



# CABINET

25 July 2013

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

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## A G E N D A

### NON CONFIDENTIAL

**1 Apologies for Absence**

**2 Minutes of the Previous Meeting** (Pages 1 - 6)

**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 Annual Report on the Treasury Management Service and Actual Prudential Indicators 2012/13** (Pages 7 - 20)

(Report of the Portfolio Holder for Operations and Assets)

**6 Agile Working** (Pages 21 - 42)

(Report of the Portfolio Holder for Operations and Assets)

**7 Grants to Voluntary Organisations 2012/13** (Pages 43 - 48)

(Report of the Portfolio Holder for Operations and Assets)

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. Oates', written over a circular stamp or mark.

**Chief Executive**

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

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



## **MINUTES OF A MEETING OF THE CABINET HELD ON 20th JUNE 2013**

**PRESENT:** Councillor D Cook (Chair), Councillors R Pritchard, S Claymore, S Doyle, 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), Andrew Barratt (Director - Assets and Environment), Stefan Garner (Director of Finance), Anica Goodwin (Director - Transformation/Corporate Performance), Matthew Bowers (Head of Planning and Regeneration), Tina Mustafa (Head of Landlord Services), Fleur Fernando (Head of Partnerships and Commissioning) and Alexander Roberts (Development Plan Manager)

### **11 APOLOGIES FOR ABSENCE**

None.

### **12 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 30 May 2013 were approved and signed as a correct record.

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

### **13 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

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

None

### **15 QUARTER 4 2012/13 PERFORMANCE REPORT**

The report of the Leader of the Council providing Cabinet with a performance and financial health check was considered.

**RESOLVED:** That the contents of the report be endorsed.

*(Moved by Councillor D Cook and seconded by Councillor R Pritchard)*

## **16 PROCUREMENT STRATEGY 2013/14 TO 2015/16**

The report of the Portfolio Holder for Operations and Assets seeking Cabinet approval for an updated Procurement Strategy for Tamworth Borough Council, covering the period 2013/14 to 2015/16 was considered.

**RESOLVED:** That:

- 1 the Procurement Strategy be approved, and;
- 2 the improvement and action plan be endorsed.

*(Moved by Councillor R Pritchard and seconded by Councillor D Cook)*

## **17 CAPITAL OUTTURN REPORT 2012/13**

The report of the Portfolio Holder for Operations and Assets seeking to advise members on the final outturn of the Authority's Capital Programme for 2012/13 (subject to audit confirmation) and requesting approval to re-profile specific programme budgets into 2013/14 was considered.

**RESOLVED:** That:

- 1 the final outturn position of the 2012/13 capital programme be endorsed;
- 2 the budget re-profiling projects into the Authority's Capital Programme 2013/14 (total £4.778m) be approved, and;
- 3 the consolidation of budgets associated with the Corporate Change Programme totalling £147.7k be approved.

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

## **18 OCCUPATIONAL HEALTH CONTRACT**

The report of the Portfolio Holder for Operations and Assets informing members of the successful tender of Occupational Health Services to the Council for a 3 year contract, with the option to extend for 1 year, was considered.

**RESOLVED:** The contents of the report be endorsed.

*(Moved by Councillor R Pritchard and seconded by Councillor D Cook)*

## 19 STATEMENT OF COMMUNITY INVOLVEMENT

The report of the Portfolio Holder for Economy and Education 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 was considered

**RESOLVED:**

That:

- 1 the proposed Statement of Community Involvement for public consultation for a period of six weeks be approved, and;
- 2 delegated authority be given to the Head of Planning and Regeneration in consultation with the Portfolio Holder for Economy and Education 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.

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

## 20 TAMWORTH BOROUGH COUNCIL COMMISSIONING REVIEW AND COMMISSIONING INTENTIONS

The report of the Portfolio Holder for Community Development and Voluntary Sector updating members on and seeking approval for the next stages of Commissioning Cycle 2, including the shaping of new services and the potential reduction and decommissioning of some existing services, based on the needs assessment, developing the structures needed to support the implementation of the Public Sector Commissioning Framework and ultimately joint commissioning through a Public Sector Commissioning Board, and build on current commissioning practice and momentum, leading the way in Tamworth in relation to joined up commissioning was considered.

**RESOLVED:**

That:

- 1 the estimated spend in each area of need;
- 2 the proposal to publish Tamworth Borough Council's commissioning intentions;
- 3 the Commissioning Board engage fully in the development of the service outline process led by the Commissioning Board;
- 4 the development of a de-commissioning guidelines and best practice document to enable more effective and efficient commissioning in Tamworth, and;

- 5 Cabinet selected their preferred option as Option 2:  
Option 2. To reduce the family support services element by £10,000 per annum to £15,000 per annum all be endorsed.

*(Moved by Councillor J Oates and seconded by Councillor D Cook)*

Cabinet wish to minute their appreciation of the work undertaken by Fleur Fernando, Karen Adderely and Karen Clancy on Commissioning.

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

The report of the Portfolio Holder for Public Housing and Vulnerable People and Portfolio Holder for Operations and Assets updating members on progress in relation to the redevelopment of underused Council owned garage sites, agreeing proposals for a further phase of the redevelopment and setting out proposals for assessment of the feasibility for a Council house building programme was considered.

### **RESOLVED:**

That:

- 1 the redevelopment of underused garage sites in accordance with the schedules shown in Annex 1 of the report be approved;
- 2 the Council will progress redevelopment of those sites included in phase two of the programme in participation with Waterloo Housing Association;
- 3 the feasibility of a Council House Building project be explored based on the potential redevelopment of a garage site;
- 4 a waiver to financial assessment of the potential for Council house build on this site be approved and a further report following the assessment be submitted to Cabinet in November 2013, and;
- 5 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.

*(Moved by Councillor M Greatorex and seconded by Councillor R Pritchard)*

## **22 LANDLORD SERVICES - WELFARE REFORM & PREPARATIONS FOR UNIVERSAL CREDIT**

The report of the Portfolio Holder for Public Housing and Vulnerable People updating Cabinet on the impact of key reforms contained within the Welfare

Reform Act 2012 on the Council's Landlord Service and seeking agreement of actions and changes to policy in response to the reforms was considered.

- RESOLVED:** That:
- 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 be approved;
  - 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 be approved, and;
  - 3 the action plan resulting from the risk assessment be approved.

*(Moved by Councillor M Greatorex and seconded by Councillor R Pritchard)*

## **23 LANDLORD SERVICES REGULATORY FRAMEWORK**

The report of the Portfolio Holder for Public Housing and Vulnerable People providing details of the Council's Landlord Performance for 2012/13 as required under the Homes and Community Agency Landlord Regulatory Framework 2012 was considered.

- RESOLVED:** That the production of a Tenant Annual Report (2012/13) using the performance data referred to in the report in order to comply with the regulatory code be endorsed.

