



CABINET

13 June 2013

A meeting of the CABINET will be held on Thursday, 20th June, 2013, 6.00 pm in Committee Room 1 Marmion House, Lichfield Street, Tamworth

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Minutes of the Previous Meeting (Pages 1 - 4)

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

None

5 Quarter 4 2012/13 Performance Report (Pages 5 - 42)

(Report of the Leader of the Council)

6 Procurement Strategy 2013/14 to 2015/16 (Pages 43 - 62)

(Report of the Portfolio Holder for Operations and Assets)

7 Capital Outturn Report 2012/13 (Pages 63 - 82)

(Report of the Portfolio Holder for Operations and Assets)

- 8 Occupational Health Contract** (Pages 83 - 84)
(Report of the Portfolio Holder for Operations and Assets)
- 9 Statement of Community Involvement** (Pages 85 - 152)
(Report of the Portfolio Holder for Economy and Education)
- 10 Tamworth Borough Council Commissioning Review and Commissioning Intentions** (Pages 153 - 166)
(Report of the Portfolio Holder for Community Development and Voluntary Sector)
- 11 Phase Two Of Redevelopment Of Council Owned Garage Sites And Council House Building Pilot** (Pages 167 - 176)
(Report of the Portfolio Holder for Public Housing and Vulnerable People and the Portfolio Holder for Operations and Assets)
- 12 Landlord Services - Welfare Reform & Preparations for Universal Credit**
(Pages 177 - 238)
(Report of the Portfolio Holder for Public Housing and Vulnerable People)
- 13 Landlord Services Regulatory Framework** (Pages 239 - 256)
(Report of the Portfolio Holder for Public Housing and Vulnerable People)

Restricted

NOT FOR PUBLICATION because the report could involve the disclosure of exempt information as defined in Paragraphs 1, 3 and 9 of Part 1 of Schedule 12A to the Local Government Act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

- 14 Participation In The County Wide Contract For Home Improvement Services Delivering Disabled Facilities Grants** (Pages 257 - 348)
(Report of the Portfolio Holder for Public Housing and Vulnerable People)

Yours faithfully



Chief Executive

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

To Councillors: D Cook, R Pritchard, S Claymore, S Doyle, M Greatorex and J Oates



MINUTES OF A MEETING OF THE CABINET HELD ON 30th MAY 2013

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

The following officers were present: Anthony E Goodwin (Chief Executive), John Wheatley (Executive Director Corporate Services), Rob Barnes (Director - Housing and Health), Stefan Garner (Director of Finance), Anica Goodwin (Director - Transformation/Corporate Performance), Robert Mitchell (Director - Communities, Planning and Partnerships) and Lara Allman (Democratic & Election Services Officer)

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor S Doyle.

2 CORPORATE UPDATE

The Director Transformation and Corporate Performances gave a presentation on Agile Working update.

3 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 10 April 2013 were approved and signed as a correct record.

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

4 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

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

None

6 WRITE OFFS

The report of the Portfolio Holder for Operations and Assets providing members with details of write offs from 1 April 2012 to March 2013 and seeking approval to write off irrecoverable debt was considered.

RESOLVED: That the amount of debt written off for the previous financial year be endorsed and the write off of irrecoverable debt for Business Rates of £159,395.00 and Sundry Income of £54,038.97 respectively be approved.

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

7 WELFARE BENEFIT REFORM DISCRETIONARY PAYMENTS

The Report of the Portfolio Holder for Housing and Vulnerable People and Portfolio Holder for Operations and Assets updating Cabinet on the discretionary schemes provided by the Council to temporarily mitigate the impact of and support the transition for some vulnerable residents in implementing changes required by the Governments Welfare Benefit Reform programme was considered.

RESOLVED: That:

- 1 The implementation of the Discretionary Award for Council Tax Scheme be approved, and;
- 2 The Landlord Hardship Fund as a separate fund available to council tenants, for the commercial interests of the Housing Revenue Account (HRA) be approved, and;
- 3 A Direction be sought from the Department for Communities and Local Government (DCLG) on this basis.

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

8 2014 ARTS AND EVENTS PROGRAMME

The Report of the Portfolio Holder for Operations and Assets and Portfolio Holder for Economy and Education seeking approval for the proposed Arts and Events programme in 2014 and seeking approval to submit a bid to the Arts Council was considered.

RESOLVED: That:

- 1 The 2014 Arts and Events programme be approved, and;
- 2 The Director Communities Planning and Partnerships in consultation with the Portfolio Holder Operations and Assets be authorised to submit a bid to the Arts Council England Grants for the Arts Scheme.

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

9 TAMWORTH GOLF COURSE FUTURE OPTIONS- PROJECT INITIATION

The Report of the Portfolio Holder for Economy and Education updating Members on progress since the Cabinet meeting on 26 March 2013 which approved the interim management of the Golf Course by the Council and authorised the initiation of a project to review the future sustainability options was considered.

- RESOLVED:** That:
- 1 The project outcomes and long list of options for appraisal in stage two of the project be approved, and;
 - 2 The release of £50,000 from the general fund contingency budget to support the delivery of the project be authorised, and;
 - 3 The Portfolio Holder Economy and Education in collaboration with the Portfolio Holder Community Development and Voluntary Sector be authorised to progress the project, and;
 - 4 The waiver of financial regulations be authorised in order to appoint FMG Consulting to support the second stage options appraisal process.

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

10 PLANNING APPLICATIONS - STREAMLINING INFORMATION REQUIREMENTS AND VALIDATION

The Report of the Portfolio Holder for Economy and Education seeking member approval to the revised information requirements for planning applications was considered.

- RESOLVED:** That:
- 1 The revised information requirements (Local Validation Criteria) for planning applications as set out in the appendix to the report for consultation be approved, and;
 - 2 Consultation on the revised information requirements set out in the appendix to the report for a period of 6 weeks in accordance with statutory requirements be authorised, and;
 - 3 The Portfolio Holder for Economy and Education in consultation with the Director of Communities, Planning and Partnerships and Solicitor to the Council and Monitoring Officer be authorised to adopt the revised information requirements, subject to any amendments arising from the consultation exercise.

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

Leader

20th June 2013

REPORT OF THE LEADER

QUARTER FOUR 2012/13 PERFORMANCE REPORT

EXEMPT INFORMATION

Not Applicable.

PURPOSE

This report aims to provide Cabinet with a performance and financial health-check

RECOMMENDATIONS

That Cabinet endorse the contents of this report

EXECUTIVE SUMMARY

This report provides information on;

1. The corporate plan scorecard of performance indicators, distinguishing those place based performance indicators from Tamworth Borough Council performance indicators,
2. High level corporate plan actions,
3. Performance management framework,
4. Corporate risks,
5. Financial matters.

RESOURCE IMPLICATIONS

None, directly arising from this report

LEGAL/RISK IMPLICATIONS BACKGROUND

Not applicable

SUSTAINABILITY IMPLICATIONS

Not applicable.

BACKGROUND INFORMATION

See attached document

REPORT AUTHOR

John Day

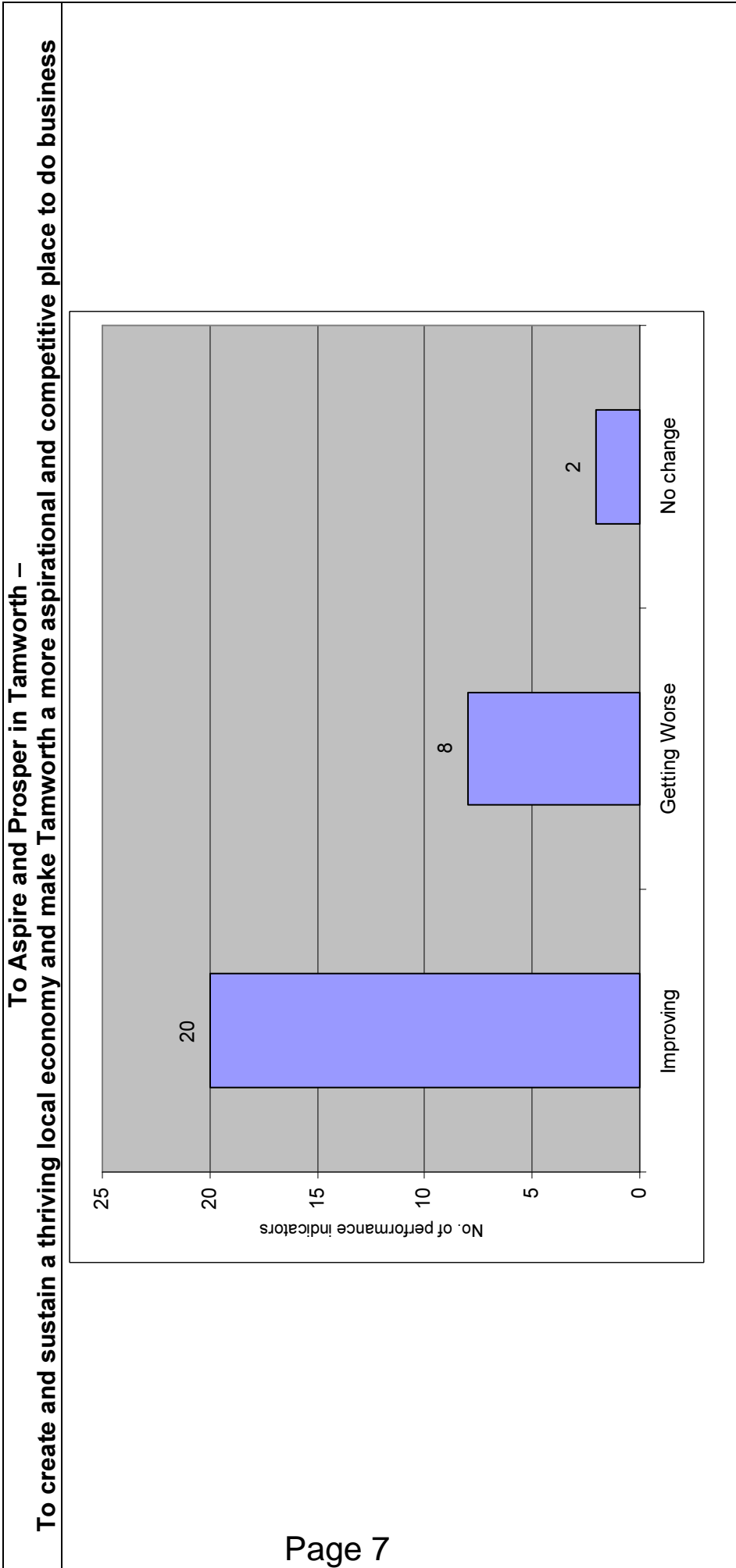
LIST OF BACKGROUND PAPERS

APPENDICES

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1. Corporate plan scorecard of performance indicators

The chart below shows the performance of the indicators used to measure the priority 'to aspire and prosper in Tamworth' and whether they are improving, getting worse or have stayed the same. Detail on the individual indicators is provided in the tables below.



Raise the aspiration and attainment levels of young people









Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
The percentage of 16 - 19 year olds not in any full-time or part time form of education, employment or training	March 2013	3.56%	Months	↑	Improving	Place Based Performance Indicator
Key stage 2 - Percentage of pupils attaining English & Maths level 4 & above	2010/11	68.1%	Years	↓	Getting Worse	Placed Based Performance Indicator
Percentage of 18 - 24 year olds in receipt of Job Seekers Allowance	March 2013	6.9%	Months	↑	Improving	Place Based Performance Indicator
Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	2010/11	49.8%	Years	↑	Improving	Place Based Performance Indicator

Page 8

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

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Percentage of working age population with NVQ2+	2012/13	55.9%	Years	↓	Getting Worse	Place Based Performance Indicator
Percentage of working age population with no qualifications	2012/13	20.7%	Years	↓	Getting Worse	Place Based Performance Indicator
Percentage of working age population with NVQ3+	2012/13	35.6%	Years	↓	Getting Worse	Place Based Performance Indicator
Percentage of working age population with NVQ4+	2012/13	15.2%	Years	↑	Improving	Place Based Performance Indicator

Promote private sector growth and create quality employment locally







Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Percentage of working age population claiming Job Seekers Allowance	Q4 2012/13	3%	Quarters	↓	Getting Worse 	Place Based Performance Indicator
Worklessness level	Q2 2012/13	14.1%	Quarters	↑	Improving 	Place Based Performance Indicator
Unfilled jobcentre vacancies	November 2012	668	Months	↑	Improving 	Place Based Performance Indicator
Total number of jobs	2010/11	30,000	Years	▬	No Change 	Place Based Performance Indicator
Job Density	2010/11	0.61	Years	↑	Improving 	Place Based Performance Indicator
Median gross weekly earnings for employees working in the area	2012/13	£429.90	Years	↓	Getting Worse 	Place Based Performance Indicator
Overall Employment rate (working-age Tamworth)	Q3 2012/13	65.9%	Quarters	↑	Improving 	Place Based Performance Indicator
New business registration rate per 10,000 resident population aged 16 and above (Tamworth)	2011/12	37.42	Years	↓	Getting Worse 	Place Based Performance Indicator

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

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
The footfall for Town Centre	H1 2012/13	5,906	Half Years	↑	Improving	Place Based Performance Indicator
The occupancy levels of Town Centre retail outlets	Q4 2012/13	83%	Quarters	↓	Getting Worse	Place Based Performance Indicator
Trader attendance at Tamworth Market	H1 2012/13	130	Half Years	▬	No Change	Tamworth Borough Council Performance Indicator
Overall/general satisfaction with local area (Tamworth)	2012/13	88%	Years	↑	Improving	Place Based Performance Indicator

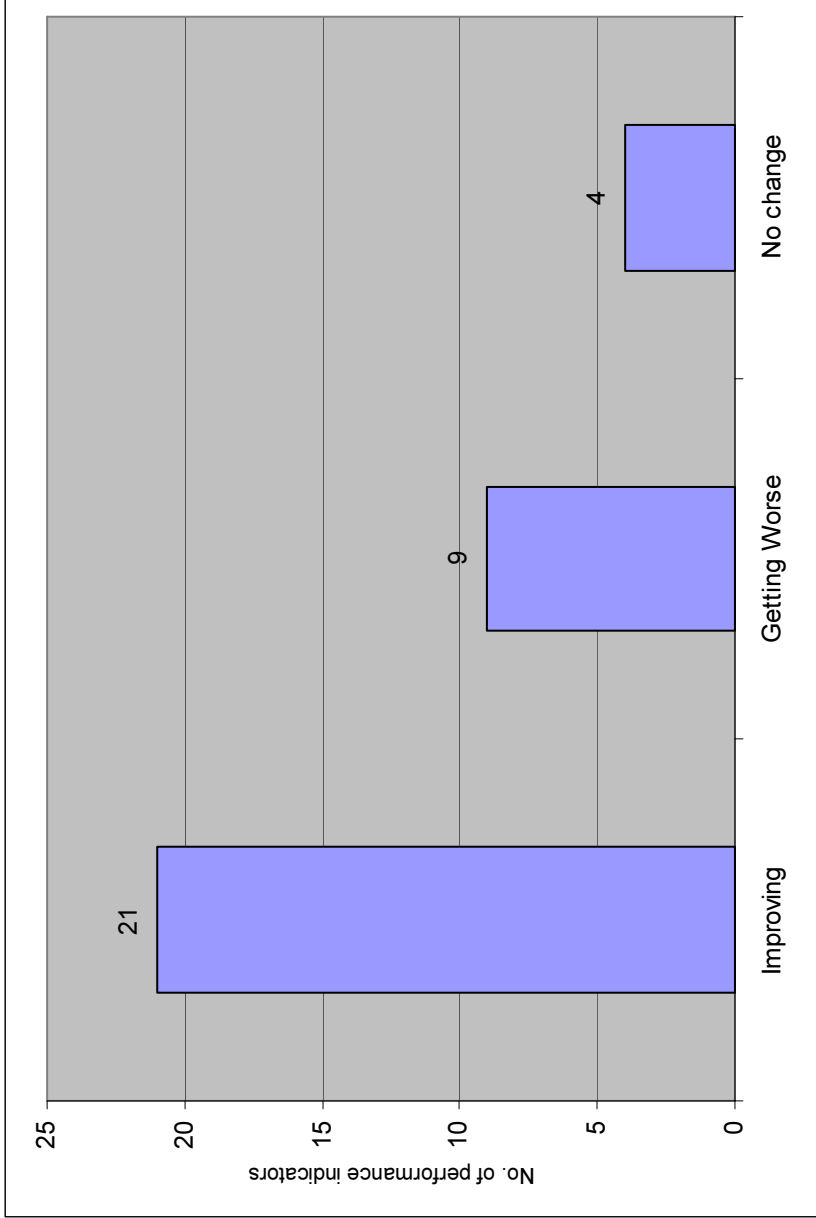
ag Create the physical and technological infrastructure necessary to support the achievement of this primary outcome

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Net additional homes provided (Tamworth)	Q4 2012/13	128	Quarters	↑	Improving	Tamworth Borough Council Performance Indicator
Processing of planning applications: Major applications (Tamworth)	2012/13	75.00%	Quarters	↑	Improving	Tamworth Borough Council Performance Indicator
Processing of planning applications: Minor applications (Tamworth)	2012/13	87.83%	Quarters	↑	Improving	Tamworth Borough Council Performance Indicator
Processing of planning applications: Other applications (Tamworth)	2012/13	95.61%	Quarters	↑	Improving	Tamworth Borough Council Performance Indicator

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
						Indicator
Percentage of residents satisfied with the authorities parks and open spaces	2012/13	87%	Years	↑		Tamworth Borough Council Performance Indicator
Satisfaction with cleanliness of streets	2012/13	58%	Years	↑		Tamworth Borough Council Performance Indicator
Increase in the number of local sites where active conservation management has been or is being implemented from 5 in 2009/10 to 8 by 2013	2012/13	8	Years	↑		Tamworth Borough Council Performance Indicator
Satisfaction of business with local authority regulation services (Tamworth)	2010/11	84%	Years	↑		Tamworth Borough Council Performance Indicator
Percentage of household waste sent for reuse, recycling and composting (Tamworth)	2012/13	52.80%	Quarters	↑		Tamworth Borough Council Performance Indicator
Satisfaction with household waste collection	2012/13	90%	Years	↑		Tamworth Borough Council Performance Indicator

The chart below shows the performance of the indicators used to measure the priority 'to be healthier and safer in Tamworth' and whether they are improving, getting worse or have stayed the same. Detail on the individual indicators is provided in the tables below.

**To be healthier and safer in Tamworth -
To create a safe environment in which local people can reach their full potential and live longer, healthier lives**









Address the causes of poor health in children and young people

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Infant Mortality per 1,000	2009/10	6.8	Years	↑	Improving 	Place Based Performance Indicator
Physically active children	2009/10	61.2%	Years	↑	Improving 	Place Based Performance Indicator
Proportion of children in poverty	2010/11	17.0%	Years	↑	Improving 	Place Based Performance Indicator
Obesity in primary school age children in Year 6: Obese	2010/11	20.4%	Years	↓	Getting Worse 	Place Based Performance Indicator











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


Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Adult participation in sport and active recreation (Tamworth)	2012/13	20.7%	Years	↑	Improving 	Place Based Performance Indicator
Male life expectancy	2009/10	78.7	Years	↑	Improving 	Place Based Performance Indicator
Female life expectancy	2009/10	82.7	Years	↑	Improving 	Place Based Performance Indicator
Premature mortality rate per 100,000 population aged under 75	2009/10	271.37	Years	↑	Improving 	Place Based Performance Indicator
Obese - adults	2007/08	30.7%	Years	↓	Getting Worse 	Place Based Performance Indicator
The percentage of physically active adults	2010/11	9.3%	Years	↓	Getting Worse 	Place Based Performance Indicator

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
						Performance Indicator

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

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Increasing and higher risk drinking	2008/09	22.7%	Years		 Getting Worse	Place Based Performance Indicator
Estimated problem drug users	2009/10	409	Years		 No Change	Place Based Performance Indicator
Percentage of Adults Smoking	2010/11	24.9%	Years		 Improving	Place Based Performance Indicator
Alcohol attributable mortality per 100,000 population - Males	2010/11	42	Years		 Improving	Place Based Performance Indicator
Alcohol attributable mortality per 100,000 population - Females	2010/11	15	Years		 Getting Worse	Place Based Performance Indicator

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

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Incidents of Anti-Social Behaviour	March 2013	2,198	Months		 Improving	Place Based Performance Indicator
Percentage of people feeling safe after dark (on line place survey)	2012/13	70%	Years		 Improving	Place Based Performance Indicator
Percentage of people feeling safe during the day	2012/13	96%	Years		 Improving	Place Based

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
(on line place survey)						Performance Indicator
Percentage of people who felt fearful of being a victim of crime in the last 12 months (FTD Survey)	H2 2012/13	14%	Half Years	➔	Getting Worse	Place Based Performance Indicator
Perceptions of anti-social behaviour (on line place survey)	2012/13	25%	Years	➔	Improving	Place Based Performance Indicator
Percentage of people who feel that the council and police are dealing with local concerns about anti-social behaviour and crime issues (on line place survey)	2012/13	75%	Years	➔	Improving	Place Based Performance Indicator

Develop innovative early interventions to tackle youth crime and ASB

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Page 10 Fast time entrants to the Youth Justice System aged 10-17 per 100,000 10 - 17 population	2010/11	51	Years	➔	Getting Worse	Corporate Scorecard Placed Based Performance Indicator
Percentage of arrests of people aged between 10 and 17 years old	2011/12	13%	Years	➔	Improving	Corporate Scorecard Placed Based Performance Indicator
Young offenders receiving a community resolution order	2009/10	60	Years	➔	Getting Worse	Place Based Performance Indicator

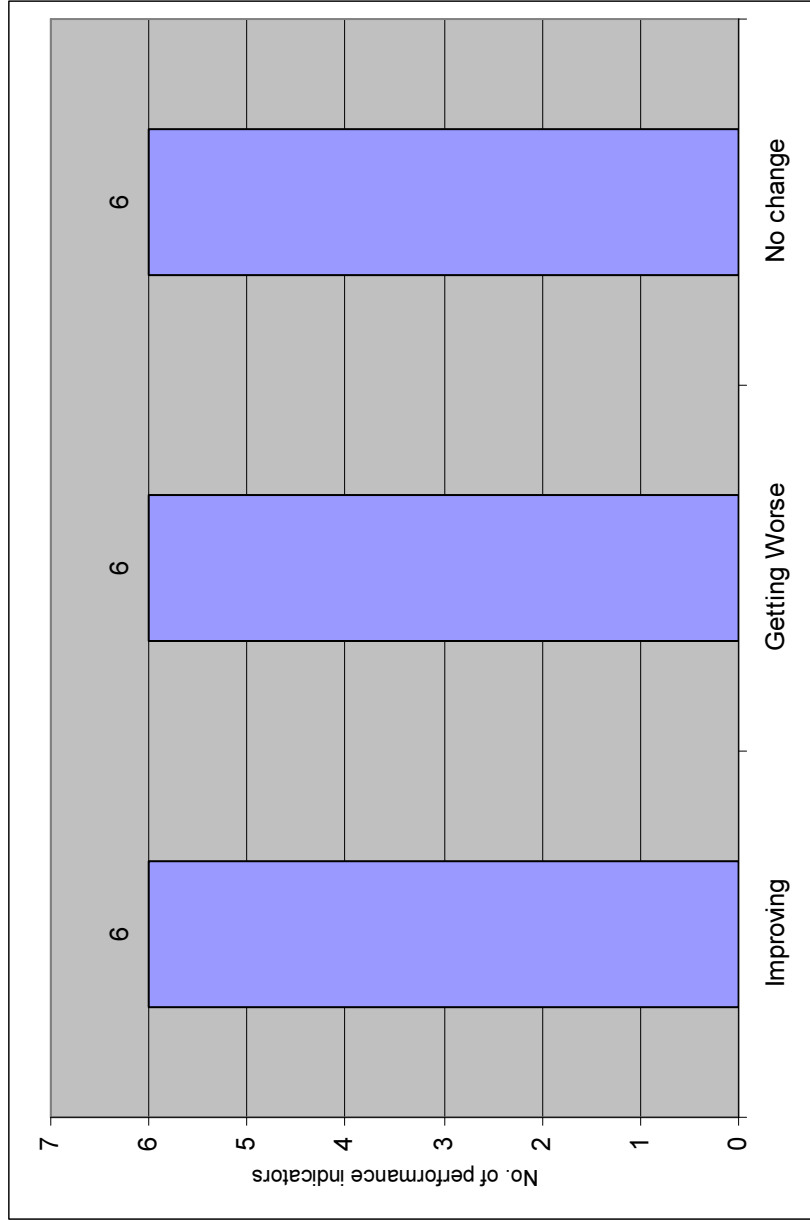
Create an integrated approach to protecting those most vulnerable in our local communities

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Number of homelessness cases prevented as a result of casework	February 2013	100	Months	↑	Improving	Tamworth Borough Council Performance Indicator Tenant Scorecard
Disabled Facilities Adaptations completed	Q3 2012/13	55	Quarters	↑	Improving	Tamworth Borough Council Performance Indicator
Where possible, 30% of all new homes delivered will be affordable	2012/13	2.9%	Years	↓	Getting Worse	Tamworth Borough Council Performance Indicator
The number of referrals made by Tamworth HEAT	December 2012	269	Months	↑	Improving	Tamworth Borough Council Performance Indicator
% non-decent council homes (Tamworth)	2011/12	.0%	Years	▬	No Change	Tamworth Borough Council Performance Indicator Tenant Scorecard
Local authority tenants' satisfaction with landlord services	2012/13	75.20%	Years	▬	No Change	Tamworth Borough Council Performance Indicator Tenant Scorecard
The number of empty homes brought back into use each year	Q3 2012/13	48	Quarters	↑	Improving	Tamworth Borough Council Performance Indicator
Meet and maintain licensing programme for Houses in Multiple Occupation (HMO's)	2011/12	100%	Years	▬	No Change	Tamworth Borough Council Performance Indicator
The number of Council properties adapted to meet the needs of disabled people	2012/13	86	Years	↑	Improving	Tamworth Borough Council Performance Indicator
Average number of days taken to re-let local	2012/13	13.58	Years	↑	Improving	Tamworth Borough













Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
authority housing (Standard Empty Homes)						Council Performance Indicator Tenant Scorecard

The chart below shows the performance of the indicators used to measure the theme 'to be accountable, approachable and visible' and whether they are improving, getting worse or have stayed the same. Detail on the individual indicators is provided in the table below

Approachable, Accountable and Visible



Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Achievement of upper quartile performance for Non-Domestic Rate collection	2011/12	97.7%	Years	➔	Getting Worse	Tamworth Borough Council Performance Indicator
Percentage of calls answered within 20 seconds - Corporately	Q3 2012/13	94%	Quarters	➔	Improving	Tamworth Borough Council Performance Indicator
Freedom of Information Requests Responded To Within legislative timescales	March 2013	83.87%	Months	➔	Improving	Tamworth Borough Council Performance Indicator
Achievement of upper quartile performance for Council Tax collection	2011/12	98.1%	Years	➔	Improving	Tamworth Borough Council Performance Indicator
Increase the number of eligible voters	Q4 2012/13	58,861	Quarters	➔	Getting Worse	Tamworth Borough Council Performance Indicator
Spending maintained within approved budget and without significant underspends	February 2013	-4.43%	Months	➔	Getting Worse	Tamworth Borough Council Performance Indicator
Budget, Council Tax and Rent set by 11th March each year	2012/13	Yes	Years	▬	No Change	Tamworth Borough Council Performance Indicator
Achievement of an unqualified audit opinion on the financial statements	2011/12	Yes	Years	▬	No Change	Tamworth Borough Council Performance Indicator
Draft Statement of Accounts to be prepared by 30th June each year	2011/12	Yes	Years	▬	No Change	Tamworth Borough Council Performance Indicator
To have satisfactory arrangements to secure economy, efficiency and effectiveness in our use of resources	2011/12	Yes	Years	▬	No Change	Tamworth Borough Council Performance Indicator
Visiting Marmion House - Resolution at first point of contact	Q3 2012/13	97%	Quarters	➔	Improving	Tamworth Borough Council Performance Indicator
Maintain accreditation against ISO20000	2012/13	Yes	Years	▬	No Change	Tamworth Borough Council Performance Indicator

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining	Performance against target (where target is known)	Scope
Maintain accreditation against ISO27001	2012/13	Yes	Years			Indicator Tamworth Borough Council Performance Indicator
Increase voter turnout	2012/13	27.16%	Years			Tamworth Borough Council Performance Indicator
Increase the percentage of residents year on year who express satisfaction with council services (on line place survey)	2012/13	82%	Years			Tamworth Borough Council Performance Indicator
Usage of the "Tell us" scheme	December 2012	19	Months			Tamworth Borough Council Performance Indicator
the percentage of canvas forms returned	2012/13	97.99%	Years			Tamworth Borough Council Performance Indicator
Percentage of people who feel they can influence decisions in their locality (On line place survey)	2012/13	46%	Years			Tamworth Borough Council Performance Indicator

2. High Level Corporate Plan Actions

This section of the report provides an update on those high level actions/projects or initiatives that fall into one of the following categories

- not on track but in control or
 - not on track and not in control
- A note on their current status is provided in the latest status update.

Updates on all the other high level actions/projects or initiatives can be viewed via Covalent at this link <http://www.covalentcpm.com/CovalentWebModule/CovalentWidget?c=179&id=1546>

Project	Project Status	Project Manager	Project Status	Priority Action/Project/Initiative not on track but is in control	Due Date	Progress
Exploitation of external service delivery Latest Status Update		<i>Gareth Youlden</i>		Planned Start Date 01-Apr-2012	Due Date 02-Apr-2013	<input type="text" value="0%"/>
07-May-2013 The Bromsgrove and Redditch contract ended on 31st March 2013. To promote the service offering, a leaflet has been for distribution to potential customers. This will be distributed at the Local Economic Partnership and other forums.						
Legal: Legal Spend Review Latest Status Update		<i>Jane Hackett</i>		Planned Start Date 01-Mar-2012	Due Date 31-Jul-2013	<input type="text" value="50%"/>
07-Jan-2013 The service level legal spend has now been ascertained. In-house recharges are now to be reviewed.						

3. Performance Management Framework

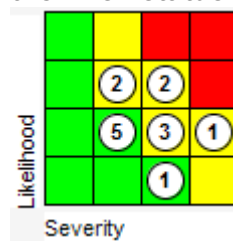
The Executive Planning away day took place on 21st January 2013; from this the combined Corporate Plan and Annual Review was drafted and approved by Cabinet on 10th April 2013.

Some service plans are available on Covalent.

4. Corporate Risk register

The Corporate Risk register is reviewed and updated by the Corporate Management Team.

There are currently fourteen risks on the Corporate Risk Register, none of which are high risks and the “heat map” below indicates the current position of their risk status.



5. Financial Health check

FINANCIAL HEALTHCHECK REPORT – Provisional Outturn Period 12, March 2013

Executive Summary

This section of the report summarises the main issues identified at the end of March and is the 'best estimate' of the projected outturn at this time though subject to the final account audit procedures.

The information included in some cases is based on the likely estimated outturn for 2012/13. These are subject to final confirmation as guidance and information becomes available and could potentially vary significantly from the estimates included – by up to £200k.

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy (Phil Thomas # 239).

General Fund

Revenue

- The projected full year position identifies a projected favourable variance against budget of £543k (£394k favourable reported at period 11) or a 6.11% under spend to budget. This includes the impact of Temporary Reserve requests that were approved by Cabinet on the 10th April 2013; however there is the possibility that adjustments will be required after alignment of the effect of some reserves, on the outturn.

Capital

- The provisional outturn on capital schemes spend is £1.622m (£1.580m projected at period 11) compared to a full year budget of £3.477m (this includes re-profiled schemes from 2011/12).
- At this point it is proposed that £1.643m should be re-profiled into 2013/14 (£1.725m projected at period 11) which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at Appendix A.

Other

There is currently a balance held of £259k within the Repairs and Renewals Fund.

Balances

Balances on General Fund are projected to be in the region of £4.494m at the year-end from normal revenue operations (£4.345m projected at Period 11) compared to £4.222m projected within the 2013/14 budget report.

The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £149k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Members should be aware that any unplanned call on the above balance could adversely affect our ability to resource activity within the current medium term financial plan.

Housing Revenue Account

Revenue

- The projected full year position identifies a favourable variance against budget of £1.911m (£1.647m favourable projected at period 11).
- The information included, in some cases, is based on the likely estimated outturn for 2012/13.

Capital

- The provisional outturn on programmed capital schemes is projected to be £3.365m (£4.530m projected at period 11) compared to a budget of £7.065m. It is also proposed that £2.845m be re-profiled into 2013/14 (£1.788m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at Appendix A.

Balances

Balances on the Housing Revenue Account are projected to be in the region of £5.277m at the year-end (£5.014m projected at period 11) compared to £4.774m projected within the 2013/14 budget report. The additional balances above this minimum will be required to provide additional funds for uncertainties that could affect the Council in the forthcoming years.

FINANCIAL HEALTHCHECK REPORT – PROVISIONAL OUTTURN PERIOD 12 MARCH 2013

This section of the report highlights the main issues identified at this point. Cabinet are requested to note the contents of the report and agree any action points and address issues raised.

Issues Identified

- The financial performance review has over the year focussed on the following key areas:
 - The predicted outturn projection of the actual activity to budget for the year;
 - Identification of potential issues and areas for review/action;
 - It should be noted that a detailed review of revenue outturn will be undertaken in order to identify the impact on the medium term financial strategy and revenue patterns for the 2014/15 budgets.

General Fund –

The provisional full year position identifies a favourable variance against budget of £543k or 6.11% below approved budget (£394k or 4.43% favourable projected at period 11).

Significant items currently identified relating to overspends/under achievement of income are,

- Industrial Properties - £50k (£42k reported at period 11). Under achievement of income, £65k, based on current level of occupation offset by saving on business rates £3k & provision for bad debts £8k.
- Tree Maintenance - £12k (£18k reported at period 11). Increase in costs of vehicle hire; reduced income from Housing through a combination of factors leading to some works having to be externalised and significant increase in insurance claims requiring external support.
- Development Control - £13k (£23k reported at period 11). Under recovery of income from planning applications.
- Tamworth Golf Course - £25k (£16k reported at period 11). Bad debt provision increase.
- Assembly Rooms - £17k (£16k reported at period 11). Bar £16k, Salaries £13k overspend due to salaries budgetary funding shortfall (vacancy allowance). Savings have been identified to mitigate this in part.
- Sport Pitches - £20k (£22k reported at period 11). Overspend on Salaries £2k, Electricity £9k, Water £3k and under recovery of income £7k.
- Benefits - £150k (£97k under recovery reported at period 11). Mainly due to increase in bad debt provision.

- Customer Services - £23k (Nil predicted at period 11). Staffs Connects Contribution not budgeted for.
- Tourist Information Service - £19k (£12k predicted at period 11). Salaries & Overtime overspend due to salaries budgetary funding shortfall (vacancy allowance) and casual cover for staff sickness.

Significant items mitigating the financial impact of the above and contributing to the period position,

- Joint Waste Arrangement - £202k (£160k reported at period 11). Contract fees estimated figure based on latest position available from Lichfield District Council.
- Civil Parking Enforcement - £80k (£125k reported at period 11). Amount to be paid by Staffs County and returned from reserves for previous years deficits.
- Corporate Finance - £172k (£172k reported at period 11). £50k Vacancy allowance offsetting overspends on various salaries budgets due to budgetary funding shortfall. £48k Specific Contingency budget not released. IFRS Contingency £25k and Staffordshire Hoard £20k, budgets offered up. £92k written back to revenue from unspent reserves following Cabinet approval April 2013.
- Treasury Management - £39k (£31k reported at period 11). Under spend of £125k due to additional borrowing not being taken, partly netted off as £58k will no longer be charged to the HRA. Overspend of £56k interest payable to HRA due to change in to interest calculation due to HRA reform and £36k MRP due to changes in Icelandic repayments. Over recovery of £45k interest and £33k interest on internal balances.
- Environmental Health - £18k (£19k reported at period 11). Under spend on overtime.
- PR and Consultation - £22k (£23k reported at period 11). Underspends on External Communication £4k, Advertising £5k and Recycling Promotion £3k. £10k budget not required for Sector Research.
- Marmion House - £40k (£52k reported at period 11). Underspend on Electricity £33k.
- Council Tax - £19k (£21k predicted at period 11). Over recovery on court costs £16k and additional income for council tax leaflet mailing.
- Licensing Act - £23k (£20k reported at period 11). Over recovery of legal & annual fees.
- Health Agenda - £18k (£17k reported at period 11). Joint funding post under review, awaiting outcome of SCC restructure of service.
- Community Safety - £16k (£14k reported at period 11). Underspend on salaries.

- Electoral Process - £20k (£13k predicted at period 11). Mainly due to underspend on postage.
- Homelessness - £16k (£12k reported at period 11). Prevention schemes have reduced use of Bed & Breakfast accommodation offset by reduced income. Homes for Homeless scheme under review.
- Human Resources - £12k (£12k reported at period 11). Underspend on Provision of Occupational Health £5k and External Support £5k.
- Training and Development - £32k (£16k reported at period 11). Competency Framework reserve £10k not spent, plus various training budgets underspent.
- Taxi & Private Hire Vehicles - £15k (£11k reported at period 11). Salaries £5k and Consultants Fees £5k.
- Castle & Museum - £25k (£18k predicted at period 11). Mainly due to admission fee income achieved above budget.
- TBC Lighting Maintenance - £11k (£9k predicted at period 11). Underspend on General Maintenance costs.
- Benefits Administration - £12k (£2k predicted at period 11). Underspend on Various Supplies & Services.
- Conveyancing and Right to Buy - £14k (Nil predicted at period 11). Over recovery on Legal Fees – council house sales in excess of anticipated number anticipated when budget was set.

General Fund – Capital

- The provisional outturn on capital schemes spend is £1.622m (£1.580m projected at period 11) compared to a full year budget of £3.477m (this includes re-profiled schemes from 2011/12).
- At this point it is proposed that £1.643m (detailed below) should be re-profiled into 2013/14 (£1.725m projected at period 11) which will be subject to Cabinet approval.
 1. Castle Mercian Trail, £350k, resources will need to be carried over into next financial year as it is unlikely that the Trail Partnership will be able to finalise the strategy for the trail exhibitions until after April 2013.
 2. Castle HLF, £263k, The HLF project is now into the capital works phase. This is nearing completion but there have been delays incurred due to poor weather. The completion of the whole project and the final deadline for the HLF money is December 2013, with some participation elements to be finished by July 2014.
 3. Contingency, £250k - subject to future Cabinet reports. To date, £100k allocated by Cabinet for Golf Driving Range and £100k for facility and infrastructure improvements

4. Disabled Facilities Grant, £167k, this type of works is demand led and as such there is work that has been approved but which has not yet been paid.
5. Private Sector Coalfields Funds, £180k, remaining funds will support the delivery of these services in 13/14.
6. Replacement PC's, Printers & Servers, £86k, to be used to fund technology required in support of corporate change projects/agile working.
7. Assembly Rooms Development, £133k, Conservation Management Plan now awarded inception meeting to take place 11/4/13. Project manager tender to launch shortly. Consultation stage one completing this month.
8. Corporate Change Programme – Agile Working, Telephone & Corporate EDRMS, £30k, tenders currently being evaluated but unlikely to incur any spend until 2013-14.
9. Website, £30k, tenders currently being evaluated.
10. Streetscene Tracking System, £30k, Delay in new CRM system implementation until June 2013 means development has been delayed - future agile service delivery dependant on delivery of scheme, anticipated spend summer 2013.
11. HR/Payroll System, £27k, payroll module has now gone live and further development/implementation of replacement of the HR module is in progress, therefore remaining budget requested to be carried over in 2013-14.
12. Gazetteer Development, £24k, implementation to commence once replacement CRM system has gone live, so that the two can be integrated. Therefore budget requested to be re-profiled into 2013-14.
13. Designate New Cemetery Land, £25k, specification being prepared with view to tendering in April 2013.
14. IP/Telephone/Network, £23k, a number of frameworks are currently being evaluated.
15. Replacement ICT – Northgate M3, £8k, project & outstanding commitment to be reviewed & incorporated within corporate change programme.
16. Repair to River Bank Castle, £9k, final payment held on retainer to be paid on completion of works which are weather dependant. Remainder to be used as landscaping to compliment the Gateway project in the Castle grounds.
17. BMX Track, £7k, bulk of project completed - some external works still outstanding.

