/13. The following year it is known that this funding will cease with the funding going to the new policing and crime commissioner. It is proposed to create a reserve to enable community safety projects to continue to be delivered. Other partners in the Community Safety Partnership will be approached to make a contribution. <b>Request to redesignate as Retained Fund.</b>
Icelandic Int/Imp 2010/11	(£473,726)	£0	(£473,726)	A waiting accounting treatment of Icelandic situation from CIPFA (LAPP notification)

TEMPORARY RESERVES, RETAINED FUNDS and PROVISIONS				
Reserve	Balance 01/04/2012	Released to Date	Estimated Balance @ 31/03/2013	Reasons for Retention / Use
Town Hall Improvements	(£8,000)	£0	(£9,000)	This reserve was created at the end 2012-13 to fund cosmetic improvements at the Town Hall, to assist in its promotion as a venue for external groups/weddings, etc. Applications for external grant funding are in progress and this reserve is required to be retained to assist in match-funding.
HR Consultancy Fees - P&R	(£4,000)	£0	(£4,000)	Identified as no longer required, write back to revenue.
T&D - T T amworth/Edms	(£10,000)	£0	(£10,000)	This reserve was created to allow a pool of funding for HR documentation to be backscanned once the Corporate EDRM product is operational. This work will not be feasible within current staffing structure and was not scoped as part of the corporate project. Without it, HR transition to electronic records will be delayed by 7 years.
T&D - Wm Jobs Training	(£3,000)	£0	(£3,000)	Identified as no longer required, write back to revenue.
Electoral Process-Local Elects	(£27,000)	£20,000	(£7,000)	This reserve was established at the end 2012-13 for an original amount of £27k, to fund costs of local elections in May 2012, whereby no Government or County contribution would be received. There is a local by-election on 2nd May 2013 which needs to be funded therefore this remaining amount is required to be retained to meet these costs in 2013-14.
Members Remuneration Panel	(£4,000)	£0	(£4,000)	Identified as no longer required, write back to revenue.
Corporate Change Mgmt Project	(£50,000)	£14,300	(£35,700)	This reserve was established at the end 2012/13 for an original amount of £50k, being funding for a full-time Project Management resource for an initial period of 12 months (a further six months to be funded from efficiency savings identified) in support of the Corporate Change programme. A Project Manager was recruited at the end 2012. This reserve is required to fund the associated salaries cost during 2013-14, as per the original reserve request.
Lifecheck	(£9,700)	£0	(£9,700)	Lifecheck funding was provided to the Council for the purpose of implementation of the life check initiative as part of Spearhead funding provided by the PCT. These funds remain ring fenced. Discussions will be ongoing with the newly formed county public health team to review future use of these funds.
Environmental Training	(£4,000)	£0	(£4,000)	Identified as no longer required, write back to revenue.
Neighbourhood Services	(£6,840)	£4,000	(£2,840)	Additional amount in reserve from 2011/12 PM 1673 not drawn down. To be retained to support new littering campaign in 2013
Digestation Of Planning Record	(£20,000)	£1,500	(£18,500)	A reserve was created for 12/13 to enable the digitisation of historic planning records which would assist both the planning and land charges functions. A tender exercise was undertaken but no suitable submissions were made within the budget and so the contract was not awarded. A revised brief has been drafted and is due to go for tender in early March but will not get awarded until April hence the need to retain and increase the reserve.
Vr Saving - Casual Post	(£4,470)	£0	(£4,470)	When the business cases for VR were considered they were accepted on the basis that a proportion of the saving would be retained to enable a 'war chest' to be established over 2-3 years for buying in additional resource if required due to the increase in number of applications or significant large applications such as Anker Valley, or for the buying in of additional resource to assist with other aspects of the service. The VR backfill costs and reserves carried over from last year when coupled with payments for temporary staff and consultants fees represents an important fund for ensuring that professional advice is available to support the determination of planning applications. There is a high expectation that during 2013/14 that there will be a number of very contentious applications that will need to be determined. In the absence of an adopted Local Plan will place additional burdens on the Development Control team who are likely to have to deal with speculative proposals and appeals that may arise from therefrom.
Conservation Grant Underspend	(£5,290)	£0	(£5,290)	At the time of writing (7/3/13), a total of £23,050 unallocated and potentially representing an underspend. The £23,050 currently unallocated is required to be reserved to pay for schemes which are currently being progressed but may not be committed and completed by 31/3/12, which totals in the region of £15,000. However, this amount is likely to change by 31/3/13 as schemes are included under commitments.
Land Chg Conting Liability	(£100,000)	£0	(£100,000)	This reserve was established at the end 2012/13 as a result of ongoing legal action by a number of search companies challenging the fees charged for 'environmental information'. Pending revised guidance from the Government, and awaiting the outcome of ongoing court proceedings, in line with many other Councils we are continuing to charge for certain information. Latest indications are that, based on claims made, our liability, should the courts find in the search companies' favour, would be £708k (plus interest). This reserve is therefore required to be retained pending the outcome of legal action, and it is also requested that income received above budget this financial year be added to the reserve.
<b>Commuted Sums Reserves</b>	<b>(£1,091,260)</b>	<b>£48,191</b>	<b>(£1,043,070)</b>	
Commuted Sum Open Space S.9c	(£647,632)	£220,285	(£427,347)	

<b>TEMPORARY RESERVES, RETAINED FUNDS and PROVISIONS</b>				
<b>Reserve</b>	<b>Balance 01/04/2012</b>	<b>Released to Date</b>	<b>Estimated Balance @ 31/03/2013</b>	<b>Reasons for Retention / Use</b>
Recreational Facilities	(£125,914)	(£4,666)	(£130,580)	
Sec 106 Agreement C.S. C'Par	(£84,391)	£11	(£84,380)	A separate report has been provided for S106's being held. S106 monies to be reviewed for balances being held and use thereof. This also links to the new policy for S106 requests that John Gunn is leading on which will pick up on how much money developers will be asked for, purpose of spend, length of spend. The use of aged balances currently held will be considered in relation to Open Space holding and impact to service delivery which has never previously been considered.
Sec 106 SuperN Fee Highways	(£424,594)	£0	(£424,594)	
Sec 106 C.S.- Highways	(£185,276)	£0	(£185,276)	
<b>Repairs and Renewal Reserve</b>	<b>(£1,467,807)</b>	<b>£215,630</b>	<b>(£1,252,177)</b>	
Plant And Equipment	(£258,580)	£0	(£258,580)	The fund is retained to finance the future planned replacement of equipment and vehicles.
<b>Provisions (excl'd Bad Debts)</b>				
Cost Associated With Vr	(£59,110)	£15,431	(£43,679)	In accordance with Accounting concepts, the costs associated with the Voluntary Redundancy Scheme must be charged into the financial year in which they are identified, even though the actual payments will be made at a future date. The creation of a provision enables correct accounting entries for these costs.
Morrison Pensions	(£518,000)	£463,492	(£54,508)	Provision for potential liability to the Pension Fund in respect of TUPE'd staff
<b>Other Reserves</b>	<b>(£577,110)</b>	<b>£478,923</b>	<b>(£98,187)</b>	
Building Repairs Fund	(£351,260)	£0	(£351,260)	Balance remaining within Building Repairs fund
<b>Totals</b>	<b>(£7,080,076)</b>	<b>(£1,806,072)</b>	<b>(£5,886,148)</b>	

**NB** - Does not include value of reserves available at 1st April 2012 which have been fully released to revenue within the financial year

**Proposals for Write-Back of Unspent/Redundant funds to General Fund Balances**

Responsibility	Purpose	Type of Reserve/Provision	Created	Original Reserve Value £	Current Reserve Value £	Proposed for Write-Back £
Dir Transformation & Corporate Performance	HR Consultancy Fees P&R	Temporary	31/03/12	4,000	4,000	4,000
Dir Transformation & Corporate Performance	Training & Development - West Mid Jobs Training	Temporary	31/03/12	3,000	3,000	3,000
Exec Dir Corporate Services	Members Remuneration Panel	Temporary	31/03/12	4,000	4,000	4,000
Exec Dir Corporate Services	Support Services Review	Temporary	31/03/10	15,000	8,162	8,162
Exec Dir Corporate Services	Costs Associated with VR	Provision	15/10/10	874,099	43,679	38,679
Dir Assets and Environment	Tree Survey	Temporary	31/03/11	19,000	540	540
Dir Assets and Environment	Environmental Training	Temporary	31/03/12	4,000	4,000	4,000
Dir Assets and Environment	Civil Parking Enforcement	Retained	31/03/10	120,000	80,000	30,000
	<b>Grand Total</b>					<b>92,381</b>

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## CABINET

10 April 2013

### REPORT OF THE PORTFOLIO HOLDER FOR CORPORATE SERVICES AND ASSETS

#### SCHEME OF DELEGATION DECISIONS

#### PURPOSE

To comply with the Local Government Act 200 and the Localism Act 2011 and any subordinate legislation which provide good governance for Local Authorities.

#### RECOMMENDATIONS

Cabinet is recommended to endorse the list of decisions taken in terms of the Scheme of Delegation for the period 13 June 2012 to 03 April 2013.

#### RESOURCE IMPLICATIONS

There are no resource implications.

#### LEGAL/RISK IMPLICATIONS BACKGROUND

None

#### SUSTAINABILITY IMPLICATIONS

None

#### BACKGROUND INFORMATION

The Localism act 2011 requires local authorities to be more open and accountable in the decision making process accordingly the attached list of decisions contains particulars of each decision made and a summary of the matters in respect of which each decision was made. By producing this information the authority is introducing greater openness and transparency in all of the decision making process including those decisions taken under the Scheme of Delegation ensuring all decisions are reported in an open and public forum.

The following table lists decisions taken in the period from 13 June 2012 to 01 April 2013.

<b>Portfolio Holder</b>	<b>Title</b>	<b>Decision</b>	<b>Report presented by</b>
Quality of Life	To update the Portfolio Holder Quality of life on	To agree a financial waiver in order to progress the ASB	Sue Philp

	the progress of the ASB accreditation	accreditation	
Leader of the Council	Compromise Agreement Post Ref: CXLEGMAN001	To Inform Members and approve payment of a Compromise Agreement	John Wheatley
Economic Development & Enterprise	Sports Development Summer Holiday Activities 2012	To seek approval to change the method of delivery for summer holiday activities	Karen Moss
Community Development	Review of Street Warden Scheme	To endorse the outcomes of the management review of the Street Warden Service	Jo Sands
Housing	Consultancy Support for Regeneration	To report submission details for consultancy support for the Regeneration project involving principle decisions for Tinkers Green and the Kerria Estate.	Tina Mustafa/ Amanda Blurton
Housing	Compensation Payment	To inform members and approve payment of compensation	Lee Birch
Core Services & Assets	Amendments to Parking Tariff Structure (Designated car Parks)	To approve amendments to parking tariffs on designated car parks	Jo Sands
Housing	Landlord Services Annual Performance Report 2011/2012 (13 <sup>th</sup> June 2012)	Cabinet agreed on the 13th June 2012 to delegate authority to the Portfolio Holder to agree the final publication of Landlord Services Annual Report 2011/12 following an independent assessment by TPAS (Tenant Participatory Advisory Service)	Leanne Allwood
Economic Development & Enterprise	Tamworth Guild of Green Badge Guides	To inform Members and support Tamworth Heritage Trust to train 12 volunteers to NVQ Level 3 as qualified Green Badge Tourism Guides and make available the required financial shortfall of £10,313	Stacy Birt
Chief Executive	Local Transport Body	To agree the Council's response to the request from	Tony Goodwin/

		the Department for Transport (DfT) for local partners to confirm their Local Transport Body boundaries.	Rob Mitchell
Leader	Compromise Agreement	Employee 484927	Christie Tims
Housing	Thomas Hardy Court, fixed subsidy contract	To set out the new contract arrangements proposed by Staffordshire County Council in relation to Supporting People Funding for Thomas Hardy Court Extracare Scheme from April 2013	Lee Birch
Housing	53 Week Income Collection for the Financial Year 2013/2014	To seek approval from the portfolio holder Housing on the rent collection procedure for the 53 week rent year 2013/2014	Sue Philp/Tina Mustafa
Housing	Landlord Services Hardship Fund	To Propose the provision of a Landlord Services Hardship Fund	Sue Philp
Economic Development & Enterprise	Approval of New Fees and Charges	To seek approval for the proposed changes to fees and charges for the Community Planning and Partnerships Directorate	Neil Mason
Economic Development & Enterprise	Extension to Employment Support Service	To jointly fund with Staffordshire County Council a six month extension to the Family Employment Initiative (FEI), provided by the Coal Fields Regeneration Trust	Peter Smith

Scheme of Delegation Items are available to view in Democratic Services upon request.

#### REPORT AUTHOR

Lara Allman 01827 709264, [lara-allman@tamworth.gov.uk](mailto:lara-allman@tamworth.gov.uk)

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10<sup>th</sup> April 2013**REPORT OF THE PORTFOLIO HOLDER FOR  
ECONOMIC DEVELOPMENT AND ENTERPRISE****Tamworth Borough Council's Response to neighbouring Local Authorities Local Plan Consultations – North Warwickshire Site Allocations Plan Preferred Options (including Issues and Options)****EXEMPT INFORMATION**

N/A

**PURPOSE**

The report seeks to inform Members on:

- The Site Allocations Plan Preferred Options of the North Warwickshire Local Plan in accordance with Regulations 18, 19 and 20 of the Town and Country Planning (Local Planning) Regulations 2012 and particular the Duty to Co-operate (Localism Act 2011)

and:

- Seek Cabinet approval of the comments to be made in response to the Site Allocations Plan Preferred Options of the North Warwickshire Local Plan

**RECOMMENDATIONS**

1. **Approve comments to be made on the Site Allocations Plan Preferred Options (including Issues and Options) of the North Warwickshire Local Plan**
2. **Advise NWBC of Tamworth Borough Council's desire to work with them on the further development of their plan.**

**EXECUTIVE SUMMARY**

North Warwickshire's Site Allocations Plan Preferred Options document provides detail on the various options for how the submitted Core Strategy will be delivered, i.e. on what development could happen where in North Warwickshire. It is the first consultation on a site allocations document within North Warwickshire. A further consultation will be carried out before the Site Allocations Plan is submitted to the secretary of state for independent examination. This latest consultation closes on the 26<sup>th</sup> May.

The Site Allocations Plan identifies sites for Employment, Retail, Housing and Open Space as well as Green Belt Settlements. Where these land uses have relevance to Tamworth the content is summarised below with an overview of the comments that have been made. A copy of the comments form has also been attached to this report.

**Employment**

The document allocates a number of sites as part of 4 strategic employment options to deliver 68.5 hectares of employment land. A significant proportion has already been completed, granted consent or allocated in previous Local Plans leaving 31 hectares to be provided. Of particular relevance to Tamworth is the allocation of 31 hectares of employment land for B1, B2, B8 as an extension to Birch Coppice at Dordon. The document states that this is to meet Local Needs. A comment has been made questioning this local role given the relationship between people who live in Tamworth and work in North Warwickshire in particular Birch Coppice. Although the site is not required to provide for Tamworth's needs it does provide for people at greater than local level and therefore sustainable links to major settlements should be encouraged.

### Retail

The document allocates the main centres and provides options for future retail. Comments have been made to support the protection of existing town, local and neighbourhood centres. The document also includes options for a large retail store at Dordon, comments have been made against allocating this site due to the potential negative impact on centres within Tamworth.

### Housing

The document allocates a number of sites for residential development. Of the settlements in close proximity to Tamworth it allocates 440 dwellings in Polesworth and Dordon, 50 dwellings in Kingsbury and 60 dwellings at Hurley and Woodend (30 in each). Comments have been made agreeing the approach to housing but seek further clarification on where the identified minimum 500 dwellings to meet Tamworth's needs will be provided. Also with regards to the settlements identified near to Tamworth clarification has been sought on the potential impact on services and infrastructure in Tamworth as this is not detailed.

### Open Space and Green Belt settlements

No comments have been made on open space or Green Belt settlements.

It is important to demonstrate to North Warwickshire Borough Council that Tamworth Borough Council supports the allocations of land within North Warwickshire to help deliver the overall strategy which helps to deliver a minimum of 500 houses for Tamworth and that the Borough Council wishes to work closely with North Warwickshire on both of our plan preparation.

## **RESOURCE IMPLICATIONS**

There are no financial implications arising from this report.

## **LEGAL/RISK IMPLICATIONS BACKGROUND**

### **North Warwickshire**

The statutory procedure governing the preparation and adoption of Development Plan Documents is contained in the Planning and Compensation Act 2004 and the Town and Country Planning (Local Planning) Regulations 2012. Failing to adhere to these requirements could result in a Local Plan being found 'unsound' at an examination.

It is important that the North Warwickshire Site Allocations document is found sound as it will provide 500 homes for Tamworth's housing need; support from adjoining Local Authorities will help fulfil their legal duty to co-operate.

The progression of the North Warwickshire Site Allocations document will be beneficial to the development of Tamworth's Revised Local Plan, as it will provide certainty that the Memorandum of Understanding is being followed through by all parties which will help when the revised Local Plan is submitted to the Planning Inspectorate. In particular it will help to demonstrate that the Duty to Co-operate has been met, and that both local authorities have taken positive action in addressing the strategic issue of meeting Tamworth's housing needs outside of the Borough.

## **SUSTAINABILITY IMPLICATIONS**

There are no sustainability issues arising from this report.

## **BACKGROUND INFORMATION**

Please see Background Papers – for links to the North Warwickshire Site Allocations Preferred Options (including Issues and Options)

**REPORT AUTHOR**

Alex Roberts – Development Plan Manager x279

**LIST OF BACKGROUND PAPERS**

North Warwickshire Site Allocations Preferred Options (including Issues and Options)

[http://www.northwarks.gov.uk/info/200297/forward\\_planning/872/local\\_plan\\_for\\_north\\_warwickshire/5](http://www.northwarks.gov.uk/info/200297/forward_planning/872/local_plan_for_north_warwickshire/5)

**APPENDICES**

North Warwickshire Consultation Response

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# SITE ALLOCATIONS PREFERRED OPTIONS CONSULTATION

## NORTH WARWICKSHIRE BOROUGH COUNCIL

28<sup>th</sup> February – 23<sup>rd</sup> May 2013

### RESPONSE FORM

<b>Surname: Roberts</b>	<b>Initials: A</b>	<b>Mr</b>
<b>Organisation: Tamworth Borough Council</b>		
<b>Address: Marmion House, Lichfield Street, Tamworth</b>	<b>Email: <a href="mailto:alexander-roberts@tamworth.gov.uk">alexander-roberts@tamworth.gov.uk</a></b>	
<b>Postcode: B79 7BZ</b>	<b>Daytime Tel:01827 709279</b>	

#### **Please read before completing this form**

- We want as many people as possible to submit views on the NWBC Preferred Options Paper. The simplest and cheapest way to comment is by e-mail at [planningpolicy@northwarks.gov.uk](mailto:planningpolicy@northwarks.gov.uk). You can also download the Word version of the form and all related documents from [www.northwarks.gov.uk/planningconsultations](http://www.northwarks.gov.uk/planningconsultations)
- If you do not have access to a computer, or prefer to submit your responses in a different way, we would still like to receive your views. This form can be photocopied, or further copies requested via 01827 719499/451. Send completed forms to Planning Policy Team, Chief Executives Division, Council Offices, South Street, Atherstone, Warwickshire, CV9 1DE
- Comments will be made available to the public.
- **Forms should be returned by Thursday 23<sup>rd</sup> May 2013**

## **EMPLOYMENT**

### **1 Do you agree with the employment options EM1, EM2, EM3 and EM4? Please explain**

We agree with the spatial approach however question the role identified for Option EM1 in Dordon in that it is to meet Local Needs. Birch Coppice is a strategic regional employment site and provides employment opportunities for people outside of North Warwickshire. As at 2001 19.1% of Tamworth residents worked in North Warwickshire. Given the significant increase in scale of Birch Coppice since it is anticipated that this relationship will have strengthened further. As such it should be reflected in the document that although the site doesn't provide land to meet specific employment needs of Tamworth it provides for significant employment opportunities for people at a greater than the local level. Therefore where possible sustainable links to major settlements should be encouraged.

## **RETAIL**

### **2. Which option for Town centre Boundaries and Retail Frontages do you agree with RE1, RE2 and RE3. Please explain**

We agree with approach RE1 to continue to identify and protect Primary and Secondary Frontages and Town Centre boundaries as shown in the 2006 Local Plan to help ensure a sustainable pattern of development.

### **3. Which of the Options NC1, NC2 and NC3 for Neighbourhood Centres do you prefer? Please explain the reason why?**

We agree with approach NC1 to protect retail uses and restrict loss to non-retail uses to other town centre uses.

**4) A potential retail development has been proposed by a developer as part of the development to the south of the A5 alongside the Dordon roundabout and Gypsy Lane. Do you support Options SM1, SM2 or SM3? Please explain**

We support option SM2 to oppose a supermarket in this location because of the potential impact on the vitality and viability of Tamworth Town Centre and its network of Local and Neighbourhood Centres. Any such development should be located within an existing retail hierarchy.

**5) Do you agree with the Preferred Site(s) allocated under each settlement?**

YES

NO

**If not please explain below – please use Site References where applicable (please use a separate form for each settlement)**

We agree with the approach to the preferred sites however further clarification is needed within the document over which areas/sites are intended to meet the identified need of a minimum of 500 dwellings for Tamworth.

In relation to sites within Polesworth and Dordon, Hurley, Wood End and Kingsbury which are the largest settlements near to Tamworth, a capacity of 550 dwellings has been identified. We would seek clarification of the potential impact of the development on infrastructure and services located in Tamworth.

We would welcome the opportunity to work with you further on these matters.

**6) If you know of any sites that you feel would be suitable to be developed for specialist accommodation to meet the needs of older people (including continuing and extra care facilities)? Or, do you think any of the potential residential sites identified in the Settlement sections would be suitable sites?**

No comment

**GREEN BELT SETTLEMENTS**

**7) Do you agree with INFILL OPTION 1 or INFILL OPTION 2? Please explain**

No comment

**OPTIONS FOR OPEN SPACE**

**8) Which Option (OS1, OS2, and OS3) do you prefer? Please explain the reason why?**

No comment

**NEW OPEN SPACE/RECREATION PROPOSALS**

**9) Which options do you agree with or prefer in Dordon and Atherstone? (DOR13, DOR17, ATHERSTONE OPEN SPACE - Option 1 or 2. If none please explain why?**

No comment

**10) Which Options do you support and why RR1, RR2, RR3, RR4, RR5 or RR6? If none please explain why**

No comment

**11) Do you agree with the proposed sites for Local Nature Reserves?**

No comment

**12). Are there any other specific uses, proposals or sites you prefer or that you feel are not covered, identified or addressed by the above Options in this Site Allocations Preferred Options Plan?**

As previously stated in the response to Q5 clarification is needed as to where the 500 dwellings to meet Tamworth's needs established in the Memorandum of Understanding will be located and when.

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DATE OF COMMITTEE  
10 APRIL 2013

REPORT OF THE PORTFOLIO HOLDER FOR ENVIRONMENT  
AND WASTE MANAGEMENT

HIGHER LEVEL STEWARDSHIP ACTION PLAN

**EXEMPT INFORMATION**

No

**PURPOSE**

To inform members of the successful application for Higher Level Stewardship and of the subsequent delivery action plan, and to approve the receipt and expenditure of the grant over the 10 year grant period

**RECOMMENDATIONS**

Members are requested to endorse the 10 year Higher Level Stewardship (HLS) action plan, and to approve the creation of necessary capital and revenue budgets applicable to this grant.