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

## **24 PARTICIPATION IN THE COUNTY WIDE CONTRACT FOR HOME IMPROVEMENT SERVICES DELIVERING DISABLED FACILITIES GRANTS**

The report of the Portfolio Holder for Public Housing and Vulnerable People providing information on the proposed county wide Home Improvement Service that will deliver Supporting People Services, Move-On Services and Disabled Facilities Grants, seeking approval to formally participate in the county wide contract for the delivery of Disabled Facilities Grants and seeking approval to accept the terms of the Home Improvement Service contract to be let by Staffordshire County Council in respect of delivery of Disabled Facilities Grants was considered.

**RESOLVED:**

That:

- 1 Tamworth Borough Council's participation in the county wide contract for Supporting People in respect of Disabled Facilities Grants be approved;
- 2 the terms of the Home Improvement Service contract to be let and administered by Staffordshire County Council be accepted;
- 3 Members recognised and approved that under the participation arrangements a county wide steering group will manage the contract and that Tamworth Borough Council be formally represented on the steering group;
- 4 authority be delegated to the Portfolio Holder for Public Housing and Vulnerable People and the Director of Assets and Environment to enter into the formal Participation Agreement, and;
- 5 authority be delegated to the Solicitor to the Council and the Director of Assets and Environment to agree the final wording in the participation agreement document.

*(Moved by Councillor M Greatorex and seconded by Councillor R Pritchard)*

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Leader



CABINET

1<sup>st</sup> August 2013

COUNCIL

10<sup>th</sup> September 2013

## REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS

### ANNUAL REPORT ON THE TREASURY MANAGEMENT SERVICE AND ACTUAL PRUDENTIAL INDICATORS 2012/13

#### EXEMPT INFORMATION

None

#### PURPOSE

The Annual Treasury report is a requirement of the Council's reporting procedures. It covers the Treasury activity for 2012/13, and the actual Prudential Indicators for 2012/13.

The report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes in accordance with Regulations issued under the Local Government Act 2003.

#### RECOMMENDATIONS

**That Cabinet be asked to recommend that Council,**

- 1. Approve the actual 2012/13 Prudential Indicators within the report and shown at APPENDIX 1;**
- 2. Accept the Treasury Management stewardship report for 2012/13.**

#### EXECUTIVE SUMMARY

This report covers Treasury operations for the year ended 31<sup>st</sup> March 2013 and summarises:

- the Council's Treasury position as at 31<sup>st</sup> March 2013;
- performance measurement.

The key points raised for 2012/13 are;

- The Economy and Interest Rates
- Treasury Position as at 31 March 2013
- The Strategy for 2012/13
- The Council's Borrowing Requirement and Debt
- Borrowing Rates in 2012/13
- Borrowing Outturn for 2012/13
- Investment Rates in 2012/13
- Investment Outturn for 2012/13
- Performance Measurement
- Icelandic Bank Defaults.

The Treasury Function has achieved the following favourable results:

- The Council has complied with the professional codes, statutes and guidance;
- There are no issues to report regarding non-compliance with the approved prudential indicators;
- Excluding the Icelandic investments (currently identified 'at risk') the Council maintained an average investment balance externally invested of £24.49m and achieved an average return of 1.09% (budgeted at £18.4m and an average return of 1.20%).

These results compare favourably with the Council's own Benchmarks of the average 7 day and the 3 month LIBID rates for 2012/13 of 0.42% and 0.56% respectively, and in line with the CIPFA Treasury Benchmarking Club average rate of 1.10%. This is not considered to be a poor result in light of the current financial climate, our lower levels of deposits/funds and shorter investment timelines due to Banking sector uncertainty, when compared to other Councils;

- The closing weighted average internal rate on borrowing has reduced from 6.55% to 4.47%;
- The Treasury Management Function has achieved an outturn investment income of £306k compared to a budget of £220k, the increase being due to additional balances being available to invest as a result of slippage in budgeted capital expenditure into 2013/14, and revenue underspends.

During 2012/13 the Council complied with its legislative and regulatory requirements.

The Executive Director Corporate Services confirms that no borrowing was undertaken within the year and the Authorised Limit was not breached.

At 31<sup>st</sup> March 2013, the Council's external debt was £65.060m (£65.060m at 31<sup>st</sup> March 2012) and its external investments totalled £20.338m (£15.699m at 31<sup>st</sup> March 2012) – including interest credited. This excludes £1.75m Icelandic Banking sector deposits (plus accrued interest at claim date) that were 'At Risk' at the year end (£2.335m at the 31<sup>st</sup> March 2012).

## **RESOURCE IMPLICATIONS**

There are no financial implications or staffing implications arising from the report.

## **LEGAL/RISK IMPLICATIONS BACKGROUND**

The Council is aware of the risks of passive management of the Treasury Portfolio and with the support of Sector, the Council's current Treasury advisers, has proactively managed its debt and investments over this very difficult year.

## **SUSTAINABILITY IMPLICATIONS**

None

## **REPORT AUTHOR**

If Members would like further information or clarification prior to the meeting please contact Phil Thomas Ext 709239 or email [phil-thomas@tamworth.gov.uk](mailto:phil-thomas@tamworth.gov.uk)

## LIST OF BACKGROUND PAPERS

- Local Government Act 2003;
- Statutory Instruments: 2003 No 3146 & 2007 No 573;
- CIPFA Code of Practice on Treasury Management in Public Services;
- Treasury Management Strategy & Prudential Indicators (Council 28<sup>th</sup> February 2012);
- Treasury Management Mid-Year Review 2012/13 (Council 13<sup>th</sup> December 2012);
- Treasury Outturn Report 2011/12 (Council 11/09/2012);
- CIPFA Treasury Benchmarking Club Report 2013.

## APPENDICES

Appendix 1 - Prudential and Treasury Indicators

Appendix 2 – CIPFA Benchmarking Club Investments Performance

### BACKGROUND INFORMATION

#### 1. Introduction and Background.

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual Treasury Management review of activities and the actual prudential and Treasury indicators for 2012/13. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2012/13 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual Treasury Strategy in advance of the year (Council 28/02/2012)
- a mid-year (minimum) Treasury update report (Council 13/12/2012)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

In addition, the Cabinet has received quarterly Treasury management updates as part of the Financial Healthcheck Reports.

The regulatory environment places responsibility on members for the review and scrutiny of Treasury management policy and activities. This report is therefore important in that respect, as it provides details of the outturn position for Treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council also confirms that it has complied with the requirement under the Code to give scrutiny to all of the above Treasury Management Reports by the Audit and Governance Committee before they were reported to the full Council. Member training on Treasury Management issues was undertaken in 2010 and 2011 in order to support members' scrutiny role.

