



# CABINET

12 February 2025

A meeting of the CABINET will be held on Thursday, 20th February, 2025, 6.00 pm in Town Hall, Market Street, Tamworth

## A G E N D A

### NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of Previous Meeting** (Pages 3 - 10)
- 3 Declarations of Interest**  
*To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.*  
  
*When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.*
- 4 Question Time:**  
To answer questions from members of the public pursuant to Executive Procedure Rule No. 13
- 5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules** (Pages 11 - 14)  
*(Report of the Chair of Infrastructure, Safety and Growth)*
- 6 Write Offs 1 April 2024 to 31 December 2024** (Pages 15 - 32)  
*(Report of the Leader of the Council)*
- 7 Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2025/26** (To Follow)  
*(Report of the Leader of the Council)*

- 8 **Corporate Review of Fees and Charges 2024/25** (To Follow)  
*(Report of the Leader of the Council)*
- 9 **Corporate Plan 2025 to 2030** (Pages 33 - 94)  
*(Report of the Leader of the Council)*
- 10 **Revised Local Development Scheme** (Pages 95 - 116)  
*(Report of the Portfolio Holder for Housing, Homelessness and Planning)*

Yours faithfully



**Chief Executive**

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#### **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](mailto: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.*

*If a member of the public is particularly concerned about being filmed, please contact a member of Democratic Services before selecting a seat.*

#### **FAQs**

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

To Councillors: C Dean, D Foster, N Arkney, B Clarke, S Daniels and L Smith.



## **MINUTES OF A MEETING OF THE CABINET HELD ON 23rd JANUARY 2025**

**PRESENT:** Councillor , Councillors C Dean, D Foster, N Arkney, B Clarke, S Daniels and L Smith

The following officers were present: Stephen Gabriel (Chief Executive), Anica Goodwin (Executive Director Organisation), Joanne Goodfellow (Interim Executive Director Finance and Deputy Section 151 Officer), Amerdip Kaur (Assistant Director – Policy and Performance), Anna Miller (Assistant Director – Growth & Regeneration), Tina Mustafa (Assistant Director Neighbourhoods), Paul Weston (Assistant Director Assets), Zoe Wolicki (Assistant Director People), Tania Phillips (Head of Corporate Communications), Christie Tims (Corporate Project Co-ordinator), Leanne Costello (Senior Scrutiny and Democratic Services Officer) and Laura Sandland (Democratic and Executive Support Officer)

### **99 APOLOGIES FOR ABSENCE**

There were none.

### **100 MINUTES OF PREVIOUS MEETING**

The minutes of the previous meeting held on 12<sup>th</sup> December 2024 were approved as a correct record.

*(Moved by Councillor N Arkney and seconded by Councillor B Clarke)*

### **101 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **102 QUESTION TIME:**

#### **QUESTIONS FROM MEMBERS OF THE PUBLIC NO. 1**

**Under Schedule 4, 13, K Loxton will ask The Leader of The Council, Councillor C Dean the following question:**

As a council have you considered making it a requirement in the council's constitution which includes the councillors code of conduct, for councillors to

respond to all forms of written correspondence within 10 working days of receiving the communication?

**Response:**

I can understand people's frustrations with this, but it is a difficult situation. As part of the Constitution review process, the Monitoring Officer reviews the composition of the Constitution, consulting with officers and members to ensure that the aims and principles are given full effect, with any proposed changes for Full Council approval.

While there hasn't been a formal review specifically addressing the requirement for councillors to respond to all forms of written correspondence within 10 working days, several factors must be considered in this regard. It is essential to find a balanced approach that supports timely and effective communication while allowing our councillors the necessary flexibility to manage their duties effectively.

At this time, we believe that members' administration is within their own gift, the way they manage their own time is up to them. We would not be able to easily monitor or indeed enforce such a 'rule'.

**Supplementary Questions:**

From my personal experience and with other residents in my ward, if I had contacted all my ward councillors on at least two occasions and yourself, and three months on I am still waiting for anyone to respond. I don't believe that is decent or polite or right, where do I take it and what would your advice be to residents in this situation.

**Response:**

I can only say that if you have contacted me I am really sorry that I haven't got back to you but I can't remember seeing that and I will speak to you after this meeting to make that I do know what it is that you are asking me about.

It is something we talk about in our group meetings about how we deal with our constituents, and it is a real priority of ours that people are listened to and that they get a response. Sometimes things do fall over, and we send things off and don't get a response, but I suppose what I would say to residents is please harass us, we are quite happy for you to come back and say I haven't had a response on this and I think that's only right that you should. I will definitely be talking at our next group meeting to make sure we are all on board with what we should be doing.

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

Report of the Chair of Infrastructure, Safety and Growth Scrutiny to notify Cabinet of the recommendations from the Climate Change Update report that was

discussed at the meeting of Infrastructure Safety & Growth Scrutiny Committee on the 11th December 2024.

This matter was discussed under item 11 on the agenda.

#### **104 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2025/26 TO 2029/30**

Report of the Leader of the Council to approve the draft Medium Term Financial Strategy (attached at Appendix 1), to consult with the Joint Scrutiny Committee (Budget) on 28th January 2025 and receive their feedback on the:

- General Fund Revenue (GF) Budget and Council Tax for 2025/26;
- Housing Revenue Account (HRA) Budget for 2025/26;
- Capital Programme – General Fund & HRA;
- Medium Term Financial Strategy (MTFS)

This is a key decision as it affects two or more wards and involves expenditure over £100k.

**RESOLVED** that Cabinet:

1. Approved the draft package of budget proposals included in the Medium Term Financial Strategy (as detailed at Appendix 1)
2. As required by the Constitution of the Council, the Joint Scrutiny Committee (Budget) on 28th January 2025 be requested to consider the budget proposals contained within this report

*(Moved by Councillor B Clarke and seconded by Councillor L Smith)*

#### **105 BUSINESS RATES INCOME FORECAST 2025/26**

Report of the Leader of the Council to report to and seek endorsement from Members on the Business Rates income forecast for 2025/26.

**RESOLVED** that Cabinet:

1. Approved the Business Rates income forecast for 2025/26 and subsequent NNDR1 form for submission to MHCLG by 31 January 2025.
2. Should material amendments be required to the forecast NNDR1, Cabinet authorised the Interim Executive Director Finance, in consultation with the Leader of the Council, to make such required amendments as necessary.

3. Noted discretionary relief granted to qualifying bodies in line with the existing policy.

*(Moved by Councillor N Arkney and seconded by Councillor S Daniels)*

## **106 UPDATE ON PROCUREMENT ACT 2023**

Report of the Leader of the Council to provide Cabinet with a brief overview of the changes coming into force on the 24th of February 2025 with the new Procurement Act 2023 (PA23), to request approval of the Council's Social Value Policy and Pledges and to circulate the revised Procurement Strategy for review and approval.

**RESOLVED** that Cabinet:

1. Noted the requirements of the Procurement Act 2023 and endorsed the action plan to ensure compliance
2. Approved the Social Value Policy
3. Approved the Social Value Pledges
4. Approved the revised Procurement Strategy

*(Moved by Councillor B Clarke and seconded by Councillor S Daniels)*

## **107 CORPORATE PEER CHALLENGE REPORT AND ACTION PLAN**

Report of the Leader of the Council to advise members of the Local Government Association (LGA) Corporate Peer Challenge Report and seek approval for the action plan in response to its recommendations and any follow-up actions to complete the challenge in the required timescale.

**RESOLVED** that Cabinet:

1. Accepted the recommendations provided in the LGA Corporate Peer Challenge Report as set out in Appendix 1 and agreed to publish it by the deadline of 31 January 2025.
2. Approved the draft action plan developed to respond to the recommendations as set out in Appendix 2 and delegated authority to the Chief Executive in consultation with the Leader of the Council to finalise development of this plan and publish it before the 31 March 2025 deadline.
3. Agreed to review the action plan as part of their quarterly performance update reports.

*(Moved by Councillor L Smith and seconded by Councillor S Daniels)*

**108 ANNUAL RESIDENTS' SURVEY RESULTS**

Report of the leader of the council to share the results of the annual survey and budget consultation, to inform the decision making process around council budget and priorities.

**RESOLVED** that Cabinet:

1. Endorsed the content of the report, in preparation for making budget and priority decisions as part of the annual budget setting process.

*(Moved by Councillor B Clarke and seconded by Councillor N Arkney)*

**109 CLIMATE CHANGE UPDATE**

Report of the Portfolio Holder for Environmental Sustainability, Recycling and Waste to update Cabinet on the authority's work around climate change and agree to adopt the proposed climate mitigation action plan and climate adaptation strategy. Secondly, to endorse the climate change communication plan and the Staffordshire County Council (SCC) net zero by 2050 planning policy.

**RESOLVED** that Cabinet:

1. Approved the climate mitigation action plan and committed to refresh every three years
2. Approved the climate adaptation strategy
3. Endorsed the Borough Council's climate change communication plan
4. Endorsed the Staffordshire net zero by 2050 planning policy

Cabinet also considered the recommendation from Scrutiny and:

5. Agreed to look at the feasibility of including solar panels on council properties

*(Moved by Councillor D Foster and seconded by Councillor L Smith)*

**110 SOCIAL HOUSING REGULATORY PROGRAMME - COUNCIL HOUSING**

Report of the Portfolio Holder for Housing, Homelessness and Planning to update Cabinet on the latest position regarding compliance with the Regulator Social Housing (RSH) Consumer Standards, following the Council's self-referral on 1/8/24, and to set out the achievements reflecting the scale, pace and positive progress in relation to the Social Housing Regulatory Programme and the outcomes from regulatory engagement.

The Portfolio Holder moved an amendment to recommendation 6 which originally read: delegate to the S151 Officer, in conjunction with the Executive Director Communities the releasing of contingency funding to support associated staffing matters referred to Appointments & Staffing Committee, noting the need for additional staffing resources within assets.

To be amended to: delegate to the S151 Officer, in conjunction with the Executive Director Communities and the Portfolio Holder for Housing, Homelessness and Planning the releasing of contingency funding to support associated staffing matters referred to Appointments & Staffing Committee, noting the need for additional staffing resources within assets.

*(Moved by Councillor B Clarke and seconded by Councillor L Smith)*

**RESOLVED** that Cabinet:

1. Recognised significant progress of the Social Housing Regulatory Programme team, working with the Regulator of Social Housing and avoiding a C3/4 rating. Noted continued support from the Regulator (28/2/25) and onward formal inspection timetabling remains unknown. (Details at Annex Two).
2. Approved the refreshed terms of reference for the Homelessness & Housing Advisory Board. (Details at Annex Three).
3. Recognised the role of the Homelessness & Housing Advisory Board in terms of the proposed work plan, delegating authority to the Portfolio Holder for Housing, Homelessness and Planning to agree the annual work-plan including the ongoing review of the conceptual framework (the preferred document for the Regulators required pre-inspection).
4. Supported continued development of the Housing Performance Dashboard, (Details at Annex One).
5. Confirmed the arrangements for the Portfolio Holder Housing, Homelessness & Planning to act as the accountable member for Housing Health and Safety supporting the Deputy Leader as Corporate health & safety Member Lead as defined under the Social Housing (Regulation) Act 2023.
6. Delegated to the S151 Officer, in conjunction with the



Executive Director Communities and the Portfolio Holder for Housing, Homelessness and Planning the releasing of contingency funding to support associated staffing matters referred to Appointments & Staffing Committee, noting the need for additional staffing resources within assets.

7. Delegated arrangements for the procurement and undertaking of a mock inspection of the housing service to the Portfolio Holder Housing, Homelessness and Planning; in consultation with Executive Director Communities - scope and brief to be agreed by 31/3/25
8. Noted that further reports are on the forward plan for the Housing Revenue Account Business Plan (8th March 2025) and the Tenant Inclusivity Plan including the Tenant & Leaseholder Voice and TSM improvement Plan (31st March 2025)

*(Moved by Councillor B Clarke and seconded by Councillor N Arkney)*

## 111 TAMWORTH ASYLUM DISPERSAL FUNDING

Report of the Portfolio Holder for Cooperative Council, Community Partnerships and ASB to outline Asylum Dispersal Funding proposals and seek delegated authority for grant spend.

**RESOLVED** that Cabinet:

1. Approved delegation of ongoing spend of the Government Asylum Dispersal fund to the Portfolio Holder for Cooperative Council, Community Partnerships and ASB and Executive Director Communities in accordance with Home Office guidance.
2. Approved process for emergency operational grant funding delegated to the Assistant Director Partnerships.
3. Endorsed the current approach to the ongoing spend of the Asylum Dispersal Fund with annual update to the Infrastructure Safety and Growth Committee.

*(Moved by Councillor S Daniels and seconded by Councillor N Arkney)*

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Leader

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## Cabinet

20<sup>th</sup> February 2025

### Report of the Chair of Infrastructure, Safety and Growth Scrutiny

#### Matters referred to Cabinet in accordance with the Overview and Scrutiny Procedure Rules

Scrutiny Committee	Title of Matter referred	Date of Scrutiny meeting
Infrastructure Safety & Growth Scrutiny Committee	Revised local Development Scheme	29 <sup>th</sup> January 2025

#### Exempt Information

None.

#### Purpose

To notify Cabinet of the recommendations from the Revised Local Development Scheme report that was discussed at the meeting of Infrastructure Safety & Growth Scrutiny Committee on the 29<sup>th</sup> January 2025.

#### Recommendations:

**Following consideration of the item the Committee agree to the following recommendations being made to Cabinet:**

1. To Develop a Policy for Houses of Multiple Occupancy (HMO's)  
*(Moved by Councillor M Couchman and seconded by Councillor C Adams)*

#### Background Information

On the 20<sup>th</sup> August 2024 the Revised Local Development Scheme was added to the Forward Plan, to be presented to Cabinet on the 20<sup>th</sup> February 2025 and to be considered by the Infrastructure, Safety and Growth Scrutiny Committee on the 29<sup>th</sup> January 2025.

The Committee were being asked to:

1. endorse the recommendation to be presented to Cabinet that the updated Local Development Scheme in Appendix A be approved for publication.
2. endorse the recommendation to be presented to Cabinet that authority is delegated to the Planning Policy and Delivery Team Leader to make any minor typographical amendments to the documents before or after publication

## **Executive Summary**

At the meeting on the 29<sup>th</sup> January 2025 the Committee considered the report and asked questions around the National Planning Policy Framework; the county's contribution to the plan; the development of infrastructure and the staffing required in this area.

It was also highlighted that a number of documents sit alongside the plan but that there was nothing relating to houses of multiple occupancy (HMO's).

The Committee expressed concern about the number of HMO's, the majority of which appear to be in Spital, Castle and Wilnecote wards. There were concerns that there appear to be a number of small properties being converted and that this could change the character/feel of an area.

The Committee moved a recommendation to ask Cabinet to develop a policy in this area.

## **Options Considered**

None.

## **Key considerations**

1. Scrutiny committees have statutory powers to make recommendations to the Executive, and the Executive (Cabinet) has a statutory duty to respond. They may also make reports and recommendations to external decision making bodies.
2. The agenda for Executive meetings shall include a standing item entitled 'Matters Referred to the Cabinet In Accordance with the Overview and Scrutiny Procedure Rules'. The reports of overview and scrutiny committees and sub-committees referred to the Executive shall be included at this point in the agenda (unless they have been considered in the context of the Executive's deliberations on a substantive item on the agenda) within one calendar month of the overview and scrutiny committee or sub-committee completing its report/recommendations.
3. Scrutiny recommendations are addressed to the Cabinet, as the main Executive decision making body of the council (or, where appropriate, an external agency).
4. Cabinet is being asked to note the scrutiny report / recommendations and that an Executive Response to the scrutiny recommendations be prepared for consideration by the Cabinet within two months from receiving the report or recommendations.
5. The minutes of the meeting of the scrutiny committee provide the record of the scrutiny committee's consideration of the issue and the scrutiny recommendations made during the meeting.

6. The scrutiny committee will be notified of the Executive Response made in respect to the scrutiny recommendations and may track the implementation of the Cabinet decisions and any actions agreed. This enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and review any outcomes arising

### **Report Author**

Councillor M Couchman  
Chair of Infrastructure Safety & Growth Scrutiny

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Thursday, 20 February 2025

## Report of the Leader of the Council

Write Offs 1 April 2024 to 31 December 2024

**Exempt Information**

None

**Purpose**

That Members endorse the amount of debt written off for the period 1<sup>st</sup> April 2024 to 31<sup>st</sup> December 2024.

**Recommendations**

It is recommended that:

1. Cabinet endorses the amount of debt written off for the period of 1<sup>st</sup> April 2024 to 31<sup>st</sup> December 2024 – **Appendix A-E**.
2. Approves the write off of irrecoverable debt for Business Rates of £132,655.94 – **Appendix F** respectively.