**EXECUTIVE SUMMARY**

In January 2013 a HLS application, encompassing Tamworth Borough Council's landholding, was submitted to Natural England. The application focused, primarily, on the boroughs Local Nature Reserves (LNR's), together with other areas of high and suitable biodiversity interest. These areas are detailed in appendix 1a and 1b on the location maps.

In March 2013 the authority was notified that the application had been successful and a grant of £10,953 per annum would be effective from 1<sup>st</sup> March 2013 to 28<sup>th</sup> February 2023. This grant is specifically ringfenced to undertake the level of environmental management detailed below per site and an additional sum of £8,880 as part of the first Capital Works Programme (CWP) for certain specified items.

The identified capital works programme 2013-16 is attached at Appendix 3, after which time a further application may be made for future works.

It is intended that much of this work will be undertaken by the local volunteer groups under the direction of the "Wild about Tamworth" project, with some of the larger tasks being carried out by the Council's Street Scene team or specialist contractor where necessary.

The resulting HLS agreement for Tamworth Borough Council's landholding is summarised below, highlighting the specific land management tasks that are required to be undertaken on the individual sites. The annual payment schedule for this is attached as Appendix 2

**Broadmeadow**

HK16 Restoration of grassland for target features  
HK18 Supplement for haymaking

### **Wigginton Park**

(Note: these options only apply to 1 hectare of the site, located in the south-western area.)

HK7 Restoration of species-rich, semi-natural grassland  
HK18 Supplement for haymaking

### **Tameside**

HK16 Restoration of grassland for target features  
HK18 Supplement for haymaking

### **Egg Meadow**

Q6 Maintenance of fen  
HQ11 Wetland cutting supplement

### **Hodge Lane**

HC7 Maintenance of woodland  
HK7 Restoration of species-rich, semi-natural grassland  
HK18 Supplement for haymaking  
HQ2 Maintenance of ponds of high wildlife value > 100 sq m

### **Warwickshire Moor**

HQ4 Restoration of reedbeds  
HQ7 Restoration of fen  
HQ11 Wetland cutting supplement

### **Kettlebrook**

(Note: these options only apply to the grassland at south-eastern end of the site).

HK7 Restoration of species-rich, semi-natural grassland  
HK16 Restoration of grassland for target features  
HK18 Supplement for haymaking

### **Dosthill Park**

HK16 Restoration of grassland for target features  
HK18 Supplement for haymaking

This agreement is designed to deliver enhancements over and above the day to day maintenance currently undertaken, thus restoring or creating additional features to the land.

## **RESOURCE IMPLICATIONS**

The funding provided by the HLS scheme is indicated below. This funding is additional to existing revenue budgets and is specifically for the enhancements detailed in the HLS agreement, therefore these funds are required to be ringfenced. A capital budget of £8,880 will need to be created for Years 1-3 (2013-14, 2014-15 and 2015-16) in order to facilitate the Capital works.

All monies are required to be released to enable the agreed works to be undertaken.

	<b>HLS Payment</b>	<b>HLS Capital Payment</b>
<b>Year 1</b>	£10,953	£2,960



<b>Year 2</b>	£10,953	£2,960
<b>Year 3</b>	£10,953	£2,960
<b>Year 4</b>	£10,953	
<b>Year 5</b>	£10,953	
<b>Year 6</b>	£10,953	
<b>Year 7</b>	£10,953	
<b>Year 8</b>	£10,953	
<b>Year 9</b>	£10,953	
<b>Year 10</b>	£10,953	
<b>TOTAL</b>	<b>£109,530</b>	<b>£8,880</b>

### **LEGAL/RISK IMPLICATIONS BACKGROUND**

Failure to deliver the HLS action plan in respect of day to day site management and the agreed capital works will result in some or all of the funding being withdrawn.

### **SUSTAINABILITY IMPLICATIONS**

The HLS agreement provides a 10 year delivery plan for environmental improvements to all land being managed under the scheme; this in turn will provide future sustainability through long term development.

### **BACKGROUND INFORMATION**

The Higher Level Stewardship (HLS) scheme is one of DEFRA's Environmental Stewardship schemes. The HLS scheme, which is administered by Natural England, is a ten year commitment to undertake a specific selection of habitat management and creation/restoration options that are tailored to meet the individual requirements of a site or landholding.

HLS is targeted towards landholdings that currently support significant biodiversity, archaeological or heritage interest, and/or are willing to restore or create further areas of interest. As part of the ten-year commitment, Natural England will pay a financial contribution to the annual tasks required to achieve this appropriate conservation management.

In addition, there is a Capital Items Budget, available as part of a Capital Works Plan (CWP), that aims to implement such items as the installation of appropriate infrastructure, pond, habitat creation and educational access payments. The CWP is based on a three-year period with the option to submit subsequent programmes in the following years, subject to available budget.

### **REPORT AUTHOR**

Sarah McGrandle – Head of Environmental Management

### **LIST OF BACKGROUND PAPERS**

### **APPENDICES**

Appendix 1- Location maps

Appendix 2- Annual payment schedule for tasks

Appendix 3 - Capital Works Program 2013-2016

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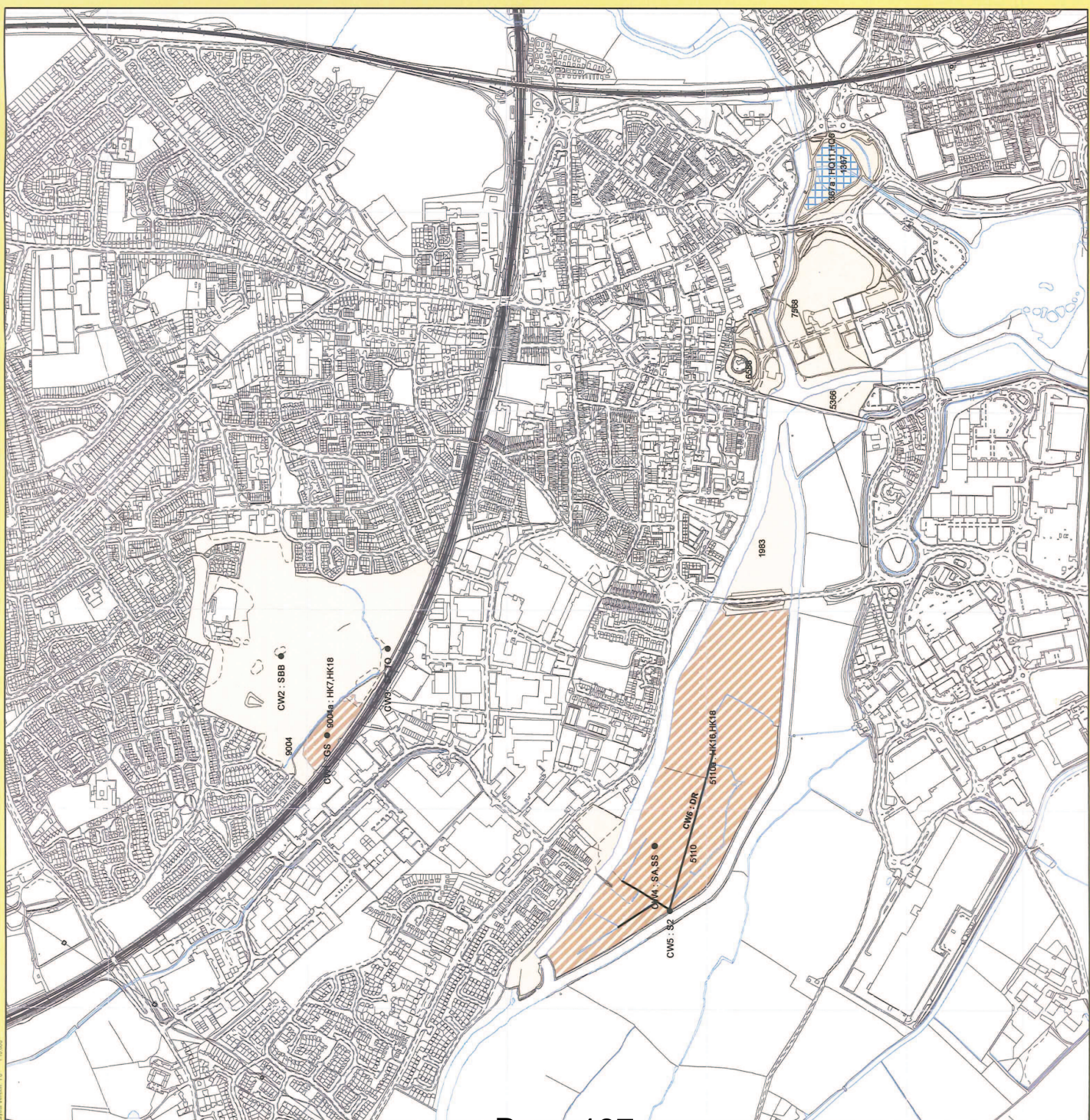
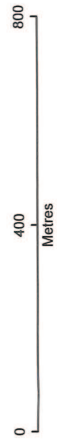
# HIGHER LEVEL STEWARDSHIP AGREEMENT MAP

- Options**
- Maintenance of hedgerows/ditches of very high environmental value
  - Management of woodland edges/hedgerow buffer strips
  - Protection of trees  
\*Number within circle represents number of trees in parcel
  - Woodland and orchards
  - Visibility of archaeological features on moorland
  - Historic and landscape
  - Buffer strips and grass margins
  - Arable land
  - Encourage a range of crop type
  - Maintenance of watercourse fencing
  - Resource protection
  - Grassland
  - Upland grassland and moorland
  - Linear access (agreements to October 2010 only)
  - Permissive open access (agreements to October 2010 only)
  - Lowland heathland
  - Inter-tidal and coastal
  - Wetland

Option codes are annotated on the map. Please see scheme handbooks for detailed explanation of each option code.

Supplemental options are annotated where present e.g. HL13, HR4

- CA1FC CPTGF CLIWS Capital Item
- 1234 RLR field number
- Positions of capital items are indicative and for identification purposes only
- Remaining land comprising agreement area



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Application Ref: AG00424800



# HIGHER LEVEL STEWARDSHIP AGREEMENT MAP

## Options

- HB Maintenance of hedgerows/ditches of very high environmental value
- HC0HC Management of woodland edges/hedgerow buffer strips
- HC0HC Protection of trees  
\*Number within circle represents number of trees in parcel
- HC0HC/0HC Woodland and orchards
- UHD/0HD Visibility of archaeological features on moorland
- HD0HD Historic and landscape
- HE0HE Buffer strips and grass margins
- HF0HF Arable land
- HG0HG Encourage a range of crop type
- HJ0HJ Maintenance of watercourse fencing
- HJ0HJ/0HJ Resource protection
- HK0HK Grassland
- HL0HL/0HL/0HL Upland grassland and moorland
- HN Linear access (agreements to October 2010 only)
- HN Permissive open access (agreements to October 2010 only)
- HO Lowland heathland
- HP Inter-tidal and coastal
- HQ Welland

Option codes are annotated on the map. Please see scheme handbooks for detailed explanation of each option code.

Supplemental options are annotated where present e.g. HL13, HR4

- CA1/PC Capital item
- CPI/GF Capital item
- CL1/WS Capital item

Positions of capital items are indicative and for identification purposes only

- 1234 RLR field number
- Remaining land comprising agreement area



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Application Ref: AG00424800



# HIGHER LEVEL STEWARDSHIP AGREEMENT MAP

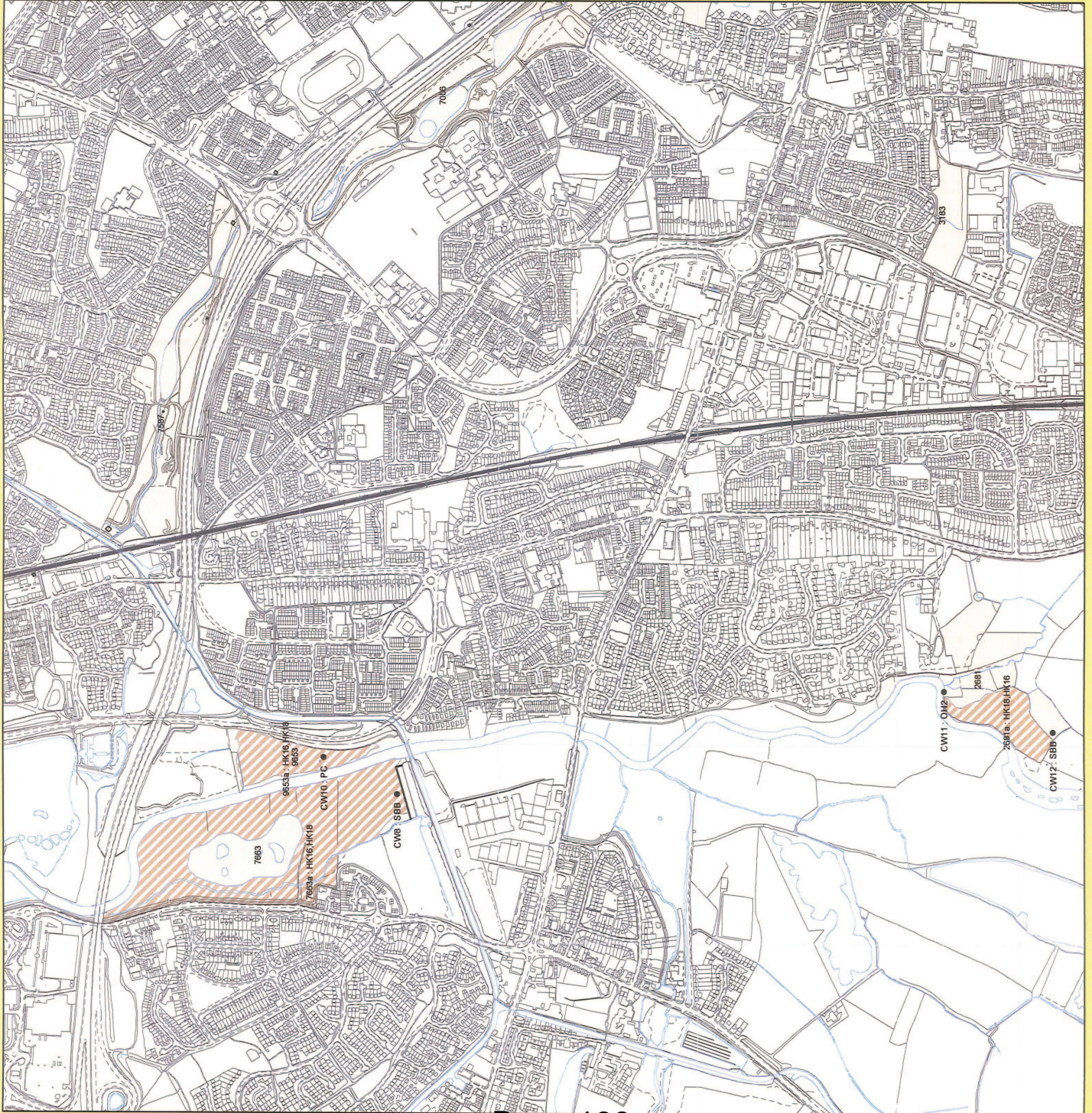
- Options**
- HB Maintenance of hedgerows/ditches of very high environmental value
  - HC/OHC Management of woodland edges/hedgerow buffer strips
  - HC/OHC Protection of trees  
\*Number within circle represents number of trees in parcel
  - HC/UHC/UOHC Woodland and orchards
  - UHD/UOHD Visibility of archaeological features on moorland
  - HD/OHD Historic and landscape
  - HE/OHE Buffer strips and grass margins
  - HF/OHF Arable land
  - HG/OHG Encourage a range of crop type
  - HJ/OHJ Maintenance of watercourse fencing
  - HJ/OHJ/UO/HJ Resource protection
  - HK/OHK Grassland
  - HL/OHL/UHL/UOHL Upland grassland and moorland
  - HN Linear access (agreements to October 2010 only)
  - HN Permissive open access (agreements to October 2010 only)
  - HO Lowland heathland
  - HP Inter-tidal and coastal
  - HQ Wetland

Option codes are annotated on the map. Please see scheme handbooks for detailed explanation of each option code.

Supplement options are annotated where present e.g. HL13, HR4

- CA1/PC CPT/GF Capital item
- 1234 RLR field number
- Remaining land comprising agreement area

Positions of capital items are indicative and for identification purposes only



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Application Ref: AG00424800



# HIGHER LEVEL STEWARDSHIP AGREEMENT MAP

- Options**
- Maintenance of hedgerows/ditches of very high environmental value
  - Management of woodland edges/hedgerow buffer strips
  - Protection of trees  
\*Number within circle represents number of trees in parcel
  - Woodland and orchards
  - Visibility of archaeological features on moorland
  - Historic and landscape
  - Buffer strips and grass margins
  - Arable land
  - Encourage a range of crop type
  - Maintenance of watercourse fencing
  - Resource protection
  - Grassland
  - Upland grassland and moorland
  - Linear access (agreements to October 2010 only)
  - Permissive open access (agreements to October 2010 only)
  - Lowland heathland
  - Inter-tidal and coastal
  - Wetland

- HB
- HC/OHC
- HC/OHC
- HC/OHC/UCHC
- UH/UOHD
- HD/OHD
- HE/OHE
- HF/OHF
- HG/OHG
- HJ/OHJ
- HJ/OHJ/UOHJ
- HK/OHK
- HL/OHL/UHL/UOHL
- HN
- HN
- HO
- HP
- HQ

Option codes are annotated on the map. Please see scheme handbooks for detailed explanation of each option code.

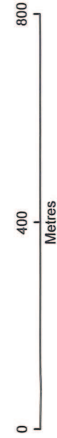
Supplement options are annotated where present e.g. HL13, HR4

CAI/PC CP1/GF CL1/WS Capital item

Positions of capital items are indicative and for identification purposes only

1234 RLR field number

Remaining land comprising agreement area



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Application Ref: AG00424800



**PART 1B**  
**Annual payment schedule for HLS options (excluding capital items) Years 1-10**

Options	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
HC7 Maintenance of woodland	£249.00	£249.00	£249.00	£249.00	£249.00	£249.00	£249.00	£249.00	£249.00	£249.00
HK7 Restoration of species-rich, semi-natural grassland	£556.00	£556.00	£556.00	£556.00	£556.00	£556.00	£556.00	£556.00	£556.00	£556.00
HK16 Restoration of grassland for target features	£4,954.30	£4,954.30	£4,954.30	£4,954.30	£4,954.30	£4,954.30	£4,954.30	£4,954.30	£4,954.30	£4,954.30
HK18 Supplement for haymaking	£2,549.25	£2,549.25	£2,549.25	£2,549.25	£2,549.25	£2,549.25	£2,549.25	£2,549.25	£2,549.25	£2,549.25
HN8 Educational access - base payment	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00
HN9 Educational access - payment per visit	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00

**PART 1B**  
**Annual payment schedule for HLS options (excluding capital items) Years 1-10**

Options	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
HQ2 Maintenance of ponds of high wildlife value > 100 sq m	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00
HQ4 Restoration of reedbeds	£30.60	£30.60	£30.60	£30.60	£30.60	£30.60	£30.60	£30.60	£30.60	£30.60
HQ6 Maintenance of fen	£69.00	£69.00	£69.00	£69.00	£69.00	£69.00	£69.00	£69.00	£69.00	£69.00
HQ7 Restoration of fen	£49.80	£49.80	£49.80	£49.80	£49.80	£49.80	£49.80	£49.80	£49.80	£49.80
HQ11 Wetland cutting supplement	£315.00	£315.00	£315.00	£315.00	£315.00	£315.00	£315.00	£315.00	£315.00	£315.00
<b>Total HLS payment years 1-10</b>	<b>£10,952.95</b>	<b>£10,952.95</b>	<b>£10,952.95</b>	<b>£10,952.95</b>	<b>£10,952.95</b>	<b>£10,952.95</b>	<b>£10,952.95</b>	<b>£10,952.95</b>	<b>£10,952.95</b>	<b>£10,952.95</b>



## Capital works plan and payments

## Schedule of works:

Works for each plan must be completed by the end date of the plan.

Plan no.	Code	Description	Location/ boundary reference	Grant rate (£)	Quantity to complete	Eligible grant (£)	Must be completed by:
1	GS	Supp: Use of Native Seed	CW1	750.00/item	1	825.00	Feb 2016
1	PC	Pond creation - first 100 sq m	CW10	3.00/m2	100.00 m2	300.00	Feb 2016
1	OH2	Otter holt - concrete pipe & chamber construction	CW11	203.00/item	1	203.00	Feb 2016
1	SBB	Bat / Bird box	CW12	28.00/item	8	224.00	Feb 2016
1	PH	Hedgerow planting - new hedges	CW13	5.00/m	150.00 m	750.00	Feb 2016
1	SBB	Bat / Bird box	CW14	28.00/item	8	224.00	Feb 2016
1	TS2	Tree Surgery major to include major pollarding	CW15	89.00/item	7	623.00	Feb 2016
1	SBB	Bat / Bird box	CW16	28.00/item	8	224.00	Feb 2016
1	GS	Supp: Use of Native Seed	CW17	750.00/item	1	675.00	Feb 2016
1	SBB	Bat / Bird box	CW2	28.00/item	8	224.00	Feb 2016
1	SF	Planting fruit trees	CW3	17.00/item	10	170.00	Feb 2016
1	TO	Orchard tree guard (tube and mesh)	CW3	3.30/item	10	33.00	Feb 2016
1	SA	Scrub management < 25% cover	CW4	228.00/ha	2.00 ha	456.00	Feb 2016
1	SS	Scrub Control - Base Payment	CW4	76.00/item	1	76.00	Feb 2016
1	S2	Timber sluice	CW5	314.00/item	1	314.00	Feb 2016
1	DR	Ditch, dyke and rhine restoration	CW6	2.90/m	650.00 m	1,885.00	Feb 2016
1	GS	Supp: Use of Native Seed	CW7	750.00/item	1	750.00	Feb 2016
1	SBB	Bat / Bird box	CW8	28.00/item	8	224.00	Feb 2016
1	PH	Hedgerow planting - new hedges	CW9	5.00/m	140.00 m	700.00	Feb 2016

**Total payment:** 8,880.00

Failure to complete and submit a claim for items by the date shown may be considered by Natural England as a breach of your agreement and you may have to repay any grant received, including payments for annual options.

**Claim profile:**

The following is the value of the work expected to be completed in each year of your agreement. You will be expected to complete works at least equal to this amount.

<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
2,960.00	2,960.00	2,960.00	0.00	0.00

<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
0.00	0.00	0.00	0.00	0.00

**Total payment:** 8,880.00

## REPORT OF THE PORTFOLIO HOLDER FOR THE ENVIRONMENT AND WASTE MANAGEMENT

### PROPOSED BROADMEADOW LOCAL NATURE RESERVE

#### EXEMPT INFORMATION

No

#### PURPOSE

To inform members of the recent transfer of the Broadmeadow site into Council ownership and to approve the attainment of Local Nature Reserve Status and future environmental improvements.

#### RECOMMENDATIONS

Members are asked to note the details of the report and to:-

- 1 Approve the commencement of the tender process to create access to the land and to delegate authority to the Portfolio Holder for Economic Development and Enterprise and the Director of Assets and Environment to enter into contract with the most viable tender and to obtain all necessary statutory approvals to facilitate this.
- 2 To authorise the Portfolio Holder and the Director of Assets and Environment to make the necessary arrangements for the designation process for Broadmeadow to attain Local Nature Reserve status.
- 3 Authorise the release of all of the S106 monies, currently £128,220, attributable to the site to enable the access works and environmental improvements to be undertaken.