#### 2. The Economy and Interest Rates.

The financial year 2012/13 continued the challenging investment environment of previous years, namely low investment returns and continuing heightened levels of counterparty risk. The original expectation for 2012/13 was that Bank Rate would start gently rising from quarter 4 2014. However, economic growth in the UK was disappointing during the year due to the UK austerity programme, weak consumer confidence and spending, a lack of rebalancing of the UK economy to exporting and weak growth in our biggest export market - the European Union (EU). The UK coalition Government maintained its tight fiscal policy stance against a background of warnings from two credit rating agencies that the UK could lose its AAA credit rating.

Moody's followed up this warning by actually downgrading the rating to AA+ in February 2013 and Fitch then placed their rating on negative watch, after the Budget statement in March. Key to retaining the AAA rating from Fitch and S&P will be a return to strong economic growth in order to reduce the national debt burden to a sustainable level, within a reasonable timeframe. Weak UK growth resulted in the Monetary Policy Committee increasing quantitative easing by £50bn in July to a total of £375bn. Bank Rate therefore ended the year unchanged at 0.5% while CPI inflation fell from 3% at the start of the year to end at 2.8% in March, with a fall back to below 2% pushed back to quarter 1 2016. The EU sovereign debt crisis was an ongoing saga during the year with first Greece and then Cyprus experiencing crises which were met with bailouts after difficult and fraught negotiations.

**Gilt yields** oscillated during the year as events in the ongoing Eurozone debt crisis ebbed and flowed, causing corresponding fluctuations in safe haven flows into / out of UK gilts. This, together with a further £50bn of Quantitative Easing (QE) in July and widely expected further QE still to come, combined to keep Public Works Loan Board (PWLB) rates depressed for much of the year at historically very low levels.

**Deposit rates.** The Funding for Lending Scheme, announced in July, resulted in a flood of cheap credit being made available to banks and this has resulted in money market investment rates falling sharply in the second half of the year. However, perceptions of counterparty risk have improved after the European Central Bank (ECB) statement in July that it would do "whatever it takes" to support struggling Eurozone countries. This has resulted in some return of confidence to move away from only very short term investing.

### 3. Overall Treasury Position as at 31 March 2013.

At the beginning and the end of 2012/13 the Council's Treasury position was as follows\*:

GENERAL FUND	31st March 2012 Principal £m	Rate/ Return %	Average Life Years	31st March 2013 Principal £m	Rate/ Return %	Average Life Years
Total debt	-	-	-	-	-	-
CFR	1.606	-	-	1.525	-	-
Over / (under) borrowing	(1.606)	-	-	(1.525)	-	-
Total investments	12.048	1.25	0.22	12.179	1.10	0.29
Net debt	(12.048)	-	-	(12.179)	-	-

HOUSING REVENUE ACCOUNT	31st March 2012 Principal £m	Rate/ Return %	Average Life Years	31st March 2013 Principal £m	Rate/ Return %	Average Life Years
Total debt	65.060	6.55	37.44	65.060	4.47	36.43
CFR	68.063	-	-	68.054	-	-
Over / (under) borrowing	(3.003)	-	-	(2.994)	-	-
Total investments	5.145	1.25	0.22	9.589	1.10	0.29
Net debt	59.915	-	-	55.471	-	-

\*As a result of adopting the two pool financing option of the Housing Self Financing Reform, the Council is required to separate the General Fund and HRA financing.

In terms of its Capital Financing Requirement (CFR) the Council has maintained the split as determined by the Local Government Act 2003, however, external borrowing (some of which was taken in the early 1990s) and external investments have not been 'earmarked' against one fund or the other, but pooled in line with the previous capital financing code.

Under the new arrangements, it was determined that the Council's existing external debt of £20.392m would be all classified as HRA debt and would be added to the £44.668m new borrowing undertaken as part of the new financing structure. This means that although General Fund has a small CFR of £1.525m, this is financed notionally from internal resources and is not earmarked against any specific external borrowing. With regard to investments, by identifying the value of each fund's balances, reserves etc, at the year end, this will provide a basis of a notional split of investments for calculation purposes.

#### **4. The Strategy for 2012/13.**

The expectation for interest rates within the strategy for 2012/13 anticipated low but rising Bank Rate (starting in quarter 4 of 2014) with similar gradual rises in medium and longer term fixed borrowing rates over 2012/13. Variable or short-term rates were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

In this scenario, the Treasury Strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

The actual movement in gilt yields meant that PWLB rates fell during the first quarter of the year to historically low levels. This was caused by a flight to quality into UK gilts from EU sovereign debt, and from shares, as investors became concerned about the potential for a Lehman's type crisis of financial markets if the Greek debt crisis were to develop into a precipitous default and exit from the Euro. During the second and third quarters, rates rose gradually and agreement of a second bail out for Greece in December saw the flight to quality into gilts reverse somewhat, as confidence rose that the Eurozone crisis was finally subsiding. However, gilt yields then fell back again during February and March as Eurozone concerns returned, with the focus now shifting to Cyprus, and flight to quality flows into gilts resumed. This was a volatile year for PWLB rates, driven by events in the Eurozone which oscillated between crises and remedies.

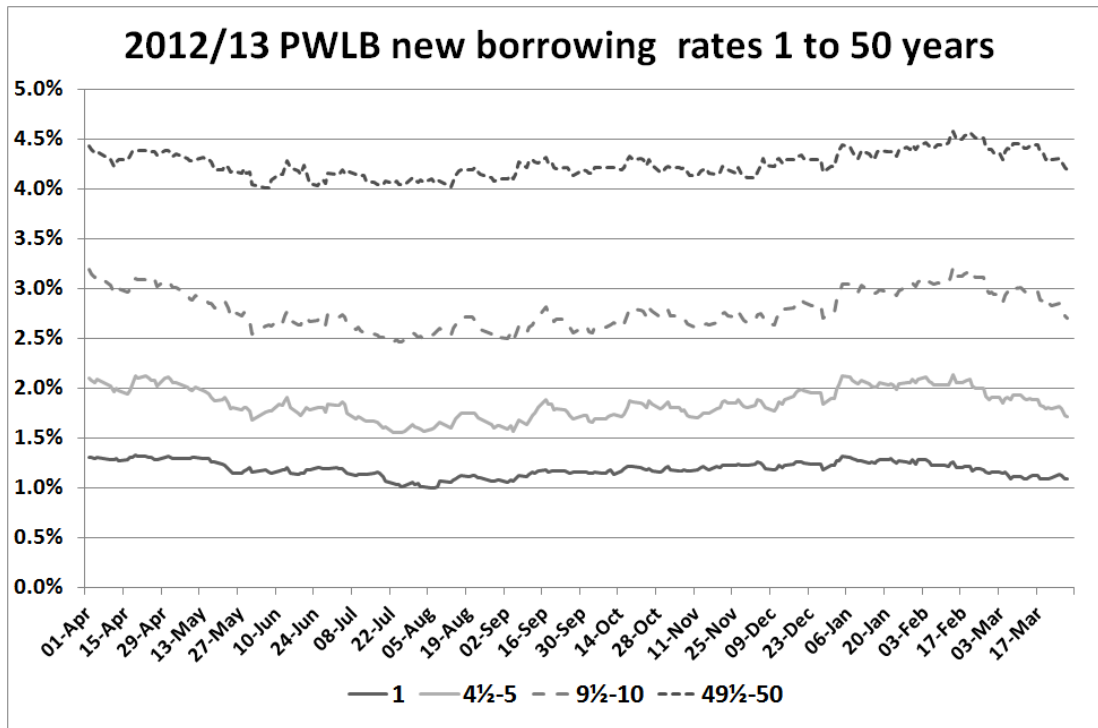
#### **5. The Borrowing Requirement and Debt.**

The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR).

