



Borough of Tamworth

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**INFRASTRUCTURE, SAFETY AND GROWTH
SCRUTINY COMMITTEE**

7 June 2021

Dear Councillor

A Meeting of the Infrastructure, Safety and Growth Scrutiny Committee will be held in **Council Chamber, Marmion House, Lichfield Street, Tamworth, B79 7BZ on Tuesday, 15th June, 2021 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. B.', followed by a long horizontal line extending to the right.

Chief Executive

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of the Previous Meeting (Pages 5 - 12)**
- 3 Declarations of Interest**

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

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

4 Update from the Chair

To receive an update from the Chair

5 Responses to Reports of the Infrastructure Safety & Growth Committee

Update on responses received to Reports of the Infrastructure Safety & Growth Committee

6 Consideration of Matters referred to the Infrastructure Safety & Growth Committee from Cabinet or Council

(Discussion item)

7 Future High Street Fund: Terms of Reference (Pages 13 - 24)

(Report of the Leader of the Council)

8 Consideration of State of Tamworth Debate items

(Discussion item)

9 Forward Plan

(Discussion item – link to Forward Plan is attached)

<http://democracy.tamworth.gov.uk/mgListPlans.aspx?RPId=120&RD=0&bcr=1>

10 Infrastructure Safety & Growth Scrutiny Committee Work Plan (Pages 25 - 26)

(Update and discussion on the Infrastructure Safety & Growth Scrutiny Work Plan)

11 Working Group Updates

To receive updates from any Working Groups

Access arrangements

If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail democratic-services@tamworth.gov.uk. We can then endeavour to ensure that any particular requirements you may have are catered for.

Filming of Meetings

The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.

The Protocol requires that no members of the public are to be deliberately filmed. Where possible, an area in the meeting room will be set aside for videoing, this is normally from the front of the public gallery. This aims to allow filming to be carried out whilst minimising the risk of the public being accidentally filmed.

If a member of the public is particularly concerned about accidental filming, please consider the location of any cameras when selecting a seat.

FAQs

For further information about the Council's Committee arrangements please see the FAQ page [here](#)

To Councillors: S Goodall, T Clements, J Chesworth, R Claymore, A Cooper, D Maycock, Dr S Peaple, B Price and M Summers

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**MINUTES OF A MEETING OF THE
INFRASTRUCTURE, SAFETY AND
GROWTH SCRUTINY COMMITTEE
HELD ON 25th MARCH 2021**

PRESENT: Councillor S Goodall (Chair), Councillors A Farrell, M Bailey, R Bilcliff, P Brindley, T Clements, P Standen, Dr S Peale and P Thurgood

CABINET: Councillor Stephen Doyle
Councillor Jeremy Oates

The following officers were present: Anna Miller (Assistant Director – Growth & Regeneration), Joanne Sands (Assistant Director Partnerships), Richard Powell (Planning Policy and Delivery Officer) and Jo Hutchison (Democratic Services, Scrutiny and Elections Officer)

GUESTS: Chief Inspector Paul Talbot (Tamworth Police Commander) and Sergeant Gary Harborow (Tamworth Police Deputy Commander)

45 MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous meeting held on 24th February 2021 were approved as a correct record.

(Moved by Councillor Dr S Peale and seconded by Councillor R Bilcliff)

46 DECLARATIONS OF INTEREST

There were no declarations of interest.

47 UPDATE FROM THE CHAIR

The Chair reported that following on from the dry waste recycling item considered at the previous meeting he had received some draft text and would circulate it to members by email for their consideration.

48 CONSIDERATION OF MATTERS REFERRED TO THE INFRASTRUCTURE SAFETY & GROWTH COMMITTEE FROM CABINET OR COUNCIL

No matters had been referred.

49 TAMWORTH COMMUNITY SAFETY PARTNERSHIP PLAN 2021 ANNUAL REFRESH AND TAMWORTH POLICE UPDATE

The Chair welcomed the Portfolio Holder, Councillor S Doyle, the Tamworth Police Commander, Chief Inspector Paul Talbot, the Tamworth Police Deputy Commander, Sergeant Gary Harborow and the Assistant Director, Partnerships, Ms Jo Sands to the meeting.