**Executive Summary**

The Assistant Directors and Heads of Service are responsible for the regular review of debts and consider the need for write off and authorise where necessary appropriate write offs in line with the Corporate Credit Policy. This report shows the position for the third quarter of this financial year, to end December 2024. Further updates will continue to be produced on a quarterly basis.

Type	01/04/24 – 31/12/24
	£ p
Council Tax	£23,349.38
Business Rates	£57,936.58
Sundry Income	£10,383.22
Housing Benefit Overpayments	£36,842.82
Housing	£89,166.56
<b>Total</b>	<b>£217,678.56</b>

Staff continue to concentrate on trying to collect outstanding debt in the current economic climate. It should be noted that the amount of debt written off will differ each quarter based on the age, size and type of debt.

**Options Considered**

Business Rates bad debt is calculated by reviewing all outstanding debts to ascertain whether they are likely to be collectable. This is then used to determine the balance to apply the usual aged debtor percentage.

Business Rates	01/04/24 – 31/12/24
	£ p
Bad Debt provision	(£851,513.15)
Amount written off to date under delegated powers	£57,936.58

Amount remaining	(£793,576.57)
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The second part of the report is in respect of debts which are in excess of £10k.

Under Financial Regulations, debts for write-off greater than £10k require Cabinet authorisation and this report details such accounts. The amount for Business Rates is attached in **Appendix F**.

### Resource Implications

The write offs detailed are subject to approval in line with the Corporate Credit Policy/Financial Regulations and have been provided for under the bad debt provision calculation.

### Legal/Risk Implications Background

Not applicable

### Equalities Implications

An Equality, Social Inclusion and Health Impact Assessment (ESHIA) is available at Appendix G

### Environment and Sustainability Implications (including climate change)

Not applicable

### Background Information

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

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

### Debt Write Off

Authorisations are needed to write off debt:

Authority	Account Value
Executive Director/Assistant Director (or authorised delegated officer)	up to £5,000
Executive Director Finance	£5,001 - £10,000
Cabinet	over £10,000

### Bad Debt Provision

The level of the provision must be reviewed jointly by the unit and Accountancy on at least a quarterly basis as part of the management performance review, and the table below gives the mandatory calculation. Where the debt is less than 6 months old it will be written back to the service unit.

Debt Outstanding Period	Debt Outstanding Provision (net of VAT) %
Between 6 and 12 months old	50%



Between 12 and 24 months old	75%
Over 24 months old	100%

The financial effects of providing for Bad Debts will be reflected in the Council's accounts at Service Unit level.

**Report Author**

Michael Buckland – Head of Revenues and Benefits

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**List of Background Papers**

Corporate Credit Policy - effective management of debt

**Appendices**

**Appendices A to E** give details of write offs completed for Revenues and Benefits Services and Housing for 01 April 2024 to 31 December 2024.

**Appendix F** gives details of Business Rates write offs for approval.

**Appendix G** Equality, Social Inclusion and Health Impact Assessment (ESHIA)

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Appendix A

Summary of Council Tax Write Offs 01/04/2024-31/12/2024

Date of Write Off	Head of Revenues			Assistant Director of Finance	Executive Director of Finance		Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)									
Oct 2024									(£30.44)	(£30.44)		Dividend received
Nov 2024		£1,047.17								£1,047.17		3 Hardship
"	£31.25									£31.25		1 Small Balance
"				£3,766.22						£3,766.22		6 Debt Relief Order
"									(£0.02)	(£0.02)		Liability change
Dec 2024									(£19.67)	(£19.67)		Payment received
<b>Q3 Totals</b>	<b>£31.25</b>	<b>£1,047.17</b>	<b>£0.00</b>	<b>£3,766.22</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£50.13)</b>	<b>£4,794.51</b>	<b>10</b>	
<b>Q1 Totals (B/F)</b>	£0.00	£2,004.95	£0.00	£4,887.95	£0.00	£0.00	£0.00	£0.00	(£198.38)	£6,694.52	6	
<b>Q2 Totals (B/F)</b>	£483.20	£2,015.87	£6,501.83	£2,886.21	£0.00	£0.00	£0.00	£0.00	(£26.76)	£11,860.35	33	
<b>Overall Total</b>	<b>£514.45</b>	<b>£5,067.99</b>	<b>£6,501.83</b>	<b>£11,540.38</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£275.27)</b>	<b>£23,349.38</b>	<b>49</b>	

**Appendix B**

**Summary of NDR Write Offs 01/04/2024-31/12/2024**

Date of Write Off	Head of Revenues			Assistant Director of Finance	Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)									
01/12/2024 "	£3.05	£244.20	£628.29							£872.49 £3.05	2 6	Dissolved Small balance
<b>Q3 Totals</b>	<b>£3.05</b>	<b>£244.20</b>	<b>£628.29</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£875.54</b>	<b>8</b>	
<b>Q1 Totals (B/F)</b>	£0.00	£0.00	£0.00	£0.00	£54,539.71	£0.00	£0.00	£0.00	£0.00	£54,539.71	9	
<b>Q2 Totals (B/F)</b>	£0.00	£0.00	£0.00	£2,521.33	£0.00	£0.00	£0.00	£0.00	£0.00	£2,521.33	1	
<b>Overall Total</b>	<b>£3.05</b>	<b>£244.20</b>	<b>£628.29</b>	<b>£2,521.33</b>	<b>£54,539.71</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£57,936.58</b>	<b>18</b>	

Appendix C

Summary of Sundry Income Write Offs 01/04/2024-31/12/2024

Date of Write Off	Assistant Director of Assets (up to £5,000.00)	Assistant Director Environment Culture & Wellbeing (up to £5,000.00)	Assistant Director People (up to £5,000.00)	Assistant Director Operations & Leisure (up to £5,000.00)	Assistant Director Neighbourhoods (up to £5,000.00)	Head of Revenues (£0.00-£2,000.00)	Assistant Director of Finance (£2,000.01 -£5,000.00)	Assistant Director Partnerships (up to £5,000.00)	Executive Director of Finance (£5,000.01-£10,000.00)	Cabinet (£10,000.01 +)	Credits	Total	No. of Accounts (debit w/o only)	Reason(s)
Q1 2024/25											(£756.22)	(£756.22)		Unable to reimburse
Oct 2024											(£145.00)	(£145.00)		
Dec 2024											(£415.00)	(£415.00)		
Nov 2024								£1,050.00				£1,050.00	1	Uneconomic to pursue
Dec 2024	£1,165.57											£1,165.57	3	Absconded no trace
<b>Q3 Totals</b>	<b>£1,165.57</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£1,050.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£1,316.22)</b>	<b>£899.35</b>	<b>4</b>	

<b>Q1 Totals (B/F)</b>	£4,814.16	£843.00	£588.59	£0.00	£150.00	£450.00	£0.00	£0.00	£0.00	£0.00	£0.00	£8,845.75	21
<b>Q2 Totals (B/F)</b>	£2,638.12	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2,638.12	2
<b>Overall Total</b>	<b>£8,617.85</b>	<b>£843.00</b>	<b>£588.59</b>	<b>£0.00</b>	<b>£150.00</b>	<b>£450.00</b>	<b>£0.00</b>	<b>£1,050.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£1,316.22)</b>	<b>£10,383.22</b>	<b>27</b>

Appendix D

Summary of Benefit Overpayment Write Offs 01/04/2024-31/12/2024

Date of Write Off	Head of Benefits				Executive Director of Finance (£2,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Reversed Write Off	Total	No. of Accounts	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)	(£1,000.01-£2,000)						
Oct 2024		£94.72	£810.46				£905.18	2	Not financially viable	
"		£206.96					£206.96	2	Deceased	
Nov 2024		£272.25					£272.25	1	Uneconomic to pursue	
Dec 2024	£59.11						£59.11	2	Deceased	
"				£1,194.67			£1,194.67	1	Not financially viable	
<b>Q3 Totals</b>	<b>£59.11</b>	<b>£573.93</b>	<b>£810.46</b>	<b>£1,194.67</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£2,638.17</b>	<b>8</b>	
<b>Q1 Totals (B/F)</b>	£270.15	£406.90	£2,021.74	£0.00	£8,179.25	£0.00	£0.00	£10,878.04	16	
<b>Q2 Totals (B/F)</b>	£41.61	£1,556.06	£516.90	£3,120.12	£0.00	£18,679.53	(£587.61)	£23,326.61	17	
<b>Overall Total</b>	<b>£370.87</b>	<b>£2,536.89</b>	<b>£3,349.10</b>	<b>£4,314.79</b>	<b>£8,179.25</b>	<b>£18,679.53</b>	<b>(£587.61)</b>	<b>£36,842.82</b>	<b>41</b>	

Summary of Housing Write Offs 01/04/2024-31/12/2024

Date of Write Off	Assistant Director - Neighbourhoods				Executive Director of Finance	Cabinet	Remitted	Credit Write Off	Reversed Write Off (Write On)	Total	No. of Accounts (Write Off Only)	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£2,000.00)	(£2,000.01-£5,000)	(£5,000.01-£10,000.00)	(£10,000.01 and Over)						
11/11/2024		£931.38							£931.38	4	Deceased	
"	£325.95	£3,165.63	£11,571.77	£18,207.82					£33,271.17	38	Statute Barred	
"			£2,114.90						£2,114.90	1	Debt Relief Order	
"							(£598.38)		(£598.38)		Unable to reimburse	
19/11/2024					£5,076.55				£5,076.55	1	Statute Barred	
<b>Q3 Totals</b>	<b>£325.95</b>	<b>£4,097.01</b>	<b>£13,686.67</b>	<b>£18,207.82</b>	<b>£5,076.55</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£598.38)</b>	<b>£0.00</b>	<b>£40,795.62</b>	<b>44</b>	
<b>Q1 Totals (B/F)</b>	<b>£1,154.92</b>	<b>£2,926.30</b>	<b>£8,341.14</b>	<b>£36,669.19</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£720.61)</b>	<b>£0.00</b>	<b>£48,370.94</b>	<b>140</b>	
<b>Q2 Totals (B/F)</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>-</b>	
<b>Overall Total</b>	<b>£1,480.87</b>	<b>£7,023.31</b>	<b>£22,027.81</b>	<b>£54,877.01</b>	<b>£5,076.55</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£1,318.99)</b>	<b>£0.00</b>	<b>£89,166.56</b>	<b>184</b>	

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Non-Domestic Rates Potential Write Offs £10,000.00 or Above

Ratepayer	Address	Ref	Financial Year	Bill From	Bill To	Balance	Total	Comments	
AJS (Midlands) Ltd	Units 2-3 Viking	20017150X	2021-22	01/04/2021	01/04/2022	£7,238.14			
			2022-23	01/04/2022	01/04/2023	£2,017.40			
			2023-24	01/04/2023	14/04/2023	£1,145.70			
							£10,401.24	Creditor voluntary liquidation 14/04/2023, Dissolved 14/09/2024	
Esquire Retail Ltd T/A Clintons	23 (Unit 16-17) Ankerside	200161398	2023-24	01/04/2023	01/04/2024	£14,432.00			
							£14,432.00	Restructuring plan court order 07/09/2023, legally unable to recover balance outside of plan	
Genus (UK) Ltd	26-28 (Unit 31-32) Ankerside	200157956	2019-20	01/04/2019	09/05/2019	£4,189.73			
			200161075	2019-20	11/06/2019	01/04/2020	£38,259.42		
			200162301	2021-22	01/04/2021	01/06/2022	£35,713.75		
							£78,162.90	Administration 09/05/2019, CVA 11/06/2019 & 02/09/2020, Administration 01/06/2022, Dissolved 07/09/2024	
Jisa Ltd T/A Bonds	Bonds, 12 Church Street	200139774	2021-22	01/04/2021	02/11/2022	£11,986.05			
							£11,986.05	Creditors voluntary liquidation 02/11/2022, Dissolved 16/02/2024	
Wholesale Realisations Ltd (formerly JTF Wholesale)	Unit 1 Ninian Point	200120016	2021-22	01/04/2021	31/08/2021	£14,128.01			
			200169391	2021-22	31/08/2021	15/09/2021	£3,545.74		
							£17,673.75	CVA 10/06/2020, Administration 31/08/2021, Dissolved 10/10/2024	
							<b><u>£132,655.94</u></b>		

Verified

Faron Blencoe  
Revenues Manager

Date 16/01/2025

Authorised for Cabinet

Michael Buckland  
Head of Revenues & Benefits

Date 01/02/2025

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## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

An ESHIA is a review of a new or existing policy, strategy, project, report or service change to establish whether this has a differential impact on specific equality groups and identifies how we can improve equality of opportunity for different groups of people.

An ESHIA aims at improving Tamworth Borough Council’s work, by promoting equality, social inclusion, health and wellbeing by ensuring that the proposed or existing policy promotes equality and can benefit a wide range of people.

### Details

Title of the proposal	Write offs	
Director responsible for the project or service area	Joanne Goodfellow	
Officer completing the assessment	Michael Buckland	
Date conducted	16/01/25	
Who are the main stakeholders?		
What is being assessed?	A decision to review or change a service	
	A strategy, policy, report or procedure	x
	A function, service, or project	
What kind of assessment is it?	New	x
	Review of existing	

### Part One - Initial screening:

This section should be used to carry out an initial screening of changes or decisions to help to decide whether a full ESHIA is required.

The following six screening questions are designed to assess whether this proposed change is likely to have an impact on equality, social inclusion, health and wellbeing.

		Yes	No
1	Does this new or revised project, proposal, policy, report, procedure likely to have an impact?		x
2	Does the proposal seek agreement to a key decision involving allocation of resources, such as changes in funding or resources, initiation of a new programme or project or procurement?		x
3	Does the proposal seek agreement on restructuring or reorganising of staffing?		x
4	Will this policy or proposed change have any impact on potential suppliers?		x

5	Does this policy or proposed change impact on any HR policy or practice within the council?		x
6	Does this policy or proposed change have any implications for equalities, social inclusion and health and wellbeing not covered above?		x

1. If the answer is **no** to all the questions, please provide a summary below outlining why this conclusion has been reached.
2. If the answer is **yes** to any of the questions, please conduct the full ESHIA as detailed in Part two.

If you are unsure of any of the answers, please seek advice from Human Resources.

Summary of initial screening outcome:

Cabinet endorses the amount of debt written off for the period of 1<sup>st</sup> April 2024 to 31<sup>st</sup> December 2024 – **Appendix A-E** and approve the write off of irrecoverable debt for Business Rates of £132,655.94 – **Appendix F** respectively.

There is no impact as a direct result of this report.

Decision	Yes	No
Initial screening only	x	
Proceed to Part Two, full assessment		

Initial screening completed by	<b>Michael Buckland</b>
Date	<b>16/01/25</b>

Full screening completed by	
Date	

## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

### Part Two: Full assessment

#### Section 1

The purpose of the project, proposal or decision required. Set out the aims, objectives, purpose and outcomes of the area being impact assessed. Are any other functions, policies or services linked to this assessment?

#### Section 2

Evidence used and considered. Include analysis of any missing data.

#### Section 3

Consultation undertaken with interested parties who will/may be affected proposal? What were the outcomes of the consultation?

#### Section 4

What are the potential or actual impacts of the proposal? Please consider both the direct and indirect impact and refer to the guidance for additional information.

Impact Area	Impact? Positive (P) Negative (N) Neutral (Ne)	Details of the impact	Action to address negative impact
<b>Protected Characteristic, as outlined in the Equality Act 2010</b>			
<b>Age</b>			
<b>Disability</b>			
<b>Gender reassignment</b>			
<b>Marriage and civil partnership</b>			
<b>Pregnancy and maternity</b>			
<b>Race</b>			
<b>Religion or Belief</b>			
<b>Sex</b>			
<b>Sexual Orientation</b>			

<b>Are there socio-economic groups likely to be affected? If yes, please provide detail below</b>			
<b>Other social exclusion</b>			
<b>Digital exclusion</b>			
<b>Veterans</b> and serving members of the armed forces and their families			
<b>Young people leaving care</b>			
<b>Health and Wellbeing:</b> Individuals and communities in Tamworth	Impact: Positive (P) Negative (N) Neutral (Ne)	Explanation	Action to address negative impact
Will the proposal have a direct impact on an individual's health, mental health and wellbeing?			
Will the proposal directly impact on housing?			
Will there be a likely change in demand for or access to public services such as health and social care services?			
Will there be an impact on diet and nutrition?			
Will there be an impact on physical activity?			
Will there be an impact on transport, travel and connectivity?			
Will there be an impact on employment and income?			

Will there be an impact on education and skills?			
Will there be an impact on community safety?			
Will there be an impact on the environment, air quality, climate change?			

If there are no adverse impacts or any issues of concern or you can adequately explain or justify them, please move to section 6.

**Section 5**

Where a potential negative impact has been identified, can continuation of the proposal be objectively justified? If yes, please explain your reasons.

**Section 6: Decisions or actions proposed**

The assessment may result in some recommendations or suggestions to mitigate any negative impact and maximise positive impacts or actions to reduce the risk of an adverse impact.