	31st March 2012 Actual £m	31st March 2013 Original £m	31st March 2013 Actual £m
CFR General Fund	1.606	0.412	1.525
CFR HRA	68.063	68.063	68.054
Total CFR	69.669	68.475	69.579

## 6. Borrowing Rates in 2012/13.

PWLB borrowing rates - the graph below shows how PWLB rates fell to historically very low levels during the year.



## 7. Borrowing Outturn for 2012/13

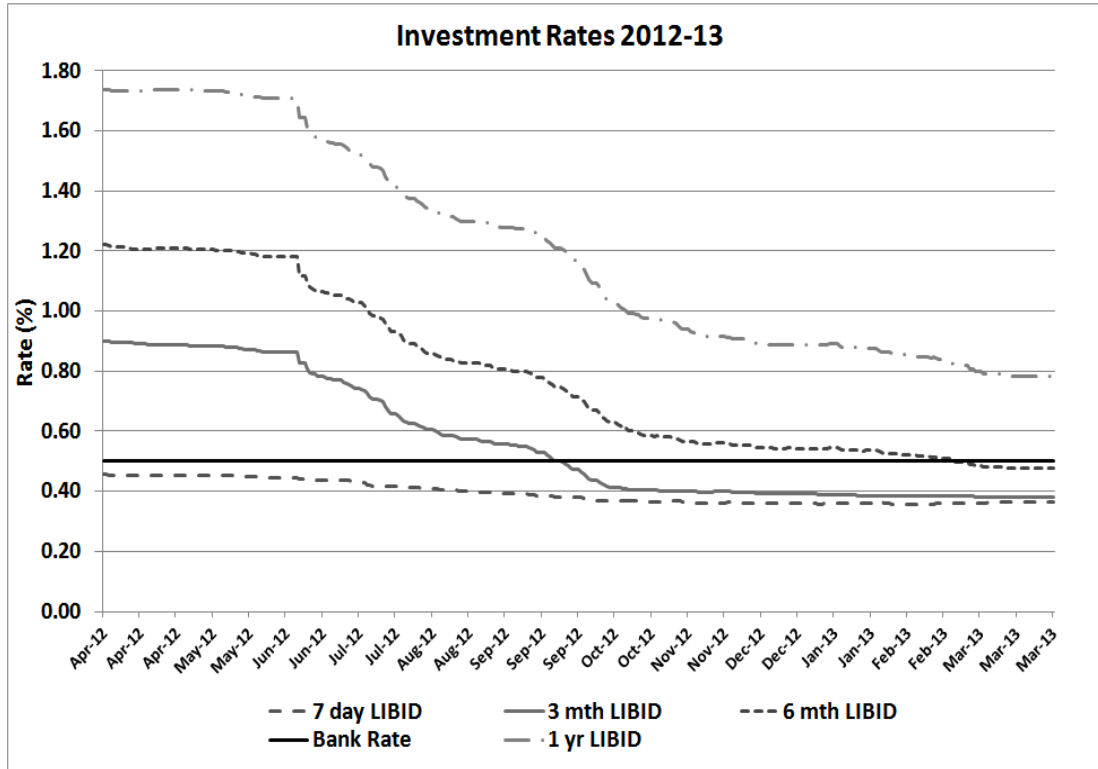
Due to investment concerns, both counterparty risk and low investment returns, no borrowing was undertaken during the year.

### Rescheduling

No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

## 8. Investment Rates in 2012/13

Bank Rate remained at its historic low of 0.5% throughout the year; it has now remained unchanged for four years. Market expectations of the start of monetary tightening were pushed back during the year to early 2015 at the earliest. The Funding for Lending Scheme resulted in a sharp fall in deposit rates in the second half of the year.



## 9. Investment Outturn for 2012/13.

Investment Policy – the Council’s investment policy is governed by CLG guidance, which has been implemented in the annual investment strategy approved by the Council on 22<sup>nd</sup> February 2011. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

The Council maintained an average balance of £24.49m of internally managed funds which earned an average rate of return of 1.09%.

This compares with a budget assumption of interest earned of £220k based on average investment balances of £18.4m at 1.20% investment return

### Performance Management;

This service had set the following local performance indicators:

- *To Maximise investment returns by ensuring that the average balance held in the Council’s current accounts (non-interest earning) is maintained below £5,000;*

The actual average balance held in the current accounts for 2012/13 was £15,713 cr (in hand) (£2,219 cr (in hand) in 2011/12);

The net loss of interest for 2012/13 (loss of investment interest on un-invested balances less any overdraft interest incurred) was £21 compared to £64 for 2011/12 (approximately 6p per day);

➤ *Average external interest receivable in excess of 3 month LIBID rate;*

Whilst the assumed benchmark for local authorities is the 7 day LIBID rate, a higher target is set for internal performance.

The actual return of 1.09% compared to the average 3 month LIBID of 0.56% (0.53% above target).

### **CIPFA Benchmarking Club**

The Council is a member of the CIPFA Treasury Management Benchmarking Club which is a means to assess our performance for the year against other members. Our average return for the year (as mentioned above) was 1.09% compared to the group average of 1.10% (information from CIPFA Benchmarking Report 2012/13) Combined In-House Investments excluding the impaired investments in Icelandic banks.

This can be analysed further into the following categories:

Category	Average Balance Invested £ m		Average Rates Received %	
	Tamworth Borough Council	CIPFA Benchmarking Club	Tamworth Borough Council	CIPFA Benchmarking Club
Investments < 365 days Managed in-house	10.4	54.8	1.68	1.34
Investments > 365 days Managed in-house	-	18.3	-	2.59
Notice Accounts	5.5	30.7	0.93	0.82
DMADF	-	9.4	0.25	0.25
CD's Gilts and Bonds	0.05	10.8	0.18	0.91
Callable and Structured Deposits	-	20.2	-	2.16
Money Market Funds	8.5	30.0	0.49	0.52
<b>All Investments Managed in-house</b>	<b>24.5</b>	<b>125.3</b>	<b>1.09</b>	<b>1.10</b>

The data above displays that despite the Council being a small investor in the markets, performance is only slightly lower when compared with other members of the benchmarking club.

The graphs reproduced at **APPENDIX 2** highlights the Council's investment performance compared to other members of the benchmarking club.