The Portfolio Holder introduced the Assistant Director Partnerships who provided an overview of the Tamworth Community Safety Partnership Plan (Annual Refresh) which outlined how partners were collectively tackling community safety issues in the Tamworth borough.

The Assistant Director highlighted that the data in this year's annual report was impacted by the coronavirus pandemic with the restrictions imposed resulting in reductions in recorded crime and disorder from mid-March 2020 onwards. The Assistant Director reported the 2020 achievements and challenges and that overall the priorities in the plan remained relevant and proportionate. The multi-agency working and the oversight of the Community Safety Plan by the Tamworth Partnership Coordination Group was highlighted, as well as the role of this Committee in scrutinising it. During 2020 it was reported that the key issues which arose were:

- COVID compliance issues and the police approach
- The reduction in reported Anti-social behaviour (ASB)
- The reduction in all crimes between March 2020 and February 2021
- Tackling domestic abuse.

The Committee considered the Community Safety Plan and the priorities it contained and it was agreed that the priorities would be listed alphabetically.

The Chief Inspector provided an overview of the performance for the Tamworth area in terms of crime figures, ASB and road safety and then addressed some other topics. In particular he reported that:

- In terms of crime figures, whilst for the year February 2020 to February 2021 these were down on the previous year, there had been increases in two areas which he addressed; business robbery and more serious and violent crime. In terms of more serious and violent crime this was in part due to an increase in domestic violence and it was reported that the pressures and different circumstances resulting from the COVID-19 pandemic on families both financially and in terms of overall wellbeing were potential factors. To address these, it was reported that staffing had been increased in terms of domestic violence, as well as the review of cases of domestic violence being undertaken at an early stage and the use of the perpetrator programme to rehabilitate offenders and the use of diversionary tactics to work with the family to prevent harm. One further reason for the increase in the more serious and violent crime figures was reported to be due to the three fatal road traffic incidents.

- In terms of ASB, Tamworth area had seen a 2% increase over the summer in terms of non-COVID related ASB and this was reported to be one of the only neighbourhoods in Staffordshire to see an increase. As a result the police had looked at the possible reasons for this and worked more closely with partners in a multi-faceted way and that presently the local figures were significantly down and better than trend. In terms of COVID related ASB the Chief Inspector reported that the police reported that there had been good engagement. More recently there had been an increase in activity in open spaces and there had been an increase in the figures for COVID related ASB. To address this a Four Es Strategy was implemented, including engaging with the public, explaining and educating and enforcing. Work had been undertaken to identify, from evidence, the likely ASB hotspots as restrictions were lifted, and it was reported that appropriate plans would be put in place.
- Road traffic safety – whilst the number of serious collisions had decreased, there had been an increase in road traffic fatalities. It was reported that the Staffordshire road policing unit had been utilised locally which had led to an increase in tickets for mobile phone offences speeding offences and no insurance offences.
- One of the challenges posed by COVID-19 was that the normal engagement strategies between the police and local communities had not been possible and there had been an increased reliance on social media, and that some of the content, whilst intended to communicate with the community in respect of successful policing operations, could have led to there being a perception of an increase in crime.
- Engagement with young people, it was reported that the Reduction in Harm unit had started to introduce the Inspire to Change programme, which involved the police engaging with and going into schools to build relationships between the police and young people.
- In terms of County Lines the work continued to detect where drugs were being brought into Tamworth from the wider area and it was reported that this work continued to work well. The Chief Inspector reported that work would be starting to look at prevention activities, to stop young people being groomed into activities including by engaging with young people at the right level and earlier.

The Committee sought clarification in the following areas:

1. Crime data table at ward level – whether the technology existed to split the data for Castle ward to show the town centre and other areas separately. The Chief Inspector reported that it was expected that there would be the ability to drill down the data within wards.
2. The crime data identified Wilnecote as a hot spot for car crime, and it was noted that the speed of access and departure from Tamworth made it an attractive location in terms of car crime and therefore the police work continued to make Tamworth less attractive from this perspective.
3. The Assistant Director reported that the partnership work which had been run throughout the pandemic would continue to support those residents who had shielded for some time as the requirement to shield came to an end.