**Section 7: Monitoring arrangements**

Who will be responsible for monitoring	
Frequency of monitoring	
Where will the impact assessment be reported to?	
Where this impact assessment will be stored and for how long	

**Section 8: Summary of actions to mitigate negative impact (if required)**

Impact Area	Action required	Lead officer/responsible person	Target date	Progress





## Cabinet

Thursday 20 February

### Report of the Leader of the Council

#### Corporate Plan 2025 - 2030

#### Purpose

To advise members of the consultation responses that have supported the development of the Corporate Plan 2025 to 2030 and approve the new vision and priorities ready to be included in the Medium-Term Financial Strategy, which will be debated at Full Council on 25 February. To advise members on the development of the draft Annual Delivery Plan and supporting performance framework to track and monitor process.

#### Recommendations

It is recommended that:

1. Cabinet approves the Corporate Plan Narrative set out at Appendix A.
2. That Cabinet agrees the updated performance management framework and the plan for quarterly reporting going forward. This includes the draft template for the Annual Delivery Plan (Appendix B) to be used to develop the framework for assessing the progress to deliver the priorities from the Corporate Plan 2025-2030.
3. That Cabinet delegates authority to the Chief Executive in consultation with the Leader of the Council to finalise the actions required for the Annual Delivery Plan for the launch of the new Corporate Plan on 1 April 2025.

#### Executive Summary

The Corporate Plan 2025 - 2030 sets out the council's vision and priorities and has been in development since June 2024. The development of the plan has been shaped by consultation and collaboration with residents, staff, members, community groups and key strategic partners to ensure it reflects the needs and expectations of our residents.

It is an integral part of our Medium-Term Financial Strategy (MTFS) to ensure its viability and deliverability. As such the Corporate Plan itself forms part of the budget report which will be presented for adoption at Full Council on 25 February 2025.

The Vision for the Council is to *Build a Better Tamworth by delivering our key priorities:*

**Prosperity & Place - We want growth in the local economy by creating jobs and a Tamworth we are all proud of, ensuring financial stability for all. We will:**

1. Work with businesses to help them grow and create jobs
2. Identify and address skills shortages
3. Make the town centre more vibrant and accessible

4. Regenerate and create spaces for people to use and enjoy
5. Promote tourism and nightlife by using our culture and heritage sites

**Environment - We want to achieve net-zero carbon emissions, protect the environment and enhance local biodiversity. We will:**

6. Keep Tamworth's local areas clean
7. Tackle fly tipping, littering and environmental offences
8. Cut down on using carbon in our operations
9. Collaborate with partners to protect the environment
10. Provide eco-friendly housing options

**Community Wellbeing - We want residents to lead safe, healthy and happy lives in communities that are cohesive, where diversity is celebrated. We will:**

11. Work with our partners to support children and vulnerable individuals' wellbeing
12. Ensure our active health and wellbeing offer supports the improvement in residents physical and mental health
13. Improve our offer to provide suitable homes and make good quality, eco-friendly and affordable housing available
14. Work with our partners to reduce homelessness and rough sleeping
15. Work with our partners to reduce crime and help our residents feel safe

**Council - We're focused on being a caring, accessible and effective council that is financially resilient. We will:**

16. Be visible, accessible, approachable and accountable to the community
17. Learn and work with communities to provide broader social benefits
18. Maintain balanced budgets in our financial strategies

**Background Information**

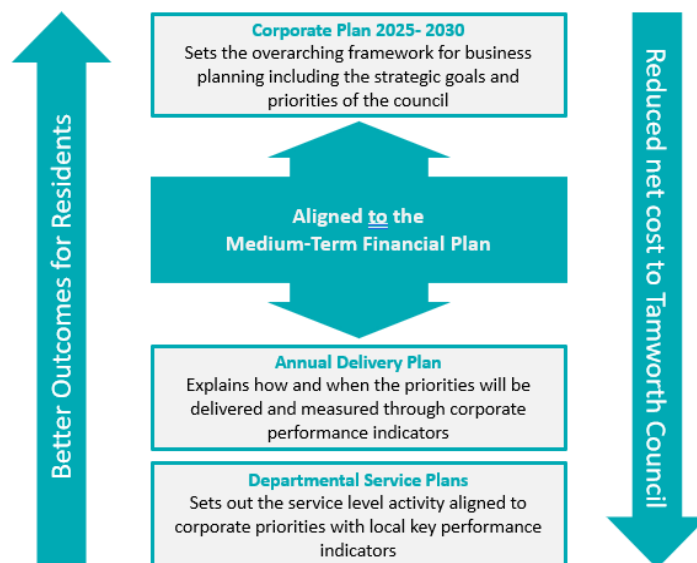
The council's new Corporate Plan has been informed by several key elements including:

- The aspirations of the new Cabinet, the council and all members
- The views of residents through regular surveys and specific consultation exercises commissioned in 2024 and the most recent survey in Autumn 2024
- Existing commitments, such as key projects and existing strategies that extend beyond the current plan period.
- The current and future financial situation of the council – the Medium-Term Financial Strategy (MTFS).
- Local statistics that highlight areas of concern/ focus
- Input from statutory and key strategic partners including Better Together Tamworth
- The views of local businesses, voluntary sector and staff

An outline of the emerging plan was presented to Corporate Scrutiny in June 2024 and again in August 2024 on progressing consultation and engagement.

Following these sessions, the draft plan was used to assess budget priorities for the development of the revised MTFS which will be considered at Full Council on 25 February

2025. The strategic context shows how the Council Budget and the new Corporate Plan will be adopted as set out in this diagram:



To help us work towards delivering the five-year-long Corporate Plan priorities, the annual Delivery Plan focuses on two areas:

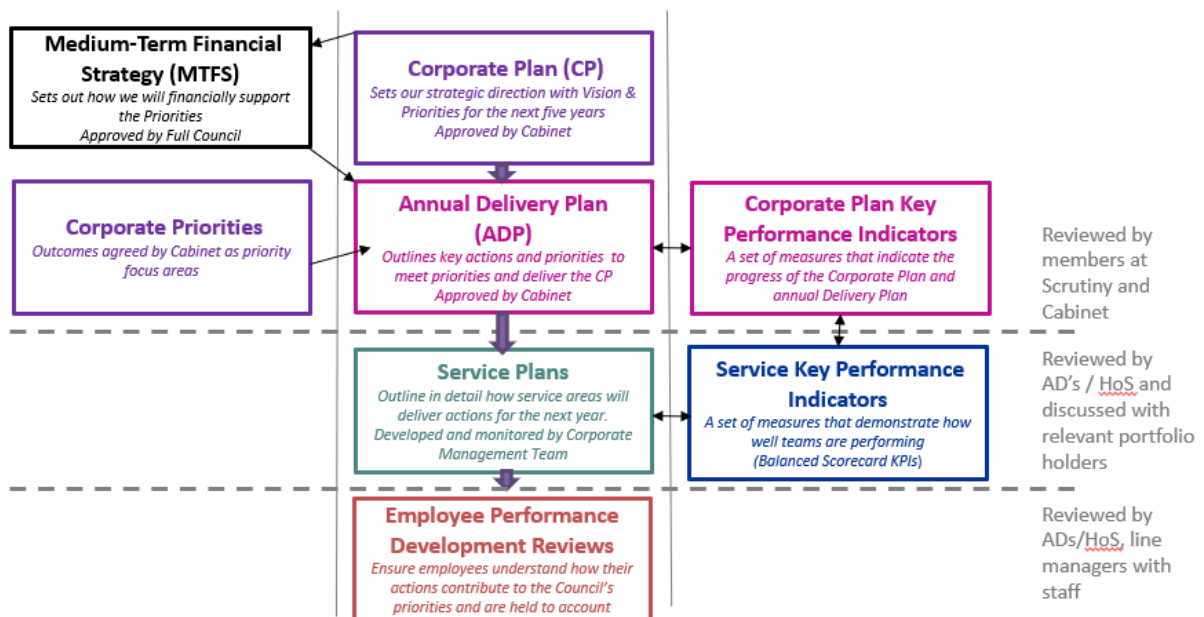
1. Activities the council needs to undertake over the coming year
  - Each activity will entails associated milestones that will need be achieved by the end of March 2026
2. Corporate Key Performance Indicators will enable us to understand the effectiveness of our services including successes and areas for improvement
  - How we compare to other local authorities (CIPFA Benchmarking group)
  - Review which statutory indicators should feature as part of the Corporate KPIs
  - Review best practice, innovations and embed continuous improvement into our practices

Robust monitoring arrangements will be implemented including senior officer and cabinet member oversight. This will help us to be open and honest about our progress, how well we are performing and what mitigations we need to put in place to address slippage and emerging risks. Reporting will include:

- Monthly report to CMT Performance Board
- Monthly update to Portfolio Holders
- Quarterly report to Scrutiny and Cabinet

The new quarterly performance report intends to focus on the council's progress on delivering the Corporate Plan by monitoring the Annual Delivery plan and the corporate KPI's. The current quarterly performance pack will therefore be disaggregated resulting in increased clarity and transparency.

Our golden thread of corporate priorities will support our updated performance structure of:



Once approved by Cabinet and Full Council a communications plan will ensure the new priorities, values and performance framework are communicated to staff, members and other key stakeholders.

### Options Considered

The council must have a Corporate Plan to fulfil the obligations of Best Value. Any such plan must be evidence based, current, realistic and enable the whole organisation's performance to be measured and held to account.

The authority's financial strategy and delivery arrangements must also be aligned with priorities in the Corporate Plan, and respond appropriately to local need, including the plans of partners and stakeholders.

### Resource Implications

The Corporate Plan is the key guide for planning and decision making for the council over the next 5 years and careful consideration has been made to align the plan with the council's resources and capacity to deliver, as a key recommendation from the Corporate Peer Challenge Feedback Report.

### Legal/Risk Implications Background

None, the plan has been developed in full consultation with key stakeholders and taken through scrutiny in August 2024 and January 2025. Consideration has been made of the recently announced local government devolution and the plan will ensure that until any such decisions are made, the Council will perform and deliver the best outcomes for residents.

### Equalities Implications

An Impact Assessment has been completed at Appendix D – No issues have been flagged that are directly relevant to decisions in this report, however it is noted that the consultation plans included measures to seek views from underrepresented groups and this work is ongoing as part of the community cohesion project. For this reason, equality and inclusion

has been included as a key principle of the Corporate Plan and the Annual Delivery Plan. The ESHIA will continue to be reviewed as the activities are developed and approved for delivery.

### **Environment and Sustainability Implications (including climate change)**

Environment is a priority area set out in the Corporate Plan and the Annual Delivery Plan. Supporting actions, projects and policies, that will be subject to their own approval routes, will ensure this is progressed.

### **Report Author**

Anica Goodwin – Executive Director Organisation  
Amerdip Kaur – Assistant Director, Policy and Performance  
Christie Tims – Corporate Project Co-ordinator

### **List of Background Papers**

Current [Corporate Plan](#) 2022-2025  
Statutory [Best Value duty](#)  
Cabinet Report [Corporate Plan Development Timeline](#) July 2024  
Scrutiny Report [Corporate Project Updates](#) June 2024  
Scrutiny Report [Vision and Corporate Plan update](#) August 2024

### **Appendices**

Appendix A – Corporate Plan 2025-2030  
Appendix B – Annual Delivery Plan Template  
Appendix C – Consultation & Engagement Summary  
Appendix D – Equality, Social and Health Impact Assessment Report

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# **Tamworth Borough Council Corporate Plan 2025 to 2030**

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## Foreword by Cllr Carol Dean, Leader of Tamworth Borough Council and Stephen Gabriel, Chief Executive

We are proud to present our corporate plan for 2025 to 2030 - the strategy which sets out the strategic goals and key priorities to achieve our vision *Building a Better Tamworth*. With a new Chief Executive and recently formed Cabinet and cohort of councillors elected in May 2024, this is our first opportunity to share our long term aims and ambitions for the borough. Over the next 5 years we face some significant challenges but also some great opportunities to make Tamworth better. In that time, we aim to create and maintain a community that embraces change, welcomes diversity, and seek ways to bring communities together.

We have engaged as broadly as possible to develop our Corporate Plan, holding surveys and drop-in sessions to help us to identify and prioritise the outcomes, seeking feedback from specific groups and communities. In setting our budget to deliver this plan we also undertake an annual resident survey to ensure we involve you in determining where to invest our resources to achieve our priorities. The most recent one, carried out in October 2024, helped to set the budget for the coming year and our Medium-Term Financial Strategy, which helps us plan our finances over the life of the plan.

Residents have consistently told us that they want neighbourhoods to be cleaner and safer, for us to operate efficiently and actively respond to their needs. Greater prosperity for our communities and local businesses is a universal aspiration. Alongside our statutory

obligations to collect council tax, manage development and administer key government regulations, other local priorities, like protecting the environment, community cohesion, developing skills and affordable housing are important to improving life in Tamworth. Whilst we may not be in control of many of these outcomes, our role in providing clear leadership and support to all those working in our borough is key to ensuring they are delivered for our residents and communities.

Due to reductions in central government funding and increasing inflationary pressures, difficult decisions must be taken around what services beyond our statutory minimum we continue to fund with the limited money we have available. While these decisions will be hard, we are committed to engaging with residents and partners on how we can mitigate their impact. We want to ensure long-term financial sustainability for the council, address the inequalities and disparities that exist across neighbourhoods and continue to create the opportunities for our communities and residents to thrive. This will mean working differently to how we have in the past.

This plan will drive the council to address the priorities identified within it as well as work closely with partner organisations who may be better placed to achieve them. We have worked hard to ensure this plan reflects the priorities of our community, so together we can build a better Tamworth.

## Introduction

Set in the beautiful county of Staffordshire, Tamworth is a vibrant town with a rich heritage. Located in the centre of Britain, with a growing population of over 81,000 people, Tamworth is a borough with much to be proud of. Our transport links, developing town centre, leisure facilities, including our cultural and heritage offer, all help make it a great place to live, work, study and visit.

In addition to all that Tamworth already has to offer, exciting times are ahead as we embark on a period of significant transformation. Multi-million-pound projects, such as the Future High Street Fund development will help to bring about lasting change and improvements in the future. This will assist with our mission to restore Tamworth town centre as the beating heart of the community, a place that people want to visit.

As a council we continue to face significant challenges to remain financially stable and resilient for the future. Demand for our services to support the most vulnerable continues to rise and cost pressures are increasing weekly, with UK inflation remaining at high levels. Like many councils across the country, we will be required to be brave and make difficult financial decisions, transform the services we must provide and lead the council through these challenging times.

Councillors and officers will work closely together to find a better, more cost-effective way forward. We will also continue to listen to residents and businesses, as we work to do things differently as a more co-operative council and work alongside our stakeholders, including central Government, the local MP, neighbouring councils and local partnerships to address local need.

Tamworth has much going for it, but some areas of our borough face serious inequality and deprivation. Together, we need to give people in these areas skills and confidence and ensure we create good quality local jobs and opportunities. We will work with our partners to deliver a vision for the borough focused on aspiration, community cohesion and creating an environment for success.

We will also engage our partners to ensure the wellbeing for our residents and communities. In addition, we will maintain a clean and safe environment for our residents and visitors and play our part in ensuring the town remains an attractive area to live, visit and invest in.

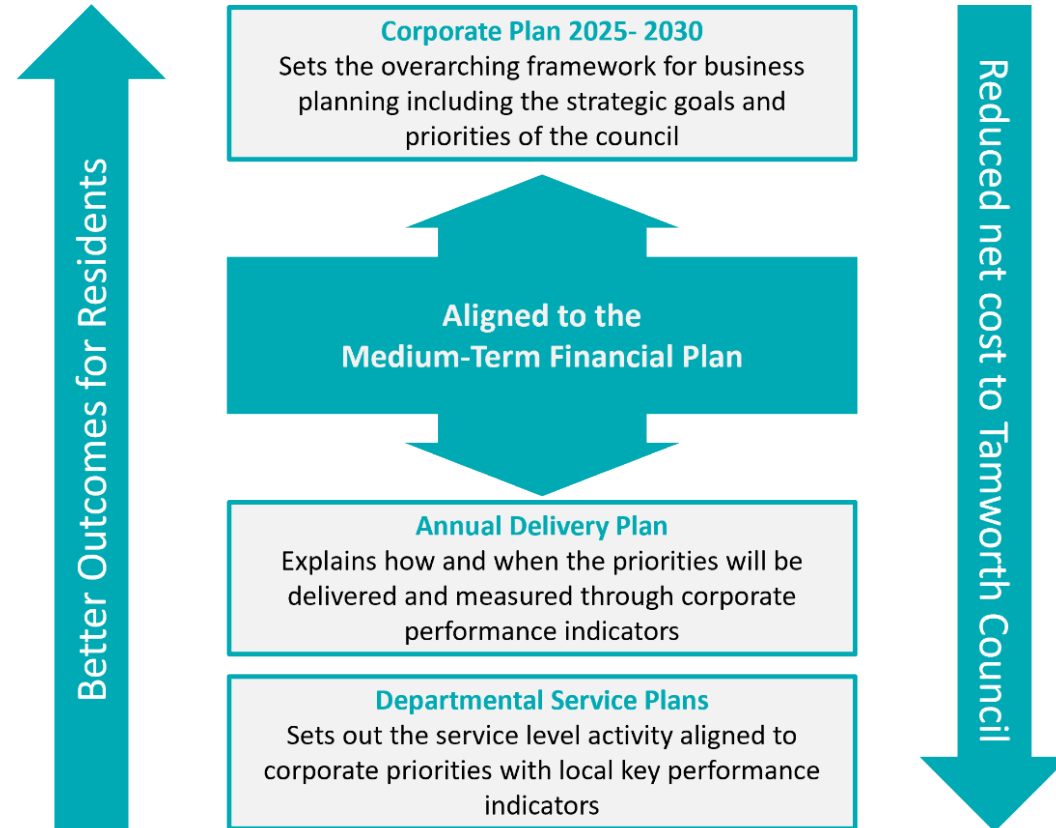
## Purpose of the corporate plan

Every well-run council needs a plan to enable staff, residents and partners to understand what the organisation is trying to achieve and how it plans to do that. It helps everyone prioritise and pull together around common priorities, so we deliver what we have promised.