## 10. Icelandic Bank Defaults

The Council currently has the following investments 'at risk' in Icelandic banks;

Bank	Original Deposit £m	Accrued Interest £m	Total Claim £m	Reduction due to Exchange rate fluctuations £m	Repayments Received @ 31/03/2013 £m	Balance Outstanding £m	Anticipated Total Recovery %
Glitnir	3.000	0.232	3.232	(0.034)	2.554	0.644	100
Kaupthing Singer & Friedlander	3.000	0.175	3.175	-	2.413	0.762	85.25
Heritable	1.500	0.005	1.505	-	1.163	0.342	88.08
TOTALS	7.500	0.412	7.912	(0.034)	6.131	1.747	-

At the current time, the process of recovering assets is still ongoing with the administrators. In the cases of Heritable Bank plc and Kaupthing, Singer and Friedlander Ltd, the administrators have made a number of dividend payments to date, with further payments and updates anticipated during 2013/14 and 2014/15.

Investments outstanding with the Iceland domiciled bank Glitnir Bank hf have been subject to decisions of the Icelandic Courts.

Following the successful outcome of legal test cases in the Icelandic Supreme Court, the Administrators have committed to a full repayment and the authority received a significant sum in late March 2012. However, due to Icelandic currency restrictions, elements of our deposits which are held in Icelandic Krone have been held back pending changes to Icelandic law. This sum has been placed in an interest bearing account and negotiations are continuing for their early release.

Members will be periodically updated on the latest developments of these efforts.

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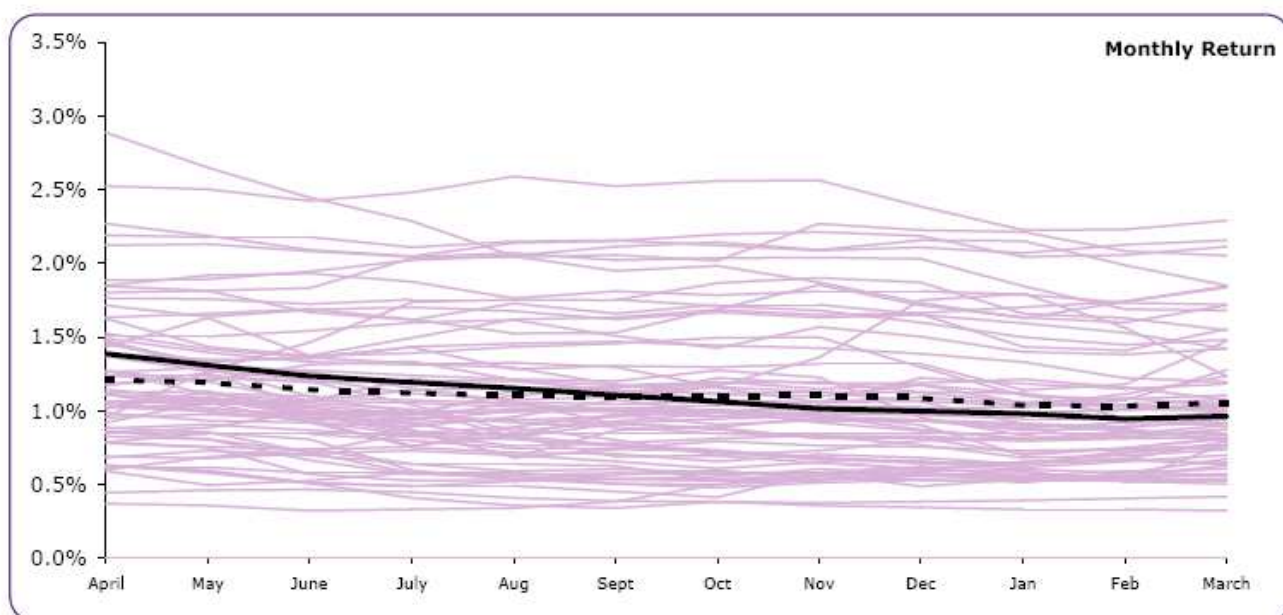
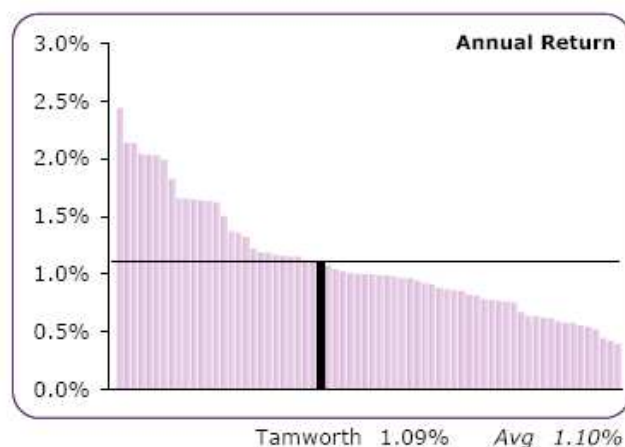
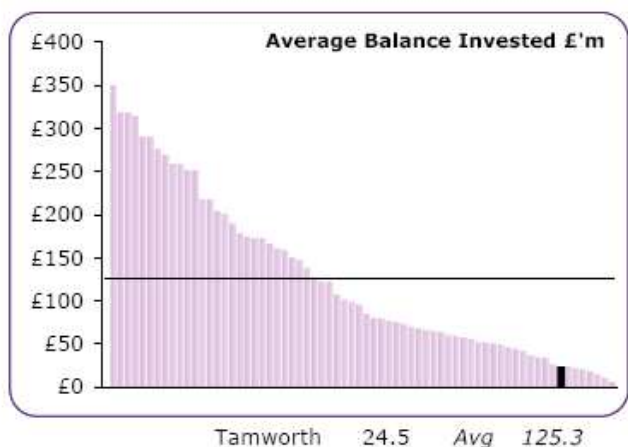


\*2 Previous years figures are not maintained in a format that enables an accurate split between General Fund and the HRA

Table 2. TREASURY MANAGEMENT INDICATORS	2011/12	2012/13	2012/13	2012/13
	Actual £'000	Original £'000	Actual £'000	Actual £'000
<b>Authorised Limit for external debt -</b>				
Borrowing	83.600	89.112	89.112	89.112
Other long term liabilities	3.000	3.000	3.000	3.000
<b>TOTAL</b>	<b>86.600</b>	<b>92.112</b>	<b>92.112</b>	<b>92.112</b>
<b>Operational Boundary for external debt -</b>				
Borrowing	72.750	72.268	72.268	72.268
Other long term liabilities	-	-	-	-
<b>TOTAL</b>	<b>72.750</b>	<b>72.268</b>	<b>72.268</b>	<b>72.268</b>
<b>Actual external debt</b>	<b>65.060</b>	<b>65.060</b>	<b>65.060</b>	<b>65.060</b>
<b>Upper limit for fixed interest rate exposure</b>				
Net principal re fixed rate borrowing / investments	14.570	58.000	58.000	58.000
<b>Upper limit for variable rate exposure</b>				
Net principal re variable rate borrowing / investments	2.737	7.000	7.000	7.000
<b>Upper limit for total principal sums invested for over 364 days</b> (per maturity date)	<b>3.500</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>