4. The Committee sought assurance on strategies to support females in our community to feel safe as lockdown was relaxed. The Chief Inspector recognised that there were vulnerable people in our locality, and that strategies would involve securing alarms for those vulnerable people as well as to ensure that the police patrol strategy delivered highly visible patrols in appropriate areas and for the police to continue to engage with all vulnerable communities.
5. The issue of the 101 crime reporting line and the delays residents encountered, particularly for residents who did not utilise social media was highlighted. The Chief Inspector recognised that this was a concern and that additionally could impact on the reported crime figures which the force used. As a Commander within the Commander group this concern was fed back to the force as an area of focus, and with the appointment of a new Police Commissioner and a new Chief Constable for Staffordshire there would continue to be opportunities to raise this issue.
6. The Committee sought clarification on the challenges the police expected to face as lockdown eased and the hospitality sector gradually reopened over the next few months. It was planned that the force was planning for the release of restrictions and for the opening of retail and hospitality and for supporting the community in enjoying these activities. The Chief Inspector reported that to deliver this required the force to be agile and to move resources to meet demand and to support the community in the reopening.
7. The Committee sought and received clarification on the role of the PCSOs which were described as a bridge between the police and the local community and it was recognised that PCSOs played a vital role in the community and as part of neighbourhood policing.

Councillor Doyle reported that in terms of the 101 crime reporting line, this issue was regularly raised at the Staffordshire Commissioners panel and was something which would continue to be raised by the panel as something required to be addressed.

Members thanked the police for their work throughout the borough in challenging conditions and for their thought in delivery on the ground.

Members further recognised the work of the safety partnership team alongside the police and thanked the team for their work.

The Chief Inspector reported that he would be leaving the Tamworth Commander role shortly following promotion, and that as an interim measure, Sergeant Harborow would take a caretaker role to ensure continuity of service whilst Staffordshire police ran a Chief Inspector process to identify a permanent appointment to the Tamworth Commander role. The Committee thanked the Commander for his work and congratulated him on his promotion.

The Committee noted the report.

The Chief Inspector, Sergeant, Assistant Director Partnerships and Councillor R Bilcliff left the meeting.

50 CIL SPENDING

The Report of the Portfolio Holder for Regulatory and Community Safety on CIL Spending was received by the Committee before consideration by Cabinet on 8th April 2021.

The Assistant Director, Growth & Regeneration provided an overview of the report and the need for there to be a mechanism agreed for spending the different elements of the Community Infrastructure Levy (CIL). Following the Council's adoption of the CIL at its Council meeting on 17 July 2018 it came into effect on 1st August 2018. It was reported that at the Council meeting in July 2018 it was resolved that a report covering the governance arrangements for CIL spending would be submitted to Cabinet. This report, following consideration by this Committee, would be presented to Cabinet for its approval for part of the proposed mechanism for spending the different elements of CIL in accordance with the relevant regulations and guidance.

The Assistant Director reported that the proposal was for:

1. 5% of CIL income up to 30 July 2021 to be retained by the Council and applied to administrative expenses associated with CIL;
2. 5% of CIL income per year from 1 August 2021 onwards to be retained by the Council and applied to administrative expenses associated with CIL;
3. The Council to retain the strategic element (80%) and allocate the funds to one or more infrastructure projects in the Borough;
4. Regeneration projects within Tamworth to be set as the priority for spending the strategic element of CIL

The Assistant Director reported that the remaining 15% for neighbourhood spending had been approved by Cabinet on 18 February 2021.

The Assistant Director further reported that the regulations require the strategic element of CIL to fund the provision, improvement, replacement, operation or maintenance of the following types of infrastructure to support the development of its area:

- a) Roads and other transport facilities
- b) Food defences
- c) Schools and other educational facilities
- d) Medical facilities
- e) Sporting and recreational facilities
- f) Open spaces

The Committee sought clarification on:

- the types of projects which this funding could be applied to and it was reported that it could be applied to regeneration across Tamworth, and it would need to fit within the criteria (a) to (f);
- whether this council could access funds from neighbouring authorities and it was reported that it was possible for authorities to utilise the funds

outside of their areas and therefore it was important to work with neighbouring authorities where relevant.