This plan sets out our most important priorities and the aspirations for change that have been identified based on your feedback. These will be delivered alongside our day-to-day activities, ongoing projects and with support from our key partners.

Whilst set out as a 5-year plan, it will be reviewed every year and supported by an annual delivery plan. This will explain how and when the priorities will be delivered and measured through key performance indicators. Robust monitoring arrangements will be put in place including senior officers and members which will help us to be open and honest about our progress and how well we are performing.

It will also track our transformation to drive improvement in our services, digital opportunities and how we connect and engage with our residents, communities and partners to make Tamworth better.



## Our vision and priorities

Our vision is to *Build a Better Tamworth* which we will achieve by delivering our key priorities over five years.

# Tamworth Corporate Plan



## Our priorities in detail

**Prosperity & Place - We want growth in the local economy by creating jobs and a Tamworth we are all proud of, ensuring financial stability for all. We will:**

1. Work with businesses to help them grow and create jobs
2. Identify and address skills shortages
3. Make the town centre more vibrant and accessible
4. Regenerate and create spaces for people to use and enjoy
5. Promote tourism and nightlife by using our culture and heritage sites

**Environment - We want to achieve net-zero carbon emissions, protect the environment and enhance local biodiversity. We will:**

6. Keep Tamworth's local areas clean
7. Tackle fly tipping, littering and environmental offences
8. Cut down on using carbon in our operations
9. Collaborate with partners to protect the environment
10. Provide eco-friendly housing options

**Community Wellbeing - We want residents to lead safe, healthy and happy lives in communities that are cohesive, where diversity is celebrated. We will:**

11. Work with our partners to support children and vulnerable individuals' wellbeing
12. Ensure our active health and wellbeing offer supports the improvement in residents physical and mental health
13. Improve our offer to provide suitable homes and make good quality, eco-friendly and affordable housing available
14. Work with our partners to reduce homelessness and rough sleeping
15. Work with our partners to reduce crime and help our residents feel safe

**Council - We're focused on being a caring, accessible and effective council that is financially resilient. We will:**

16. Being visible, accessible, approachable and accountable to the community
17. Learn and work with communities to provide broader social benefits
18. Maintain balanced budgets in our financial strategies

## How we will work

To build a better Tamworth, we all need to work together and do our part. By working as a team, we can make a real difference. As a Council, we aim to be more cooperative, collaborating with our residents and key partners, ensuring financial stability, and focusing on how to best serve our communities while working with others in the Better Together Partnership.

Our new Equality, Diversity and Inclusion strategy, ensures that council services meet the needs of individuals, with a strong focus on community unity and social inclusion. We want to create a welcoming environment where everyone feels respected and valued and put residents at the heart of all we do. This strategy ensures our services comply with equality laws and addresses important issues like intersectionality, fairness, and gender-based discrimination.

We have also updated our council's values and behaviours to help achieve our vision.



### **Own it! Demonstrating accountability & professionalism**

- Accepting responsibility
- Communicating clearly
- Making decisions based on evidence
- Respectful communication and active listening

### **Speak up with integrity & challenge poor behaviours**

- Learning from mistakes
- Challenging harmful behaviours
- Encouraging open dialogue

### **A caring Council operating with compassion & openness**

- Promoting work-life balance
- Fostering an inclusive environment
- Providing constructive feedback

### **Working as one team**

- Collaborating and working productively with others to achieve as Team Tamworth

### **Customer Focussed**

- Putting residents and communities at the heart of all our activities

### **Heads Up**

- Embracing change and having confidence to try new and innovative approaches, constantly improving

## Supporting strategies and plans

The Corporate Plan will consider several important existing strategies and plans, including:

- Medium-Term Financial Strategy (MTFS)
- Local Plan
- Asset Management Strategy
- Future High Streets Fund (FHSF) Programme
- Financial Resilience Plan
- Housing Revenue Account (HRA) Business Plan
- Net Zero commitments
- Biodiversity and nature recovery
- Social Housing Regulatory Programme (SHRP)
- Equality & Diversity Strategy
- Digital and Technology Strategy
- People and Organisational Development Strategy
- Customer Service & Access Strategy
- Community Safety Partnership Plan
- Corporate Peer Challenge Action Plan

In October 2024, we asked the Local Government Association to help us identify key issues and challenge our approach, especially around communication and community engagement. The actions from this review will run alongside the Corporate Plan, as well as our response to the

We are also working on several new or updated strategies and plans to help achieve our corporate goals, including:

- Asset Management Plans
- Communications & Engagement Strategy
- Town Centre Regeneration Strategy

- Local Development Scheme and updated Local Plan
- Community Cohesion Strategy
- Succession Planning Policy
- Review of the Constitution
- Government's plans for devolution and local government changes

We have a huge opportunity to challenge the status quo, to find new ways of doing things, to look outside the borough and learn from others, and to genuinely work with our communities to co-design solutions to the things that matter most and that will work in our local context.

## Shared services – collaborating with other local councils

We work closely with nearby councils, including sharing an internal Audit Service with Lichfield District Council. Lichfield also hosts our shared Health and Safety team, Building Control Service, and Joint Waste Service, which covers both areas for waste and recycling.

Additionally, we work with South Staffordshire District Council, which provides the South Staffordshire Legal Service for Tamworth and Lichfield, giving us access to specialised lawyers we couldn't afford on our own. We also receive support from Nuneaton & Bedworth Council on conservation issues.

At a regional level, we are in discussions with other Staffordshire councils to explore government plans for local government devolution. Working together on shared services could help address longer-term budget challenges and staff retention issues faced by many councils.

## Acknowledgements

We want to thank everyone who helps make this work possible, including our councillors, employees, partners, and stakeholders. We look forward to working together to build a better Tamworth.



# Tamworth Borough Council - Annual Delivery Plan

Our five-year-long Corporate Plan includes the vision, strategic goals and priorities for the council. The vision is to **Build a Better Tamworth** which we will achieve by delivering our key priorities.

- **Prosperity & Place** - We want growth in the local economy by creating jobs and a Tamworth we are all proud of, ensuring financial stability for all
- **Environment** - We want to achieve net-zero carbon emissions, protect the environment and enhance local biodiversity
- **Community Wellbeing** - We want residents to lead safe, healthy, happy lives in communities that are cohesive, resilient and independent, where diversity is celebrated
- **Council** – We're focused on being a caring, accessible and effective council that is financially resilient

The annual Delivery Plan focuses on two areas, firstly including the activities and the actions the council needs to take over the coming year and secondly the key performance indicators. This will help us work towards delivering the five-year-long Corporate Plan priorities. Each activity entails associated actions that will be delivered by end of March 2026. Key performance indicators will enable us to understand the effectiveness of our services including successes and areas for improvement. We will compare ourselves to other local authorities, review best practice and innovations and embed continuous improvement into our practices. Robust monitoring arrangements will be implemented including senior officer and cabinet member oversight. This will help us to be open and honest about our progress and how well we are performing.

**Strategic Goal:** Overarching goal we wish to achieve over five-year period

**Priorities:** Priorities will support achieving the Strategic Goal

**Activities:** What activities are we going to undertake in the first year to work towards delivering the five-year-long priorities?

**Milestones:** What will be achieved each month, to enable delivery of the activities?

**Corporate Key Performance Indicators:** Statutory or non-statutory indicators to be monitored corporately at regular intervals

**Prosperity & Place - We want growth in the local economy by creating jobs and a Tamworth we are all proud of, ensuring financial stability for all**

<b>Priorities</b>	<b>Activities</b>	<b>Monthly Milestones, Risks, Mitigations, BRAG rating</b>	<b>Lead Member Portfolio</b>	<b>Lead Directorate / Senior Accountable Officer</b>	<b>Senior Responsible Officer</b>
<i>As listed within the Corporate Plan</i>	<i>Describe the activity (project, strategy or policy) that will be developed or implemented to deliver this priority.</i>	<i>Monthly milestones to be BRAG assessed. Associated Risks and Mitigations.</i>	<i>Which Cabinet member will lead this work</i>	<i>Must be single named Exec Director who will be accountable for delivery</i>	<i>Must be single named officer who takes responsibility for reporting on this activity</i>
1. Working with businesses to help them grow and create jobs			Portfolio Holder for Infrastructure, Heritage and Local Economy	Executive Director Communities	Assistant Director Growth & Regeneration
2. Identify and address skills shortages			Portfolio Holder for Co-operative Council and Community Partnerships	Executive Director Communities	Assistant Director Partnerships
3. Regenerate and create spaces for people to use and enjoy			Portfolio Holder for Infrastructure, Heritage and Local Economy	Executive Director Communities	Assistant Director Growth & Regeneration
4. Make the town centre more vibrant and accessible			Portfolio Holder for Infrastructure, Heritage and Local Economy	Executive Director Communities	Assistant Director Growth & Regeneration
5. Promote tourism and nightlife by using our cultural and historic sites			Portfolio Holder for Infrastructure, Heritage and Local Economy	Executive Director Communities	Assistant Director Growth & Regeneration

Corporate Key Performance Indicators	Target	Target BRAG	Rationale	Golden Thread	Benchmarkable?	Statutory or Non-Statutory? Y / N	SRO
Identify the KPI's to be reported to CMT Performance Board (Monthly) & Cabinet (Quarterly)	What is the target for 2025/26?	Red "Not started" Amber "At Risk" Green "On Track" Blue "Complete"	What will this indicator tell us?	Which Priority is it related to?	Is this KPI comparable to other similar local authorities? (CIPFA Benchmarking Group / LG Inform)	Is this KPI a statutory indicator?	Who is the Senior Responsible Officer?



**Environment - We want to achieve net-zero carbon emissions, protect the environment and enhance local biodiversity.**

<b>Priorities</b>	<b>Activities</b>	<b>Monthly Milestones, Risks, Mitigations, BRAG rating</b>	<b>Lead Member Portfolio</b>	<b>Lead Directorate / Senior Accountable Officer</b>	<b>Senior Responsible Officer</b>
<i>As listed within the Corporate Plan</i>	<i>Describe the activity (project, strategy or policy) that will be developed or implemented to deliver this priority.</i>	<i>Monthly milestones to be BRAG assessed. Associated Risks and Mitigations.</i>	<i>Which Cabinet member will lead this work</i>	<i>Must be single named Exec Director who will be accountable for delivery</i>	<i>Must be single named officer who takes responsibility for reporting on this activity</i>
6. Keep Tamworth's local areas clean			Portfolio Holder for Environmental Sustainability, Recycling and Waste	Executive Director Organisation	Assistant Director Environment, Culture and Wellbeing
7. Tackle fly tipping, littering and environmental offences			Portfolio Holder for Environmental Sustainability, Recycling and Waste	Executive Director Communities	Assistant Director Partnerships
8. Cut down on using carbon in our operations			Portfolio Holder for Infrastructure, Heritage and Local Economy	Executive Director Communities	Assistant Director Assets
9. Collaborate with partners to protect the environment			Portfolio Holder for Environmental Sustainability, Recycling and Waste	Executive Director Communities	Assistant Director Partnerships / Assistant Director Environment, Culture and Wellbeing

10. Provide eco-friendly housing options			Portfolio Holder for Housing, Homelessness and Planning	Executive Director Communities	Assistant Director Assets
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Corporate Key Performance Indicators	Target	Target BRAG	Rationale	Golden Thread	Benchmarkable ?	Statutory or non-statutory? Y / N	SRO
Identify the KPI's to be reported to CMT Performance Board (Monthly) & Cabinet (Quarterly)	What is the target for 2025/26?	Red "Not started" Amber "At Risk" Green "On Track" Blue "Complete"	What will this indicator tell us?	Which Priority is it related to?	Is this KPI comparable to other similar local authorities? (CIPFA Benchmarking Group / LG Inform)	Is this KPI a statutory indicator?	Who is the Senior Responsible Officer?

**Community Wellbeing - We want residents to lead safe, healthy and happy lives in communities that are cohesive where diversity is celebrated.**

<b>Priorities</b>	<b>Activities</b>	<b>Monthly Milestones, Risks, Mitigations, BRAG rating</b>	<b>Lead Member Portfolio</b>	<b>Lead Directorate / Senior Accountable Officer</b>	<b>Senior Responsible Officer</b>
<i>As listed within the Corporate Plan</i>	<i>Describe the activity (project, strategy or policy) that will be developed or implemented to deliver this priority.</i>	<i>Monthly milestones to be BRAG assessed. Associated Risks and Mitigations.</i>	<i>Which Cabinet member will lead this work</i>	<i>Must be single named Exec Director who will be accountable for delivery</i>	<i>Must be single named officer who takes responsibility for reporting on this activity</i>
11. Work with our partners to support children and vulnerable individuals' wellbeing			Portfolio Holder for Co-operative Council and Community Partnerships	Executive Director Communities	Assistant Director Partnerships
12. Ensure our active health and wellbeing offer supports the improvement in residents physical and mental health			Portfolio Holder for Co-operative Council and Community Partnerships	Executive Director Communities	Assistant Director Partnerships
13. Improve our offer to provide suitable homes and make good quality, eco-friendly and affordable housing available			Portfolio Holder for Housing, Homelessness and Planning	Executive Director Communities	Assistant Director Assets/ Assistant Director Growth & Regeneration / Assistant Director Neighbourhoods

14. Work with our partners to reduce homelessness			Portfolio Holder for Housing, Homelessness and Planning	Executive Director Communities	Assistant Director Neighbourhoods
15. Work with our partners to reduce crime and help our residents feel safe			Portfolio Holder for Co-operative Council and Community Partnerships	Executive Director Communities	Assistant Director Partnerships/ Assistant Director Neighbourhoods

Corporate Key Performance Indicators	Target	Target BRAG	Rationale	Golden Thread	Benchmarkable?	Statutory or Non-Statutory? Y / N	SRO
Identify the KPI's to be reported to CMT Performance Board (Monthly) & Cabinet (Quarterly)	What is the target for 2025/26?	Red "Not started" Amber "At Risk" Green "On Track" Blue "Complete"	What will this indicator tell us?	Which Priority is it related to?	Is this KPI comparable to other similar local authorities? (CIPFA Benchmarking Group / LG Inform)	Is this KPI a statutory indicator?	Who is the Senior Responsible Officer?

**Council - We're focused on being a caring, accessible and effective council that is financially resilient.**

<b>Priorities</b>	<b>Activities</b>	<b>Monthly Milestones, Risks, Mitigations, BRAG rating</b>	<b>Lead Member Portfolio</b>	<b>Lead Directorate / Senior Accountable Officer</b>	<b>Senior Responsible Officer</b>
<i>As listed within the Corporate Plan</i>	<i>Describe the activity (project, strategy or policy) that will be developed or implemented to deliver this priority.</i>	<i>Monthly milestones to be BRAG assessed. Associated Risks and Mitigations.</i>	<i>Which Cabinet member will lead this work</i>	<i>Must be single named Exec Director who will be accountable for delivery</i>	<i>Must be single named officer who takes responsibility for reporting on this activity</i>
16. Be visible, accessible, approachable and accountable to the community			Portfolio Holder for People Services, Leisure and Engagement	Executive Director Organisation	Assistant Director People
17. Maintain balanced financial budget			Leader of the Council	Executive Director Finance	Assistant Director Finance
18. Learn and work with communities to provide social benefits			Portfolio Holder for Co-operative Council and Community Partnerships	Executive Director Organisation	Assistant Director Policy & Performance

<b>Corporate Key Performance Indicators</b>	<b>Target</b>	<b>Target BRAG</b>	<b>Rationale</b>	<b>Golden Thread</b>	<b>Benchmarkable?</b>	<b>Statutory or Non-Statutory? Y / N</b>	<b>SRO</b>
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Identify the KPI's to be reported to CMT Performance Board (Monthly) & Cabinet (Quarterly)	What is the target for 2025/26?	Red "Not started" Amber "At Risk" Green "On Track" Blue "Complete"	What will this indicator tell us?	Which Priority is it related to?	Is this KPI comparable to other similar local authorities? (CIPFA Benchmarking Group / LG Inform)	Is this KPI a statutory indicator?	Who is the Senior Responsible Officer?