Table.3 Maturity structure of fixed rate borrowing during 2012/13 for General Fund and HRA	Upper limit %	Lower limit %
under 12 months	20	-
12 months and within 24 months	20	-
24 months and within 5 years	25	-
5 years and within 10 years	75	-
10 years and above	100	-

### COMBINED IN-HOUSE INVESTMENTS (excluding impaired investments)



Monthly Return (April 12 - March 13)													
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Year
Av Bal £'m	18.08	20.18	21.93	22.11	23.04	24.07	25.52	27.15	28.32	30.81	28.43	24.36	24.49
Earned £'k	20.6	22.4	22.3	22.4	22.6	21.9	23.1	22.6	24.0	25.7	20.6	19.9	268.0
% Return	1.39%	1.31%	1.24%	1.19%	1.15%	1.11%	1.06%	1.01%	1.00%	0.98%	0.94%	0.96%	1.09%
Average	1.21%	1.19%	1.15%	1.12%	1.11%	1.10%	1.10%	1.10%	1.09%	1.04%	1.03%	1.06%	1.10%
Margin	0.18%	0.12%	0.09%	0.07%	0.05%	0.01%	-0.04%	-0.09%	-0.09%	-0.06%	-0.09%	-0.09%	

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1<sup>st</sup> AUGUST 2013**REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS****AGILE WORKING****EXEMPT INFORMATION**

There is no exempt information

**PURPOSE**

The purpose of this report is to update Cabinet on progress relating to the Agile Working Project and to advise Members of the next stages of implementation.

**RECOMMENDATIONS**

That Cabinet:

- Endorse the implementation plan for Option 3 'Full Agile Working'.
- Approve the capital and revenue spend as outlined in the report; see **Appendix 3**
- Approve the release of funds from the Building Repair retained fund (£160k) and of £50k from HRA Capital Contingency budget; see **Appendix 3**
- Authorise the Director of Assets and Environment to award the contract for floor refurbishment and the Director of Technology and Corporate Change to award the contracts for infrastructure and telephony in consultation with the Portfolio Holder for Operations and Assets.

**EXECUTIVE SUMMARY**

This report highlights the positive impact that the agile working pilot has generated in making staff aware of the potential operational, environmental, technological and financial benefits that flow from this style of working. Additionally, it aims to show how reconfigured office accommodation can enhance those benefits.

It is intended that subject to Members agreement, this method of working will become standard practice not only for this project but for the future design and layout of office accommodation across the council.

The report also makes clear how the implementation of agile working is reliant upon the organisations ability to change, the application of fit for purpose ICT infrastructure, hardware and telephony.

**People**

This quiet but amazing revolution taking place in the world of work is seeing Tamworth Borough Council barriers tumbling down. It is now recognised and evidenced that considerable savings can be achieved when a workforce is mobilised. This is not to say that it's a 'done deal' or indeed that there are not still significant challenges ahead. However, over the last 12 months or so we have agreed plans to bring about change under the Corporate Change umbrella which are at last making the agile workforce vision a reality.

As well as technological barriers, there have also been many cultural and business issues to

overcome. But this is less of a problem with people becoming more familiar with devices and social media in their daily lives as well as the concept of agile working. From the business perspective, how we engage with, and manage teams of, remote workers is now also far better understood.

Nationally, many agile working pilots have taken place which has seen a significant growth in demand for new applications whether they be for carers visiting clients in their own home to inspectors identifying potholes in the road. However, with lessons learned comes the knowledge that efficiencies and process transformation play a major part in mobilising our workforce. The link to the Corporate Change Programme (CCP) is now even more evident.

The way we manage our workforce through this change will be challenging but given the growing acceptance of agile working benefits the ability to respond to that change should be easier.

From the results of the agile working trial together with learning from others it is clear that mobilising our workforce will be critical to meeting the financial challenges within the Medium Term Financial Plan.

### **Asset Management**

The property work stream of the Corporate Change Programme runs throughout its life cycle and is an enabler to business transformation.

At present co-location of Marmion House is seen as an enabler to achieve premises rationalisation for many local partners, namely SCC, Police & Health, and also may act as a catalyst to future development of more purpose built accommodation within the town.

<b>Marmion House is seen as the only possible location for a public sector hub that is within the town centre.</b>
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TBC's property strategy is intrinsically linked to the SCC Asset Strategy but given the global economic downturn, achievement of this strategy has not been achieved in the time plan originally detailed.

TBC's commitment to the development of the workplace for its workforce aims to provide fit for purpose / adaptable workspace for both customers and employees, encourage wider adoption of desk/space sharing, mobile and home working whilst ensuring its assets are utilised by consolidating shared service outlets.

Current thinking has been to utilise spare capacity within Marmion House to facilitate co-location of other public sector partners, however recent study shows organisations such as Citibase are establishing themselves in the office provision market. Citibase target small and medium-sized firms, which are often cost conscious but still want buildings with good access to public transport, shops and food outlets. This has led to a Managed Workspace Study being undertaken.

### **Technology**

It is also evident that technology is key to delivering agile working.

The existing technology in place does not support this new way of working, and whilst the proof of concept trial has confirmed this it has also contributed to the specification of what the organisations actual requirements are.

In order to ensure that appropriate technology is in place to support the aspirations of an agile working environment, technology is being procured to replace such things as the telephony system, access to systems and data both internally and externally and the



development of a website which delivers an increased number of transactional services.

Longer term, these solutions are scalable to accommodate changes in the work environment and the potential for other partners to utilise the technical infrastructure.

## **FINANCES**

The financial summary detailed at **Appendix 3** makes clear the investment required, the allocated budget and the ROI. It is anticipated that we will see, under the best case scenario, an initial ROI within 5 years with the project starting to pay back from year 3 (£73k) with savings in subsequent years in the region of £200k p.a.

## **RESOURCE IMPLICATIONS**

There are considerable costs associated with the “Full” option; in the region of £411k (including IT/Technology costs).

This project delivery will affect people, customers and operational models and therefore its impact will be significant for Tamworth Borough Council.

Within the overall budget allocated to the CCP we realise agile working plays only a part in the larger change programme.

## **LEGAL/RISK IMPLICATIONS BACKGROUND**

The risks associated are detailed at **Appendix 4**. Governance arrangements ensure that the Agile Working Project reports into the CCP.

£160k has been allocated to the Agile Working project in year 1 from the Building Repairs Fund retained fund and £50k from the HRA Capital Contingency budget. However, this is high risk as there may be other draws on these funds, and there is no identified budget to make up any shortfall should there be a critical failure within one of our corporate/HRA assets. This will also limit the use of these funds for other projects that may arise.