RESOLVED that the Report be recommended for Cabinet approval.

(Moved by Councillor Dr S Peaple and seconded by Councillor S Goodall)

51 FUTURE HIGH STREET FUND UPDATE

The Leader of the Council, Councillor J Oates, joined the meeting to provide a Future High Street Fund update. Councillor Oates reported that the Programme Board had met twice since the successful award had been announced and that activities were currently focussed on the mobilisation stage. Councillor Oates confirmed that the role of scrutiny had been discussed at the previous Programme Board and that further details, including project milestones would be provided to scrutiny.

The Leader of the Council and the Assistant Director, Growth & Regeneration then left the meeting.

52 2020/21 FORWARD PLAN

No further items from the Forward Plan were specifically identified for this Committee's consideration prior to Cabinet's consideration.

53 WORKING GROUP UPDATES

The Chair reported that he noted the inclusion on the Forward Plan of the Arts & Events Relaunch, which may be of relevance to the Arts & Events Working Group which had been formed.

The Chair reported that the ICT Working Group had met and had fed comments to the Head of Technology and Information Services and that Councillor Standen and the Chair wanted to thank him for the work on the new ICT Strategy.

54 INFRASTRUCTURE SAFETY & GROWTH SCRUTINY COMMITTEE WORK PLAN

RESOLVED that the meeting be extended to 9pm under Procedure Rule 9.1.13.

(Moved by Councillor P Standen and seconded by Councillor S Goodall)

The Committee agreed to update the Committee's Work Plan as follows:

Infrastructure, Safety and Growth Scrutiny Work Plan

Work Plan 2020 - 2021	
DATE	SUBJECT
Quarterly updates	Future High Street Fund (Growth) – Quarterly updates – starting March 2021
June / July 2021	Consideration of State of Tamworth Debate items
xxx 2021	Modern Slavery update
xxx 2021	EV Charging update
xxx 2021	Business Crime Reduction Partnership Update
xxx 2021	E-Scouters and E-Bikes
September 2021	CCTV update
Sept / Oct 2021	Kettlebrook and Bolehall Public Space Protection Orders
xxx 2022	Review of Taxi Licensing Policy – Points System
When clarity on legislation	Fire Safety Update

Working Groups		
Topic	Possible WG Members	Target IS&G Com meeting date
ICT Strategy	SG, PS	
Fireworks	Open to all	June 2021
Events	SP, RB, AF, PB, SG	

Upcoming Infrastructure, Safety and Growth Scrutiny Committee Meetings
<i>Dates to be confirmed</i>

55 ANNUAL REPORT OF THE CHAIR OF THE INFRASTRUCTURE SAFETY & GROWTH SCRUTINY COMMITTEE - 2020/21

The Chair provided an overview of the draft Annual Report and thanked members for their work during this municipal year.

Chair

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Tuesday, 15 June 2021

Report of the Leader of the Council

Future High Street Fund: Terms of Reference and Programme Update

Not Exempt

Purpose

The FHSF Terms of Reference (TOR) seeks to create a governance arrangement that is clear in terms of decision making and the application of financial guidance, the purpose of which is to allow decisions to be taken quickly and at the appropriate level of seniority within the authority.

Recommendations

It is recommended:

1. to note the report.

Executive Summary

In December 2020 the authority was notified that it was one of only 15 places to receive its full Future High Street Fund (FHSF) ask towards its specified programme of £21.65m. The total programme cost is circa £40million with additional funding from partners and the Borough Council.

The FHSF award of grant represents a significant capital programme for the Borough to deliver with project completion required by spring 2024. Work has begun with the appointment of an interim Programme Manager and a project officer who are mobilising the project, have created a programme timeline and have begun the procurement of a specialist multi-disciplinary team who will design and manage the various projects. Some enabling activity is also underway with the procurement of specialist surveys and bespoke design and quantity surveyor advice to move projects forwards.

There are five project components:

- Relocation of South Staffordshire College to a new build on the site of the current Co-op department store;
- Refurbishment of the locally listed section of the Co-op department store into an Enterprise Centre;
- Enhancements of the area around the Castle gatehouse and Market Street properties;
- Refurbishment and demolition of parts of Middle Entry including the introduction of a new semi-permanent structure for startups and niche businesses; and
- Refurbishment of St Editha's square.