#### EXECUTIVE SUMMARY

Broadmeadow is one of the key sites for nature conservation both in Tamworth and Staffordshire. The site is recognised as a Site of Biological Importance (SBI) (also known as a Local Wildlife Site) due to its Lowland Meadow habitat. Lowland meadows are both nationally and locally rare habitats and are included in the United Kingdom Biodiversity Action Plan (UK BAP) and the Staffordshire Biodiversity Action Plan (SBAP) as a priority habitat for conservation

One of the key botanical species found at Broadmeadow is the Snake's Head Fritillary (*Fritillaria meleagris*) which is very rare in Staffordshire and is native to only two sites in the county: Broadmeadow and Motte Meadows SSSI (Site of Special Scientific Interest), near Wheaton Aston. Protecting the Snake's Head Fritillary population is therefore a priority for the site and introducing appropriate habitat management is vital, as the absence of such management has led to the majority of the site becoming dominated by rank, species-poor grassland.

Due to the decades of neglect the site has experienced, a concerted effort is now required in an attempt to restore the site's biodiversity interest.

Broadmeadow has previously been identified as a potential Local Nature Reserve due to its significant biological interest and it is the intention that the Wild About Tamworth Project Officer works with the Council to bring the site up to the required standards in order to

commence the designation of the site as a Local Nature Reserve. This will include the day to day management of the site by the Council's Street Scene service and the implementation of several capital works which have been identified to improve the site, and funded under the Higher Level Stewardship scheme. These capital works will be undertaken between 2013 and February 2016. It will also be the intention that the Wild about Tamworth Project seeks to form a local "friends of" group to try and secure local and sustained volunteering on this site as with other local nature reserves within the Borough.

In January 2013 the S106 agreement for Broadmeadow was finally completed and the land transferred into the Council's ownership together with all funding from the S106 agreement.

The first priority on the site is to demolish the existing condemned bridge and achieve suitable access, as vehicular access is vital to the future maintenance and development of the site and to remove the redundant pipeline from the land contained within the 'island' area. Vehicle access will be restricted to official maintenance vehicles and will not be for general public access.

## RESOURCE IMPLICATIONS

All funding for the environmental improvements to the site has been secured through either S106 payments for the site or Higher Level Stewardship funding for the area.

<b>S106</b>		<b>Usage of funding</b>
<b>Payment 1</b> PM4718 R6202	£78,656	Originally for development of conservation site but varied in the final agreement to be used for create adequate site access.
<b>Payment 2</b> PM4718 R6224	£49,565	For maintenance of public open space and weir.
	<b>Revenue</b>	
<b>HLS</b>	£3,492	Paid annually for 10 years.
	<b>Capital Cost for</b>	<b>2013-2016</b>
<b>HLS 2013-16</b>	£2,731	

There are two S106 agreement payments for the Broadmeadow site, as above. It is intended that the access works be funded from both Payment 1 and 2, the further development and maintenance of the site will be funded from the remainder of these S106 payments together with the annual revenue contribution from the HLS funding. The on site capital works will be funded from the agreed HLS capital payment for 2013-16 (Appendix 2). Further capital works can be applied for in future years of the scheme.

## LEGAL/RISK IMPLICATIONS BACKGROUND

Failure to deliver the HLS works will result in all or part of the funding being withdrawn

## SUSTAINABILITY IMPLICATIONS

The HLS scheme gives a 10 year funding program to develop and maintain the site. Once the site is designated as a Local Nature Reserve this will also protect the site for future generation as a conservation area. In addition conditions of the S106 agreement requires the land be used for conservation. The WAT (Wild About Tamworth) project is now well established within Tamworth and there is an ongoing commitment from this to manage the site for future generations.

## BACKGROUND INFORMATION

In the 1990's Tamworth's Development Plan identified the Smurfit Site on Lichfield Road for

residential development. McLean Homes (Midlands) subsequently developed the site in accordance with a planning permission which was accompanied by a S106 agreement. The S106 covered a number of issues relating to matters such as affordable housing, off site highway works and most importantly the public open space. The developers completed the development around 2000 but the S106 agreement was not completed. The S106 agreement required the transfer of Broadmeadow (an 'island' between the two channels of the River Tame) and an area of open space on the Lichfield Road side, which is designated as flood plain, to be developed as a conservation area. The S106 agreement included payment to Tamworth Borough Council for future maintenance and conservation on site. See Appendix 1 – site plan, all coloured land has transferred to Tamworth Borough Council.

Broadmeadow is an area of superb ecological interest, which regularly floods, and currently cannot be accessed by any vehicles due to the poor structural quality of the existing bridge (which is currently closed to both vehicles and pedestrians), with pedestrian access gained over a footbridge that sits above the weir.

Over the years, but more intensively during the last two years, officers have negotiated with Taylor Wimpey (the successors to McLean Homes (Midlands) Ltd.) to secure the transfer of the land. The negotiations have included discussions to vary the original S106 agreement to provide some flexibility in the way money, contributed by McLean Homes, could be spent, the variation means that money contributed towards a conservation project could be directed to the creation of adequate vehicular access to the site.

Additional money for the future maintenance of the on site open space has been secured through Natural England's Higher Level Stewardship scheme (HLS).

#### **REPORT AUTHOR**

Sarah McGrandle - Head of Environmental Management

#### **LIST OF BACKGROUND PAPERS**

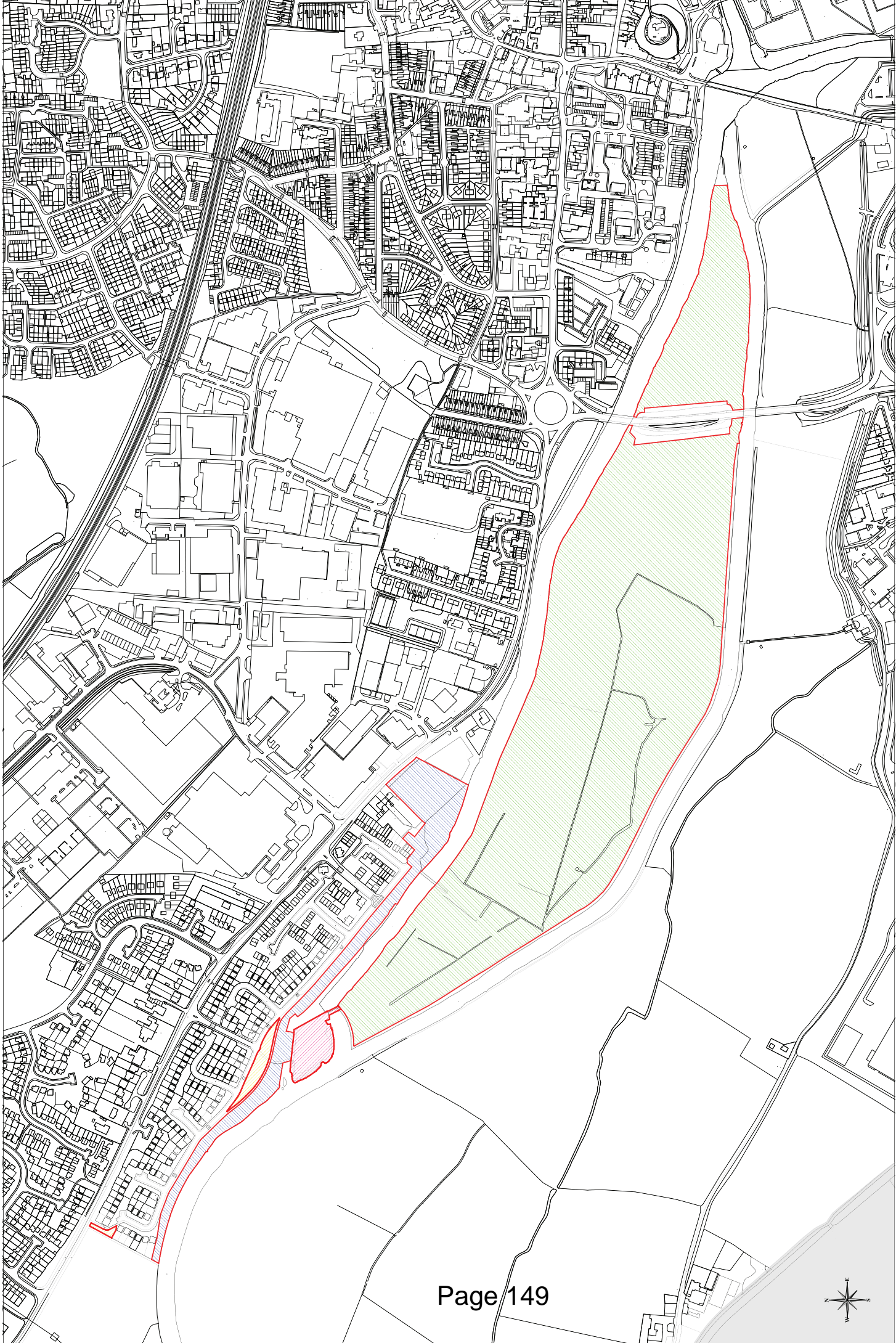
None

#### **APPENDICES**

Appendix 1 – Site Plan

Appendix 2 – Approved capital works

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10<sup>th</sup> April 2013**REPORT OF THE PORTFOLIO HOLDER FOR COMMUNITY DEVELOPMENT****PROPOSED RE- LOCATION OF THE AMINGTON AND STONYDELPH LOCALITY WORKING COMMUNITY HUBS****EXEMPT INFORMATION**

N/A

**PURPOSE**

- To inform Cabinet of issues relating to Locality Working hub use to date and the business case supporting the need to move from the present hub locations.
- To seek approval to implement the proposed moves for the Amington and Stonydelph Locality Working hubs from their current locations.
- To reflect on and update the role of a community hub within the Locality Working (LW) model.

**RECOMMENDATIONS****That Cabinet:**

- 1. Endorse the report as attached and progress to date;**
- 2. Approve the proposed move of the Stonydelph hub from the Craven location to St. Martins Church (subject to final agreement with the Church).**
- 3. Approve the proposed move of the Amington Hub from the Kerria shop unit to the Kerria Youth Centre building (subject to final agreement from partner agencies)**

**EXECUTIVE SUMMARY**

The following report outlines the:

- objectives of Locality Working;
- need for a locality hub;
- review of the premises;
- obstacles faced and the plan ahead.

Supported by an independent report, the review of the Locality Working premises recommends the relocation of the hubs from TBC managed offices (Crowden Road and Kerria Centre) into premises operated by partners within their respective localities (St Martins Church and Kerria Youth Centre). These proposals respond to the need to deliver effective locality working while maintaining a more sustainable budget. These moves are also compatible with the aims of locality working to contribute to multi-agency joint working through best use of resources. The moves will build on joint work with partners in both localities, maximising the use of premises and further building strong relationships in communities.

There is precedent for shared premises within localities. The Community Development Officer (CDO) for Glascote has always been based in Glascote Library, and the Belgrave CDO moved into the Belgrave Community Fire Station in 2011. This has proven successful as the CDO's can focus on the Locality Working initiative with less resource spent on building responsibilities.

The use of St Martins Church and Kerria Youth Centre will be cost effective in that the associated costs indicated in initial discussions are at a level that will be more sustainable in future years and will save officer time as the buildings will be managed by St. Martin's staff / committee (Stonydelph) and the Community Together CIC (Amington).

St Martins Church and Kerria Youth Centre allow better access to services and provide opportunities to deliver more services as the buildings:

- Are open more hours in a day and also weekends and evenings;
- Are larger buildings with more rooms, larger rooms and additional facilities (café, halls, kitchen...);
- The additional capacity will allow more services to be delivered at one time;
- Both are located in the shopping precinct at the centre of the locality area, which has greater footfall.

A range of possible negative impacts of the move include loss of a visible building in the west of Pennine Way (Stonydelph), possible reduction in the momentum developed at the existing hubs. Potential impact on new Stonydelph partner agencies/customers who may perceive a church as an unsuitable place to access services.

These impacts have been reviewed and although they remain a possibility it is felt that the positive benefits of shared premises, along with the financial constraints which preclude ongoing independent hubs outweigh the limited risk. There is also confidence that the successful momentum developed through locality working in both Stonydelph and Amington will be sustained at new premises as was the case in Belgrave.

The option to move the Stonydelph and Amington Hubs from their present locations to shared premises will:

- Reduce the costs of building / overheads;
- Reduce the officer time spent on building management;
- Support an increase in joint working in the both localities.

## **RESOURCE IMPLICATIONS**

### **Financial:**

The Stonydelph building currently costs £8,000 and the Amington £5,000 per annum for overheads and maintenance. The costs of premise overheads and maintenance have to date been resourced through external funds managed by TBC. This external funding ended in 2010 and it is only through prudent budget management that sufficient funds to this date have been available.

The move to shared premises in Stonydelph and Amington will relieve pressure on diminishing external funds and will release the present buildings for alternative use. The recommendation to relocate will save £5,000 in Stonydelph and £2,000 in Amington annually on overhead costs alone. Without a move to less expensive

premises in the near future, it will become necessary to find additional resources to sustain the hubs and more difficult to address a forced move due to lack of funds later in the year. Vacating the premises in the near future will enable a small balance of funds to be used to contribute to overhead costs at St. Martins and Kerria.

**Human:**

There are no human resources issues arising from this report.

**Property:**

This move will make available two TBC assets, which have benefited from refurbishment and improvements over the last three (Stonydelph) and nine (Amington) years.

**LEGAL/RISK IMPLICATIONS BACKGROUND**

A service level agreement will need to be in place in both cases. The operational risks associated with Locality Working are managed via the risk assessment process. The recommendations identified in the report will be used to manage the strategic risks associated with Locality Working.

**SUSTAINABILITY IMPLICATIONS**

The recommendation will provide greater financial stability as it will reduce the costs involved in delivering the Locality Working initiative. The CDO will not be distracted by building management issues and able to focus on Locality Working, creating stronger partnerships and delivering more services in the area thus supporting a positive social change.

**BACKGROUND INFORMATION**

**The Beginning**

Locality Working was a 2007 pilot programme in Amington as part of the county's Learning to Deliver (L2D) programme p16. A multi-agency approach to deliver services in defined locations was agreed as the way forward. The Locality Working initiative was then rolled out into an additional 3 areas of most need based on the Indices of Multiple Deprivation (IMD): Belgrave; Glascote; and Stonydelph.

Locality Working means:

- A stronger understanding of localities
- A more effective and joined up response to people's needs
- A greater engagement with local communities and their representatives
- To focus on local solutions to local problems

**Management of hubs also known as ARCHs**

There are a number of benefits of managing premises, mainly the flexibility of its use and the control of opportunities for shared working with partners and residents. But with these opportunities, comes responsibilities of management and pressure on budgets. The Belgrave hub moved in 2011 to the new Fire Station which offered larger, new premises at no cost.

There have been many discussions in Amington to move into the youth centre, but

negotiations had not progressed until a recent situation where a community led social enterprise has shown a desire to take on the premise and is keen for the hub to relocate as soon as possible.

The Stonydelph hub is at present based in a large building that has not attracted the number of services and is therefore under-utilised. Despite this the CDO is required to spend a significant amount of time on site and in dealing with management issues of security, overheads, timetabling of services and maintenance. Both moves would free up this management time to enable CDOs to focus on developing joint activity in localities and to encourage and support an increase in service provision.

### **Review of the Premises**

The report (see attached) found that the Stonydelph ARCH had been a busy centre, but due to the floods and staff absence, there has had a lasting impact on services, community engagement and the local community groups. The general lack of footfall in the vicinity makes it a difficult task to re-energise the community and the once emerging community groups. Although there are services being delivered in the ARCH, they are not utilising its capacity nor making best use of resources.

The Amington hub likewise has been a significant element of locality working and provided the basis for the hub model in Tamworth. Given the present financial situation it is felt that the Locality Working hub be located within the proposed new community centre (based in the existing Youth Club) in addition to a children's centre locally was creating a surplus of access points that would benefit from closer integration.

The hubs have been, and in their new format, remain an extremely useful component of LW but have not become a means of attracting service provision from partners at the level first envisaged. The use of an identifiable local base in a central location that can support service delivery and facilitate joint working and the establishment of more effective joint working remains. However the need for a separate building for this purpose has been found to add increased administrative pressure and ongoing costs that cannot be sustained.

Although this report highlights issues relating to the future use of stand alone community hubs, they have been successful in that they have provided agencies with space to provide services for local residents. Those agencies that do use the ARCHs (hubs) have benefited immensely.

Testimonials from partners have highlighted the benefits of the arch:

*“To me the whole idea is having a local venue which local people start to see as the key one stop shop to all public sector services. That means that their problems can be seen in the round rather than separated out between different departments.”*

*“We can't provide as good a service as we once did so locality working is a good way of reducing costs by partnership working.”*

*“There are a very wide range of activities which would not otherwise have occurred – examples are training for volunteering, murals and art projects with local youths, advice sessions, community tidy ups” (P21 2011 Locality Working review).*

There is a real need for facilities in locality areas for the community to utilise. Due to

unforeseen circumstances, the Stonydelph building has not been able to deliver a consistent level of services with irregular buy-in from partners and the Amington hub is located a few yards from a more appropriate premise. Investigation has determined that both communities would be better served from shared premises without a reduction in the benefits gained to date.

In the case of Stonydelph, all efforts to support community organisations to manage the premises have been exhausted and an alternative option needs to be explored. The premises review report suggested the following options (P18):

- a) maintain the ARCH at its current location;
- b) maintain the ARCH at its current location within a broader based community run building;
- c) relocate ARCH services to St Martin's Church; and
- d) relocate ARCH services to the Stonydelph Health Centre.

Reviewing the above, an 'options paper' was prepared which summarised the problems, options and the next steps. The review initially suggested 'option B' as the best option. But after a process of discussion and offering the opportunity to take on the building, two local community groups decided not to take up the offer. This, as a result, required a review of the options given the circumstances.

'Option C' now offers the best opportunity to continue delivering the services we have, with the opportunity of increased capacity to deliver more. Initial discussions with the Rev Ian Murray and the committee, they have expressed an interest in the offer and are happy to explore the options. Partners have been consulted and have not raised any serious concerns about delivering services at St Martins Church.

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#### **LIST OF BACKGROUND PAPERS**

Cabinet Paper: Locality Working Mid-term Review - 2nd November 2011  
Learning to Deliver  
Locality Working Review Report Nov 2011  
Locality Working Premises Review 2012  
Locality Working Premises Review - Moving Forward on Options 2012

#### **APPENDICES**

Enc. 1 - Locality Working Review Report 2011  
Enc. 2 - Locality Working Premises Review 2012  
Enc. 3 - Locality Working Premises Review - Moving Forward on Options 2013  
Enc. 4 - Locality Area Map

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**Locality Working**  
**Mid-term Review**

**Sept 2011**

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## **Purpose of Review**

- To review progress against the original aims of Locality Working (LW)
- To reflect on activity to date, identifying motivators and barriers.
- To consider progress in light of present strategic partnership structures and priorities.
- To reflect on how the current model fits with central government priorities such as Big Society and Localism.
- To discuss with stakeholders, their understanding, experience and assessment of LW.
- To make recommendations to Tamworth Borough Councils (TBC) Cabinet and the Tamworth Strategic Partnership Board (TSP)

## **Methodology**

### **Desk research**

A range of existing papers and reports have been reviewed to provide a context for locality working, examples of activity and evidence of progress.

- L2D Report and updates
- Locality Working plans, Cabinet papers, updates and reports
- Locality Profiles
- Community Survey data 2009 & 2011
- Partner Buy-in Report Aug 2011
- Community Engagement Framework
- CSP Strategic Assessment
- Cohesion and Engagement Mapping work

### **Face to face Interviews.**

An independent interviewer carried out face to face interviews with a range of key stakeholders. It was not possible to involve all partners but contributions came from across the spectrum of partners. Interviews were informal but followed an agreed topic guide with discussion allowed to flow from this start point.

The aim of the interview was to gain input from key stakeholders on progression of multi-agency working through discussion of: -

- Understanding of the concept
- Support for the approach
- Experience of implementation
- Strengths and weaknesses identified

### **Analysis and reporting**

Analysis of available reports together with data on outputs and interview contents were reviewed to provide a background and context for present and planned activity. This information was analysed to produce findings and recommendations on issues raised, barriers encountered and potential mechanisms to maintain and develop progress.

### **Background to locality working**

In 2007 GOWM offered Local Strategic Partnerships within its region the opportunity to be part of a small development programme “Learning 2 Deliver” (L2D) that would help to improve delivery of their Sustainable Community Strategies and Local Area Agreement outcomes.

The project was innovative in that the 8 districts within Staffordshire chose to work in partnership to collectively deliver the outcome ‘improved delivery of services and/or quality of life through better partnership working.’

The project identified some agreed key aims:

- Focus in one locality in each district to address issues of disadvantage
- Improved delivery of services and/or improved quality of life, through better partnership working
- Increased community involvement
- Identification of what factors make locality working more effective
- Identification of ‘disablers’ to effective partnership working

### **Pilot activity in Tamworth**

In Tamworth the area chosen was Amington as this community was already the focus for a multi-agency approach by partners, following its identification as a designated area for action in response to concerns around community safety and other deprivation issues. There was an additional benefit in that a community development officer was in place to coordinate L2D activity and feed in to the County project.

The L2D pilot supported a widening recognition of the benefits of joint working and encouraged partners to engage. Colleagues from Police, Street Wardens, Homestart and other voluntary sector organisations began to look at focussing their efforts through a joint approach in the area. The outcome of the pilot, which was led by Tamworth Borough Council, was the development and agreement of Locality Working as the approach in the Town to close the gap between designated areas of disadvantage and the majority of our communities.

A set of agreed principles were agreed across the County and these became the starting point for locality working in Tamworth.

- A Clearly Defined Area
- Resident Involvement and Capacity Building Support
- Support and commitment from the Local Authority and the LSP
- Quality Information to identify Key Issues and measure Improvement
- Commitment of Service providers to deliver at local level

## Locality Working in Tamworth

In simple terms, locality working has become the title given to neighbourhood level multi-agency activity where resources are focused upon a defined community in order to address issues of local need and disadvantage.

Here in Tamworth, locality working is a managed response to addressing

- The need for the better alignment of plans, policies and action;
- The need for partners to focus on shared priorities;
- The need for partners to make better use of diminishing resources.
- The effective sharing and use of data and knowledge to inform planning and resource allocation;

In order to strengthen the agreed approach, the opportunity was taken to establish a Community Development team, to build on the structure of the pilot and widen the focus of multi-agency work across localities. With the commitment of leaders within TBC and the LSP, Tamworth was able to expand the pilot and identify 4 areas of focus. TBC provided resource for 3 CDOs to coordinate activity within neighbourhoods with the fourth area following as soon as Local Public Service Agreement budget became available. A map of localities is attached at Appendix 1

## Why Locality Working?

- A stronger understanding of localities
- A more effective and joined up response to people's needs
- A greater engagement with local communities and their representatives
- To focus on local solutions to local problems

## The Tamworth Model

- An accessible facility in a central location in each priority locality. These are known locally as **ARCH** (Advice, Resource & Community Hub). This hub provides office space, meeting and training room together with private interview space for confidential services.
- A full-time Community Development Officer to co-ordinate and drive partnership activity, champion community engagement and act as primary contact for the locality.
- Access to existing and planned local services including the Police, PCSOs and Street Wardens, Health, Housing, Social Care & Health, Voluntary Sector and other services.
- A base for linking local people with elected Members and other community leaders.

- A developing range of service provision, delivered in response to local issues, identified by data and through engagement with residents
- Access for local people to plan and develop ideas for themselves and for other local people to participate in
- Neighbourhood Improvement Plans and localised delivery plans developed for each locality.
- Outcomes and overall performance monitored at locality level, at Management Team level and, by exception, at a strategic level via either the TSP or Borough Council Executive.