## **SUSTAINABILITY IMPLICATIONS**

The cost of accommodation has become a significant burden. Implementing Agile Working across the authority will allow us to reduce that burden and increase our effectiveness. By looking to accommodate partners within Marmion House we will become a more sustainable organisation.

The impact on resources from the Sustainability Strategy and with other projects contained with the Corporate Change Programme will require close monitoring via the Corporate Change Board.

## **REPORT AUTHOR**

Anica Goodwin

## **LIST OF BACKGROUND PAPERS**

There are no background papers

## **APPENDICES**

1. Desk utilisation survey
2. High Level Project Plan
3. ROI
4. Agile working risk register
5. Draft 7<sup>th</sup> floor design plan
6. Marmion House Occupancy Comparison (Pre and post Agile Working)

**BACKGROUND INFORMATION**

***The Need for Agile Working***

**One Tamworth, delivering services anytime, any place, anywhere**

A new organisational model is emerging in organisations, based on agile working deliverables. It's driven by a combination of work environment changes, including greater use of IT, more flexible office layouts and greater autonomy and discretion for employees.

The defining feature of agile working is a mind-set and a set of associated values which is increasingly being adopted by organisations ranging from major investment banks through to government departments.

The key deliverables from adopting an agile working approach include:

<b>Employee deliverables</b>	<b>Business deliverables</b>
High trust working relationships	Better performance and enhanced productivity (volume and quality) – processes and systems are simpler, faster and cheaper to deliver, requiring less managerial support.
Helps employees achieve a work/life balance	Outcome based performance
Enables employees to enter/remain in employment when personal circumstances might otherwise prevent this	Work environments using enabling technologies including desk sharing
Enables employees to work close to communities	Smart working involves managing the work environment to release employees' energy and drive performance
Reduced stress and less time wasted	Better aligned IT spend while harnessing new technologies
Reduced spend on travel costs	Reduced property spend
Increased employee satisfaction – more empowered (higher degree of freedom to act), increased engagement, increased attendance, talent attraction and retention, increased flexibility towards work locations/ hours	Enhanced customer experience and better outcomes – proactive management of customer interactions to increase the delivery of the service to meet need and demand, exploitation of access channels especially web-based self service
Reduced spend on childcare/caring costs	Reduced costs – reduce process, information and IT complexity through consolidation, simplification and standardisation, effectiveness around back office support
	Reduction in the council's carbon footprint
	Travel cost saving
	Workspace utilisation
	Improved business continuity
	Virtuality in teams/work groups
	Greater collaboration (no silos)

## Considered options for Agile Working

An appraisal outlining three agile working options was submitted to CMT for consideration on April 22<sup>nd</sup> 2013.

Given the will for Agile Working among staff and the benefits it brings to our customers and the organisation, CMT agreed to the implementation of Option 3 'Full Agile Working'.

Full implementation of an agile workforce would commence with the redevelopment of the 7<sup>th</sup> floor to initially minimise costs this floor would be fit for purpose in order to facilitate an agile working solution. This is a high building intervention approach; buy new "fit for purpose" furniture for the 7<sup>th</sup> and consequently the 6<sup>th</sup> and 8<sup>th</sup> floors.

This option minimises TBC foot print in Marmion House, we occupy only 3 floors, providing an additional 2 floor rental opportunity.

<p><b>Strengths:</b>  Re-use of the empty 7th floor to create a "fit for purpose" environment with suitable, reliable infra survey.  Clear decision point/gate - to objectively assess success and make decision to extend Agile Working.  "Full" Agile Working introduced to all TBC, it joins up with TBC change programme; people, process and technology <i>'The whole is greater than the sum of its parts'</i>  Develop and implement a corporate Agile Working capability; HR policies, processes and people engagement  It joins up with TBC change programme; people, process and technology</p>	<p><b>Weaknesses:</b>  Significant spend, includes complete refurbishment of 3 floors c. £285k.   High Resources, High Impact &amp; long timescales</p>
<p><b>Opportunities:</b>  Opportunity to achieve rental revenue from a 3<sup>rd</sup> party for the partial Ground, 1<sup>st</sup> &amp; 3rd floors.  Creation of public sector hub in Tamworth.  Better opportunities for partnership working.</p>	<p><b>Threats:</b>  There are Critical dependencies on other programme deliverables.</p>
<p><b>TBC Occupancy:</b>  Occupy – partial Ground, 1st part, 6<sup>th</sup> , 7<sup>th</sup> &amp; 8<sup>th</sup> Floors</p>	<p><b>Rental Occupancy:</b>  Exist Rent - 2nd part, 4th, 5th part  New Rent opportunity – partial Ground Floor, 1st, 5th part, 3rd Floors</p>

## High Level Implementation Plan

A high level implementation plan has been produced which details how we will apply agile working across the authority; see **Appendix 2**.

The plan identifies key activities and milestones for the agile working project which would provide Tamworth Borough Council with three agile working floors by August 2015.

The plan achieves rental income from the ground floor and first floor from April 2014 and further rental income from the third floor from September 2015. It also achieves additional rental income from the fifth floor from August 2015 and the continued rental income of the second floor and fourth floor.

There are seven stages to the plan with the view to cause minimal disruption for our customers and employees and the customers and employees of other organisations occupying the building

## ***Costs and Return on Investment***

The decision to proceed with the project has hinged on the potential Return on Investment. There are two aspects to this – cashable and non-cashable.

The spreadsheet (see **Appendix 3**) demonstrates the indicative costs we feel are appropriate for the initial and ongoing investment across a five year plan. Against this, it is anticipated that we will see, under the best case scenario, an initial ROI within 5 years with the project starting to pay back from year 3 (£73k) with savings in subsequent years in the region of £200k p.a. This will make a significant contribution to filling the financial deficit identified in the Medium Term Financial Plan which hits the organisation's budget in Year 3. However, there are significant financial risks associated with the project and the agile working options table (see **Appendix 3**) details a sensitivity analysis considering 3 scenarios - as future payback is dependent on rental income from other organisations which is still to be confirmed. The scenario detailed within the appendix to the report and shown as best case in the table assumes full occupancy from the other Public and Voluntary Sector organisation as planned with reduced income impacting on payback considered as part of the other scenarios.

In addition, £160k has been allocated to the Agile Working project in year 1 from the Building Repair Fund and £50k from the HRA contingency budget. However, this is high risk as there may be other draws on this fund/budget which could not then be financed.

We are also awaiting confirmation of the £10k grant from IEWM but are confident that this will be received. In addition, a further transformation/innovation grant submission in the region of £400k has been made to Transformation Challenge Award the outcome of which will be known at the end of August.

The non-cashable benefits have been calculated based on feedback from other organisations (private and public sector) and our own experiences. As an example, during recent bad weather, Marmion House was closed and the cost to the organisation of doing this was worked out and used as a base calculation.