This is an ambitious work programme requiring substantial demolition of significant parts of the town centre followed by challenging new builds or historic refurbishments.

As part of the mobilisation phase of the project it has become clear the timeline of three years requires the Borough Council to move forwards on this programme of works consistently every week and without delay.

To be successful in delivering the FHSF programme it is therefore necessary to put in place good governance structures, which will ensure that programme objectives are met, and that risk and performance is being monitored and addressed. Governance arrangements also need to ensure that processes are streamlined and efficient so that decisions, particularly in relation to finance, are understood by those involved in the project. Decision making needs to be delivered by the most appropriate officers to ensure both accountability and that the programme can continue onwards without having to wait, for example, for more senior input.

The Terms of Reference, Appendix 1, captures the Governance Structure and provides a decision-making framework.

Programme Board TOR

The Board currently meets monthly as the programme gathers momentum but may revert to less frequent meetings as the programme progresses. The Board will provide overall strategic direction and guidance and is ultimately responsible for the overall success of the programme. The Board will ensure the completion of key tasks/milestones before giving approval for the Programme to move forwards. These centre on procurement or award of key contracts and the purchase of buildings and also key programme design stages. The Board can also set project change authority levels following the successful completion of RIBA Stage 3, which are set out in Appendix 1 in paragraph 1.10. Importantly the TOR defines that expenditure of contingencies within the overall budget is deemed to be expenditure of the approved budget. Any spend outside of the overall budget would therefore require Cabinet approval.

Included on the Board will be two external executives. The first is the Chief Executive of South Staffordshire College, to reflect the need for partnership working on this jointly funded flagship project. The second will be the Chief Executive of the Stoke-on-Trent and Staffordshire Local Enterprise Partnership, to link in with opportunities and strengthen the collaborative approach with the wider sub region.

Programme Delivery Team TOR

Unlike the Board, the Delivery Team is concerned with the delivery of the project at an operational level. Meeting monthly, the Programme Delivery Team will collect and collate data that informs the Board meetings including the preparation of risk and action logs, progress against the programme timeline and budgets/cashflow and also the delivery of highlight and change request reports.

The Delivery Team provides support to ensure that the Board have all the information necessary to govern the project at a strategic level. The Delivery Team provide a critical role that links the FHSF team with the Programme Board.

Programme Timeline

Paragraph 1.5 of the TOR refers to the Programme Board monitoring the master programme and overall programme budget, following approval from TBC Cabinet and Full Council respectively.

Approval of the FHSF budget was at Cabinet and Full Council prior to the commencement of the new 2021/22 financial year. This TOR requirement is fulfilled.

The Interim Programme Manager has been preparing a master programme that presents a timeline for the FHSF projects. This Programme forms a requirement in the TOR that Cabinet approve it.

The master programme in its entirety is a large document detailing the sequence of works required to firstly enable the project, then to design the buildings and associated works, and finally to undertake construction. Set out over three years the programme outlines the interrelationship between activities, key milestones and deliverable stages.

The full Programme is located on the Memberzone. Final Project details are in the latter stages of development and, as such, are subject to amendment and change. Significant work is underway to identify any sensitivities this programme may cause in each regeneration area, which are directly related to the onsite proposals.

The following sets out the key delivery stages. Members are asked to agree to the following headline dates for specific activities, the detail of which is in the master programme. Work is underway by officers to identify opportunities to structure the work programme differently to enable works quicker. This is particularly the case with the Castle Walls project where there are a number of moving parts within the project requiring multiple workstreams to be coordinated and sequenced to allow for FHSF objectives to be met.