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## Summary Report

# Corporate Plan Priorities Consultation – August 2024

This report sets out the findings from the public consultation exercise undertaken from 25 July to 27 August.

An online survey asked residents and stakeholders with an interest in building a better Tamworth for their thoughts and feedback to help further shape a corporate plan for the council.

We asked if the draft priorities are right for Tamworth if anything was missing and which areas were most important to them. For each draft priority, respondents were asked to tell us if the priorities and their descriptions are critical areas for improvement in Tamworth, if anything was unclear and rank them in order of importance.

It is clear from the results that there is much work to do to build trust with our residents (for all authorities) and reconnect our service delivery and performance to their needs and aspirations.

Residents want to see more concrete details of what each priority outcome will entail and how we will measure its delivery in the next phase of developing our Corporate Plan. We also need to be more conscious that the terms and language we use to describe our priorities is easy for residents to understand.

It is also apparent that some of the qualitative analysis of the responses does give some conflicting and contradictory results, such as the sense of urgency in reconnecting and providing visible leadership from the Council, versus the emphasis placed on prosperity as an area to tackle in the first year of the plan.

## Findings

### Priority A - Council

Creating a caring, co-operative, innovative and data driven council that is structured to deliver effective services:

- We are a council that is visible, approachable, and accountable.
- We work well with others as part of the Co-operative Council Innovation Network (CCIN).
- We ensure our customer processes are accessible and focused on delivery for the customer.
- We communicate well and ensure information provided to customers is readable and accessible to them.
- Our services are data driven, use data to target improvements and predict and prevent issues escalating.
- We make good decisions and take calculated risks based on good data and feedback.

1. How important is this priority and the descriptions as an area for improvement in Tamworth?				
Answer Choices			Response Percent	Response Total
1	Very important		47.47%	272
2	Quite important		35.25%	202
3	Neutral		13.28%	78
4	Not important		2.62%	15
5	Not at all important		1.40%	8
			answered	573
			skipped	19

#### 1. Lack of Clarity and Ambiguity

Many respondents found the priorities unclear, questioning whether they are aspirational or reflective of the current situation. There is confusion about terms like "data-driven" and what constitutes "good decisions," with concerns that the language used is too vague or ambiguous, leading to varied interpretations.

#### 2. Need for Tangible Examples and Specificity

People want concrete examples and specific, measurable targets. There is a demand for SMART (Specific, Measurable, Achievable, Realistic, Time-bound) goals to make the priorities more actionable and accountable. The mention of "data-driven"

services, for instance, needs clarification on what data is used, how it is collected, and its relevance.

### **3. Communication and Accessibility Concerns**

A recurring theme is the perceived lack of effective communication and accessibility. Many express frustrations over the council's visibility and approachability, especially with the closure of physical offices like Marmion House. There is a call for better communication strategies, including face-to-face interactions and more inclusive methods for those not digitally inclined.

### **4. Inclusion of Listening and Customer-Centric Approaches**

Respondents noted the absence of explicit mentions of listening to residents and prioritising their needs. Suggestions include emphasising a "listening council" and ensuring that decisions are informed by community input rather than solely relying on data.

### **5. Doubt and Distrust in Current Practices**

There is a strong sentiment of distrust, with many doubting that the council currently meets these priorities. Some feel that the council's statements are more aspirational than reflective of reality, particularly concerning transparency, accountability and responsiveness.

### **6. Request for More Personal and Responsive Services**

There is a desire for more personalised and responsive services, with concerns that a purely data-driven approach may overlook individual circumstances. Many feel that the human element should not be neglected, advocating for a balance between data and common sense in decision-making.

### **7. Understanding and Integration of Cooperative Council Innovation Network (CCIN)**

The concept of CCIN is not well understood, with multiple respondents asking for clarification on what it means and its implications for the community. There is a need for clearer communication about what being a part of CCIN entails.

### **8. Feedback on Prioritisation and Practical Implementation**

Some respondents questioned whether these priorities are indeed the most pressing issues, with suggestions that certain priorities, such as improving the visibility and accessibility of the council, should take precedence. There is also a call for ensuring that these priorities translate into practical actions that residents can see and benefit from.

### **9. Critique of the Council's Current Performance**

Several responses reflect dissatisfaction with the council's current performance, particularly in areas like customer service, maintenance, and public safety. There is a sentiment that the council has been "invisible" or ineffective, especially since the COVID-19 pandemic, with calls for more proactive and visible community leadership.

#### **10. Data-Driven vs. People-Driven Approach**






Some respondents express concern that an overemphasis on being data-driven could lead to impersonal decisions. They suggest that while data is important, the council should also focus on being needs-driven and consider qualitative feedback from the community.

These themes show a need for the council to clarify its priorities, improve communication, and ensure that its actions align with the community's needs and expectations.

## Priority B - Prosperity

Growth in the local economy, skills and jobs, investment in areas that support financial stability and balanced budgets, obtaining best value:

- We work with businesses to promote start up, growth and sustain employment.
- We work with partners to create jobs and broaden workforce skills.
- Our Medium -Term Financial Strategy and Housing Revenue Account Business Plan are balanced and deliver value for money.
- We spend and invest wisely to save money in the long term.
- We procure sustainably with social value in mind.
- We hold partners and contractors to account for their performance.

3. How important is this priority and the descriptions as an area for improvement in Tamworth?				
Answer Choices			Response Percent	Response Total
1	Very important		61.25%	343
2	Quite important		33.04%	185
3	Neutral		4.46%	25
4	Not important		0.54%	3
5	Not at all important		0.71%	4
			answered	560
			skipped	32

### 1. Accountability and Transparency

**Contractor and Partner Accountability:** Concerns about how the council holds contractors and partners accountable, with reports of poor performance and lack of visible standards.

**Transparency in Decision-Making:** Calls for more transparency in council decisions, particularly around spending, contractor selection, and how these choices help the local community.

### 2. Economic and Business Development

**Support for Local Businesses:** Feedback suggests that the council's support for new and existing businesses, especially startups, is unclear. There is a need for more focus on making Tamworth attractive for businesses and ensuring affordable rates and accessible locations.

**Impact on Local Economy:** Questions about how the council plans to improve Tamworth's economy, particularly in the town centre, which is seen as declining. There is also concern about balancing growth between different areas of Tamworth.

### 3. Practicality and Realism of Plans

**Feasibility of Goals:** Scepticism about the realism of attracting high-skill, high-paying jobs to Tamworth, especially given competition from nearby cities like Birmingham.

**Implementation Details:** Calls for more concrete examples and data on how the council will achieve its goals, including specifics on how prosperity will be measured and delivered.

### 4. Communication and Language

**Complex and Jargon-Laden Language:** The use of jargon and complex language makes the priorities difficult to understand for residents. There is a need for clearer, more accessible communication.

**Perceived Disconnect Between Words and Actions:** Residents feel that the council's statements often consist of "good intentions" without clear evidence of action or impact.

### 5. Community Involvement and Representation

**Engagement with Residents:** Questions about how residents are being involved in decision-making processes, especially in terms of spending and economic development.

**Relevance to Local Needs:** Concerns that the priorities may not fully align with the actual needs and aspirations of Tamworth residents, such as better infrastructure, affordable housing, and social services.

### 6. Infrastructure and Town Planning

**Town Centre Development:** Significant concerns about the decline of Tamworth's town centre, with suggestions for more investment and better planning to attract businesses and tourists.

**Housing and Infrastructure Balance:** Issues around housing development without corresponding improvements in infrastructure like schools, roads and healthcare services.

### 7. Education and Skills Development

**Support for Education and Vocational Training:** Uncertainty about how the council plans to improve educational attainment and vocational opportunities for young people, particularly in linking education with local business needs.

### 8. Sustainability and Procurement



**Sustainability Goals:** Confusion about what “procure sustainably” and “social value” mean in practice, and how these will be measured and achieved.

**Value for Money:** Concerns that the council's focus on long-term savings might not always align with immediate value for money, with calls for clearer procurement routes and standards.

#### 9. Perception of Tamworth’s Decline

**General Decline of the Town:** A recurring theme of dissatisfaction with the perceived decline of Tamworth, including empty shops, poor infrastructure, and a lack of appealing amenities.

**Need for Revitalisation:** Strong sentiment that the council needs to take more proactive measures to revitalise the town, including attracting diverse businesses and improving public spaces.






These themes highlight areas where residents seek more clarity, engagement, and tangible results from the council's Prosperity Priorities

## Priority C - Place shaping

All communities feel safe, cared for and can be proud of their area, including our vibrant town centre:

- We work with partners to create a more vibrant town centre, which is accessible to all, with an improved retail and residential offer.
- We work with partners to ensure footpaths and cycleways are clear and well maintained.
- Our future high street funding projects deliver regeneration and support enterprise.
- We offer new markets and improve events as part of a town centre plan.
- We work with partners to ensure crime is reduced and Tamworth is safer.
- We improve tourism and night-time offer, making best use of our historic and cultural assets.

### 5. How important is this priority and the descriptions as an area for improvement in Tamworth?

Answer Choices		Response Percent	Response Total
1	Very important		71.88% 406
2	Quite important		23.72% 134
3	Neutral		3.01% 17
4	Not important		0.71% 4
5	Not at all important		0.71% 4
		answered	565
		skipped	27

### 1. Town Centre Revitalisation

There is a strong need to make Tamworth's town centre vibrant and welcoming by improving retail offerings, promoting tourism, and better using historical and cultural assets. The focus should be on creating a more inviting environment, enhancing markets, and addressing the decline in shops. There is also concern that much of the investment is directed away from the town centre, leading to its neglect with numerous vacant shops and a lack of vibrancy. There is a belief that the town centre is deteriorating, and efforts to revitalise it have been ineffective or misdirected.

Suggestions include lowering business rates, encouraging diverse and independent shops, and improving the market areas.

### 2. Safety and Crime

Residents feel unsafe due to visible crime and anti-social behaviour, particularly in the town centre. They believe minor crimes are not being addressed, leading to more serious issues. There is a call for increased police presence and stronger partnerships between the council and law enforcement to improve safety. Residents report feeling unsafe, particularly due to recent incidents of violence. There is a strong call for a more visible and active police presence, including the reopening of a local police station, to address crime and antisocial behaviour.

### **3. Tourism and Heritage**

Tamworth's potential as a tourist destination is noted, with suggestions to capitalise more on its historical assets, with suggestions to better promote its heritage and cultural events to attract tourists. There is a call to develop the town's historical connections and landmarks, such as the Saxon Mill and the legacy of Colin Grazier, to draw more visitors. However, some feel that tourism is underdeveloped, and better marketing, improved amenities, and events could attract more visitors.

### **4. Infrastructure and Public Spaces**

The state of footpaths, cycleways, and roads is a significant concern. Many areas are overgrown, poorly maintained, and unsafe, particularly for vulnerable populations like people with disabilities. There is frustration over the lack of responsibility and action between the council and other authorities about these issues. Overgrown areas, inadequate street lighting, and neglected green spaces are common complaints. There is a desire for better infrastructure that enhances both functionality and aesthetics, making the town more welcoming. Better transport links, especially between Ventura Park and the town centre, are needed to boost foot traffic. Improving parking availability and ensuring pathways are accessible and clear are also priorities to enhance mobility for all residents.

### **5. Community Engagement and Accountability**

There is a call for more transparency, measurable goals, and public involvement in decision-making. Residents want clear, actionable plans with accountability for progress. Some feel current efforts are too vague or aspirational without concrete outcomes.

### **6. Social and Cultural Issues**

There is a desire for more inclusivity and multicultural engagement within the community. Suggestions include promoting diversity, addressing issues related to immigration, and fostering a more open and welcoming environment for all residents. Suggestions include more focus on improving social attitudes and fostering a sense of pride in Tamworth. Ideas for enhancing community cohesion, such as volunteer groups and more youth-oriented activities, were mentioned.

### **7. Sustainability and Environment**

A few comments highlight the need for more attention to sustainability, including the development of green spaces and climate-resilient infrastructure. Residents are looking for commitments to environmental stewardship alongside urban development. There are concerns about cleanliness and the general upkeep of public spaces. Residents note the need for more frequent road sweeping, better waste management, and regular maintenance of green spaces to prevent localised flooding and improve the overall appearance of the town.

### **8. Economic and Social Disparities**

There is concern that efforts are concentrated in specific areas, like the castle grounds, while neglecting others. Residents want more fair development that helps all parts of Tamworth, including more amenities and services in less affluent areas.






### **9. Future Vision**

Finally, there is a desire for a clearer, more ambitious vision for Tamworth that integrates all these themes—safety, economic vitality, tourism and community pride—into a cohesive plan that revitalises the town and makes it a desirable place to live and visit.

## Priority D - Environment

We have a roadmap to achieving net-zero, environmentally friendly and sustainable assets and enhancing biodiversity in the borough:

- We educate and support reductions in litter, waste, and increased recycling.
- We use enforcement powers to tackle fly tipping and other environmental crimes.
- We reduce the use of carbon at the Council and in our operations.
- We work with partners to protect and improve our environment and achieve net zero for the borough.
- We help to create a sustainable future where nature can thrive to keep us healthy and safe.
- We ensure Tamworth offers world-class environmentally friendly housing.

7. How important is this priority and the descriptions as an area for improvement in Tamworth?				
Answer Choices			Response Percent	Response Total
1	Very important		48.88%	269
2	Quite important		36.93%	212
3	Neutral		10.80%	62
4	Not important		3.66%	21
5	Not at all important		1.74%	10
			answered	574
			skipped	18

The feedback on environmental issues in Tamworth reflects a broad range of concerns, highlighting the need for more concrete action, better communication, and stronger enforcement by the council. Here are the key themes:

### 1. Action vs. Words

There is significant scepticism about the council's commitment to environmental goals, with many residents feeling that actions do not match the promises made. They emphasise the need for clear, measurable targets, such as setting specific dates for achieving net-zero emissions.

### 2. Waste Management and Recycling

Many residents' express frustration with current waste management practices, particularly the use of blue recycling bags, which are seen as inadequate. There is also concern about fly-tipping, insufficient litter collection, and the need for better enforcement against those who litter.

### 3. Housing and Infrastructure

While there is support for environmentally friendly housing, residents question whether new developments are truly sustainable. They urge the council to focus on improving existing housing stock rather than building more homes, which they believe the town's infrastructure cannot support.

#### **4. Local Cleanliness and Maintenance**

Cleanliness of public spaces, particularly the issue of litter and graffiti, is a major concern. Residents call for more frequent maintenance, including street sweeping and litter picking, and question why so much of this work falls to unpaid volunteers.

#### **5. Net-Zero and Environmental Goals**

There is a divide in opinion on the pursuit of net-zero emissions. Some see it as an essential goal, while others view it as unrealistic or even a "scam." Many request more transparency on how these goals will be achieved and what the costs will be.

#### **6. Public Involvement and Education**

Several comments suggest a need for greater community involvement in environmental initiatives and better education on sustainability, particularly in schools. Some also propose incentivising or formally recognising volunteer efforts to maintain public spaces.

#### **7. Infrastructure for Electric Vehicles and Green Energy**

The need for infrastructure to support electric vehicles and renewable energy in new developments is highlighted, with some residents noting that current and future housing projects should incorporate these elements.

#### **8. Environmental Impact of Development**






Concerns are raised about the impact of ongoing and future housing developments on green spaces and the local environment, with calls to preserve natural habitats and better manage the environmental footprint of new construction.

Residents clearly want more accountability, transparency and proactive measures from the council to address these environmental issues.

## Priority E - Community Wellbeing

Residents live long, healthy, prosperous lives in communities that are resilient and independent:

- We provide accessible services that support the most vulnerable in our society.
- We work with partners to keep children, young people, and marginalised groups healthy and safe with every opportunity to thrive in their community.
- We ensure more people have the skills to access our services digitally and in our housing stock.
- We have a real commitment to providing more affordable housing and reduce homelessness.
- We will increase the number of Disabled Facility Grant (DFG) cases delivered in a shorter amount of time.
- We work with partners to build foundations for long and healthy lives.