### **Variance across Staffordshire**

The model adapted in Tamworth is based on the same principles as in other districts but there are various models in action in response to local structure, history, issues and levels of commitment from various partner agencies.

In Newcastle locality working is operated across the entire Town; in Cannock steering groups in 3 localities co-ordinate delivery of activity and a public services board is being established for the priority Blake community; in East Staffs Neighbourhood Forums, with resident volunteers as Chair, identify key areas with coordinators responsible for partners responses: In South Staffs, the LSP work alongside the existing parish structure and Area Forums; in Stafford 3 localities have Signpost Centres with a working group to implement initiatives; in Lichfield 1 locality has strong resident engagement and support from a broad range of partners; Staffordshire Moorlands covers the whole district with elected members taking a lead role in addressing ward specific circumstances.

## **Implementation of Locality Working Model to Date**

**An accessible facility in a central location in each priority locality to provide office space, meeting and training space together with private interview space for confidential services.**

Four hubs are now in place in communities and are open and accessed on a weekly basis. Each hub contains a range of mixed and flexible space that can be utilised by service providers and the community. Hubs now have good recognition within their locality and their availability has contributed significantly to the project activity and service provision in each area.

The role of the hubs in providing space for community members to explore issues and develop their own activity has had a significant impact, with strong examples of local people participating not only as volunteers but leading on the development of projects. The availability of appropriate space for these activities in the future will be something that will be a challenge for partners but also for the residents as they become more empowered and independent within their own communities. Stakeholders feel that the hubs are a useful facility and serve to provide benefits to joint working and provide a vibrant centre for local people. They also feel they may be difficult to maintain in the future.

In the spirit of cooperation and best use of resources, alternative hub provision has been looked into. Within the localities there are a range of buildings that may serve to support joint working, with the benefit of shared expenses to partners providing potential sustainability. The Belgrave hub moved to the new fire station in September, with the Exley premises becoming the new base for Funkyds, an after school community group who were in urgent need of new premises. Discussions are underway with colleagues from Staffs County to look at the potential for the Kerria Youth Centre to change its role to act as a shared community hub in Amington.

**A full-time Community Development Officer to co-ordinate and drive partnership activity, champion community engagement and act as primary contact for the locality.**

Although the sometimes variable level of buy-in from partners (internal and external) has impacted on the ability to drive partnership activity in localities there have been a significant number of joint initiatives that have been enabled through the skills and capacity of the four Community Development Officers (CDOs). The majority of partners participating in locality working value the role of the CDOs in building links to new clients/customers and other agencies through their day-to-day work and they have become a key resource which links these neighbourhoods to public sector services. The development of additional locality forums in all localities during the next year may help formalise and support this role. Much effort has gone into attempts to engage a wide range of partners and a separate report on partner buy-in has been carried out.

Community engagement is evidenced throughout the projects delivered to date and is an effective way of working. Further to community involvement in projects there has been specific efforts to establish individuals and groups as volunteers to help support the hub. Alongside this there has been a growth in the number of local people who are beginning to establish themselves as independent groups or leaders of activity. During the period of locality working to date there has been a significant level of engagement going beyond the high quality consultation that has been a feature of many initiatives. Efforts to involve residents have become the norm for project activity involving the CDOs and progress in this area is widely recognised.

Feedback from the stakeholder survey provides a picture of the understanding of and perception about the key elements of this role.

#### **The role of CDOs** (extract from stakeholder interviews)

Feedback from the stakeholder interviews show there is majority support for the Community Development Officer (CDO) role, which is seen as separate from the actual physical hubs in which the CDOs are currently based.

However, in practice there were a number of different views.

- Those who supported the concept and had worked with the CDO.
- Those who supported the concept but found themselves too busy to liaise with the CDO.
- Those who did not support the CDO concept on the grounds that it duplicated their own work and that of others.

The view of CDOs about their own role and experience also reflected these different practices. The CDOs had more awareness than many other stakeholders of their role in encouraging multi agency working and building community capacity with many examples of work delivered to achieve this.

#### **Access to existing and planned local services; including Police and Street Wardens, Health, Housing, Social Care & Health, Voluntary Sector and other services.**

The aim of establishing more effective multi-agency working between agencies has generally been extremely positive. The different levels of joint/ partnership working have identified and addressed gaps and have created opportunities to make lasting differences within targeted communities.

A question raised through the partner buy-in report is whether we have reached a peak with the number of partners we are working with. In 2009 there were 30 partners that were contributing to the project. At present the number of partners we regard as regularly active is around the same spread throughout the 4 localities. From these, around 18 partners, (many of which are strategic or core voluntary and third sector groups), have been involved with locality working throughout. The rest are groups and agencies that have

come and gone for whatever reason, but it seems that despite the fluctuation the principal numbers have remained the same.

The process of gaining interest and buy-in from partners is a demanding task and has taken many hours of time from each of the development workers. In one recent month alone there were over 40 meetings and schedules made to bring potential partners into the hubs and the project.

None of the existing hubs are utilised to their capacity, which may indicate that the number of service providers that have changed the way they provide support to these neighbourhoods has not increased as expected. Certainly, there appears to be a widespread recognition by partners of a need to focus attention on these neighbourhoods and that organisations are supporting the aim of closing the gap through these efforts.

### **A base for linking local people with elected Members and other community leaders.**

Both District and County Councillors have been active and contribute to locality working. Some utilise the hubs for regular surgeries or community meetings. Many support and contribute to individual projects and activities, such as Christmas events, supporting resident groups or the community cafe and others are supporting and leading the development of locality forum as a means to build new relationships and to drive activity in their communities. Through the work of CDOs, local people have become more aware of the role of elected members and how they can connect to this role.

### **A developing range of service provision, delivered in response to local issues, identified by data and through engagement with residents**

Robust and up to date data and local information/intelligence is now certainly more readily available for the localities. Much of the data is available through reports commissioned by the project from the Staffordshire Observatory. Arising directly from the project is valuable information collected through formal community surveys and local intelligence gathered through better engagement and interaction with residents by partners.

Local issues such as litter, lack of services and facilities for children and young people are agreed by both service providers and residents alike but areas such as obesity, smoking, early death and mental health do not generally come from local people as a priority. Based on the strengthening relationships that are developing with local people, further engagement of residents by health professionals through locality working work can develop relationships that should enable these conversations to take place.

### **Access for local people to plan and develop ideas for themselves and for other local people to participate in**

The work of the community development team and partners has led to the engagement of a number of active residents over the period and these local

people are involved in activity at a variety of levels. As volunteers at the hubs, supporting access, welcoming visitors and providing clerical support; as planners and participants in community projects, providing energy and enthusiasm that has helped to develop a range of well received events and project activity in all localities. A number of active citizens have also been able to bring forward their own ideas and receive support to investigate the potential to establish new groups that can move towards autonomous action in their own right.

Two examples are the Community Together events in localities, with over 1200 local people attending in 2010 and over 1400 in 2011, and the Participatory Budgeting pilots that have seen a significant level of engagement (550) from within these previously disengaged neighbourhoods in showing a desire to contribute to decision making in their community.

The growth in service provision at hubs has not increased at the level expected and buy-in has been irregular. The key information from a review of engagement activity carried out by the CD Team shows that a good deal of energy has been given to attempting to attract a range of service providers to deliver their service in localities. This activity, however, has not led to the expected level of increase in service provision by partners at a locality level

### **Neighbourhood Improvement Plans and localised delivery plans developed for each locality.**

A draft locality profile was drawn up for each locality during the first year, which included available data alongside information on organisations and activity in the area. This profile is being redrawn in 2011 with refreshed data and information that will provide an updated snapshot of each area will also identify changes to the area, some of which will have been impacted on by joint working in the area.

A pilot piece of work using community led planning took place in Amington, which will be fed into the Local Development Plan and be replicated in the other localities over the next year. This method of consultation is an attempt to engage local people in thinking about their community in the long-term rather than the often short-term consultations that can have mixed responses due to local recent incidents or publicity. The plan is to work with colleagues from planning in an attempt to ensure that local people's views are fed into the long-term development plans for the town and that people recognise the need to think about the long-term and how they can help to shape and contribute to the vision of One Tamworth.

A key focus over the forthcoming years should be to explore and realise opportunities for sustainable development in these areas, including redevelopment of appropriate sites.



**Outcomes and overall performance monitored at locality level, at Management Team level and, by exception, at a strategic level via either the TSP or Borough Council executive.**

There has been ongoing management and monitoring provided by the Council and through partner agencies via first the LSP and now the TSP. This mid term review has been carried out to inform TBC cabinet and the TSP of progress to date and to make recommendations at strategic level to the policy makers. If locality working is to make an impact in the long-term then it will require the ongoing support of the strategic partnership to lead in driving change through this flexible approach.

**Achievements and Outputs to Date**

- Four locality Advice, Resource & Community Hubs (ARCH) are now open and in use by a range of partners.
- Community Development Officers are in place in each locality to lead, coordinate and champion community engagement and act as primary contact for the locality.
- Working in partnership with colleagues from Strategic Planning, third sector organisations and residents, Community Development Officers are piloting an approach to engaging the public in developing Neighbourhood Master Plans. Drawing on professional independent support from Planning Aid West Midlands will provide an opportunity to connect with the Local Development Framework and other strategic planning objectives with the potential for them to be taken forward as SPDs as appropriate.
- 30 partners are now active at varying levels within the project.
- A large scale community survey of 1000 residents was completed in 2009, providing valuable information around local priorities and local perceptions among residents. This information informed the priority setting of action for each locality and a second survey is underway to provide data and analysis of progress to date. A second survey took place in May 2011 to measure change and progress.
- Community Newsletters were produced for each locality in the past but following a review have been discontinued as they are time consuming and expensive to produce. Although they have provided an opportunity for locally focussed engagement and communications, alternative methods to achieve this are under discussion. The option to both join with and support other local newsletters or to focus on separate communication for specific activity will be used and reflected upon over this year.
- Residents are engaged in each locality to encourage and support their involvement and participation in addressing local issues. Formal volunteers have been recruited to support access to the hubs and a wider group of local people have participated at a number of levels across the localities.

- The establishment of a Stronger Communities Group within the LSP contributed to locality working through the engagement and involvement of partners on this group to address stronger community priorities. This group has moved to become a Task & Finish group under the new strategic structure, responding to calls for action in an effort to continue to support stronger community issues such as community cohesion and engagement.
- Pilot Participatory Budgeting has taken place in 3 localities with the 4<sup>th</sup> to follow in the summer 2011. Over 550 local people have participated so far voting to distribute almost £60,000 to 14 of 29 project applicants.
- Communities' Together events were held in all 4 localities in summer 2010 and despite poor weather at 3 events over 1,200 local people attended along with partner organisations. Events in 2011 during August attracted many more partner contributions with 30 agencies and teams attending alongside 1500 residents.
- Following over 15 years of trying to install facilities for young people in Amington, facing constant objections from the community, a project led by the CD team has delivered 2 facilities of a ball court and a meeting point that was a national finalist for engaging young people and is also a finalist for a RIBA design award and South Staffs Partnership design award.
- Within two localities there were issues of a run-down appearance of the local shopping area, with the situation in Amington that only 2 of 6 units were occupied. All units at both the Kerria and Exley shopping areas are now occupied.
- In Belgrave, as part of the hub moving to the new fire station, the CD team have been able to put in place a tenant, through working with Funkyds to provide them with much needed new premises. The added benefit of this is that we have maintained a connection to this part of the community.
- An intergenerational art project involved local people in designing and painting shutters in an attempt to brighten a local shopping area with designs agreed by the wider community.
- A fishing pilot has led to the SYPS looking to develop this activity as a positive diversionary activity for local young people.
- A Locality Forum for front line workers in Amington has provided the model to be rolled out in other areas during 2011/12.
- Colleagues from Next Steps (formerly Connexions) are providing a detached service to address worklessness at the Amington hub and have joined with an initiative led by Bromford Homes to develop a Work Club at Stonydelph. A wide range of partners have been invited to join this initiative from the outset and it will require contribution from a wide range of services if it is to develop and be sustained.

- Support from the CDO for Amington increased engagement activity in Amington, which contributed to Tamworth in Bloom in 2010, where TBC was awarded Gold.
- A cohesion baseline has been produced for the Borough providing a starting point to develop initiatives and actions to address issues at an early stage.
- A detailed mapping exercise has researched the various levels and types of structures and processes that can impact to support better engagement and cohesion in the Town. An event to disseminate the results of this work took place in June 2011.
- A report recording a year in locality working has been published and distributed.
- A DVD about locality working is nearing completion, which will be available to view through the TBC Website

## Perception Changes in Localities

An initial community survey of 1000 residents was carried out in 2009 to determine issues and perceptions within localities and the rest of Tamworth. The aim was to identify key issues for local people and to provide a record of difference between the localities and the Borough that could be monitored over time. This survey has been repeated in 2011 and some of the key findings are summarised below.

The amount of detail contained within this report provides useful data to support individual project responses but will be viewed and analysed in its entirety to help shape the partnership approach to locality working.

### Summary of Community Survey 2011

- Perceptions of problems associated with crime and anti-social behaviour continue to be greater in the locality working areas than in the Rest of Tamworth, particularly in Amington. Negative perceptions in the rest of Tamworth are getting better whilst in localities they are increasing, indicating an ongoing differential to be addressed.
- Most locality working areas have seen a decline in problems associated with rubbish/litter and teenagers hanging around, and especially the extent to which respondents say teenagers are a big problem. Facilities for children and young people and tidying up and addressing graffiti and litter remain the two key things which people would like to change but there are positive improvements in both these perceptions since the last survey.
- Whilst the proportion of respondents who feel they know people in their local area is falling in the Rest of Tamworth sample, it appears to be falling faster in Amington and Belgrave. Glascote is the exception to the rule, as many more respondents know people in the local area now compared to the baseline survey. The changes in these results do not seem to have had an impact on the extent to which people feel like they belong to their local area.
- Generally speaking respondents are becoming more positive about being able to influence decisions if they work together with other people in their local area. Agreement with this indicator is rising most rapidly in Stonydelph.
- Self reported health was good overall, although the survey has highlighted a gap in levels of self-reported health in the Locality Working areas compared to the Rest of Tamworth sample.
- To improve the health of the community as a whole, respondents were interested in having more access to leisure and play facilities and more structured sport sessions.
- Participation in sport and active recreation has increased significantly since the baseline, although this result is influenced by an increased recognition of what active participation includes in the 2011 survey. This question indicates how an increased awareness can impact and influence local perception.

- The survey also revealed that a significantly high percentage of residents do not think they require any support or help with health issues, which, given the data available elsewhere highlights the need for awareness-raising around health issues.
- Overall satisfaction with the locality areas as places to live has remained steady since the baseline survey in most areas, but continues to be below average for the Rest of Tamworth. Whilst the inequality gap between the locality working areas and the Rest of Tamworth has not widened and there are signs in some areas that the gap is closing, it is evident that multi-agency work has not yet had a big enough impact to influence and improve it in the short term.
- Agreement that respondents have the ability to influence decisions has fallen in Tamworth, following a trend seen nationally, although one locality working area (Glascote) has managed to buck this trend and have an unprecedented rise in agreement. Exploratory work to understand reasons for this has been carried out as an extension to research.
- Qualitative work in the form of in-depth interviews was commissioned to try and explain the reason behind the fall in agreement in three out of four of the Locality Working areas. The qualitative research showed that most respondents would like to be able to have a say about what goes on in their local area, and many felt it was their right to decide on things that happen in their neighbourhood. The sort of decisions people would like to get involved in are localised, affecting their everyday lives – rather than more strategic decisions which they feel may be more difficult for them to influence. The sort of decisions people would like to get involved in fell into three strands, which were;
  - Activities for children and young people
  - Tackling crime and anti social behaviour, and
  - Making sure the area is clean and tidy.

### **What is preventing residents from influencing decisions?**

The research has not indicated that anything significant has changed since 2009 when the baseline survey was undertaken which has suddenly changed people's perceptions about whether they can influence decisions or not. However, there are some key personal and organisational barriers which appear to prevent people from getting involved.

**A lack of time** to participate in decision making, such as finding time to attend meetings or events, puts people off getting involved. A **lack of interest** and general apathy towards the local area and that some respondents were worried about **fear of reprisals** from other people in the local area and/or the organisation they were involved with, if they started to complain about certain things. In terms of organisational barriers, there appears to be a **lack of information** about how to get involved in decision making in the local area. Respondents also had a lack of **faith in the Council and its Partners** to act on their concerns, and to listen to

what they had to say. In many cases respondents had a 'why bother' attitude as they didn't think it would make any difference.

Respondents were however much more positive about their ability to influence decisions if they worked together with other people in their community. Agreement is highest in the Rest of Tamworth, due to a significant increase in agreement since the baseline survey (to 82%). However, agreement with this statement is also high in Amington and Belgrave (76% and 79% respectively). There is a gap in agreement between the Rest of Tamworth and Stonydelph and Glascote, although this is narrowing thanks to a significant boost in agreement in both Locality Working areas between 2009 and 2011. The signs here are positive and partners should focus on encouraging people to work together in the local area to get their voices heard and to make a difference.

### **What would residents like to be able to influence?**

The research has shown that the majority of respondents would like to be able to have a say about what goes on in their local area, and many respondents feel it is their right to decide on things that happen in their neighbourhood. The sort of decisions people would like to get involved in are localised and the kind of things which affect their everyday lives – rather than bigger and more strategic decisions which they feel may be more difficult for them to influence. There are three strands of decision making which most residents would like to get involved with. First are activities **for children and young people**, providing both with facilities close by which will give them something to do and stop them from becoming bored. Second is **crime and anti social behaviour**; reducing problems associated with drugs, dogs (both dog mess and dangerous dogs) and anti-social behaviour such as vandalism, or people drinking on the streets. Respondents would also like to get involved in making sure the area where they live is **clean and tidy**, including street cleaning, keeping green areas tidy and managing unkempt bushes and trees.

## Key results over time - A traffic light system has been used to indicate change

Similar	Improving	Declining
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**Table 2.1 Key results over time (all respondents)**

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	82	81	-1
Fig 4.7	Know most/quite a lot of people in the local area	48	41	-7
Fig 4.9	Feel strongly belong to the local area	71	74	+3
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	80 <sup>1</sup>	81*	
		72 <sup>2</sup>		
Fig 5.5	Agree can influence decisions affecting local area	44	29	-15
Fig 5.7	Methods in helping to influence decisions are effective	38	49	+11
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	52	69	+17
Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week**	16	51	+35
Fig 5.3	Given unpaid help	9	11	+2
Fig 6.1	On the whole my health over the past 12 months has been good	-	78	

<sup>1</sup> In the 2009 survey respondents were asked 'To what extent do you agree or disagree that your local area is a place where people from different backgrounds get on well together?'

<sup>2</sup> In the 2009 survey respondents were asked 'In your local area, how much of a problem do you think there is with people not treating each other with respect and consideration? This figure shows the percentage of respondents stating 'not a very big problem' or not a problem at all'

\* The two previous questions asked in 2009 were replaced by one question in 2011; 'To what extent do you agree or disagree that this a place where everyone gets on together and respects one another?'

\*\* In 2011 respondents were given examples of active recreation as part of the question e.g. walking and gardening whereas they were not in the previous survey.

**Table 2.2 Key results over time (all Amington respondents)**

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	79	80	+1
Fig 4.7	Know most/quite a lot of people in the local area	66	39	-27
Fig 4.9	Feel strongly belong to the local area	74	73	-1
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	70	79	
		79		
Fig 5.5	Agree can influence decisions affecting local area	74	22	-53
Fig 5.7	Methods in helping to influence decisions are effective	58	36	-22
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	75	76	+1
Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	10	54	+44
Fig 5.3	Given unpaid help	15	18	+3
Fig 6.1	On the whole my health over the past 12 months has been good	-	75	

**Table 2.3 Key results over time (all Belgrave respondents)**

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	82	82	0
Fig 4.7	Know most/quite a lot of people in the local area	44	37	-7
Fig 4.9	Feel strongly belong to the local area	83	77	-6
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	90	78	
		66		
Fig 5.5	Agree can influence decisions affecting local area	61	27	-34
Fig 5.7	Methods in helping to influence decisions are effective	44	46	+2
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	79	79	0
Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	10	58	+48
Fig 5.3	Given unpaid help	9	9	0
Fig 6.1	On the whole my health over the past 12 months has been good	-	74	

**Table 2.4 Key results over time (all Glasgote respondents)**

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	85	77	-8
Fig 4.7	Know most/quite a lot of people in the local area	46	52	+6
Fig 4.9	Feel strongly belong to the local area	64	70	+6
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	84	86	
		78		
Fig 5.5	Agree can influence decisions affecting local area	18	44	+26
Fig 5.7	Methods in helping to influence decisions are effective	67	55	-12
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	39	62	+23
Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	25	52	+27
Fig 5.3	Given unpaid help	8	10	+2
Fig 6.1	On the whole health over the past 12 months has been good	-	83	

**Table 2.5 Key results over time (all Stonydelph respondents)**

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	71	74	+3
Fig 4.7	Know most/quite a lot of people in the local area	35	32	-3
Fig 4.9	Feel strongly belong to the local area	65	68	+3
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	88	79	
		50		
Fig 5.5	Agree can influence decisions affecting local area	37	24	-13
Fig 5.7	Methods in helping to influence decisions are effective	7	52	+45
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	6	48	+42



Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	4	32	+28
Fig 5.3	Given unpaid help	6	7	+1
Fig 6.1	On the whole health over the past 12 months has been good	-	74	

**Table 2.6 Key results over time (all Rest of Tamworth respondents)**

Ref	Measure	2009 (%)	2011 (%)	Change (+/- %pts)
Fig 4.2	Satisfied with local area as a place to live	92	92	0
Fig 4.7	Know most/quite a lot of people in the local area	50	44	-6
Fig 4.9	Feel strongly belong to the local area	69	82	+13
Fig 4.11	Agree local area is a place where different people get on well together and respect one another	69	84	
		87		
Fig 5.5	Agree can influence decisions affecting local area	30	30	0
Fig 5.7	Methods in helping to influence decisions are effective	46	64	+18
Fig 5.9	Agree people in the neighbourhood can influence decisions by working together	64	82	+18
Fig 5.1	Participated in sport or active recreation, at a moderate intensity, for at least 30 minutes, at least 3 times a week	32	61	+29
Fig 5.3	Given unpaid help	10	12	+2
Fig 6.1	On the whole health over the past 12 months has been good	-	85	

### Changes since August 2008

The aim at the core of locality working is to close the gap between the designated areas and the majority of the Town. Evidence available from the community survey and through feedback from stakeholders and long-term partners appears to show that this concerted effort is beginning to have an impact. Perceptions of these areas by those who live outside, but more importantly among those who live in these neighbourhoods are showing signs of becoming more positive.

One of the most significant quotes recently came from a resident and gives much encouragement that locality working can have a long-term impact that local people will notice over time. "People in this area used to go about with their heads down and now they walk with their heads held up".

The table below contains a range of information around crime and ASB, in addition to other disadvantages that provide an indication of the positive direction of travel for LW but also provides evidence of the need for an ongoing focus on these areas.