College/TEC Project:

- Enabling/pre-planning/design: now until Spring 2022
- Planning Consent: Spring 2022
- Demolition of modern Coop building: Spring - Summer 2022
- Separation of services/utilities between demolished building and locally listed Coop building: Summer 2022
- Commencement of College build: Autumn 2022
- Commencement of TEC refurbishment: Autumn 2022
- Completion of new TEC: late 2023
- Completion of college: Summer 2024

Castle Walls and Middle Entry Projects:

- Enabling/pre-planning/design: now until Spring 2022
- Planning Consent: Spring 2022
- Demolitions - Castle Wall: Summer 2022
- Demolitions - Middle Entry: Summer 2022
- Refurbishment of Castle Walls: 2023 to early 24
- New build Middle Entry: 2023 to early 24

The FHSF money has to be spent by April 2024 however work can continue beyond this point in time providing the funding to do so is from partner organisations so for example the Borough Council or College. The college is the flagship project and a large scheme, the delivery of which will extend beyond the end of the FHSF spend profile of April 2024. That said, the college will be open to new students in September 2024 so whilst the build will take longer, it will still need practical completion by July 2024 at the very latest.

There will be issues along the way that will require adjustments to the timeline however there is flexibility at this point to allow that to happen and meet FHSF expectation for financial spend. The TOR will assist in moving the programme of projects efficiently forwards by providing the framework within which decisions will be taken without the need to delay processes to seek specific approval.

Programme Manager

At the Appointments and Staffing Committee in April 2021 a proposal was approved to create a FHSF team comprising a Programme Manager (3 Years) a project officer (3 Years) and a project officer (2 Years). The committee requested an update following recruitment to the Programme Manager and Project Officer (3 Year post).

The 3 Year Project Officer role has been successfully filled by an internal candidate. Recruitment to the second Project Officer role will be next year to take account of increasing workload when the enabling phase completes and the build commences.

Unfortunately recruitment to the Programme Manager role was unsuccessful. Upon investigation, it would appear that there are a number of reasons for this.

- Salary not attractive to market – the starting salary was circa £55k, with market supplement and additional council benefits. This is appropriate within a public sector setting such as a Local Authority and was extensively benchmarked prior to advertising. Unfortunately the level is considerably below starting salaries for similar jobs in the private sector that offer more permanency. Private sector roles in this market have a starting salary of c £70k.
- Live competition – at the time of advertisement there were two similar West Midlands located jobs of identical salary, albeit more Town Centre Regeneration focused but permanent with far less accountability and responsibility.
- Active market – the property / construction sector is extremely buoyant, with consultants and property professionals moving to similar roles in other firms for £20k salary difference. The public sector interim market is also very buoyant with many places seeking the same skill sets to deliver FHSF, Towns Fund and Levelling Up Fund. Demand is likely to continue to increase as many local authorities have only recently received funding.

As an interim measure and via a financial waiver to the procurement requirements of Financial Guidance a consultant Programme Manager has been involved in the Project Since March 2021. The input they provided has been invaluable and exceptional, enabling the project to move forwards quickly during this enabling phase of the workload. This interim measure guided Council officers whilst recruitment for a 3 year Programme Manager appointment was undertaken.

At the FHSF Programme Board on the 24 May a decision was taken, supported by an options appraisal paper, to continue with this interim appointment for the three year post, the details of which are underpinned by a bespoke resourcing plan and the ability to directly appoint both legally and demonstrating value for money via a procurement framework. This role is key and critical to the project and will be externally facing and programme manage the construction related workload. The programme manager is a trusted member of the team and clearly has the experience, skills and knowledge to deliver the Programme, which again is key to the success of the overall scheme. There are appropriate review points within this appointment to ensure full accountability.

To further facilitate the appointment various activities within the Programme Manager role have been moved to the AD Growth and Regeneration such as managing the Governance arrangements of the Programme, stakeholder management and line management of Project Officers.

Reporting to Members

It is proposed to update the Infrastructure Safety and Growth Committee and Cabinet on a quarterly basis. The format of the update will closely follow that of the Programme Board and importantly will include changes to the master Programme and progress against it.

Options Considered

Not having good governance structures and a clear framework of decision making, accountability and responsibility would lead to potential delays in moving the programme forwards. Officers would not be clear on who can make decisions and there would be a lack of oversight in terms of what decisions were being taken and why.

Resource Implications

The TOR provides a framework within which Borough Council resources can be allocated. Resources relates both to staffing required to facilitate the delivery of the programme and finances. Resources will be kept under regular review, which is written into the Programme Board TOR.

The Programme is within the approved capital budget allocated.

Legal/Risk Implications Background

There are no legal issues.