Significant variances identified resulting in the increase in net under-spend of £149k

CHIEF EXECUTIVE'S OFFICE				
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN				
The projected full year position is a favourable variance of £3k compared to the forecast outturn at Period 11 of £31k favourable A decrease in the variance of £28k. The main changes identified are :-				
<u>Significant Variances from P11 Forecasted Out-turn</u>				
	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
CHIEF EXECUTIVE'S OFFICE				
<i>Director Transformation & Corporate Performance</i>				
Director Transformation & Corporate Performance				
Salaries	0	7	7	Due to shortfall in salaries budgetary funding
Health and Safety				
Health & Safety	0	(5)	(5)	Underspend
PR and Consultation				
External Communications	(5)	(4)	1	Expected underspend
Advertising	(5)	(5)	0	Expected underspend
Recycling Promotion	(3)	(3)	0	Budget not likely to be spent
Sector Research	(10)	(10)	0	Budget not required
Head of Customer Services				
Customer Services				
Staffs Connects Contribution	0	20	20	Staffs Connects final contribution to core team 2012/13 not budgeted
Line Rental Main Switchboard	(15)	(10)	5	Savings against current budgetary provision, plus receipt of £7k credit against previous bills
Contribution to Reserve	15	15	0	Underspend above to fund Shopmob grant £5k in 2013-14, plus further £10k to assist in funding new Telephony requirements next year
Tourist Information Service				
Salaries & Overtime	12	14	2	Due to shortfall in budgetary funding, plus casual cover for staff sickness
TIC Third Party Ticket Sales				
Ticket Sales	8	10	2	Shortfall in commission from ticket sales
Head of Organisational Development				
Human Resources				
Provision of Occupational Health	(8)	(7)	1	Expected underspend
External Support	(4)	(4)	0	Remaining budget unlikely to be required
Training and Development				
Various supplies and services	0	(19)	(19)	Underspends across a number of training budgets, including £4k Management Development & £4.5k Corporate Training
Contribution from Reserve	(10)	(10)	0	Competency Framework reserve which will not now be spent
Other minor non-significant variances	(6)	8	14	
CHIEF EXECUTIVE'S OFFICE	(31)	(3)	28	

**EXECUTIVE DIRECTOR CORPORATE SERVICES
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN**

The projected full year position is a favourable variance of £156k compared to the forecast outturn at Period 11 of £133k favourable
A increase in the variance of £23k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
EXECUTIVE DIRECTOR CORPORATE SERVICES				
Corporate Director Resources				
Salaries	10	11	1	Overspend due to shortfall in salaries budgetary funding
Solicitor and Monitoring Officer				
Solicitor to the Council				
Salaries	(8)	(8)	0	Underspend due to vacant solicitor post
Legal Fees	0	4	4	Overspend
Member Services				
Members Allowances	(8)	(8)	0	Actual claims/payments below budget
Electoral Process				
Postage	(8)	(9)	(1)	No further costs anticipated
Software Support Licences	(23)	(23)	0	One-off budgets established to fund requirements relating to Individual Voter Registration, transferred to reserve as costs now expected in 2013/14 (delay in legislation)
Computer Equipment	(6)	(6)	0	
Contribution to Reserve	29	29	0	Underspent budgets above transferred to reserve
Conveyancing and Right to Buy				
Legal Fees - Sale of Council Houses/HRA	0	(13)	(13)	Higher than budgeted number of council houses sold
Land Charges				
Contribution to Reserve	8	10	2	Additional income transferred to reserve/contingent liability pending outcome of legal action
Land Charges	(8)	(10)	(2)	Income above budget
Head of Benefits				
Benefits				
Net of Expenditure & Subsidy Income	21	32	11	Based on initial final claim to DWP (subject to audit)
Bad Debt Provision	76	118	42	Based on position as at end March
Benefits Administration				
Salaries	10	7	(3)	Overspend due to budgetary funding shortfall 'vacancy allowance.'
Overtime	(26)	(25)	1	Underspent budget funded from DWP grant, transferred to reserve at year end
Various Supplies and Services	(20)	(29)	(9)	Various budget underspends including £8k underspend on Postage budget; £8k re Welfare benefits campaign; and £8k Other Supplies and Services
Contribution to Reserve	42	42	0	Underspent overtime budget & unspent DWP grant income re Welfare benefits changes transferred to reserve at year end
Government Grants	(8)	(8)	0	Government Grant income re welfare reforms transferred to reserve at year end
Head of Internal Audit				
Internal Audit				
External Support	(7)	(7)	0	Remaining budget not required
Director of Technology & Corporate Programmes				
ICT and Transformation				
Salaries	28	27	(1)	Overspend due to shortfall in salaries budgetary funding
Hardware Maintenance	(18)	(11)	7	Reduced spend required
Internet Access & Security	0	(5)	(5)	Reduced spend required
Software Maintenance	18	(2)	(20)	Expected overspend did not occur - a number of commitments cleared off at year end plus review of payments made throughout the year to ensure we were only paying for items we used has resulted in further savings.
Application Software	(20)	(20)	0	Underspent pending requirements re agile working - transferred to reserve at year end
Various other supplies and services	(23)	(26)	(3)	Underspends projected against Training, Disaster Recovery, Data Protection and Miscellaneous budgets
Contribution to Reserve	20	20	0	Application Software reserve above
External Service Provision	21	21	0	Income budget increased this year in expectation of additional income from shared service provision, which was not received

	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
Director of Finance				
Corporate Finance				
Healthy Living Programme	(15)	(15)	0	Underspent budget transferred to reserve at year end to fund work in 2013-14
Specific Contingency	(48)	(48)	0	Remaining budget not required to be released
Public Liability Insurance	0	71	71	Establishment of accrual and provision re Municipal Mutual Insurance potential levy
Vacancy Allowance	(50)	(50)	0	Offsetting overspends on various salaries budgets due to budgetary funding shortfall
IFRS Contingency	(25)	(25)	0	Budget not required to be spent
Staffordshire Hoard	(20)	(20)	0	Offsetting £4k overspend on Castle & remaining budget offered up
Contribution to Reserve	30	30	0	Underspent Healthy Living budget £15k and Government Grant income £15k transferred to reserve at year end
Audit Fee	(20)	(6)	14	Underspend on move to Grant Thornton - expected saving not achieved in full due to additional work on grant claims
Government Grants	(24)	(24)	0	Includes receipt New Burdens grant re Community Right to Challenge, which was not budgeted
Efficiency Savings	0	14	14	Procurement savings achieved but virements not approved in year
Contribution from Reserves	0	(117)	(117)	Including £92k written back to revenue from various unspent reserves
Treasury Management				
External Interest Payable	(122)	(125)	(3)	New borrowing below budgeted amount
Interest Payable to HRA	18	56	38	Changes to interest calculation due to HRA reform
Minimum Revenue Provision	36	36	0	Budget based on higher forecast Icelandic capitalisation reduction
Impairment Investments	0	9	9	Impairment on Icelandic investments
Housing Revenue Account	58	58	0	New borrowing below budgeted amount
Misc Interest & Dividends	(23)	(45)	(22)	Estimated over recovery of interest
Interest on Internal Balances	0	(33)	(33)	Icelandic investments
Head of Revenues				
Council Tax				
Legal Fees	(10)	(10)	0	Lower spend than anticipated
Contribution to Reserve	10	10	0	Underspend above transferred to reserve at year end
Contrib from Staffs C C	(9)	(9)	0	Additional income received from SCC & OPCC re council tax leaflet mailing with bills
Court Costs	(12)	(16)	(4)	Income above budget
Other minor non-significant variances	(7)	(8)	(1)	
EXECUTIVE DIRECTOR CORPORATE SERVICES	(133)	(156)	(23)	

**ASSETS AND ENVIRONMENTAL SERVICES
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN**

The projected full year position is a favourable variance of £342k compared to the forecast outturn at Period 11 of £233k favourable
A increase in the variance of £109k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
ASSETS AND ENVIRONMENTAL SERVICES				
Commercial Property Management				
Provision for Bad debts	0	11	11	Saving as at end of the period, however potential for full requirement by year end position will be closely monitored and updated throughout the year
Rental Income	36	6	(30)	Based on current level of occupation includes back dated invoice for £30k for 69 Caledonian
Industrial Properties				
Rental Income	66	65	(1)	Based on current level of occupation
Business Rates	(8)	(3)	5	Reduction in payment off Business rates on vacant units
Provision for Bad debts	(13)	(8)	5	Saving as at end of the period, however potential for full requirement by year end position will be closely monitored and updated throughout the year
Marmion House				
Electricity	(28)	(33)	(5)	Estimated outturn based on current expected usage till the year end
Contribution to common Services	0	21	21	Reflects reduction in running costs of Marmion House
Outside Car Parks				
Maintenance of external areas	0	(10)	(10)	Delays in delivery of software for new machines Reduction in amount payable to Henry Boot as a result of less income being received on Spinning School Lane car park. The situation was monitored closely and forecast outturn reported throughout the year.
Refundable Deposits - Henry Boot	(9)	(11)	(2)	
Fees & Charges	43	29	(14)	Significant reduction in occupancy levels compared to last years figures - in line with national trends.
Civil Parking Enforcement				
Miscellaneous Income	(125)	(80)	45	Amounts to be paid by Staffs County and returned from Reserves for previous years deficits. £51k received from county in January. £30k returned from Reserves coded to GC0501
Environmental Health				
Salaries and Overtime	(5)	(5)	0	underspend on overtime. Unexpected call on salary budget negates the previously forecast underspend
Taxi & Private Hire Vehicles				
Salaries and Overtime	(5)	(5)	0	Vacant post. Future of this is still under discussion
Licensing Act				
Legal Fees	(8)	(8)	0	
Annual Fees/Applications	(8)	(11)	(3)	Demand led
Pollution Control				
Consultants Fees	(10)	(10)	0	Air Quality Assessment to be undertaken 2013/2014. Funding released from contingency during 2012/2013 therefore temporary reserve will be requested
Contribution to reserves	10	10	0	Temp Reserve requested to carry forward funding for Air Quality Assessment
Joint Waste Arrangement				
Contract Fees	(160)	(202)	(42)	Figure based on provisional outturn provided by LDC

	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
Cemeteries				
Maintenance of grounds and security	(18)	(18)	0	Situation will be continually reviewed however, there may be some further spend required on health and safety grounds
Repair and Maintenance of Monuments	(14)	(14)	0	Expenditure reduced to offset reduced income - situation will be continually reviewed. However there may be some further spend required on health and safety grounds should any arise
Fees and Charges	22	24	2	Reduction in income - position will be closely monitored and updated throughout the year
Contribution to reserves	18	15	(3)	Contribution to the Cemeteries retained fund
Public Spaces				
Salaries	17	(1)	(18)	
Supplies and Services	(1)	(1)	0	Additional costs due to Diamond Jubilee and Olympic celebrations - compensatory savings made elsewhere within the service
Trees				
Various Supplies and Services / Income	13	12	(1)	Increase in costs of vehicle hire; Reduced income from Housing through a combination of factors leading to some works having to be externalised and significant increase in insurance claims requiring external support. Potential over winter to increase further costs due to weather conditions.
TBC Highways Maintenance				
General Maintenance works	(51)	(59)	(8)	Estimated underspend at this stage but may experience increased costs due to winter weather. Works with the County closely monitored.
Temporary Reserves	51	59	8	Retained fund to be created to meet the future costs of watercourse maintenance works
Lighting Maintenance				
General maintenance	(19)	(19)	0	Costs considerably less than anticipated
Street Wardens				
Salaries	9	9	0	Overspend due to salaries budgetary funding shortfall (vacancy allowance)
CCTV				
Salaries	4	4	0	Overspend due to salaries budgetary funding shortfall (vacancy allowance) combined with recent compromise agreement.
Other minor non-significant variances	(40)	(109)	(69)	
ASSETS AND ENVIRONMENTAL SERVICES	(233)	(342)	(109)	

HOUSING & HEALTH
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN

The projected full year position is a favourable variance of £42k compared to the forecast outturn at Period 11 of £30k favourable
A increase in the variance of £12k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
HOUSING & HEALTH				
General Fund Housing				
Actuarial Strain Payments	10	10	0	Costs associated with flexible retirement
Homelessness				
Provision for Bad Debts	0	(4)	(4)	Provision based on current level of arrears, subject to change
Bed & Breakfast Cost	(50)	(51)	(1)	Prevention schemes have reduced use of Bed & Breakfast accommodation
Homes for Homeless	(12)	(12)	0	Under review
Bed & Breakfast Income	50	51	1	Reduced income offset by reduced expenditure
Homelessness Prevention Schemes				
Bond Scheme	(9)	(9)	0	Demand led scheme, grant funded
Repossession Prevention	(51)	(49)	2	Demand led scheme, grant funded
Contribution to Reserves	83	83	0	Reserve requested to carry forward any unused grant
Sanctuary Scheme	(18)	(18)	0	Demand led scheme, grant funded
Strategic Housing				
Housing Strategy Statement	(7)	(7)	0	Strategy reviewed every 3 years
Homelessness Strategy				
Homelessness Prevention	(266)	(266)	0	Projects to utilise the grant funding are currently being reviewed.
Repossession Prevention	(36)	(36)	0	Demand led scheme, grant funded
Contribution to Reserves	302	302	0	Reserve requested to carry forward any unused grant
Health Agenda				
Health Promotions Joint Funding	(17)	(18)	(1)	Post under review, awaiting outcome of SCC restructure of service
Other minor non-significant variances	(9)	(18)	(9)	
HOUSING & HEALTH	(30)	(42)	(12)	

**COMMUNITIES, PLANNING & PARTNERSHIPS
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN**

The projected full year position is an un- favourable variance of £13k compared to the forecast outturn at Period 11 of £33k un-favourable
A decrease in the variance of £20k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
COMMUNITIES, PLANNING & PARTNERSHIPS Development Control				
Fees & Charges Planning Apps	32	28	(4)	There are several new developments being discussed but this will slip into the new financial year.
Building Control Partnership				
LDC Joint Provision	(35)	(35)	0	Reduced costs offset by reduced income
Partnership contributions	35	35	0	Reduced costs offset by reduced income
AD Strategic planning & Dev				
Other Expenses	(34)	(33)	1	Community Infrastructure Levy. Implementation slipped into 2013/14 options are still being considered. Temporary reserve needed
External Support	(18)	(16)	2	PAS Planning improvement grant. Waiting on update from PAS. Temporary Reserve will be needed
Contribution to Reserves	52	51	(1)	Reserves requested to carry unspent PAS grant and CIL into next financial year
Conservation				
Conservation Grants	(20)	(29)	(9)	Grants not paid in line with profile. Higher than anticipated level of grant slipped into new year. Underspend will be reserved for potential large scheme next year
Contribution to Reserves	20	29	9	Temporary reserve will be requested to carry unspent conservation grants into next financial year
Local Development Framework				
Local Development Framework	(16)	(16)	0	Local Plan likely to be adopted in May 2013. Temporary reserve will be requested to meet any costs in the next financial year.
Contribution to Reserves	16	16	0	Temporary reserve will be requested to carry unspent LDF budget into next financial year
Dev. Plan Local & Strategic				
Salaries	(9)	(8)	1	Member of staff on career break
Contribution to Reserves	9	8	(1)	Reserve requested to meet any potential superann liability for employee on career break
Economic Dev Shared Service				
Temporary Staff	(10)	(10)	0	Budget was part of business case which supported VR.
Contribution to Reserves	11	12	1	Reserve requested to carry unspent budget for temporary staff into next financial year .
DD - Communities, Planning & Partnerships				
Salaries	7	7	0	Overspend due to salaries budgetary funding shortfall (vacancy allowance)
Community Development				
Education Campaigns	(21)	(21)	0	Prudent use of budget has enabled scheme to be continued into 2013/2014. Temporary reserve sought
Other supplies and services budgets	(14)	(15)	(1)	Prudent use of budget has enabled scheme to be continued into 2013/2014. Temporary reserve sought
Temporary Reserve	35	36	1	Prudent use of budget has enabled scheme to be continued into 2013/2014. Temporary reserve sought
Locality Working- Glascote				
Education Campaigns	(20)	(5)	15	Prudent use of budget has enabled scheme to be continued into 2013/2014. Temporary reserve sought
Contribution to Reserves	20	5	(15)	Temporary reserve requested to carry unspent budget into next financial year
Locality Working - Belgrave				
Education Campaigns	(6)	(6)	0	Prudent use of budget has enabled scheme to be continued into 2013/2014. Temporary reserve will be sought
Contribution to Reserves	6	6	0	Temporary reserve will be requested to carry unspent budget into next financial year

	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
Tamworth Golf Centre				
Bad Debt Provision	16	30	14	Based on debts in respect of 2011/2012. Increase as it is clear that there are little assets available and likely to be no financial return from the liquidator
Assembly Rooms				
Salaries and Wages	11	13	2	Overspend in part due to salaries budgetary funding shortfall (vacancy allowance). There are savings in other areas across the service that compensate.
Premises related Expenses	0	(8)	(8)	
Assembly Rooms Bar				
Bar Sales and Catering Sales	21	16	(5)	Bar sales are under recovered. Potential underspends of £7k across the cost centre have been identified to mitigate this in part.
Assembly Rooms 3rd Party Tickets				
Performers Fees	22	15	(7)	in part offsets under recovery of income
Private Hire Tickets Exp	(18)	(19)	(1)	Underspend offset by reduced income
Private Hire Tickets	(7)	(6)	1	Offset by overspends elsewhere
Admission Fees	(5)	8	13	Income taken higher than previous year although some income was taken in advance and has been carried into the new financial year
Split Profit Event Income	0	9	9	under recovery of income offset by underspends
Arts Development				
Registrations	0	(8)	(8)	registrations higher than budgeted for
Pleasure Grounds				
Salaries and Wages	25	25	0	Budgetary shortfall (vacancy allowance) Additional hours were worked to cover cardiac courses funded by PCT
Gymnasium	(25)	(22)	3	Income received from PCT to run cardiac courses and covers overspend on salaries and wages
Castle & Museum				
Admission Fees	(18)	(19)	(1)	Budget was set at at prudent level as it was unclear how the major building works at the Castle would impact on visitor levels.
Castle Shop Trading Account				
Sale of Souvenirs	11	11	0	Visitors have not been spending in the shop. The lack of toilet facilities during the building works have discouraged visitors from remaining at the castle after their tour. This should be offset by an under spend of £7k on Stock purchases for resale
Castle Schools Education				
Wages	(8)	(8)	0	Reduced activity. During major capital building works between July to February there had been no access to public toilets which prevented school visits.
Schools Programme - Income	11	7	(4)	Reduced activity. During major capital building works between July to February there had been no access to public toilets which prevented school visits. Numbers returning after works completed has been better than forecast
Castle Events				
Split Profit Ticket Expenditure	(9)	(10)	(1)	Less events were held. Offset by reduced income
Split Profit Ticket Income	12	13	1	Offset by under spend on expenses as less events are being held
Staffordshire Hoard				
Wages	4	2	(2)	Use of invigilators to ensure security of the Hoard Exhibition. Offset by an underspend of the £20k Staffordshire Hoard Contingency budget
Community Leisure Management				
Salaries	7	8	1	Overspend due to salaries budgetary funding shortfall (vacancy allowance)
Community safety				
Salaries	(10)	(11)	(1)	Employee on maternity leave & others not in pension fund although budgeted for. Part time post was vacant since December
Play Development				
Salaries & Wages				
Consultants Fees	(7)	(7)	0	Scheme being delivered in a different manner
Registrations	10	10	0	Scheme being delivered in a different manner
Other minor non-significant variances	(50)	(75)	(25)	
COMMUNITIES, PLANNING & PARTNERSHIPS	33	13	(20)	
Various Cost Centres - Annual leave & Flexi adjustments	0	(13)	(13)	
GENERAL FUND	(394)	(543)	(149)	

Housing Revenue Account –

- The projected full year projected position identifies a favourable variance against budget of £1.911m (£1.647m projected at period 11).

Significant items currently identified relating to overspends/under achievement of income are,

- Garage Rents - £79k (£79k reported at period 11). Rental income shortfall due to the continuing increase in voids. A number of garage sites are currently being considered for re-development for social housing.

Significant items mitigating the financial impact of the above and contributing to the predicted out-turn position,

- Contribution to Repairs Account - £1.402m (£1.387m reported at period 11). Under spend due in part to a reduced repairing obligation under the repairs policy, competitive procurement and reduced SOR costs, improved links between response and planned works – together with ongoing robust management of new contract arrangements.
- Rents - £118k (£115k reported at period 11). Projected outturn over recovery against budget partly due to a quicker turnaround of void properties reducing overall void levels.
- Compensation Payments - £115k (£115k reported at period 11). £75k budget re staffing restructure.
- Contribution from Reserves - £106k (Nil predicted at period 11). Write back of 2011-12 temporary reserve for estimated pension costs re finalisation of old repairs contract following confirmation of payment by MFS.
- Item 8 Debit - £54k (£58k reported at period 11). Under spend due to additional borrowing not being taken.
- General Business Support - £33k (£31k reported at period 11). £15k Audit fee as 40% reduction in costs expected. £13k Salaries as post holder on secondment offset by £18k payments for temporary staff.
- Sheltered Housing General – £21k (£19k reported at period 11). Under spend identified to offset shortfall in income at Sheltered schemes due to cut in Supporting People funding
- Housing Advice - £16k (£16k reported at period 11). Sanctuary scheme under review.
- Interest Internal Balances - £56k (£18k reported at period 11). Over recovery of income as a result of changes to interest calculation due to HRA reform and underspent capital funds.

- Provision for bad debts - £27k (Nil predicted at period 11). Provision based on current level of arrears which are expected to rise due to the impact of the welfare reforms.
- HRA Subsidy - £52k (Nil predicted at period 11). Prior year adjustment re overpayment for 2011-12 following final audited claim.

Housing Revenue Account – Capital

- The provisional outturn on programmed capital schemes is projected to be £3.365m (£4.530m projected at period 11) compared to a budget of £7.065m. It is also proposed that £2.845m be re-profiled into 2013/14 (£1.788m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
1. Kerria Estate Project, £650k.
 2. Gas Central Heating Upgrade & Renewals, £360k, new replacement programme contract with Morrisons commenced late. Renewal of heating systems to sheltered housing schemes unlikely to take place until summer 2014. Survey and design work has commenced and proposals are being drawn up, this accounts for £250k of the reprofiled amount, the remainder relates to works agreed but not completed at year-end.
 3. External & Environmental Works, £360k. Although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme will be finalised during April.
 4. Environmental Improvements, £200k, although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme will be finalised during April. The project is linked to the main Environmental Works project.
 5. Enhancements to Flats, £195k, works identified and being linked with the environmental project. Although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme will be finalised during April.
 6. Fire Upgrades to Flats, £195k, it is not anticipated that the risk assessments will be completed until late in the first quarter of 2013. The budget will need to be re-profiled to allow works to commence upon completion of the audits.
 7. High Rise Lift Renewals 2012, £293k, the lifts to be refurbished have now been identified but delays in securing the sub-contractor will mean that this work will not commence until 2013/14.
 8. Structural Works, £135k, some works have now been completed but a major job has been delayed whilst waiting on a suitable decant property for the tenant. This will be picked up as early as possible.

9. Roofing Overhaul & Renewals, £187k, works are on site but were delayed due to weather, project due to be complete in May 2013.
10. Sheltered Schemes, £83k, the works were either complete or on site at year-end. Some of the works are linked with the Environmental Works project and delays in agreeing specifications and non-SOR costs have resulted in delays in completion and a need to reprofile a portion of the budget. This work will be finalised during April.
11. Bathroom Renewals, £78k, the vast majority of works were either complete or on site at the end of March. Some properties on site but not complete will require a re-profiling of budget.
12. Electrical Upgrades, £39k, as this work is directly linked to the bathroom and kitchen programmes there will be some reprofiling to reflect works on site but not yet completed.
13. Roofing High-Rise, £39k, works have been delayed due to weather, we are now awaiting a date for the telephony masts to be powered down by the telecom company.
14. Disabled Adaptation, £30k, there will be some carry forward for referrals that arrived late in the financial year.

Significant variances identified resulting in the increase in net under-spend of £264k

HOUSING REVENUE ACCOUNT				
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN				
The projected full year position is a favourable variance of £1.911m compared to the forecast outturn at Period 11 of £1.647m favourable A increase in the variance of £264k. The main changes identified are :-				
Significant Variances from P11 Forecasted Out-turn				
	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
HOUSING & HEALTH				
General - Business Support				
Salaries	(13)	(13)	0	Substantive postholder on secondment
Payments for Temporary Staff	18	18	0	Cover for above post
Audit Fee	(19)	(15)	4	40% reduction in costs expected
General - Operations				
Salaries	30	32	2	Regraded post and backdated costs
Contents Insurance	0	(31)	(31)	Year end adjustment for actual costs
Contribution to Reserves	0	31	31	Insurance contribution to excess fund
Software Maintenance & Improvements	(15)	(15)	0	Underspend due to workload causing projects to be delayed until new financial year
Allocations				
Contribution to Reserves	16	16	0	Reserve requested to carry forward any unused budget for HomeLoss payments
Financial Incentive to Move	(11)	(11)	0	Demand led and subject to availability of suitable properties. Potential underspend earmarked for HomeLoss payments as per Cabinet report
Income Management				
Printing & Stationery	(5)	(6)	(1)	Underspend
Regeneration Project				
Consultants Fees	(69)	(70)	(1)	Reserve requested to carry forward unused budget for Regeneration project
Contribution to Reserves	69	66	(3)	Reserve requested to carry forward unused budget for Regeneration project
Caretakers				
Electricity	(15)	(19)	(4)	Multiple sites
Sheltered Housing General				
Maintenance and Security	(20)	(22)	(2)	Underspend identified to offset shortfall in income at Sheltered schemes due to cut in Supporting People funding
Tenant Participation				
Support - Tenant Consultation	(29)	(29)	0	Potential underspend earmarked for HomeLoss payments as per Cabinet report
Contribution to Reserves	20	20	0	Reserve requested to carry forward any unused budget for HomeLoss payments
Housing Advice				
Salaries	11	11	0	Cover for sickness/vacancy allowance
Sanctuary Scheme	(20)	(20)	0	Scheme currently under review
Womens Refuge				
Service Charge - Flats	25	27	2	Management of refuge passed to Pathways. Shortfall in income offset by underspends on expenditure budgets
Repairs Contract				
Payments for Temporary Staff	45	45	0	Cost of additional staff to be recharged to Capital scheme/Repairs contract
TBC Capital Works	(34)	(32)	2	Cost of additional staff to be recharged to Capital scheme/Repairs contract
Housing Repairs Account	(26)	(28)	(2)	Cost of additional staff to be recharged to Capital scheme/Repairs contract
Housing Investments				
Salaries	(10)	(11)	(1)	Vacant post
TBC Capital Works	12	14	2	Reduced recharge due to lower salary costs

	Projected Outturn	Projected Outturn	Difference in Projected Outturn	
	Period 11	Period 12	P12 - P11	
HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
HRA Summary				
Compensation Payments	(115)	(115)	0	Budget earmarked for staffing restructure (£75K) and Asset Management Strategy (£40K) which will now be finalised in 2013/14. A reserve has been requested to carry forward the AMS budget.
Contribution to the Repairs Account	(1,387)	(1,402)	(15)	Multiple Contracts, of which the Responsive Repairs contract is £726K underspent and the Planned Maintenance contract £336K underspent. The underspend is due in part to a reduced repairing obligation under the repairs policy, competitive procurement and reduced SOR costs, improved links between response and planned works, together with ongoing robust management of new contract arrangements.
Provision for Bad Debts	0	(27)	(27)	Provision based on current level of arrears which are expected to rise due to the impact of the welfare reforms. Reduction at year end due to impact of 2 rent free weeks.
Specific Contingency	(30)	(30)	0	Cabinet approved release of Contingency for HomeLoss payments but unavailability of suitable properties means that a reserve has been requested to carry the funds forward.
Contribution to Reserves	70	70	0	Reserves requested to carry forward budget for HomeLoss payments & Asset Management Strategy
HRA Subsidy	0	(52)	(52)	Prior year adjustment re overpayment for 2011-12 following final audited claim.
Item 8 Debit	(58)	(54)	4	New borrowing below budgeted amount
Contribution from Reserves	0	(103)	(103)	Write back of 2011-12 temporary reserve for estimated pension costs re finalisation of old repairs contract following confirmation of payment by MFS
Rents	(115)	(118)	(3)	Projected outturn over recovery against budget partly due a quicker turnaround of void properties reducing overall void levels
Garage Rents	79	79	0	Rental income shortfall due to the continuing increase in voids. A number of garage sites are currently being considered for re-development for social housing
Interest on Balances (Item 8 CR)	(18)	(59)	(41)	Changes to interest calculation due to HRA reform and udspent capital funds
Other minor non-significant variances	(33)	(58)	(25)	
HOUSING REVENUE ACCOUNT	(1,647)	(1,911)	(264)	

APPENDIX A

CAPITAL PROGRAMME 2012-13 SUMMARY

Period 13 - Ledger Info @ 09/05/13



<u>Directorate</u>	<u>Budget b/f from 11/12</u>	<u>12/13 Predicted Spend</u>	<u>12/13 Project Budget (Incl b/f from 11/12)</u>	<u>Predicted Re-profile to 13/14</u>	<u>12/13 Resultant Variance</u>
	£	£	£	£	£
CORPORATE SERVICES	119,140	141,239	371,140	229,120	-781
COMMUNITY SERVICES	1,036,490	1,481,018	3,105,580	1,413,847	(210,715)
GENERAL FUND TOTALS	1,155,630	1,622,257	3,476,720	1,642,967	(211,496)
HOUSING REVENUE ACCOUNT	3,690	3,364,777	7,065,390	2,844,909	(855,704)
TOTAL APPROVED CAPITAL	1,159,320	4,987,034	10,542,110	4,487,876	(1,067,200)
<i>Specific Project Contingencies</i>	<i>130,000</i>	<i>0</i>	<i>130,000</i>	<i>130,000</i>	<i>0</i>
TOTAL (incl spec' contingencies)	1,289,320	4,987,034	10,672,110	4,617,876	(1,067,200)
<i>GF General Contingency</i>	<i>40,000</i>	<i>0</i>	<i>40,000</i>	<i>0</i>	<i>(40,000)</i>
<i>HRA General Contingency</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Invest To Save Contingency</i>	<i>160,000</i>	<i>0</i>	<i>160,000</i>	<i>160,000</i>	<i>0</i>
ALL CAPITAL	1,489,320	4,987,034	10,872,110	4,777,876	(1,107,200)

20 June 2013

REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS**THE PROCUREMENT STRATEGY FOR TAMWORTH BOROUGH COUNCIL****EXEMPT INFORMATION**

Not applicable

PURPOSE

This report seeks Cabinet approval for an updated Procurement Strategy for Tamworth Borough Council, covering the period 2013/14 to 2015/16.

RECOMMENDATIONS**That Cabinet**

- **Approve the Procurement Strategy; and**
- **Endorse the improvement and action plan.**

EXECUTIVE SUMMARY

The previous Procurement strategy was approved by Cabinet 11th June 2009. Since that time, management and organisational restructures have resulted in responsibility for the procurement function moving under the remit of the Director of Finance, reporting directly to the Management Accountant. The introduction of new legislation, such as the Localism Act and the Social Value Act, and revised procurement practices, have also necessitated the review and update of the Procurement Strategy.

The aim of the strategy is to establish a framework for efficient and effective procurement throughout the Council, and to establish an action plan for improving the way the Council procures goods and services. It also aims to ensure that the Council complies with relevant UK and EU legislation, and its own Standing Orders and Financial Guidance, and reflects best practice.

The strategy and action plan was endorsed by CMT at its meeting on 8th April 2013, and is attached at Appendix A.

An Equalities Impact Assessment is attached at Appendix B.

RESOURCE IMPLICATIONS

There are no resource implications arising directly from this report. Any staffing or resource requirements as a result of implementing the action plan will be managed within existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

Not applicable.

REPORT AUTHOR

Jo Goodfellow: Management Accountant

LIST OF BACKGROUND PAPERS

APPENDICES

- A. Procurement Strategy
- B. Equalities Impact Assessment

TAMWORTH BOROUGH COUNCIL

PROCUREMENT STRATEGY

INTRODUCTION

This Strategy represents Tamworth Borough Council's Procurement aims and objectives for the period 2013/14 to 2015/16, and is an update to the Strategy previously approved by Cabinet 11th June 2009. The financial year 2010/11 saw responsibility for the Procurement function move to the Management Accountant under the Director of Finance. The strategy reflects this change and other developments since and is a working document of realistic short term goals as well as longer term objectives.

The aim of the Strategy is to establish a framework for effective procurement throughout the Council, and to set out a roadmap for improving the way the Council procures goods and services. The strategy reflects national and European legislation, and best practice, and should be read in conjunction with the Council's Standing Orders and Financial Regulations.

COMMISSIONING, PROCUREMENT AND PURCHASING

It is important to define Commissioning, Procurement and Purchasing activities, as they are each quite different. Commissioning is the process of establishing the services the citizen wants or needs, and then deciding on the best way to deliver those services, be it in-house, via the third sector, private sector or other public sector provider ('make or buy'). If the decision is made to buy those services in, this then becomes a procurement activity.

Procurement is the process of acquiring goods, works and services. It involves establishing requirements, producing a tender specification, sourcing and evaluating the supply, and negotiating contracts.

Purchasing is part of the wider Procurement process, and refers to the process of ordering and receiving goods and services, eg raising a purchase order.

Effective Procurement should support the Council's corporate objectives, and above all should secure value for money. Procurement is a key element in delivering 'more for less' and in supporting the Council in delivering services under ever tighter financial constraints.

WHERE WE ARE NOW

Procurement at Tamworth Borough Council sits under the Management Accountant within the Corporate Finance team. The Corporate Procurement Officer is David Onion, with administrative support provided by Edyta Haines, Accountancy Assistant.

Tamworth is a member of the Staffordshire Collaborative Procurement Group, facilitated by Improvement & Efficiency West Midlands (IEWM). Where possible and appropriate, we run collaborative tender processes and make use of joint working opportunities, and utilise suitable frameworks to benefit from savings arising from economies of scale/bulk

purchasing power. Contacts with other local authorities and with IEWM provide opportunities to also share best practise and seek advice and guidance from Procurement colleagues. We also subscribe to Achilles, an external organisation which can provide procurement advice.

We promote the use of technology in our tender processes, making use of In-Tend to manage tenders and quotations. We have a limited budget to buy in external support where needed, ie highly complex tenders or contracts which require a level of specialist knowledge.

The Procurement team have developed a Contract and Quick Quote register, in order to manage and monitor the Council's contracts; plan procurement work; and identify procurement savings. Procurement procedure notes and guidance have recently been updated in line with updates to the Council's Financial Guidance, and are available with standard documentation/templates on the intranet.

We undertake regular reviews of spend across the Council, to identify areas where contracts should be in place, and work with managers to ensure their procurement activities are compliant with Standing Orders and Financial Guidance, and wider UK and EU legislation. Annual Procurement update reports are presented to CMT detailing activity undertaken in the preceding financial year and savings identified.

OUR OBJECTIVES FOR PROCUREMENT

- To ensure the Council procures goods and services that deliver value for money for the people of Tamworth whilst contributing to the achievement of the Corporate Priorities;
- To make it easier for suppliers of goods and services to do business with the Council; in particular supporting SMEs and local businesses where appropriate;
- To provide clear manageable procurement processes, that promote consistency and best practice across the Council;
- To ensure that all procurement is undertaken in a legal and professional manner with high standards of probity, transparency, and accountability;
- To contribute to the achievement of budgetary savings;
- To make use of technology to improve procurement processes and increase efficiency;
- To ensure managers see good procurement practice as adding value, not a hurdle to be overcome.

HOW WILL WE GET THERE?

There are a number of key elements in our strategy for procurement.

1. Allocating key responsibilities
2. Promotion of standard procurement processes and documentation
3. Training and support for procurement

4. Operating legally and ethically
5. Having regard to Social Value
6. Identifying potential savings
7. Managing procurement risks consistently
8. Working with others
9. Taking advantage of technology
10. Providing clear information and access to all potential suppliers
11. Managing performance and improvement
12. Prioritising and action planning

1. Allocating key responsibilities

It is important that responsibilities are clearly defined and that staff, managers and members are aware of their roles.

The Director of Finance is the Corporate Management lead to ensure that Procurement is adequately funded and managed.

The Management Accountant is the strategic lead, responsible for developing procurement across the Authority.

The Corporate Procurement Officer is responsible for the following:-

- providing advice and support to managers on procurement issues;
- guidance on the use of the In-tend system;
- advising on compliance with Standing Orders, Financial Guidance and legal obligations under EU regulations;
- drafting and issuing all relevant OJEU notices;
- assisting managers in writing specifications and preparation of suitable tender documentation – providing a consistent corporate approach;
- help with setting compliant selection and award criteria and requesting submission of suitable information to enable evaluation;
- drafting and issuing Invitations to Tender (ITT) and managing correspondence, clarifications, etc, on In-tend;
- management of appropriate standstill period and awarding of contracts.

The Solicitor to the Council provides legal support and advice with regard to procurement issues.

In some cases a procurement project will require specialist procurement or legal knowledge, or expertise in a particular technical or service area. This should be identified at the earliest stages of the project, and arrangements discussed and agreed with the Procurement team and the relevant project team members/Director. Funding such external support will need to be factored in to the overall cost of the procurement and budgetary provision established.

All Directors/Heads of Service are responsible for ensuring their service's procurement activities comply with the Council's Financial Guidance and procurement procedures, and with legislative requirements. They must ensure they notify the Corporate

Procurement Officer of all activity in the timescales set out in Financial Guidance. They are also responsible for ensuring that the Corporate Contract Register and Quick Quote registers are completed and kept up to date.

WHAT WE NEED TO DO TO IMPROVE....

Ensure that staff are aware of the above roles and responsibilities by documenting this on the Procurement web-page, and reinforcing this during procurement briefing sessions to be held for managers/budget holders.

Ensure that access to In-Tend reflects the operating procedures required and that levels of access are appropriate for staff roles and responsibilities.

2. Promotion of Standard Procurement Processes and Documentation

The procurement processes to be followed at Tamworth Borough Council are defined initially by the estimated value of the supply of goods and services, which will indicate the appropriate procurement route to follow. The processes are set out in Financial Guidance and detailed on the Procurement web page.

Procurement thresholds kick in at purchases of £2k and above (although there is scope for lower value items to be incorporated within a contract should similar spend be recurring). The Quick-Quote process should be followed for lower value, one-off purchases, whereby the deciding factor is one of price and for which a detailed tender is not required. Standard documentation is available on the web page, and the Quick Quote register should be completed to enable the identification of savings achieved and also where frequent, similar purchases could be aggregated into a larger contract, thus delivering price savings and processing efficiencies.

The advice of the Corporate Procurement Officer should be sought for larger value purchases, in order to establish the most appropriate procurement route, and with a view to identifying opportunities to use an existing framework, or to utilise a collaborative arrangement. Standard documentation such as PQQ and tender documentation is available and can be completed under the guidance of the Corporate Procurement Officer. All tenders and Quick Quote opportunities are advertised and managed via the In-Tend system, providing a secure, consistent approach to retaining documentation.

The contract register should be completed with details of the contract by the budget holder/manager in conjunction with the Corporate Procurement Officer. This will assist in managing and monitoring contracts which are due for renewal/re-tendering, and enable pro-active procurement planning. It is also crucial for meeting the Council's obligations under the transparency code and the requirements of the Community Right to Challenge legislation.

The Corporate Procurement Officer will assist managers with completing standard contract documentation, and standard templates and contract terms and conditions are available to be adapted as appropriate.

WHAT WE NEED TO DO TO IMPROVE....

Ensure all managers and budget holders are aware of the Quick Quote process, and know what action they need to take with regard to procurement procedures, by arranging briefing/update sessions. The completion of standard documentation, and the Contract Register and Quick Quote register, will be incorporated within these briefing sessions.

3. Training and Support for Procurement

The Corporate Procurement Officer will provide general support and co-ordination for procurement including: supporting and advising on tendering and legal requirements, pre-qualification questionnaires, evaluation of tenders, framework agreements, OJEU contracts and general procurement; and for gathering and sharing procurement intelligence, current developments and good practice and identifying opportunities for improvement.

However, it is also crucial that staff and managers across the Council are appropriately trained to ensure that procurement activities are effective, deliver value for money, and are carried out within the legal and regulatory framework. EU regulations are continually changing and new procurement and legal case law needs to be considered and acted upon. Financial Guidance and the procurement flowchart and guidance on the website details the appropriate procurement route to take, and the Corporate Procurement Officer will advise staff and managers on the implications of the legal framework within which procurement operates.

WHAT WE NEED TO DO TO IMPROVE....

Although guidance and procedures are available on the website and Financial Guidance, this needs to be embedded throughout the Council. It is imperative that there is an understanding of the rules and regulations and the implications of EU law to ensure that staff know when to contact the Corporate Procurement Officer for involvement in their projects. There is also a need for training in certain areas of the procurement process, such as guidance on writing a tender/specification. This will be covered in staff & manager briefings to be arranged by the Corporate Procurement Officer recognising the differing roles and responsibilities of staff – some with a significant role in procurement, and others with a more minor interest.

4. Operating Legally and Ethically

We will comply with all relevant legal and ethical standards that apply to procurement, including:

- Compliance with National and European legislation; all procurement will be undertaken in accordance with UK and European statutes and regulations;
- Financial regulations external and internal; all procurement will be undertaken in accordance with the Council's Standing Orders and Financial Regulations
- Health & Safety standards;
- Environmental Impact and Sustainability; the Council will aim to procure from suppliers and to use goods and services which have the least impact on the

environment and minimise energy consumption whilst maintaining quality and value for money.

- Equality and Diversity – the Council is committed to eliminating inequalities in all areas of activity including procurement, and the procurement process will not discriminate on the grounds of age, disability, gender, race, religion or sexuality.

5. Having Regard to Social Value in Procurement

The Public Services (Social Value) Act 2012 is effective from 31st January 2013. This Act requires the Council to have regard to the economic, social and environmental wellbeing of the area, and how such improvements might be secured, in procuring contracts for services (under EU regulations). It also requires the Council to consider whether to consult on these areas. The Act provides the framework for the Council to link its procurement to its corporate objectives – to aspire and prosper in Tamworth; and to be healthier and safer in Tamworth; and the strategic priorities which are contained within. It has the potential to be positive for the Council's reputation, to improve services and to have a positive impact on the local economy and environment. However, due regard must also be given to other EU and UK legislation, and to ensuring that the procurement process is non-discriminatory and fair.

Social Value aspects have to be considered **before** the procurement process starts. Also, although we do not **have to** include social value aspects in our procurement, we do have to **demonstrate** that we have considered them, which means documenting this and evidencing that due consideration has been given.

WHAT WE NEED TO DO TO IMPROVE....

It is important that sufficient time is allowed to undertake procurements where social value is going to be included to allow for the required consideration and consultation before the process starts. The Corporate Procurement Officer must be involved at the earliest stages of the process, to ensure that proper consideration is given to what is required, and that this is adequately reflected in tender and evaluation documents and processes. It is also important that Cabinet reports approving the award of contracts under EU regulations refer to the requirements of the Act and actions that have been taken to comply with it, in order to demonstrate that due consideration has been given. The implications of the Social Value Act have been reported to CMT, however, this also needs to be communicated to CMT direct reports and managers involved in procurement. It is intended that this is picked up in the series of briefings/training sessions to be held.

6. Identifying Potential Savings

In the current financial climate, a key element of the procurement process is to deliver savings for the Council, and the Procurement team has an annual General Fund revenue savings target to achieve. Annual reports are presented to CMT outlining the work undertaken during the past 12 months by the Procurement team, and setting out the budgetary savings achieved.

A number of improvements have been put in place to identify actual and potential Procurement savings:-

Contract register and Quick Quote registers have been established, to identify budget available for the goods/services/works to be procured; and record the accepted tender/quotation price; and saving/underspend against budget;

The Quick Quote register will enable the procurement team to identify where low value but frequent spend in different areas is occurring which could be aggregated into a single tender/contract, thus delivering price savings and efficiencies in terms of staff resources involved;

Regular reviews of spend across the Council are carried out to identify where large spend is occurring for which there are no contracts in place, in order to identify opportunities to enter into a corporate contract;

Wherever possible, through the tender and procurement process, we will work with suppliers and staff to identify the most efficient means to do business, and identify ways to cut transaction costs, such as electronic ordering and invoicing, consolidated invoicing, bulk deliveries, etc.

WHAT WE NEED TO DO TO IMPROVE....

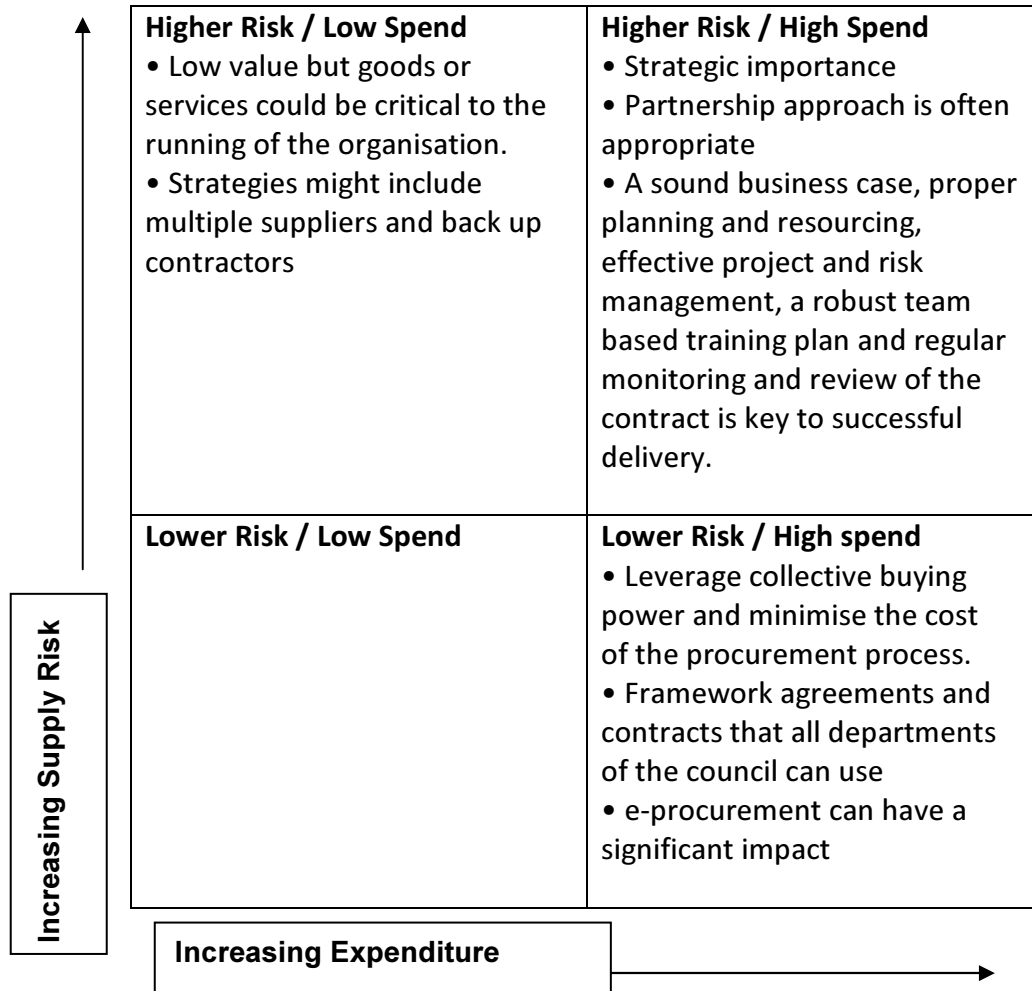
We need to work with managers and staff to embed the completion of the Contract and Quick Quote registers, so that we can be confident we are managing the Council's contracts and spending efficiently and effectively. It is also essential to have an up-to-date contract register in order to comply with national guidance on transparency and publication of contracts and tender data, and the legal requirements of the Community Right to Challenge legislation.

The procurement process can deliver the opportunity for the Council to make savings, but without effective demand management, these opportunities can often be wasted. Procurement needs to work more closely with managers to identify and capture procurement savings, and there needs to be a clear commitment from management to deliver on savings opportunities.

7. Managing Procurement Risks Consistently

The National Procurement strategy for Local Government recognises the relationship between risk and expenditure in managing procurement.

This can be represented on the following chart:-



Clearly defined processes and standards will be set for the major types of Procurement in the High Risk / High Spend area so that risks are managed.

The Council's overall approach to risk management is documented in its Risk Management Policy and the identification, management, control and documentation of risks to individual procurement projects should be held on the Corporate Performance and Risk management system **Covalent**.

Our procurement processes and risk management arrangements will be proportionate to the expenditure in question.

8. Working With Others

Working with others for effective procurement means collaborative purchasing, shared commissioning, shared delivery of services and developing a partnership approach with suppliers where appropriate. Collaboration describes the various ways that councils and other bodies come together to combine their buying power to procure or commission goods or services jointly.

We work with other Local Authorities, Public Sector bodies and Improvement and Efficiency West Midlands (IEWM) to secure the best procurement deals for Tamworth. We make use of frameworks developed by national Government or other local authorities where they are available for us to use and when it is in our interest to do so. We also make available any tender opportunities to other local Councils who may wish to join with us.

We are members of the recently formed Staffordshire Collaborative Procurement Group (SCPG) which is currently being facilitated by IEWM. Within this group, the participating Councils have identified areas of common spend where joint working and tender opportunities are worth pursuing. A number of projects have commenced or are in the pipeline, with a lead authority being identified for each one. This joint working approach should deliver both price savings in terms of contract costs and also efficiency savings in terms of officer time across the Councils.

9. Taking Advantage of Technology

In-Tend is now well established with both staff and suppliers as our e-procurement system through which all tender opportunities are advertised, tender submissions are made and opened, and all subsequent correspondence is managed. This system delivers savings in advertising, printing and paper, postage and overhead costs, and enhances the security of the tender process.

Lower value spend previously subject to written or verbal supplier quotation is now also required to be managed through In-Tend, via the Quick Quote process, applicable to expenditure of £2k or above. This makes smaller value procurement opportunities more visible to a wider range of suppliers, increasing opportunities for SMEs and local businesses, and providing greater opportunities for the Council to make further savings.

We also work with staff and suppliers to support the use of technology throughout the procurement and purchasing processes, by encouraging electronic ordering, invoicing, and payment, consolidated invoicing, etc. This delivers lower transaction costs for the Council and our suppliers, minimises paperwork and provides efficiencies and environmental benefits.

WHAT WE NEED TO DO TO IMPROVE....

There is an e-Auctions facility on In-Tend which has not yet been fully developed. An e-Auction is where a number of suppliers bid against each other on-line through the system to win business, and is ideal for the purchase of goods whereby price, as opposed to quality, is the key factor, and there are a number of suppliers in the marketplace. There is also the facility to run a reverse e-Auction, where bidders can bid against each other to buy something which the Council might be selling eg. redundant equipment. We will look to develop e-Auctions and utilise these where appropriate, offering the opportunity to other local authorities to participate also.

There is also a contract management module currently available on In-Tend. Suitable for larger contracts, this allows staff to manage contract documents, performance

indicators, review dates, etc, via the system but would require training to develop and use.