Crime and Anti-Social Behaviour															
	Tamworth			Amington			Belgrave			Glascote			Stonydelph		
	2009/10	2010/11	Q1/2 2011/12	2009/10	2010/11	Q1/2 11/12	2009/10	2010/11	Q1/2 11/12	2009/10	2010/11	Q1/2 11/12	2009/10	2010/11	Q1/2 11/12
<b>Violence with Injury</b>															
Serious Violence	64	36	15	8	4	0	4	2	1	3	0	0	13	6	1
Less Serious Violence	697	585	229	84	63	18	48	53	14	54	51	29	75	80	21
<b>Serious Acquisitive</b>															
Burglary Dwelling	293	240	142	37	20	13	24	21	3	26	15	15	36	29	28
Business Robbery	7	9	2	1	1	0	0	1	0	1	0	0	0	3	2
Personal Robbery	65	40	15	7	1	0	3	3	1	10	8	1	8	7	1
Theft of Vehicle	142	85	38	27	15	5	11	12	6	20	9	3	16	7	2
Theft from Vehicle	310	224	87	38	21	8	36	21	6	23	12	6	41	23	8
Burglary Other	262	216	95	18	14	11	20	27	18	24	10	8	18	14	5
Criminal Damage (excl MV)	680	577	278	112	77	33	83	64	31	48	60	24	77	70	50
Criminal Damage to MV	563	447	163	84	47	14	63	43	19	50	45	22	61	59	28
Arson (Excl MV)	55	56	30	8	9	2	9	7	1	0	9	4	10	16	10
<b>Anti Social Behaviour</b>	3773	2869	1154	473	306	144	387	342	121	336	257	134	491	410	171

#### Worklessness and Benefits

The number of workless families in all localities except Belgrave has increased since 2005; however this rate is below the level across Tam worth and Staffordshire. Low income families also increased in all areas except Stonydelph but these increases are significantly less than the increase experienced across Tamworth (22.9%) and Staffordshire(21.2%).

Out of Work Families	Tamworth District	2005	2009		2005	2009		2005	2009		2005	2009	
	Up by 22.9%		245	285	+16.3%	175	160	-8.6%	290	335	+15.5%	205	235
Low Income Families	Tamworth District	2005	2009		2005	2009		2005	2009		2005	2009	
Up by 21.2%		545	590	+8.3%	335	360	+7.5%	595	665	+11.8%	450	450	Same

Three localities have seen % increases in benefits claimants below or in line with the Tamworth (13.8%) and Staffordshire (11.7%) level. Apart from Amington, the % increase in Job Seekers Allowance claimant level in each locality is below that for Tam worth (80.2%). DLA claimant levels have increased at % rates below that for Tamworth (17.4%) and Staffordshire (18.5%).

Benefit Claimants	Tamworth District	2005	2010		2005	2010		2005	2010		2005	2010	
	13.8% increase		1020	1155	+13.2%	485	520	+7.2%	1010	1055	+4.5%	615	655

#### Deprivation and Disadvantage

All locality areas have a higher percentage of students claiming free school meals than the District 18.5% and County 13% rate. In all areas this number has increased by over 25%

Free School Meals	Tamworth District	2007	2011		2007	2011		2007	2011		2007	2011	
	18.5% recipient rate		268	330	27.6%	155	193	27.1%	349	441	27.7%	152	195

In Amington, one of the six Lower Super Output Areas (LSOA) that make up the locality has dropped from 60 – 70% to 50 – 60% in the IMD.

In Belgrave two of the three LSOAs that make up the locality have climbed from 40 – 50% to 50 – 60% and from 10 – 20% to 20 – 30% in the IMD

In Stonydelph one of the three LSOAs that make up the locality has climbed from 50 – 60% to 60 – 70% in the IMD.

Glascote continues to have two of five LSOAs in the bottom 20 – 30% and one in the bottom 10 – 20% IMD

Key	GREEN Improving	AMBER Little Change	RED Worsening
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## Stakeholder's Views

### Introduction

An independent consultant was appointed to carry out detailed interviews with a range of 20 stakeholders from all sectors to better inform this review.

The brief given was to discuss with colleagues their: -

- Understanding of the concept
- Support for the approach
- Experience of implementation
- Positive and negative aspects

A summary of conclusions from these interviews is below.

### Summary

LW represents a fundamental cultural change for many stakeholders and that it is early days to expect universal 'sign up' to the concept. Nevertheless there are signs that LW is becoming accepted and that it is changing working practices.

*"To me the whole idea is having a local venue which local people start to see as the key one stop shop to all public sector services. That means that their problems can be seen in the round rather than separated out between different departments."*

*"We can't provide as good a service as we once did so locality working is a good way of reducing costs by partnership working."*

*"Our satisfaction surveys show high ratings for our record on serious crime but less on minor crime such as graffiti and vandalism. Yet we can't really do anything about these things, they are largely up to other services, so partnership working is essential."*

There is support for multi agency working, although in practice not all service areas actually do work on this basis. Reasons are resource constraints, including lack of staff, departmental specific targets and in a few cases outright unwillingness to change.

*"Partnership working pays off in the long run but it takes more time and resources at the beginning, and to be frank we don't have the staff to cover the extra meetings and travel."*

*"The growth in service provision at hubs has not increased at the level expected and buy-in has been irregular. A good deal of energy has been given to attract a range of service providers to deliver their service, but this activity has not led to the expected level of increase in service provision by partners at a locality level"*

*“There are a very wide range of activities which would not otherwise have occurred – examples are training for volunteering, murals and art projects with local youths, advice sessions, community tidy ups.”*

There is acceptance that the ARCH venues are useful but not essential to deliver the locality working vision. In contrast the role of the CDO is widely accepted as beneficial and is seen as crucial in providing intelligence and links with the locality. Even those who advocate the provision of services in central Tamworth support the role of the CDOs in referring and encouraging people in the locality working areas to access their services.

### **Moving forward**

Stakeholders understand and support the service delivery aspect of LW and agree that the four areas selected are appropriate in the light of levels of greatest deprivation. This is in itself a success but there is further to go to develop an awareness of the strategic importance of LW since there is still a significant proportion of stakeholders who see LW as largely a mechanism for service delivery and are less aware of the community capacity objectives.

Closely associated with this limitation is a lack of understanding of the important distinction between consultation and engagement with the community. Thus the incorporation of building community capacity as an essential element of public engagement is often missing from consultation activities carried out by Partners. Hence very few stakeholders referred to the “Stronger Together Community Engagement Framework” and there is clearly a need to publicise this along with a continued strong corporate message of commitment. Clearly there is also a training need involved in helping Partners to make this transition. It is apparent from the interviews that with notable exceptions, there is limited knowledge of practical techniques for public engagement. One idea to support this gap is for TBC to develop a toolkit to accompany the Engagement Framework. Another suggestion is to revisit job descriptions to check that the commitment to LW is incorporated.

There is acceptance that the ARCH venues are useful but not essential to deliver the LW vision. Indeed there are already discussions taking place to adopt a more flexible model for the use of premises, especially in relation to new buildings and changes of use which have occurred since LW was first set up.

## The overall verdict

There is no doubt that awareness of the strategic aspect of LW is growing and that the legacy of the past two years of LW is beginning to 'bed in' with an increasing number of stakeholders now agreeing that there are more opportunities to engage with the public.

More fundamentally there is a growing understanding that Locality Working is of both practical and strategic importance if the deep seated problems of the areas are to be solved on a long-term and sustainable basis. Future examples to illustrate this point should be evaluated, supported and publicised by TBC at senior and corporate level. This will in turn encourage others to work in this different way and to expend the time and resources necessary for success.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• A good track record of multi agency working and some significant achievements</li> <li>• Corporate 'sign in' for the concept</li> <li>• Strong majority support for the role of the CDOs</li> <li>• A growing number of community groups and a sense of 'neighbourliness'</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of understanding of the community capacity aspect of locality working with an associated need for training</li> <li>• Budgetary constraints and a view that (at least initially) locality working is more time consuming and resource intensive</li> <li>• Fear of change – 'silo' working</li> <li>• Demoralisation due to perceived lack of support by other stakeholders for those engaged in locality working</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Agreement that the four locality working areas are well chosen as the most deprived and meriting special attention</li> <li>• Some good examples of locality working in building community capacity which could be evaluated to demonstrate positive outcomes.</li> <li>• Government support for the concept linking with 'The Big Society' and other community opportunities as set out in the Localism Bill</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of support from key service areas</li> <li>• Consultation duplication leading to fatigue</li> <li>• The effect of the recession in increasing social problems in the locality working areas</li> </ul>

## Findings & Recommendations

### The Model

Through considering the information and analysis to date it is clear that Locality Working provides the greatest opportunity for partnership working to address specific areas of multiple disadvantage in Tamworth, that its implementation has provided many positive benefits to a wide range of residents and that it provides the catalyst for focusing service delivery and joint initiatives. It is also clear that it has helped to empower residents and communities to care and stand up for their area. There is widespread agreement that the 4 locality areas remain the priority for focussed multi-agency working.

Senior management and strategic leaders have led and championed locality working since its inception and this report provides confirmation that this has been an appropriate decision. The model remains the most appropriate to achieve the aims of strategic partners and evidence of positive progress is beginning to develop. This review has been carried out at a relatively early stage in the process and shows that the model is of value and direction of travel is correct and appropriate

The direction of travel is positive and supports the progress made against the initial set of agreed principles. However what we haven't seen is a step change in the way in which organisations are delivering services in Tamworth. Much of the changes to service delivery have come about through opportunism brought on by the CDOs and ARCH buildings being a quick route to deliver services to key client groups. The public sector as a whole has not yet taken Locality Working into account when designing or reshaping services.

The details of achievements and outputs to date show the sort of activity that is having an impact, which gives an indication of the potential for further impact over future years if this momentum can be maintained.

Survey data has provided information on progress and improving perceptions to date but also details the ongoing differences between the localities and rest of Tamworth highlighting the ongoing need to address and attempt to close these continuing gaps.

Key needs and priorities are now better understood by partners and it will be essential to maintain and build these relationships and to continue to listen and engage local people through ongoing dialogue, although it is also understood that this is more difficult for some partners due to their structure, resource or capacity for change.

As expected at the outset, locality working will take many years to show significant difference in terms of closing the gap between various neighbourhoods of the Town but has provided many examples of positive impact. Evidence from activities to date, community survey data, stakeholder

feedback and those at the core of locality working shows that progress is being made despite all the issues and outside influences that have impacted over the last two years.

### **Partner Buy-in**

There has been a really good range of joint working and many examples of new relationships developed through locality working. The level of buy-in to date, although not as high as preferred, does indicate robust ongoing support from many key areas. The connections made through locality working have accomplished the establishment of new and stronger relationships that are providing joint work within localities and are moving forward independently of the LW hubs. It should also be noted that these relationships include connections between statutory agencies, agencies and voluntary community organisations and local groups and individuals.

There has been a significant level of buy-in at the strategic level but this message has sometimes not been understood or taken on board fully at other levels, which has led to a lack of clarity about the priority for joint working and a focus on these neighbourhoods. Sustained service has been maintained in all 4 localities but the level of this contribution is often not at the level able to achieve substantial progress.

There are a range of reasons given by partners for the lack of engagement and contribution, including lack of resources and capacity to commit at officer level in addition to a lack of belief in locality working from some as shown in the stakeholder interviews. Officers who would like to engage and contribute have sometimes felt that they are unable to take the decision to contribute to activity as they feel their role will not be backed up within their organisation or department. Buy-in to the model of locality working has also been impacted upon by a fear of change within some areas, where those who are used to present methods of working are reluctant to change or are comfortable with the way things are.

If this continues then the potential of one of the key aspects of the locality working initiative will not be realised, along with the benefits of the establishment of strong and coordinated partnerships that can have a long-term impact, benefitting other neighbourhoods across the Town.

### **ARCH Buildings / Community Hubs**

It has never been the intention to establish buildings for their own sake, rather within the locality working model it was agreed that an accessible facility that served to support partnership work would be of benefit. The use of dedicated buildings as community hubs has required a significant amount of coordination and management and has not led to the hoped for development of significant multi-use premises. Locality hubs have provided the base for the great majority of activity carried out to date through locality working and have supported more effective and closer working between partners in localities. The availability of flexible use premises of the type envisaged is obviously a

benefit but many of these benefits could also be achieved through effective closer working with existing partners in localities, releasing staff to focus on partnership and joint working development.

The associated costs for TBC of specific buildings cannot be provided through existing funds over the long-term and the time that CDOs use to manage premises is impacting the capacity available for engaging partners and driving and coordinating activity. If joint use premises are supported through contribution from an extensive range of partners they could be open more regularly with a wider variety of services available, leading to new relationships between both partners and residents. This may also address a problem raised by a stakeholder of stigma or lack of confidentiality, as it would be difficult to know why people were visiting a building where a diverse range of support was available.

The costs of premises are certainly something to be addressed and activity to date has been resourced with external funds and if the partnership wishes to continue with this then alternative resource will be required. The external funding ended in 2010 and it is only through prudent budget management that sufficient funds for 2011/12 are in place. The move to different premises in Belgrave and possibly Amington may relieve some of the pressure on funds but the Stonydelph building and contribution to running costs will remain a need.

Future progress will require a balance to be made, where appropriate premises are utilised to their maximum by a wide range of partners, alongside effective joint working that focuses on achieving mutual aims through flexibility, silo-breaking and strong relationships. Certainly there is no lack of contribution to and support for joint work in the localities, with examples such as the Community Together events showing a significant increase in the number of partners attending and contributing to a more multi-agency initiative or the estate walkabouts, which are involving an increasing number of partners.

### **Community Development Officers**

The presence of community development officers within the localities has provided the link between organisations and communities and has acted as the catalyst for much of the activity within locality working, identifying priorities, local issues and gaps to be addressed, assisting partners to make links with others to support their service aims and piloting initiatives on behalf of the strategic partnership.

The role of CDOs as a primary contact in the area varies dependent on the nature of the contact required but all perform a role of guardianship and stewardship within the area. Existing partners utilise the CDOs knowledge and strong links to the locality communities to contribute to their own work.

The role of the Community Development Officer within the localities is very widely supported but has also sometimes become seen as the locality



working project, rather than a role that supports effective engagement and facilitates partnership working. The role of the CDOs and how elements of their function are prioritised will be impacted on more significantly than for other partners by this review, which includes the issue of resource for continuation of this key coordinating function.

Backed up by the support of senior management and strategic champions, CDOs will continue to focus their efforts to co-ordinate and drive partnership activity, engaging with agencies and service providers in an effort to build and expand the expertise and services available through locality working.

## **Community Engagement and Empowerment**

Despite much work by a wide range of people over the last two years including joint work to develop an engagement framework, the establishment of a Stronger Communities Group alongside producing Cohesion Baseline and detailed Engagement Mapping, there still seems to be a lack of understanding in some areas of the difference between effective community consultation and ongoing and focussed engagement.

The level of community engagement achieved has been a significant factor in the success so far of locality working. Initiatives such as Participatory Budgeting have drawn in many hundreds of residents to participate and have real influence in their neighbourhood. Community events and projects have always attracted involvement from local people and there is growing evidence from the community survey and also from feedback to the CDOs that a more positive atmosphere is beginning to inculcate these neighbourhoods.

The knowledge among residents of the nature and range of services in the Town and their willingness to contribute to activity has developed through volunteering, participation in projects and at events and through the information and advice role of the hubs.

Research has shown that residents would like to be able to have a say about what goes on in their local area and many respondents feel it is their right to decide on things that happen in their neighbourhood. Research has identified that there are a number of 'potential decision makers' within localities, who would like to get more involved in decision making but just need some more reassurance about doing so. These potential decision makers need some reassurance that giving up their limited time to take part in decision making is going to be a worthwhile exercise, and that their views will be listened to. Locality working partners should concentrate on engaging and nurturing this group together with other residents, and help them to progress to become willing volunteers. The council and its partners need to act on concerns and lead by example. There is a feeling that the council doesn't listen and nothing ever happens, so building trust in the local community is a must.

## **Elected Members**

Elected members have been key supporters of Locality Working and play an important role as community leaders within neighbourhoods. With the introduction of localism, this connection between elected members and their community will help to maintain Tamworth's position as one where, through Locality Working, Big Society is in place and focussed neighbourhood work at a locality level can have significant impact.

Empowerment and engagement must be linked to key issues and appropriate service provision to address these issues. Addressing worklessness in the localities is a key issue where activity has only recently commenced on this important area of support for economic prosperity. Alongside the various components of disadvantage that are present within localities, it is a fact that for most families they will also be experiencing worklessness. Locality Working provides a flexible model that can support partners from statutory, business and third sectors to work together to respond more effectively together. Residents can be empowered and supported through effective multi-agency service provision to build their skills and confidence and contribute to counteracting this situation.

Locality Working to date has been around service provision and engagement of communities, drawing partners together to address issues of disadvantage and establishing relationships between partners and the target communities. There has not been a focus on physical regeneration aside from the community led planning work to consult residents and involve them in the LDF process to contribute input to long-term planning. This area of work, looking at long-term growth and prosperity, is another area of expertise and experience that partners have the potential to contribute to.

Locality Working has focussed on addressing a range of issues in response to both data and community consultation, which is appropriate. There remains a challenge for partners to address issues linked to health and lifestyle such as healthy eating, smoking and exercise, which are not often prioritised by residents and will require an initial focus on increasing awareness within disadvantaged neighbourhoods as a pre-requisite to offering service provision.

## **Conclusions**

The report provides evidence that the core aim of targeted multi-agency working at a designated locality level should be continued, as it is having an impact on local issues, perceptions and engagement and should be endorsed as the approach used by the public sector as a whole. Locality working should become a core activity for partners, with recognition that this will require appropriate resource in terms of staff time and prioritisation.

To develop stronger buy-in, senior management and strategic leaders will need to re-emphasise their commitment to locality working. This message of encouraging partners to engage and bring their particular expertise to the

localities will increase its impact, if it is clearly passed down throughout their individual organisational structures and if there is clarity amongst officers of partner organisations at all levels, of the priority for joint working, a focus on localities and the need to change ways of working where necessary.

Service providers from across the public sector should be encouraged to contribute to Locality Working through engaging with local people and raising awareness and understanding of the issues impacting on their lives such as health, housing and exercise, with the aim of raising aspiration and more positive choices over the long-term. An increased knowledge of the issues impacting on people locally will support efforts by partners to engage and provide services to address these priority needs.

Following on from examples in Glascote and Belgrave and within present budget constraints, there will be a need to move towards utilising shared buildings across the localities with premises managed by partners best placed to do so in each area. This will provide a better use of diminishing resources, may release buildings for alternate use, will encourage buy-in from building owners and will provide a clearer focal and access point for local people.

If the present level of activity and progress across all four localities is to be maintained, it will be necessary to identify funding for continuation of the fourth CDO role funded to date from external sources. This should be included within the TBC budget review process, alongside a request to strategic partners to provide financial support to this key and widely supported position. The fourth CDO has been funded to date through LPSA funds until Oct 2011 and an extension to March 2012 has been provided by TBC.

If the CDOs are to make further progress to build partnership activity then it may be appropriate to review and prioritise aspects of their role and for them to be provided with the appropriate level of influence to support recognition of their role as neighbourhood champions and coordinators.

Locality Working can provide an excellent mechanism for partner agencies to engage and build relationships in these key communities for physical regeneration. It is possible that the 4 localities are identified as suitable SP5 regeneration areas, with the purpose of revitalising the housing areas and building cohesive and sustainable communities. It will be beneficial if the community has been consulted and supports this revitalisation and community planning is taking place as part of locality working. Some of the key issues that should be considered by any plans are

1. improving the quality of the existing housing stock,
2. enhancing the mix of housing within neighbourhoods;
3. enhancing and providing community facilities and services;
4. protecting and enhancing the network of open space,
5. supporting the vitality and viability of existing local and neighbourhood centres,
6. increasing integration of the localities with surrounding areas and
7. improving accessibility to employment, key services and the Town centre by walking, cycling and public transport.

The key matter of worklessness should be a focus of future joint activity, bringing economic benefit to these areas through service delivery from the range of expertise and skills of partner agencies. Working together can contribute to addressing this fundamental issue, as the knock on impact of getting people into employment will have wide ranging positive effect on families in these neighbourhoods.

## **Recommendations**

1. *That the present model and locations identified for Locality Working are endorsed.*
2. *That Cabinet re-emphasise their commitment to Locality Working as the approach used by TBC and the public sector to address areas of identified need, encouraging TBC services and partner agencies to contribute to the Locality Working agenda*
3. *In recognition of a lack of long-term premises funding, that a move to shared use is prioritised, releasing TBC buildings for alternate use where possible.*
4. *That options for the continuation of the 4<sup>th</sup> CDO role are included within the TBC budget review process, alongside a request to strategic partners to provide financial support to this key and widely supported position.*
5. *That colleagues involved in physical regeneration initiatives link into Locality Working to engage and build relationships in these key communities.*
6. *That the key matter of worklessness and economic development be a focus of future joint activity,*

# Locality Working Premises Review

Client: Tamworth Borough Council

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## Appendices

Appendix 1 –List of interviewees

Appendix 2 - Hub activities

Appendix 3 – Potential funding sources

Prepared by ***JoinedupConsulting Limited***

Joined up thinking

Joined up solutions

Joined up delivery

Author Simon Hobbs 07903 797486

# 1. Purpose

This report is designed to aid the decision-making process of the Locality Working Premises Review. Specifically, this work has:

- Mapped the current and potential usage of the existing hubs and other local premises by:
  - individual service providers,
  - partnership working activities, and
  - community use.
- Identified any under-occupation, future building plans and/or potential for development.
- Identified local premises which might be alternative venues for local delivery.
- Assessed suitability, cost effectiveness and potential funding available for each venue.
- Identified the potential options including to move premises, share premises, change management arrangements (including community-led approaches) or to remain at the present hubs.
- Posed some key questions which partners may need to consider.

# 2. Background

The primary reasons for the review are:

- Due to funding reductions, caused by the ending of external grants to support locality working, the Borough Council will no longer have funding available to provide support for the hubs.
- The increase in service provision by partners at or through hubs has not met expectations.
- To continue to promote effective partnership working and make best use of existing resources.

As part of the Locality Working (LW) model community hubs were established in four neighbourhoods with a particular emphasis on helping to close the gap between these communities and the rest of Tamworth, particularly around cohesion, community safety, employment, health outcomes, environmental issues and services for young people.

These hubs have evolved differently, based on local issues and availability of service provision but also in part due to their location and building type.

A wider LW Review has identified that local premises acting as hubs remain a useful element of the LW model but that the premises do not have to be a separate entity in order to fulfil their function to:

- a. Support multi-agency partnership working in targeted areas,

- b. Provide a gateway for the local communities to access services and to support effective signposting, and
- c. Encourage community engagement and effective participation in community activities and local projects.

The two localities with sole use buildings (Amington and Stonydelph) have been the key focus, but all Locality areas and key premises have been included in the work.

### 3. Approach

**JoinedupConsulting** has:

- Undertaken a desktop review of existing information provided.
- Identified gaps in information.
- Obtained missing information through discussions with key contacts, site-based research and interviews with partners.
- Captured the views of a selection of partners (2-3 other premises owners), providers (2-3 hub users from each area) and through discussions with user representatives. (A list of interviewees is included Appendix 1.)
- Assessed the information obtained against the key functions of the hubs (see a, b and c above) and the options to provide effective hubs.
- Produced this report summarising the information obtained, key options, potential sources of funding, etc.
- Identified some key questions which need to be explored before options considered further.

### 4. Localities

#### 4.1 Amington

##### 4.1.1 Specific local issues

The population of the Amington Locality is around 9,000. Within the locality area, the dominant ACORN Category is “Comfortably Off” (44% of the population). However, the [Locality Profile](#) flags issues such as:

- Increasing numbers of older people.
- Low levels of pupil attainment.
- High levels of Lifelong Limiting Illness in LSOA E01029845 and E01029824.
- Employment and skills.



- LSOA E01029845 has the highest income deprivation in the district and falls within the 0%-10% most deprived nationally, with around a third (32%) of the population classed as income deprived.