The TOR will reduce risk to the authority by setting out a clear governance arrangement.

Equalities Implications

There are no equalities issues.

Sustainability Implications

There are no sustainability issues.

Background Information

None.

Report Author

Anna Miller – Assistant Director – Growth & Regeneration

List of Background Papers

Appointments and Staffing Committee 6th April.

Appendices

1: FHSF Terms of Reference.

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TAMWORTH FHSF – PROGRAMME BOARD AND DELIVERY TEAM TERMS OF REFERENCE

Document Revision: Rev E 01/06/21

PROGRAMME BOARD TERMS OF REFERENCE

- 1.0** The Programme Board has a strategic role that includes several responsibilities and accountabilities:
- 1.1** To provide overall strategic direction and guidance, ensuring that wider factors beyond the scope of the project (such as synergies with other council partners' projects/interventions) are taken into account including the engagement of any key council stakeholders not identified by the Programme Delivery Team
 - 1.2** Ensures appropriate programme and project management systems, processes and procedures are implemented
 - 1.3** Is responsible for the overall success of the programme (i.e. delivery of programme and project outputs and outcomes)
 - 1.4** Approves the scope of the overall programme and projects as prepared by the Programme Delivery Team
 - 1.5** Monitors the master programme and overall programme budget following approval from TBC Cabinet and Full Council respectively
 - 1.6** Approves the expenditure of project budgets at key milestones including:
 - 1.6.1** Appointment of consultant team to undertake the project design and planning process
 - 1.6.2** Expenditure of costs associated with purchase of premises required for the completion of the FHSF Programme
 - 1.6.3** To commence the tender for enabling, restoration and new build projects in line with financial guidance
 - 1.6.4** To award contracts, in line with financial guidance, for the works related to enabling, restoration and new build projects;so long as expenditure is within the overall Programme budget. Is responsible for the commitment of internal council personnel resources as required to successfully complete the projects
 - 1.7** Signs off project plans at the completion of key design and tender stages including:
 - 1.7.1** RIBA Stage 2 or ahead of planning application

1.7.2 RIBA Stage 3 or ahead of main contract tender exercise

1.7.3 Ahead of award of the main contract for the works

- 1.8** Signs off the completion of each project stage (as detailed in item 1.7) and authorises the start of the next stage (milestone gateway approval)
- 1.9** Resolves escalated issues from the Programme Delivery Team (i.e. which cannot be resolved by the Programme Manager)
- 1.10** Sets project change authority levels. It is proposed that the following authority levels apply for this programme of works once the main contract budget is set at the end of RIBA Stage 3;
- 1.10.1 Individual changes up to a cap of £10,000 net cost, but within the overall project budget can be authorised by the Programme Manager/Programme Delivery Team
- 1.10.2 Individual Changes up to a cap of £250,000 net cost, but within the overall project budget can be authorised by the Programme Delivery Team so long as the change is properly costed by the external cost manager and a record of the change particulars is kept along with its approval at the monthly Programme Delivery Team meeting
- 1.10.3 Individual Changes over £250,000 net cost but within the overall project budget, and which do not fundamentally change the scope of the programme/outcomes, require the authorisation of the Programme Board prior to the change being incorporated into the programme scope
- 1.10.4 Any Change which would require expenditure beyond the approved budget would need approval from Council as there is no reserve budget for the Programme beyond the approved budget
- 1.10.5 Expenditure of contingencies within the overall budget is deemed to be expenditure of the approved budget and therefore will be governed by the same authority levels as detailed in items 1.10.1-1.10.4
- 1.11** Monitors major changes to the project scope and duration, following Cabinet or Full Council approval, which require a revision of the approved planning application or will result in prolongation of the programme completion date beyond that date approved in the master programme at completion of RIBA Stage 2
- 1.12** Approves the key stakeholder and public engagement strategy and programme
- 1.13** Approves the Project End Reports

2.0 The Programme Board is composed of:

Chair. Chief Executive Officer

Executive Director Organisation
Section 151 Officer
Executive Director Communities
Assistant Director Growth & Regen and programme lead
Chief Executive Stoke-on-Trent and Staffordshire LEP
Chief Executive South Staffordshire College
Leader of the Council

- 3.0** The Programme Board meets monthly unless agreed between attendees that the meeting is not required for any reason. The Programme Board will however meet at a minimum of quarterly intervals.
- 3.1** Should an urgent decision be needed which requires input from Programme Board an ad-hoc exceptional circumstances meeting will be arranged between the Programme Manager, Chief Executive, Section 151 Officer and Leader to table the urgent issue only, the outcome of which will then be raised for full ratification at the following Programme Board meeting.