In-Tend have also recently developed an Evaluation module to the system, whereby suppliers' tenders can be assessed and marked through the system, with all weightings, criteria and scores being held within the system, with a clear audit trail. Currently a combination of spreadsheets and templates is used to mark tender submissions. The opportunity to roll out the In-Tend Evaluation module and Contract Management modules will be assessed with a view to making greater use of the system wherever possible.

10. Providing Clear Information and Access to all Potential Suppliers

It is important to provide clear, up to date, user-friendly information to potential suppliers about selling to the Council.

We publish on the Council website a guide on doing business and selling to the Council, plus information on our procurement processes with instructions to suppliers with links as to how to register on In-Tend. Once suppliers are registered on the system they are notified of all potential tenders of interest to them and receive pre-qualification questionnaires and can submit tenders on line. This is now expanded via the Quick Quote process to all expenditure of £2k or above, which opens up opportunities for smaller firms and local businesses to obtain work.

We are required under the Government's transparency agenda to publish to the web details of all spend of £500 and over on a monthly basis. We will continue to update and maintain the Contracts register and publish this on-line also, and to publish forthcoming tender opportunities via In-Tend and on Contracts Finder and in compliance with other national requirements and providing value for money in the efficient delivery of local services. We will also continue to support Think Local 4 Business and attend 'Meet the Buyer' events.

WHAT WE NEED TO DO TO IMPROVE....

Strengthen links and pursue opportunities to work with the Economic Development unit to support local businesses, and promote awareness amongst local businesses and SMEs of tenders/quotes published on In-Tend.

11. Managing Performance and Improvement

Performance of the Procurement team and the achievement of the aims of this strategy will be measured using a range of indicators:

a. Efficient Procurement

- The amount and incidence of lower value spend being put through Quick Quote;
- Awareness and use of existing framework agreements and collaborative procurement where appropriate;

- Timely re-tendering;
- Time taken from advertising requirement to award of contract;

b. Effective Procurement

- Level of competition as a result of the number of suppliers registering, expressing interest and submitting tenders via the In-tend system;
- Level of savings delivered via the procurement process;
- Number of small and local businesses participating in advertised tender/Quick Quote opportunities;
- The total expenditure which is not covered by an existing contract or framework.

Other indicators will be developed as necessary in order to add value to monitoring and improving the performance of the Procurement function.

12. Prioritising and Action Planning

ACTION PLAN FOR 2013/14

	OBJECTIVE	ACTION	WHO IT AFFECTS	RESPONSIBLE OFFICER (S)	WHEN
1	Staff and managers are aware of their roles and responsibilities with regard to Procurement.	Document the roles and responsibilities of staff and the Procurement team within the updated Procurement strategy and as part of updated procedures/guidance within Financial Guidance and on the intranet.	All TBC Staff	Management Accountant & Corporate Procurement Officer	Jan 2013
2	Staff have appropriate access to In-Tend to ensure that the procurement process is effectively managed.	Undertake a review of staff access levels within In-Tend, and update access privileges/roles where necessary to ensure these are appropriate and secure.	All current and potential In-Tend users	Corporate Procurement Officer	Summer 2013
3	Staff are appropriately trained in TBC's procurement processes, and are aware of their roles and responsibilities with regard to EU and UK procurement legislation.	Arrange a series of Procurement 'master-classes' or staff briefing sessions, to cover roles and responsibilities; procurement thresholds and processes and procedures to be followed, including Quick Quote, tenders and EU procurements; completion of standard documentation such as Contract and Quick Quote registers; the implications of the Social Value Act; writing tenders/specifications, etc.	Budget holders and staff identified as undertaking procurement	Corporate Procurement Officer	Summer 2013
4	Budgetary savings achieved	Work with managers more closely	Budget holders	Management	Ongoing

	through the procurement process are identified and captured, to assist with achieving a balanced MTFS.	throughout the procurement process to identify and capture potential procurement savings and to stress the concept of demand management. Ensure CMT are aware of the opportunities for savings via Procurement update reports.	and staff identified as undertaking procurement	Accountant & Corporate Procurement Officer	
5	Ensure our processes are efficient and effective by making best use of our In-Tend electronic tendering system and exploiting the advantages of technology.	Implement and develop use of e-Auctions facility within In-Tend. Implement and develop use of Evaluation & Contract Management modules within In-Tend as and where appropriate.	Budget holders and staff identified as undertaking procurement	Corporate Procurement Officer	As an opportunity to utilise the various modules within In-Tend is identified
6	Support the local economy and improve opportunities to make savings by supporting local businesses and SMEs	Strengthen links between Procurement and the Economic Development unit, to promote awareness amongst local businesses and SMEs of tenders/quotes published on In-Tend.	Economic Development Unit and Procurement team	Corporate Procurement Officer and Economic Development Officer	Ongoing

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EQUALITIES IMPACT ASSESSMENT

Name of policy/ procedure/ practice to be assessed	Procurement Strategy		Date of Assessment		25 April 2013
Is this a new or existing policy/ procedure/ practice?	Existing	Officer responsible for the Assessment	Jo Goodfellow	Department	Corporate Finance
1. Briefly describe the aims, objectives and purpose of the policy/ procedure/ practice?	To identify and provide a clear and understandable plan for implementing best practice and value for money procurement procedures and processes corporately across TBC.				
2. Are there any associated policy/ procedure/ practice which should be considered whilst carrying out this equality impact assessment?	TBC Financial Guidance; EU & UK Procurement legislation				
3. Who is intended to benefit from this policy/ procedure/ practice and in what way?	Internal customers – in improving the procurement process within the Council; Suppliers – by improving opportunities to tender/quote for contracts; Indirectly - residents and council taxpayers of Tamworth – in benefiting from savings & the operation of effective contracts				
4. What are the desired outcomes from this policy/ procedure/ practice?	Adherence to legislative requirements; Value for money and savings captured; Staff trained and competent with regard to procurement process; Improved efficiency of processes; Increased opportunities for local businesses and SMEs; Improved use of technology (In-tend system)				
5. What factors/ forces could contribute/ detract from the outcomes?	Failure/ability of staff to adhere; Limited procurement staff resources; Market forces/suppliers not willing to engage				
6. Who are the main stakeholders in relation to the policy/ procedure/ practice?	Procurement team; Budget holders/staff involved in Procurement Suppliers/potential suppliers				
7. Which individuals/ groups have been/ will be consulted with on this policy/ procedure/ practice?	Please explain CMT				

8. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact on racial groups?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
9. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to gender?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
10. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to them being transgender or transsexual?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
11. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to disability?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
12. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to sexual orientation?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
13. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to age?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
14. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to religious belief?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
15. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact on Gypsies/ Travellers?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
16. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to dependant/caring responsibilities?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO

17. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to them having an offending past?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
18. Are there concerns that the policy/ procedure/ practice could have an impact on children or vulnerable adults?	Y	N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). NO
19. Does any of the differential impact identified cut across the equality strands (e.g. elder BME groups)?	Y	N	Please explain NO
20. Could the differential impact identified in 9 – 20 amount to there being the potential for adverse impact in this policy/ procedure/ practice?	Y	N	Please explain NO
21. Can this adverse impact be justified: <ul style="list-style-type: none"> • on the grounds of promoting equality of opportunity for one group? • For any other reason? 	Y	N	Please explain for each equality heading on a separate piece of paper (questions 9 – 20).
22. As a result of carrying out the equality impact assessment is there a requirement for further consultation?	Y	N	Please explain NO
23. As a result of this EIA should this policy/ procedure/ practice be recommended for implementation in its current state?	Y	N	Please explain YES

PLEASE COMPLETE THE FOLLOWING ACTION PLAN FOR ALL IMPACT ASSESSMENTS

Equality Impact Assessment Action Plan

Complete the action plan demonstrating the changes required in order to meet TBC's commitment to equality and diversity. The action plan must contain monitoring arrangements, the publishing of results and the review period required for this policy.

ACTION/ ACTIVITY	RESPONSIBILITY	TARGET	PROGRESS
Review Equalities Impact Assessment as part of Procurement Strategy update/review	Management Accountant	2014/15	
Monitoring arrangements:	Annual review		
Publication:	As part of Procurement Strategy/Cabinet update		
Review Period:	Annual review		

Expand as appropriate

Signed
(Completing Officer).....

Date

Signed
(Head of Department)

Date

Signed
Corporate Diversity/ Equality

Date

CABINET

20 June 2013

REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS

CAPITAL OUTTURN REPORT 2012/13

PURPOSE

To advise members on the final outturn of the Authority's Capital Programme for 2012/13 (subject to audit confirmation) and to request formal approval to re-profile specific programme budgets into 2013/14.

This report is a key decision due to expenditure in excess of £50,000 requiring approval.

RECOMMENDATIONS

That Cabinet:

- 1. receive the final outturn position of the 2012/13 capital programme as summarised in Appendix A;**
- 2. approve for each of the projects detailed in Appendix B the re-profiling of the budget into the Authority's Capital Programme 2013/14 (total £4.778m);**
- 3. approve the consolidation of budgets associated with the Corporate Change Programme totalling £147.7k.**

EXECUTIVE SUMMARY

Progress on the capital programme is reported quarterly to Cabinet and monitored on a monthly basis by the Corporate Management Team with project managers providing project progress information and a predicted outturn. The outturn for the 2012/13 capital programme identifies an underspend of £5.885m against the approved budget of £10.872m (actual spend £4.987m - no change since Provisional Outturn). However, it has been requested that £4.778m (as detailed in Appendix B) of scheme spend be re-profiled into 2013/14. This will result in an overall underspend of £1.107m for the 2012/13 capital programme.

It must be emphasised that while the need for re-profiling of budgets into 2013/14 is much greater than anticipated (at £4.778m), it is mainly as a consequence of delays in the implementation of the programme where delivery has been dependant on and delayed by external factors (as detailed later in the report). This will not significantly affect residents as, for the majority of the projects requesting re-profiling approval, measures have been put in place to address ongoing issues and commitments have been placed with suppliers to provide the service / goods, or the works have already been completed since 31st March 2013.

The outturn on General Fund capital schemes spend is £1.622m. (£1.580m projected at period 11) compared to a full year budget of £3.477m resulting in an underspend of £1.855m with £1.643m to be re-profiled into 2013/14 (£1.725m at period 11), meaning that the actual under spend is £212k. Of this underspend, £120k related to expected grant funded schemes which means the balance of £92k can be returned to capital resources.

The outturn on Housing Revenue Account (HRA) capital schemes is projected to be £3.365m (£4.530m projected at period 11) compared to a budget of £7.065m resulting in an underspend of £3.7m with £2.845m to be re-profiled into 2013/14 (£1.788m) at period 11) in relation to delayed schemes meaning that the actual underspend against budget is £85.5k. This can be returned to capital resources.

The £130k remaining within the General Fund Housing Private Sector Improvement Grants (PSIG) Specific Contingency and £160k remaining in Return on Investment Contingency are to be re-profiled into 2013/2014 and £40k remaining in the General Fund General Contingency is under spent - which has already been included in the medium term capital forecast.

It is recommended that the re-profiled budgets associated with the corporate change programme, as detailed below, be consolidated into one budget for 2013/14:-

Replacement IT technology	£ 85.9k
IP/Telephone/Network	£ 23.5k
Replacement ICT- Northgate	£ 8.3k
Agile working, Tel. & Corp. EDRMS	<u>£ 30.0k</u>
Total	£147.7k

RESOURCE AND VALUE FOR MONEY IMPLICATIONS

There are no additional financial implications from this report as all scheme budgets detailed for re-profiling into 2013/14 have already been committed against available capital resources.

There is a medium risk associated with this report due to the level of requests for re-profiling of budgets into next financial year. For the majority of the projects requesting re-profiling approval, measures have been put in place to address ongoing issues, commitments have been placed with suppliers to provide the service / goods, or the works have been completed since 31st March 2013.

As capital funding is very limited for 2013/14, the capital programme will also need to be closely monitored.

BACKGROUND INFORMATION

The request for budgets totalling £4.778m (£1.489m in 2011/12) to be re-profiled into 2013/2014 is mainly due to the following schemes:

General Fund		
Scheme / Area	£'000	Comment
Disabled Facilities Grant	167.0	All referrals that have been received from the OT team have been actioned with grants approved. This type of works is demand led and as such there is work that has been approved but which has not yet been paid.
Private Sector Coalfields Fund (Improvement Grants)	179.8	Funds are being utilised to provide empty homes grants - budgeted for 5 grants at estimated cost of £50K but only 2 been completed. Additionally, Members agreed to utilise £90K to deliver an Empty Homes project with Waterloo Housing Group and the County Council over a three year period - year 1 now delayed until 2013/14. Remaining funds will support the delivery of these services in 13/14.
Castle HLF	262.5	The HLF project is nearing completion but there have been delays due to poor weather. However the completion of the whole project and the final deadline for the HLF money is December 2013, with some participation elements to be finished by July 2013.
Leisure Contingency	250.0	Facility and infrastructure improvements subject to future Cabinet report. £100k has been allocated for Golf Driving Range and £100k for facility and infrastructure improvements.
Assembly Rooms Development	132.8	Conservation Management Plan now awarded .Inception meeting to take place 11/4/13. Project manager tender to launch shortly. Consultation stage one completing this soon.
Castle Mercian Trail	350.0	Resources will need to be carried over into next financial year as it is unlikely that the Trail Partnership will be able to finalise the strategy for the exhibitions until after April 2013.
Replacement PC's, Servers and Printers	85.9	Budget to be used to fund technology required in support of corporate change projects/agile working, likely to be spent in 2013-14 therefore requested to be re-profiled.

Housing Revenue Account		
Scheme / Area	£'000	Comment
Structural Works	135.0	Some works have now been completed but a major job has been delayed whilst waiting on a suitable decant property for the tenant. This will be picked up as soon as the decant can be arranged.
Bathroom Renewals 2012	77.8	The vast majority of works were either complete or on site at the end of March. Some properties on site but not complete will require a re-profiling of budget.
Gas Central Heating Upgrade & Renewals 2012	360.0	New contract with Morrisons commenced late and resulted in less than anticipated spend. Renewal of heating systems to sheltered schemes is unlikely to take place until the summer of 2014. Survey and design work has commenced and proposals are being drawn up, this accounts for £250k of the re-profiled amount, the remainder relates to works agreed but not completed at year-end.
High Rise Lift Renewals 2012	292.9	Delays in securing the sub-contractor will mean that this work will not commence until 2013/14 and will require budgets to be re-profiled to reflect this.
Fire Upgrades To Flats 2012	195.3	It is not anticipated that the risk assessments will be completed until late in the 1st qtr of 2013. The budget will need to be re-profiled to allow works to commence upon completion of the audits.
Enhancements To Flats 2012	195.2	Although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme will be finalised during April.
Sheltered Schemes 2012	83.0	Delays in agreeing specifications and non-SOR costs have resulted in delays in completion and a need to re-profile a portion of the budget. This work will be finalised during April.
Roofing Overhaul & Renewal 2012	187.1	Works are on site but were delayed due to weather. Project due to be complete in May 2013.
External and Environmental Works	360.2	Late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme will be finalised during April.

Scheme / Area	£'000	Comment
Environmental Improvements	200.0	Late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme will be finalised during April.
Tinkers Green & Kerria Estate Projects.	650.0	The ongoing project for regeneration works of two estates is still in early stages. The tendering process for a development consultant and SPV specialist is to be undertaken June 2013.

Contingency		
Scheme / Area	£'000	Comment
Private Sector Improvement Grants – Housing Renewal Assistance	130.0	Confirmation received from GOWM that budget can be carried across financial years to meet the costs of Development of Private Sector Housing Initiatives
Contingency Budget Return On Investment	160.0	Approved by Cabinet on 1 st December 2010 to fund schemes generating a return on investment

As detailed in the scheme comments, some measures have been put in place for the future – however, certain projects will require close monitoring during 2013/14.

Appendix A provides a summary of the capital programme outturn.

Individual project information is provided in **Appendix B** (including specific project comments provided by project managers). Managers have highlighted that there have been issues which have delayed completion of certain projects. Cabinet are requested to review details of each project which requires approval in order for the budget to be carried forward for inclusion in the 2013/14 Capital Programme.

A brief commentary on the outturn information has also been provided by managers and these are shown for Members' perusal in **Appendix C**.

Capital Programme 2012/13 – Outturn Summary

Appendix A

	Re-profiled from 2011/12 (Cabinet June 12)	Base Budget Approval (Council Feb 12)	Drawings from Contingency	Additional Approvals	Total Approved Budget 2012/13	Less Re-profile to 2013/14 Requests (subject to approval)	Final Proposed Adjusted 2012/13 Budget	Actual Spend 2012/13	Final Variance 2012/3
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Services	1,036	1,552	0	517	3,106	(1,414)	1,692	1,481	(211)
Corporate Services	119	252	0	0	371	(229)	142	141	(1)
General Fund Total	1,155	1,804	0	517	3,477	(1,643)	1,834	1,622	(212)
Housing Revenue Account	4	7566	0	(504)	7,065	(2,845)	4,221	3,365	(855)
Approved Capital Programme	1,159	9,370	0	13	10,542	(4,488)	6,055	4,987	(1,067)
General Fund - Specific Contingencies	130	0	0	0	130	(130)	0	0	0
General Fund - General Contingencies	200	0	0	0	200	(160)	40	0	(40)
HRA - General Contingencies	0	250		(250)	0	0	0	0	0
Grand Total	1,489	9,620	0	(237)	10,872	(4,778)	6,094	4,987	(1,107)

Community Services – 2012/13 Outturn and Budget Re-Profiling to 2013/14

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re-profile to 2013/14 £000	Revised Budget 2012/13 £000	Actual Spend £000	Final Variance £000	Project Comment
Disabled Facilities Grant	30.8	774.7	167.0	607.7	540.6	(67.1)	All referrals that have been received from the OT team have been actioned with grants approved. This type of works is demands led and as such there is work that has been approved but which has not yet been paid.
Private Sector Coalfields Fund	193.5	193.5	179.8	13.7	13.7	0.0	Funds are being utilised to provide empty homes grants - budgeted for 5 grants at estimated cost of £50K but only 2 been completed. Additionally, Members agreed to utilise £90K to deliver an Empty Homes project with Waterloo Housing Group and the County
Home Repairs Works In Default	0.0	120.0	0.0	120.0	0.0	(120.0)	No external funding available for this scheme.
Cctv Camera Renewals	4.9	19.9	0.0	19.9	20.3	0.4	Scheme completed.
Streetscene Service Delivery Enhancements	30.0	30.0	30.0	0.0	0.0	0.0	Delay in new CRM system implementation till June 2013 means development has been delayed - future agile service delivery dependant on delivery of scheme, anticipated spend summer 2013.
Designate New Cemetery Land	25.0	25.0	25.0	0.0	0.0	0.0	Specification being prepared with view to tendering in April 2013
Improvements To Marmion Hse	0.0	17.0	0.0	17.0	16.3	(0.7)	All works at practical completion stage at year-end. Some defects require addressing
Repair To River Bank Castle Pg	9.4	9.4	9.4	0.0	-0.7	(0.7)	Final £5k payment held on retainer to be paid on completion of works which are weather dependant remainder to be used as landscaping to compliment the Gateway

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re-profile to 2013/14 £000	Revised Budget 2012/13 £000	Actual Spend £000	Final Variance £000	Project Comment
							project in the Castle grounds - March 2013
Waste Mgt & Recycling Expansion	12.1	12.1	0.0	12.1	0.0	(12.1)	Review of high rise multi occupancy recycling scheme has not identified any further requirements
Bmx Track	0.0	50.3	6.6	43.7	43.7	0.0	Bulk of project completed - some external works still outstanding. Anticipate full spend
Castle Hlf	722.6	1,097.3	262.5	834.8	834.8	0.0	The HLF project is now into the capital works phase. This is nearing completion but there have been delays incurred due to poor weather so the capital works are more likely to be completed by the end of February 2013. The interpretation works will be completed at end of March 2013. However the completion of the whole project and the final deadline for the HLF money is December 2013, with some participation elements to be finished by July 2013, requiring c£262k to be carried over into 2013/2014.
Community Safety	7.5	17.5	0.0	17.5	6.9	(10.6)	No longer required.
Belgrave Swimming Pool	0.7	0.7	0.7	0.0	0.0	0.0	Scheme being developed - external grant will need to be repaid if not spent
Leisure Contingency	0.0	250.0	250.0	0.0	0.0	0.0	Facility and infrastructure improvements subject to future Cabinet report

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re- profile to 2013/14 £000	Revised Budget 2012/13 £000	Actual Spend £000	Final Variance £000	Project Comment
Assembly Rooms Development	0.0	138.2	132.8	5.4	5.4	0.0	Conservation Management Plan now awarded inception meeting to take place 11/4/13. Project manager tender to launch shortly. Consultation stage one completing this month.
Castle Mercian Trail	0.0	350.0	350.0	0.0	0.0	0.0	The interim Saxon display is currently being installed and plans for the larger Mercian Trail exhibition are being prepared. Confidence is growing amongst Mercian Partners as we now have a loan agreement in place on hoard items and a Memorandum of understanding being implemented. However resources will need to be carried over into next financial year as it is unlikely that the Trail Partnership will be able to finalise the strategy for the trail exhibitions until after April 2013
	1036.5	3,105.6	1413.8	1691.8	1481	(210.8)	

Corporate Services – 2012/13 Outturn and Budget Re-Profiling to 2013/14

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re- profile to 2013/4 £000	Revised Budget 2012/3 £000	Actual Spend £000	Final Variance £000	Project Comment
Replacement It Technology	70.7	140.7	85.9	54.8	54.8	0.0	Expenditure to date on disaster recovery project. Remaining budget to be used to fund technology required in support of corporate change projects/agile working, but will not now be likely to be spent until 2013-14 therefore requested to be re-profiled.
EDRMS (Electronic Document Records Management System)	2.7	2.7	0.0	2.7	2.3	(0.4)	A workshop with Civica to outline requirements for corporate roll-out of EDRMS has been held. Any further spend to be funded from CH2846.
IP/ Telephone/ Network	23.5	23.5	23.5	0.0	0.0	0.0	Tenders/frameworks currently being evaluated. Budget requested to be carried over to 2013-14.
Replacement ICT - Northgate M3	8.3	8.3	8.3	0.0	0.0	0.0	Project & outstanding commitment to be reviewed & incorporated within corporate change programme. Budget requested to be re-profiled into 2013-14.
Efinancial Version 4.1	0.0	21.0	0.0	21.0	20.6	(0.4)	Final invoice paid early April and project now complete.
Tt-Agile Wkg, Tel&Corp Edrms	0.0	30.0	30.0	0.0	0.0	0.0	Tenders in respect of technology requirements in support of the agile working project currently being evaluated. Unlikely to be spent until 2013-14 therefore requested to be re-profiled.

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re-profile to 2013/4 £000	Revised Budget 2012/3 £000	Actual Spend £000	Final Variance £000	Project Comment
Website	0.0	30.0	30.0	0.0	0.0	0.0	Tenders from prospective suppliers have been received and are currently being evaluated. No expenditure to be incurred this financial year therefore budget requested to be re-profiled to 2013-14.
Hr/Payroll System	0.0	91.0	27.4	63.6	63.6	0.0	Payroll module has now gone live and further development/implementation of replacement the HR module is in progress, therefore remaining budget requested to be carried over in 2013-14.
Gazetteer Development	14.0	24.0	24.0	0.0	0.0	0.0	Implementation to commence once replacement CRM system has gone live, so that the two can be integrated. Therefore budget requested to be re-profiled into 2013-14.
	119.2	371.2	229.1	142.1	141.3	(0.8)	

Housing Revenue Account – 2012/13 Outturn and Budget re-profiling to 2013/14

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re- profile to 2013/14 £000	Revised Budget 2012/13 £000	Actual Spend £000	Final Variance £000	Project Comment
Structural Works	0.0	150.0	135.0	15.0	10.0	(5.0)	Budget proposed in January 2013 Cabinet Report. Some works have now been completed but a major job has been delayed whilst waiting on a suitable decant property for the tenant. This will be picked up as soon as the decant can be arranged.
Bathroom Renewals 2012	0.0	898.3	77.8	820.5	773.2	(47.3)	The vast majority of works were either complete or on site at the end of March. Some properties on site but not complete will require a re-profiling of budget. All planned works will have been completed with a slight underspend.
Electrical Upgrades 2012	0.0	376.9	39.3	337.6	282.9	(54.7)	With the changes to the Schedule of Rates being used the cost of electrical works is drastically reduced. As this work is directly linked to the bathroom and kitchen programmes there will be some re-profiling to reflect works on site but not yet completed,
Gas Cent Htng Upgrd & Ren 2012	0.0	1,203.4	360.0	843.4	264.1	(579.3)	New contract with Morrisons commenced late and resulted in less than anticipated spend. More detailed information from the contractor has resulted in an improved replacement programme to be supported by the ongoing stock condition survey. Renewals of heating systems to sheltered schemes are unlikely to take place until the summer of 2014. Survey and design work has commenced and proposals are being drawn up, this accounts for £250k of the re-profiled amount, the remainder relates to works agreed but not completed at year-end.

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re-profile to 2013/14 £000	Revised Budget 2012/13 £000	Actual Spend £000	Final Variance £000	Project Comment
Kitchen Renewals 2012	0.0	577.1	0.0	577.1	528.5	(48.6)	All identified works completed at year-end with an underspend.
High Rise Lift Renewals 2012	0.0	300.0	292.9	7.1	7.1	0.0	The lifts to be refurbished have now been identified. The work will be carried out as a sub-contract to Mears. Delays in securing the sub-contractor will mean that this work will not commence until 2013/14 and will require budgets to be re-profiled to reflect this
Fire Upgrades To Flats 2012	0.0	200.0	195.3	4.7	4.7	0.0	These works a reliant on completion of fire risk assessments that will be carried out under the risk and compliance contract which commenced in January 2013. It is not anticipated that the risk assessments will be completed until late in the 1st qtr of 2013
Enhancements To Flats 2012	0.0	200.0	195.2	4.8	4.8	0.0	Works identified and being linked with the environmental project. Although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme will be finalised during April
Sheltered Schemes 2012	0.0	230.0	83.0	147.0	147.0	0.0	The works were either complete or on site at year-end. Some of the works are linked with the Environmental Works project and delays in agreeing specifications and non-SOR costs have resulted in delays in completion and a need to re-profile a portion of the budget.
Roofing High-Rise 2012	0.0	40.0	39.1	0.9	1.0	0.1	Works have been delayed due to weather. We are now awaiting a date for the telephony masts to be powered down by the telecom company. It is anticipated that this will be completed in

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re-profile to 2013/14 £000	Revised Budget 2012/13 £000	Actual Spend £000	Final Variance £000	Project Comment
							May/June 2013.
Roofing Overhaul & Renewal 2012	0.0	190.7	187.1	3.6	3.6	0.0	Works are on site but were delayed due to weather. Project due to be complete in May 2013.
Fencing/Boundary Walls 2012	0.0	15.0	0.0	15.0	0.4	(14.6)	The works originally anticipated for this budget have been absorbed into the Environmental Works Programme and as such there has been no requirement for this budget.
Window & Door Renewals 2012	0.0	458.8	0.0	458.8	465.8	7.0	All planned works complete at year-end with slight overspend
External and Environmental Works	0.0	750.0	360.2	389.8	389.8	0.0	Although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme will be finalised during April.
Disabled Adaptations	0.0	500.0	30.0	470.0	357.1	(112.9)	The majority of works identified by the OT team at Social Services were completed at year-end. The amount to be re-profiled represents referrals received in the final quarter of the year, it is envisaged that these will reach completion by May 2013. The underspend reflects the fact that the Social Services team have not made the number of referrals that we have seen in previous years.
Upgrade Homelink Equipment	3.7	3.7	0.0	3.7	3.7	0.0	Scheme completed

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re- profile to 2013/14 £000	Revised Budget 2012/13 £000	Actual Spend £000	Final Variance £000	Project Comment
Capital Salaries 2012	0.0	112.4	0.0	112.4	110.1	(2.3)	Cost were dependant upon actual salary costs at the year end.
Cdm Fees 2012	0.0	9.1	0.0	9.1	11.4	2.3	On-cost associated with H&S completed.
Environmental Improvements	0.0	200.0	200.0	0.0	0.0	0.0	Although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme will be finalised during April.
Tinkers Green & Kerria Projects.	0.0	650.0	650.0	0.0	0.0	0.0	Ongoing project for regeneration works is still in the early stages. Tendering process for a Development Consultant and SPV specialist to be undertaken in June 2013.
	3.7	7,065.4	2844.9	4220.5	3365.2	(855.3)	

Contingency Budgets - 2012/13 Outturn and Budget Re-Profiling to 2013/14

General Fund:

Project Name	Budget b/f from 2011/12 £000	Approved Budget 2012/13 £000	Request to Re-profile to 2013/14 £000	Revised Budget 2012/13 £000	Actual Spend £000	Final Variance £000	Project Comment
PSIG - Additional Housing Renewal Assistance Grant	130.0	130.0	130.0	0.0	0.0	0.0	Confirmation received from GOWM that budget can be carried across financial years to meet the costs of Development of Private Sector Housing Initiatives
Cont-Return On Investment	160.0	160.0	160.0	0.0	0.0	0.0	Approved by Cabinet on 1 st December 2010 to fund schemes generating a return on investment
Contingency Budget	40.0	40.0	0	40.0	0.0	(40.0)	
	<u>330.0</u>	<u>330.0</u>	<u>290.0</u>	<u>40.0</u>	<u>0.0</u>	<u>(40.0)</u>	
Grand Total	<u>1,489.4</u>	<u>10,872.2</u>	<u>4,777.8</u>	<u>6,094.4</u>	<u>4987.50</u>	<u>(1106.9)</u>	

Commentaries received from Managers as part of the outturn process are detailed below:

Community Services:

The Community Services Directorate capital budgets for 2012/13 total £3.106m including £1.036m re-profiled from 2011/12. Total spend is £1.481m giving an underspend of £1.625m. This is mainly due to a number of schemes which are yet to start and will need to be carried forward. It is anticipated that carry forward to 2013/14 will be £1.414m at the year end resulting in an underspend of £211k.

This underspend of £211k is, in the main, due to Home Repairs Works in Default budget of £120k. This was not spent as there was no external funding available. Other sources for funding are being explored for future needs.

Grants

Disabled Facilities Grant - £167k all referrals received have been approved but as this type of work is demand led there is work that has been approved but not yet been paid.

Private Sector Coalfield Fund - £180k delays around the Empty Homes Grants scheme. It has been agreed by members to use £90k of the slippage to deliver an Empty Homes project with Waterloo Housing.

Castle HLF - £263k

The project is now nearing completion but delays have been incurred due to poor weather. The completion of the whole project and the final deadline for HLF money is December 2013 with some participation elements due by July 2013.

Leisure Contingency - £250k

Facility and infrastructure improvements are subject to separate Cabinet reports during 2013/2014.

Assembly Rooms Development - £133k

The Conservation Management Plan has been awarded with the inception meeting taking place in April. Project manager tender to launch shortly.

Castle Mercian Trail - £350k

Resources needed to be to enable the trail partnership to finalise the strategy for the trail exhibitions.

Other significant re-profile requests are:-

Streetscene Tracking System £30k, Designate Cemetery Land £25k.

Corporate Services:

The provisional outturn for Corporate Services is a total spend of £141k against budgets of £371k. Several schemes are still in progress and it is requested that £229k be re-profiled to 2012/13.

Significant re-profile requests are:-

Replacement IT equipment £86k, IP/Telephone network £23k, Transforming Tamworth/Agile Working £30k, Website £30k, HR/Payroll System £27k, Gazetteer Development £24k

Housing Revenue Account:

The outturn on Housing Revenue Account (HRA) capital schemes is projected to be £3.365m compared to budget of £7.065m resulting in an underspend of £3.7m with £2.845m to be re-profiled into 2013/14. The actual underspend against budget is £855k which in the main is due to the £579k underspend on Gas Central Heating Upgrade & Renewal.

Structural Works - £135k

Some works have been completed but a major project has been delayed whilst waiting for a suitable decant property for the tenant.

Gas Central Heating Upgrade & Renewal - £360k

New contract with Morrisons commenced late and resulted in less than anticipated spend. Information from the contractor has resulted in an improved replacement programme to be supported by the ongoing stock condition survey. Survey and design work has commenced and works agreed but not completed at year-end. The renewal of heating systems in sheltered schemes is unlikely to take place until the summer of 2014. Survey and design work has commenced and proposals are being drawn up. This accounts for £250k of the re-profiled amount and the remainder relates to works agreed but not completed.

High Rise Lift Renewals - £293k

The lifts to be refurbished have been identified but delays in appointing the contractor will mean that this work will not commence until 2013/2014.

Fire Upgrades to Flats - £195k

Risk and compliance audit contract did not commence until January 2013. Therefore budgets will need to be re-profiled into 2013/2014 to allow work to commence on completion of the audit.

Enhancements to Flats - £195k

Although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non-SOR costings have resulted in a delay in completing works. The programme was due to complete in April so budget will need to be re-profiled into 2013/2014.

Roofing Overhauls & Renewals- £187k

Works are on site but were delayed due to the weather.

External and Environmental Works - £360k

Although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non - SOR costings have resulted in a delay in completing works. The programme will be finalised during April.

Environmental Improvements - £200k

Although works have commenced across multiple sites, late changes to specifications and a need to formalise some of the non - SOR costings have resulted in a delay in completing works. The programme will be finalised during April

Tinkers Green & Kerria Estates Project - £650k

The on going project for regeneration works of these two estates is still in the early stages. The tendering process for a Development Consultant and SPV specialist will be undertaken in June 2013.

Other significant re –profile requests are:-

Bathroom Renewals £78k, Electrical Upgrades £39k, Sheltered Schemes £83k, Roofing High Rise £39k, disabled Adaptations £30k.

CABINET

20th June 2013

REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS

OCCUPATIONAL HEALTH CONTRACT

EXEMPT INFORMATION

N/A

PURPOSE

To inform members regarding the successful tender of Occupational Health Services to the Council. To advise of the process and confirm the contract award for 3 years, with an option to extend for 1 year.

RECOMMENDATIONS

That Cabinet note the award of the contract

EXECUTIVE SUMMARY

Occupation Health reports form a valuable part of our managing attendance programme to support all employees to remain in work regardless of their health problems or disability. A proactive approach to absence including early referrals have formed a key part of reducing and maintaining absence levels.

It also provides a valuable source of professional guidance in managing conditions, return to work programmes and ill health retirement situations for employees. This is a key requirement of our responsibility under the pension regulations in providing an independent medical opinion to approve ill health retirement for current and past employees who have membership of the pension scheme.

Medical clearance and advice is also key during the appointment stage and critical in meeting our legal obligations to ensure driver safety and immunisation/ vibration risks are monitored and managed effectively.

To this end a Consortium of Councils, led by Tamworth Borough Council HR have developed a framework agreement to tender for the above services. The consortia consists of East Staffordshire Borough Council, Lichfield District Council, South Derbyshire District Council, Newcastle under Lyme Borough Council, Staffordshire Moorlands District Council and High Peak Borough Council. In addition Stafford Borough Council and Cannock Chase District Council have an option to join the consortia when their current contracts expire. Following a competitive tender situation all of the bids submitted were evaluated and the previous providers, Hobson Health, were awarded the contract from 1st April 2013.

RESOURCE IMPLICATIONS

The existing HR budget of £23,750 will cover the provision of this service. The full cost of the contract including all partnership provision for all authorities is £53,285 per annum, our basic contractual provision is £12,385 (this excludes call off items and additional work carried out on an ad hoc basis). Last year our contract costs were approx £13,000 and overall spend was an additional £5,879, but this varies from year to year depending on when cyclical tasks

are carried out..

LEGAL/RISK IMPLICATIONS BACKGROUND

Without the provision of these services, the Council cannot fulfil its legal obligations and duty of care to employees.

Effective use of Occupational Health has been demonstrated to reduce sickness absence and risk of disability discrimination claims.

SUSTAINABILITY IMPLICATIONS

None

BACKGROUND INFORMATION

This contract represents the fourth occasion that Tamworth Borough Council has worked in partnership with the other authorities to deliver an occupational health service for employees.

REPORT AUTHOR

Christie Tims, Head of Organisational Development ext 215

LIST OF BACKGROUND PAPERS

APPENDICES

20 June 2013

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION**STATEMENT OF COMMUNITY INVOLVEMENT
CONSULTATION****EXEMPT INFORMATION**

N/A

PURPOSE

The Council, as a Local Planning Authority, is required to produce a Statement of Community Involvement setting out how and when the Council will seek the views of local people, businesses and key organisations when preparing the new development plan documents and when planning applications are received.

The current Statement of Community Involvement was adopted by the Council in 2006. Since then legislation governing the Statement of Community Involvement has changed and it is now necessary to update it to reflect changing statutory requirements.

This report will allow for a 6 week public consultation to take place. It will satisfy the Duty to Co-operate requirement and will also give members of the public and other individuals and organisations the opportunity to make comments on the document.

RECOMMENDATIONS

- (1) To approve the proposed Statement of Community Involvement for public consultation for a period of 6 weeks.

- (2) To give delegated authority to the Head of Planning and Regeneration in consultation with the Portfolio Holder for Economic Development to make minor changes to the Statement of Community Involvement after the public consultation has closed and before the document goes to Full Council for adoption.

EXECUTIVE SUMMARY

The Statement of community involvement (SCI) is the Council's code of practice on how people can expect to be involved in the planning process. It covers the production of different types of planning policy documents, and the different stages for each one. It is also concerned with how people should expect to be involved in the planning application process.

The current SCI document was adopted in June 2006 and was prepared under previous planning regulations. Since then the planning system has changed significantly, with the new National Planning Policy Framework published in March 2011, the Localism Act being given royal assent in November 2011, and the introduction of new planning regulations in 2012.

This review aims to update the SCI to simplify it and remove duplication with other documents. It also aims to reflect the new regulations and the emphasis of the NPPF on speedier and responsive plan-making. In general, the revised SCI document is more streamlined and flexible in terms of involvement in the planning process when compared to

the adopted version. Officers have also sought to rationalise the previous SCI and produce a more succinct, flexible and customer focussed document. The changes and implications for both the plan making process and planning applications process are set out below:

Planning Policy Documents

There have been significant changes to the procedures for producing planning policy documents since the last SCI was adopted in March 2010. The new Town and Country Planning (Local Planning) (England) Regulations 2012 re-introduce Local plans in place of Local development frameworks. The regulations set out the range of documents that can form a Local plan as either an individual document or a portfolio of documents. The updated SCI document reflects these changes and provides greater clarity about who to involve in consultations, how and when. It also aims to introduce greater flexibility by streamlining the consultation requirement for documents where possible.

Planning Applications

The adopted SCI document sets out the requirements for consultations in the planning applications process and specifically the expectations for developers to undertake consultation on major applications.

One significant addition is that it provides clarification over the speaking rules at planning committee and sets them out in this revised SCI.

Proposed Public Consultation

- The public consultation will be held over a 6 week period from 1st July to 9th August 2013
- E-mails and letters will be sent to the Local Plan consultation database; this currently contains 857 different people and organisations.
- All Tamworth Borough Council Members and Tamworth area Staffordshire County Members are included in the Local Plan consultation database and will have the opportunity to comment on the Statement of Community Involvement consultation.
- The Statement of Community Involvement consultation document and comments form will be made available on-line at the Council's website.
- Paper copies of the Statement of Community Involvement and comments form will be available at Marmion House, Tamworth Library, Wilnecote Library and Glascote Library.
- A noticed will be published in the Tamworth Herald during this period to inform people of the consultation.

Once consultation has closed, comments will be reviewed and where necessary changes will be made.

The previous planning regulations governing the preparation and adoption of SCI's required a public examination by a Planning Inspector to be held. If the Inspector's report found the document to be 'sound' it could be then adopted by the Council. These regulations are no longer in place. Following this consultation a revised version of this SCI and list of changes will be put to Full Council seeking adoption, an examination is no longer required to adopt an SCI.

Upon adoption by Council the document will be published with the assistance of Officers in the communications team.

RESOURCE IMPLICATIONS

Costs can be met within the Local Development Framework budget. Electronic communications will be used to reduce costs, by using e-mail and making documents available on line at the Council's website. Hard copies will be made available at Council offices and local libraries.

LEGAL/RISK IMPLICATIONS BACKGROUND

The Council must produce a Statement of Community Involvement (SCI) which adheres to the Government's principles for community engagement in planning. The involvement of the public in preparing planning documents and the consideration of planning applications must follow the approach set out in the SCI. Under the Planning and Compulsory Purchase Act 2004 S 20(5) (a) an Inspector is charged with checking that a Local Plan submitted for adoption has complied with legislation. This includes checking that the plan has been prepared in accordance with the Local Development Scheme and ***in compliance with the Statement of Community Involvement*** and the Town and Country Planning (Local Planning) (England) Regulations 2012.

Without passing this legal test the Council would not be able to demonstrate to an Inspector that the Local Plan is legally compliant and therefore could not be found sound at examination.

SUSTAINABILITY IMPLICATIONS

No sustainability implications

BACKGROUND INFORMATION

REPORT AUTHOR

Alex Roberts – Development Plan Manager x279

LIST OF BACKGROUND PAPERS

Statement of Community Involvement – 2006

APPENDICES

Statement of Community Involvement – Draft for Consultation

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Tamworth Borough Council

Statement of Community Involvement 2013

PART A - INTRODUCTION

The Statement of Community Involvement sets out our vision and strategy for community involvement in planning. The aim is to explain when and how you can expect to be involved in the development plan making process and the decision making process on planning applications.

This document describes our overall approach to community engagement and involvement in the planning process and is broken down into two main sections: **Local Plans** and **Planning Applications**.

Tamworth's approach to Community Involvement

When we involve you in preparing the new Local Plan or consult with you on planning applications or other forms of consent we will strive to:

- **Keep things simple**, by writing in plain English and explaining planning terms that we need to use.
- **Communicate clearly**, by explaining why we want to involve you and receive your comments.
- **Make it easy for you to get involved**, by explaining when and where you can provide your views. We will make public planning events as accessible as possible for all groups.
- **Make sure your involvement is effective**, by listening to your views throughout the planning process. We will explain what we can and cannot take into account and make sure you have sufficient time and notice of opportunities to get involved.
- **Be inclusive**, wherever possible by providing information in an accessible format and giving clear advice on how the planning system works when requested and encourage involvement from groups that have traditionally not been involved in the planning process.
- **Share information**, by making it available on the Council's website, libraries and Council offices when appropriate to do so.
- **Strive to meet targets** which we will set for the preparation of the Local Plan and targets set by Government for the determination of planning applications – 8 weeks for minor applications and 13 weeks for major applications, wherever possible.

Who will we involve?

We would like everyone to have a chance to be involved in the preparation of the Local Plan documents and on planning applications.

We have developed a database of individuals, groups and stakeholders who we contact regularly on matters for the Local Plan.

Government Planning Regulations require us to ensure that certain groups are consulted at key stages in preparing the Local Plan, for example;

Environment Agency, Highways Agency, English Heritage and Staffordshire County Council, the full list can be found later in this document.

We are committed to doing everything reasonably possible to make our community involvement inclusive. This means that we aim to give everyone in Tamworth an opportunity to be involved in decisions we take. The Council's Diversity and Equality Scheme explains our approach to inclusions and the Community Engagement Framework sets out ways we involvement all relevant groups.

We can make documents available in alternative formats on request, this includes Braille and alternative languages.

How will we involve you?

We will keep you informed through various ways including: letters and e-mails, the Council's website www.tamworth.gov.uk and notices through the local newspaper.

The ways in which you can have your say on the planning process will vary depending on the issue, and different techniques may be used at different stages in the production of a planning document or assessment of a planning application. For example, submitting written representations by e-mail, or taking part in a questionnaire at an event. We will produce press notices, organise public consultation events and provide information to keep you informed wherever this is appropriate and helpful to the planning process.

The Role of Planning Officers

The Council's Planning Officers work in two teams within the Planning and Regeneration department, which is based at Marmiom House:

- **The Development Plan Team** produces the planning documents that make up the Local Plan. They carry out the gathering of evidence to support planning policy, organise consultation and engagement events, produce draft planning documents and take planning documents through the statutory process of a Local Plan examination. They can be contacted for advice on planning policy.
- **The Development Management Team** assesses planning applications in accordance with the adopted development plan, the National Planning Policy Framework and any other material considerations. They can be contacted for advice on pre-application enquiries and planning applications. The Development Management team also investigate alleged breaches of planning control. For further information please see our website, or call 01827 709281 for advice.

The role of Councillors

Locally elected Councillors have a key role to play in the planning process:

- The Council's executive, the Cabinet, is made up of Councillors, who make decisions on Council planning policy, whilst the Full Council is responsible for approving and adopting all statutory planning policy – such as the Local Plan.
- The Council's Planning Committee is made up of 10 Councillors who make decisions on individual planning applications.
- Councillors represent each of their respective wards and are there to listen to residents' concerns on planning issues
- Councillors can voice their support or objection to planning applications in writing and ward councillors can speak at Planning Committee on behalf of their constituents.

The role of locally elected Councillors in representing the views and concerns of residents in the planning process is very important. However, your views can only be formally taken in account when you make them in writing to Planning Officers within the specified time for a particular consultation. There are existing protocols for the way that Councillors and Council Officers conduct their activities, which ensure that any potential conflicts of interest are resolved in a transparent way.

PART B - LOCAL PLANS

The Planning System

The Government wants to give local people a greater role in shaping their neighbourhoods, and the changes to the planning system set out in the Localism Act 2011 and the National Planning Policy Framework 2012 (NPPF) give local communities the opportunity to become more involved in the preparation of planning documents for where they live.

The Council want to involve you in the preparation of the Tamworth Local Plan.

Tamworth Local Plan

The development plan for Tamworth will be made up of:

The Local Plan - this will be the new development plan for Tamworth. It will set out the spatial policies, guidance, land use designations and site allocations which all planning applications and development proposals in the Borough will be assessed against.