According to the MOSAIC analysis around 41% of residents of Amington solely prefer face to face contact as a way of accessing information and the overwhelming majority of these are located in the vicinity of the Kerria Centre.

Old Amington hosts a number of community facilities, but the area surrounding the Kerria Centre is less well provided for.

When the ARCH was first developed, only two shops within the Kerria Centre were in use. Until very recently 100% of the units were back in use, and the importance of this should not be understated.

#### 4.1.2 Use of the ARCH/local network

##### a. **Supporting multi-agency partnership working**

The Amington ARCH provides a local presence which aims to provide an access and co-ordination point to bring local partners into the Kerria area in particular and provides a hub to better engage with the community and to support their aspirations.

The ARCH is the base for the local Community Development Officer (CDO) enabling him to undertake outreach work and allowing partners and the community to easily access him through the ARCH.

Partner engagement has not been as successful as originally intended and numbers of sessions delivered by partners through the ARCH appears not to have increased over a 3-5 year period. A core group of partners provides services and contributes to activity but this group evolves and changes rather than expands as originally hoped for; having said that, the hub does provide a key function, acting as a gateway between public services and the community. Regular partnership delivery activities include:

- Age Concern – Benefit Advice (Once a month)
- Home Start - Money Advice (Once a month)
- PACT (once every 2 months)

Future proposed developments include:

- Dyslexia group

The ARCH also acts as a hub for less frequent and ad hoc activities and provides a venue for internal partnership meetings.

The locality Partnership Forum has defined the following key issues in Amington:

- a) cost of access to buildings/facilities
- b) lack of community spirit/cohesion

- c) quality of housing
- d) debt issues
- e) educating the community about the role of the police
- f) handyman
- g) skips

Not every item on this list requires a physical hub to achieve, the ARCH currently does help address items (a),(b),(d) and (e).

It has proven difficult for the CDO to involve youth workers in the wider aspects of partnership and community engagement. This may be due to staff resources or perceptions about the limits of core activity. For example, whilst the youth workers have been engaged in the current diversionary project tackling ASB and relationship building between the police and residents, the project was initiated by the CDO and PCSO. This project has proven to be very successful and partners are hopeful of developing the pilot. However, other than this, links between the ARCH and the youth centre are limited.

A discussion Maggi Huckfield with the Staffordshire Young People’s Service led to the following comments:

- *“I strongly believe in the need to deliver youth work around the Kerria. This is important in maintaining a cohesive community and also brings intergenerational benefits...”*
- *We couldn’t use the ARCH as it’s too small and doesn’t have a great deal of storage...*
- *If the current Youth Centre could become the hub it would be more effective as a Youth and Community Centre... If we took the leap and developed more joined-up provision I am sure we wouldn’t struggle. There are currently no guides, scouts or cubs locally. Keep fit companies have approached us and there are also activities delivered by the third sector such as theatre and community dance.*
- *If we could meet the community’s needs it could be a really effective building, but it would need someone to act as the centre manager.”*

When the youth centre was closed due to building repair works, the Home Start service was relocated to the local primary school and they saw a dramatic drop-off in numbers of residents accessing the service. In order to get better engagement Sure Start also moved into the Youth Centre.

There is a Children’s Centre (CC) based at the Primary School that has had some issues in attracting attendance and links between Locality Working and the CC have been attempted through signposting. A review of CC provision has recently been completed.

There are some design constraints at the ARCH due to its configuration and so it is not suitable for all activities and storage is limited, although further storage is available at the former subway opposite. For example, the Community Café was first started at the ARCH, but quickly needed a more flexible venue at the Youth Centre.

However, due to on-going difficulties of flooding at the Youth Centre the ARCH provides a short-term resilience for some partners such as the Community Café

With regard to the Community Café, Lee Bates's observations are:

- *“The ARCHes are very good locations for providing activities and they are my first choice venue, although in some storage is a key issue. As a CIC you don't want to spend lots of time just getting set up every session....*
- *What's important is to have an accessible and welcoming place where the residents feel they can just walk in. The Kerria Youth centre works well for us and we leave the front door open and that normally works well as people just walk in.*
- *Having a joint hub with HomeStart and SureStart helps each organisation get the best out of its resources and helps the public access the right people. It also allows us to share relevant information and keep the public informed about what's going on.*
- *The CDOs link everything up and they help agencies share resources. The ARCHes always know what's going on so there is no duplication.”*

The Police find partnership working effective and valuable. Chief Inspector Ian Coxhead remarked:

- *“Everyone recognises the effectiveness of locality working and we are now creating some very worthwhile projects which are starting to deliver significant outcomes...*
- *The Kerria was a ghost town but now it is vibrant again. Whilst the other hubs do have an impact on the community - the one you wouldn't want to lose is Amington. That's the one I hear most about. ...*
- *The ARCHes show that the Borough Council have faith in the community and it is not walking away”*

Street Wardens were previously offered a base at the ARCH but they felt that hot-desking wasn't appropriate and so were based for a short time at the Youth Centre annex. This has led to a problem as it was not obvious to the community whether they were on duty there or out and about on the estate. The street warden service has since been reorganised and wardens now cover a larger area so it is not as easy to locate them at a defined local hub. They are regular visitors to the hub in order to build their local intelligence and to build links.

**b. Providing a gateway for the community to access services and to support effective signposting**

Community engagement has been difficult to build outside projects and events, which have always had strong attendance and contribution from local people, however the following regular activities occur:

- Arts and Craft (weekly)
- Borough Councillors Surgeries (monthly?)

Nevertheless, the ARCH is important as a base for more ad hoc activity and as a port of call for individual residents seeking information and support.

The number of people popping into the ARCH has continued to increase (from 850 in 2009/10 to 2100 in 2011/12) as word gets around and trust is built. Often individual engagement occurs when people find themselves at a crisis point.

Some partners who have offered services at the hub have not always received the numbers of residents they would like in a short space of time; those who have established themselves and have engaged local people over time such as Homestart and Staffordshire Police have found an increasing number of people do remain involved. It is the level and time invested that has shown results for these partners.

The hub plays a role in providing space for local partners to meet, build relationships and to develop joint work through discussion of local and organisational issues. The majority of joint activity developed over recent years has been planned and developed through discussion at the hub; Participatory Budgeting, Community Together Events, Seasonal social events, ASB, environmental and other projects.

Regular engagement has been developed through the arts and craft group which has developed beyond its original concept to be more of a self-help group which engages between 8 and 20 people. A discussion held with the group regarding the importance of the ARCH which brought the following comments:

- *"It provides a flexible and welcoming place for us to meet."*
- *"It helps me get up in the morning. It's something to look forward to." (Older resident)*
- *"It helps give you back a bit of sanity" (Carer)*
- *"Many residents have moved away or have died so there are social benefits to meeting up – it helps with the isolation." (Long term resident)*
- *"We can see people going by and they can see us, often we'll drag someone in off the street."*
- *"If someone has an issue they can find out who to speak to."*
- *"It's good having the police drop in as it feels more personal and I feel able to bring things up and the issue gets sorted. That gives me peace of mind – at home I wouldn't bother reporting because I'd expect that nothing would be done."*
- *"If we see someone dropping litter outside we'll take it up with them there and then. Since the ARCH opened the precinct has improved and people take more pride in the area."*
- *"It's nice to come in and talk, it breaks down the barriers and talking to each other we find out what's going on."*
- *The ARCH gets me out doing things." (Volunteer)*

c. **Encourage community engagement and effective participation in community activities and local projects**

It has proved difficult to engage with the community around the Kerria and work done previously to build community capacity through the Friends of the ARCH has not led to the development of sustainable capacity. There is, however, a successful parent support group for Amington Heath Primary school and the Arts and Crafts Club does support initiatives such as the Santa's Grotto at the Youth Centre.

This reflects the fact that, in more hard pressed communities, many residents need to focus their energy and resources into the day to day personal and family challenges they face rather than supporting community projects.

The ARCH is also available for ad hoc activities and acts as the base to organise broader community-based projects. Future developments include:

- Statue restoration
- Participatory Budgeting project activity
- Jubilee Event
- Santa's Grotto

The feedback from partners and the Arts and Crafts group is that the physical premises are very important as they provide a focal point which is perceived as "neutral ground". The premises are an enabler to the personal interactions which flow from it.

#### 4.1.3 Other community based premises

In the table below a higher score indicates that the venue is suitable as a hub for the delivery of Locality Working.

It is not intended that the scores below be taken literally as they are by necessity subjective. However, they form a sufficiently robust diagnostic to identify which key options need to be explored in more detail, perhaps through a number of more detailed business cases.

Given the timescales it has not been possible to identify exact costs of running a hub in each location. This would depend on a variety of factors including lettings polices (which tend not in cater for daily occupation).

Premises	Location	Quality of facilities/ accessibility	Likely to promote part engagement	Likelihood of commu engagement	Investment already made/Costs of chang	Running costs	Level of Management required	Total
Current ARCH	5	4	3	4	5		3	24
Youth Centre	5	3	3	4	3		4*	21
Amington Heath Primary School	3	4	4	2	3		3	19
Landau Forte Academy	2	2	1	1	2		4	12
Church of Latter Day Saints	2	2	1	1	2		4	12
St Editha's Church - Cornerstone	1	3	1	1	2		4	12
Band Room	1	2	1	1	2		4	11

#### 4.1.4 Current costs

The annual running costs of the Amington ARCH are currently around £5,000. The shop is provided rent free by the Borough Council Property Services. The bulk of the running costs are heating. There is no access to gas at the Kerria so relatively expensive storage heaters are used.

One option to save costs would be to restrict opening hours, but given the nature of storage heaters, this tactic is unlikely to reduce operating costs significantly. However, this would allow the CDO to operate from a broader range of alternate venues.

An alternative to saving running costs would be to scale back the hours of the CDOs themselves. A careful assessment of the implications of this on partnership working, the operation of the ARCH and HR issues would need to be carried out as partner and community feedback indicates that CDOs are at the centre of the local social networks.

#### 4.1.5 Key options

##### a) **Maintain the ARCH at its current location**

##### Advantages

- Previous investment in the property is protected.
- Provides an accessible resource for services and community engagement.

- Due to its position the ARCH is a very visible sign of Borough Council and partner commitment.
- Given that there is a very limited, or non-existent, demand for shop units of that size, the ARCH knits the shopping centre together.

#### Disadvantages

- Cost of maintaining the building.
- CDO involved in premises management.
- The current ARCH does not have sufficient flexibility in its design to accommodate all partners and so this could constrain engagement and flexibility of services provided by partners.
- Service delivery is currently split across 3 sites, including the Youth Centre and the school. This means that opportunities to liaise and signpost services to the community may not be capitalised upon.
- Limited storage is a barrier to some partners who therefore prefer to operate from the Youth Centre (although further storage is available at the converted subway opposite).
- The ARCH is taking up two potentially valuable shopping units which could generate income. This is only relevant if a new tenant could be found. According to Property Services the current level of demand for units makes this unlikely, although innovations such as a start-up grant might encourage a letting.

#### **b) Relocate the ARCH to the Youth Centre building**

##### Advantages

- Would make the long-term future of the building more secure by concentrating all partnership activity in one place.
- Could improve partnership working by creating closer links with the youth workers.
- Could better enable joined up approaches such as inter-generational working.
- Would provide the capacity to relocate Children's Centre activities to a central and visible base.
- Would provide the opportunity to re-badge the youth centre as a community focussed building involving a wider range of residents and partners.
- Would demonstrate the need for improved community facilities should the Kerria Centre be redeveloped.
- Would create more community engagement and signposting opportunities due to the fact the centre is already used by Home Start and Sure Start in the daytime. Many vulnerable families could benefit from better links with the CDO.
- Could enable use of the youth centre for more broad-based community activities in the evenings and at weekends, thereby promoting better community cohesion.
- Would provide better storage facilities than are currently available at the current ARCH.
- Would bring in further income if the two shop units released could be let.

## Disadvantages

- The Youth Centre building would be more costly to run and therefore is a challenge for the Borough Council and partners to find the necessary funding.
- The condition of the flat roof and drainage pipes lead to regular flooding which puts the facility out of action. (The current ARCH provides an emergency fall back for service providers).
- The centre is poorly insulated and therefore has poor energy efficiency. The electricity bills associated with running the premises full time need to be reviewed.
- The presence of the Borough Council and partners will be less visible to the community.
  - Current office spaces are on the wrong side of the building to advertise the ARCH's presence to the community.
  - It would not be clear to the public whether the ARCH is staffed unless building work can be undertaken to create a "shop window".
- Will incur additional costs should there be a need to create a new "shop window and/or convert the annex into an ARCH. Also there will be additional costs for ICT connections.
- If the two shop units could not be relet their closure will detract from the vibrancy of the shopping centre. (Mitigation could be possible by still utilising the shop windows for displays and publicity.)
- Neither the Staffordshire Young People's Service nor the Borough Council would be in a position to manage such a centre.

### **c) Embed the ARCH at the Youth Centre sharing the costs with a Community Interest Company with a training/skills perspective**

## Advantages

As option (b) above but with the added advantages that:

- Would bring in income to offset running costs.
- A focus by a CIC on employability and skills could unlock resources from the County Council which could pay for physical upgrades to the building (see disadvantages below).
- A wider range of innovative solutions can be developed by a CIC, which provide a "hook" to engage residents.
- CICs have their own approach to community engagement and will be able reinforce and build on the work already done by CDOs to signpost residents to other relevant services.
- Could increase footfall and utilisation of the ARCH.
- The CDO and other partners could build an enhanced relationship with the CIC and residents that they can engage.
- Could help grow longer term community capacity through confidence building initiatives.



- CDO could be released from premises responsibility to undertake additional community development work

#### Disadvantages

- As option (b)
- Would need substantial investment to ensure the building is watertight and does not become a burden to any CIC.
- Running costs, especially energy costs.
- The cost of reconfiguring the Youth Centre to be more welcoming to the community.
- Is there a CIC interested or capacity to develop one?

#### **d) Relocate the ARCH to the corner of the Amington Heath Primary School site**

#### Advantages

- Likely to save running costs (although not clear – much depends on heating and rental charges).
- Would make an underused school building more available to the community.
- CDO could be released to undertake community development work
- Should major redevelopment occur at the Kerria in due course then there would be minimal disturbance to the ARCH.
- Conversion costs likely to be less than those incurred by moving to the youth centre.

#### Disadvantages

- History of lack of engagement in this site will continue to be an issue
- Location is out of the main Kerria Centre, so not as visible.
- Number of passers-by will be small.
- Appears to be a clad prefabricated building, so heating costs are likely to be high. (Needs investigation.)
- Additional costs for moving ICT.
- Cost of moving railings.
- Need to get school agreement to relocation of railings
- Community may still associate the building with school premises.

## 4.2 **Stonydelph**

### 4.2.1 **Specific local issues**

Stonydelph is a diverse neighbourhood with a population of approaching 5,000 (See [Locality Working profile](#)). The hub building is located within Glascombe ward but is included by the Borough Council within the broader Stonydelph Locality Working area. The ARCH's location is convenient for residents living in the Crowden Road area, although it is less convenient for those living towards the Ellerbeck Shopping Centre; having said that, as evidenced by the job club, the ARCH does attract residents from across the whole locality working area. However, the MOSAIC data shows the largest concentration of need is in the Crowden Road area of the locality.

The fact that the building used by the ARCH was formerly a community centre, some ten years ago, and then a housing office has brought the ARCH a degree of visibility, particularly with older residents. However, it may be harder for new residents to appreciate that it is there, although the internal layout is welcoming to residents who do engage. The footprint of the site is quite large and includes a car park and green spaces.

In addition to the ARCH, Stonydelph has a number of community assets including St Martin's church, the Stonydelph Health Centre and Stonydelph primary school. The community centre at Pennymore lies just outside the key priority neighbourhood and does not attract the residents which the Borough Council most aims to engage with. This is partly due to its location but also a perception that it would not be welcoming.

The locality profile has defined the following issues

- A significant increase in the numbers of 16-29 age group and older people
- Low pupil attainment levels
- Community safety issues, especially ASB
- Employment and skills
- Two LSOAs in top 10%-20% nationally for index of multiple deprivation

Within the Stonydelph locality area, the dominant ACORN Category is Hard Pressed (65% of the population). This category contains the poorest people in the country. Unemployment tends to be well above average, levels of qualifications are low, household incomes are low and there are high levels of long-term illness in some areas. The MOSAIC data suggests that the majority of Stonydelph's population are most receptive to face-face contact.

### 4.2.2 **Use of the ARCH/local network**

#### **a. Supporting multi-agency partnership working**

Partner and community engagement has been positive, as reflected in a diverse weekly schedule of events which include:

- Job Club
- Stay and Play
- Wardens surgery
- Day centre.

In particular the job club has been successful in attracting residents into the ARCH, and has especially provided space for residents to develop local project work. The ARCH facility has also enabled a local resident to start a bereavement counselling support group.

*“The Stonydelph ARCH is an ideal base and is particularly useful to me as I get a lot of referrals from the CDOs as they are out and about in the community.”*  
*“The personal networking promoted by the ARCH (is vital). Whilst connections between individuals are more important than the building itself, the building then becomes useful as a flexible base to engage from.”*

Steve Stokes, Coalfields Regeneration Trust.

**b. Providing a gateway for the local community to access services and to support effective signposting.**

The ARCH has had good engagement from the community, receiving around 50 people visits per week. The current configuration of the ARCH is beneficial as it provides a variety of meeting rooms, which allow concurrent activities to be carried out.

The geography of Stonydelph is an issue in as far as the main road and underpass between the hub and the main shopping area at Ellerbeck forms a barrier for some residents, although partners report that if residents are aware of something specific such as the job club they are willing to engage with the ARCH.

**c. Encouraging community engagement and effective participation in community activities and local projects**

Prior to the creation of the ARCH there was little or no organised community activity in this particular part of Stonydelph. The building is now accessed regularly by between 10 and 12 residents, in particular the Stonydelph Action Group which utilises the building to carry out planning processes for community events, such as the forthcoming Jubilee event. Recent community events have been very successful, attracting 260, 800 and 1100 residents. It is felt that the ARCH has provided crucial capacity to enable organisation for these events to take place.

The group values the building as a key resource, and the support given to them by the CDO. The initial enthusiasm on the part of community activists for change which was brought out through the presence of the CDO has led to a significant amount of involvement. However, as often happens in working to establish new groups, tensions have developed between some individuals over priorities, ways of working and this appears to have led to conflict between some of the personalities and the formation of factions.

The Stonydelph Community Group has more recently tended to use St Martin's Church rather than the ARCH and they did not choose to contribute to this review within the

timescales given. The tensions between the two community groups are well known to officers and are a cause for concern,

There is also an on-going issue regarding community aspirations to have the building available in the evenings and at weekends for broader community-based activity. This causes an issue for the Borough Council which provides the hub for specific purposes related to Locality Working and, as the owner, has the responsibility of premises management via the CDO. This tension reflects the building's previous history as an area housing office and, before that, as a community centre.

The Stonydelph Action Group comprises of a core of around 10-12 community activists who have a range of technical and transferrable skills. Detailed discussions about this review were undertaken with 3 activists from the group and this has identified that:

- There is an aspiration to run the building as a more flexible community centre.
- That this would take time but is feasible within a 12 to 24 month timescale. It is felt that on-going support from a CDO and other partners such as the Tamworth CVS would be vital to that process.
- A number of potential uses have already been defined including facilities for older and younger people; and as a base for volunteering and possibly the development of micro-businesses.
- Skills development and entrepreneurialism are laudable aims, but the centre would need to define which micro-businesses would benefit the community most and it would need to develop these in a fully transparent process.
- Services such as the Job Club and Step by Step bereavement support group are life-changing for the people they serve.
- The community could be empowered to develop its own solutions and develop the necessary cash flow.
- It has also been identified that an agreement could be reached to embed the ARCH within the building, still securing its current facilities and function.
- There is also an aspiration to make bids for funding to undertake capital works to develop the outside space, rearrange the internal structure and develop a modern catering type kitchen which would support new uses such as day-care and children's parties.

#### 4.2.3 Other community-based premises

Community facilities are located at Ellerbeck, Pennymore and Wilnecote, the latter two areas being too distant for easy access.

St Martin's Church is located next to the Ellerbeck shopping centre and was specifically built as a church and community centre. It provides a wide range of daytime and evening activities. These include sporting activities, a daytime cafe, a nursery, Stay and Play, Starfish counselling and a range of activities for children, Mothers Union, bingo and also hosts PACT meetings. The church would be willing in principle to accommodate the ARCH, although physical design of the church would mean that a variety of rooms would need to be used for specific purposes.

Whilst the church does offer a wide range of activities it is struggling to attract the engagement of sufficient residents to ensure that many activities are sustainable, although they do believe that there is potential for the future.

The Stonydelph Health Centre is also located at the Ellerbeck shopping centre. Initial discussions with the Staffordshire & Stoke on Trent NHS Partnership Trust have identified a willingness to consider whether the Arch could be hosted within the existing building or whether the building can be extended to accommodate this. Given time constraints it has not been possible to explore this possibility in detail so further work needs to be done to establish whether this option is feasible.

Stonydelph Primary school is located on the edge of the area, however many residents find difficulty engaging with activities delivered through school settings.

In this assessment a score of 5 is ideal and 1 is unacceptable. This assessment is by necessity simplistic but it is suggested that it provides, at this stage, a sufficiently robust diagnostic assessment to define the most likely possibilities. This table is subject to the same caveats described at section 4.1.3 above.

Premises	Location	Quality of facilities/ accessibility	Likely to promote partner engagement	Likelihood of community engagement	Investment already made/Costs of change	Running costs	Level of Management required	Total
ARCH	4	5	3	4	3		3	22
St Martins Church and Community Centre	4	4	3	3	4		4	19
Primary School	2	2	1	1	2		3	11
Health Centre	4	tbc	tbc	3	tbc		4	tbc

#### 4.2.4 Current costs

The current cost of running the ARCH is in the order of £8,000 per annum. The building is provided rent free by the Borough Council Property Services. The bulk of the running costs are heating and utilities in addition to security.

One option to save costs would be to restrict opening hours but this tactic is unlikely to reduce operating costs significantly. However, this would allow the CDO to operate from a broader range of alternate venues.

An alternative to saving running costs would be to scale back the hours of the CDOs themselves. A careful assessment of the implications of this on partnership working, the

operation of the ARCH and HR issues would need to be carried out as partner and community feedback indicates that CDOs are at the centre of the local social networks.

#### 4.2.5 Key options

##### **a) Maintain the ARCH at its current location**

###### Advantages

- Previous investment in the property protected.
- It is an accessible resource for services and community engagement.

###### Disadvantages

- Cost of running and maintaining the building.
- CDO involved in premises management.
- Query whether whole community would engage due to location.
- Residents have identified a need for a broader offer of community centre facilities, but the Community Development Team cannot respond as the ARCH is intended to fulfil the locality working function.

##### **b. Maintain the ARCH at its current location within a broader based community run building.**

###### Advantages

- Previous investment in the property protected.
- ARCH could be embedded within facilities.
- The CDO would no longer be involved in premises management and could add further value supporting community capacity and improving signposting to services across the locality.
- Community could develop new innovative opportunities based on a close discussion with the community itself.
- Community could utilise outside space more effectively.
- Would help build on-going community capacity and cohesion.
- A community-run facility could perhaps offer support /gain income from premises management expertise should the Amington ARCH be relocated.
- A community led approach could attract new types of capital and revenue funding which is unavailable to public sector partners.

###### Disadvantages

- Would need to be sure that community capacity is sufficient
- Would need to ensure and the business case is robust.