9. How important is this priority and the descriptions as an area for improvement in Tamworth?				
Answer Choices			Response Percent	Response Total
1	Very important		54.59%	303
2	Quite important		33.51%	186
3	Neutral		9.19%	51
4	Not important		1.44%	8
5	Not at all important		1.26%	7
			answered	555
			skipped	37

### 1. Access to Digital Services

There is a need to clarify whether residents require skills to access services or if services will be provided within housing stock. More efforts are needed to ensure that all residents, especially those without digital literacy, can access services.

### 2. Environmental Health

The role of Environmental Health in ensuring food safety, regulating businesses, and investigating outbreaks should be emphasised as a critical part of public health and community wellbeing.

### 3. Housing and Adaptations

Concerns were raised about the allocation of housing, with issues such as inappropriate housing stock leading to unnecessary adaptations. There is a call for better planning and retention of adaptations in void properties, alongside considerations for those who cannot afford essential fittings like carpets.

### 4. Service Accessibility

The importance of providing accessible, council-led services is highlighted, particularly with a rise in scamming and the frustration with digital-only or phone-based services. There is a need for in-person options and better information dissemination.

### **5. Youth and Leisure**

There is a demand for more affordable sports and leisure activities for younger residents, and improved information on available resources. Concerns about safety in the town and the need for community spaces like youth centres were often mentioned.

### **6. Healthcare Services**

A sizeable part of the feedback focused on the lack of accessible healthcare services, such as GP appointments, NHS dentistry, and local hospital services. The reopening of the George Bryan Centre and improvements at the Robert Peel Hospital were also called for.

### **7. Homelessness and Housing Affordability**

There is a strong sentiment that housing should be prioritised for residents, with calls for more social housing, affordable homes, and better support for the homeless. Issues related to housing affordability and the need for more single-person accommodations were also raised.

### **8. Support for Vulnerable Populations**

The council was urged to focus on supporting vulnerable groups, including those with disabilities, the elderly, and families struggling with the cost of living. There is also a call for more mental health support and services to combat loneliness.

### **9. Community Safety and Wellbeing**

Concerns about community safety were prevalent, with residents expressing a desire for more visible policing and safer public spaces. The importance of tackling antisocial behaviour and ensuring the wellbeing of all community members was emphasised.

### **10. Local Infrastructure and Development**

Feedback included concerns about the sustainability of housing developments, the impact on local infrastructure, and the need for community-oriented planning that considers the needs of all residents, including those in rural areas.

### **11. Communication and Engagement**

There is a need for better communication between the council and residents, especially in understanding and accessing available services. The council is



encouraged to engage more directly with the community, particularly in decision-making processes.

Several comments reflected broader concerns about local governance, including dissatisfaction with the handling of new developments, the need for a more personal approach in council services, and frustrations with the perceived lack of action on certain issues.

**In summary**, the feedback reflects a desire for more inclusive, accessible and responsive services, with a strong focus on housing, healthcare, and community safety. There is a clear call for the council to better address the needs of vulnerable populations, improve local infrastructure and engage more effectively with residents.






## Ranking and Priority

The summary ranking of the responses provides a clear direction to focus on place shaping and prosperity, with less emphasis placed on the Council and environment.

11. For each of the five priorities, please rank how important they are to deliver in the next five years, with your top choice being first.		
Item	Total Score <sup>1</sup>	Overall Rank
Place shaping - All communities feel safe, cared for and can be proud of their area, including our vibrant town centre.	2155	1
Prosperity - Growth in the local economy, skills and jobs, investment in areas that support financial stability and balanced budgets, obtaining best value.	2146	2
Community Wellbeing - Residents live long, healthy, prosperous lives in communities that are resilient and independent.	1703	3
Council - Creating a caring, co-operative, innovative and data driven council that is structured to deliver effective services.	1530	4
Environment - We have a roadmap to achieving net-zero, environmentally friendly and sustainable assets and enhancing biodiversity in the borough.	1240	5
	answered	585
	skipped	7

<sup>1</sup> Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.

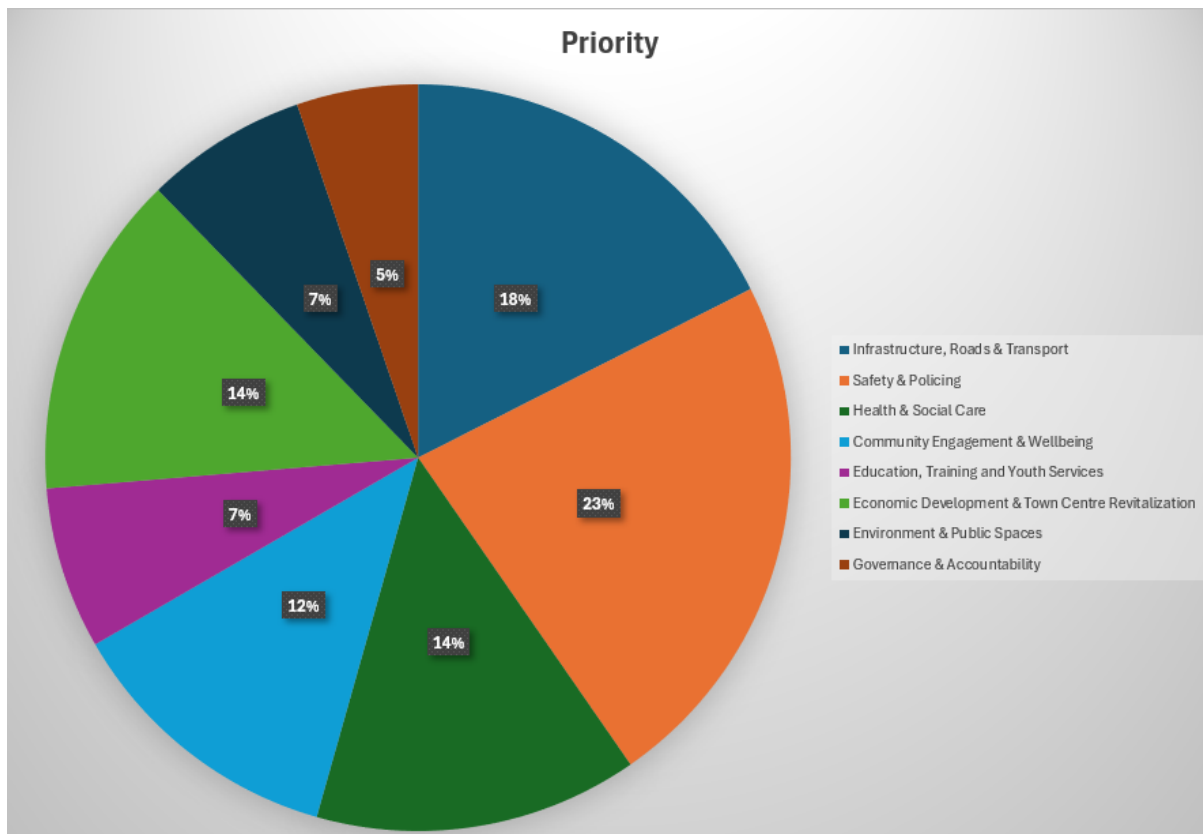
In terms of immediate priorities for 2025/26 Action plan, once again prosperity and place shaping scoring highest, with prosperity coming top in this question.

12. If you had to choose one to be the top focus in the next 12 months, which would it be?			
Answer Choices		Response Percent	Response Total
1	Council - Creating a caring, co-operative, innovative and data driven council that is structured to deliver effective services. 	5.64%	29
2	Prosperity - Growth in the local economy, skills and jobs, investment in areas that support financial stability and balanced budgets, obtaining best value. 	38.52%	198
3	Place shaping - All communities feel safe, cared for and can be proud of their area, including our vibrant town centre. 	38.38%	187
4	Environment - We have a roadmap to achieving net-zero, environmentally friendly and sustainable assets and enhancing biodiversity in the borough. 	4.67%	24
5	Community Wellbeing - Residents live long, healthy, prosperous lives in communities that are resilient and independent. 	14.79%	76
		answered	514
		skipped	78

## Missing priorities and themes

Consultees were asked to advise of up to three priorities they felt were missing from the current draft plan.

The responses have been grouped into broader categories based on common themes and then the percentage split for each category has been calculated.



### 1. Safety & Policing

- Increase in police presence.
- Crime reduction (anti-social behaviour, drug use)
- Road safety improvements
- Safety of residents
- Addressing anti-social behaviour

### 2. Infrastructure & Transport (Roads, Traffic)

- Fixing potholes and roads
- Improving road network and traffic management

- Affordable housing and sustainable housing development
- Public transport improvements
- Infrastructure to cope with new developments
- Parking solutions, footpath resurfacing

### **3. Health & Social Care**

- Access to health services, including hospitals and GPs.
- Social care improvements, especially for vulnerable groups
- Mental health services
- Fitness activities for elderly/disabled.

### **4. Economic Development & Town Centre Revitalisation**

- Revitalising the town centre, filling vacant shops
- Supporting local businesses and economic growth
- Promoting tourism and heritage

### **5. Community Engagement & Wellbeing**

- Communication and engagement with residents
- More local participation in decision-making
- Supporting community initiatives and volunteer efforts
- Addressing community wellbeing and inclusion
- Organising more community events, promoting arts and culture
- Social Equity & Inclusion

### **6. Education, Training and Youth Services**

- Education for all age groups
- Better SEND provision in schools
- Promoting employment for 16-18-year-olds
- Youth offender rehabilitation
- Youth services and community centres

### **7. Environment & Public Spaces**

- Maintaining green spaces and heritage sites
- Addressing environmental issues

- Parks, play areas, and tidying up public spaces.

#### **8. Governance & Accountability**

- Ensuring accountability in council services
- Lobbying for more resources from County Council
- Transparency in council operations

#### **9. Housing & Development (5%)**

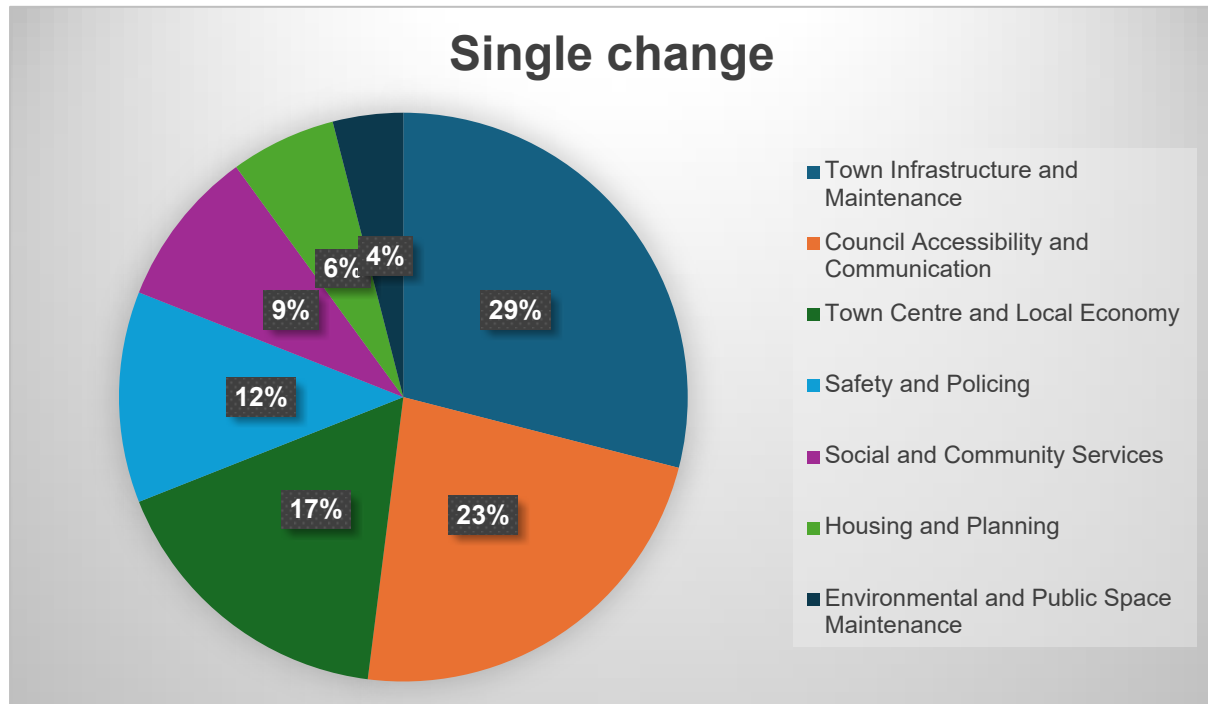
- Housing for local residents
- Managing new developments
- Planning restrictions on building sites
- Ensuring infrastructure supports new housing.
- Housing affordability
- Social housing

This breakdown helps understand the community's priorities, highlighting a strong focus on public safety, infrastructure, and health, while also emphasising the importance of community engagement, economic development and accountability.

All of these 'missing' priorities do feature in the plan through our work with partners and consideration should be given to how we articulate this in future versions of the plan.

## Single change that will make Tamworth Better

All changes suggested have been grouped and categorised. Again, an estimated percentage has been applied to the categories.



### 1. Town Infrastructure and Maintenance (29%)

- **Focus:** Improving roads, potholes, cleanliness, public spaces, and overall town appearance.
- **Comments Include:**
  - Fixing potholes and improving road conditions.
  - Concerns about street cleanliness, overgrown bushes, weeds, and general maintenance.
  - Enhancing the town's appearance by removing graffiti and improving public spaces.
  - "Clean the town up... And not just the town centre."
  - "Improve infrastructure along with the increase of Tamworth's population."

### 2. Council Accessibility and Communication (23%)

- **Focus:** Reopening council offices, improving face-to-face services, transparency, communication, public engagement and accountability.

- **Comments Include:**

- Requests for more accessible council services and reopening council offices.
- Calls for better communication and transparency from the council.
- Suggestions for increased public engagement and being more present in the community.
- "Make all departments far more accessible to the Tamworth public."
- "Keep in touch with residents with a community newsletter via email."
- Calls for better financial management and accountability to residents.
- "Tell the people where the money is spent."
- "Insist on performance targets for council staff."
- 

### 3. Town Centre and Local Economy (17%)

- **Focus:** Revitalising the town centre, supporting local businesses, and promoting tourism.

- **Comments Include:**

- Investment in the town centre to attract businesses and tourists.
- Support for small businesses, reducing rents, and boosting the local economy.
- Promoting Tamworth's history and tourism potential.
- "Force Ankerside shopping centre to reduce rents."
- "The town centre should be promoted as a tourist destination."

### 4. Safety and Policing (12%)

- **Focus:** Increasing police presence, improving safety, and addressing anti-social behaviour.

- **Comments Include:**

- Requests for more visible police in public spaces.
- Comments on making the town safer by addressing crime and anti-social behaviour.
- "Tackle anti-social behaviour."
- "Safety for residents."

- "Stop the e-bikes in the castle grounds."

## 5. Social and Community Services (9%)

- **Focus:** Improving healthcare, social support, and community projects.
- **Comments Include:**
  - Requests to improve local healthcare services.
  - Suggestions for more community projects, social hubs, and youth centres.
  - "Invest in more high-quality family support."
  - "Provide more groups for new Mums, Youth Clubs, and improved sport facilities."

## 6. Housing and Planning (6%)

- **Focus:** Addressing housing needs, managing public housing, and urban planning.
- **Comments Include:**
  - Requests for better housing inspections and management.
  - Concerns about overdevelopment and focusing on infrastructure before building new houses.
  - "More adapted housing stock to cater to the aging population."
  - "Social housing."

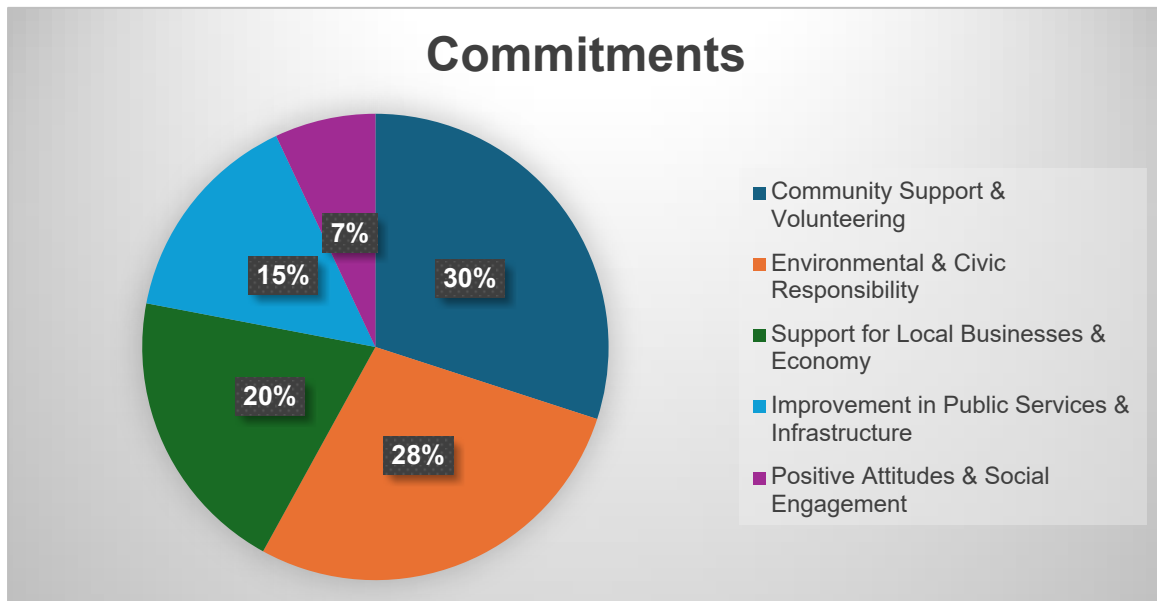
## 7. Environmental and Public Space Maintenance (4%)

- **Focus:** Cleanliness, grass cutting, weed control, and environmental initiatives.
- **Comments Include:**
  - Addressing maintenance of public areas and promoting green policies.
  - "Grass mowed and cuttings not left all over pavements."
  - "Plant wildflowers and encourage more environmentally friendly policies."