It will provide the formal statutory framework for sustainable development and lay the foundations for regeneration and economic growth, whilst protecting the most valuable built and natural environmental assets.

Community Infrastructure Levy (CIL) – a tariff based charging schedule which may require planning contributions from all development towards funding the provision and maintenance of necessary strategic and local infrastructure projects.

Supplementary Planning Documents (SPDs) – will be prepared to provide further detailed supporting guidance. They can be used as ‘material consideration’ in determining planning applications.

In preparing our new Local Plan we will also publish on our website:

Local Development Scheme (LDS) – sets out what documents will be produced and the current timetable of production.

Monitoring Report – sets out the progress made in preparing the Local Plan and other documents and the Council’s performance in implementing planning policy from these documents.

Neighbourhood Plans

Local communities now have the option to prepare plans for their local areas themselves. Any such plans would form part of the statutory development plan for that area of the Borough, but they must pass through an independent examination and a local community referendum.

Tamworth Borough Council does not prepare Neighbourhood Plans, but has a duty to provide advice and some technical assistance to communities, particularly in the initial designation of the Neighbourhood Forum, Neighbourhood Plan area, the examination and referendum.

Preparing new planning documents

When will we involve you?

There are a number of key stages involved in the preparation of the Local Plan, these stages are required by Government planning legislation and regulation. They are designed to ensure that the process is as open and transparent as possible.

Figures 1, 2 and 3 show the key stages in producing a Local Plan, an SPD and the CIL. Stages marked with a star show when you can get involved in the plan making process. The Local Plan and CIL will be subject to an independent examination. As part of each examination the appointed planning inspector will hold hearing sessions, if you have made a formal representation at the publication consultation stage you may have the opportunity to speak at the sessions.

Figure 1 – Stages in preparing a LOCAL PLAN

- **Publication of a draft Local Plan documents for public consultation***
- **Publication of a Local Plan for a pre-submission public consultation***
- **Submission of a Local Plan to the Secretary of State and Planning Inspectorate**
- **Independent public Examination of a Local Plan***
- **Adoption of a Local Plan by Full Council**

Figure 2 – Stages in preparing a SUPPLEMENTARY PLANNING DOCUMENT

- **Publication of draft SPD documents for public consultation***
- **Publication of draft SPD for public consultation***
- **Adoption of SPD by Full Council**

Figure 3 – Stages in preparing a Community Infrastructure Levy

- **Publication of preliminary CIL draft for public consultation***
- **Publication of revised CIL draft for public consultation***
- **Submission of draft CIL to Secretary of State**
- **Independent public Examination of CIL ***
- **Adoption of CIL by Full Council**

Sustainability Appraisal

As part of the plan preparation process we will assess the social, environmental and economic impacts of the Local Plan and any SPDs. The Sustainability Appraisal (SA) is there to identify and enhance positive effects of policy and to identify and minimise and potential adverse impacts of policy.

We will consult you on the Sustainability Appraisal at the same time that we consult on the Local Plan.

Publications

At the consultation stages of preparing the Local Plan or CIL we will make copies of the consultation documents and other relevant documents available for reference at Marmion House. These documents will also be available for download from our website. Charges will apply for black and white copies of all our planning documents. Please see <http://www.tamworth.gov.uk/planning.aspx> for further information on fees and charges.

How will we involve you?

E-mails and letters

The Development Plan team has been compiling a database of individuals, groups and organisations for several years that have shown an interest in the Local Plan process. At each consultation stage, these people will be preferably contacted via e-mail or by sending a letter through the post.

If you would like to be added onto our consultation database please let us know.

Press notices and statutory notices

Notices will be placed in the local press to help ensure we communicate as widely as possible, this also fulfils legal requirements.

Our Website

Electronic communication is rapidly growing more popular and the Council's website is the main point of access for all planning information. We have specific planning pages on the Council's website. We will ensure that these pages are regularly updated with all the latest information and where possible will provide opportunities for online consultation. <http://www.tamworth.gov.uk/planning.aspx>

Discussions and meetings

One to one meetings and discussions with groups can be arranged with Planning Officers where it is appropriate to do so in advance.

Public exhibitions and workshops.

Public exhibitions give people the chance to look at plans and proposals and to speak to Planning Officers in an informal setting. Workshops can be used to help communities to agree on issues. They can be used to engage with people who find it difficult to get involved in the planning process.

How will we respond to you?

What are the service / corporate standards of communication?

- If you write to us we will acknowledge receipt within X working days
- If you attend a form of public consultation even we will ensure that a Planning Officer is available to answer your questions.
- If you request a planning document we will let you know where it is available.
- We will prepare reports after each stage of consultation for the Local Plan.

Statutory Consultees

The list below outlines the organisations and other bodies we are legally required to consult and involve in the preparation of planning documents, in accordance with the Town and Country Planning (Local Planning (England) Regulations 2012 and the Localism Act (2012).

Specific and Duty to Co-operate consultation bodies include:

- Neighbouring Local Planning Authorities, including:
 - Lichfield District Council
 - North Warwickshire Borough Council
- Staffordshire County Council
- Civil Aviation Authority
- Coal Authority
- English Heritage
- Environment Agency
- Highways Agency
- Homes and Communities Agency
- Natural England
- Network Rail Infrastructure Ltd
- NHS
- Greater Birmingham and Solihull Local Economic Partnership (LEP)
- Staffordshire Police
- Office of Rail Regulation
- Plus other relevant gas, electricity and electronic communications network infrastructure providers.

General consultations bodies include the following:

- Voluntary bodies some or all of whose activities benefit any part of the Borough
- Bodies that represent the interests of different racial, ethnic or national groups in the Borough
- Bodies that represent the interests of different religious groups in the Borough
- Bodies that represent the interests of disabled persons in the Borough
- Bodies that represent the interests of business in the borough.

PART C - Planning Applications

The Development Management team is responsible for assessing all planning applications for development, advising the Council's Planning Committee on planning applications, determining certain type of planning applications, providing advice on development proposals and dealing with any unauthorised development in the Borough.

All decisions taken on planning applications must be made in accordance with the adopted development plan, unless any other material considerations indicate otherwise, including national planning guidance or site specific matters relevant to a particular case.

Getting involved in Planning Applications

The publicity procedures to be followed on planning applications are laid down by Government legislation and regulations. The Council meets all of these minimum statutory requirements and we also publicise on a wider basis than the 'statutory minimum' wherever possible to ensure that we maximise opportunities for community involvement.

Consultation method	Type of application		
	Major	Minor	Other
Neighbour notification	✓	✓	✓
Website	✓	✓	✓
Weekly list of planning applications	✓	✓	✓
Site notice	✓	(✓)*	(✓)*
Press notice	✓	(✓)*	(✓)*
Planning applications available for inspection at the Council offices	✓	✓	✓
Consultation with statutory and non-statutory consultees	✓	✓	✓

Planning applications, including supporting documents and corresponding plans and elevation drawings, can be viewed online at <http://www.tamworth.gov.uk/planning.aspx> and are also available to view in person at the Council offices in Marmion House (Monday to Friday 9am – 5pm). Planning Officers are available at Marmion House to give advice on current or proposed applications, appointments must be made in advance if you wish to speak to a Planning Officer.

Comments on planning applications must be made in writing within 21 days from the date of our notification letter or within 21 days from the date of a

* Site and press notices for listed buildings, conservation areas, departures from the development plan and those affecting public rights of way.

press notice or site notice appearing whichever is the later. Please note that comments submitted after the 21 day publicity period has expired may not be considered because a decision may have already been made on the planning application.

You can make comments:

- **Online** – <http://www.tamworth.gov.uk/planning.aspx>
- **E-mail** – planningadmin@tamworth.gov.uk
- **Post** – Tamworth Borough Council
Marmion House
Lichfield Street
Tamworth
B79 7BZ

Public meetings and exhibitions

Dependent upon the nature and potential impact of the development proposal on the local community, developers may need to carry out their own pre-application public consultation, and The Validation of Planning Applications in Tamworth (2013) explains that some major planning applications and major change of use planning applications will need to be accompanied by their own Statement of Community Involvement.

These consultations should be carried out at an early stage in the design process, to enable community views to be incorporated into the submitted proposal. The form of consultation will need to be tailored to suit the particular circumstances of the site, proposal and locality, and the council can provide advice on what level of pre-application consultation would be appropriate, for example through a public meeting, exhibition, or other forms of community involvement. For probity reasons (ensuring that decisions are taken in a fair and open manner), the council's Planning Officers would not normally participate in these public meetings or exhibitions other than to provide background information. As a minimum, the consultation statement submitted with the application should include:

- the houses, businesses and local community groups consulted;
- methods and timing of consultation; and
- feedback and information on how this was addressed in the development proposal.

Decision Making and Planning Committee

Most minor planning applications are determined under delegated powers as set out in the Scheme of Delegation. The Council's Planning Committee makes decisions on major applications, and in certain other circumstances as detailed in the Council's Constitution. These circumstances include where written representations for and/or against a development proposal have been made and speaking rights have been requested (in accordance with the rules for speaking at Planning Committee). For those applications determined by the Planning Committee, the council allows public speaking at the Committee

meeting to give the public who have made comments on a planning application the opportunity to reinforce the points made in written submissions on planning applications. Guidance on how members of the public can speak at Planning Committee is outlined in this document.

A member of the public, or their representative, will be allowed to address the Planning Committee where he/she has made a written representation setting out substantive planning reason why the application should be determined by the Committee and has indicated that they wish to speak at Committee. The Head of Planning and Regeneration, and the Development Control Manager, have the discretion to refuse a request to address the Planning Committee but in doing so would set out, in writing, the reason for taking this course of action

A maximum of two objectors to a planning application are allowed to speak and are allowed a maximum of 3 minutes each.

A maximum of two supporters (one slot reserved for the agent / applicant) of a proposal, will also be allowed to speak for a maximum of 3 minutes each.

Ward Councillors in which the application falls will, subject to giving prior notification to the Development Control Manager, be allowed to speak either in favour or against planning applications for a total of 3 minutes each.

There may be cases where there are more people who wish to speak than slots available. We will encourage you to liaise with each other and nominate a spokesperson. There may be exceptional cases, for example where there is an exceptional degree of public interest in a particular application, the time allocated for public speaking may be extended at the discretion of the Committee Chair. In such circumstances all three slots will be extended by the same amount of time so that objectors, supporters and the Local Councillor will be given equal periods of time to address the Committee.

Planning Committee Agendas are published on our website, prior to Committee Meetings, followed by the publication of the minutes of the meeting – see <http://www.tamworth.gov.uk/planning.aspx>

As part of the council's commitment to an open and transparent planning process, there is a protocol contained within the Council's constitution.

Notification after Planning Committee

All members of public and other consultees who submitted written representations are informed, in writing, of the decision on a planning application. The decision is also recorded on the Council's website.

Planning Appeals

Letters are sent direct to those people who were notified on the original application (as well as any other people who submitted comments on the application) giving notice of an appeal being lodged against the council's

decision, and providing them with the opportunity to make representations to the Planning Inspectorate (with the exception of appeals submitted under the householder appeal service). Under the householder appeal service there is no opportunity to make representations to the Planning Inspectorate, however representations submitted in relation to the planning application are forwarded to the Planning Inspectorate by the Council. A site notice will only be posted in the case of a public inquiry.

Pre-Application

In addition to managing the system for determining planning applications, the Development Management team can provide advice to business and householders who are considering development projects. Further details are on [our website](http://www.tamworth.gov.uk/planning/how_we_can_help_you/pre-application_advice.aspx)
[http://www.tamworth.gov.uk/planning/how we can help you/pre-application advice.aspx](http://www.tamworth.gov.uk/planning/how_we_can_help_you/pre-application_advice.aspx)

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Statement of Community Involvement

Adopted June 2006



FOREWORD

The Statement of Community Involvement (SCI) has been prepared by the Borough Council under the provisions of the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Development) (England) Regulations 2004.

The Statement of Community Involvement sets out how the Borough Council will engage the community in the preparation of Local Development Framework documents and on planning applications.

The Statement of Community Involvement was adopted on 14th June 2006 following extensive community involvement and an independent examination.

Initial consultation	July 2005
6-week consultation period on Draft SCI	September – November 2005
Submission of SCI to Secretary of State	8 December 2005
8-week consultation period on Submission SCI	December 2005 – February 2006
Independent Examination by written representations	March – April 2006
Adoption	14 June 2006

Further copies of this Statement of Community Involvement may be examined or purchased at the Council Offices, Marmion House, Lichfield Street, Tamworth. You can also view this document on our website at www.tamworth.gov.uk.

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1. SETTING THE SCENE

The planning system has often been criticised for being slow, overly complex and for failing to effectively engage the community. To address these criticisms the government has reformed the planning system. The aim is to speed up the process and to make it more responsive to change and the needs of a local area. Greater community involvement is central to achieve this aim.

1.1. Benefits of community involvement

Greater community involvement can deliver many benefits including:

- Greater public ownership and sense of democracy;
- Improved community relations;
- A speedier and more cost-effective decision making process;
- More effective decisions which address the concerns and meet the needs of local communities.

The reforms to the planning system, which came into force in September 2004 under the Planning and Compulsory Purchase Act, have put community involvement at the heart of the system. A key aim of the reform is to encourage people to get involved in the planning process at an early stage and in a meaningful way.

To make it easy for people to get involved it is essential that they are aware of opportunities for community involvement. They need to know when they can get involved and how. This is the purpose of the Statement of Community Involvement.

1.2. The Statement of Community Involvement (SCI)

The Statement of Community Involvement sets out our vision and strategy for community involvement in planning. The aim is to explain when and how you can expect to be involved in the development plan-making process and the decision making process on planning applications.

The Statement of Community Involvement provides details on:

- The range of community groups who need to be involved;
- The methods that will be used to involve different community groups in a timely and accessible way;
- How the consultation results will feed into decision-making processes;
- What resources will be available to manage community involvement; and
- When and how the Statement of Community Involvement will be reviewed.

The Statement of Community Involvement will not only inform you about opportunities for involvement, it will also provide a tool to hold us to account. Once the Statement of Community Involvement has been adopted, we have to follow it and must prepare all documents and consider all planning applications in line with the adopted document. In the meantime we will have to follow the minimum requirements for public involvement set out in the regulations¹.

¹ Town and Country Planning (Local Development) (England) Regulations 2004; see **Appendix 1**

2. THE NEW PLANNING SYSTEM

In the past we have produced a Local Plan, which included policies on various planning issues such as nature conservation, housing allocations and retail developments. Over the coming years this Local Plan will be replaced by a set of documents which collectively will be called our '**Local Development Framework**'. Instead of producing one document outlining a wide range of policies, we will produce a 'folder' or collection of individual documents dealing with a specific issue or topic. The advantage of this is that we can set priorities and produce or review an individual document when it is needed without having to review the whole plan.

2.1. The Local Development Framework (LDF)

The Local Development Framework will cover a whole set of documents, which are called Local Development Documents (LDD). There are two types of Local Development Documents: Development Plan Documents (DPD) that set out specific policies and Supplementary Planning Documents (SPD) which expand these policies or provide additional detail.

The following documents will also form part of the Local Development Framework: the Statement of Community Involvement (SCI), the Local Development Scheme (LDS) and the Annual Monitoring Report (AMR).

2.2. What documents will we prepare?

We will produce the following documents over the next three years:

- A **Local Development Scheme** (LDS) has already been prepared and came into force in April 2005. It sets out the Council's programme for the production of Local Development Documents over the next three years.
- The **Statement of Community Involvement** (SCI) will set out how the Council will involve the public in the preparation of the LDF and planning application decisions.
- A **Core Strategy** will set out the area-specific vision, measurable objectives and strategic policies for the borough.
- A **Site Allocations Development Plan Document** will identify sites for future development including sites for housing and employment.
- **Sustainability Appraisals** (SA) will assess the social, economic and environmental effects of policies and proposals included in a Local Development Document. A Sustainability Appraisal will be prepared alongside the Core Strategy and Housing DPD. It may also be necessary to prepare a SA in conjunction with a Supplementary Planning Document.
- An **Annual Monitoring Report** (AMR) will be prepared each year in December providing details of policy implementation and progress on LDD preparation.
- **Supplementary Planning Documents** will be produced as necessary.

The Local Development Scheme (LDS) provides more detail about the content and programme for the production of these documents². If you would like a copy please contact the Development Plan Team or visit our website www.tamworth.gov.uk.

² A timetable for the production of Local Development Documents is included in **Appendix 4**.

2.3. Links with other strategies

The new Local Development Framework constitutes a move away from traditional land use plans to a spatial planning approach. Spatial planning goes beyond traditional land use planning. It seeks to integrate policies for the development and use of land with those of other policies and programmes, which influence the nature of places and how they function.

When preparing a Local Development Document it is therefore important to take relevant national, regional and local policies and strategies into account. Which policies and strategies are of importance depends on the Local Development Document being prepared. An assessment of which policies and strategies are relevant will always take place at the very start of the production process of a Local Development Document.

One strategy in particular will play an important role when preparing the new Local Development Framework: the Tamworth Community Plan.

The Community Plan

The Tamworth Community Plan provides the over-arching strategy and identifies the way in which we are going to plan the future of the borough. The Plan is reviewed each year and updated on the basis of best available information. It has been written by local people and other organisations coming together to form a Local Strategic Partnership (LSP) for Tamworth.

Tamworth's Local Strategic Partnership has been in existence since 2002. It brings together groups and organisations from the public, private and voluntary sectors working to make Tamworth:

“A prosperous, safe, healthy community in which the people who live, work and play have pride and are actively included in improving their quality of life.”

Tamworth's Local Strategic Partnership is made up of the following six theme groups:

- Community Safety Partnership
- Social Inclusion, Health and Housing
- Sustainable Environment
- Economic Development Partnership
- Culture, Sport and Learning
- Community Involvement and Participation

Each of these partnerships consists of groups and organisations with particular expertise or knowledge to make the vision for Tamworth reality.

As the Local Strategic Partnership brings together, and draws on the knowledge of, various groups and organisations from the public, private and voluntary sector it will be an important consultee and will often be the first point of contact.

Local Development Documents will have regard to the Community Plan and ensure that land-use requirements arising from that plan are addressed. In turn, as it is updated, the Community Plan is expected to consider development issues and requirements arising from the preparation of Local Development Documents. Co-ordinating community involvement for both the Community Plan and Local Development Documents would be beneficial as it reduces duplication and repetition of activities. We will therefore aim to synchronise community involvement. Similarly, integration with the Council's corporate communications strategy is desirable.

3. DEVELOPMENT PLAN DOCUMENTS (DPD)

3.1. Who will be involved?

Government guidelines³ require us to involve certain groups and organisations in the preparation of Development Plan Documents. These groups and organisations can be divided into two categories:

1. Specific consultation bodies
2. General consultation bodies

Appendix 2 sets out the government requirements specifying who we are expected to consult.

Specific consultation bodies

'Specific consultation bodies' are those groups and organisations which we have to involve in the preparation of all Local Development Documents (LDDs).

The 'specific consultation bodies' include:

- West Midlands Regional Assembly (Regional Planning Body)
- Government Office for the West Midlands
- Adjoining authorities
- Adjoining Parish Councils
- Countryside Agency
- Environment Agency
- Highways Agency
- English Heritage
- English Nature
- Network Rail
- Advantage West Midlands (Regional Development Agency)
- Strategic Health Authority
- Owners/controllers of telecommunications apparatus
- Those organisations that provide electricity, gas, water and deal with sewerage

General consultation bodies

'General consultation bodies' are those groups and organisations that may be involved depending on the issue or subject matter of the document being prepared.

The 'general consultation bodies' include:

- Voluntary bodies whose work benefits any part of the borough;
- Bodies representing the interests of different racial, ethnic or national groups in the area;
- Bodies representing the interests of different religious groups in the area;
- Bodies representing the interests of disabled persons in the area; and
- Bodies representing the interests of the business community in the area.

We will also consult with the various government departments as appropriate and other relevant consultees.

³ Planning and Compulsory Purchase Act (2004), Planning Policy Statement 12 (PPS12); available at www.odpm.gov.uk

Analysis of Tamworth's Community

We recognise that it is essential that we develop a clear understanding of our communities and their needs in order to effectively involve them in the production of Development Plan Documents. That is why we have carried out an initial analysis of the composition of our community. We have identified communities that are bound together by personal characteristics or an area of shared interest. Public and semi-public organisations and agencies have also been included. **Appendix 3** provides a description of these communities; identifies potential areas of interest and lists organisations that represent each community.

This initial analysis will help us to identify those groups and organisations that need to be involved in the production process of specific Development Plan Documents. It will help us to identify relevant 'general consultation bodies'. This analysis will be developed and refined throughout the preparation and use of the Statement of Community Involvement.

Consultation database

We have set up a consultation database which includes details of individuals, groups and organisations that have indicated that they wish to be involved in the production process of Development Plan Documents. These database entries include those which represent the categories of consultees identified at **Appendix 2**. This database will provide a useful means to keep stakeholders and interested parties informed about the progress on Local Development Document preparation and opportunities for community involvement. If you would like to be included in the database please contact a member of the Development Plan Team.

3.2. When will we involve you?

The preparation process for Development Plan Documents can be divided into 5 stages as summarised below.

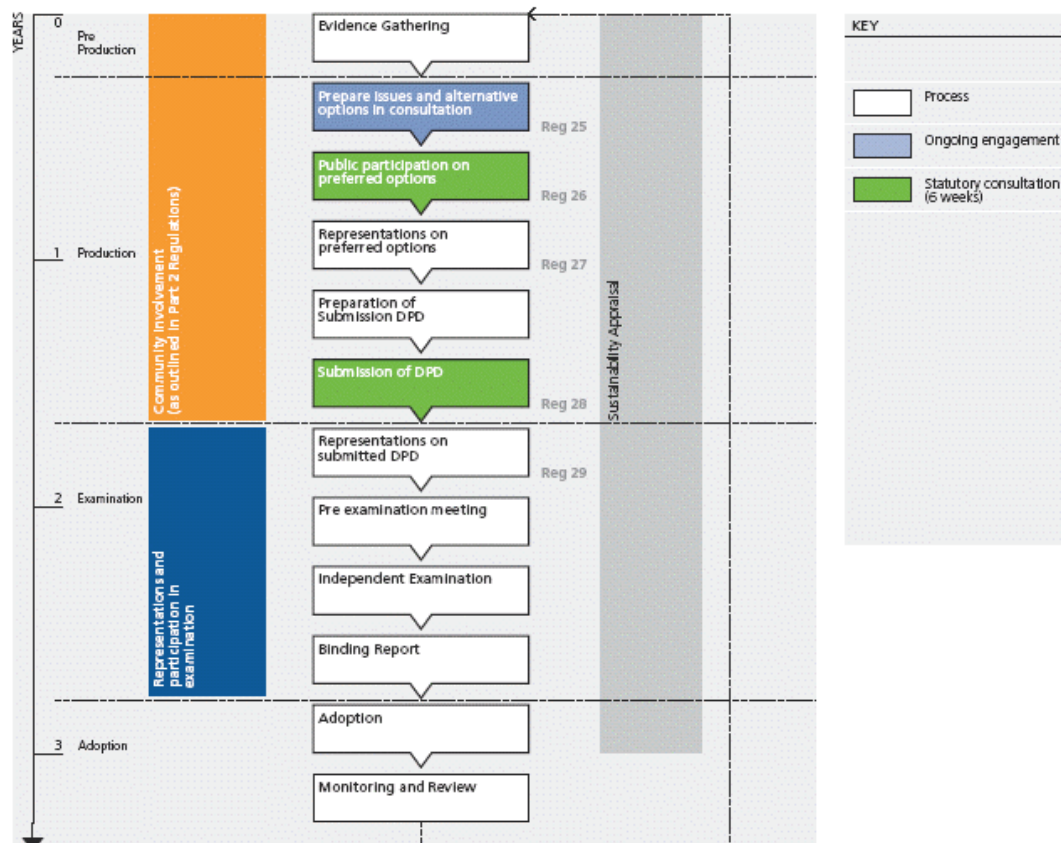
- Stage 1: Pre-production** – We will collect and update information in order to develop a clear understanding of a certain topic or subject matter. This will help us to identify local needs, constraints and opportunities.
- Stage 2: Production** – We will develop issues and options in conjunction with the community based on the evidence gathered. We will then set out our proposed policy direction together with relevant issues, proposals and alternative approaches in a Preferred Options Report. Following formal participation we will prepare the Development Plan Document having regard to the representations received on the Preferred Options Report.
- Stage 3: Submission** – The Development Plan Document will then be submitted to the Secretary of State and representations will be invited on the submitted Development Plan Document during a six week consultation period. During the submission consultation on a Site Allocations Development Plan Document, alternative sites may be put forward and/or changes to the boundaries of identified sites may be proposed. If this case arises, an additional six-week consultation period will be held on the new sites and/or proposed boundary changes.
- Stage 4: Examination** – An Inspector will be appointed by the Secretary of State to hold an independent examination to consider if the Development Plan Document is sound, that is to say whether it is robust and dependable.
- Stage 5: Adoption** – The Inspector will prepare a report on the soundness of the Development Plan Document. This report is binding; we must adopt the Development Plan Document in accordance with the Inspector's report.

Table 1: When will we involve you?

Pre-production	Community involvement is not prescribed at this stage. It will be for us to determine whether community involvement is required and what the most appropriate means would be. The level of community involvement will largely depend on the type of Development Plan Document being prepared.
Production	During this stage community involvement plays an essential role. Informal community involvement will be undertaken at an early stage. We will involve a variety of stakeholders – relevant specific consultees and other organisations such as local community groups, environmental organisations, developers, landowners and agents – to discuss issues and participate in developing proposals and options. Stakeholders and interested parties will also have the opportunity to submit formal representations during a six-week consultation period on the Preferred Options Report. Representations received during this six-week consultation period will be taken into account in the preparation of the Submission Development Plan Document.
Submission	Formal representations can be submitted during a six-week consultation period. An additional six-week consultation period may be held on a Site Allocations Development Plan Document if representations seeking the inclusion of alternative sites and/or changes to the boundaries of identified sites are submitted during the initial consultation period. You can then make comments about these alternative sites or proposed boundary changes during the additional six-week consultation period.
Examination	If you have made a formal representation at the submission stage then the Inspector will consider your representation.
Adoption	There will be no opportunities for community involvement at this stage.

The following diagram provides a detailed illustration of the process for Development Plan Document preparation.

Figure 1: The Development Plan Document Process*



*Source: Planning Policy Statement 12 (PPS12): Local Development Frameworks.

A timetable for the production of the Core Strategy and the Development Plan Document on Housing is included in **Appendix 4**. It clearly shows key milestones in the preparation process and opportunities for community involvement in line with the above.

3.3. How will we involve you?

The Government has set minimum standards⁴ for community involvement, which we will always adhere to. However, we need to do more than the minimum to ensure that the community is involved in a meaningful and constructive way. There are plenty of methods that can be used to inform, consult or involve the community. In order to employ the right method at the right stage we have to develop a clear understanding of the needs of our communities and we have to be aware of the advantages and shortcomings of different methods.

We have undertaken an initial analysis of different methods that can be used to involve the community. This analysis (see **Appendix 5**) looks at the benefits, limitations and resource implications of different involvement techniques. Our choice of methods set out below is based on this analysis. Over time we will gain a better understanding of our communities and the best way to engage different sectors of the community. We will therefore keep our involvement with you under review and introduce changes as necessary.

At every stage

We recognise that knowledge and information is essential in order to participate in the planning process. We will therefore share our knowledge and keep you informed throughout the preparation process of Development Plan Documents.

We will:

- Directly contact stakeholders and interested parties included in our database and keep them informed;
- Publish all relevant information on our website;
- Make best use of local newspapers (articles, adverts and press releases);
- Publish articles in 'Talkback', the Council's newsletter;
- Prepare leaflets/brochures to ensure wider publicity.

Pre-production stage

We will identify relevant local, regional and national policies and strategies to ensure that they are taken into account in the production process. We will use questionnaires to find out about people's concerns and to identify local needs, constraints and opportunities. We will contact and hold meetings with relevant stakeholders to gather more detailed information and to fill gaps in our knowledge base. However, the scope and level of community involvement will depend on the type of Development Plan Document being prepared.

Production stage

Recognising that Tamworth's community is diverse we will use a variety of methods to discuss and develop ideas. Table 2 provides an overview of the methods which will be used to discuss issues and options and to develop Preferred Options.

⁴ Town and Country Planning (Local Development) (England) Regulations 2004; see **Appendix 1**

Table 2: How we will involve you in developing Preferred Options

Method	Local community groups with little or no knowledge of planning	Groups with some knowledge of planning; e.g. Local Strategic Partnership	National organisations such as CPRE, English Heritage	Groups and organisations with planning background; e.g. planning consultants	Planning authorities; e.g. Government Office, neighbouring authorities
Questionnaire/survey	✓	✓	✓	✓	✓
Public exhibition	✓	✓			
Public meeting		✓			
Stakeholder meeting		✓	✓	✓	✓
Workshops	✓	✓			

Following the publication of the Preferred Options Report you can submit comments during a six-week consultation period. To publicise this and to enable your involvement we will:

- Advertise in both the Tamworth Herald and the Tamworth Times and issue a press release;
- Make the submitted Development Plan Document available at the Council Offices, Tamworth Library, Wilnecote Library, Glascote Library and other public venues as appropriate;
- Make an electronic copy of the document and any supporting information available on our website so that you can view or download it;
- Write to stakeholders and interested parties included in our consultation database making clear where and when the relevant material can be inspected, how copies can be obtained and about the closing date for representations;
- Send hard copies of the Development Plan Document and any supporting material to statutory consultees.

Submission

You can submit comments during a six-week consultation period from the date the Council submits the Development Plan Document to the Secretary of State. We will ensure that the consultation period is sufficiently publicised (newspapers, the Council's website, direct mail) and that you have easy access to a copy of the Development Plan Document (at various public venues and the Council's website).

During the submission consultation on a Site Allocations Development Plan Document we may receive representations seeking the inclusion of alternative sites and/or changes to site boundaries. As soon as the consultation period ends we will advertise the fact that alternative sites and/or boundary changes have been proposed. You will then have the opportunity to submit comments on these alternative sites and/or proposed boundary changes during an additional six-week consultation period. The additional consultation period will be publicised in local newspapers and on the Council's website. You will be able to view the proposals for alternative sites and/or boundary changes at various public venues and the Council's website.

Examination

Anyone who made a representation at the submission stage and whose objection(s) are still outstanding has the right to have his or her representation considered by an independent Inspector appointed by the Secretary of State. There will be a Pre-Examination Meeting at which the Inspector will agree with all those who have made representations how their views will be considered. The Inspector will consider most representations by way of written evidence although everyone has a right to an oral hearing. Written representations will carry the same weight as oral representations. An oral hearing could take the form of a round table discussion, a hearing or a formal inquiry.

Appendix 6 provides an overview of the methods and techniques we will use to consult you on Development Plan Documents.

3.4. Hard-to-reach groups

We recognise that certain groups of society are harder to involve than others. We consider the following groups as being 'hard-to-reach':

- Some older people
- Children and young people
- Lone parents
- Black and ethnic minorities
- Faith groups
- Homeless people
- Gypsies and Travellers
- People with disabilities
- Carers
- People living in areas of deprivation and on low income

We will always try to make involvement activities as accessible as possible. This means taking account of the special requirements of these groups. Issues that need to be considered include:

- Whether venues used for involvement activities are physically accessible and conveniently located;
- Whether the timing of involvement events prohibits certain groups from participating; and
- How we can overcome language barriers including those faced by ethnic minorities, people with disabilities and those that have difficulties with written information.

However, a more proactive approach is required in order to involve these traditionally hard-to-reach groups to a greater extent. One important element is to improve the links with existing groups and organisations which represent and/or work on behalf of these hard-to-reach communities. To involve hard-to-reach communities in the preparation of Local Development Documents we will therefore:

- Establish contact with relevant groups and organisations (see **Appendix 3**);
- Circulate information to these groups and organisations; and
- Attend meetings held by existing groups and organisations where appropriate.

Considering the demographic make-up of the resident population of Tamworth it is important to involve one hard-to-reach group in particular: children and young people. To increase the involvement of children and young people we will:

- Improve links with existing groups representing and working on behalf of young people such as Tamyouth and Tamworth District Youth Forum;
- Go into schools to actively seek the views of children and young people. We may, for example, give presentations on specific topics, hold workshops or help to set up projects.

LDF documents and any related literature are available in a variety of formats e.g. Braille, large print, audio cassette, languages other than English. If you require documents in another format please contact:

Development Plan
Strategic Partnership
Tamworth Borough Council
Marmion House
Lichfield Street
Tamworth
B79 7BZ

Telephone: 01827 709575
Fax: 01827 709277
Email: planning@tamworth.gov.uk
Website: www.tamworth.gov.uk

4. SUPPLEMENTARY PLANNING DOCUMENTS (SPD)

Supplementary Planning Documents can be used to expand policy or provide further detail to policies in Development Plan Documents.

4.1. Who will be involved?

The 'specific consultation bodies' listed under paragraph 3.1 will be consulted on each Supplementary Planning Document. We will also involve any other group or organisation that is affected by the topic or subject matter of a specific Supplementary Planning Document. Based on the analysis of Tamworth's communities, which is included in **Appendix 3**, we will identify relevant groups and organisations. The consultation database will also provide a useful means for identifying and contacting stakeholders and interested parties.

4.2. When will we involve you?

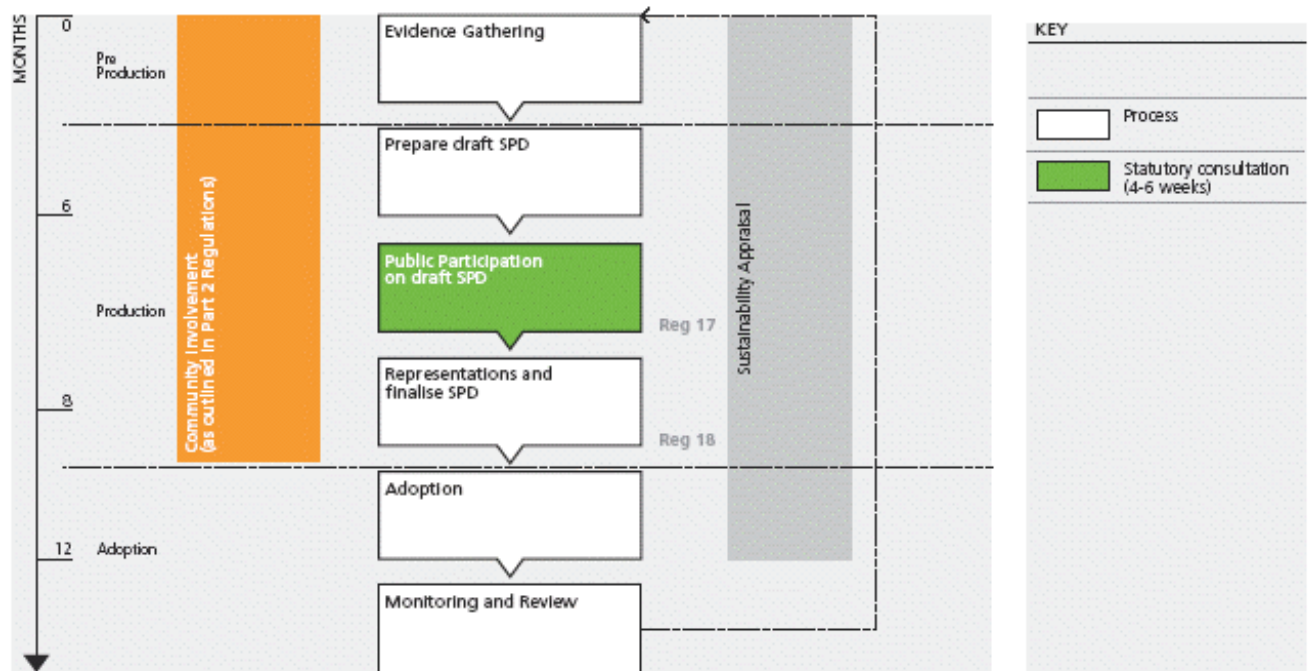
The process for preparing Supplementary Planning Documents is broadly similar to that for Development Plan Documents. However, there is one noticeable difference; there is no requirement for an independent examination.

Table 3: When will we involve you in preparing SPDs?

Pre-production	As with Development Plan Documents, community involvement is not prescribed at this stage. It will be for us to determine whether community involvement is required and what the most appropriate means would be. The level of community Involvement will largely depend on the type of Supplementary Planning Document being prepared.
Production	During this stage community involvement plays an essential role. Informal community involvement will be undertaken at an early stage to inform the preparation of the Draft Supplementary Planning Document. Stakeholders and interested parties will also have the opportunity to submit representations during a formal consultation period (4 to 6 weeks) on the Draft Supplementary Planning Document. Representations received during this consultation period will be taken into account when finalising the Supplementary Planning Document.
Adoption	There will be no opportunities for community involvement at this stage.

Figure 2 provides a detailed illustration of the preparation process for Supplementary Planning Documents.

Figure 2: The Supplementary Planning Document Process*



*Source: Planning Policy Statement 12 (PPS12): Local Development Frameworks.

4.3. How will we involve you?

Supplementary Planning Documents will deal with more specific or localised issues. Involvement will be targeted to particular individuals, groups and organisations affected by a particular Supplementary Planning Document. For example, when preparing technical documents such as a Supplementary Planning Document on Development Control we will hold meetings with relevant stakeholders. When preparing a Supplementary Planning Document on conservation areas, on the other hand, it will be more appropriate to hold workshops with local residents and conservation interests. As with Development Plan Documents, we will use a variety of methods depending on who we are aiming to engage. However, we will always publicise what we are doing and how and when people can get involved.

Appendix 6 provides an overview of the methods and techniques we will use to consult you on Supplementary Planning Documents.

5. SUSTAINABILITY APPRAISAL

The purpose of Sustainability Appraisal is to evaluate the social, environmental and economic effects of plan strategies and policies. The aim is to ensure that every document we prepare contributes to the achievement of sustainable development.

5.1. Who will be involved?

We will consult the 'specific consultation bodies' listed in paragraph 3.1. and other relevant stakeholders depending on the type of Local Development Document or Supplementary Planning Document being prepared.

5.2. When will we involve you?

Stage 1: Pre-production – We will collect information on the social, environmental and economic issues that effect the Development Plan Document or Supplementary Planning Document being prepared and use this information to prepare an analysis of the baseline situation. We will produce a Scoping Report, which sets out the scale and level of detail of the proposed Sustainability Appraisal.

Stage 2: Production – We will undertake a Sustainability Appraisal of the issues and options and consult on an initial Sustainability Appraisal Report. This Sustainability Appraisal Report will inform the development of the Preferred Options. A final Sustainability Appraisal will then be prepared on the Preferred Options. It will be published for consultation alongside the Preferred Options Report.

Stage 3: Submission – We will revise the Sustainability Appraisal taking into account any changes that have resulted from the consultation on the Preferred Options Report. A revised Sustainability Report will then be submitted with the Development Plan Document to the Secretary of State.

Stage 4: Examination – The Inspector will take the Sustainability Appraisal into account when considering the soundness of the Development Plan Document.

Stage 5: Adoption – The Sustainability Appraisal will inform the Inspector's binding report.

5.3. How will we involve you?

The Sustainability Appraisal forms an integral part of the preparation process of Development Plan Documents or Supplementary Planning Documents. The Sustainability Appraisal will be prepared alongside a Development Plan Document or Supplementary Planning Document and any public consultation on the Sustainability Appraisal will therefore be part of the wider community involvement on a particular Development Plan Document or Supplementary Planning Document.

6. REPORTING BACK

We will always acknowledge your comments and provide feedback about how your representation has influenced decisions.

Feedback will be provided by either reporting the outcomes of community involvement activities at follow-up events, by directly writing to participants and/or by publishing the results on our website.

At formal consultation stages we will:

- Acknowledge the receipt of your comments within 10 working days⁵;
- Include your details in our consultation database so that we can keep you informed at all subsequent stages of the process;
- Prepare a summary report on all representations received during the consultation period. This report will set out who was involved, when and how. It will summarise the consultation responses. It will also explain what changes should be made as a result. This report will be made publicly available. Cabinet will consider this report and make recommendations.

All LDF documents will be made available at:

- Council Offices, Marmion House, Lichfield Street
- South Area Housing Office, 1-2 Exley, Belgrave
- East Area Housing Office, Craven, Stonydelph
- Tamworth Library, Corporation Street
- Glascote Library, Caledonian
- Wilnecote Library, Wilnecote High School, Tinkers Green Lane
- Mobile Library touring Tamworth area

They also will be made available on our website: www.tamworth.gov.uk.

⁵ Please note that all comments have to be made in writing either by filling in a comment form or by letter, fax or email.

7. WHAT WILL WE NEED TO UNDERTAKE COMMUNITY INVOLVEMENT?

Skilled staff - The work of involving the community in the preparation of the Local Development Framework will mainly be the responsibility of the Development Plan Team within the Strategic Partnership Unit. Additional support will be required from other parts of the authority in particular concerning IT support and publicity. The Corporate Management Team will play an important role in ensuring that real (and audited) community involvement takes place.

Equipment and materials - We will make use of various ways to display information including hard copies of documents, images, diagrams and maps. We will ensure that sufficient resources are available to produce, display and distribute this information. Each year we will assess our production costs and ensure adequate provision through the budgetary process.

Other direct costs - Involving the community may incur other costs, for example hiring venues for public meetings or exhibitions. Our aim is to make community involvement activities as accessible as possible. To address barriers to involvement it may therefore be necessary to make provision for transport and childcare.

External facilitators - In some cases it may be appropriate to use independent facilitators for community involvement events. This may be necessary because we lack the skills or resources to manage involvement activities. The use of external facilitators may also be beneficial when discussing controversial issues and when engaging hard-to-reach groups.

The Local Development Scheme provides more information on resources and management. If you would like a copy of the Local Development Scheme please contact the Development Plan Team or visit our website www.tamworth.gov.uk.

8. PLANNING APPLICATIONS

We process a variety of applications for planning permission every year ranging from planning applications for small house extensions or minor alterations to large-scale housing or industrial developments.

Consultation on planning applications will always be undertaken in accordance with statutory requirements. The level of publicity and consultation will depend on the type of planning application. There are three categories of applications as set out in Table 4.

Table 4: Type of application*

Type of application	Type of development
Major	<p><u>For dwellings:</u> where 10 or more are to be constructed (or if number not given, area is more than 0.5 hectares).</p> <p><u>For all other uses:</u> where the floorspace will be 1,000 sq. metres or more (or site is 1 hectare or more).</p>
Minor	Minor development is development which does not meet the criteria for Major Development nor the definitions of Change of Use or Householder Development.
Other	<p><u>Change of Use:</u> Applications that do not concern major development or where no building or engineering work is involved.</p> <p><u>Householder Development:</u> Defined as those within the curtilage of residential property which require an application for planning permission and are not a change of use.</p>

*Source: As defined for the purpose of the General Development Control Return – PS2

We do not deal with all types of planning applications, as certain applications are the responsibility of Staffordshire County Council. The County Council will deal with applications relating to waste and minerals developments. Staffordshire County Council will also deal with applications relating to County Council-owned property such as schools or depots.

8.1. Pre-application discussions

Pre-application advice for minor applications will generally take the form of providing guidance notes on specific topics. On major applications, however, we will encourage the potential applicant to engage in a pre-application discussion. The objective of any initial pre-application discussion will be to confirm whether the principle of development is acceptable. It will also provide an opportunity to clarify the format, type and level of detail of information required to enable the planning authority to determine an application. At the initial meeting the Council and the potential applicant will therefore agree the way forward setting out a project plan. In the case of major and/or complex applications it may be necessary to hold a number of meetings and it may require the involvement of other professionals (e.g. Highways Agency, Environment Agency). The pre-application discussion will be treated as a confidential matter until such time as a planning application is submitted.

8.2. How do we involve the community when we first receive a planning application?

Upon receipt of a planning application we write to all occupiers of premises most likely to be affected by a proposal and invite them to inspect the application and to make comments within 21 days. A leaflet explaining what people can object to and how is enclosed with all letters. In addition, neighbours and interested parties can contact the planning department to discuss a particular planning application. We offer advice on what matters can be legitimately raised as planning objections and about the opportunity to make verbal comments at the Planning Committee stage.

Information about planning applications is provided on our website. Our website has recently been improved and any interested person can now use it to search for a particular planning applications and/or to submit comments. In addition, the connection to the Planning Portal⁶ has increased access to planning information and advice. In the future additional information will be made available on our website including the opportunity to view plans online.

To keep people informed we also produce a weekly list of all planning applications. This list is sent to all libraries in Tamworth and various interested groups and organisations. The weekly list of planning application is also sent to local newspapers including CIN Newspapers, Express and Star and Birmingham Post. The Tamworth Herald publishes all planning applications received by the Council on a weekly basis.

For the following types of planning applications we place a site notice adjacent to the application site and advertise in the local press:

- Major planning applications;
- Proposals which represent a departure to the development plan;
- Schemes which affect listed buildings;
- Proposals which impact upon the character of a conservation area; and
- Applications affecting public rights of way.

Planning applications and plans are available for inspection at the Council Offices.

8.3. How do we involve the community during the processing of a planning application?

We are required to consult a number of statutory consultees. A consultee list is included in **Appendix 7**. All comments received from statutory consultees, from neighbours and interested parties are taken into account in the assessment of the development proposal. The comments are weighed against other relevant issues including local, regional and national policy and guidance.

If an application is significantly amended during its consideration, the Council sends a further round of consultation letters to nearby residents and to those who have already written in with comments. They can then submit further comments generally within a 10-day period.

⁶ The Planning Portal is a Government site providing information and advice on the planning system in a user-friendly format. The Planning Portal can be found at www.planningportal.gov.uk.