- Community activists are currently divided across two resident groups and this could be a barrier to full community buy-in, as well as diluting the skills needed.
- Danger of competition with St Martin's community centre.
- There is a query whether the whole locality community would engage at existing site due to its location. A facility that is not accessible to and engaged with all residents of the locality would not support the Borough's Locality Working aims.
- Likely to require internal modifications e.g. layout changes, kitchen upgrade.
- If a community-led approach failed over time, the community would lose an important resource and it may feel that the Borough Council has stepped back too far (NB history of community centre/housing office). However, this effect could be mitigated by effective communication and the delivery of agreed actions within the locality.

**c. Relocate ARCH services to St Martin's Church**

Advantages

- ARCH could be embedded within good quality facilities.
- Would provide a central location near to other facilities and would support encouragement of access to the wider locality
- Contribution to overheads may be more manageable within existing budgets
- Location more central to many client groups who may find access to the current ARCH difficult.
- Many partners are used to engaging with the Church already.
- CDO would no longer involved in premises management and could add further value supporting community capacity and improving signposting to services across the locality.
- The existing hub site could be made available for redevelopment.

Disadvantages

- Query whether whole community would engage due to location and religious connotations. Again the impact of a facility that is not accessible to and engaged with all residents of the locality would not support the Borough's wider Locality Working aims.
- Would send a signal to the residents in the Crowden Road area that the Borough Council has new priorities.
- Possibly a reduced community engagement from the Crowden Road area
- Eyesore of a boarded up ARCH building/cost of maintenance/graffiti
- Demolition cost for the current ARCH

**d. Relocate ARCH services to the Stonydelph Health Centre**

Advantages

- As option c. above
- A central location near to other facilities would encourage access for the wider locality
- Could facilitate better community engagement around wider health and well-being issues.

#### Disadvantages

- Query whether whole community would engage due to location.
- Would send a signal to the residents around Crowden Road that the Borough Council has new priorities.
- Likely to be the most expensive option if any new build is required.
- Rent could be significant.
- Eyesore of a boarded up ARCH building/cost of maintenance/graffiti.
- Demolition cost for the current ARCH.

### **4.3 Glascote and Belgrave**

#### **4.3.1 Use of the ARCH/local network**

These ARCHes are co-located at the Glascote Library and the Belgrave Community Fire Station respectively. Accordingly detailed investigations as to alternative venues have not been undertaken at this stage.

Information has, however, been obtained about the workings of these ARCHes and this has been useful in comparing the approach undertaken with the other two ARCHes.

It is fair to say that it is still early days at the Fire Station and there have been some teething problems with bookings and some concerns about privacy. The lack of passing footfall is noticeable and so signposting activity is more difficult to achieve. However there are promising signs of improved engagement. The CDOs in these two localities have less premises management responsibility and therefore have increased capacity to focus on partner and community engagement activity.

In Glascote, where there have historically been higher levels of investment, there is a much broader range of community and partner services so the ARCH operates successfully as part of a wider virtual hub. The down side is that the actual ARCH is not very visible, although good signposting is undertaken by local partners. The building is physically accessible and well-signed but is impacted by the fact that it is seen as a library setting, which may be off-putting to some residents.

The County Council charges the Borough Council a rent of £1,000 per annum for space in the library. Yet, because suitable ICT connections cannot be installed, the Borough Council in turn bills the County Council for over £700 a year, the net charge at the end of the day being less than £300 plus associated administration resource costs. This also



raises the question of partners taking a more joined-up view of the costs of maintaining a suitable partnership infrastructure in priority localities.

### 4.3.2 Key options

Discussions with partners have surfaced a couple of possibilities, but these would need further exploration before they can be properly assessed:

- Firstly there could be an option to locate at St Peter's church however we again come up against the fact that not everyone will be comfortable accessing that facility. Furthermore, access to church buildings is very much down to the discretion of the vicar. The attitude of the previous vicar was not supportive, but the new vicar is, however this could change again with a change of personnel.
- Secondly, there could be space at the Children's Centres on Hawksworth and at the Exley Centre. This would need to be confirmed, and would need to be linked into a review of Children's Centres accommodation which is currently under way, although it is early days. This review needs to report by the end of August 2012.
- In the above case consideration would need to be given to whether co-location in a Children's Centre would lose the branding the ARCH has already established or whether a broader hub could be created.

## **5. Reflections on the importance of people and place**

### **5.1 Is a physical hub necessary?**

Whilst most partners said that, in theory, it would be possible to work from any suitable premises they did stress that the most important way of moving issues forward is through the linkages between people.

However, it is true to say that the expected level of local service delivery by partners has not materialised. The reasons for this were explored in the previous review of Locality Working published in September 2011. This raises the question as to whether a physical hub is required.

Partners interviewed valued the ARCHes as a gateway to make community engagement easier and more effective for them and as a venue to have a joined up discussion about service design and other key local issues. They value the CDO role as a trusted broker, catalyst and intermediary.

From a community perspective the physical nature of an ARCH is more important as an outward and visible sign of Borough Council and partner commitment to the neighbourhood. The ARCHes operate as a non-formal gateway to access services and the CDO easily. They also act a hub to bring activists together to plan events. A physical hub is also a means to reduce cultural barriers to engagement by building trust and confidence that notice will be taken of problems/ views and feedback can be better given.

In Amington in particular a physical presence in the shopping centre is important to the community's perceptions about the viability of the Kerria Centre itself. In Stonydelph the physical ARCH has broader connotations linked to its history.

a. Advantages of having a physical hub

- Provides an accessible office space which is very useful for the CDO, outreach delivery by partners and a resource for community activists.
- Provides an element of control for room bookings and so acts a catalyst to bring both partners and the community together without worrying about the venue.
- Reduces the barriers to joined up working e.g. No politics regarding the need to charge rent presently, a mix of facilities including ICT connections
- Having a physical hub helps promotes sharing of information and ideas and to capitalise on opportunities.
- Having a physical hub helps provide a clear focus/gateway for the local community.
- Passing footfall does encourage residents to drop in. This benefit is likely to be increased significantly if appropriate and diverse services and facilities are offered.
- Does provide residents who have a crisis to seek support.
- Having a CDO on-site provides an accessible and trusted route to services and to information about what's going on. The community is also able to easily find the CDO and share local intelligence.
- CDOs are the key node within the local network of partners and the community and it helps if people are clear where to find them.
- Provides opportunity for effective signposting.
- Encourages partners to drop in / utilise for meetings/ one to one sessions in a cost free environment.
- Provides a visible, accessible and welcoming space for the community to drop in.
- Provides infrastructure and resources to enable discussions and activity.
- Is seen as "neutral" ground.
- Is seen as a resource centre for the community.
- Acts as a focus that helps bring community activists together.
- Provides access to a single point of contact to help resolve personal or community issues.
- The Borough Council is the broker and has the democratic legitimacy to pull things together.

b. Disadvantages

- Costs to run dedicated centres.
- Resource to provide premises management

- Lack of clarity around building purpose and functions
- Lack of alternative hub space provided by partners?
- The presence of hubs has not led to the expected level of partner buy-in and contribution and its existence may have become a project in itself.
- In Amington with three separate buildings there has been a level of competition to attract users, which should be noted for the future in Stonydelph.
- Partners are happy to use the facilities and allow the Borough Council to absorb the running costs.
- CDO time can be taken up with issues relating to the running and maintenance of the building/ ICT issues/ alarms, etc.
- If ownership of the building lies with the Borough Council it means that uses the building can be put to are constrained by the Council's operating hours and the limited capacity and workload of CDOs.

Some relevant observations by partners are included below:

*"The ARCHes give the community a boost as people appreciate the fact that they are being considered". The ARCHes are great as they enable partners to be together in one place which is very good for communications ... A lot of knowledge is developed when people are able to drop in and just chat. Agencies need a central person as a gateway into the community and the community needs a person to link up with partners. Otherwise everything would just go off at a tangent... I think that if people were based across a number of buildings it could still work but it's important to have a point of contact which encourages people to get involved. It's no use just expecting the network to happen, if there is no focus for purpose people don't belong and things get fragmented. "*

*"The ARCHes are very good locations for providing activities and they are my first choice venue, although in some storage is a key issue. As a CIC you don't want to spend lots of time just getting set up every session....what's important is to have an accessible and welcoming place where the residents feel they can just walk in. The Kerria Youth centre works well for us and we leave the front door open and that normally works well as people just walk in. Having a joint hub with HomeStart and SureStart helps each organisation get the best out of its resources and helps the public access the right people. It also allows us to share relevant information and keep the public informed about what's going on. The CDOs link everything up and they help agencies share resources. The ARCHes always know what's going on so there is no duplication."*

*"The Stonydelph ARCH is an ideal base and is particularly useful to me as I get a lot of referrals from the CDOs as they are out and about in the community. The personal networking promoted by the ARCH (is vital). Whilst connections between individuals are more important than the building itself, the building then becomes useful as a flexible base to engage from."*

*"It's better to get out and see people in their own areas rather than expect them to come into town ... a preventative approach is ideal before problems get worse. Community events are vital in bringing communities together and it is especially important to have good partner engagement at these...it is particularly important for the community to have*

*a place to meet and discuss issues... Faith based groups are also important although it can be a challenge to relate to them as they are not always receptive to multiple uses of their premises... If we are co-located this has positive spins offs for partners such as the Library service at Glascote and the new Fire Station venue is settling down and has been a catalyst to help move things on there.*

*The shop at Amington doesn't shout out "Tamworth BC" and it's not a community centre, but it provides a focus for relating to the community.*

The general view emerging from discussion with partners is that whilst physical premises are not absolutely vital to undertake outreach or Community Development activity; the need for the community and partners to see an outward and visible sign of commitment still means that a physical hub is justified to promote effective Locality Working within the four priority neighbourhoods.

A recognised hub is useful to partners undertaking outreach activity in the locality as they benefit from the signposting and connections made at the hub.

From the interviews undertaken there is still substantial support from partners and community activists for the concept of the ARCH.

There are a number of options to put the ARCHes on a solid financial footing and to further grow service delivery and community engagement. These need to be explored in more detail by the partnership in order to establish feasibility.

## 6. Issues to consider in each locality

To help focus the discussions the following section draws together the key messages and poses a series of questions which need to be answered before further progress can be made

### **6.1 Amington**

#### **6.1.1 Analysis**

- If the option to develop a community run solution is chosen, a careful assessment of the skills and experience within the community and its support needs would need to be undertaken.
- Much of the community capacity regarding premises falls within old Amington and other public sector and church owned facilities would not provide the flexibility and accessibility needed to maximise the already limited amount of community engagement.
- The current Youth Centre is owned by the Borough Council and is currently let on a full repairing and insuring lease. However, the County Council proposes to exit this lease in July 2012. This leaves the Borough Council with a difficult set of choices – on the one hand it cannot afford the full costs of ownership and sessional lettings charges will not be sufficient to justify the costs involved.

However, if the Youth Centre building is mothballed it adds to the run down look of the area which the ARCH has helped turn around.

- Given the lack of suitable facilities and community groups in the Kerria area it would be a difficult challenge for the County Council to ensure adequate provision to support young people in the area through a range of services and interventions if they vacated their present location.
- This approach would also be likely to reduce the effectiveness of HomeStart and SureStart as their current base would be taken away. Community engagement at the primary school site has not been promising so this would represent a step backwards.
- We understand that the Community Development service have no intention to take on the additional costs of this building and do not wish to tie up the CDO further in running a larger premises. One possibility is to seek a partner from the third sector, for example a Community Interest Company, which might operate from (and run) the building. (No CICs come to notice during this investigation, but that is not to say that this route would not be possible.)
- To attract the level of resource needed it is likely that either a CIC with a specific focus on employment and skills would be needed or one which is linked to the reprovision of older peoples' services. It could be possible to put together a package including partnership funds plus income from one or two core lettings
- The ARCH itself is a visible and accessible gateway for the community. It also is a statement that the Borough Council wishes to have a local presence and engage with the community with the minimum of barriers. It is currently strategically placed at the heart of the shopping centre and its design provides two sets of windows which act as an advertisement to the community that the partners have a focus on the Kerria.
- Feedback from partners and the arts and crafts group has shown that the presence of the ARCH has been a very positive addition to the area. It shows the community and outward and visible sign of the Borough Council's commitment to the shopping centre and to the community at large. It has also helped give local residents confidence to use the shopping centre.
- The open aspect of the ARCH also allows residents to see whether anyone is working there and that helps encourage them to drop in. The ARCH is literally a shop window for partnership working.
- Currently the community can see whether anyone is operating at the ARCH and can read the information placed in the shop windows. If the ARCH was to move into the Youth Centre, without any adaptations taking place, it would no longer be a visible presence within the Kerria Centre. This is likely to have adverse consequences as there would no longer be an outward and visible signal to the community. One way around this would be to create a new shop front by reconfiguring the current storeroom at the Youth Centre.
- Over the past five years the County Council has invested significantly in community-based facilities on school sites for example at Amington Heath primary school a Children's Centre and a community room have been created.

- It is safe to say that community engagement at the school has been disappointing and both Home Start and Sure Start which operate out of the youth centre in the Kerria shopping centre tend to enjoy higher levels of engagement.
- However, the facilities at the community room could be adequate to physically house the ARCH. If a way could be found to separate the community room from the school site, for example by relocating the railings so they run between the community room and school, and it may be possible to encourage greater community engagement.
- Having said that, we need to come back to a central question - if the ARCH was to be removed from its prime location in the shopping centre, with this detract from the good work done in regenerating the Kerria?
- However, there is a lack of community-based organisations within the neighbourhood and so there is no obvious route, at this time, to self-management by the community.
- A further complication/opportunity is the proposed longer term strategic review of the Kerria Estate to be undertaken by the Borough's housing and planning functions. This may provide an opportunity to rethink the configuration entirely but the timescales involved take it beyond the remit of this review.

### 6.1.2 Key questions arising

1. *In principle would it make sense to cluster all service delivery at a single hub, i.e. the Youth Centre or the school?*
2. *How important is it to have a shop window in the Kerria? What would be the impact of moving the ARCH? Can this be explained to the community easily and how can they be encouraged to access it?*
3. *The Kerria area has no access to health facilities, the nearest GP service being in the Florendine area. Could the development of Clinical Commissioning Groups provide an opportunity for recommissioning of services "closer to home"?*
4. *Could income be generated at the Youth Centre more effectively (say through a link with a CIC) as it is larger and more flexible space?*
5. *Can a strategic view be taken about the optimum use of all publicly owned properties in the area?*
6. *What joint possibilities arise from the potential redevelopment of the Kerria?*

## 6.2 Stonydelph

### 6.2.1 Analysis

- In the light of the significant activities already offered at St Martin's church a preliminary investigation of the viability/sustainability of a community run centre would also need to be undertaken prior to any decision by the Borough Council. A careful and realistic business planning process would need to be in place.

- If the option to locate the ARCH at either St Martins Church or the Health Centre is considered, then there is a high risk that residents around the Crowden Road area will feel the Borough Council has abandoned them. Given the history of the current hub building and the community aspirations it is important that the community feels that there is a sustained and continuous commitment by the Borough and partners to the area.
- Conversely, if the hub in its present location is handed over to a local community group, there is a possibility that rather than continue to serve the whole locality area, it may become a community venue benefitting primarily residents of the Crowden Road area.
- The current tensions between community groups could stop a community centre being developed to its full potential and fragments the knowledge and expertise available to the community.
- If the option to develop a community run solution is chosen, a careful assessment of the skills and experience within the community and its support needs would need to be undertaken.
- Similarly a careful assessment of the longer term state of repair of the premises and the on-going cost of running a community based centre would need to be made.
- There is also a danger that the work needed by the community to undertake premises management and to fund raise to keep the premises running would detract from their ability to develop community based services and projects. The group could become inwardly focused on the building as an end in itself.
- On the other hand, community ownership can promote and release new sources of innovation and committed engagement from within the community itself; as well as helping to develop the confidence and abilities of the people involved.
- It is also worth reflecting that Tamworth, as an urban and non-parished area, does not have the kind of network of “village halls” that are often “standard” in rural communities. Tamworth residents wishing to take control of community assets could, in principle, access monies for refurbishment managed by the Community Council for Staffordshire (Village Halls Fund). There is a wealth of information at <http://locality.org.uk/assets/support/> on the question of asset transfer.
- Further detailed work is needed to establish the potential of the Health Centre.

### 6.2.2 Key questions arising

1. *How far is the key focus of locality working around the Crowden Road area?*
2. *Would the ARCH be better placed for the whole community around the Ellerbeck centre?*
3. *If so how will the Borough Council and partners visibly address the needs of residents from the Crowden Road area?*

4. *Would a community centre at Crowden compete with other facilities?*
5. *Can the two community groups find common ground?*
6. *What process would be appropriate to establish whether there is sufficient appetite, capacity and skills from the community to take over the building?*
7. *How would the proposed usage of a community centre and a business plan emerge?*
8. *Who would provide the support on skills development and business planning to enable a viable alternative to emerge?*
9. *Are there any hidden costs or commitments which the community would need to take responsibility for?*
10. *Could the Borough Council provide any on-going support or an endowment towards the running costs of a community based hub?*

### 6.3 **Glascote and Belgrave**

#### 6.3.1 **Analysis**

- There may be other options to optimise location, but these would only make sense if they would increase community engagement.

#### 6.3.2 **Key questions arising**

1. *Are the locations of the two ARCHes optimal already?*
2. *What further synergies with partners might be beneficial?*
3. *Is change a priority right now?*

## 7. **Wider issues to consider**

### 7.1 **Analysis**

- It is clear that the current ARCHes are valuable and have some visibility within the neighbourhood. However, use by internal and external partners for delivery of services is still low.
- In the scheme of things the running costs do not appear to be large. The problem appears to be that the Community Development team's budget is under pressure. The population of the Amington locality working area is quoted at 9,145 so the running costs of the current ARCH account for 54 pence per year per head of population.
- If we take ASB as an example, then the key costs accrue to two partners who are current beneficiaries of the hub - the Police and Housing managers. A 2003 study on the true cost of crime estimated the cost to all agencies involved of an individual single ASB case leading to eviction was £20,942<sup>1</sup>: If we look at

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<sup>1</sup> See pages 32 and 50 of

[http://webarchive.nationalarchives.gov.uk/20100405140447/http://asb.homeoffice.gov.uk/uploadedFiles/Members\\_site/Documents\\_and\\_images/About\\_ASB\\_general/EconSocialCostASB\\_0142.pdf](http://webarchive.nationalarchives.gov.uk/20100405140447/http://asb.homeoffice.gov.uk/uploadedFiles/Members_site/Documents_and_images/About_ASB_general/EconSocialCostASB_0142.pdf) 4



criminal/damage/vandalism the figure quoted per incident ranged from £510 to £890.

- Beyond the individual incident the impact of the “Broken window syndrome” is well documented, i.e. that one incident leads to further incidents as it becomes more acceptable, even the norm.
- It is worth considering who the main beneficiaries of the ARCH are:
  - Tamworth Borough Property Services
  - The shopkeepers
  - Tamworth Borough Housing
  - Bromford Housing and other providers
  - Tamworth Borough Revenues team
  - Tamworth Borough– Stay and Play
  - Staffordshire County Council – educational attainment, aspiration, Youth services, Children's Services, Older People's Services, Public Health
  - The Police
  - Residents of the Kerria
  - The wider community
  - Staffordshire Wildlife Trust
  - Central government
- It is clear that the benefits that partners and the community obtain from the ARCHes do not accrue directly to the budget holders, the Community Development team. This team has a relatively small budget, one which has been developed through one off windfalls which will not be repeated. It therefore does not have the flexibility to innovate or to grow income that many other budget holders have.

## 7.2 Some key questions arising

1. *Should the current policy of the ARCH being a cost free space for partners and the community continue?*
2. *Should the cost of running the ARCH be treated as an organisational priority of the Borough Council, not as the responsibility of a single service area?*
3. *Could the Borough Council recognise the wider corporate benefits of having an ARCH? Could it explore the possibility of joining up contributions from other existing budgets into a package to support the creation of a sustainable ARCH with a longer term view to developing sufficient community capacity for other alternatives to emerge?*
4. *Should the cost of running the ARCH be treated as a partnership issue, not as the responsibility of a single partner?*
  - a. *Which services benefit most from the ARCH?*
  - b. *If other services benefit most from the ARCH, should they make a contribution?*
  - c. *Should the funding be taken out of contention by the partnership investing in the infrastructure to deliver locality working?*

- d. *If Locality Working is recognised as “the way we do business here” – who are “we”?*
  - e. *Could the £5,000 pa be found from a partnership pot, not the Community Development Team’s budget?*
  - f. *Could sustainable money be found to support the ARCH infrastructure by reinvesting some of the savings from the service redesign (e.g. social care, children’s services, housing) and /or strategic property reviews which are due to be undertaken?*
5. *What would the impact on key outcomes be if the ARCH could not be funded?*
- a. *What additional costs would accrue to partners if the ARCH was no longer effective?*
  - b. *How would partners come together to develop joint activity?*
  - c. *Where would partners deliver services from?*
  - d. *What would happen to those local residents presently accessing the hub?*
6. *Could Borough Council and partner commissioning procedures for services such as estate maintenance/redevelopment provide a fruitful opportunity to build in community benefits into contracts to enable apprenticeships and training / skills development opportunities?*

## Appendix 1 – List of Interviewees

(T) = by telephone

Pete Smith Yasser Din Neil Mushrow Mark Aston (T) Stuart Etheridge	Tamworth Borough Council
Cllr M Greatorex	Cabinet Member, Tamworth Borough Council
Lee Bates (T)	Community Cafe
Ian Coxhead (T)	Staffordshire Police
Michael Pritchard (T)	Bromford Housing
Tim Leese	Staffordshire County Council
Pam Dhanda (T)	Staffordshire County Council
Paul Woodcock (T)	Staffordshire County Council
Nigel Ford (T)	Shropshire & Staffordshire Partnership Trust
Maggi Huckfield (T) Mark Matthews	Staffordshire Young People's Service, SCC
Nicky Burns (T)	Tamworth CVS
Leigh Brown	St Martins Church
Arts and Crafts Club	Amington Hub
Michelle Morgan Chris Cook Matt Brown	Stonydelph Action Group

## Appendix 2 - Next Steps

### **Premises Review – Moving Forward on Options**

#### **The Role of a Locality Hub**

It may be appropriate to take this opportunity to look at the role that hubs have played in supporting locality working. The initial model developed through the cross Staffordshire pilot included a central “community anchor”, a visible building that could serve as a place from where services could be delivered and would be a sign of partners desire to support the community.

As papers noted in establishing Locality Working:-

A Core base or hub will be available in each area to act as a delivery point for joint services or to act as a focus to develop partnership actions. This hub will be established to provide a range of facilities to support partner needs.

Locality Working bases will act as hubs for the delivery of local services. Since many services will have a base in one building, it will be easier to make contact with local people and will encourage people and organisations to work together.

In the pilot, a hub was in part developed as there was a dearth of available community buildings and also in response to the poor state and underused nature of local commercial premises. When LW was rolled out to four neighbourhoods this element was included due to the success of the pilot hub. Successes included the commencement of service delivery, community engagement and the development of various joint projects from this hub. This in turn led to the design of the LW model and the building of support from strategic and other partners to move from pilot to an agreed way of working.

Since the initial model was established the level of service delivery has not increased significantly at individual hubs (around 10 at each)

The locality hubs have evolved since their start with the Glascote hub based in the local library and the Belgrave hub recently moved to the community fire station. Hubs have certainly played a key and positive role in establishing and nurturing better relationships between partners and between agencies and local people. Hubs have enabled discussions to take place that have led to development of various joint activities as detailed within the Locality Review.