## Personal Commitments to Making Tamworth Better

All respondents were asked to consider what three things they would commit to doing to play their part in 'Making Tamworth Better'?



**Commitments made by participants in the survey fell into 5 category areas:**

### 1. Community Support & Volunteering (30%)

- Volunteer to help the community.
- Support local clubs, events, or festivals.
- Attend local meetings and engage in discussions.
- Help local neighbourhoods.
- Welcome new members to the community.
- Look after neighbours.
- Support those affected by illness, such as cancer.
- Participate in community activities and initiatives.
- Engage in local meetings to air issues & concerns.

- Promote Tamworth's history and events.
- Engage in local activities and civic initiatives.
- Engage in community watch or neighbourhood groups.
- Use your vote and encourage others to do so.

## **2. Environmental & Civic Responsibility (28%)**

- Recycle more, reduce waste, and pick up litter.
- Use public transport or drive less.
- Promote environmental projects like gardening and litter picking.
- Report issues (crime, vandalism, environmental hazards) promptly.
- Participate in local environmental cleanups.
- Care for green spaces and gardens.
- Push for a safer, cleaner town.
- Take pride in and respect the environment.
- Report any anti-social behaviour or environmental hazards.
- Maintain streets, paths, and green spaces.

## **3. Support for Local Businesses & Economy (20%)**

- Shop locally, support small businesses, and use local facilities.
- Encourage friends and family to visit the town.
- Support local businesses and market days.
- Change buying habits to support the town centre.
- Encourage job prospects within the borough.
- Use local businesses and promote them to others.
- Participate in efforts to revitalise the town centre.

## **4. Improvement in Public Services & Infrastructure (15%)**

- Keep streets clean and well-maintained.
- Advocate for better public services and infrastructure.
- Campaign for better services.
- Hold authorities to account.





## **5. Positive Attitudes & Social Engagement (7%)**

- Be kind, respectful, and treat others well.
- Promote positive discussions about Tamworth.
- Support crime prevention and be a good neighbour.
- Spread good news stories and stop disinformation.
- Participate in efforts to improve the community's morale.
- Be involved in promoting local events and activities.









## Respondent Demographics

592 completed survey responses were received, with a further 1200 viewing the survey and aborted and attempts, which will be subject to further analysis. Over 500 hard copy surveys were also distributed with around 100 returned and included in the survey results input on to the system.

### Gender

Answer Choices			Response Percent	Response Total
1	Male		39.44%	224
2	Female		55.46%	315
3	Prefer not to say		4.23%	24
4	Prefer to self describe (please tell us)		0.88%	5
			answered	588
			skipped	24














### Age

Answer Choices			Response Percent	Response Total
1	18-24		1.24%	7
2	25-34		9.01%	51
3	35-44		17.31%	98
4	45-54		19.98%	113
5	55-64		23.85%	135
6	65-74		18.37%	104
7	75+		5.48%	31
8	Prefer not to say		4.77%	27
			answered	586
			skipped	28

The population of Tamworth is estimated to be around 81,000 currently with more children aged under 16 compared to England and less people aged 85 and over, many of whom are income deprived. The overall population for Tamworth is projected to increase by 2% to 2026 with significant growth in people aged 65 and over and aged 85 and over. The rate of increase in the number of older people aged 85 and over in Tamworth is faster than the England average.

The population is 51% women and 49% men. The average age of residents is 39; the median age is also 39.

## Ethnicity

Answer Choices			Response Percent	Response Total
1	I do not wish to disclose my ethnic origin		8.67%	49
<b>White</b>				
2	British		81.24%	459
3	Irish		0.88%	5
4	Other		3.36%	19
<b>Asian or Asian British</b>				
5	Indian		0.53%	3
6	Pakistani		0.00%	0
7	Bangladeshi		0.00%	0
8	Any other Asian background		0.18%	1
<b>Mixed</b>				
9	White and Black Caribbean		0.35%	2
10	White and Black African		0.00%	0
11	White and Asian		0.35%	2
12	Any other mixed background		0.35%	2
<b>Black or Black British</b>				
13	Caribbean		0.53%	3
14	African		0.00%	0
15	Any other black background		0.00%	0
<b>Other Ethnic group</b>				
16	Chinese		0.18%	1
17	Any other Ethnic group		0.18%	1
18	Other (please specify):		3.19%	18

Census data shows that 5% of the population are from minority ethnic groups.

Most residents speak English as their first language (98.3%)

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## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

An ESHIA is a review of a new or existing policy, strategy, project, report or service change to establish whether this has a differential impact on specific equality groups and identifies how we can improve equality of opportunity for different groups of people.

An ESHIA aims at improving Tamworth Borough Council's work, by promoting equality, social inclusion, health and wellbeing by ensuring that the proposed or existing policy promotes equality and can benefit a wide range of people.

### Details

Title of the proposal	Corporate Plan 2025-2030	
Director responsible for the project or service area	Executive Director Organisation	
Officer completing the assessment	Christie Tims	
Date conducted	14 January 2025	
Who are the main stakeholders?	Executive Leadership team, Cabinet, Statutory officers, Corporate Management team Will also extend to: <ul style="list-style-type: none"> <li>• Residents</li> <li>• Business</li> <li>• Staff Team</li> <li>• Elected Members</li> <li>• Registered social landlords</li> <li>• County Council</li> <li>• Partner Authorities – South Staffs, Lichfield and North Warks</li> <li>• NHS, ICB and health providers</li> <li>• Key suppliers/contractors</li> <li>• Voluntary sector</li> </ul>	
What is being assessed?	A decision to review or change a service	
	A strategy, policy, report or procedure	x
	A function, service, or project	
What kind of assessment is it?	New	x
	Review of existing	

### Part One - Initial screening:

This section should be used to carry out an initial screening of changes or decisions to help to decide whether a full ESHIA is required.

The following six screening questions are designed to assess whether this proposed change is likely to have an impact on equality, social inclusion, health and wellbeing.

		Yes	No
1	Does this new or revised project, proposal, policy, report, procedure likely to have an impact?	x	
2	Does the proposal seek agreement to a key decision involving allocation of resources, such as changes in funding or resources, initiation of a new programme or project or procurement?		x
3	Does the proposal seek agreement on restructuring or reorganising of staffing?		x
4	Will this policy or proposed change have any impact on potential suppliers?		x
5	Does this policy or proposed change impact on any HR policy or practice within the council?		x
6	Does this policy or proposed change have any implications for equalities, social inclusion and health and wellbeing not covered above?	x	

1. If the answer is **no** to all the questions, please provide a summary below outlining why this conclusion has been reached.
2. If the answer is **yes** to any of the questions, please conduct the full ESHIA as detailed in Part two.

If you are unsure of any of the answers, please seek advice from Human Resources.

Summary of initial screening outcome:

<b>Decision</b>	<b>Yes</b>	<b>No</b>
Initial screening only		
Proceed to Part Two, full assessment	x	

Initial screening completed by	<b>Christie Tims</b>
Date	<b>14.1.25</b>

Full screening completed by	<b>Christie Tims</b>
Date	<b>14.1.25</b>



## Equality, Social Inclusion and Health Impact Assessment (ESHIA)

### Part Two: Full assessment

#### Section 1

The purpose of the project, proposal or decision required. Set out the aims, objectives, purpose and outcomes of the area being impact assessed. Are any other functions, policies or services linked to this assessment?

The Corporate Plan for 2025 - 2030 that sets out the Council's vision and priorities has been in development since June 2024.

The Annual Delivery Plan will have far reaching implications in terms of the documents and actions that will be developed to address key strategic challenges for the council. However, the draft action plan does not authorise any policy or strategy to be agreed without following normal approval routes and being subject to further ESHIA. These include:

New Corporate Plan 2025-2030  
MTFS and HRA business plan  
Equality and Diversity Strategy  
Financial Stability Plan  
Performance Management Framework  
Asset Strategy and Management Plans  
SMART Working Framework  
OD and Workforce Strategy  
ICT Strategy/Digital Transformation Strategy  
Asset Based Community Development plan/Community Cohesion work  
Social Housing Improvement Programme

#### Section 2

Evidence used and considered. Include analysis of any missing data.

The new corporate plan has been informed by several key elements:

- The aspirations of the new Cabinet, the council and all members
- The views of residents through regular surveys and specific consultation exercises commissioned in 2024 and the most recent survey in Autumn 2024
- Existing commitments, such as key projects and existing strategies that extend beyond the current plan period.
- The current and future financial situation of the council – the Medium-Term Financial Strategy (MTFS).
- Local statistics that highlight areas of concern/ focus
- Input from statutory and key strategic partners including Better Together Tamworth
- The views of local businesses, voluntary sector and staff

An outline of the emerging plan was presented to Corporate Scrutiny in June and further in August on progressing consultation and engagement.

The development of the plan has been shaped by consultation and collaboration with residents, staff, members, community groups and key strategic partners to ensure it reflects the needs and expectations of our residents. It is an integral part of our medium-term financial strategy (MTFS) to ensure its viability and deliverability. As such the Corporate Plan itself forms an integral part of the Medium-Term Financial Strategy , which will be presented for discussion at Cabinet on 20 February and for adoption at Full Council on 25 February.

**Section 3**

Consultation undertaken with interested parties who will/may be affected proposal? What were the outcomes of the consultation?

Key officers from ELT and CMT have been consulted to ensure the plan will enable them to create realistic plans to deliver the actions outlined and sufficient Key Performance Indicators (KPIs) to allow effective performance management and assurance of progress.

**Section 4**

What are the potential or actual impacts of the proposal? Please consider both the direct and indirect impact and refer to the guidance for additional information.

<b>Impact Area</b>	<b>Impact? Positive (P) Negative (N) Neutral (Ne)</b>	<b>Details of the impact</b>	<b>Action to address negative impact</b>
<b>Protected Characteristic, as outlined in the Equality Act 2010</b>			
<b>Age</b>	Neutral		The annual delivery plan will ensure all residents with protected characteristics have been considered and actions reflect the needs of all residents.
<b>Disability</b>	Neutral		The annual delivery plan will ensure all residents with protected characteristics have been considered and actions reflect the needs of all residents.
<b>Gender reassignment</b>	Neutral		The annual delivery plan will ensure all residents with protected characteristics have been considered and actions reflect the needs of all residents.

<b>Marriage and civil partnership</b>	Neutral		The annual delivery plan will ensure all residents with protected characteristics have been considered and actions reflect the needs of all residents.
<b>Pregnancy and maternity</b>	Neutral		The annual delivery plan will ensure all residents with protected characteristics have been considered and actions reflect the needs of all residents.
<b>Race</b>	Neutral		The annual delivery plan will ensure all residents with protected characteristics have been considered and actions reflect the needs of all residents.
<b>Religion or Belief</b>	Neutral		The annual delivery plan will ensure all residents with protected characteristics have been considered and actions reflect the needs of all residents.
<b>Sex</b>	Neutral		The annual delivery plan will ensure all residents with protected characteristics have been considered and actions reflect the needs of all residents.
<b>Sexual Orientation</b>	Neutral		The annual delivery plan will ensure all residents with protected characteristics have been considered and actions reflect the needs of all residents.
<b>Are there socio-economic groups likely to be affected? If yes, please provide detail below</b>			
<b>Other social exclusion</b>	Neutral		The annual delivery plan will ensure all residents from different socio-economic groups have been considered and actions reflect the needs of all residents.
<b>Digital exclusion</b>	Neutral		The annual delivery plan will ensure all residents from different socio-economic groups have been considered

			and actions reflect the needs of all residents.
<b>Veterans</b> and serving members of the armed forces and their families	Neutral		The annual delivery plan will ensure all residents from different socio-economic groups have been considered and actions reflect the needs of all residents.
<b>Young people leaving care</b>	Neutral		The annual delivery plan will ensure all residents from different socio-economic groups have been considered and actions reflect the needs of all residents.
<b>Health and Wellbeing:</b> Individuals and communities in Tamworth	Impact: Positive (P) Negative (N) Neutral (Ne)	Explanation	Action to address negative impact
Will the proposal have a direct impact on an individual's health, mental health and wellbeing?	Neutral		The annual delivery plan will ensure these needs have been considered and actions reflect the needs of all residents.
Will the proposal directly impact on housing?	Neutral		The annual delivery plan will ensure these needs have been considered and actions reflect the needs of all residents.
Will there be a likely change in demand for or access to public services such as health and social care services?	Neutral		The annual delivery plan will ensure these needs have been considered and actions reflect the needs of all residents.
Will there be an impact on diet and nutrition?	Neutral		The annual delivery plan will ensure these needs have been considered and actions reflect the needs of all residents.
Will there be an impact on physical activity?	Neutral		The annual delivery plan will ensure these needs have been considered and

			actions reflect the needs of all residents.
Will there be an impact on transport, travel and connectivity?	Neutral		The annual delivery plan will ensure these needs have been considered and actions reflect the needs of all residents.
Will there be an impact on employment and income?	Neutral		The annual delivery plan will ensure these needs have been considered and actions reflect the needs of all residents.
Will there be an impact on education and skills?	Neutral		The annual delivery plan will ensure these needs have been considered and actions reflect the needs of all residents.
Will there be an impact on community safety?	Neutral		The annual delivery plan will ensure these needs have been considered and actions reflect the needs of all residents.
Will there be an impact on the environment, air quality, climate change?	Neutral		The annual delivery plan will ensure these needs have been considered and actions reflect the needs of all residents.

If there are no adverse impacts or any issues of concern or you can adequately explain or justify them, please move to section 6.

**Section 5**

Where a potential negative impact has been identified, can continuation of the proposal be objectively justified? If yes, please explain your reasons.

At this stage no negative impacts are anticipated, however further ESHIA will be carried out for each action as they are undertaken and progressed through to delivery by the relevant officer

**Section 6: Decisions or actions proposed**

The assessment may result in some recommendations or suggestions to mitigate any negative impact and maximise positive impacts or actions to reduce the risk of an adverse impact.

n/a

**Section 7: Monitoring arrangements**

Who will be responsible for monitoring	<b>Corporate Management Team</b>
Frequency of monitoring	<b>Monthly</b>
Where will the impact assessment be reported to?	<b>Cabinet as part of QPR</b>
Where this impact assessment will be stored and for how long	<b>By CMT for the life of the plan</b>

**Section 8: Summary of actions to mitigate negative impact (if required)**

Impact Area	Action required	Lead officer/responsible person	Target date	Progress

Thursday, 20 February 2025

## Report of the Portfolio Holder for Housing, Homelessness and Planning

### Revised Local Development Scheme

#### Exempt Information

None.

#### Purpose

To seek Cabinet approval in relation to the publication of the revised Local Development Scheme.

#### Recommendations

It is recommended that:

1. The updated Local Development Scheme in Appendix A be approved for publication.
2. Authority is delegated to the Planning Policy and Delivery Team Leader to make any minor typographical amendments to the documents before or after publication.

#### Executive Summary

The Council is required by legislation to publish and keep up to date a number of documents that sit alongside the local plan and provide information to the public and other stakeholders. This includes a Local Development Scheme (LDS), which enables the local community and other interested parties to keep track of the progress of development plan documents and to identify points in the process where they are able to get involved.

Since the publication of the current LDS, the Government has published an updated National Planning Policy Framework (NPPF) and the new local plan will now be required to comply with the policies of the new version of the NPPF (published in December 2024). The policies within the new NPPF will impact on the strategy for the new local plan, and therefore the timetable for delivery of the new local plan has been amended to provide additional time to take account of the changes. The draft updated LDS is included in Appendix A.

There are no direct financial, sustainability or equalities implications arising from the publication of a revised LDF.

#### Options Considered

The alternative option is to not publish a revised version of the document. This is not considered to be an appropriate option as a result of the timetable within the existing document no longer being up to date. As the LDS is intended to enable the public and other interested parties to keep track of development plan progress, it would be beneficial for them to have access to the most up-to-date version which reflects the most accurate timeline at the point of publication. The document is also required to be kept up to date by legislation as set out in the legal/risk implications section below.