On rare occasions we may hold a public meeting to put matters before the community. These meetings provide an opportunity for officers to inform people about the proposals. They do not provide an opportunity to discuss the merits of the case.

The results of any such consultation will be reported and taken into account in decisions made by, and on behalf of, the Council.

8.4. How do we involve the community when the application goes to Committee?

Planning officers will deal with the majority of all planning applications (90%) through delegated powers. The more significant or controversial applications are presented to the Council’s Planning Committee for their consideration. The Planning Committee meets every 3 weeks at the Council offices. People who have expressed a wish to speak at the Planning Committee are notified of where and when the meeting will take place. The Council has produced a leaflet about public speaking rights at planning committee. This leaflet is attached in **Appendix 8**.

If the Committee resolves that a site visit should be undertaken both applicant and the objectors are invited. A site visit gives objectors and the applicant an opportunity to highlight any features that may have a bearing on the decision. However, site visits do not provide an opportunity to debate the merits of the case.

8.5. How do we involve the community after a decision is taken on a planning application?

Once a planning application is determined all those who have made representations on the application are advised of the outcome by letter.

Applicants have a right to appeal against an unfavourable decision. Details on how applicants can appeal against a decision are contained within all decision notices issued by the Council. Third parties do not have a right to appeal.

Table 5: Community involvement on planning applications

Consultation method	Type of application		
	Major	Minor	Other
Neighbour notification	✓	✓	✓
Website	✓	✓	✓
Weekly list of planning applications	✓	✓	✓
Site notice	✓	(✓)	(✓)
Press notice	✓	(✓)	(✓)
Planning applications available for inspection at the Council offices	✓	✓	✓
Consultation with statutory and non-statutory consultees	✓	✓	✓

8.6. How do we involve the community if an appeal is received on a planning application?

Upon receipt of an appeal we inform all neighbours and all those who have made representations on the application that an appeal has been lodged.

An independent Inspector will be appointed to review the case. An appeal may be considered either through an exchange of correspondence (known as written representations), at an informal hearing or at a more formal Public Inquiry. Whichever option is chosen, those local residents and other groups who originally commented on the planning application are invited to make further representations directly to the Planning Inspectorate. If the matter is to be heard by an Inspector at either an informal hearing or a Public Inquiry then objectors will be invited to make verbal submissions directly to the Inspector. The applicant and the Borough Council also appear at the hearing or inquiry.

All parties to the appeal are informed of the Inspector's decision if they have requested to be notified.

9. Planning Aid

Planning Aid provide independent professional advice and information on planning matters. It is a free service, which is run by a network of volunteer caseworkers. It is aimed at individuals, community groups and other voluntary groups who cannot afford to pay for private consultants.

Planning Aid may be able to help you if you want to find out how to:

- Apply for planning permission;
- Object to or support another person's planning application;
- Appeal against a refusal of planning permission;
- Get involved in Local Development Document preparation.

For further information contact:

West Midlands Planning Aid Service
Unit 319
The Custard Factory
Gibb Street
Birmingham
B9 4AA

Tel.: (0121) 7667260

Web: <http://westmidlands.rtpi.org.uk/planaid.html>

10. Monitoring and reviewing the Statement of Community Involvement

We will regularly monitor the Statement of Community Involvement and review the involvement methods/techniques it includes. Once each Development Plan Document or Supplementary Planning Document has been adopted we will contact all parties who have been involved in their production and ask for feedback on the consultation process. This will help us to assess whether the involvement methods and the timing of involvement are appropriate. It may highlight problems or identify ways in which we can improve community involvement and may therefore lead to changes to the Statement of Community Involvement. The result of these monitoring exercises will be reported as part of the Annual Monitoring Report.

The Annual Monitoring Report, which will be produced every year in December, will also provide details on:

- The number of people that participated in Local Development Document consultation during the report period;
- The number of responses received from Local Development Document consultation during the report period;
- The ratio between consultation coverage and number of responses received; and
- The number of people that logged onto the website for information during the report period.

Monitoring the level of community involvement in Local Development Document preparation may also prompt a revision of the Statement of Community Involvement. Changes may also arise to reflect emerging best practice and government requirements.

APPENDICES

- 1 Minimum standards for community involvement**
- 2 Consultees on Local Development Documents**
- 3 Analysis of Tamworth's community**
- 4 Local Development Scheme – Timetable for LDD preparation**
- 5 Analysis of methods**
- 6 Summary of potential consultation methods and techniques**
- 7 Consultees on planning applications**
- 8 Speaking at planning committee**

APPENDIX 1: MINIMUM STANDARDS FOR COMMUNITY INVOLVEMENT

The Town and Country Planning (Local Development) (England) Regulations 2004, which you can view at www.opsi.gov.uk, set out the minimum requirements for community involvement when preparing Local Development Documents.

When preparing Development Plan Documents we have to:

Pre-production	Community involvement is not prescribed at this stage.
Production	<p>Consult on Issues and Options with specific and general consultation bodies.</p> <p>Make Preferred Options Report available for public inspection at the Council offices and on the Council's website and sent the report to statutory consultees.</p> <p>Advertise Preferred Options Report in at least one local newspaper.</p> <p>Invite representations from the public during a 6-week consultation period.</p> <p>Consider all representations when preparing the Submission Development Plan Document.</p>
Submission	<p>Make Submission Development Plan Document and any supporting documents available for public inspection at the Council offices and the Council's website and sent it to statutory consultees.</p> <p>Advertise Submission Development Plan Document in at least one local newspaper.</p> <p>Invite representations from the public during a 6-week consultation period from the date of submission of the document to the Secretary of State.</p>
Examination	<p>13 weeks prior to the start of the Examination a Pre-Examination meeting will be held.</p> <p>At least 6 weeks before the examination starts all details will be published on the website, those who made representations will be notified of the start date of the examination and the name of the person who has been appointed by the Secretary of State to hold the Examination.</p>
Adoption	<p>Adopted document and adoption statement have to be made available for inspection at the Council offices and the Council's website.</p> <p>Advertise Development Plan Document in at least one local newspaper.</p> <p>Those who made representations or indicated that they wish to be notified will be informed of the adoption of the Development Plan Document.</p>

When preparing Supplementary Planning Document we have to:

Pre-production	Community involvement is not prescribed at this stage.
Production	<p>Make Draft Supplementary Planning Document available for public inspection at the Council offices and on the Council's website and sent a copy of the document and supporting material to statutory consultees.</p> <p>Advertise the Draft Supplementary Planning Document in at least one local newspaper.</p> <p>Invite representations from the public during a consultation period which should last between 4 to 6 weeks.</p> <p>Consider all representations when preparing the final Supplementary Planning Document.</p>
Adoption	<p>Adopted document and adoption statement have to be made available for inspection at the Council offices and the Council's website.</p> <p>Advertise the Supplementary Planning Document in at least one local newspaper.</p> <p>Those who made representations or indicated that they wish to be notified will be informed of the adoption of the Development Plan Document.</p>

APPENDIX 2: CONSULTEES ON LOCAL DEVELOPMENT DOCUMENTS

This is an extract from Planning Policy Statement 12 (PPS12): Local Development Frameworks.

Specific consultation bodies

- E1. The following bodies are specific consultation bodies and must be consulted in accordance with the Act and Regulations:
- a) The regional planning body if the local planning authority's area is in a region other than London;
 - b) The Mayor of London if the authority is a London Borough;
 - c) A relevant authority any part of whose area is in or adjoins the area of the local planning authority;
 - d) The Countryside Agency;
 - e) The Environment Agency;
 - f) Highways Agency;
 - g) The Historic Buildings and Monuments Commission for England;
 - h) English Nature;
 - i) Network Rail;
 - j) A Regional Development Agency whose area is in or adjoins the area of the local planning authority;
 - k) Any person to whom the electronic communications code applies by virtue of a direction given under Section 106 (3)(a) of the Communications Act 2003;
 - l) Any person who owns or controls electronic communications apparatus situated in any part of the area of the local planning authority; and
 - m) Any of the bodies from the following list who are exercising functions in any part of the area of the local planning authority:
 - i) Strategic Health Authority;
 - ii) Person to whom a licence has been granted under Section 7(2) of the Gas Act 1986;
 - iii) Sewage undertaker; and
 - iv) Water undertaker.

Government Departments

- E2. The appropriate Government Office for the Region should also be consulted and will often be the first point of contact for consultation with central Government Departments. In addition, local planning authorities are strongly advised to consult any Government Departments or agencies where those departments or agencies have large land holdings in the area covered by a local development document. This will ensure that local planning authorities are fully aware of the possible need for expansion of existing facilities or, more importantly, the likelihood of large-scale land disposals taking place within the period of time covered by the local development document.
- a) Home Office;
 - b) Department for Education and Skills (through Government Offices);
 - c) Department for Environment, Food and Rural Affairs (through Government Offices);
 - d) Department for Transport (through Government Offices);
 - e) Department of Health (through relevant Regional Public Health Group);
 - f) Department of Trade and Industry (through Government Offices);

- g) Ministry of Defence;
- h) Department of Work and Pensions;
- i) Department of Constitutional Affairs;
- j) Department for Culture, Media and Sport;
- k) Office of Government Commerce (Property Advisers to the Civil Estate);
and
- l) The Countryside Agency.

General consultation bodies

- a) Voluntary bodies some or all of whose activities benefit any part of the authority's area;
- b) Bodies which represent the interests of different racial, ethnic or national groups in the authority's area;
- c) Bodies which represent the interests of different religious groups in the authority's area;
- d) Bodies which represent the interests of disabled persons in the authority's area; and
- e) Bodies which represent the interests of persons carrying on business in the authority's area.

Other consultees

E3. Local planning authorities should also consider the need to consult, where appropriate the following agencies and organisations in the preparation of local development documents.

- a) Age Concern;
- b) Airport operators;
- c) British Chemical Distributors and Traders Association;
- d) British Geological Survey;
- e) British Waterways, canal owners and navigation authorities;
- f) Centre for Ecology and Hydrology;
- g) Chambers of Commerce, Local CBI and local branches of Institute of Directors;
- h) Church Commissioners;
- i) Civil Aviation Authority;
- j) Coal Authority;
- k) Commission for Architecture and the Built Environment;
- l) Commission for New Towns and English Partnerships;
- m) Commission for Racial Equality;
- n) Crown Estate Office;
- o) Diocesan Board of Finance;
- p) Disability Rights Commission;
- q) Disabled Persons Transport Advisory Committee;
- r) Electricity, Gas, and Telecommunications Undertakers, and the National Grid Company;
- s) Environmental groups at national, regional and local level, including:
 - i) Council for the Protection of Rural England;
 - ii) Friends of the Earth;
 - iii) Royal Society for the Protection of Birds; and
 - iv) Wildlife Trusts;
- t) Equal Opportunities Commission;
- u) Fire and Rescue Services;
- v) Forestry Commission;

- w) Freight Transport Association;
- x) Gypsy Council;
- y) Health and Safety Executive;
- z) Help the Aged;
- aa) Housing Corporation;
- bb) Learning and Skills Councils;
- cc) Local Agenda 21 including:
 - i) Civic Societies;
 - ii) Community Groups;
 - iii) Local Transport Authorities;
 - iv) Local Transport Operators; and
 - v) Local Race Equality Councils and other local equality groups;
- dd) National Playing Fields Association;
- ee) Network Rail;
- ff) Passenger Transport Authorities;
- gg) Passenger Transport Executives;
- hh) Police Architectural Liaison Officers/Crime Prevention Design Advisors;
- ii) Port Operators;
- jj) Post Office Property Holdings;
- kk) Rail Companies and the Rail Freight Group;
- ll) Regional Development Agencies;
- mm) Regional Housing Boards;
- nn) Regional Sports Boards;
- oo) Road Haulage Association;
- pp) Sport England;
- qq) The House Builders Federation;
- rr) Transport for London;
- ss) Traveller Law Reform Coalition;
- tt) Water Companies; and
- uu) Women's National Commission.

APPENDIX 3: ANALYSIS OF TAMWORTH'S COMMUNITIES

This analysis is based mainly on data obtained from the Office of National Statistics' at <http://www.neighbourhood.statistics.gov.uk>.

Communities bound together by personal characteristics

Community	Description	Tamworth's community	Potential interest	Examples – organisations representing this community
Elderly	Older People; 65 and above	Tamworth has a comparatively small pensioner population (14% compared with 18.5% nationally)	Matters concerning the specific needs of elderly people, for example housing, service provision and accessibility, community facilities and building design.	Age Concern
Young adults	Age 20-24	Tamworth has a relatively young population with children and youth (age 0-24) accounting for 33.2% of the population of which 5.8% are aged 20-24.	Potential interests may include availability of affordable housing, access to employment, provision and accessibility of services and sport and leisure activities.	
Young people	Age 10-19	14.5% of the population are aged 10-19; that is to say that some 15,000 young people live in the Borough.	Young people's needs, for example provision and accessibility of services and sport and leisure activities.	Staffordshire Youth Service; Connexions; Youth Forum
Young children and families with young children	Under 10's and their parents or guardians	About 9,600 children live in Tamworth equalling 12.9% of the population.	Potential interests may include the provision of play facilities and open space areas, child care and transportation issues such as traffic management.	Sure Start Tamworth; Home Start Tamworth; Barnados
Single parent families		There are over 2000 single parent households in Tamworth, the vast majority of which are female lone parent households (89%).	Issues that may particularly concern single parent families include the provision of housing for people in housing need and access to services.	Gingerbread
Black and ethnic minorities	As defined by the Census 2001.	Tamworth population is mainly white/British (96.54%) with small black and ethnic minority communities (1.9%).	Community and cultural requirements	East Staffordshire Racial Equality Council

Faith groups and organisations	Local church leaders and organisations representing faith groups.	In the 2001 Census the vast majority of the resident population stated that they are Christian (76.8%). One sixth of the population stated that they did not belong to a religion.	Community and cultural requirements	Tamworth Covenanted Churches; Tamworth Deanery
Tenants – Social Housing		21.22% of households in Tamworth live in social rented accommodation.	Provision of, and access to, affordable housing	Tenants Panels
People in housing need	People may be in housing need for a variety of reasons including lack of accommodation, sharing facilities, poor housing, medical needs, social factors and overcrowding.	In March 2005 there were 1,100 households on the Housing Register.	Provision of, and access to, affordable housing	Tamworth Housing services; Housing register
Homeless people	People who have nowhere to live or live in very temporary accommodation. The charity Shelter provides a good overview of the legal definition of homelessness.	There were 133 households accepted as homeless on 31 st March 2003. 360 applications were lodged for registration as homeless from April 2004 to March 2005.	Provision of, and access to, affordable housing	Tamworth Housing services; organisations offering advice and support, e.g. Shelter
Tenants – Private Landlords		A small proportion of households rent housing from private landlords (3.34% as compared with 8.72% nationally).	Provision of, and access to, suitable and affordable housing	
Private housing owners	People who own the property they live in (outright or mortgaged).	The majority of households live in owner occupied accommodation (around 73% as compared with 68% nationally)	Supply of housing and affordability, provision and access to amenities and services	
Gypsies and Travellers	Various gypsy/traveller communities including gypsy-travellers, new (age) travellers and occupational travellers	Tamworth has only a very small gypsy/traveller population with no official gypsy/traveller pitches or sites within the borough.	Provision of suitable accommodation.	The Gypsy Council
People with disabilities	People who have impaired sensory/ physical/ mental abilities	8.71% of Tamworth's residents described their health as 'not good' in the 2001 Census. In 2003 3,575 people were claiming Disability Living	Potential interest may include provision of suitable and affordable housing, service provision and accessibility, transport, building	Health Service Providers; Disability Rights Commission; Disability organisations such as

		Allowance and 1,490 people were claiming Attendance allowance. That is to say that around 6.8% of the population were claiming one of the two main benefits associated with health which is above the national average.	design and modification/adaptation of buildings to meet needs.	Disability West Midlands, Staffordshire Blind, Parents Forum Staffordshire
Carers		Around 10% of the resident population of Tamworth provide unpaid care to family members, friends, neighbours or others because of long-term physical or mental ill health or disability or problems relating to old age.	Service provision and accessibility, transport	Carers groups and organisations, e.g. Tamworth Carers Group
Employees	All people aged 16-74 who are economically active; employed part or full time	Around 60% of all people living in Tamworth are employed either part or full time.	Provision of, and access to, employment, transportation issues such as public transport provision, car parking and infrastructure provision	
Self-employed people	All people aged 16-74 who are economically active and self-employed	5.9% are self-employed which is significantly below the national average of 8.28%.	Provision of, and access to, suitable and affordable premises, communications technology	Business Enterprise Support
Unemployed people	All people aged 16-74 who are seeking employment	3.56% of all people aged 16-74 indicated that there were unemployed in the 2001 Census. 872 people (1.6%) were claiming unemployment benefits in January 2005. This shows a high level of economic activity in Tamworth.	Provision of, and access to, education, training and employment	Job Centre Plus
Public Transport Users		21.75% of the resident population of Tamworth do not have access to a car or van.	Public transport provision and accessibility	Tamworth Passengers Transport Users Forum
Commuters		An estimated 50% of the working population out-commute every day.	Provision of local employment opportunities, transportation - both public and private	Tamworth Passengers Transport Users Forum

Communities bound together by an area of interest

Community	Description	Potential Interest	Organisations representing this community
Local Strategic Partnership (LSP)	The LSP is a voluntary agreement between local organisations to work together to improve the quality of life of the community. It has been in existence since 2002.	Any issue that may influence and have an impact on the quality of life of the community; link to Community Plan	Tamworth Local Strategic Partnership and the various partner organisations that are part of the LSP
Voluntary and community organisations	Voluntary and community organisations promoting community well being.	Various; depending on the concerns and responsibilities of the organisation	Tamworth Council for Voluntary Services; West Midlands Planning Aid Service
Environmental groups	Local, regional and national groups with an interest in nature conservation, wildlife and/or biodiversity	Issues relating to nature conservation, wildlife and biodiversity, e.g. protecting nature conservation sites	National organisations such as CPRE, RSPB and Friends of the Earth; regional and local groups such as Biodiversity Action Plan Group, Staffordshire Wildlife Trust and Hodge Lane Conservation Group
Heritage and conservation interests	Local, regional and national groups with an interest in protecting and conserving the built and/or historic environment	Conservation of the built and/or historic environment, e.g. Conservation Areas, Listed Buildings	Tamworth Civic Society, Friends of the Tamworth Castle, Peel Society, Conservation Area Advisory Committee
River and canal	Organisations and groups interested in the protection of Tamworth's waterways	Protection, enhancement and restoration of waterways	Inland Waterways Association, Coventry Canal Society, Environment Agency
Sport and leisure	Organisations promoting the participation in sport and leisure activities (formal and informal)	Provision and accessibility of sports and leisure activities	Tamworth Borough Council, Community Projects Team; National Playing Fields Association; Sport Across Staffordshire; Sport England (West Midlands)
Arts and culture organisations	Organisations promoting the arts and culture	Provision and accessibility of arts and culture activities	Tamworth Borough Council, Community Projects Team; West Midlands Arts Council; Museums, Libraries & Archives West Midlands; Culture West Midlands
Tourism	Organisations promoting tourism in Tamworth and the region	Provision of tourism attractions; conservation of the built and/or historic environment; issues relating to nature conservation, wildlife and biodiversity; employment developments	Tourism West Midlands; Tourist Board
Retail and tourism	Retail businesses and enterprises offering	Potential interests include the provision of suitable sites and premises; protection of the	Business Link Staffordshire; Tourist Board; Ankerside Shopping Centre

hospitality industry	accommodation, food and drink	historic town centre; building design; transportation issues	Shopping Centre
Development industry	Landowners, enterprises developing housing and/or commercial sites and advisory bodies such as planning consultants	Availability of land for development; infrastructure provision	House Builders Federation; landowners; developers; various planning consultants and agents
Design and architecture	Architects and design businesses; organisations promoting good design and architecture	Design standards	MADE (Midlands Architecture and the Designed Environment)
Business	Small, medium and large enterprises	Provision of suitable employment sites and premises and the necessary infrastructure; transportation issues; education and training	Tamworth Chamber of Commerce; Business Link Staffordshire; InStaffs (UK) Ltd, Federation of Small Business
Schools and Colleges	All educational establishments	Provision and accessibility of educational facilities; provision of ancillary services such as sport and leisure activities; transport; issues regarding safety	Primary Schools, Comprehensive Schools, Tamworth and Lichfield College of Further Education
Health	Health services and organisations promoting health and well-being	Health care infrastructure	Burntwood, Lichfield and Tamworth Primary Care Trust
Emergency services	Policy, Fire, Ambulance	Road design, communications and IT infrastructure	Tamworth Police Station, Tamworth Fire Station, Staffordshire Ambulance Service
Social Housing Providers	Local Authority, Housing Associations and other registered social landlords	Provision of affordable housing	Tamworth Borough Council; various Housing Associations; Housing Corporation
Private Housing Landlords		Various housing issues such as the availability and affordability of housing	
Public Transport Providers	Rail and bus service providers including operators of services and infrastructure providers	Various transportation issues	Network Rail, Virgin Trains, Centro, Arriva, Tamworth Passengers Transport Users Forum
Private Transport	Various organisations with an interest in road and/or rail	Various transportation issues	British Road Federation Ltd.; English, Welsh and Scottish Railways (EWS); Freight Transport Association;

Interests	transport		Road Haulage Association
Utilities providers	Organisations supplying water, gas, electricity and sewerage or organisations representing utilities companies	Infrastructure provision and maintenance	Various utility companies including South Staffordshire Water, Severn Trent Water, British Gas, East Midlands Electricity, Npower, PowerGen Plc., Transco; National Grid Company plc
Telecommunications and IT service providers	Organisations supplying communications and IT services	Provision of telecommunications and IT facilities	British Telecom; NTL; Telewest Broadband, Mobile Phone Operators

Public or semi-public organisations and agencies

Community	Description	Potential Interest	Examples – organisations representing this community
Elected representatives	Local Members of Parliament, County and District Councillors.	Consideration of electorate's concerns and needs	
Local level	Organisations and agencies that work at the local level	Various; depending on remit	Tamworth Borough Council; neighbouring authorities
Sub-regional level	Organisations and agencies that work at the county level	Various; depending on remit	Staffordshire County Council; Highways Agency; Staffordshire Police
Regional level	Organisations and agencies that work at the regional level	Various; depending on remit	Government Office for the West Midlands; Advantage West Midlands
National level	Organisations and agencies that work at the national level	Various; depending on remit	Various government departments; government agencies such as English Nature and the Strategic Rail Authority

APPENDIX 4: LOCAL DEVELOPMENT SCHEME – TIMETABLE FOR LDD PREPARATION

DOCUMENT	2004			2005			2006			2007			2008														
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N
Local Development Scheme																											
Preparation																											
Submission to Secretary of State																											
Review																											
Staffordshire & Stoke-on-Trent Structure Plan																											
Policies saved for 3 years																											
Tamworth Local Plan 2001-2011																											
Public Inquiry																											
Modifications																											
Adoption																											
Policies saved for 3 years																											
DEVELOPMENT PLANNING DOCUMENTS (independent examination)																											
Statement of Community Involvement (SCI)																											
Pre Production																											
Production(2=Consultation on draft SCI)																											
Examination																											
Adoption																											
Core Strategy																											
Pre Production																											
Production																											
Examination																											
Adoption																											
Housing																											
Pre Production																											
Production																											
Examination																											
Adoption																											

KEY MILESTONES

- 1. Commencement of the preparation process
- 2. Public participation on preferred option
- 3. Submission
- 4. Pre-examination meeting
- 5. Commencement of the examination
- 6. Adoption of the document

As the LDF timelines may be subject to change the reader is directed to the Council's website, www.tamworth.gov.uk, for the most recent version of this document.

APPENDIX 5: ANALYSIS OF METHODS

Methods	Benefits	Limitations	Resource implications
Local newspapers Tamworth Herald Tamworth Times	Potential to reach wide audience in the whole of the borough Good for regular updates Can be used to explain specific issues in more detail using pictures and maps Pull-outs or return slips can be used to give people an opportunity to respond Can also be used to provide feedback on previous consultation	May be costly Potential that target audience is not reached	Requires staff with the skills to prepare articles, press releases and advertisements – can draw on existing skills and resources within the Borough Council, Information Unit Cost for placing information in the local newspapers has to be taken into account
Internet/ website	Increasingly used by the public and professionals seeking detailed information Good for providing up-to-date information Information can be viewed at people's own convenience (24/7)	Not everybody has access to the internet Needs to be user-friendly (well-presented and easily accessible) Needs to be maintained on a regular basis	Requires staff with skills and knowledge to publish information and documents on our website – within the Development Plan team and Information Unit Inexpensive (no printing, copying or distribution costs)
Leaflets/ brochures	Good for providing an overview in simple language Can be easily distributed; wide coverage can be achieved May be less deterring (eye-catching, short, plain English) and may therefore encourage the involvement of a wider range of people Can be combined with other methods; e.g. questionnaire/survey	Target audience may not be reached May not provide enough detail May not be suitable to publicise certain documents or issues (i.e. technical or complicated matters)	Requires staff with the expertise to summarise often complex issues in plain English – within the Development Plan Team Requires staff with the skills to make it stand out (graphics, design) – Information Unit Printing costs and distribution costs need to be taken into account
'Talkback'	Potential to reach wide audience as 'Talkback' is distributed to every household in Tamworth Good for providing an overview in simple language	Only produced 4 times a year 'Talkback' might be perceived as junk mail and not read May not be suitable to publicise certain document or issues (i.e. technical or	Requires staff with the expertise to summarise often complex issues in plain English – within the Development Plan Team and Information Unit

			complicated matters)	
Formal letter/ email	Can be used to provide an overview of specific issues; Good to initiate contact and to keep stakeholders and interested parties informed		May not be suitable to publicise certain documents or issues (i.e. technical or complicated matters)	Can be quick and easy to produce Need to be clear about who to send letters to; requires the maintenance of a consultee database Postage costs
Public inspection copies	Statutory requirement at certain stages in the production process of the Local Development Framework People can view detailed information and documents free of charge at different public venues including the Council offices and local libraries Useful to invite representations on draft and submitted documents	Dependent on opening hours of Council offices and other public venues Questions may arise that cannot be answered immediately; not particularly useful for people with little knowledge of planning		Inexpensive way of distributing information and inviting representations
Questionnaire/ survey	Useful to gain an insight into people's views on specific issues Can lead to a better understanding of people's concerns Responses can help identify key issues and interests	Questions need to be carefully worded to ensure useful and meaningful responses May not be a suitable technique to gather views on specific documents or issues (e.g. technical and complicated matters) Need to consider sample size and composition Are the responses representative of local opinion?		Resource implications depend on type of questionnaire or survey Requires careful planning and skilled staff May have to use a consultant to carry out the work
Public exhibitions	Potential to reach wide audience , especially if held at several locations at different days and times Good to present information in detail and to allow communities to comment and discuss issues	Resource-intensive Attendees are self-selecting Location and timing may limit who attends Can be intimidating for some attendees		Staff time for preparation and presentation; time-consuming Availability of venues important; may incur costs Committed staff/skilled communicators needed to make public exhibition a

	<p>Can lead to a better understanding of people's needs and concerns</p> <p>Can help identify key issues and interests</p>	<p>success</p>
Public meetings	<p>Open and inclusive way for people to engage in debate on specific issues</p> <p>Good to throw up and develop ideas</p> <p>Can be used to target a specific section of the community</p> <p>Existing groups and meetings can be used</p> <p>Useful to build on and integrate with other strategies</p>	<p>Requires skilled staff to present information and lead or facilitate discussion</p> <p>May have to use external facilitators</p> <p>Resource requirements depend on type and size of public meeting</p>
Stakeholder meetings	<p>Useful means to identify key issues by getting key people involved</p> <p>Discussion can be more focused as only a selected number of people are present; more complex issues can be discussed in greater detail</p> <p>Can be useful in achieving alignment with other strategies and initiatives, e.g. the Community Plan</p>	<p>Time-consuming</p> <p>Requires senior staff involvement</p>
Workshops	<p>Can be used to target a specific section of the community or to involve a cross-section of the community</p> <p>Good to discuss complex and complicated issues in detail and for developing ideas</p> <p>A more 'hands-on' approach can be used employing various techniques, e.g. drawings or maps to help people to visualise problems and solutions</p>	<p>Needs to be well planned and set up</p> <p>Requires skilled staff to lead or facilitate discussion</p> <p>External facilitators may be needed</p> <p>Location important; may incur cost</p>

APPENDIX 6: SUMMARY OF POTENTIAL CONSULTATION METHODS AND TECHNIQUES

Potential Consultation Methods/Techniques	Type of Document and Stages							
	Development Plan Documents (DPD) (e.g. Core Strategy, Site Allocations, etc)					Supplementary Planning Documents (SPD) (e.g. Codes of Practice)		
	Survey/ Evidence Gathering	Issues and Options	Preferred Options	Submission	Adoption	Survey/ Evidence Gathering	Draft Document	Adoption
Formal letters/ email	✓	✓	✓	✓	✓	✓	✓	✓
Leaflets/ newsletter/ posters	✓	✓	✓	✓	✓		✓	✓
Public inspection copies of documents			✓	✓	✓		✓	✓
Internet/ Website		✓	✓	✓	✓		✓	✓
Notices/ advertisements in local press			✓	✓	✓		✓	✓
Press Releases/ radio		✓	✓	✓			✓	
Questionnaires/ surveys	✓	✓				✓		
Stakeholder meetings (e.g. Minerals Forum, LSPs)			✓				✓	
Public exhibitions			✓					
Seminars/ workshops			✓					

Consultation Bodies / Groups / Organisations	Type of Document and Stages							
	Development Plan Documents (DPD) (e.g. Core Strategy, Site Allocations, etc)					Supplementary Planning Documents (SPD) (e.g. Replacing Interim Planning Guidance)		
	Survey/ Evidence Gathering	Issues and Options	Preferred Options	Submission	Adoption	Survey/ Evidence Gathering	Draft Document	Adoption
Adjoining planning authorities	✓	✓	✓	✓	✓	✓	✓	✓
Staffordshire Parish Councils	✓	✓	✓	✓	✓	✓	✓	✓
Government agencies/ departments	✓	✓	✓	✓	✓	✓	✓	✓
Statutory undertakers	✓	✓	✓	✓		✓	✓	
Planning consultants/ professional organisations		✓	✓	✓			✓	
General industry		✓	✓	✓			✓	
Environmental/ amenity groups	✓	✓	✓	✓		✓	✓	
Registered interested individuals/ groups	✓	✓	✓	✓	✓	✓	✓	✓

APPENDIX 7: CONSULTEES ON PLANNING APPLICATIONS

- Advantage West Midlands
- Ancient Monuments Society
- Architectural Liaison Officer, Staffordshire Police
- British Coal Midlands Group
- British Pipelines
- British Waterways
- Calstress Engineering Ltd.
- Conservation Area Advisory Committee
- Council for British Archaeology
- Council for the Protection of Rural England
- Department of the Environment, Food and Rural Affairs
- Department of Trade and Industry
- Department for Transport
- English Heritage
- English Nature
- Environment Agency
- Forestry Commission
- Georgian Group
- Health and Safety Executive
- Highways Agency
- Highways and Transportation Unit
- Housing Services
- Inland Waterways Association
- Joynes Pike & Ass.
- Lichfield & Tamworth Chamber of Commerce
- Lichfield District Council
- National Association of Shopkeepers
- National Grid Company PLC
- National Grid Transco
- Network Rail
- North Warwickshire Borough Council
- Ofcom
- Rail Property Board
- Ramblers' Association
- Severn Trent Water Ltd.
- Society for the Protection of Ancient Buildings
- South East Staffordshire Health Authority
- South Staffordshire Archaeological and Historical Society
- South Staffordshire Health Authority
- South Staffordshire Waterworks
- Sport England
- Staffordshire County Council
- Staffordshire Fire and Rescue
- Staffordshire Police
- Staffordshire Wildlife Trust
- Tamworth Business Association
- Tamworth Civic Society
- Tamworth Disabled Council
- Theatre Trust
- Victorian Society

APPENDIX 8: SPEAKING AT PLANNING COMMITTEE

The Borough Council gives wide publicity to all planning issues and welcomes the views of the public so that they may be taken into account when decisions are made. The views of objectors and supporters on planning applications are all considered in detail before a decision is made.

To improve the public's opportunity to influence planning decisions, the Council allows public speaking in certain circumstances at its Planning Committee.

This leaflet tries to answer some of the questions you might have about how to make a presentation and what will happen at the meeting.

1. Can I speak on any item on the agenda?

You may only speak on applications where you submitted views for the committee to consider and indicated that you wish to speak and where the application is recommended for approval.

2. Who is allowed to speak at Planning Committees?

If you objected and stated that you wished to speak then you and the applicant will be invited to address the Planning Committee

3. I have objected to a planning application. What happens next?

When objections have been received, planning officers will consider whether:

- The application should be refused;
- It should be amended to resolve objections or other problems;
- The application should be approved

Only those applications where objectors wish to speak to the Committee and where approval is recommended will be considered by the Planning Committee.

4. Can I see the officers' report before the meeting?

Yes. The agenda and reports will normally be available from Friday of the week before the meeting.

5. How do I know if and when the application I am interested in is to be considered at a meeting?

If you objected and stated that you wish to speak and the application is recommended for approval you will be sent a letter telling you of the date of the meeting when the application will be considered. The applicant will also be invited to speak at the same time.

6. What do I do if I want to speak?

If you object using the form provided tick the box. If you write a letter please indicate clearly that you wish to speak. The form or letter can be posted or delivered to the office, faxed on 01827 709277 or e-mailed to planningadmin@tamworth.gov.uk

7. How much time will speakers be allowed?

Each person is allowed a total of 5 minutes to make representations. After 4 minutes you will be told that 1 minute remains and you will be stopped at 5 minutes whether you have finished or not. Speakers will only be allowed one opportunity to address the Committee.

8. What if there are a number of objectors who wish to speak?

Only one presentation from the objectors and the applicant is encouraged. Objectors will be asked to get together before the meeting to agree on a spokesperson and the submissions to be made. Lists of the names and addresses of everyone

wishing to speak on a particular planning application will be provided to each person.

9. When and where are the meetings held?

The Planning Committee meetings are usually held on a Wednesday evening at three weekly intervals in Committee Room 1 at Marmion House, Lichfield Street, Tamworth starting at 6pm. Access is from the entrance at the side of the building in Orchard Street. Lists of the dates of future meetings can be obtained from the Principal Planning Officer. If you have given notice to speak please ensure you are present for the start of the meeting at 6pm.

10. Who is on the Planning Committee and who else will be at the meeting?

The Committee is made up of the 10 elected Borough Councillors (details available from the Case Officer on request).

A number of officers are also present to advise the councillors and make a formal record of the meeting. Any member of the public and the applicant can attend to listen to the debate. The press may be present.

11. What is the order of business at the meeting?

The order printed on the agenda for the meeting is normally followed. A copy of the agenda will be available at the meeting.

What is the order of speaking for each application?

- ◆ Introduction of the application by the Chair
- ◆ Introduction by a Planning Officer, drawing attention to significant issues and giving updated information
- ◆ Objectors' representations when the speaker will be invited forward to address the committee
- ◆ Applicants' representations when the speaker will be invited forward to address the committee
- ◆ Further comments by Planning Officer
- ◆ Debate and decision.
- ◆ The decision may be:
 - To approve the application;
 - To refuse the application;
 - To defer consideration, (e.g. for negotiation or further information).

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12. How do I present my objection?

The committee may only consider relevant planning issues. You are advised to prepare your views in advance.

It would be helpful if you limited your comments to matters such as:-

- ◆ Layout, design and amenity factors
- ◆ Effect on privacy and sunlight/daylight issues
- ◆ Existing use of the site and features such as trees
- ◆ Requirements of other authorities including highways and utility suppliers
- ◆ External or underground environmental site factors including contaminated land
- ◆ Traffic and parking
- ◆ Precedents set elsewhere

Please avoid matters that cannot be considered such as:

- ◆ Boundary disputes, covenants or other property rights;
- ◆ Applicants' conduct, motives or personal circumstances;
- ◆ Effect on property values;
- ◆ Loss of private view over the land;
- ◆ Previous planning history which is irrelevant to the present application.
- ◆ Disturbance during building work.

There will not be an opportunity for you to display maps, photographs etc or to ask questions of others at the meeting

13. What happens after the decision is made?

The applicant/agent will be sent the notice of decision. Objectors will be sent a letter informing them of the decision.

Where an application has been refused, the applicant can appeal to the Planning Inspectorate. You will be told if an appeal is made, your interest will be notified to the Planning Inspectorate and you will be asked for any further comments. There is no opportunity for objectors to appeal if an application is approved.

If you have any questions please contact:-

Environment & Regulatory Services
Tamworth Borough Council
Marmion House
Lichfield Street
Tamworth B79 7BZ

Telephone: 01827 709 282
Fax: 01827 709 277
e-mail: planningadmin@tamworth.gov.uk

Public Participation

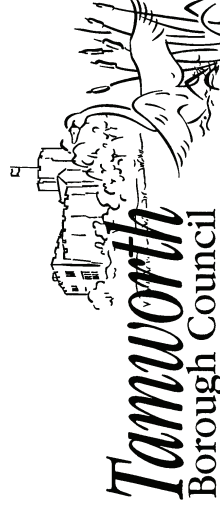
in

Your opportunity

Your opportunity
to take part

in the

planning process



This document is available in large copy prints, audio cassette, Braille or languages other than English. If you require the document in one of these formats please contact:

Post: Development Plan
 Strategic Partnerships
 Tamworth Borough Council
 Marmion House
 Lichfield Street
 Tamworth
 B79 7BZ

Telephone: 01827 709575

Fax: 01827 709277

Email: planning@tamworth.gov.uk

Website: www.tamworth.gov.uk

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CABINET

20th June 2013

REPORT OF THE PORTFOLIO HOLDER FOR COMMUNITY DEVELOPMENT AND VOLUNTARY SECTOR

Tamworth Borough Council Review of Commissioned Services

EXEMPT INFORMATION

None

PURPOSE

To update members on and seek approval for the next stages of Commissioning Cycle 2, including the shaping of new services and the potential reduction and de-commissioning of some existing services, based on the needs assessment.

To further develop the structures needed to support the implementation of the Public Sector Commissioning Framework and ultimately joint commissioning through a public Sector Commissioning Board.

To build on current commissioning practice and momentum, leading the way in Tamworth in relation to joined up commissioning

RECOMMENDATIONS

That Members;

1. Endorse the estimated spend in each area of need (See commissioning intentions document attached at appendix D).
2. Endorse the proposal to publish Tamworth Borough Council's commissioning intentions
3. Endorse the Commissioning Board to engage fully in the development of the service outline process led by the Commissioning team
4. Endorse the development of a de-commissioning guidelines and best practice document to enable more effective and efficient commissioning in Tamworth
5. That Cabinet selects their preferred option;

Option 1. To continue to fund the family support services element at the existing level (£25,000 per annum).

Option 2. To reduce the family support service element by £10,000 per annum to £15,000 per annum

Option 3. To reduce the family support service as in option 2 but reinvest the £10,000 saving per annum across the other commissioned services

EXECUTIVE SUMMARY

During the past six months the Commissioning team have undertaken an in depth multi agency approach to needs assessment in Tamworth. Steps have included;

STAGE 1 Sept 12-Jan 13

- Review of Strategic documents
- Review of Strategic priorities TSP/TBC
- Consideration of priority outcomes/Task and finish priorities
- Mapping of current commissioned services for Tamworth

STAGE 2 Jan 13-Mar 13

- Drafted a list of funding priorities produced (we identified 12 areas and have completed needs assessments in each of these areas – see appendix)
- Developed an assessment matrix for priorities
- Form Public Sector Commissioning Board (this is still under development)
- Commissioning Board approval of drafts

STAGE 3 Mar- June 13

- Assessed priorities using matrix
- Agree with Commissioning Board priorities and business rationale for Service Outlines

STAGE 4 June – Sept 13

- Turn priorities into Service Outlines and agree indicative budget provision against Service Outlines
- Service Outlines on In-tend

We are currently in Stage 4 – turning priorities into service outlines, these need to be loaded on In-tend by the end of July at the latest to meet commissioning deadlines.

We are working closely with partners and the VCS to ensure that commissioned services avoid duplication are outcomes focussed and meet the current needs in Tamworth. Our needs assessment has been proportionate to the amount of funding allocated by TBC and must also feed results into the wider commissioning landscape for Tamworth working closely with partners.

There are many opportunities currently for joined up commissioning and subsequent funds for Tamworth going forward including:

- The role of the Police and Crime Commissioner
- The Community Safety Partnership
- The District Children's Commissioner
- County Council Commissioning
- Clinical Commissioning Groups
- County Public Health

As commissioners it is our duty to ensure we:

- influence and align funds ensuring Tamworth's needs and priorities are met strategically and operationally

- Enable Tamworth to attract additional funds and opportunities
- Encourage all local commissioners to utilise the agreed Public Sector Commissioning Framework

Our needs assessment has highlighted two county commissioned contracts which will duplicate some of the current services we commission. This provides us with an option to re-consider our investment in family support services.

Option 1. To continue to fund family services to the same amount (£25,000 per annum) This option means that there would be no medium term financial saving in our commissioned contracts. The services purchased would need to ensure that there is no duplication with county services.

Option 2. To reduce the family support service element by £10,000 per annum to £15,000 per annum and contract a service to cover gaps in family service provision provided by the County Council. This option provides a £10,000pa saving to the Council.

Option 3. To reduce the family support service to £15,000pa and reinvest the £10,000 saving per annum across the other commissioned services, further needs assessment would be required to consider where to invest this contribution.

RESOURCE IMPLICATIONS

Currently TBC commission services annually that amount to approximately £177,000 per annum (including the Homeless prevention fund and the environmental fund). This funding provides excellent value for money, social value and return on investment.

If Option 2 were adopted this financial investment would decrease by £10,000, however we have identified through an in depth needs assessment that coverage of family support services has increased via recent county contracts and we can therefore decrease our funds to this area.

LEGAL/RISK IMPLICATIONS BACKGROUND

TUPE risk may apply to new contracts where there is a current provider in place. There will be a risk assessment completed as part of Commissioning cycle 2.

SUSTAINABILITY IMPLICATIONS

There are none arising from this report

BACKGROUND INFORMATION

The contracts which have been delivered to date through the framework including Tamworth Borough Council funding and PCT funding are outlined below:

3 Year Contracts Allocated			
Contract	Awarded to	Amount per annum	Summary
09/25 Financial Inclusion	Tamworth Credit Union	£15,000	<p>To provide affordable loans and promote savings for Tenants' and citizens' of Tamworth. To promote the take up of home contents insurance and work with Tamworth Borough Council to reduce financial exclusion in Tamworth</p> <p>Note – this service has been de-commissioned as the Tamworth Credit union folded in September 2012, currently alternative financial inclusion services are being explored by the housing team.</p>
09/26 Families & Parenting Support	Barnardo's	£75,395	<p>Service providing Support for Parenting/Support for Families in the Tamworth area. The key outcomes for this service are:</p> <ul style="list-style-type: none"> • To increase support for a wide range of parents including; foster parents, lone parents, refugee families and families from other cultures • To provide direct support to families in need with children of all ages, this support may need to be structured around 0-5s, primary and secondary school aged children • To widen access to parenting courses such as the Triple P programme • To support family life and relationships through periods of stress • To collect information on what support families need helping to inform services • To map and understand existing provision of parenting support and improve the co-ordination and referral pathway <p>Note – this service now needs further exploration as the children's services</p>

			<p>team at county have commissioned a service from Barnardo's focussing on parenting programmes. Reduction and change to this service can now be considered as County is also now commissioning an emotional wellbeing service which encompasses several areas of family support.</p> <p>It is recommended that reduction of this service can now be implemented to avoid duplication.</p>
09/27 Debt & Generalist Advice	CAB	£180,000	<ul style="list-style-type: none"> • To increase access to debt and financial wellbeing advice • To increase access to generalist advice • To reduce homelessness • To reduce stress/suicide levels • To reduce marital/family breakdown <p>Note – this service has consistently over achieved on all of its targets and is the largest contract we currently hold. Information from the impact assessment shows it would be extremely difficult to justify de-commissioning or significantly reducing this service in the current economic climate.</p>
09/28 VCS Capacity Building	Tamworth CVS	£93,000	<p>To provide capacity building support for the Voluntary and Community Sector in Tamworth. This work includes strategic work, development of the sector, information giving, practical support, training and support applying for funding and grants.</p> <p>Note - County Council have commissioned a county wide service in Infrastructure support including capacity building which appears to duplicate part of our current service provision. Reduction, change and de-commissioning of this service is being implemented with a workshop inviting the sector to give feedback.</p>
09/31 Mental Health Crisis	The Samaritans	£21,000	Supporting vulnerable people experiencing mental health issues, who are in crisis or at risk of self harm or suicide.