PROGRAMME DELIVERY TEAM TERMS OF REFERENCE

- 4.0** The Programme Delivery Team manages the delivery at the operational level, which includes the following responsibilities:
- 4.1** Develops and maintains relevant programme and project management documentation, including:
- 4.1.1 Programme and project plans (tasks, milestones and dependencies)
 - 4.1.2 Programme and project budgets and spend profiles / cashflows
 - 4.1.3 Action logs
 - 4.1.4 Instruction forms
 - 4.1.5 Risk logs
 - 4.1.6 Request for change forms
 - 4.1.7 Highlight Reports
 - 4.1.8 Procurement and Fund Monitoring Evaluation Reports
 - 4.1.9 Committee Reports
- 4.2** Manages the delivery of the programme, projects according to the scope, programme and budget agreed by the Board

- 4.3 Manages the expenditure of project budgets in line with approvals detailed at item 1.6 above and approves all other project expenditure within the overall approved budget.
 - 4.4 Monitors and controls any change to the scope, budget and time at programme and project level and submits requests for change accordingly to the Programme Board in line with the change authority levels set out in item 1.10
 - 4.5 Refers any issues to the Programme Board– an issue is a threat to the project objectives that has happened and cannot be resolved by the Programme Manager
 - 4.6 Ensures risks are being tracked and mitigated as effectively as possible
 - 4.7 Ensures effective communication between project leads, delivery partners and key stakeholders
 - 4.8 Submits Quarterly Programme Progress Reports to the Board
 - 4.9 Submits six-monthly progress reports to MHCLG or at any other such interval as required once the FHSF reporting requirements become clear
- 5.0 The Programme Delivery Team is composed of:
- Assistant Director: Growth and Regeneration
 - Assistant Director: Finance
 - Head of Economic Development and Regeneration
 - Programme Manager
 - Project Officer (s)
 - External Lead Consultant
 - TBC – Communications
 - TBC – Administrative Support
- With sub-team members who will be included in all minutes distribution and invited to meetings as required including:
- SCC – Highways
 - TBC – Legal
 - TBC - Planning
 - TBC – Assets
 - TBC - Street Scene
 - TBC – Procurement

The intention of the Programme Delivery Team composition is that the core team members meet on a regular basis to update on the project progress and any key deliverables which require attention, and the sub-team members will provide ad-hoc support as required and will be continually updated on progress to allow them to input with their area of expertise where appropriate.

The Programme Delivery Team meets monthly with agendas set by the Programme Manager and minutes recorded by the elected minute taker. Project specific meetings will take place more frequently as required.

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Infrastructure, Safety and Growth Scrutiny Work Plan

Work Plan 2021 - 2022	
DATE	SUBJECT
Quarterly updates	Future High Street Fund (Growth) – Quarterly updates – starting March 2021
June / July 2021	Consideration of State of Tamworth Debate items
xxx 2021	Modern Slavery update
xxx 2021	EV Charging update
xxx 2021	Business Crime Reduction Partnership Update
xxx 2021	E-Scouters and E-Bikes
September 2021	CCTV update
Sept / Oct 2021	Kettlebrook and Bolehall Public Space Protection Orders
xxx 2022	Review of Taxi Licensing Policy – Points System
When clarity on legislation	Fire Safety Update

Working Groups		
Topic	Possible WG Members	Target IS&G Com meeting date
ICT Strategy	SG, PS	
Fireworks	Open to all	June 2021
Events	SP, RB, AF, PB, SG	

Upcoming Infrastructure, Safety and Growth Scrutiny Committee Meetings
15 th June 2021
7 th July 2021
15 th September 2021
12 th October 2021
23 rd November 2021
19 th January 2022
24 th March 2022

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