## **Resource Implications**

There are no resource implications directly associated with the recommendations contained within this report.

The resource implications associated with the work programme set out within the LDS are included within the document at Appendix A.

## **Legal/Risk Implications Background**

The requirement to prepare and maintain a Local Development Scheme (LDS) is set out in Regulations 15 of the Planning and Compulsory Purchase Act 2004 (as amended) (the PCPA). The PCPA set out what must be included within a LDS as follows:

- the local development documents which are to be development plan documents;
- the subject matter and geographical area to which each development plan document is to relate;
- which development plan documents (if any) are to be prepared jointly with one or more other local planning authorities;
- any matter or area in respect of which the authority have agreed (or propose to agree) to the constitution of a joint committee under section 29;
- the timetable for the preparation and revision of the [F6development plan documents];
- such other matters as are prescribed.

Each of these matters, where relevant, is included within the draft document at Appendix A.

Regulations 15 of the PCPA also makes provision for the Secretary of State to prepare an LDS on behalf of any local authority who does not have an up-to-date one, and to direct the authority to bring that LDS into effect. Therefore, the risk associated with not having an up-to-date LDS is the possibility of having one imposed on the Council by the Secretary of State.

## **Equalities Implications**

There are no equalities implications for the publication of the updated Local Development Scheme. The new local plan will be the subject of its own impact assessment.

## **Environment and Sustainability Implications (including climate change)**

The proposals set out relate to the sustainable development of Tamworth through the delivery of a new local plan. There are no additional sustainability implications as a result of the proposals set out in this report.

## **Background Information**

As set out above, regulation 15 of the Planning and Compulsory Purchase Act 2004 (as amended) requires a local planning authority to prepare and maintain a Local Development Scheme (LDS).

The purpose of the LDS is to allow the local community and other interested parties to keep track of progress on development plan documents. It should be made available publicly and kept up-to-date. There is no specific timeframe for review of the LDS, but the legislation states that local planning authorities should revise the LDS at such time as they consider appropriate. The current LDS was adopted in 2024 and covers the period up to 2027. Whilst the timeline set out in this current version has not yet reached its conclusion, it is no longer accurate and therefore requires updating.

The timetable set out in the current LDS is based on information available at the time of its publication on the Government's intention to reform the plan-making system and the programme for the implementation of those proposals. This included a deadline for submission of a draft local plan under the current system by the end of June 2025, and the LDS timetable was updated to reflect that.



Since the publication of the current LDS, the Government has published an updated National Planning Policy Framework (NPPF) and the new local plan will now be required to comply with the policies of the new version of the NPPF (published in December 2024). The policies within the new NPPF will impact on the strategy for the new local plan, and therefore the timetable for delivery of the new local plan has been amended to provide additional time to take account of the changes. The draft updated LDS is included in Appendix A.

The current timetable included within the LDS is based on the latest available information. However, the Government has stated an intention to introduce a new plan-making system in summer/autumn 2025. If a new system is introduced as anticipated, it is likely that this will have a further impact on the timetable for delivery of the new local plan and the LDS will likely need to be updated at that point to respond to the changes.

The recommendations were endorsed by the Infrastructure, Safety and Growth Scrutiny Committee at the meeting on 29 January 2025.

**Report Author**

Richard Powell – Planning Policy and Delivery Team Leader

**List of Background Papers**

Report of the Portfolio Holder for Housing and Planning - Local Plan Progression Options – Cabinet – 22 February 2024.

**Appendices**

Appendix A – Draft Local Development Scheme 2025 – 2028

Appendix B - Revised Local Development Scheme Community Impact Assessment

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**Tamworth Borough Council  
Local Development Scheme 2025-2028  
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## 1. Introduction

This Local Development Scheme (LDS) forms part of the Development Plan for Tamworth and sets out our programme for the preparation of Local Development Documents (LDDs) between 2025 and 2028. The purpose of this document is to let you know about our progress with the plan-making process and upcoming opportunities to get involved.

Producing an LDS is currently a requirement under the Planning & Compulsory Purchase Act 2004 (as amended). Guidance on their preparation states that the LDS should specify the development plan documents, and other documents, which will be part of the development plan for the area. The LDS should be kept up to date, so that local communities and interested parties can keep track of progress, and should be published on the Council's website.

## 2. Summary of current Local Development Documents

### ***Development Plan Documents***

The following documents are considered to be Development Plan Documents.

#### **Tamworth Borough Council Local Plan 2006-2031**

The local plan was adopted in February 2016 and, along with the proposals map, is the main document of Tamworth's development plan. It sets out the policies and guidance that help to shape new development in Tamworth up to 2031 and allocates parts of the town for new homes and employment land required to meet local needs.

#### **Saved Policies of the Tamworth Local Plan 2001-2011**

The majority of the policies in the old local plan (Local Plan 2001-2011) have been superseded by the policies contained within the current local plan (2006-2031) with the exception of policy EMP7 Working from Home which remains in effect.

The Local Plan and saved policy applies to the whole of the borough.

A review of the local plan was undertaken in 2020 and it was determined that, although the plan is generally still in accordance with national policy and is performing relatively well, some changes would be needed to make sure it continues to comply with national policy and to reflect changes in local priorities. It was therefore determined that the level of changes required were significant enough to warrant producing a new plan rather than a partial update to the existing plan.

Work has begun on a new local plan and an indicative timetable for work on that plan up to 2028 is set out later in this document.

### ***Other Local Development Documents and Supplementary Planning Documents***

The following documents are not considered to be Development Plan Documents but are still an important part of the development plan for Tamworth.

#### **Statement of Community Involvement (SCI)**

The SCI sets out our approach to involving the community and other stakeholders in producing Local Development Documents and assessing planning applications.

The SCI must be reviewed at least every five years. The previous version was published in September 2022. Although it has been less than five years since the previous version was published, we have recently reviewed and updated the document to reflect a revised approach to developing a new local plan. The latest version was published in March 2024.

The SCI applies to the whole of the borough.

The SCI will be kept under review to ensure it remains relevant and up to date.

#### **Planning Obligations Supplementary Planning Document**

The latest Planning Obligations Supplementary Planning Document (SPD) was adopted on 01 August 2018.

The document is intended to provide greater clarity and certainty to developers, landowners, the community and the Council by setting out how we will seek to collect contributions from developers to support the delivery of appropriate infrastructure in Tamworth.

The document applies to the whole of the borough.

An updated version of the document will be included as part of the work to develop the new local plan, but the document will be kept under review in case an earlier update is needed.

#### **Design Supplementary Planning Document**

The document was adopted in July 2019. It sets out key guidelines to be followed when developing in Tamworth and seeks to raise the quality of the

built environment (including the historic environment) by ensuring that high standards of design are achieved. It also provides guidance to assist applicants in complying with the requirements of historic environment policies set out in the local plan and provides guidance on how the Council expects the historic environment to be taken into account in the development management process.

The document applies to the whole of the borough.

An updated version of the document will be included as part of the work to develop the new local plan to ensure that it is in line with up to date guidance.

### **Community Infrastructure Levy (CIL)**

The CIL Charging Schedule came into effect on 01 August 2018 and sets out the various chargeable rates for development on which the levy is collected. Money collected through the levy will contribute to the costs of infrastructure projects to support the development of Tamworth. The CIL is closely linked to the Planning Obligations SPD and the Infrastructure Delivery Plan and applies to the whole of the borough with geographical exceptions applying to certain forms of development.

The CIL Charging Schedule should be subject to periodic review and this will take place as part of the wider process of delivering the new local plan. A period of consultation and an examination in public will be required before changes can be made to the rates set out in the CIL Charging Schedule, and this is likely to happen at a similar time to the examination of the new local plan.

## **3. New Local Development Documents**

### ***Development Plan Documents***

During the timeframe covered by this LDS, it is intended to produce a new local plan for Tamworth to replace the current adopted plan with a new development strategy, site allocations and development management policies.

The indicative timetable in Appendix A is based on the best information available at this time and will be updated at a later date if more up to date information becomes available.

### ***Other Local Development Documents and Supplementary Planning Documents***

It is intended to review the existing SPDs and the CIL Charging Schedule as part of the development of the new local plan for Tamworth. A timetable for their review/update is included in appendix A.

#### 4. Joint working/duty to cooperate

It is the Councils intention to continue to engage with both Lichfield and North Warwickshire councils to address any issues that can't be dealt with within the borough. The three local authorities have already committed to co-operate on strategic planning issues to deliver the unmet housing and employment needs identified in the adopted local plan through a statement of common ground.

Where there are opportunities to work with the neighbouring councils (or other relevant bodies, such as Staffordshire County Council and Warwickshire County Council) to collect evidence to support the new local plan, we'll look to take them, especially where it would save money.

The Council is also a non-constituent member of the West Midlands Combined Authority and so will be required to work with other members of the Combined Authority on issues which could affect the wider Combined Authority area.

#### 5. Resources

The main resource required to deliver the work programme is officer time. The following table sets out the proportion of their time that the existing officers will contribute towards delivering the programme.

<b>Officer Role</b>	<b>% of officer time</b>
Assistant Director Growth and Regeneration	5%
Planning Policy and Delivery Team Leader	80%
Planning Policy and Delivery Officer	90%
Planning Assistant (temporary)	90%
Monitoring and Information Officer	70%
Development Management Service Team	Input as required

Due to the small size of the existing Planning Policy and Delivery team, there is limited capacity within the team to carry out the local plan development work alongside other commitments and there is no capacity to deal with any unexpected absences. The size of the team has therefore been temporarily increased to help meet demand and be more resilient.

Consultants will also need to be engaged on specific projects where there is a requirement for specialist skills or knowledge.

There is a budget identified for the development of a new local plan of £10,000 per year for the period covered by this LDS. Due to the work



commencing later than expected, there remains a retained fund from previous years that will be used to supplement the existing budget.

The budget setting process for 2026/27 and beyond will need to include appropriate consideration of resources required to deliver the later stages of the local plan, including the examination in public. The costs associated with an examination are not easy to estimate at this point because they will depend on the complexity of the issues raised during the process.

## **8. Programme Management and Responsibilities**

Management responsibilities for all areas of work are:

- Executive Leadership Team (resourcing and monitoring of deliverables)
- Assistant Director Growth and Regeneration (programme overview)
- Planning Policy and Delivery Team Leader (day to day programme, staff & resource management).

The LDS and preparation of LDDs is reported to the Corporate Management Team meetings as appropriate.

Regular meetings are held between the Assistant Director Growth and Regeneration and the Planning Policy and Delivery Team Leader to ensure lines of communication are working and to review progress. E-mail and shared work directories are used to facilitate joint working and link all officers engaged on the project and a project team meeting is held on a regular basis.

## **9. Council Procedures and Reporting Protocols**

The Council's procedures and reporting protocols are set out in the Tamworth Borough Council Constitution which is updated periodically and is available to view online at

<https://democracy.tamworth.gov.uk/ecCatDisplayClassic.aspx?sch=doc&cat=13229&path=0>.

## **10. Risk Assessment**

In preparing the Local Development Scheme, it is considered that the main areas of risk relate to:

### Staff resources

Having regard to the current staff levels there is a risk to the delivery of the work programme set out in the LDS should existing staff leave or there is a prolonged absence, and the Council is unable to recruit appropriately qualified/experienced staff for cover or replacement.

Mitigation: The Council has established good working relationships over the years with specialist consultants who have an understanding of the town who

could be engaged to help fill the void subject to available budget allocations and procurement processes.

*Capacity of PINS and other agencies to cope with demand nation-wide*

Lack of availability of the Planning Inspectorate (PINS) or any other outside agency required to have input into the delivery of any aspects of the work programme has the potential to cause delays.

Mitigation: This is not something which the Council can influence, however early warning will be given to PINS of any part of the work programme which is required to go through an examination.

*Legal challenge*

The process of developing a new local plan is subject to various legal requirements. Failure to comply with the relevant requirements could lead to legal challenge that would delay/prevent the adoption of a new plan.

Mitigation: The risk of legal challenge will be minimised by ensuring that DPDs are “sound” and founded on a robust evidence base and well-audited stakeholder & community engagement systems.

*Programme slippage*

This will be affected if resources are not secured or they are reduced. Slippage of any planned part of the programme could have a knock-on effect on later parts of the programme. The programme attempts to ensure that the key milestones are not affected should there be a need to put contingency arrangements in place. The impact of local elections and the associated pre-election period has already caused delays in the programme up to this point.

Mitigation: Careful planning of the timetable should help to mitigate this issue by avoiding key decisions or public consultations being required during pre-election and election periods.

*Changes to relevant legislation and guidance*

The Government has announced a number of proposed changes to the plan-making system and has subsequently updated the National Planning Policy Framework and Planning Practice Guidance. This has resulted in the revised timetable in Appendix A.

There is still a significant amount of uncertainty around the proposed changes to the plan making system and the timeframe for their introduction. It is likely that transitional arrangements would be put in place, however if the changes are introduced as proposed, there may be an impact on the timetable for delivery of the new plan.

Mitigation: There are no internal controls for this risk. Any changes will be outside of our control. Where this occurs, consideration will have to be given to the most appropriate course of action in the circumstances.

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## Appendix A – Indicative Timetable

Document	Preparation Stage	LDS Target Date
	Pre-Submission (Regulation 19) consultation	February/March 2026
	Submission to PINS	December 2026
	Adoption	By April 2028 at the latest
Obligations Supplementary Planning Document	Review and update as appropriate	As required, by December 2026 at the latest
Design Supplementary Planning Document	Review and update as appropriate	As required, by December 2026 at the latest
Statement of Community Involvement	Review/update	As required, by February 2029 at the latest

# Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Publication of an updated Local Development Scheme	
Date Conducted	07/01/2025	
Name of Lead Officer and Service Area	Richard Powell – Growth and Regeneration	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Rob Barnes	
Who are the main stakeholders	Residents of the borough.	
Describe what consultation has been undertaken. Who was involved and what was the outcome	The publication is a procedural matter and so no consultation was necessary.	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	None required.	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input type="checkbox"/>
	A function, service or project	X
What kind of assessment is it? Indicate with an 'x' which applies	New	X
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

## Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

Regulation 15 of the Planning and Compulsory Purchase Act 2004 (as amended) requires a local planning authority to prepare and maintain a Local Development Scheme (LDS).

The purpose of the LDS is to allow the local community and other interested parties to keep track of progress on development plan documents. It should be made available publicly and kept up-to-date. There is no specific timeframe for review of the LDS, but the legislation states that local planning authorities should revise the LDS at such time as they consider appropriate.

The LDS has been revised to reflect an updated timetable, and the proposal is to publish the revised LDS in line with the relevant regulations.

Who will be affected and how?

The decision relates solely to the publication of a document required to be published by regulations. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own. There are therefore no specific effects that can be identified at this stage.

Are there any other functions, policies or services linked to this impact assessment?

Yes  No

If you answered 'Yes', please indicate what they are?  
N/A.

## Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation )
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.

Disability	<input type="checkbox"/>	<b>X</b>	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Gender Reassignment	<input type="checkbox"/>	<b>X</b>	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Marriage and Civil Partnership	<input type="checkbox"/>	<b>X</b>	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Pregnancy & Maternity	<input type="checkbox"/>	<b>X</b>	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Race	<input type="checkbox"/>	<b>X</b>	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Religion or belief	<input type="checkbox"/>	<b>X</b>	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a

			project which will be subject to a community impact assessment of its own.
Sexual orientation	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Sex	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Gypsy/Travelling Community	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Those with caring/dependent responsibilities	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Those having an offending past	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Children	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no



			identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Vulnerable Adults	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Families	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Those who are homeless	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Those on low income	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Those with drug or alcohol problems	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.

Those with mental health issues	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Those with physical health issues	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Social inclusion Please include refugees and asylum seekers,	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Social inclusion: Armed Forces The Armed Forces Covenant is a pledge that together we acknowledge and understand that those who have served in the armed forces, and their families, should be treated with fairness and respect and any impact should be considered	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Health and Wellbeing	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
Climate Change	<input type="checkbox"/>	X	The decision relates to the publication of a document required by regulations. There is no

		identified direct impact on this area. The document relates to the delivery of a new local plan, a project which will be subject to a community impact assessment of its own.
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**Part 4 – Risk Assessment**

**From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications. this includes climate change considerations**

**This is the section in which to please outline any actions to mitigate negative or enhance positive impacts in terms of economic, environmental or wider societal considerations, and actions to review and monitor the overall impact of the change accordingly.**

Impact Area	Details of the Impact	Action to reduce risk
All	There is no identified impact.	None required.

**Part 5 - Action Plan and Review**

Detail in the plan below, actions that you have identified in your Community Impact Assessment, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome

Date of Review (If applicable) .....

Guidance and form updated July 2023 following CMT approval.