Intervention			Note – the Samaritans service has provided an extremely valuable service for Tamworth, and has continued to meet all targets, however service may still be available through national helplines, and we would look to re-locate services within TBC if possible.
09/34 Environment & Wildlife Service	Staffordshire Wildlife Trust	£45,000	<p>Protecting and enhancing the wildlife and wild places of Tamworth, promoting an understanding of the natural environment and encouraging community involvement in maintaining and enhancing natural habitats.</p> <p>Note – this contract is exceeding all performance indicators and is commissioned via the environmental team, there is a proved need for the service as provided by its current provider.</p>
09/35 Volunteering	Tamworth CVS	£27,000	<ul style="list-style-type: none"> • To maximise uptake of volunteering opportunities within Tamworth • To increase local awareness/knowledge of volunteering • To improve the capacity of local organisations including the Statutory, Voluntary and Community Sector and private sectors to effectively manage volunteers and respond to changes in volunteering • To ensure volunteering as a cross cutting issue is represented throughout Tamworth Local Strategic Partnership <p>Note - County Council have commissioned a county wide service in Infrastructure support including volunteering it is not yet clear what services will be provided for volunteers, reduction, change and de-commissioning of this service can be explored as part of the wider needs assessment.</p>
09/46 Adults in Need	Tamworth CVS	£75,000	<p>To support vulnerable adults who are at risk of experiencing issues contributing to mental ill health such as low self esteem, stress, anxiety, depression, loneliness and isolation.</p> <p>Note – this service is due to be de-commissioned June 2013 and was funded</p>

			through PCT funding.
09/48 Socially Isolated Parents	Home-Start	£75,000	To support new parents, people with young families or parents new to the area vulnerable to mental distress due to social isolation, anxiety and depression in relation to wider parenthood issues such as marital breakdown, bereavement. Note – this service is due to be de-commissioned June 2013 and was funded through PCT funding.
09/49 Outcomes Based	Home-Start	£27,000	Outcomes Based Service providing high quality services that respond to the needs of Tamworth’s citizens and contribute to an overall improvement in their quality of life. The project will work with families on low incomes in Tamworth to maximise benefits, thus preventing debt and poverty. Note – this service has consistently over achieved on all of its targets and is one of the smallest contracts we currently hold. Information from the impact assessment and financial return on investment show it would be extremely difficult to justify de-commissioning or significantly reducing this service in the current economic climate.
2 Year Contracts Allocated			
Contract	Awarded to	Amount	Summary
09/47 Young People's Well-Being	Barnardo's	£50,000	To promote the well-being and mental health of all children and young people, especially those at greater risk of mental health problems, by working in partnership to address need, reduce the impact of risk factors and promote protective factors. Note – this service was de-commissioned June 2012 and was funded through PCT funding.
11/05 Enterprise & Job	BDS	£60,000	To ensure individuals, existing

Creation Service			<p>and new businesses are made aware of and signposted to advice and support on:</p> <ul style="list-style-type: none"> • Business growth & development • Employment growth • Workforce development • Access to finance <p>Note – this service was funded through LPSA2 reward through the strategic partnership – it has consistently met its performance indicators and is meeting a real need for Tamworth businesses. In order to continue to fund this service through TBC funds reduction, change or de-commissioning of services is required. It must also be explored with partners such as LEPs, county, other districts and partners to explore opportunities for joint commissioning.</p>
CLG homeless grant	CAB	£40,000	<p>CLG homeless grant funding funds a:</p> <ul style="list-style-type: none"> • Court Desk Service which assists in preventing repossessions and homelessness, by providing assistance with completing court paperwork • Money Advice Service offers specialist advice and support for people with Debt issues <p>Note – this funding is likely to continue for a further two years if key performance indicators are met and will go out to tender March 2014</p>

REPORT AUTHOR

Fleur Fernando

LIST OF BACKGROUND PAPERS

Commissioning Board Report April 2013
Tamworth Strategic Partnership Report – May 2013

APPENDICES

Needs Assessment for Tamworth Borough Council Commissioning Cycle 2

Having Reviewed Strategic documents, Strategic priorities TSP/TBC and considered the TSP priority outcomes/Task and finish priorities we utilised the following headings to map against and then produce a draft list of possible funding priorities.

We have devised a scoring matrix for each heading, as TBC only commission services for around £177,000 per annum currently we will not be able fund all of the priorities, partners may wish to include the work in their own commissioning intentions.

We included relevant partners/staff the scoring and needs assessment. We have full details for each of these areas of needs assessment including recommendations and are happy to share these findings with partners.

A

Priority/outcome	Partners
1. Mental Health / Wellbeing	Fleur Fernando, Anna Hammond, Jon Topham
2. Health Inequalities/ Vulnerabilities	Rob Barnes, Nicky Burns, Fleur Fernando, Jon Topham
3. Housing	Karen Clancy, Steve Pointon, Sue Philp
4. Parenting & Families	Rob Mitchell, Dave Bates, Pam Dhanda, Annette Alexander
5. Alcohol, Tobacco & Drugs	Karen Adderley, Tony Bullock, Rob Barnes
6. Obesity	Fleur Fernando, Jon Topham, Neil Mason
7. Teenage Pregnancy	Tim Leese, Steph Ivey, plus teenage pregnancy co-ordinator
8. Raising Aspirations	Education Board (2 members) Karen Adderley
9. Debt & Poverty Reduction	Karen Taylor, Sue Philp, Rachel Ashford, Fleur Fernando, Steve Pointon
10. Economic/Business/VCS Support/Job Creation	Fleur Fernando, James Roberts, Matt Fletcher, Nicky Burns

11. Volunteering / Communities	Karen Adderley, Lee Bates, Karen Clancy, Nicky Burns
12. Crime and ASB	Karen Adderley, Dave Fern, Sarah Wakefield, Steph Ivey

B

Commissioning cycle 2 – Key timescales

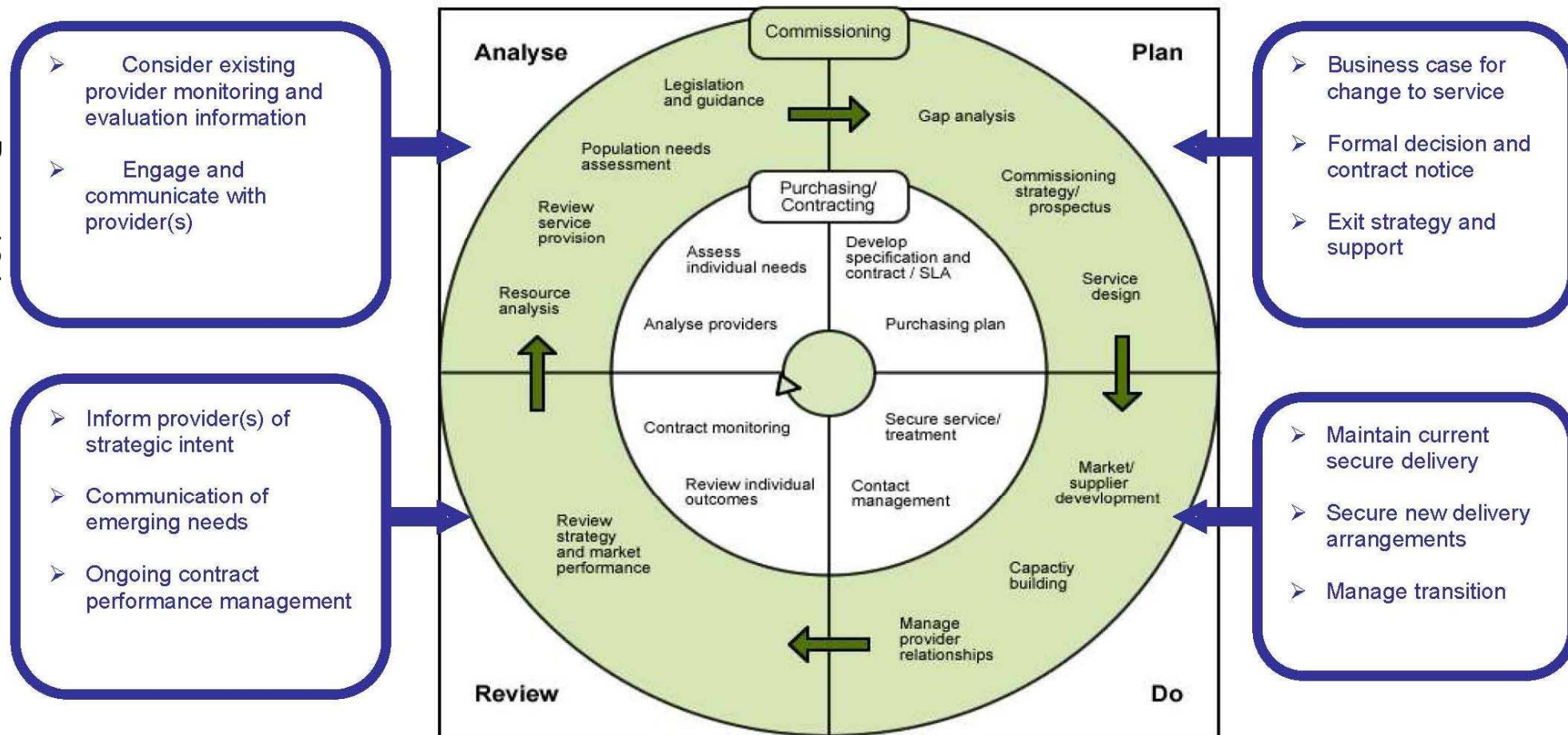
Action/ Task	Date
Meet with County PSCiP team Re joint funding opp's	Jan 12 - ongoing
Meet with Children's Commissioner Re joined up funding	Jan 12 - ongoing
Meet with Community Development Manager and team Re community involvement in consultation	Jan – April 12
Devise consultation for priorities	Jan – April 12
Link to TSP funding and contracts	Feb 12 - ongoing
Write to the currently funded organisations and inform them of the new Commissioning Framework	Feb 12
Meet with the eleven currently funded organisations to talk through any comments and concerns	March 12
Communicate principles with Tony Goodwin and Danny Cook for initial agreement	March 12
CMT report	March 12
Commissioning Board report	March 12
Recruit volunteer	April/ May 12
Consultation period for Commissioning priorities and framework re-circulated to key partners. Incorporated a workshops and citizens focus groups supporting consultation, 7 th May 2012 2 nd July 2012, linking to citizens' panels and community events	23 April 12 – 23 Sept 12
Discuss at Tamworth Strategic Partnership	May 12
Consultation feedback utilised to re draft Application Form, service outlines, scoring criteria and framework	Oct/Nov 12
Letters sent to the currently funded organisations re: impact if funding ceases/decreases	Dec 12

Commissioning Board representation from the VCS confirmed	Sept/Oct 12
Devise implementation of commissioning cycle 2	Nov/Dec 12
Explore De-Commissioning, Build business cases for change and Impact Assessments	May/June/July 2013
Devise Service outlines – agreed by Commissioning Board	May/June 2013
Infrastructure & Business Support Workshop (New Model) – Training Room @ Marmion House	10 th June 2013
Load service outlines on intend	15 th July 2013
Service outlines and applications out to tender	15 th July 2013
Plan surgeries @ Tamworth BC – room to be confirmed (Run through Application Form, Risk Assessments, EIA etc)	Mid – End July 2013 (after tenders out on In-tend)
Deadline for applications	30 th September 2013
Scoring panel meet	w/c 7 th October 2013
Commissioning Board meet to make final decision	End Oct/Beg Nov 2013
Decision notification	w/c 2 nd December 2013
Link to TSP funding streams and commissioning	Ongoing
Develop contracts/SLA's with successful Organisations	Jan/Feb 2014
Agree monitoring arrangement	Jan/Feb 2014
Signed contractual agreements and action plans	Feb/Mar 2014
Implementation of new Contracts and Performance Monitoring	1 st April 2014
New reporting systems upheld and monitored (6 monthly reporting templates)	April 2014 - ongoing
New risk assessment/internal audit	Mar 2014 - ongoing
Link to Covalent for Performance Monitoring	Ongoing

C IPC Commissioning Cycle with Decommissioning Actions areas

Key areas for consideration when decommissioning

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D Tamworth Borough Council Commissioning Intentions 2013

All potential commissioned services are contracts.

TBC also operates a small, arts and sports grants scheme.

All commissioned services and the outcomes they meet are commissioned with the Tamworth Strategic priorities as the key focus.

TBC welcomes partner involvement in the next stage of service outline development and will consult and involve service providers where possible and proportionate. Exploration of Joint commissioning where possible is also welcomed at this stage.

Directorate	Title of Service	Outcomes purchased	End User	Geographic area	Funding Amount 3years	Commissioning Contact	Jointly commissioned	Agreement Length & end date
CPP	Family Support	<p>Outcomes to be decided avoiding duplication with county and LST services. But likely to include:</p> <ul style="list-style-type: none"> • Improved parenting skills and quality of parenting • Improved aspirations of families, parents and children • Increased resilience in families particularly at key transition phases • To reduce marital/family breakdown 	Tamworth residents	All Tamworth	£45,000 (based on option 2 with a reduction of £10,000 per year)	Fleur Fernando/Karen Adderley	Possibly	3 Years end March 2017
CPP	Debt and generalist advice	<ul style="list-style-type: none"> • To increase access to debt and financial wellbeing advice • To increase access to generalist advice • To reduce homelessness • To reduce stress/suicide levels • To reduce marital/family breakdown 	Tamworth residents	All Tamworth	£180,000	Fleur Fernando/Karen Adderley	Possibly	3 Years end March 2017
CPP	Infrastructure, Volunteering and Business Support	<ul style="list-style-type: none"> • To increase the capacity of the VCS • To increase the capacity of the business sector • To support good practice in volunteering and maximise numbers of volunteers • To increase the quantity and quality of the VCS • To increase the quantity and quality of the business sector 	Tamworth residents	All Tamworth	£120,000	Fleur Fernando/Karen Adderley	Possibly	3 Years end March 2017
CPP	Crisis support	<ul style="list-style-type: none"> • To support those in mental crisis • To reduce levels of suicide and self harming • To support good practice in volunteering • To meet emerging mental health needs 	Tamworth residents	All Tamworth	£21,000	Fleur Fernando/Karen Adderley	Possibly	3 Years end March 2017

CPP	Maximising income	<ul style="list-style-type: none"> • To reduce the number of families living in poverty • To increase the income available to families • To reduce stress levels in families • To reduce debt levels in families • To support families through welfare reform changes 	Tamworth residents	All Tamworth	£27,000	Fleur Fernando/Karen Adderley	Possibly	3 Years end March 2017
Housing	Homelessness grant funding	To reduce homelessness in Tamworth	Tamworth residents	All Tamworth	TBC	Steve Pointon	No	Possibly 2 years
TCP	Shopmobility service	To provide a shopmobility service in Tamworth town centre	Tamworth residents	All Tamworth	£15,000	Tracey Yeomans	No	possibly 3 years
A & E	Environmental Service	Protecting and enhancing the wildlife and wild places of Tamworth, promoting an understanding of the natural environment and encouraging community involvement in maintaining and enhancing natural habitats.	Tamworth residents	All Tamworth	£45,000	Andrew Barratt	No	3 years extension to current contract

20th June 2013

**REPORT OF THE PORTFOLIO HOLDER FOR PUBLIC HOUSING &
VULNERABLE PEOPLE AND PORTFOLIO HOLDER FOR OPERATIONS &
ASSETS**

**PHASE TWO OF REDEVELOPMENT OF COUNCIL OWNED GARAGE SITES
AND COUNCIL HOUSE BUILDING PILOT**

EXEMPT INFORMATION

PURPOSE

To update members on progress in relation to the redevelopment of underused Council owned Garage sites and to agree proposals for a further phase of the redevelopment. To set out proposals for assessment of the feasibility for a Council house building programme.

RECOMMENDATIONS

Cabinet are recommended to:

1. Approve the redevelopment of underused Garage sites in accordance with the schedule shown in Annex 1,
2. To confirm that the Council will progress redevelopment of those sites included in phase two of the programme in partnership with Waterloo Housing Association
3. Agree that the feasibility of a Council House Building project is explored based on the potential redevelopment of a garage site
4. Agree a waiver to financial guidance to enable the Council's advisors Ark Consultancy to provide a financial assessment of the potential for Council house building on this site. A further report following this assessment will be submitted to Cabinet in November 2013.
5. That officers work with partners to develop options to ensure use of retained Right to Buy receipts to achieve like for like replacement of affordable housing.

EXECUTIVE SUMMARY

Members on 25th July 2012 agreed proposals for a further phase of redevelopment of underused Garage sites for affordable housing in partnership with Waterloo Housing Association and Bromford Housing Group. The schedule of sites agreed was subject at that time to further assessment with Registered Provider Partners.

A first phase of the project has been progressed with 5 of the originally identified sites now having successfully gained planning permission. These sites will now be

developed by Bromford Housing Group. It is anticipated work on these sites will commence in late summer subject to agreement and exchange of contracts delivering 20 properties.

Four of the remaining five sites included within the first phase of the project are now progressing towards planning. The exception is Bloomfield Way where land ownership issues have arisen. This site is considered below.

Since the schedule of sites for the next phase of the project was agreed with Cabinet in July 2012 further site assessments have been undertaken and outline site layouts and design work has been completed. This initial work has identified potential for up to 40 additional units of affordable housing.

From the schedule agreed in July 2012 one site has been removed, namely Beauchamp Road garage site. This is because this site is deemed to be problematic to develop.

Waterloo Housing Association and Bromford Housing Group were appointed as the Council's partners for this project following the submission of proposals to the Council. However, since agreement of partnership arrangements for the delivery of the programme the Council has been notified by Bromford Housing Group that they will be unable to progress further sites as originally intended due to difficulties accessing grant funding. Bromford Housing Group however remain committed to completion of their commitments in relation to phase one sites.

As a result discussions have been undertaken with Waterloo Housing Association. Waterloo have confirmed that they are able to mobilise resources to provide partnership accords on all of the next phase of garage sites. This report proposes that the Council maintains its partnership arrangement with Waterloo Housing Association. As part of this partnership Waterloo Housing Association continue to commit to meeting all costs associated with the development including the Council's legal costs.

In addition to progressing the redevelopment programme in partnership with Waterloo Housing Association this report also proposes that an assessment is made of the feasibility of conducting a limited pilot to build new Council Housing. To progress this it is proposed that the Council's advisors Ark Consultancy are requested to provide a financial assessment of the potential for this. Ark Consultancy have been appointed following a competitive tendering process to provide advice to the Council in relation to housing delivery models in support of the Council's ambitions in relation to Housing regeneration and growth. The proposals represent additional work to the original tender and a waiver to financial guidance is sought on this.

Undertaking a feasibility study at this stage will support the development of wider plans and strategies including the development of the Town Centre Housing Strategy, HRA Business Plan and Regeneration and Growth Strategy. Any proposal to undertake Council house building will need to be considered in relation to other options to increase both affordable housing in the borough and the number of Council owned homes. Other options could include acquisition of properties on the open market.

The feasibility study will focus on the Bloomfield Way garage site however the output from this study will inform wider strategic considerations. As highlighted above

although included in Phase One of the redevelopment programme this site has not currently progressed due to a need to resolve issues of land ownership. It is expected that these issues will be resolved within a timescale which will enable development of the site if the feasibility study supports this outcome. Plans have already been developed for the provision of two houses on the site. It is expected that any outstanding issues regarding this site will be resolved in parallel with the assessment of the potential for Council house building. However if this is not achieved then the outcome of the feasibility assessment will provide the information required to consider other development opportunities.

In addition to undertaking a detailed assessment of the financial viability of new Council house building the proposed future report to members will also provide an evaluation of delivery methods. This will include consideration of options for the Council to let a separate design and build contract or commission its Registered Provider partners to undertake the development.

If the feasibility investigation reveals that the business case does support a Council house building pilot up then, subject to further agreement, the scheme will be progressed in partnership with Waterloo Housing Association.

Members should note that by agreeing to the disposal of the garage sites shown at Annex One the Council will not be in a position to make use of these sites to develop Council house building should the feasibility investigations show that Council house building is both desirable and affordable. The Council therefore has the opportunity at this stage to halt the development of further sites whilst the feasibility appraisal is conducted. However this will entail the following risks:

- The loss of HCA allocated Capital funding for these developments
- Loss of commitment and investment from the relevant Registered Provider and the need to develop new partnership arrangements to deliver the scheme
- A time delay prior to moving forward with the developments

Members also have the option to reserve sites additional to the site at Bloomfield Way for inclusion in the Feasibility Study.

It is suggested that based on the available information and the above risks the Council should progress the partnership scheme as described above.

All of the above proposals are subject to the usual development risks and Cabinet will be aware from previous reports that it is very likely that not every site will come forward for redevelopment. In the event that sites are not suitable for development for affordable housing, proposals for alternative use will be brought forward.

RESOURCE IMPLICATIONS

The financial implications of the disposal of Council owned garage sites have previously been reported.

It is anticipated that the cost of undertaking a financial appraisal of the potential for Council house building will not exceed £2k. This can be met from within existing HRA resources.

LEGAL/RISK IMPLICATIONS BACKGROUND

The Council has the power, under section 9(1) of the Housing Act 1985 to build new houses. If the Authority decides to sell any of the houses, the Secretary of States consent is required pursuant to s32; these are contained in the general consents 2013.

Any new development presents high profile risks and challenges. A summary of key risks is shown below:

Risks	Controls/Comments
Identified Sites not proceeding to full & practical Completion	The overall programme includes a number of sites and it is expected that at least some will not progress . Also the sites selected are based on preliminary work undertaken by RPs suggesting viability and housing needs data showing the councils ability to let. Where sites do not progress for affordable housing alternative plans will be developed.
Business Case Supports Council House Building but Bloomfield Way proves to not be developable.	In order to progress a study the Council must identify at least one site on which to base assessments. The information and plans developed as part of the feasibility studies will be of great value in informing strategic plans and could be applied to other Council land holdings.
High development costs meaning acquisitions or some other form of new developments is more lucrative to the council and to the HRA	The feasibility investigations will allow a full assessment of the potential for Council house building. Where the business case does not show that this is the best option then the Council will be able to consider other means to achieve its ambitions.
Increased stakeholder expectations that this will resolve the housing demand in Tamworth	Ongoing communications regarding the need for affordable housing and the Council's housing regeneration and growth plans will support a realistic view. Work to strengthen the Local Plan will ensure that the need for affordable housing continues to be reflected in planning considerations.
Although Council House finance reform has strengthened the HRA there are not unlimited funds. By undertaking a pilot the Council could be unable to deliver other housing regeneration and growth priorities.	This pilot is conservative to test whether it is viable going forward. By undertaking a feasibility study the Council can ensure that building offers the greatest Value for Money when compared to other options. This will be .linked to an overall updating and review of the HRA business plan.
The Council is disposing of Council land assets to a Registered Provider which, if the feasibility study of Council House	Based on the currently available information the Council is not in a position to commit to a Council House

Building pilot proves to be positive there will not be an opportunity to build on these sites.	building programme. The need for affordable housing in the borough is significant and the partnership arrangements in place have the greatest certainty of delivering new homes. If the Council does not progress this scheme then there is a risk that allocated HCA and other resources will be lost.

SUSTAINABILITY IMPLICATIONS

Investment in new and affordable housing directly contributes to the Councils Corporate Priorities

Aspire & Prosper – As set out in the governments ‘get Britain building’ report 2012, investment in the construction industry has a direct and positive impact on economic activity, for every £1 spent a total of £2.84 in extra economic growth. Social return on investment and the wider social value is also evidenced through the councils approach to procurement by creating local job opportunities and stimulating small business opportunities.

Healthier & Safer – positive impact on vulnerable people as homes will be built to ‘lifetime home’ standards which are designed to adapt to people’s changing care needs and enable them to remain in their own homes independently for as long as possible. New homes are also built to a minimum of Level 4 – Code for Sustainable Homes – which exceeds the council’s mandatory requirement to meet code 3 reducing carbon emissions on completed homes and tackling fuel poverty and promoting affordable warmth.

MATTERS FOR CONSIDERATION

Members on 25th July 2012 agreed proposals for a further phase of redevelopment of underused Garage sites for affordable housing in partnership with Waterloo Housing Association and Bromford Housing Group.

A first phase of the project has been progressed with 5 of the originally identified sites now having successfully gained planning permission. These sites will now be developed by Bromford Housing Group. It is anticipated work on these sites will commence in late summer subject to agreement and exchange of contracts delivering 20 properties.

The remaining 5 sites included within the first phase of the project have been progressed but have proved more problematic to get to the planning application stage. Waterloo Housing Group have worked closely with the Council to overcome these issues and it is expected 2 of these sites will be taken to committee in June with a recommendation for approval. Issues concerning parking provision at the Keats close / Kipling Rise site have necessitated further work and consultation but the intention remains to present revised proposals for approval at Committee in July. Similarly, further consultation with residents and ongoing discussions with planning colleagues are addressing outstanding issues at the Masefield Drive / Thackery Drive site. Subject to this work being completed as planned, it is planned for this site to go to planning committee for approval by September at the very latest. The 5th site at Bloomfield Way is subject to land ownership issues and solicitors are working with

the Council and the appropriate government departments to resolve this issue. However, given this position it is likely this site will now be included within the second phase of the project and as highlighted below, may provide an opportunity to take forward a limited pilot to build Council Housing.

Waterloo Housing Association and Bromford Housing Group were appointed as the Council's partners for this project following the submission of proposals to the Council. However, since agreement of partnership arrangements for the delivery of the programme the Council has been notified by Bromford Housing Group that they will be unable to progress further sites as originally intended due to difficulties accessing grant funding although an opportunity to re-develop one of the sites as supported housing is currently being explored with Bromford.

Following discussions with Waterloo Housing Association it has been agreed the association will be able to provide partnership accords on all of the phase 2 sites. Since the July 2012 report, the Council has reviewed the schedule of sites to be included in the second phase of development. Work has commenced to take these sites forward. Initial site layouts have been prepared and discussions with planning colleagues are ongoing to ensure learning from the first 10 sites is incorporated at an early stage on the second phase sites. Initial work on these sites indicates that it may be problematic to re-develop all of the sites as intended for housing. However, final decisions on what can be taken forward will be subject to further site investigations and consultation.

In addition to progressing the redevelopment programme in partnership with Waterloo Housing Association this report also proposes that an assessment is made of the feasibility of conducting a limited pilot to build Council Housing. To progress this it is proposed that the Council's advisors Ark Consultancy are requested to provide a financial assessment of the potential for this. Ark Consultancy have been appointed following a competitive tendering process to provide advice to the Council in relation to housing delivery models in support of the Council's ambitions in relation to Housing regeneration and growth. The proposals represent additional work and a waiver to financial guidance is sought on this.

Undertaking a feasibility study at this stage will support the development of wider plans and strategies including the development of the Town Centre Housing Strategy, HRA Business Plan and Regeneration and Growth Strategy.

The feasibility study will focus on the Bloomfield Way garage site as highlighted above. Although included in Phase One of the redevelopment programme this site has not currently progressed due to a need to resolve issues of land ownership. Plans have already been developed for the provision of two houses on the site. It is expected that any outstanding issues regarding this site will be resolved in parallel with the assessment of the potential for Council house building.

In addition to undertaking a detailed assessment of the financial viability of new Council house building the proposed future report to members will also provide an evaluation of delivery methods. This will include consideration of options for the Council to let a separate design and build contract or commission its Registered Provider partners to undertake the development.

If the feasibility investigation reveals that the business case for a Council house building pilot does not stack up then the scheme will be progressed in partnership with Waterloo Housing Association.

The potential opportunity to build new Council housing is supported in part by the use of Right to Buy receipts and subject to agreement with central government for the Council to use allowable receipts to ensure replacement of affordable housing lost under the Right to Buy. The issues relating to this matter were reported to members in September 2012. Key to this is the need for the Council to ensure that allowable receipts are utilised within three years of their receipt. This means that the Council will need to plan for expenditure of the first part of the receipt by April 2015. Therefore in addition to exploring the use for these receipts to support Council house building the Council will work with its Registered Provider Partners to assess other opportunities to ensure that these resources are used to support new affordable homes within the borough.

Housing Need

Tamworth's population is predicted to increase significantly in coming years. The Council's Local Plan recognises the challenges associated with meeting people's housing need. The current plan sets a target for 5,000 homes by 2028, 4,000 to be delivered in Tamworth on the basis of 30% split between social and affordable homes.

In addition to the overall demand for housing in the borough there remains a considerable need for Social rented housing. This is reflected by the high levels of households seeking housing through the Council's Housing Register. At May 2013 there were 2062 on the Housing Register. By comparison during 2012/2013 the Council was able to make 303 allocations to either Council or Registered Provider Homes. Additional demand on this limited supply of affordable housing is likely to arise from Welfare Benefit Reform with an additional 139 households affected by the reforms seeking to move to smaller accommodation. Regeneration plans at Tinkers Green and the Kerria Centre will also result in up to 137 households requiring re-housing to social rented properties.

The Council will work with Waterloo Housing Association to develop homes on these sites which meet the identified needs of the borough. In particular there will be an opportunity to develop homes which meet the needs of disabled or elderly households and the Council will seek to balance the need for general needs housing with these specific needs.

REPORT AUTHOR

Rob Barnes – Director of Housing & Health
Steve Pointon – Head of Strategic Housing
Tina Mustafa – Head of Landlord Services

LIST OF BACKGROUND PAPERS

APPENDICES

Annex One – Schedule of Garage Sites

Appendix A:

Tranche 2 : anticipated schedule of sites and density.

TAMWORTH REFERENCE	WTA JOB NO	SITE ADDRESS	AREA	DENSITY
633	1305/	Cherry Tree Walk	GILLWAY	4x2B4P Houses
419	1305/	Hawthorne Avenue	GILLWAY	4x2B3P Bungalows or 4x2B4P Houses
634	1305/	Hilltop Avenue	GILLWAY	4x2B4P Houses
422	1305/	Chestnut Avenue	GILLWAY	2x2B3P Bungalows
423	1305/	Chestnut Avenue	GILLWAY	4x2B3P Bungalows or 4x2B4P Houses
468	1305/	Colbourne Road		3x2B4P Houses
458	1305/	Broadsmeath	KETTLEBROOK	3x2B4P Houses
459	1305/	Broadsmeath	KETTLEBROOK	2x2B4P Houses
640	1305/	Lower Park	KETTLEBROOK	1x2B4P House
643	1305/	Thurne	WILNECOTE NORTH	2x2B4P Houses
476	1305/	Arden Close	WILNECOTE	3x2B3P Bungalows
453	1305/	Chapelon	GLASCOTE	2x2B4P Houses and 4x1B2P Flats
454	1305/	Chapelon	GLASCOTE	2x2B4P Houses
449	1305/	Ferrers Road		3x2B4P Houses
637	1305/	Ferrers Road		2x2B4P Houses

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20th June 2013**REPORT OF THE PORTFOLIO HOLDER FOR PUBLIC HOUSING & VULNERABLE PEOPLE**

Council Landlord Services - Welfare Reform and Preparations for Universal Credit

EXEMPT INFORMATION**PURPOSE**

To update cabinet on the impact of key reforms contained within the Welfare Reform Act 2012 on the Council's Landlord Service and to agree actions and changes to policy in response to the reforms.

RECOMMENDATIONS

That Cabinet approve:-

1. A waiver to financial regulations to use Consult CIH to undertake work necessary to update the HRA business plan up to the value of £5000.
2. An amendment to the rent policy to allow tenanted transfers with rent arrears where this will alleviate financial hardship and seek to improve people's living conditions, subject to the wider links to the allocations policy.
3. The action plan resulting from the risk assessment

EXECUTIVE SUMMARY

On the 25th July 2012 Cabinet received a report detailing the impact of Welfare Benefit Reform. Members have also had the opportunity to attend several seminars on the subject. On the 30th May 2013, Cabinet also approved a range of hardship funds aimed at providing transitional relief for those tenants facing exceptional hardship. Directions are still awaited from the DCLG on the proposals around the landlord hardship fund; any material feedback will be reported to members.

It was agreed last July, that a further report would be presented to Cabinet in the summer of 2013 to reflect on the initial impact of the changes and report preparations on Universal Credit (UC). The date for national implementation of UC, originally October 2013, remains unknown and details are pending the outcome of several pilots, as referenced in the report. Further announcements are expected in the Comprehensive Spending Review in June.

As implementation of Universal Credit remains unclear this presents a further uncertainty when preparing budgets. Clearly the impact on income streams continues to be robustly monitored at both a service and corporate level and will inform the HRA medium term financial strategy and budget setting processes. There are uncommitted surpluses within the HRA of c£5m and future investment decisions will be alive to the potential threat to future income streams before funds are committed. It is anticipated that the update to the HRA

business plan will prepare for this more accurately, although it is still early days. Notwithstanding that, the above recommendations are continued evidence of the preparations underway to ensure that high quality services continue to be provided to customers.

It is recommended that Consult CIH are engaged to support the development of the HRA business Plan. A financial waiver represents value for money as the same consultant, who undertook detailed work on the HRA business plan following self – financing, will undertake this work and it therefore will be more cost effective and timelier.

The government published its social justice strategy “Transforming Lives” in 2012 with the stated intention to focus on tackling the root causes of poverty rather than its symptoms. The subsequent Welfare Reform Act 2012 aimed to create a system of fairness and support for those who needed it most, but with an emphasis on employment as the key aspiration. As the councils landlord there are opportunities to use HRA investment to stimulate third sector growth and work with contractors to tackle worklessness by using apprenticeships’ and local small business labour.

A detailed risk and rent impact assessment has also been prepared and is attached at annex one. This along with the risk assessment has informed the action plan at annex three, and represents the range of preparations and work being undertaken. In support of corporate objectives around aspire and prosper the opportunity to invest in the third sector and in wider regeneration, to extend and develop affordable housing choices, will mitigate the overall impact of economic hardship in the medium to long term.

The development of a Corporate Debt Policy (sometimes referred to as an Economic Well-being Framework) will also present an opportunity to work with partners and across services to prioritise debts due to the council as well as offer practical and sensible signposting debt and income maximisation solutions within a commissioning and partnership framework.

In the short term changes to the rent policy, as detailed within the report, will allow people to move who would otherwise be prevented from improving their financial circumstances, where there is a sound business case. It is recommended that this is developed as part of the equality impact assessment for the allocations policy and procedures established once the principle is agreed.

RESOURCE IMPLICATIONS

There are significant financial implications arising from welfare reform, most of which are difficult to predict with any real accuracy as it is too early to assess the full impact of the bedroom subsidy and benefit cap. The rent impact assessment at annex 1 highlights the wider social, economic and health impact this will have on some families.

From an income recovery perspective, and assuming the worst case position, bad debt is forecast to rise to over £1.5m by 2016/17, this includes the current bad debt forecast of around £1m in addition to assuming non-collection of income. The situation is being monitored robustly at a service and corporate level. Ongoing monitoring through 2013/14 will inform the budget setting process for 2014/15 and be reflected in the medium term financial forecast. Current bad debt provision is c£1m and it is expected that the planned update to the HRA business plan will set this in the context of wider ambitions before longer-term investment decisions are made.

The HRA outturn for 2012/13, reported through the budget review processes, confirms accumulated and uncommitted surplus, as at 31/3/13, of c£5m. Under the HRA ring-fence, these balances are protected for HRA spend and any future investment will be alive to the uncertainty around future bad debt and the potential threat this has on income streams.

Anticipated costs of up to £5k arising from proposals to employ consultants to update the

HRA business plan can be met from within existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

A detailed risk assessment is attached at annex three. Headline risks and controls are captured below

Risk	Control
Increase in bad debt as people struggle with rent payments in relation to Non dependant charges, spare bedroom subsidy, direct payments/universal credit, council tax scheme	HRA Business Plan under review to go back to Cabinet concerning bad debt Impact Assessment on bad debt, capacity within budgets to divert revenue, extra staffing, two income maximisation officers
Confusion to customers	Communications Plan in place, Count down leaflet, updated web site, individual letters, briefing sessions
Increase in evictions	Making best use of the Homeless Prevention Fund. Advising tenants at an earlier stage of risks and consequences, development of the hardship fund.
An increase in irresponsible or illegal lending	£10,000 in investment in third sector – joint Working in housing commissioning on strategic money advice Discussions with banking sector on jam jar accounts. SP to continue Partnership with investigation unit for illegal lending
Downsizing into more suitable accommodation not necessarily best use of stock i.e. 4 bedroom property to 2 bedroom property(couple with no children)	Better use of mutual exchange policy-greater flexibility proposed on mutual exchanges to maximise income. Prioritised use of incentive to move on mutual exchanges and/or transfers.

SUSTAINABILITY IMPLICATIONS

A financially sustainable HRA business plan directly contributes to the Council's strategic priorities, in particular around ensuring value for money.

MATTERS FOR CONSIDERATION

HRA Business Plan Update

Officers plan to report an update to the HRA business plan by the end of 2013. This will coincide with updated stock condition data that will inform an investment plan for the Council's stock as well as decisions around the future funding of regeneration, development and wider social housing growth.

The medium term financial strategy and financial forecasting includes a provision for bad debt. For 2013/14 the budgeted figure for the increase in bad debt provision is c£170k.

The current impact to tenants is:-

Change	Timing	Impact to Council Tenants
Increase in Non-dep charges	Increases started in 2011/12 when the highest non	Some tenants are now out of benefit due to non

	dependent charge was £60.60 the current highest non dependent charge is now £87.75 per week	dependant charges and have to pay full rent. Tenants who have non dependent charges have rent to pay and if the rent is not paid this will lead to enforcement action which could ultimately end in eviction
Benefit Cap	15 th July 2013	There are no tenants affected by the cap as at 6/6/13
Spare Bedroom Subsidy	1 st April 2013	519 tenants affected as at 6/6/13
Universal Credit	To be confirmed	1961 (workable age) on either partial and/or full Housing Benefit so will be affected
Total		Around 54% tenants affected

Non-Dep Deductions – the non dependant deductions for 2013/2014 are as follows

Income	<£124	£183	£238	£316	£394	<£394
Charge	£13.60	£31.25	£42.90	£70.20	£79.95	£87.75

Spare Bedroom Subsidy - At this stage 72% of tenants liable for the spare bedroom subsidy, which came into force on 1st April 2013, are paying the charge. Of those affected over 70 have a valid notice seeking possession and 28 already have valid suspended court orders for possession.

Benefit Cap – The benefit cap pilot started in the London Boroughs on the 15th April. The Secretary of State for Work and Pensions, have confirmed that it will be implemented nationally from the 15th July 2013, effectively setting a cap at £26,000 per annum per household.

The DWP's benefit cap Frequently Asked Questions have been updated and can be found at: <http://www.dwp.gov.uk/docs/benefit-cap-la-faqs.pdf>

Due to the delay in reform it has been difficult to assess the overall impact with accuracy. However the latest information from the Department for Work and Pensions has confirmed that no Tamworth council tenants will be affected by the benefit cap.

The combined effect of the above changes will need to be factored into bad debt calculations going forward. Members have received seminars on these matters and predictions have been made around arrears levels, increasing from c£400k in 2013 to over £1m by 2015/16. Detailed financial modelling around this and other commercial investments is prudent so that ambitions match capacity and balances exist to protect core front line housing management services.

To prepare for the HRA business plan update a financial waiver is recommended to use Consult CIH, to update the HRA Business Plan. Work has already been undertaken in the past and there is familiarity with the HRA business planning model used when self financing was adopted and there is a wider understanding around the financial ambitions for regeneration, acquisition and development. Costs are not likely to exceed £5,000 for this work. Given the timescales and work involved it is better value to engage professionals a) with prior knowledge to limit further costs on this b) capacity to undertake this work over the Autumn c) applied understanding of this relates to commercial opportunities vis medium term

financial planning.

Rent Policy

An amendment to the rent policy allowing housing transfers to tenants with rent arrears is now considered prudent. Recognising that preventing people moving who are already experiencing financial hardship inhibits their ability to improve their financial position. However it is recommended that transfers/exchanges' with rent arrears will only be considered where there is

- ✓ evidence of financial hardship by continuing in the property
- ✓ best endeavours to pay to avoid the situation deteriorating
- ✓ formal agreements on outstanding debts.

These amendments will be subject to the wider equality impact assessment being undertaken for the allocations policy in preparation for cabinet in September 2013.

Next Steps & Action Plan

An impact assessment for rent is attached at annex one. The summary of findings and health outcomes are evidence of the overall impact welfare reform has on people's quality of life.

The key findings, in conjunction with the risk assessment, have been used to inform the action plan.

Action	Anticipated outcome
Post the Communications Plan on the Councils dedicated web site around welfare reform, including referencing the links used in this report	Well informed tenants and customers
Update the HRA Business Plan to mitigate impact of bad debt	Prudent financial planning around the HRA
Extend Housing Options <ol style="list-style-type: none"> 1. Growth in affordable housing 2. Invest in Council housing building pilot 3. Business case assessment of acquisitions 	Wider links to the Councils approach to regeneration
Promote Housing Mobility <ol style="list-style-type: none"> 1. amend rent policy and link to allocations policy to mitigate against financial hardship and allow moves with arrears subject to the business case 2. extend home swapper to provide housing options online 3. Speed dating on mutual exchange event as piloted by home swapper 	Making best use of stock
Review Court action protocol and inform court user group discussion <ol style="list-style-type: none"> 1. evidential statement prepared on housing options as part of court papers 2. link to homeless prevention protocol 3. review impact of the landlord 	Promote tenancy sustainment

hardship fund and identify and resources / transitional relief where possible	
Review local lettings plan for the high rise	Making best use of stock
Seek clarification from the DWP on the Universal credit implementation plan	Proportionate response to policy impact
Produce a Corporate Debt / Economic Well-being Framework that prioritises council debts and identifies all support across the sectors and with partners	Promotion of economic well-being and linked to wider financial regeneration

Universal Credit

A pilot of the scheme commenced in Ashton Under Lyne on 29th April 2013, for single jobseekers only. Officers are awaiting confirmation of the national implementation timetable for new and existing claims, currently scheduled for October 2013.

In the last Cabinet update, July 2012, central to the Welfare Reform Act 2012 was the introduction of universal Credit. This will see the introduction of a single benefit¹ paid directly to the claimant, 4 weeks in arrears. Currently 76% of council tenants are on partial or full Housing Benefit. This means c£10m of the rental income comes direct from internal transfer of Housing Benefit to rent accounts. Under the new system, rent will have to be collected direct from the tenant, where exemptions do not apply. The social housing regulator is warning that this could have an adverse impact on business plans and preparations will continue in relation to preparing for this as the HRA business plan is updated.

Proposal	Current Position	Further Development
Investment in the Third Sector of £10,000	Additional £5,000 agreed by July 2012 Cabinet	Third sector commissioning of jam jar accounts and wider debt management services
Adopting a Landlord Hardship Fund	Approved March 2013	Impact assess take up
Additional Income Management Staff	Landlord Organisational Change approved 24/5/13	Assess impact of universal credit on collection options
Exploration of mobile devices to aid door stop electronic collection and management	Being investigated as part of the commitment to agile and corporate change	Ongoing
Development of a Social Enterprise Partnership with Mears	Social Enterprise being explored on a wider corporate level in relation to the links to the LEP	Publicise apprenticeship opportunities with contractors

The Universal Credit pilot began on the 29th April 2013 in one of the pathfinder areas (Ashton under Lyne) with the remaining three (Oldham, Warrington, Wigan) due to start in the summer. The DWP has confirmed that this will test the rent element. Very few claimants will move onto Universal Credit in the pathfinder areas as eligibility conditions are limited, specifically

- ✓ making a new claim
- ✓ be single
- ✓ not have any children
- ✓ not have mortgage

¹ UC replaces Income Support, Income based JSA, Income related ESA, HB, child tax credits and working tax credits

- ✓ not have savings over £6000
- ✓ be fit for work

The results of these pilots are therefore likely to provide only partial learning. The DWP has confirmed that all claimants will be offered help with managing their money; this will include interviews to determine vulnerability, budgeting support and whether an alternative payment arrangement is appropriate. This commonly referred to “switching BACK” to direct landlord payments. It is suggested that only people with more than 2 months rent arrears will be considered for this switch back.

The DWP has provided a Universal Credit Partners toolkit which can be found at <https://www.gov.uk/universal-credit-toolkit-for-partner-organisations>

This site includes a new online personal planner, intended to help claimants prepare for universal credit.

Information about universal credit including a link to the online claim form can be viewed at <https://www.gov.uk/universal-credit/what-you-need-to-do>

The House of Commons Public Accounts Committee has also published a report into the changes of HB:-

www.publications.parliament.uk/pa/cm201213/cmselect/cmpublicacc/814/814.pdf

Headline conclusions from that report are that the DWP should:-

- ✓ monitor changes at a regional and local level and be ready to act rapidly by identifying in advance what action increases in homelessness or rents will trigger and report back to the select committee
- ✓ monitor the impact of lodgers and boarders and they are treated in HB and Universal credit
- ✓ Should work with LAs to measure the demand for funding at a local level to target the way resources (DHP) are allocated

REPORT AUTHOR

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LIST OF BACKGROUND PAPERS

APPENDICES

Annex One - Rent Impact Assessment 2012/13

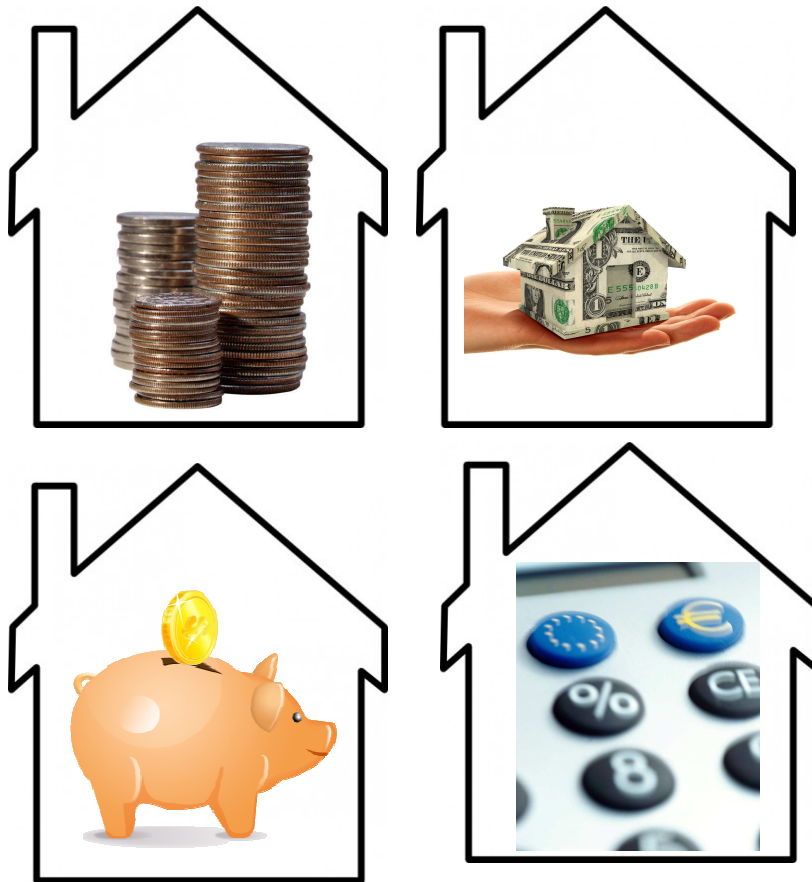
Annex two – Risk Map

Annex Three – Action Plan

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RENT IMPACT ASSESSMENT

BETWEEN APRIL 2012 AND MARCH 2013



Report produced by Julie Clempson on behalf of
Tamworth Borough Council April 2013

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Appendix 4 Impact Assessment on rent arrears cases attending Burton County Court	Page 31-39

Summary of Findings and Actions

Findings	Actions
Increase in rent arrears due to non dependant charges, under occupancy charges, benefit cap Increase in contacts by housing officers by visits, phone and interviews, increase in NSP's being served. More legal action being taken.	In-depth visits by Income Maximisation Officers, assisting tenants in to work, working more closely with serious arrears cases, working with partners, rent incentive scheme, 48 rent week, quarterly rent statements
Dealing with financial difficulties, more in depth cases Time constraints on staff as their visits are lengthier and more thorough	Better use of staff time and delegation of lower cases to the Tenancy Sustainment Assistants and higher cases to the Income Maximisation officers..
Dealing with more vulnerable households	Access to hardship fund to mitigate particular impacts to tenants arising from welfare reform.
Court Action being pursued for non payments Increased resources and staff time attending and Additional expense for tenants with court costs and attending court at Nuneaton, travelling and parking costs. Travelling to court.	Further impact Assessment to be carried out Court and evictions last resort, Use of Pre Action Protocol, landlord hardship fund
Evictions; this is our last resort after all actions have been pursued to try and sustain tenancies Increase in evictions from 10 in 2010/2011 to 22 in 2011/2012. Has implications on costs, average eviction costs £3,500	Evictions are our last resort after all actions have been pursued to try and sustain tenancies
Stressful situations for tenants	Referrals made to extend agencies for support CAB, TamworthCAN, Bromford.
Stressful situations for staff	Staff training

Introduction

The Landlord Tenancy Sustainment Team (Income) deals with income collection and income maximisation, financial inclusion, current arrears, former tenancy arrears, recharges, supporting people, garages and court costs. This impact assessment is based on the current arrears for 2012/2013 and factors affected by the rent collection.