A key benefit of the hubs has been to engage and support local people to participate in a wide range of activity and to develop projects and activity of their own. Many residents have used the hubs to explore ideas to make new contacts and become active in positive ways. It is possible that some activities would not have developed without the hubs but this is difficult to assess. In all localities, there are probably more activities, initiatives and projects that happen outside the hub than within but the hub is where the majority are born.

A linked issue that will impact on future premises use is the fact that, at present funding for the fourth CDO post will cease in March 2013 and provision to support four neighbourhoods with 3 CDOs will need to be planned. The role of hubs will need to be included in this as it will be an increased pressure for CDOs to manage hubs. The benefits of removing responsibility for premises from CDOs may be an important factor in focussing on driving an increase in appropriate service provision within localities and on developing joint activity.

An additional option to the list below may be to cease to have separate hubs for locality working and focus on utilising existing premises for CDOs to use as connection points in the localities. The CDOs would continue to drive and facilitate joint working work, which could be more difficult without having the offer of a base of operations, which has been an attraction for some partner service providers.

The key negative impact could be for existing service providers who may not find suitable alternatives to operate from and may decide to cease work in the localities.

Another potentially damaging impact could be through removing a support structure from local people if they are not involved at the level they are used to, if alternative accommodation for them to participate from is not available.

Addressing and responding to these potentially negative impacts will be a role for CDOs to lead on and action should commence immediately any change is agreed. The identification of alternative premises or management structures if identified may offset these impacts; rather a new structure may encourage new partners and a different but wider involvement among local people.

It is clear that each locality will have to be looked at individually with various solutions possible for each neighbourhood. Changes will be more noticeable in Amington and Stonydelph with less visible change in Belgrave and Glascote.

### **Premises Change Options**

Any option below will only achieve further successful multi-agency working with a significant level of commitment to joint resourcing and delivery from partners. There has always been a stated appetite at senior level for partnership working but this has not materialised at service delivery level on an ongoing basis to build on the wide variety of exciting and successful projects and initiatives that have been delivered across localities by those groups and agencies that have participated. It has been important and understood that agencies should continue to provide services for all residents of the Town but the expected additional focus on these localities as a means of closing the gap has not come to fruition from as diverse a range of providers as envisaged.

A couple of questions that will need to be explored for each option if we are to move to a more embedded method of joint working are –

How will partnership working benefit or be increased through this option?

What is the tangible added value that this option will bring to joint work?

Stronger working relationships will be required at locality level to achieve an increase in joint benefit to partners and residents, with the aim of bringing much needed services to these areas, which remain the priority.

## **Amington**

### **Option A - Maintain the ARCH at its current location**

The pros and cons within the Premises Review balance closely.

This is a manageable option within existing budgets; giving some time to identify potential joint working and possible contribution from partners.

This option can be delivered with existing levels of support from partners and maintaining the current structure and set up at the hub. This would not allow such an extensive range of activity as some below but the hub continues to have much underused capacity across parts of the week.

The Amington regeneration budget, presently aimed at supporting activity would need to be re-designated to support overheads.

### **Option B - Relocate the ARCH to the Youth Centre building**

Although the Review pros and cons balance closely for this option, the lack of funding and management capacity, which are essential, make this an option that cannot be achieved by TBC alone.

This would be a strong option and links well with the aims of LW but without significant support from partners, especially SCC, who manage the building at present; this will not be a manageable piece of work at this time.

Looking at the number of partners who actually use the hub at present (9) a question raised is: - will a move attract more partners to contribute and develop a more active hub? There are 29 partners working in the area and therefore joint work is happening outside the hub, although much of this has been developed through discussion and planning work the hub. This option therefore becomes an aspiration for joint work that is impacted upon by the separate actions of partners.

If the lack of available funding is an essential element then despite the score, financial implications will dictate that this cannot be achieved without a financial and resource commitment from strategic partners.

There would be a cost of moving equipment, IT and staff to another premise and perhaps for building alterations around office layout, reception and entrance refurbishment. A budget for this would need to be identified or attracted from a range of partners.

### **Option C - Embed the ARCH at the Youth Centre sharing the costs with a Community Interest Company with a training/skills perspective**

Again pros and cons balance closely for this option, the same issues and barriers as Option B apply.

There would be much potential added value in the long-term through the establishment of a CIC that can provide some sustainability around community involvement activity. Unfortunately there is no community group in the locality despite much effort by the CD Team, which means that this option is not possible at this time.

In the long-term, this option could provide a valuable model, building on better joint work, engagement of the community and a potential sustainable model within Amington that would provide a local legacy.

#### **Option D - Relocate the ARCH to the annex of the Amington Heath Primary School site**

This option gives a quite negative balance of pros and cons and is therefore not a strong option at this time.

If a decision is taken by SCC to move both youth and children's centre activities to this site, this option may be revisited.

#### **Recommendation**

With the present information and level of resource and support in place from partners it is recommended that Option A is pursued. The option is manageable within TBC budgets, is a continuation of the present situation and will cause no disruption to the highly successful activity that has taken place to date. Given the low level of engagement and commitment from SCC for co-location it is the option that allows LW to continue but enables us to respond to a change in stance.

The options of B or C are aspirational within present support and commitment available and will be worked towards if the situation changes. A range of discussions and negotiations are ongoing with SCC and other partners to explore this possibility but a pragmatic approach is the only one within the control of TBC at this time.

## **Stonydelph**

### **Option A - Maintain the Hub at its current location**

A slight negative balance in the pros and cons in the Review, however, as the lack of available funding is an essential element then despite the score, financial implications will dictate that this cannot be achieved by TBC alone.

Issues around this option are similar to Amington in that the level of partner service delivery from the hub is not as high as originally hoped for. Looking at the number of partners who actually use the hub at present (9) the question raised is: - what option will attract more partners to contribute and develop a more active hub? There are 14 partners working in the area and therefore we see that joint work is happening outside the hub, although again much of this has been developed through conversation in the hub. Will this change in the near future to make the building more active in supporting service delivery?

The key impact remains the lack of funding to sustain the building and CDO at this site, which will negate other efforts. An alternative source of funding will need to be sought for any option in Stonydelph.

### **Option B - Maintain the ARCH at its current location within a broader based community run building.**

A positive balance of pros and cons but unfortunately, again a lack of identified funds will mean that this option cannot be achieved.

This is a positive option, providing much potential added value over the long-term through the establishment of a local group that can provide sustainability around community involvement and activity. There is mention in the report of new sources of potential funding being drawn in through a CIC and this will need to be explored further to see what level of potential is achievable.

There are a number of active residents and emerging community groups in the locality, building on work by the CDO. It appears, from some initial informal discussion, that there is a level of interest among these in taking on a building, as part of their future development plans. The sustainability of this group will be key to achieving this option, building on and challenging this initial interest to explore and develop the group's capacity to make this option a reality.

If an appropriate group can be identified, a significant amount of development and capacity work would have to be undertaken to identify and engage additional residents and establish a strong and sustainable group. CVS and other support structures have agreed to be involved in supporting this option. There is a need to look at the potential agencies and organisations that could be engaged to support development of this option.



### **Option C - Relocate ARCH services to St Martin's Church**

A good positive balance of pros and cons within the Review indicates that St. Martins does have some strong benefits given its position and existing activity, countered by its faith status and unknown potential for flexible use.

This option has an added benefit in that it may be achieved with a minimal level of funding through a contribution to building overheads. The potential to use St. Martins was looked into at the outset of locality working in Stonydelph with the Craven site chosen due to its immediate availability, rather than the faith based St. Martin's which may have been off-putting to some local people.

### **Option D - Relocate ARCH services to the Stonydelph Health Centre**

Again a positive pros and cons score without the unknown element of financial cost included. This would be a positive move if it led to a strong engagement of preventative health services in locality working.

This appears to be another expensive option given present information but initial contact has been made with the NHS Partnership Trust requesting a meeting to explore this option. No response has been received to date to this invitation.

If the lack of available funding is an essential element then despite the score, financial implications will dictate that this cannot be achieved by TBC alone.

### **Recommendation**

It is recommended that Option B is pursued. If the interested community group identified cannot achieve sufficient sustainability and capacity to take on and support the premises it is further recommended that a transition away from the present hub be taken as no other option can be achieved at present.

The group will be supported to build capacity to take on building management with appropriate support from infrastructure and business support agencies.

It is recommended that the CDO works with available support agencies to investigate this option over the next few months. During the period remaining of the availability of a fourth CDO it will be important to build up the capacity of possible alternative hub provision and to maintain confidence among residents that provision will continue to be provided within this locality.

Without future funding and associated costs for a fourth CDO, a change to the structure of CD support to Locality Working in all localities will be worked up. This will involve planning to provide appropriate levels of support, prioritising tasks and time management in order to move to a situation that provides support to all four localities with three CDOs.

The geographical links that have characterised work to date will not be possible at the present level. However, three CDOs could continue to provide a significant level of service, with options for cover being investigated.

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## Premises Review – Moving Forward on Options

### **The Role of a Locality Hub**

It may be appropriate to take this opportunity to look at the role that hubs have played in supporting locality working. The initial model developed through the cross Staffordshire pilot included a central “community anchor”, a visible building that could serve as a place from where services could be delivered and would be a sign of partners desire to support the community.

As early papers noted:-

*A Core base or hub will be available in each area to act as a delivery point for joint services or to act as a focus to develop partnership actions. This hub will be established to provide a range of facilities to support partner needs.*

*Locality Working bases will act as hubs for the delivery of local services. Since many services will have a base in one building, it will be easier to make contact with local people and will encourage people and organisations to work together.*

In the pilot, a hub was in part developed as there was a dearth of available community buildings and also in response to the poor state and underused nature of local commercial premises. When LW was rolled out to four neighbourhoods this element was included due to the success of the pilot hub. Successes included the commencement of service delivery, community engagement and the development of various joint projects from this hub. This in turn led to the design of the LW model and the building of support from strategic and other partners to move from pilot to an agreed way of working.

Since the initial model was established the level of service delivery has not increased significantly at individual hubs (around 10 at each)

The locality hubs have evolved since their start with the Glascote hub based in the local library and the Belgrave hub recently moved to the community fire station. Hubs have certainly played a key and positive role in establishing and nurturing better relationships between partners and between agencies and local people. Hubs have enabled discussions to take place that have led to development of various joint activities as detailed within the Locality Review.

A key benefit of the hubs has been to engage and support local people to participate in a wide range of activity and to develop projects and activity of their own. Many residents have used the hubs to explore ideas to make new contacts and become active in positive ways. It is possible that some activities would not have developed without the hubs but this is difficult to assess. In all localities, there are probably more activities, initiatives and projects that happen outside the hub than within but the hub is where the majority are born.

A linked issue that will impact on future premises use is the fact that, at present funding for the fourth CDO post will cease in March 2013 and provision to support four neighbourhoods with 3 CDOs will need to be planned. The role of hubs will need to be included in this as it will be an increased pressure for CDOs to manage hubs. The benefits of removing responsibility for premises from CDOs may be an important factor in focussing on driving an increase in appropriate service provision within localities and on developing joint activity.

An additional option to the list below may be to cease to have separate hubs for locality working and focus on utilising existing premises for CDOs to use as connection points in the localities. The CDOs would continue to drive and facilitate joint working work, which could be more difficult without having the offer of a base of operations, which has been an attraction for some partner service providers.

The key negative impact could be for existing service providers who may not find suitable alternatives to operate from and may decide to cease work in the localities.

Another potentially damaging impact could be through removing a support structure from local people if they are not involved at the level they are used to, if alternative accommodation for them to participate from is not available.

Addressing and responding to these potentially negative impacts will be a role for CDOs to lead on and action should commence immediately any change is agreed. The identification of alternative premises or management structures if identified may offset these impacts; rather a new structure may encourage new partners and a different but wider involvement among local people.

*A range of alternative premises that could be able to provide hot desk capacity for CDOs are available in both Amington and Stonydelph.*

#### **Amington**

*SCC are retaining use of the Kerria Youth Centre at preferential rate a condition of which is to allow access for TBC staff*

*Relations with the school are good and space at the school or children's centre may be an option.*

*Sites in the village area of Amington at Cornerstone and the Band Rooms could be negotiated.*

#### **Stonydelph**

*St. Martin's church has been a strong supporter to date and would provide a central point for a hot desk.*

*Discussion with the health centre could include an option for hot desk space.*

*Utilising the school buildings could provide a different option.*

*Pennymoor Community Centre sits outside the locality border but would enable CDOs to have a local base.*

It is clear that each locality will have to be looked at individually with various solutions possible for each neighbourhood. Changes will be more noticeable in Amington and Stonydelph with less visible change in Belgrave and Glascote.



This would be a strong option and links well with the aims of LW but without significant support from partners, especially SCC, who manage the building at present; this will not be a manageable piece of work at this time.

Looking at the number of partners who actually use the hub at present (9) a question raised is: - will a move attract more partners to contribute and develop a more active hub? There are 29 partners working in the area and therefore joint work is happening outside the hub, although much of this has been developed through the hub.

This option therefore becomes an aspiration for joint work that is impacted upon by the separate actions of partners.

If the lack of available funding is an essential element then despite the score, financial implications will dictate that this cannot be achieved without a financial and resource commitment from strategic partners.

There would be a cost of moving equipment, IT and staff to another premise and perhaps for building alterations around office layout, reception and entrance refurbishment. A budget for this would need to be identified or attracted from a range of partners.

### **Option C - Embed the ARCH at the Youth Centre sharing the costs with a Community Interest Company with a training/skills perspective**

Again pros and cons balance closely for this option, the same issues and barriers as Option B apply.

There would be much potential added value in the long-term through the establishment of a CIC that can provide some sustainability around community involvement activity. Unfortunately there is no community group in the locality despite much effort by CDOs, which leads to a position where a significant amount of development and capacity work would have to be undertaken to identify and engage residents and establish a new group.

In the long-term, this option could provide a valuable model, building on better joint work, engagement of the community and a potential sustainable model within Amington that would provide a local legacy.

Present timescales and a lack of commitment to a joint approach do not appear to support this option.

Again if the lack of available funding is an essential element then despite the score, financial implications will dictate that this cannot be achieved without a financial and resource commitment from strategic partners.

### **Option D - Relocate the ARCH to the annex of the Amington Heath Primary School site**

This option gives a quite negative balance of pros and cons and is therefore probably not a frontrunner at this time.

If a decision is taken by SCC to move both youth and children's centre activities to this site, there may be potential for joint work but building capacity would then be an issue.

### **Recommendation – Oct 2012**

With the present information and level of resource and support in place from partners it is recommended that Option A is pursued. The option is manageable within TBC budgets, is a continuation of the present situation and will cause no disruption to activity. Given the low level of engagement and commitment from SCC for co-location it is the option that allows LW to continue but enables us to respond to a change in stance.

The options of B or C are aspirational within present support and commitment available but will be worked towards if the situation changes. A range of discussions and negotiations have taken place with SCC and other partners to explore the possibility but a pragmatic approach is the only one within the control of TBC at this time.

## **Stonydelph**

### **Option A - Maintain the Hub at its current location**

A slight negative balance in the pros and cons. However, as the lack of available funding is an essential element then despite the score, financial implications will dictate that this cannot be achieved by TBC alone.

Issues around this option are similar to Amington in that the level of partner service delivery from the hub is not as high as hoped. Will this change in the near future to make the building more active in supporting service delivery?

Looking at the number of partners who actually use the hub at present (9) the question raised is: - what option will attract more partners to contribute and develop a more active hub? There are 14 partners working in the area and therefore we see that joint work is happening outside the hub, although again much of this has been developed through conversation in the hub.

The key impact remains the lack of funding to sustain the building and CDO at this site, which will negate other efforts. An alternative source of funding will need to be sought for any option in Stonydelph.

### **Option B - Maintain the ARCH at its current location within a broader based community run building.**

A small positive balance of pros and cons but unfortunately, again a lack of identified funds will mean that this option cannot be achieved.

This is a very positive option, providing potential added value in the long-term through the establishment of a CIC that can provide sustainability around community involvement and activity. There is mention in the report of new sources of potential funding being drawn in through a CIC and this will need to be explored further to see what level of potential is achievable.

There are a number of active residents and emerging community groups in the locality, building on work by the CDO. It is clear, from some initial informal discussion, that there is a level of interest among one group, in taking on a building, as part of their future development plans. The sustainability of this group will be key to achieving this option,

If a group can be identified, a significant amount of development and capacity work would have to be undertaken to identify and engage additional residents and establish a strong and sustainable group. CVS and other support structures have agreed to be involved in supporting this option. There is a need to look at the potential group or groups that could be engaged to support development of this option.



### **Option C - Relocate ARCH services to St Martin's Church**

A good positive balance of pros and cons within the Review indicates that St. Martins does have some strong benefits given its position and existing activity, countered by its faith status and unknown potential for flexible use.

This option has an added benefit in that it may be achieved with a minimal level of funding through a contribution to building overheads. The potential to use St. Martins was looked into at the outset of locality working in Stonydelph with the Craven site chosen due to its immediate availability, rather than the faith based ST Martin's which may have been off-putting to some local people.

### **Option D - Relocate ARCH services to the Stonydelph Health Centre**

Again a positive pros and cons score without the unknown element of financial cost included. This would be a positive move if it led to a strong engagement of preventative health services in locality working.

This appears to be another potentially expensive option given present information but initial contact has been made with the NHS Partnership Trust requesting a meeting to explore this option. No response has been received to date to this invitation.

If the lack of available funding is an essential element then despite the score, financial implications will dictate that this cannot be achieved by TBC alone.

### **Recommendation – Oct 2012**

Given the present and expected funding position, it is recommended that Option B is pursued. If the interested community group identified cannot achieve sufficient sustainability and capacity to take on and support the premises it is further recommended that a transition away from the present hub be taken as no other option can be achieved at present.

Option B is the preferred choice and it is recommended that the CDO works with available support agencies to investigate this option over the next few months. During the period remaining of the availability of a fourth CDO it will be important to build up the capacity of possible alternative hub provision and to maintain confidence among residents that provision will continue to be provided within this locality.

During the period of enforced absence from the hub following a flood, the CDO has made good use of local networks to support continued provision within the locality. The relationships established with St. Martin's Church, Stonydelph Primary and others indicate that a range of activities and services can be maintained in the locality.

Alongside the transition, the group will be supported to build appropriate capacity and experience to take on management of the building and

appropriate support from infrastructure and business support agencies can be delivered, work will be continued to progress this option.

Without future funding and associated costs for a fourth CDO, a change to the structure of CD support to Locality Working in Stonydelph will be worked up. This will involve planning to provide appropriate levels of support, prioritising tasks and time management in order to move to a situation that provides support to all four localities with three CDOs.

The geographical links that have characterised work to date will not be possible at the present level. However, three CDOs could continue to provide a significant level of service, with options for cover being investigated. Two options are through splitting available hours across four localities or providing particular work areas to each locality.

### **Recommendation - Feb 2013**

The above recommendation have been explored. The two community groups who historically paid an eager interest in managing the premises on craven were invited to formally express an interest in taking up this opportunity. From the two organisations: one did not respond to the offer; and the other had decided not to take up the offer after a number of emails and a meeting.

The recommendations proposed in 2012 had to be re-evaluated based on:

- the community organisations not willing to hold the lease; and
- the current position for funds available for Stonydelph.

Considering the changes in circumstance, the below is a review of the initial options:

**Option A** - This option remains unfeasible due to the current available funds. The building is also too large to sustain and utilise to capacity.

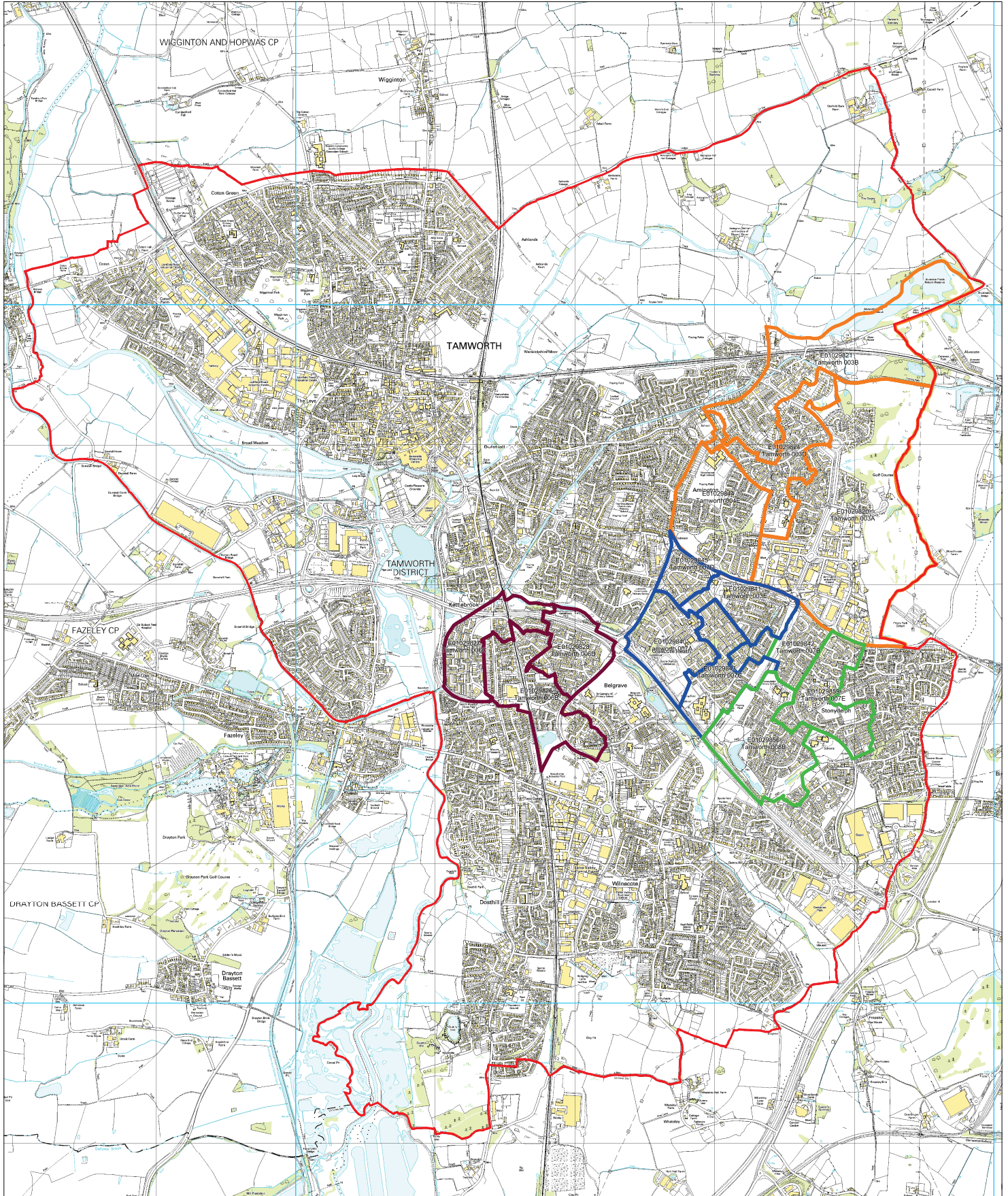
**Option B** - These community groups, now offered the opportunity, were not interested / able to manage the building they initially paid an interest in managing.

**Option C** - This option scored highly on the initial review. The option was not explored in any details as that the Craven road location offered continuity and also the church may be off-putting to some residents.

**Option D** - Although a viable and promising opportunity, the NHS partnership trust have not engaged with us and responded to any of our enquiries.

The process of elimination indicates that Option C is the only option to proceed with given the current circumstances. The initial review scored it highly as a possible venue, but now requires serious consideration for the base for Locality Working in Stonydelph.

# Tamworth Locality Working Areas



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