This assessment shows the impact on income collection and on the arrears over the last 12 months, showing the amounts of Notice of Seeking Possessions that have been served each month, Court actions that have been taken and as a last resort the amount of evictions that have taken place. Our aim, at all times, is to sustain tenancies. The assessment also shows the previous 12 months figures for comparison; however, presently there is a 48 week rent year where previously there was a 50 week rent year. The document shows the last two years performance of legal actions taken and 12 months of unsuccessful and successful contacts with our customers.

The Impact Assessment looks at the factors which have had an impact on income collection and arrears so far with the closure of Tamworth County Court and in March 2013 the closure of Burton County Court. Whilst landlord services is committed to continue service improvement the changes of the courts has had financial implications to Tamworth Borough Council and to our customers.

In light of current government changes this assessment highlights how the increases on Non dependant charges, under occupancy charges and Benefit Cap will have on families in the current economic climate.

This Impact Assessment also includes the facts and comparisons covering overall summary of statistics, measuring performance, reasons for non payments and arrears increasing, findings, impact and the way forward for the future. Attached are appendices 1: Payment methods, 2: Rent First Christmas rent campaign 2012, 3: Rent first Easter campaign 2013, 4: Impact Assessment on rent arrears cases attending Burton County Court.

The Government has made a decision on the way benefits will be paid in the future to our tenants; Universal credit will be introduced from October 2013 and will fundamentally change the current system of benefits and tax credits. Welfare reforms and changes to Universal Credit are about to impact on the rent collection and income management service. Maximising customer expectations will be a challenge together with maximising our income management capabilities. New demands will be placed upon our services at all stages of the cycle pre-tenancy, tenancy and former tenancies.

Whilst landlord services is committed to continue service improvement the changes of the Welfare Benefits system and Localism Act have already had an impact on the arrears and predictions for the future are that the arrears will rise considerably if payments are not met.

In light of current government changes this assessment highlights how the changes have already affected the arrears and have had a significant impact on our services and our customers. We therefore have procedures in place which makes it as easy as possible for customers to pay their rent and access information about their rent account. We offer support for customers through well trained staff and links with our partners who can help with maximising income and managing debt. We increased our staff by recruiting two extra income maximisation officers.

For 2012/2013, the Tenancy Sustainment Team (income) had to collect rent to the value of £17,190,148.37 and other charges due promptly from tenants in order to sustain tenancies and protect the provision of services. The key aims of the team are to maximise income collection and minimise bad debts. In cases where rent arrears accrue, these are kept to a minimum and effectively reduced through a fair, responsive, and where necessary, firm approach. The overall objective of rent collection is maximise collection and to minimise the level of arrears in a sensitive, but effective manner.

Facts – Comparisons 2011/2012 and 2012/2013

Notice of Seeking Possession Served 2011/2012

Month	NSP's Served in total	Average
Apr	25	£341.61
May	36	£364.33
June	41	£365.94
July	50	£316.88
Aug	53	£355.25
Sept	79	£353.92
Oct	58	£385.47
Nov	47	£347.14
Dec	32	£350.55
Jan	43	£361.85
Feb	38	£322.77
March	28	£448.85
Total	530	£359.55

Notice of Seeking Possession Served 2012/2013

Month	NSP's Served in total	Average
Apr	15	£424.42
May	49	£484.29
June	43	£391.27
July	52	£448.59
Aug	72	£455.75
Sept	57	£479.10
Oct	56	£408.78
Nov	42	£511.93
Dec	43	£461.76
Jan	120	£445.06
Feb	58	£523.48
March	28	£560.55
Total	635	£466.25

Court Action 2011/2012

Month	Possession Forthwith	PPO	MJO	SPO	14 Day Possession	28 Day Possession	Immediate Possession	General Adjournment	Total Court Cases
Apr	-	-	-	4	-	-	-	-	4
May	-	-	-	1	-	-	-	-	1
June	-	-	-	3	-	1	-	-	4
July	-	-	-	1	-	1	-	1	3
Aug	-	-	-	3	-	2	-	1	6
Sept	-	-	-	3	-	-	-	-	3
Oct	-	-	-	3	-	-	-	-	3
Nov	-	-	-	7	-	4	-	5	16
Dec	-	-	-	-	-	2	-	-	2
Jan	-	-	-	-	-	-	-	-	0
Feb	-	-	-	1	-	3	1	-	5
March	-	-	-	1	-	2	-	-	3
Total	0	0	0	27	0	15	1	7	50

Court Action 2012/2013

Month	Possession Forthwith	PPO	MJO	SPO	14 Day Possession	28 Day Possession	Immediate Possession	General Adjournment	Total Court Cases
Apr	1	-	1	1	-	2	-	-	5
May	2	-	1	1	-	3	-	-	7
June	-	-	-	-	-	1	-	-	1
July	-	-	1	1	-	1	-	-	3
Aug	-	-	-	2	1	2	-	-	5
Sept	-	-	-	-	-	1	-	-	1
Oct	-	-	-	-	-	1	-	-	1
Nov	-	-	-	3	-	-	-	1	4
Dec	3	-	-	-	-	-	-	-	3
Jan	3	-	-	-	-	4	-	-	7
Feb	-	-	-	1	-	2	-	-	3
March	-	-	-	3	-	-	-	-	3
Total	9	0	3	12	1	17	0	1	43

Evictions 2011/2012

Area	Number of Evictions	Family	Single Person	Couple	Average Age
Stonydelph	1	0	1	0	31
Glascote	1	0	1	0	31
Belgrave	1	1	0	0	34
Leyfields	0	0	0	0	n/a
Amington	1	0	1	0	45
Bolehall	0	0	0	0	n/a
Kettlebrook	0	0	0	0	n/a
Hockley	0	0	0	0	n/a
Wilnecote	3	2	1	0	42
Town Centre	1	0	1	0	56
Gillway	0	0	0	0	n/a
Total	8	3	5	0	40

Month	Evictions	Month	Evictions
Apr 11	0	Oct 11	0
May 11	1	Nov 11	1
June 11	0	Dec 11	0
July 11	1	Jan 12	0
Aug 11	2	Feb 12	1
Sept 11	1	March 12	1
Total 8			

Evictions 2012/2013

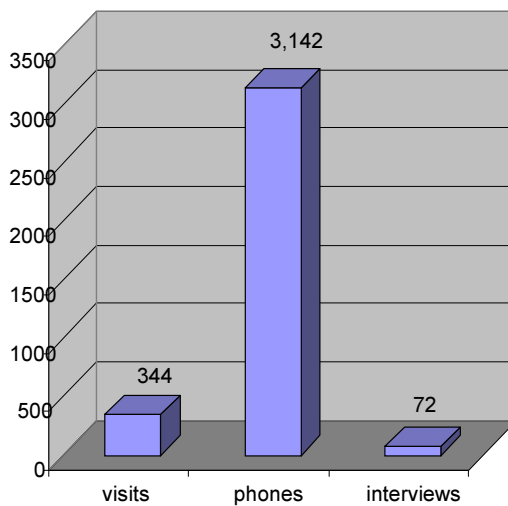
Area	Number of Evictions	Family	Single Person	Couple	Average Age
Stonydelph	4	3	1	0	31
Glascote	3	0	3	0	32
Belgrave	3	1	2	0	28
Leyfields	1	1	0	0	50
Amington	4	1	3	0	29
Bolehall	1	0	1	0	33
Kettlebrook	0	0	0	0	n/a
Hockley	0	0	0	0	n/a
Wilnecote	4	2	2	0	45
Town Centre	1	0	0	1	53
Gillway	1	1	0	0	52
Total	22	9	12	1	39

Month	Evictions	Month	Evictions
Apr 12	3	Oct 12	2
May 12	0	Nov 12	1
June 12	1	Dec 12	2
July 12	1	Jan 13	2
Aug 12	2	Feb 13	5
Sept 12	2	March 13	1
Total 22			

Measuring Performance

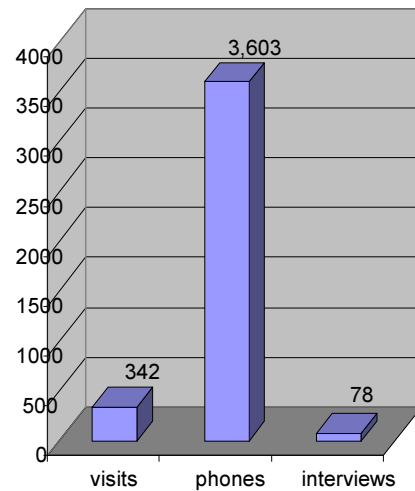
Measuring our performance is key so we can continually improve our services. Below shows the last 12 months of our successful contacts with our customers by home visits, telephone calls and office interview over each quarter.

April - June 2012



Arrears end of Q1 £453,578

July - Sept 2012

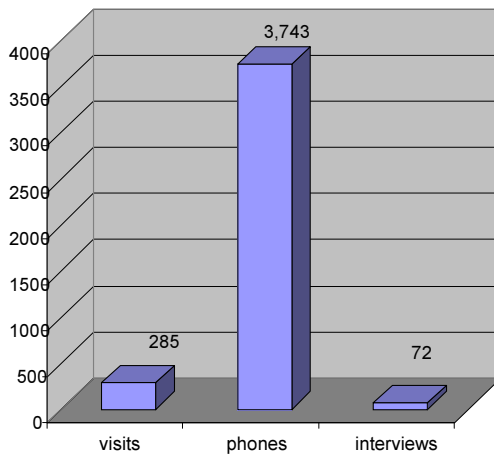


Arrears end of Q2 £486,439

Total visits carried out = 940
Total telephone calls = 3,587

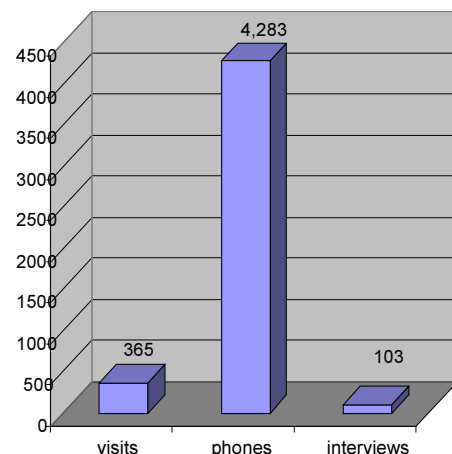
Total visits carried out = 890
Total telephone calls = 4,086

Oct - Dec 2012



Arrears end of Q3 £491,636

Jan - March 2013



Arrears end of Q4 £406,076

Total visits carried out = 930
Total telephone calls = 4,171

Total visits carried out = 1012
Total telephone calls = 4,803

We also measure the rent collection and recovery, the arrears at the end of the previous financial year plus the debit divided by the amount of income. (HB and Payments). The table below shows the percentage each month.

April 12	83.64%
May	90.17%
June	90.25%
July	93.41%
August	94.09%
September	94.24%
October	94.45%
November	95.32%
December	96.50%
January 13	96.69%
February	96.85%
March	97.65%

Although the percentage has increased over the year, the figure was slightly less than previous year of 97.71%.

Our preferred and more cost effective method of payment is direct debits. We are continuing to promote this method of payment. In March we had an increase of 28 direct debit cases since February. At the end of March 2013, 952 (22.79%) of our customers are paying by this method.

On the figures available to me, we measure the percentage of tenancies sustained beyond the first year of their tenancy. The last 12 months two tenancies were terminated due to affordability.

Reasons for non payments and arrears increasing

- Housing Benefit claims are taking approx 6 weeks to be processed. JSA and ESA claims take several weeks to be awarded by DWP; in some cases this has a knock on effect as rent will be payable however the tenant cannot pay as they are not in receipt of their welfare benefit.
- Some tenants and/or their children are starting work with agencies. This means they can be working full weeks and then may be working for only a couple of days. This causes problems as full rent may be due but the money coming in has reduced. They can apply for an increase in housing benefit but the time it takes to receive wage slips the account falls into arrears and at Notice seeking possession level.
- Tenants still prioritise their Council Tax payment over rent payment, the use of bailiffs and threats of prison sentences may be due to this. Council Tax also use attachment of earnings which can be crippling. There is need for a Corporate Debt Policy to ensure rent is paid as well as Council Tax.

- Tenants are finding that if they cannot prove that they have been seeking employment their JSA stops which means housing benefit stops.
- Seasonal additional expenses Easter, Summer Holidays, School uniforms, Christmas.
- Overall there is an upward trend for arrears and that weeks when the balances reduce cannot be viewed in isolation as the reduction may be due to factors such as large housing benefits credits, which if had been applied over the weeks when housing benefits entitlement was due, would not have resulted in such a noted drop in the balances.
- Extremely difficult financial circumstance incurred by an increasingly higher percentage of our customers is having a major impact on those who are working. It has been well publicised the Midlands region has a higher than average national percentage of younger people out of work, which again is impacting on households.
- Increase in the availability of doorstep lenders is also impacting on the ability to pay rent and we often have to delve when asking people about their debts, as they are not always forthcoming about creditors, although we are trying to collect this information.
- Seasonal workers, ground workers suffered due to snow recently.
- Most people travel to work via car, bus or rail. As we are all aware the cost of these are increasing. Majority cannot afford to save, therefore if their car requires repairing to get them to work the rent doesn't get paid.
- The closure of Drive Assist and Jessops and more recently the Daw Mill may have affect on some of our customers.
- Waiting for tax credits to be awarded, take up to 6 weeks to be assessed.
- Children reaching the age of 18 and the affect it has on housing benefits.
- A 48 week rent year was introduced, so arrears are higher until the end of the financial year.
- More hardship and expensive for customers when we take court action as they have to travel to Nuneaton Court.
- Non dependent charges have substantially increased over the last 3 years

Findings

Short-term employment, low & variable working hours, seasonal work, termination of DLA and waiting for the results of appeals are all having an impact on housing benefit assessments and rent receipts.

A number of our customers who are in employment have notified us of changes in payment patterns from weekly to monthly, resulting in cash flow problems, debts and delays in rent payments.

Increasingly coming across situations where our customers are trying to financially assist their adult children (both those living with them and those living independently) which has a knock on effect on their own finances.

We are all aware that the increasing cost of living, particularly motoring in cases where the transport is essential for commuting, is having a major impact on households.

Also the recent inclement weather has caused more expenditure to be used on utilities, particularly affecting lower income families who have pre-payment meters. More people are using food banks.

Less money to spend on luxury items including essential goods.

The reality is that whilst we attempt to make agreements with our customers in order to assist them in maintaining their tenancies and offer advice on finances, some other creditors take a more aggressive approach to income collection such as Council Tax, Bright house, Wonga.com; Money shops are just a few. This continues to greatly impact on our rental income.

It would appear that the introduction of a Corporate Debt Policy may be the only way to partly alleviate this particular aspect of rent recovery.

A lot of our customers live week by week and it is more expensive when the school closes and their children are at home, this has an increase on the arrears. There is no spare cash to save for these things however the introduction of 4 rent free weeks helps to mitigate the effect.

It is more and more evident that a Corporate Debt Policy is necessary. Tenants have openly admitted to housing officers that when they are confronted by Bailiffs in a threatening manner with the ultimatum to either pay Council Tax arrears or have items removed and sold they agree to this in front of other debts, including rent arrears. Tenants are made to pay at unreasonably high levels which leave them insufficient funds to pay other debts or even keep up standard payments.

Tenants that have worked for large companies who have gone bankrupt and lost their income.

The closure of the County Courts has had an impact on the arrears. See attached Appendix 4:1, Impact Assessment on rent arrears cases attending Burton County Court.

The rent campaigns that have been carried out at Christmas 2012 and Easter 2013 show how successful or not they have been. See attached Appendix 2, Rent First Christmas rent campaign and Appendix 3, Rent First Easter rent campaign.

Impact

During the last 12 months the arrears have increased by £69,755.90 from £336,320.38 to £406,076.18, despite all the contacts and arrangements in place. However, this was still below the figure that was originally predicted.

Arrears are up from 2% in 2011/12 to 2.6% in 2012/13.

The Welfare Reform Act 2012 has seen social housing undergo major changes. Reforming the benefits system aims to make it fairer, more affordable and better able to tackle poverty, worklessness and welfare dependency. The Act introduces a wide range of reforms to make the benefits and tax credits system fairer and simpler while protecting the most vulnerable in our society. Universal credit is a major feature of the Welfare Reform Act and will help claimants and their families to become more independent and will simplify the benefits system by bringing together a range of working age benefits into a single streamline payment.

The transition to direct payments from a range of current income-related benefits will be both an opportunity and a challenge for many tenants and their families.

Tenants with a Non-Dependent Charge have had an impact on the arrears increasing. In the last 12 months 67 tenants have had a Notice of Seeking Possession served upon them, 1 Tenant was taken to Court and 2 tenants were evicted, due to non payment.

A realistic calculation for rent collection and bad debt provision for future years has been factored into the business plan as follows;

Arrears based on tenants not paying for **2012/13**;
Benefit lost due to non dependant charges - £48,000
Benefit lost due to under occupation and/or cap -£75,000

Lack of full time employment, tenants changes in income and length of time waiting for benefits to be resolved are resulting in arrears.

Various payment methods made to tenants has had an affect in the arrears performance.

More expenditure on utility bills, particularly affecting lower income families who have pre-payments meters. More people are using food banks.

Less money to spend so the use of creditors is increasing, this continues to greatly impact on our rental income.

Difficulty to pay rent at certain times of the year for example when children are on school holidays.

Tenants are made to pay unreasonably high levels of payments to council tax, leaving them insufficient funds to pay other debts or even keep up standard payments resulting in rent arrears increasing.

Tenants that have gone bankrupt and cannot pay their rent.

Closure of local courts and the increased time taken for staff and tenants attending their hearings.

During the last year and with the major changes in mind, it has and will have a massive impact on our customers and staff. Below are just a few predictions that will increase;

- Homelessness
- Tenants transferring
- Home swapper
- Evictions
- Higher arrears
- Loan Sharks (no credit union)
- Staff resources
- Stress on staffing levels

Visits, telephone calls, interviews are becoming lengthier as we progress through these changes. Housing Officers have a target of 80 visits per month each to carry out, but a revised target needs to be set due to time constraints.

Future

The shift to a single monthly payment, including housing costs, will force a change in money management for many. Some tenants will be coping with larger sums of money than they are used to, resulting in the need to budget for a whole month's expenditure for themselves and their family, including rent. Payment of Universal Credit will be monthly in arrears which may result in people seeking credit later in the month. For some, the move will be precipitated by a life event which would already weaken their financial capability, such as having a baby, a relationship breakdown or a bereavement, making it all the more important for them to be supported. If tenants are well supported through the change, this is a huge opportunity to improve financial capability. If not the financial shock could result in longer term debt and other problems.

Over the next few years the need for support in budgeting and money management is expected to increase. There will be increased pressure on low incomes and many tenants will also see reductions in their benefits. Also, reforms and housing policies are driving up homelessness with young people and families will be hit the hardest. So importantly, prevention is the key element.

2013 brings a host of benefit cuts and changes, directly affecting cash flow for landlords and our customers. In this uncertain landscape, housing providers face a triple challenge; maximising rent income by minimising arrears and sustaining tenancies. It will be daunting for individuals and teams whose job is to ensure that the organisation collects its income and that its customer can afford to pay on time, every time.

As we all face challenges around Welfare Reform and Localism Act with regard to benefit caps, reductions for under-occupation and universal credit, we have increased our income team with two income maximisation officers. This will add capacity to deal with arrears cases at the high scale, offer financial inclusion advice and make partner referrals to develop support available in the third sector.

In the future we need to work on rent arrears prevention and recovery in this changing world by understanding the causes and impact of rent arrears and the emerging challenges, promote the importance of rent payment and the value of the service, prioritise cases to prevent rent arrears and reduce cost, drive collection rates through dynamic case management and powerful negotiation, deal effectively with blockages, objections and excuses, work effectively with courts and other agencies and implement excellent practice throughout the arrear process.

Tackling worklessness

In social housing, joint working with our community development officers, identifying the vulnerable tenants and those out of work and without regular income.

In preparation for Welfare Reform, Cabinet approved recommendations in June 2012 to support the development of a Social Enterprise Partnership with Mears, the housing repairs contractor procured 2011/12. The concept being that through Mears' contractual requirements to offer apprenticeship opportunities this could be extended to create a delivery model that engages with other partners to tackle worklessness and contribute to wider economic regeneration.

Mears are already committed to working with South Staffordshire College and others to offer:-

- ✓ Funded training schemes – providing 1 apprentice per £1m turnover (potentially 50 Apprentices over the life of the contract)
- ✓ Work based training – accredited qualifications (NVQs & Diplomas) in relation to construction and services (i.e. customer care)
- ✓ Work Experience and work place skilling
- ✓ Resident DIY training and trade taster sessions

Digital Inclusion

Educating our tenants to use and access a computer to prevent tenants from losing out because of advice, services, jobs and shopping are simply cheaper to offer on line.

- Working with partners and communities to ensure enough free access to computers is available to meet the need.
- Some cheaper deals for gas and electricity are only available on line, estimates that households can save a substantial amount of money a year by buying on line.
- Increasingly, claimants will be expected to apply for benefits online.
- Local services will be accessed more online and there will be fewer opportunities to speak to someone in person.
- Jobs are advertised on the web and job applications are often expected on line. Plus the National Housing Federation estimates that 75 to 90% of jobs require at least some computer skills.

Illegal Lending Services

Partnership working with illegal lending services to tackle loan sharks. Loan sharks could increase due to there being no credit union in Tamworth. Training to be provided to staff so we can report on the following;

- Number of loan sharks that are preying on our area
and/or
- Help raise awareness about loan sharks in our area
and/or
- Help us support vulnerable loan shark victims

Investment in the Third Sector

Working with the banks to discuss setting up bank accounts for our customers, jam jar accounts, sensible borrowing.

Discussions round promoting Six Towns and Lichfield credit unions.

Development of Landlord Hardship fund

A hardship fund is available to alleviate some of the problems associated with extreme indebtedness and poverty. The fund is currently £20,000 per annum and will be awarded on a basis of need until such time that the fund is exhausted. It is likely that a maximum of 80 people can be helped with a budget of £20,000. This will be met from the Housing Revenue Account, this will be paid as a payment and not a loan. Tamworth Borough Council recognises that some of its council tenants suffer severe hardship, putting their home and family at risk, without the means to help themselves especially with changes in welfare benefits. This scheme is open to all Tamworth Borough Council tenants who fulfil the criteria and will be managed by the Income Team.

Discretionary Housing Payments

Discretionary Housing Payments give further financial assistance when we consider that more help with housing costs is needed. DHP will increase to £111k for 2013/14. This can be used for help with rent costs and will not be enough to help all those with under occupancy sanctions from April 2013. DHP can be accessed via the benefits team. Tenants must meet the certain criteria and provide evidence.

Training and support for staff

We face unprecedented financial decline and growing demand on our services. We need exceptional resilience skills to achieve performance and bounce back quickly from adversity and set backs.

Training is required to help and support staff through this difficult time, to reduce absenteeism and increase good mental health and wellbeing in the workplace to create effective staff teams. To help deal with customers in financial hardship, including threats, anxiety, stress and emotional drain from offloading of people's worries and desperation.

Training on preventative measures is required and to increase their skills including negotiating skills when dealing with difficult customers and situations.

Corporate Debt Policy

It would appear the introduction of the Corporate Debt Policy is the most effective way to move forward. Tenants prioritising their Council Tax payment over rent payments, the use of bailiffs and threats of prison sentences may be due to this. There is need for a Corporate Debt Policy to ensure rent is paid as well as Council Tax. This has been factored into the action plan and it suggested this is taken forward with the cross service project team.

Removal of the spare room subsidy

Following the removal of the spare room subsidy on 1st April 2013, The Minister for Welfare reform, Lord Freud, is aiming to involve eighty local authorities to undertake a small exercise to continue into the summer, looking at engaging with a broad group of local authorities from all regions of the country, including rural and urban communities and with high and low density social sector stock. The immediate focus over the next few weeks will be to discuss how each authority has planned for the change and to identify whether there are any gaps in the guidance and support that the DWP has provided and if so how this might be addressed. To identify emerging live running trends and issues, to include choices that tenants are making to meet the shortfall in their rent and the extent which tenants apply to the discretionary housing payment scheme for support and how authorities are responding.

In Tamworth there are approx 500 council tenants who will be affected by the under-occupancy, with an average weekly loss of £14.41.

The Housing and Health department has been proactive with Council tenants. Responses to the questionnaire sent out with the sanction letters, 75% will stay and pay and the other 25% want to downsize.

Bad Debt Provision

A realistic calculation for rent collection and bad debt provision for future years has been factored into the business plan as follows;

Arrears based on tenants not paying for **2014**;
Benefit lost due to non dependant charges - £48,000
Benefit lost due to under occupation and/or cap - £406,000

Arrears based on tenants not paying for **2015**;
Benefit lost due to non dependant charges - £48,000
Benefit lost due to under occupation and/or cap - £406,000

There are a few tenants who will be affected by the benefit cap which will be introduced in July of this year.

Arrears are up from 2% in 2011/12 to 2.6% in 2012/13.

It is still not clear if some or any payments will be paid direct to landlords. It is likely that tenants, who are vulnerable, have been 6-12 weeks arrears or have exceptional circumstances may be allowed to have their rent paid directly to their landlord.

Direct payments to the tenant will have a huge impact not only to our tenant(s) but to the authority as over 1,771 of our working age tenants are in receipt of housing benefit which is paid directly to rent accounts. There will be an overall increase in physical collection of £8million.

Collection costs for Tamworth Borough Council could amount to over £450,000 per year, this does not include the cost for replacement of all pay cards.

Tenants will have to manage their finances monthly and will have increased money management and debt issues if the payment is made in arrears.

We are expecting that rent arrears will increase coupled with and an increase in arrears work and evictions. The HRA Business Plan estimates a 20% increase in arrears each year up to 2015.

In addition to the changes of the benefits system the yearly rent charge has increased by 4% which this is having an impact to our customers.

Four free rent weeks

We operate a 48 rent week which enables free periods at times when financial hardship is evident, one at summer, one at Christmas and two at end of financial year. This has contributed towards the reduction of arrears as at year end of 2012/13 the arrears were successfully reduced by £129,382.

In this financial year 2013/2014 there is 53 rent weeks instead of the usual 52. In light of this, for this year only, rent will be charged over 49 weeks which will still give tenants 4 rent free weeks. This will ensure that the impact of rent increases on the tenants will be minimised and that they do not suffer any further financial hardship as a result of the 53 week year.

Rent Incentive scheme

During 2012/2013 a rent incentive draw was introduced where the successful tenant receives a prize of £250. Every quarter tenants that are in credit or have a clear current rent account are entered into the draw. Should the winner have debt on other housing accounts then the money is used to clear these accounts, if not the tenant(s) receive the £250. The next open house will have an article promoting his initiative to encourage tenant to maintain an up to date rent account.

Rent First Campaigns

In trying to increase awareness of financial inclusion initiatives we worked with local schools and carry out rent first campaigns and we also use advertising on local buses to promote 'rent first'. We also promote on the web, blogs, tweets and information plasma screens. For more information and impact of these see attached appendix 2 and 3.

Income collection

- Encouraging tenants to use the cheaper payments methods to minimise collection costs.
- Looking at ICT equipment to enable to take payments when with our customers.
- Monitoring payments, identify problems and start remedial action quickly to reflect monthly payments of Universal credit.
- Finance and digital inclusion - Options for supporting tenants to make and maintain claims of Universal credit on line. This could range from providing PCs for use in the reception area at Marmion House, Community Hubs and other suitable venues to offering support to make online claims or making the claim on behalf of the tenant.
- Identifying cases that would benefit from the Landlord services hardship fund.
- Review performance targets for rent collection and arrears
- Discretionary Housing Payments where appropriate.
- Working with credit union and banks to have Universal credit paid direct to them.
- Incentive scheme to promote our direct debit payments.
- Improving financial confidence
- Two extra members of staff to add capacity to deal with escalating arrears of £2,000 plus, offer financial inclusion advice, working through charges of under occupancy listings, dealing with hardship cases ,the money mentor scheme, promotion of credit unions and transition to new benefits' manage the action plan preparing for welfare reform and deliver training to colleagues.

Court attendance

Court possessions and warrants are the last resort but when Tamworth Borough Council has exhausted every avenue, legal action is required to secure the debt. Tamworth Borough Council use Nuneaton County Court. There is a regular slot each month for our hearings. The court lists 5 cases every half hour, so one hour provides a maximum of 10 cases which will be

sufficient. Obviously, this needs to be monitored throughout the year, should further slots be needed due to increase arrears caseload.

In addition to the regular slot each month, housing officers will need to attend to represent cases for adjournments and suspension hearings. Recently, two separate cases were heard and on the first attendance the housing officer was out of the office over three hours, 1 hour travelling and 2 hours waiting at the court. The second, the housing officer was out of the office for 4 and half hours, one hour for travelling and 3 and half hours waiting to go into chambers. This obviously has an impact on the housing officer's time and impact of staff resources in the office. Should this continue, time management becomes an issue. If appropriate technology equipment is issued to housing officer's, at least they could be working on their workload whilst waiting to enter the court room. Also, due to the length of time waiting to enter the court room, further car parking tickets were required of which adds to the expenses for the authority and our customers.

Impact for staff and customers using Nuneaton County Court as follows;

- Increase in time for staff (cases not dealt with in attendance order. The order is decided by the clerk)
- Increase in tickets
- Increase in travelling
- Increase in expenses for the authority and our customers
- Impact on staff resources attending
- Impact on office cover
- Loss of local resident Judge
- Loss of effective court desk

Appendix 1

Payment Methods

Below identifies the payment methods that are being used and a summary of actual payments received during one month period.

Payment Methods

Payment Method (Orchard)	Count
Housing benefit	2076
Part-benefit payments	675
Cash Weekly	626
Direct Debits 01	297
Cash monthly	226
Direct Debits 52 Weeks	166
Direct Debits 16	158
Cash fortnightly	107
Standing order	56
On-line payment	44
Telephone payment	27
DSS rent direct	7
e-payment monthly	2
Salary deduction (monthly)	2
Secure Homes (monthly)	1
Secure Homes (weekly)	1
	4471

Summary of actual payments Received 4/2/13 - 3/3/13

Transaction Code	Transaction Description	Count
HBEN	HB weekly award	3035
ALPY	Allpay payment card	1048
DEBC	e-Payment debit card	417
DD01	Direct Debits 1st of Month	293
BANK	Bank credit	224
DD52	Direct Debits 52 Weeks	169
DD16	Direct Debits 16th of Month	153
IVRD	Touchtone debit card	57
CRCQ	Cashier receipt-Cheque	29
CRFT	Fund Transfer	17
CRDC	e-Payment credit card	8
CRMI	Cashier receipt-cash & cheque	5
SALA	deduction from salary	4
POST	Post Office payments	1
		5460

Appendix 2

Impact Assessment and review of the Income Team Christmas Rent First Campaign December 2012



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The purpose of the Rent First Campaign

As part of our Financial Inclusion Strategy we carry out rent campaigns during the year to promote our services, engage with the tenants and to raise awareness that paying your rent is always a priority.

The rent first campaigns are currently undertaken at least twice a year covering the Christmas and Easter period with occasional Summer Rent Campaigns. The Christmas Campaign is promoted through the local schools so pupils can participate in a competition. The entries are judged by the tenants consultative group and the winner receives a prize either for the school or the individual.

How we promoted the event

- The event was advertised on the Tamworth Borough Council website at www.tamworth.gov.uk
- Tenants are encouraged not to overspend at Christmas, ensuring tenants budget effectively and additionally pay their rent and don't lose their home. Also if they are facing debt or homelessness to contact either Housing Advice or Citizens Advice Bureau.
- The Tamworth Herald published the winner of the competition from St Gabriel's RC Primary School, the logo saying "Pay your rent.... Best Present Ever" together with an article ensuring tenants budget effectively and additionally pay their rent and don't lose their home. Also if they are facing debt or homelessness to contact either Housing Advice or Citizens Advice Bureau.
- In reception at Marmion House. Display of posters and parcels wrapped in paper with the winners design "Pay your rent.....Best present Ever"
- Also on the information plasma screens in reception.
- Sending a Christmas card to all tenants in arrears.
- Posters were advertised on the Arriva bus service within Tamworth from November through to December. The logo "Pay your rent.... Best Present Ever" You risk losing your home sadly in Tamworth 14 families have been evicted so far this year



Schools who were involved

The tenancy sustainment team (income) sent letters to 21 primary schools in the Tamworth area asking if they would like to participate in the Christmas rent first campaign where schools are encouraged to take part in a competition. The winning campaign feature will be advertised on buses, on our Christmas card and on the Tamworth Borough Council website. As part of the Tenancy Sustainment Team, we work closely with tenants and partners to sustain tenancies rather than evictions taking place and tenants losing their homes. The idea of the rent campaign is to remind people not to forget to pay their rent during the Christmas period.

Reasons for not taking part in the campaign

We received 4 replies from the schools, 2 schools saying that they were already producing Christmas cards for the local parish church and local nursing home so unable to take part. Two schools confirmed they would take part in the competition, unfortunately at the last hour, one school decided against it saying that children could be easily confused and potentially worried about their own families' financial situations and that for young children it is quite a difficult concept to comprehend.

One school took part which was St Gabriel's R C. 9 entries were submitted.

During the event

It was decided that additional work may be undertaken to remind tenants that their rent should always be one of their main priorities when dealing with household finances, and also to promote Direct Debits as our preferred method of payment together with the importance of having Contents Insurance and signposting to other statutory and voluntary organisations including CAB and TamworthCAN.

Rent First ... Please

You risk losing your home if you don't pay your rent.
Sadly, in Tamworth 14 families have been evicted so far this year.

We are here to help.

Phone the Tenant Sustainment Team on 01827 709709
Housing Advice Team on 01827 709459
Citizen's Advice Bureau on 01827 305950

PAY Your RENT

BEST PRESENT EVER!
Keeping your Own HOUSE!

Illustration by pupil at St Gabriel's School, age 10. Chosen by the Tenants Consultative Group.

Customers were given the option to pay their rent by Direct Debit with a choice of paying weekly or monthly either the 1st or the 16th of each month. Appointments were made for customers finding themselves in rent arrears or other debts to discuss their concerns with Housing Officers at Tamworth Borough Council or were referred on to a third party and voluntary organisations for further assistance.

The Christmas card was hand delivered all our tenants in rent arrears when visits were taking place and were also posted to those tenants who received correspondence from us during the campaign. The card was designed by a pupil at St. Gabriel's RC School

Statistics before and after the event

The Christmas Campaign commenced on 19th November 2012 and continued through until 21st December 2012.

The arrears outstanding at 19th November were £514,896. At 21st December were £487,366, a successful reduction of £27,530.

During the event contact was made to 2,162 tenants of these 1,696 were successful.

As we have a 48 rent week year, there was a rent free week commencing 24th December 2012.

The number of households paying by our preferred method, direct debit decreased by 7 cases from 939 in November 2012 to 932 in December 2012.

How to contact the Income Team

If you would like advice on paying your rent or to discuss debt concerns or even fuel poverty then the Income Team can be contacted in the following ways:

Telephone: 01827 709 709

Website: www.tamworth.gov.uk

Email: incometeam@tamworth.gov.uk

Appendix 3

**Impact Assessment and review of the Income
Team Easter Rent First Campaign
March 2013**



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The purpose of the Rent First Campaign

As part of our Financial Inclusion Strategy we carry out rent campaigns during the year to promote our services, engage with the tenants and to raise awareness that paying your rent is always a priority.

The rent first campaigns are currently undertaken at least twice a year covering the Christmas and Easter period with occasional Summer Rent Campaigns. The Easter Campaign is not promoted through the schools like the Christmas Campaign but open to members of housing staff for their ideas. Four entries were submitted. The entries are judged by the tenants consultative group and the design is used for the Easter Card which goes out to all tenants in arrears. The design that was chosen this year was "Don't turn your back on your rent this Easter".

How we utilised staff

The staff in the Income Team were utilised to work on all areas of arrears. Housing Assistants monitored the low level current arrears up to the value of £249, whilst the housing officers concentrated on the arrears from £249.00 upwards. Housing officers were able to enter cases into court and apply for warrants where appropriate.

During the Event

The Easter cards were sent all tenants in arrears asking to pay their rent as a priority. These were sent with rent letters and statements. Cards were also delivered when home visits were carried out by the housing officers.

A supply of Easter cards were delivered to Citizens Advice Bureau and TamworthCAN, and our customer service reception area at Marmion House.

Also, we promoted the rent campaign at a tenants drop in event at the assembly rooms when welfare reforms issues we discussed.

Tweets were sent out two weeks before the end of the financial year reminding tenants that there were two weeks left for them to clear their account. Also this was displayed on the plasma screens in reception area at Marmion House.

Statistics before and after the event

The Easter Campaign commenced on 4th March 2013 through to 18th March 2013.

During the event contact was made to 2,030 tenants of these 1,663 were successful.

The arrears outstanding at 28th February were £508,278 and at the end of March were £406,076, a successful reduction of £102,202.

As we have a 48 rent week year, there were two rent free weeks commencing week commencing 18th March and 25th March 2013. During these two weeks the arrears were successfully reduced by £129,382.

The number of households paying by our preferred method, direct debit decreased by 28 cases from the end of February to the end of March 2013.

How to contact the Income Team

If you would like advice on paying your rent or to discuss debt concerns or even fuel poverty then the Income Team can be contacted in the following ways:

Telephone: 01827 709 709

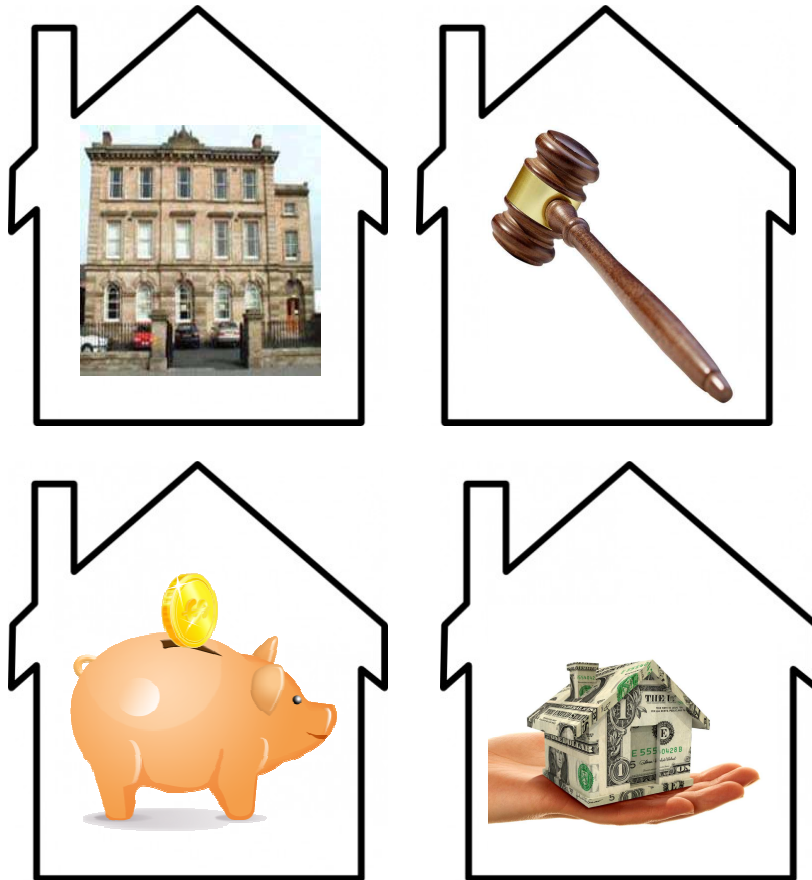
Website: www.tamworth.gov.uk

Email: incometeam@tamworth.gov.uk

Appendix 4

IMPACT ASSESSMENT ON RENT ARREARS CASES ATTENDING BURTON COUNTY COURT

BETWEEN OCTOBER 2011
AND SEPTEMBER 2012



Report produced by Julie Clempson on behalf of
Tamworth Borough Council October 2012

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Introduction

The Government have made proposals on the provision of court services throughout the nation including Staffordshire where local County Court and Magistrates Court were due to close. Tamworth being one of the courts that would cease hearing cases for our local community.

Two options were open for debate, one being Burton County Court and the other being Stafford County Court. A decision was made by the Government that Tamworth hearings would be heard at Burton County Court from October 2011 until March 2013 and then proposals for future cases for Tamworth area would be heard at Stafford Court from April 2013.

In the event of Tamworth County Court closing in September 2011 and all our court cases being heard at Burton County Court it has had a significant impact on our services and our customers.

Whilst, landlord services is committed to continue service improvement the changes of the courts has had financial implications to Tamworth Borough Council and to our customers.

In the light of current government changes this assessment highlights how the closure has increased costs and resources for Tamworth Borough Council, when in the present political climate we are being encouraged to cut expenses. This has meant additional travel costs, including parking fees as well as the cost of having housing staff out of the office for up to a complete day as opposed to a matter of hours as previously required for their attendance at Tamworth Court.

The assessment shows the impact it has had over a quarterly basis throughout the last 12 months and included is a 12 month summary. The document shows the financial implications, expenses, facts, findings for Officers and tenants.

Facts – Impact at a glance!

Officer costs/resources October/November/December 2011

Time travelling by car	11 Hours 30 Minutes
Time in attending hearings	23 Hours 15 Minutes
Mileage accrued	321 Miles
Petrol costs	£63.00
Parking Fees	£18.70

Tenant costs/resources October/November/December 2011

How many attended cases	13
Number of reasons for not attending	15
How did they travel	Train 5 Car 8
Costs of travel	£106.05
Parking Fees	£17.60
Child Care Costs	Nil
Loss of time from work	£42.50

Officer costs/resources January/February/March 2012

Time travelling by car	12 Hours 15 Minutes
Time in attending hearings	24 Hours 5 Minutes
Mileage accrued	376 Miles
Petrol costs	£73.50
Parking Fees	£19.60

Tenant costs/resources January/February/March 2012

How many attended cases	12
Number of reasons for not attending	1
How did they travel	Train 9 Car 3
Costs of travel	£116.20
Parking Fees	£4.60
Child Care Costs	Nil
Loss of time from work	£65.00

**Officer costs/resources
April/May/June 2012**

Time travelling by car	7 Hours 50 Minutes
Time in attending hearings	16 Hours 15 Minutes
Mileage accrued	294 Miles
Petrol costs	£56.00
Parking Fees	£13.40

**Tenant costs/resources
April/May/June 2012**

How many attended cases	9
Number of reasons for not attending	5
How did they travel	Train 3 Car 6
Costs of travel	£58.48
Parking Fees	£8.80
Child Care Costs	Nil
Loss of time from work	Nil

**Officer costs/resources
July/August/September 2012**

Time travelling by car	14 Hours
Time in attending hearings	26 Hours 30 Minutes
Mileage accrued	456
Petrol costs	£87.50
Parking Fees	£23.10

**Tenant costs/resources
July/August/September 2012**

How many attended cases	12
Number of reasons for not attending	1
How did they travel	Train 5 Car 7
Costs of travel	£81.00
Parking Fees	£10.40
Child Care Costs	Nil
Loss of time from work	Nil

Overall Summary (12 months) for Officers

Time in travelling	45 Hours 35 Minutes
Time in attending	90 Hours and 15 Minutes
Mileage accrued	1,447 Miles
Petrol Costs	£280.00
Parking Fees	£74.80

Overall Summary (12 months) for tenants

How many attended cases	46
Number of reasons for not attending	22 (see list below)
How did they travel	Train 22 Car 24
Cost of Travel	£361.73
Parking Fees	£41.40
Child Care Costs	Nil
Loss of time from work	£107.50

Reasons for Tenants not attending:

- 10 tenants could not afford to go
- 3 would lose pay from work
- 1 Father died
- 1 Spent travel money on electricity
- 1 working
- 1 Important lecture at university
- 1 does not like leaving home
- 1 in prison
- 1 just given birth
- 1 too frightened
- 1 Didn't wake up

The remainder 15 tenants gave no reason for not attending

Findings

Costing for Housing Officers time out of the office, travelling and attending court hearings based at the housing officers hourly rate of £12.32 per hour:

October/November/December 2011		
Travel	11 Hours 30 Minutes	£141.68
Attending	23 Hours 15 minutes	£286.44
Total	34 Hours 45 Minutes	£428.12

January/February/March 2012		
Travel	12 Hours 15 Minutes	£150.92
Attending	24 Hours 15 Minutes	£298.76
Total	36 hours 30 Minutes	£449.68

April/May/June 2012		
Travel	7 Hours 50 Minutes	£96.59
Attending	16 Hours 15 Minutes	£200.20
Total	24 Hours 5 Minutes	£296.79

July/August/September 2012		
Travel	14 Hours	£172.48
Attending	26 Hours 30 Minutes	£326.48
Total	40 Hours 30 Minutes	£498.96

Total time and costing for the year		
Travelling	45 Hours 35 Minutes	£561.67
Attending	90 Hours 15 Minutes	£1,111.88
Total	135 Hours 50 Minutes	£1,673.55

Staff resources

Total time taken out of the office for housing officers (based on 37 hours) resulted in nearly 3.75 weeks during the year and equates to approximately 11.30 hours per month taken from the housing officers time which otherwise could be spent chasing arrears.

Impact

During the period October 2011 and September 2012, total court hearings were 83. These were 48 possession hearings, 6 cases of adjourned hearings and 29 warrants cases, 12 tenants evicted and 17 cases of warrant suspension.

Out of 54 possession hearings, 19 tenants attended their hearings which equates to 35.18%

Out of 29 Warrants, 27 tenants attended their hearings which equates to 93.10%.

The time housing officer's spent at the court fluctuated from 30 minutes to 6 hours. In comparison to Tamworth, housing officer's walked to the court and attended cases within 30 minutes to 2 hours. Court closure at Tamworth has had an impact as cases were longer at Burton as they are having to cater for surroundings boundary areas, therefore time increased in waiting for cases to be heard. There have been several occasions where Burton Court has not got tenants scheduled for a hearing although tenants had received letters to attend on that day. This caused time delays for housing officer's whilst tenants had their hearing.

The income team consists of four housing officer's all of which attend hearings on a rota basis. The attendance of hearings has had a significant impact on the rest of the team as the officer can be out of the work place for at least half a day to a full day. An example of this was that on one occasion 2 hearings were heard, one at 10.00 am. and the other at 2.00p.m. Hearings were running late and the officer was delayed at court for 6 hours. This time could have been spent more productively by pursuing arrears.

Comparing attendance at Tamworth Court hearings, currently with Burton County Court and future proposals of hearings at Stafford Court the following facts and implications have and could arise;

Tamworth Court

- Block bookings were arranged either am or pm same day
- Less time attending
- No travel costs
- Able to respond and attend at short notice
- Set days for courts and warrants
- Less inconvenience

Burton Court

- Increase in time for staff
- Increase in travelling
- Increase in expenses for the authority and our customers
- Impact on staff resources attending
- Impact on office cover
- No block bookings, hearings are received any day of the week
- Loss of local resident Judge
- Loss of effective court desk

Future

Proposals for court hearings at Stafford County Court



Stafford Court

- Additional increase on staff resources
- Further increase in time out of the office
- Additional increase in travel expenses for staff and our customers
- Uncertain if cases will be heard on several days of the week.
- Will our customers afford to attend to defend their case
- Loss of duty solicitor support

The tenancy sustainment team help and support our tenants in trying to sustain their tenancies and evictions are the last resort after all avenues have been exhausted. As the Welfare reform progresses with under-occupancy, introduction of benefit cap, increase on non dependant's charges, and 12 months away until the introduction of Universal Credit and direct payments, we predict this will increase the rent arrears and in turn increase possession and warrant hearings.

Health Impact Summary

Findings	Actions
Poverty increasing Money being stretched	Assisting tenants to maximise their income when possible, help to gain employment and manage their debt. Promoting rent incentive scheme
Increase of utility bills Making arrangements, finding hard to pay bills. Families not putting heating on due to not affording it, which in turn cases health problems	Staff advising and assisting tenants to look at the cheapest company on line and home energy advice. Articles in Open House
Choosing to pay bills or food Food Banks being used more frequency, not just people on benefits but low income families	Locality event preparing home cooked food for budget price. Advice on income and expenditure
Cheaper food products not healthy, has an impact on individual health	Encouraging tenants not to buy expensive take way food when carrying out income and expenditure assessments. Leaflets on healthy eating
Stress and Anxiety or staff and tenants	Training and counselling for Staff Referrals to support agencies for tenants such as Bromford Support, CAB and TamworthCan
Welfare reform and mental health contributory factor to suicide	Literature to tenants on the Samaritan service, referrals to safeguarding teams, mental health team and social workers
Financial inclusion	Encouraging savings and warning not to use illegal lender or high interest companies. Advice of the benefits of home contents insurance Assisting tenants to use cheapest utility providers

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RISK ASSESSMENT FORM



Organisation / department / function / project; ___ Landlord Services – Welfare Reform ___

Business Objective: To prepare for the implications of Welfare Benefit Reform 2012/13 (specifically bedroom tax and universal credit)

Completed by: _ Landlord Management Team Date completed: ___ May 2013 ___

No	Risk & Impact (Threat/Opportunity to achievement of business objective)	Assessment of Gross Risk			Risk Treatment Measures Implemented	Assessment of Current Risk [With control measures implemented]			Timescale
		Impact (Severity) [I]	Likelihood (Probability) [L]	Risk Score [xL]		Impact (Severity) [I]	Likelihood (Probability) [L]	Residual Risk Score [xL]	
1	Confusion to customers as a range of reform measures take effect	4	2	8	<ul style="list-style-type: none"> ✓ Communications Plan in place as per cabinet 25/7/12 ✓ Countdown literature ✓ Updated web site ✓ Live web questions around April ✓ Sp leading on practical measures – individual letters completed 	4	1	4	
	Increase in bad debt as people to struggle with payments in relation to <ul style="list-style-type: none"> ✓ Non dep charges ✓ Bedroom subsidy ✓ Direct payments / universal credit ✓ c/tax scheme 	4	4	16	<ul style="list-style-type: none"> ✓ HRA Business Plan under review, due to go back to Cabinet concerning bad debt ✓ Impact assessment on bad debt provision being finalised ✓ Capacity within existing budgets to divert revenue 	3	2	6	

3	Any Loss in income will impact on front line services and whilst there are predictions, actual collection is unknown	4	1	4	4	<ul style="list-style-type: none"> ✓ Procurement resulted in lower overall costs on planned and response allowing some re-profiling ✓ Paying the bedroom subsidy, 1.4.13 to 7.5.13 72% to monitor ✓ HRA business plan under review ✓ Examining wider opportunities to avoid using all HRA resources on regeneration, i.e. SPV 	1	4	
4	Bedroom subsidy – 523 council tenants effected. Telephone survey indicated c100 will want to move (20%). Of those, 95% want 1 or 2 bedroomed properties which aren't available in the short term, especially given pressures around clearance and re-designation (139+14)	3	2	6	4	<ul style="list-style-type: none"> ✓ Review allocations policy to bring policy in line with benefit eligibility ✓ The amount who wish to move to 1 bed and 2 bed accommodation ✓ Prioritise applications for under-occupation in the allocations policy ✓ Grow stock available through regeneration and acquisition ✓ Identify capacity in private sector ✓ Publicise new buy / RTB and other owner occupation routes 	1	3	
5	Bedroom subsidy – courts unlikely to grant possession first time round, where non-payment is directly attributable to govt change and council can't rehouse into more suitable Possession proceedings protocols to be reviewed	4	4	16	4	<ul style="list-style-type: none"> ✓ Key member of court user group ✓ Training for staff on DRO / bankruptcy and efficient case handling ✓ Revise reaction protocol to provide housing options advice 	2	8	

6	Downsizing into more suitable accomm may not necessarily be best use of stock, i.e. 4 bed house into a 2 bed house (couple with 0 children) Refer to Castle Vale paper					<ul style="list-style-type: none"> ✓ Better use of mutual exchange policy – greater flexibility proposed on mutual's to maximise income ✓ Prioritised use of incentive to move on mutual's and/or transfers 					
7	Bedroom Subsidy – clarity on the detail in relation to what is under occupation:- <ul style="list-style-type: none"> ✓ Carers ✓ Disability ✓ Bedroom size 					<ul style="list-style-type: none"> ✓ Benchmarking and research ongoing ✓ Carers currently over night / clarity over communication ✓ Re-designate properties, i.e. fazeley road – complete ✓ Keep web updated 					
8	Capacity of staff to handle case load	3	3	9	3	<ul style="list-style-type: none"> ✓ 2x income maximisation officers supported ✓ Low level arrears automated ✓ PCOL already in place ✓ Training being offered in house ✓ Impact Assessment to report on time spent at court and review value for money for staff attending court 	2	6			
	Political uncertainty and change					<ul style="list-style-type: none"> ✓ Risks and measures communicated through cabinet due June 2013 ✓ Key policy change adopted (48 rent wk, incentive, investment in third sector) 					
10	Increase in evictions, 22 (tolerance set at 10)					<ul style="list-style-type: none"> ✓ Making best use of homeless prevention protocols. Involve Steve and Rachel ✓ Advising people at earlier stage of risks / consequences ✓ Development of the hardship fund. Scheme of Delegation Member report signed in May 2013 					

11	High rise and potential to create difficult to let (2 bed 50+, likely to have 1 bed need, so invariably under occupying). 18 affected originally Properties sensitively let, but often refused 2/3 times					<ul style="list-style-type: none"> ✓ Local lettings plan to be developed for the high rise, Jo to prepare briefing paper for wider options ✓ Existing lettings to encourage people with 2 bed needs (i.e. 1+1 or with carers) ✓ Clear consequences explained if we do let 				
12	Universal Credit – Identifying vulnerability for direct payments will be difficult. Unclear timetables for new and transitional claims					<ul style="list-style-type: none"> ✓ Make best use of feedback from demonstration projects ✓ Ashton- under-Lyne - live ✓ Specifically risk assess prior to go-live in Oct 2013 as numbers affected not known ✓ Await formal information from DWP Howard Shipley – due summer 2013 ✓ To liaise with Housing Benefit for up date bulletins 				
13	Civil unrest including <ul style="list-style-type: none"> ✓ Potential for rise in crime ✓ Distress and anxiety ✓ Political backlash ✓ National campaigns – stay and don't pay 					<ul style="list-style-type: none"> ✓ Stakeholders aware ✓ Safeguarding procedures in place ✓ Better use of web, blogs 				
14	Failure of Tamworth's credit union may lead to an increase in irresponsible borrowing or illegal lending					<ul style="list-style-type: none"> ✓ £10k investment in third sector – joint working in housing commissioning ✓ Strategic on money advice ✓ Discussion with banking sector on jam jar accounts (TL4B – James Roberts – Sue) to continue ✓ Partnership with investigation unit for illegal lending 				

15	Income collection will cost more - Practical arrangements necessary for people to pay (extra all pay cards / direct debits /door stop payment opportunities) which will cost around £35k					<ul style="list-style-type: none"> ✓ Sp leading on all pay cards. Completed, all pay cards all delivered ✓ Direct Debits to be set up Feb/March in readiness for April. Check how many ✓ Sp to seek procurement costs for door stop automated machines for cards / mobiles – Jackie Lea to carry out demonstration on mobile devices with Corporate ICT 			
16	Capacity within benefit team and digital inclusion for online claims					<ul style="list-style-type: none"> ✓ Strong relationships with internal benefits ✓ Sharing of information works well between teams ✓ Digital investment to be considered as part of hra investment 			
17	People struggle as they can't find work – with local companies such as drive assist, Jessop's, Golf course going into administration					<ul style="list-style-type: none"> ✓ Use of SEP to encourage local labour and apprentices within own contracted resources (Mears / MFS / WEL) ✓ Foster links with think local for businesses and LEP ✓ To examine opportunity for council own apprentices 			
18	Staff are uncertain about the process and inconsistent response to customers					<ul style="list-style-type: none"> ✓ Training profile in place ✓ Briefing sessions organised across services ✓ Corporate approach / cabinet paper planned on hardship funding and relief 			

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Welfare Reform Update Meeting

May 2013 – to be loaded onto covalent once members approve June 2013

Action Plan

Action	Who	When
1. Communication's plan to be updated inc: <ul style="list-style-type: none"> • Countdown literature • Frequently asked questions • Web • Universal Credit messages to be scoped 	Jane Eason (SP to e-mail Jane for an update)	Summer 2013 (cabinet report)
2. HRA plan to be updated <ul style="list-style-type: none"> • Impact Assessment • Arrears • Bad debt • 523 bedroom subsidy • 72% of Tenants are paying the subsidy • c£1m bad debt by 2015 • Benchmarking- RIEN • Business Plan update 	JuC/ SP Finance to model SP TM/ SP	End May 2013 “ September 2013 “

<p>3. Housing options</p> <ul style="list-style-type: none"> • Report on requests for moves • 63 x 2 beds/ 45 x 1 beds= 108 total with 25% predicted to move • Briefing on all options • Mutual exchange inc speed dating event • Incentive • Minimum payment • DFA/ adaptations • Hardship payments- all streams • Home swapper report (ie..right size- functional matches) 	<p>JuC/ Jackie Lea</p> <p>Actual requirement's needed</p> <p>JoM/ LB</p>	<p>“</p> <p>ASAP</p> <p>End June 2013</p>
<p>4. Review court pre- action protocol</p> <p>Checklist</p> <ul style="list-style-type: none"> • Have tenants requested to move yes/ no • Are they bidding • Breakdown arrears- debt prior/ debt bed/ non dep sanction • Hardship funds • Homeless prevention 	<p>JuC</p> <p>JuC/ Steve Pinton</p>	<p>End June 2013</p> <p>End June 2013</p>

protocol	<p>5. Capacity (staff)</p> <ul style="list-style-type: none"> • Officer time at courts- options to compare • Julie to pick up actions in the impact assessment • Explore agile working options 	SP/ Jackie Lea (linked to mobile/ agile working devices)	September 2013
<p>6. High Rise</p> <ul style="list-style-type: none"> • Briefing note • Local lettings • Unintended consequences • Higher rate refusals • Ability to pay • Rent loss • Age designation threatened • Background- affected • Steve- re Town Centre strategy 	JoM		End Sept 2013
<p>7. Universal credit</p> <ul style="list-style-type: none"> • Clarification timetable a) new claims b) transitional claims • Link DWP group re: transition • Assess vulnerable as per current definition (wide) and seek clarification on 	SP/ Karen Taylor	SP/ Karen Taylor	Summer 2013 ASAP End of 2013/14

process	(1771) 1 piece of work around who's vulnerable	
<p>8. Investment in third sector or not – review options i.e.:</p> <ul style="list-style-type: none"> a) Explore options for money advice / debt advise services b) Money mentoring c) Credit union/jam jar/ role commissioning framework/ Lichfield 	SP	End of Nov 2013
<p>9. Practical payment arrangements</p> <ul style="list-style-type: none"> • Demo on mobile devices • Piece of work on D/D 	Jackie	End of Nov 2013
<p>10. Worklessness</p> <ul style="list-style-type: none"> • Clarification from contractors on apprenticeships (WEL, Mears, MFS) & timetable for implementation to be agreed • Look at housing apprenticeships with Landlord Services 	<p>TM (Re Gavin Scott) JM/ SP</p> <p>SP</p>	<p>End of 2013/ 14</p> <p>End of 2013/ 14</p>
<p>11. Produce a Corporate Debt / Economic Well-being</p>	Project Team (MB;TM;KT:SP;JC)	2014/15

Framework that prioritises council debts and identifies all support across the sectors and with partners		
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20th June 2013**REPORT PORTFOLIO HOLDER FOR PUBLIC HOUSING & VULNERABLE PEOPLE****LANDLORD SERVICES ANNUAL PERFORMANCE REPORT 2012/13****EXEMPT INFORMATION****PURPOSE**

To provide details of the Councils Landlord Performance for 2012/13 as required under the Homes & Community Agency Landlord Regulatory Framework 2012.

RECOMMENDATIONS

Cabinet endorse:-

- The production of a Tenant Annual Report (2012/13) using the performance data referred to in this report in order to comply with the regulatory code.

EXECUTIVE SUMMARY

The Council's landlord is well placed to contribute to place shaping. The levels of capital investment in ensuring continued decency in council retained stock, investment in environmental works and front line services continues to be recognised by the leading tenants group in Tamworth as improving. Tenants remain firmly committed to using the HRA to support wider regeneration plans and developing new and affordable housing to increase supply and choice. The development of the business plan already features elsewhere on the agenda.

There remains a requirement to produce an annual report detailing the performance and assessment of core housing management services to tenants. The publication will reflect ongoing work with tenants in terms of performance management, co-regulation and scrutiny.

It is intended to conduct a satisfaction survey with all tenants in 2014 as satisfaction levels, based on historic data, is low at c75%. From the local service satisfaction surveys we predict that this should rise to 80% and is the current target. The report details that of the performance indicators benchmarked, Tamworth is either top quartile or in an improving position. However Landlord Services subscribes to an outcome based approach and is keen to deliver a tenant centric service that is measured ultimately by satisfaction.

There have also been notable achievements during 2012/13 including

1. independent accreditation to the RESPECT ASB standard
2. Independent accreditation retained for sheltered housing services

3. recognition from peers on best practice engaged for launching the HRA prospectus and landlord offer

The Tenant Consultative Group have influenced the production of this report and contributed to the target setting and scrutiny in relation to core housing management performance. If approved, the production of the Annual Tenants Report will be the 4th publication since the regulatory code was introduced. An independent assessment was carried out of previous publications by the Tenant Participatory Advisory Service (TPAS) in 2012 and a number of areas noted as good practice. This tenant centric assessment will be used, along with the data, in this report to produce this year's publication.

RESOURCE IMPLICATIONS

The production of the annual report is estimated at c£4000 and is sent instead of the Autumn Edition of Open House, to ensure value for money. These costs can be met from within existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

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

SUSTAINABILITY IMPLICATIONS

The overall satisfaction with the council's landlord services has a direct correlation with 'the place' and work has been cross cutting with street scene, community safety, and the voluntary sector to ensure improved results in these areas.

Report Author

Head of Landlord Services – Tina Mustafa
Tenant Regulation & Involvement Manager – Leanne Allwood

List of Background Papers

Appendices

Customer Intelligence Report 2012/13 (attached at the end of the report)
Landlord Services Achievements 2012/13 (attached at the end of the report)

MATTERS FOR CONSIDERATION

Regulatory framework

As with all social housing providers, the Council's Landlord service is required to comply with the regulatory framework, initially developed through the Tenants Services Authority, and since its demise the Homes & Community Agency. As the Council's stock retained landlord it is not subject to the same economic regulation as registered providers in relation to governance and financial regulation, given the robust financial and constitutional arrangements that already exist in these areas. But in relation to the consumer standards, as a landlord, it must operate within a co-regulatory environment with tenants', so that they have the opportunity to shape, influence and scrutinise landlord services. There are four consumer standards which apply to the service we provide to tenants

Tenant involvement and empowerment

- Customer service, choice and complaints
- Involvement and empowerment
- Understanding and responding to the diverse needs of tenant

Home

- Quality of accommodation
- Repairs and maintenance

Tenancy

- Allocations and mutual exchanges
- Tenure

Neighbourhood and community

- Neighbourhood management
- Local area co-operation
- Anti-social behaviour

These standards form the framework in which Landlord Services provides and manages services to its tenants.

Key achievements of Landlord Services during 2011/12

Cabinet approved the HRA Business Plan (2012-2042) in March 2012 and this set out the challenges and ambitions going forward in light of the opportunities afforded by significant investment. These ambitions are already being realised as

- ✓ Regeneration plans are underway to invest c£21.5m in Tinkers Green and the Kerria Estates to deliver 150 new homes
- ✓ Environmental Enhancements of £1.5m are being progressed across all estates in Tamworth informed by locality and customer intelligence
- ✓ Core Landlord Services continue to show improvement when benchmarked nationally

Overall satisfaction with the landlord service based on 2011/12 performance from the status survey is 75.2% and 92% for sheltered housing tenants. Whilst this is an improving position this remains a key challenge, but is not surprising given previous repairs and anti social behaviour performance, which was rated by 88% of tenants as one of the most important factors in renting their home. The procurement of the new repairs contract and achievement and integration within the community safety hub should yield improvements in overall satisfaction in 2013/14 and beyond. Already from the range of qualitative customer

satisfaction monitoring undertaken locally during 2012/13 we expect this to have improved. The status survey has now been replaced by a 'star outcome' approach and this will be undertaken in 2014, as generally this type of survey is undertaken bi-annually. It is this figure that is benchmarked with peers.

Customer Satisfaction Highlights

	2011/2012	2012/2013
'Finding a Home' Survey	82%	86.08%
Complaints Satisfaction Survey	-	89%
Customer Satisfaction ASB Survey	-	76%
Satisfaction with Communal Cleaning	86%	89%

Landlord Achievements (shown at Appendix B) illustrate how as the Council's stock retained landlord we have directly contributed to the Council's strategic priorities.

Landlord Services continues to benchmark the services through House Mark, Housing Quality Network and other regional benchmarking clubs to ensure the service develops and remains focused on outcomes. House mark data currently available is summarised elsewhere in the report.

House Mark usually publishes an outturn report for the year in July and this will be used in the development of the Annual Report for 2012/13, so that Tamworth can comply with the requirement to compare itself with others.

Annual Report

If approved by Cabinet, this year's Annual Report will be the 4th produced since the Regulatory Code was introduced in 2009/10. Cabinet have supported previous publications and content strengthened by making more reference to corporate and strategic opportunities, such as locality working and directly linking to the core strategic priorities, around Aspire & Prosper and Healthier & Safer.

During 2012, TPAS¹ conducted an independent assessment of the previous Annual Reports and Tenant Involvement Strategy with a view to improving future content and publications.

TPAS use a range of documents to inform this assessment, namely:-

- TPAS Resident Involvement Quality Framework version 4 (Appendix three)
- Regulatory Framework for Social Housing 2012
- Annual Report Review – Tenant Perspectives 2011

The assessment identified the extent to which Landlord Service had demonstrated compliance with regulatory guidance, best practice and commitment to high standards of resident involvement empowerment quality. This was reported through the scheme of delegations on the 13 June 2012 and highlighted best practice in particular:-

¹ Tenant Participatory Advisory Services – An independent organisation representing tenants'

The Annual Report

- Provides clear details on what the national standards are and provides direct examples of how each of these has been met.
- provides information on National Standards clarifying expectations and clearly provides information that reflects the information needs of tenants
- sets out clearly the role of the Tenant Consultative Group in, monthly monitoring, review and development of policies including monitoring and setting of performance targets
- Makes reference to a comprehensive complaints section that clearly illustrates what tenants have said, where listening has captured issues and been built into the improvement plans

Tenant Involvement Strategy

- the core aims and vision of the council is well set out and aligned to the vision for tenant involvement
- The section Formal opportunities for involvement clarity about monitoring by the Tenant Involvement Group is good. This section also sets out very clearly the formal and informal opportunities (good practice is demonstrated here to a level that most landlords are not meeting).
- the 10 pledges for consultation are excellent (rarely seen and good practice)
- the Strategy sets out very clearly the arrangements for review and monitoring
- there is good examples of how monitoring and review will happen (good practice)
- excellent Action Plan

Areas for improvement suggested will be incorporated and reflected in the 2012/13 publication and include:-

- more detailed performance and illustration of capital works
- more comparisons with best in class
- outcome based around satisfaction on local intelligence

Performance of the Council's Landlord Service – Outturn 2012/13

There is no longer a bureaucratic reliance on the routine production of indicators and the emphasis is now on outcomes and impact assessment determined locally.

Landlord Service continues to review key performance indicators, with tenants', to ensure they remain customer focused and are meaningful. We will still continue with the live updating of the customer dashboard on line as reporting performance builds credibility and satisfaction. But the intention has been to reduce indicators and the following have been agreed with tenants'. Cabinet are asked to endorse these for inclusion in the Annual Report



	2009/2010	2010/2011	2011/2012	2012/2013	Estimated Top Quartile*
Status Satisfaction Survey					
Overall satisfaction with Landlord Services	65%	75.2%	75.2%	This is a bi-annual survey and will be carried out again in 2013/14	86%







Voids and Allocations Survey					
Average time between lettings	28 days	21 days	16 days	13.58 days	21 days
Void Rent Loss	-	£135,000	£51,000	£54,016.70	-
Repairs & Maintenance					
% appointments made and kept	97%	98.46%	99.13%	99.56%	97.00
Gas servicing – CP12	99.9%	99.53%	99.75%	99.9%	100%
Urgent repairs completed on time	100%	100%	100%	95.09	99.00%
Customer satisfaction	86%	86%	87%	91.45%	90%
Income Management					
Arrears as a % of gross debit	1.59%	1.5%	2.04%	2.37%	2.88%
Evictions	19	15	8	22	-
Tenant Involvement					
Walkabouts	4	4	4	4	Not benchmarked
Satisfaction with cleaning	Not collected	85%	87%	Will be carried out in 2013/14	-
Number of tenants on the database of involvement	242	344	373	348	-

- Figures based on estimated top quartile range when benchmarked nationally – report from HouseMark not yet available.

Other than overall satisfaction (based on 2011 status) all performance indicators are in either the top quartile or reflect an improving position. Whilst the % of arrears of the gross debit has increased, when benchmarked, it shows that a number of organisations are seeing in an increase which is fairly predictable based on the economic position. Targets are SMART and are alive to the national performance.

Landlord Performance Report - Top Performance Indicators as voted for by tenants for the customer dashboard

Performance Indicator	Target	Current Value	Are we on target	Trend
Percentage of all responsive repairs completed within target	97%	97.7%		↑
Percentage of appointments made and kept	96%	99.56%		↑

Percentage of repairs completed on first visit	80%	88.6%		↑
Percentage of properties with valid Gas Safety Certificate	100%	99.9%		↑
Average re-let times (in days)	16 days	13.58 days		↑
Percentage of ASB reports acknowledged in writing within 24 hours	90%	80%		↓
Percentage of ASB cases with an agreed customer action plan within 10 days	90%	100%		↑
Current rent arrears as a percentage of annual debit	2.44%	2.37%		↑
Number of complaints since 1st April 2012	-	181	-	-
Number of complaints upheld since 1st April 2012	-	18	-	-
Number of compliments since 1st April 2012	-	163	-	-

All of the above indicators are on target and being sustained or improved. The % of ASB reports being acknowledged within 24 hours shows 80% compliance against a 90% target. The recruitment to a new anti social behaviour project officer within the landlord structure will help to resource and manage the action plan to improve this. As systems are developed and integrated into the new corporate CRM system it is expected this will improve and be achieved going forward into 2013/14.

Customer Intelligence 2012/2013

A full summary of tenant feedback is provided at appendix A. The development of the “*you said, we listened*” feedback in conjunction with the tenant review panel has seen real outcomes for tenants as this information has been used to drive continuous improvement.

Across the total number of complaints (**237**), **16%** relate to Tenancy/ASB issues, **37%** Mears, **18%** Morrison, **12%** TBC Repairs and **17%** Other

Across the total number of compliments (**184**), **60%** relate to the Caretaking Service, **11%** Sheltered schemes, **8%** tenant involvement and **21%** Other

Complaints upheld

During 2012/2013 there were a total of 18 complaints that following investigation was classified as upheld. Of the total 18 cases, 8 were associated with Mears, 9 with Morrison and 1 with TBC. The following themes was concluded to the closure of the complaint:

- Delay in service response
- Perceived poor service
- Lack of communication

In 7 out of the 18 upheld cases, a small payment of compensation was paid to the customer. In all 18 cases, an apology was made direct to the customer for their expressed dissatisfaction with service response

A total of **658** complaints, compliments and service requests were received within Landlord Services during 2012 – 2013. Of the total number received, **36%** of these were complaints, **28%** compliments and **36%** service requests.

Whilst there has been a marginal increase in complaints, there has been a significant increase in service requests.

How do we compare!

	2010/2011	2011/2012	2012/2013
Complaints	283	204	237
Compliments	171	208	184
Service Requests	60	158	237
Total	514	570	658

Complaints & Compliments

	2010/2011	2011/2012	2012/2013
Number of complaints	283	204	237
Number of stage 1 complaints			214
Number of stage 2 complaints			17
Number of stage 3 complaints			5
Number of complaints upheld			18
Number of compliments	171	208	184

In summary, only **4%** of complaints were received within Landlord Service during 2012/2013. This is a significantly small proportion in relation to 5928 household and garage tenancies.

Along with the Head of Customer Services this approach will continue to be developed in line with the corporate 'Tell Us' policy.

Landlord Service will ensure that our Tenant Consultative Group are equipped with the skills and knowledge to effectively scrutinise and inform policy making as well as agreeing performance management arrangements. Landlord Service and tenants have worked together to develop a competency framework that sets out the core skills required to serve as a member of the Tenant Consultative Group. This remains voluntary, but the matrix will be populated by dates and evaluations of training as each of the members' of the TCG attend. This will demonstrate the seriousness the council puts on investing in its volunteers and is specifically tailored to meeting the localism agenda around customer engagement.

Training will also be aimed at both involved customers and newly-formed scrutiny panels. It gives them the knowledge, skills and confidence to take part in service reviews and reality checking.

Training will be delivered through a variety of mechanisms, including internal and external training.

The key competencies are:

- To have an awareness of equality and diversity
- To understand roles in participating in meetings
- To understand basic financial management
- To effectively scrutinise services by understanding performance information
- To understand the key principles around governance and how this links to the democratic process.

REPORT AUTHOR

Tina Mustafa – Head of Landlord Services Ext. 467

Leanne Allwood – Tenant Regulatory & Involvement Manager ext

LIST OF BACKGROUND PAPERS

Report of the TSA Into Annual Reports – Appendix d

APPENDICES

Appendix a – Customer Intelligence Report 2011/12

Appendix b – Summary of Achievements 2011/12

Appendix c – Training Plan for the Tenant Consultative group

Annex A

Customer Intelligence 2012/2013

End of year report

“You said – we listened”

Introduction

This report sets out an analysis of all customer intelligence received within Landlord Services between 1 April 2012 and 31 March 2013. It reviews complaints and corresponding emerging themes, compliments, service requests, tenant satisfaction and any additional customer intelligence/feedback that has been collated during the course of the financial year.

Customer Satisfaction Feedback

Tamworth Borough Council’s values customers’ compliments, comments and complaints as this provides fundamental feedback on performance that consequently helps us to improve services.

Feedback from tenants and other service users is essential in monitoring and evaluating the effectiveness of the Housing Service, allowing us to identify our strengths as well as any areas of weakness which need to be addressed. We are always developing new and improved ways to gather and scrutinise tenants’ views.

It is important to the Housing Service to record and monitor complaints in terms of how quickly they are responded to and how quickly they are acted upon. We closely monitor the type of complaints we receive, the service area to which the complaint relates to, timescales in which complaints are responded to and any common emerging themes to ensure customers receive the highest quality service.

We aim to learn from complaints. Where a service has failed we will

- identify the problem and put it right for the complainant;
- address any underlying problems and ensure they don't reoccur in the future;
- discuss emerging themes/trends with the Complaints Review Panel and escalate recommendations for future service improvement

How do we compare!

	2010/2011	2011/2012	2012/2013
Complaints	283	204	237
Compliments	171	208	184
Service Requests	60	158	237
Total	514	570	658

What we know at a Glance!

	2010/2011	2011/2012	2012/2013
Tell Us'	268	263	290
Complaints	97	103	142
Compliments	170	147	128
Service requests	/	13	20
MP Enquiries	56	50	39
Complaints	27	14	/
Compliments	/	/	/
Service Requests	29	36	39
Councillor/Other	190	257	122
Complaints	159	87	11
Compliments	/	61	4
Service Requests	31	109	107
Other			207
Complaints	Council/Other correspondence was separated at the beginning of 2012/13 to determine the most popular means of communication.		84
Compliments			52
Service Requests			71
Year Total	514	570	658
Response time	7 days	7 days	8.75 days

Complaints & Compliments

	2010/2011	2011/2012	2012/2013
Number of complaints	283	204	237
Number of stage 1 complaints			214
Number of stage 2 complaints			17
Number of stage 3 complaints			5
Number of complaints upheld			18
Number of compliments	171	208	184

2012/2013

A total of **658** complaints, compliments and service requests were received within Landlord Services during 2012 – 2013. Of the total number received, **36%** of these were complaints, **28%** compliments and **36%** service requests.

Across the total number of complaints (**237**), **16%** relate to Tenancy/ASB issues, **37%** Mears, **18%** Morrison, and **12%** TBC Repairs and 17% other

Across the total number of compliments (**184**), **60%** relate to the Caretaking Service, **11%** Sheltered schemes, **8%** tenant involvement and **21%** other

In summary, only **4%** of complaints were received within Landlord Service during 2012/2013. This is a significantly small proportion in relation to 5928 household and garage tenancies.

Complaints upheld

During 2012/2013 there were a total of 18 complaints that following investigation was classified as upheld. Of the total 18 cases, 8 were associated with Mears, 9 with Morrison and 1 with TBC. The following themes were concluded to the closure of the complaint:

- Delay in service response
- Perceived poor service
- Lack of communication

In 7 out of the 18 upheld cases, a small payment of compensation was paid to the customer. In all 18 cases, an apology was made direct to the customer for their expressed dissatisfaction with service response

Learning from Complaints

Learning from complaints will continue to assist us in improving our processes at Tamworth Borough Council and further transparency will be in place during the coming year. We will be more transparent of how we are learning from complaints by sharing this information internally and externally. Tenant involvement will continue to play an important role in demonstrating how we are improving services and handling of complaints through the quarterly 'Complaints Review Panel' meetings. This will help to ensure a continued systematic approach to learning.

Customer feedback/satisfaction across Landlord Services 2012 - 2013

Status Satisfaction Survey

As a Local Authority we have previously being required to carry out the Standardised Tenant Satisfaction Survey on a bi-annual basis. The principal objectives of the survey has been to provide robust data which accurately represents the views of local tenants on overall satisfaction with landlord services and provides a comprehensive view of other perception-based measures on a wide range of specific services. The last Status Survey was carried out in 2011 and showed an overall satisfaction rate of 75.2%. In July 2011, the STAR survey (Survey of Tenants and Residents) was launched to replace STATUS. Following on from its consultation, this survey is now available for use by all social landlords. The STAR survey is similar to the old STATUS survey although changes have been made to make it far more relevant to tenants/landlords. The Star Survey will be carried out at Tamworth during 2013/2014.

During the interim years of STATUS/STAR we will continue to send out a series of similar surveys to tenants and leaseholders based on key priorities as part of Landlord Services annual satisfaction Calendar.

During 2012/2013, Landlord Service engaged and carried out significantly more qualitative research to determine customer opinion and expectation i.e. repairs focus groups. The primary benefits of qualitative research is that information is considerably richer than a series of numbers on a page, and in addition we can interact with customers more positively as the same time as performing the research. For Landlord Service this is key opportunity to interact and communicate with those tenants that ordinarily we may not get to engage with.

Customer Satisfaction Calendar 2011/2012

Since April 2010 Landlord Service has developed a robust programme of mechanisms to consistently compare tenants' satisfaction with housing services. The annual customer satisfaction calendar is used to develop more regular/consistent customer satisfaction monitoring to determine satisfaction levels and improve services accordingly. This calendar covers all areas across the housing service from tenancy sustainment, communal cleaning, repairs, housing advice and housing options. Customer feedback has been looked at through a variety of methods to assess satisfaction about the way we manage both our tenancies and our estates. We have asked tenants for their views via customer focus groups, telephone & postal surveys, office surveys and comprehensive satisfaction surveys. The calendar is reviewed annually with the Tenant Involvement Group and through discussion with service area Managers.

Customer intelligence 2013/2014

During 2013/2014 we will continue to review and measure customer service levels in many different ways as the most productive method for measuring customer service levels across one area may differ for other areas. The Tenant Regulatory and Involvement Team will be responsible for collating, monitoring and reporting on the following:

Customer intelligence 2013/2014		
Customer feedback/Intelligence	Format	Frequency
Complaints satisfaction	Telephone	Monthly
Repairs satisfaction	Focus Group	Half yearly
New Tenant questionnaire	Paper based/postal	Quarterly
Open House	Paper based/postal & face-to-face	Yearly
Supported Housing moving in survey	Paper based	Quarterly
Supported Housing moving out survey	Paper based	Yearly
ASB Resident perception survey	Paper based/postal with rent statements	Yearly
ASB tenant satisfaction	Telephone/Home visit	Monthly
STAR Survey	Paper based/postal	Bi-annual

In addition to the above, the following will also be collected:

- Repairs & Maintenance satisfaction
- Gas servicing satisfaction
- Finding a Home satisfaction

- Non-Bidders Questionnaire 'Finding a Home' – This is a questionnaire that is carried out to ascertain why some people are not bidding for properties on the 'Finding a Home' Choice Based Letting Scheme.

Tamworth Borough Council Landlord Service is committed to providing the best quality service we can in a responsive and approachable way. We will continue to develop our services to meet the changing needs within the resources available and to demonstrate value for money.

Complaints/compliments/comments

In addition to feedback gathered through the customer satisfaction calendar, we closely monitor comments, compliments and complaints through our corporate 'Tell us' form. We listen and learn from all customer feedback which is continually monitored and can lead to changes in process, policy, actions, activity, literature and material. Customers are increasingly encouraged to 'tell us' what they think of the services the Council provides through completing a 'Tell us' form. Within Landlord Service this is closely monitored by the Tenant Regulatory & Involvement Team to identify common themes and trends across specific service areas.

We also record and monitor all MP and Councillor Enquiries, service requests and any additional ad-hoc comments or tenant suggestion/s for future service delivery.

Reporting and monitoring customer feedback

The results of all customer satisfaction surveys and feedback are reported quarterly to the Tenant Consultative and Tenant Involvement Groups. More specifically, the Complaints

Review Panel, set up at the beginning of 2012, monitor complaints and emerging trends/themes as part of the whole customer experience.

These groups provide the opportunity for tenant scrutiny of services and actions/recommendations are put forward to resolve issues. The findings from these reports determine where performance is good and where performance needs to improve. For 2013/2014 we will continue to produce a quarterly report for all customer intelligence, complimented by an end of year report to compare all satisfaction, compliments and complaints against the previous year's performance.

Impact Assessments

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

Tenant Inspectors

As part of its tenant involvement and co-regulation programme the Council also runs an innovative scheme to empower Council housing tenants to act as tenant inspectors. This scheme which has now been running for nearly eighteen months provides tenant volunteers with the opportunity to audit the delivery of estate caretaking and cleaning services. The scheme is currently being extended to include void lettable standards and customer access arrangements. Tenant inspectors monitor the quality of service delivery against defined standards and undertake on-site inspections. They are empowered to call managers to account if services do not meet required standards and their feedback forms part of overall performance monitoring.

Performance Management

The complaints log, managed by the Landlord Improvement & Project Officer, will continue to be used to review and progress open complaints to ensure turnaround targets are met. Lessons learnt will be reviewed at both management and performance team meetings.

Looking to the future

The current difficult financial climate and national policy changes affecting welfare benefits and housing have implications for the services we provide, and in general will increase pressure on our services at a time when resources for public services are declining. Over the next year we will focus on how we can re-design our services to minimise the impact of external change on the services we provide. Our priority will continue to be to provide a high quality customer experience and to undertake the proactive work that is necessary to ensure we can better meet housing needs in the future.

All complaints about any aspect of the services that we provide are taken seriously and investigated and service improvements/staff training are put in place to improve a positive customer experiences for the future.

You said, we listened

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

<i>You said:</i>	<i>We did:</i>
We have been told that we need to respond to complaints more promptly within the timescales stated in our complaints policy and procedure.	As a result of this feedback we are providing briefing to staff to make sure we improve the speed in which we respond to complaints. The Tenant Regulatory & Involvement Team ensure a fortnightly report is distributed to service area Managers to ensure response dates are met
Improve the standard of empty properties before letting to new tenants	Over the next few months our tenant inspectors and Tenant Consultative Group will be working with staff to develop a new standard.
It's not always convenient for us to attend estate walkabouts due to other commitments	We now send out a pre-walkabout survey to enable residents that are not able to attend on the day an opportunity to have a say about their local environment and improvements they would like to see in their area.
Kitchen and bathroom refurbishments are taking over a week to complete	In reality kitchen refurbishments are being completed within agreed timescales it is simply that the agreed timescales are longer than some tenants would like. This is further compounded by the fact that work operatives are not on site constantly throughout the course of the works which again gives tenants the view that the work could be complete

	more quickly if they were on site more frequently.
Residents would like more regular updates on their Anti-social behaviour complaints	<p>An action Plan is agreed between the customer and case officer which is inclusive of time contact. If a customer feels that they need more regular contact then this can be requested at any time and their action plan can be amended accordingly.</p> <p>We also monitor our ASB procedure by way of a quarterly telephone survey. We share the results through 'Open House' our tenants quarterly newsletter and on the web</p>
Residents believe that the time taken to try and resolve their damp and condensation issues takes far too long	<p>Sometimes the issue of damp and condensation comes down to individual lifestyle. When this is not the cause we will endeavour to work with Oaks preservation to reduce the time taken to diagnose a damp/condensation issues</p>
Early in the financial year, customers complained of broken and failed gas service appointments	<p>Morrison (now part of the Mears Group) has worked closely with Tamworth Borough Council to overcome initial teething problems following the mobilisation of the new contract.</p> <p>Morrison recruited additional engineers and administration support to ensure an improved and enhanced service to customers. We are pleased to report that out of 303 gas services due, 280 have been completed giving a 91% first time hit rate. Morrison is currently 100% compliant this calendar year.</p>

Landlord Service Achievements 2012/13

To Aspire & Prosper

Tenancy Sustainment

HouseMark, an independent body that inspects housing providers, awards Tamworth Borough Council the Chartered Institute of Housing Accreditation for RESPECT, the first council landlord in the UK to receive the award.

Repairs & Maintenance

- Successfully procured the biggest contract for the Council for a combined repairs and investment service in 2012

Home Improvement programme 2012/13

Improvement programme	How many	Total spend
Kitchens	166	£530,000
Bathrooms	274	£775,000
Combined kitchen/Bathroom	33	
Windows	162	£470,000
Adaptations	101	£360,000

- Stock condition survey is progressing well. This is due for completion in June 2013 and will formulate the programme for the next five years as well as drive the overall Business Plan

Customer Involvement & Empowerment

- Regular tenant scrutiny of performance of services
- Training with 'Tenant Advisor' on the 4 basic steps to scrutiny: (Fact finding, Analysis, Recommendations, Monitoring & evaluating)
- Involved in the planning and delivery of key policies and initiatives: fixed term flexible tenancies, capital Works Programme for Sheltered Housing, environmental works, implementation of landlord service customer satisfaction calendar
- Contributed to the content and production of the Tenant Involvement & Consultation Strategy 2013-2016

Supported Housing

- Webpage updated to include referral form
- Supported Housing Calendar of events – created calendar of events focused around 5 SP outcomes this way tenants engaged successful with support and learning
- Developed new star outcome support plan
- Successful Supporting People Inspection March 2013 involving tenants where Tamworth Borough Council achieved 100% from tenants in all 5 Supporting People Outcome areas
- Number of lettings in Year 2012/2013 – 16 properties turn around in average of 5.6 days
- 100% of 16 new residents involved in needs & risk assessment prior to moving in

- 100% of 16 support plans agreed within 4 weeks of moving in

Sheltered Housing

- June 2012 saw the launch of a Handy Person Service at Sheltered to carry out all minor repairs
- Activities reviewed at sheltered schemes – created calendar of events focused around 5 SP outcomes
- Developed new star support plan in April
- New support plan information leaflets for residents
- New Activities survey asking elderly tenants what they want
- New Daily visit sheet ensuring all tenants get daily visit
- New tenants handbook
- Jubilee events at all schemes during June 2012
- Delivered £250k of capital improvements – major investment for each of our 11 schemes
- New Guide to sheltered housing
- Web update
- Review of procedures to include 'New Volunteer policy & procedure', 'New key procedure' in place and 'New lone working arrangements'
- Commencement of CHS accreditation

Voids & Allocations

- 2012/13 also saw the introduction of 'finding a garage'
- Improved void turnaround performance
- Introduction of tenant inspectors voids
- Introduction of fixed term tenancies

To be Healthier & Safer

Customer Involvement & Empowerment

- Implemented an annual programme of estate walkabouts for residents, officers and partner agencies to address issues on local estates which forms part of the '*you said we did*' campaign
- Organised annual events to include 'Plant a pot' and 'Grow your own' at both sheltered and supported housing schemes around the borough
- Resident engagement at large scale litter pick events organised as part of the national 'BIG Tidy Up' and 'Love where you live' campaigns

Supported Housing

- Introduction of several publications for supported housing to include 'New tenants handbook' and 'New tenants guide to supported housing'
- Grow your own event, Jubilee party, Olympic party

Sheltered Housing

- Upgrade lifeline system Magnolia, Burns & Masefield Drive
- New Visitors books
- New Health & Safety Poster in schemes for residents & their visitors
- Scheme cleaning inspectors carried out by tenant inspectors

Also within the year:

What we achieved in 2012/2013

Number of needs and risk assessment carried out within prior to moving in	126
Number of new tenancy visits completed at sheltered housing schemes within 24 hours of moving in	45
Percentage of legionella checks completed during the year	73.34%

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