## ***Technology***

As the biggest enabler of change, the Technology theme has some of the most complex projects requiring the largest investment. These include new infrastructure to enable hot desking, access from outside of Tamworth Borough Council's main offices and home working. The organisation has already made significant investment in server virtualisation and now hopes to do the same across the majority of its desktop environment. Additionally, we are intending to implement Voice Over Internet Protocol (VOIP) Telephony to further support this flexibility and to improve the signposting to customers when they first telephone the Council.

The Electronic Document and Records Management System (EDRMS) in use within Tamworth Borough Council is provided by Civica and is currently in use in pockets of the organisation. It is intended to roll this product out for corporate use, delivering a virtual post room, general filing, workflow and storage of files. Again, this will facilitate the flexible and mobile working culture we are trying to implement.

Longer term, these solutions are scalable to accommodate changes in the work environment and the potential for other partners to utilise the technical infrastructure.

Traditionally, it was the ICT service that evaluated and decided which technology an organisation would use, in conjunction with the service(s) requiring the application. It was responsible for purchasing and protecting that technology, and it decided how and where it would be used. But things have changed. More recently, many people prefer to use their

own technology at work. Having found clever new ways of doing things with smart phones, tablets and apps, they are no longer content to accept the traditional workplace desktop.

ICT have already met this front line challenge with supporting employees to bring their own devices to work and the way employees can connect to the network. They have also developed a new approach to security whilst ensuring continued commitment to requirements from external bodies such as the Governments Code of Connection.

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**No matter what devices people want to use, it is essential that we are able to keep the data on them secure, and manage them efficiently and with confidence.**

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These new ways of working mean that ICT support will also have to adapt further to changing demands outside of normal office hours, promoting self and automated help wherever appropriate and reviewing its general resourcing capability.

The Corporate Change Programme comprises a number of technology based projects which, when complete, will see a significantly different picture as far as technology is concerned.

Access technology will see a mix of Personal Computers, thin clients, laptops, handhelds and smart phones, enabling defined job roles to access the information they require, when they require it. This will be on an infrastructure that supports access from any TBC or partner premise, home or on the move. Additionally, the telephony will be improved to support 'follow me' technology, enabling those same staff to use the authority's telephone system from any of those places.

Meeting Rooms will be kitted out to support video conferencing, WiFi, audio visual and teleconferencing technology to enable suites of rooms to be leased out to the private sector generating additional revenue.

Tools such as Customer Relationship Management (CRM) and Electronic Document and Records Management System (EDRMS) mean that information will be available at the touch of a button and officers won't be dependant on paper files. This will reduce storage requirements, demonstrate business continuity and ensure the integrity and security of the authority's greatest asset – its information.

Potential solutions are currently being explored through partners to ensure that integration, scalability, value for money and shared service can all be achieved for minimum investment. Comprehensive training is also being considered to ensure that staff are comfortable and confident in the new and changing systems they will be given access to.

Agile working was in existence but on an informal basis thus causing inconsistencies across the work force. The work environment, ICT and employment policies are currently not conducive to supporting a full roll out of agile working (i.e. we are not fit for purpose).

The agile working project to date consists of 3 stages. Stages 1 and 2 are complete which involved the clearing of the 7<sup>th</sup> floor, changes to the 1<sup>st</sup> and 8<sup>th</sup> floors and the delivery of a trial of Agile Working for 14 officers (a summary of the trial is attached at **Appendix 7**).

### **Asset Management**

What is evident is that space in Marmion House is not being utilised efficiently. A desk utilisation study carried out showed that we were occupying around 54% of the space available to us; see **Appendix 1**. This will have reduced but there is still much we can do. **Appendix 6** shows Marmion House occupancy comparison pre and post agile working.

### **Managed Workspace Incubation Units**

There is a joint study with Staffs CC currently underway to look at the feasibility of using the Philip Dix Centre as a managed workspace unit. Should this be viable the voluntary sector will have a need for accommodation within Marmion House which will approximate to one

floor (473sm). There is anecdotal evidence from both SCC and our own intelligence there is demand for this type of facility.

## **Examples of what the local external partners are doing....**

### **Staffordshire County**

New building Staffordshire place 1, 2 c90% open plan offices.

Adopted and embedded Agile Working practices:

- Generally 8 sq metres per person with 1 lineal metre for shelf storage and a small personal locker.
- An 8:10 desk to people ratio.
- are considering to reduce down to 7:10

<b>Staffs County are advocates of “co-location” and future “IT integration”</b>
---

SCC have been active partners in co-location with us since 2003, and have for many years centralised some of their key services in Tamworth at Marmion House. Since their own premises rationalisation project commenced they have actively taken more space in Marmion House, now occupying nearly all of the 4<sup>th</sup> floor and most of the 5<sup>th</sup> floor due to be occupied in May 2013.

### **Worcestershire County**

Split of Hereford & Worcester councils required Worcester to build new office out of town.

- Opted Agile working practices and open plan offices:
- Open car parking policy, no designated parking
- Built IT infrastructure to support Agile Working
- Implemented self service Waste Management – recycle bins

### **Police**

Not seen any local examples yet, but “co-location” is hot on the agenda. Matthew Ellis (commissioner) actively seeking “co-location”.

### **Fire**

A different approach, use of private funding for new community fire stations and operate a lease back.

Building is open to hire to public and partners; meeting rooms and office space. TBC street wardens currently use Stonydelph station as an office location as do Community Development workers.

### **Voluntary sector**

No examples of embracing Agile working, they're primarily community facing, however consideration needed in regard to alternative premises.

### **Health**

Yes co-location is on their agenda, already 90% of the available office space on the second floor of Marmion House. Active discussions are ongoing to see if further co-location can be facilitated which will result in greater occupancy of Marmion House.

## **Summary**

### **New Ways of Working**

The trial findings and learning from others have helped to inform an emerging office strategy that would see employees able to work from almost any desk in an office and not tied to a particular work station.

The vision of agile working is defined as “providing services anytime, any place, anywhere” will be made possible by the investment in Marmion House. The 7<sup>th</sup> floor as Stage 1 of this project is now vacant. So in order to make the vision a reality the outcomes to be achieved for the 7<sup>th</sup> floor are:

- Many workstations will no longer be regarded as any single individual’s personal domain
- Space will be defined according to function not grade
- Information Security
- Space will be in accordance with H & S legislation (i.e. 11 cubic m3 pp)
- Separate kitchen and eating areas will be provided to include dishwasher, fridge, instant hot water provision to remove the need for kettles
- Meeting space will consist of pods and break out areas as well as bespoke meeting rooms with presentation facilities
- Secure wireless networks at points through the building
- Central printing/scanning/fax facilities
- Central recycling point
- No waste bins
- Hot desk areas
- Zoned areas where necessary
- Meeting rooms will be managed via a common booking system
- Provision of cleaning throughout the day
- Layout of the floor will give consideration to IT cables
- Furniture to be modular
- Storage facilities will be kept to a minimum but will be modular and assigned to teams
- VOIP (Voice Over Internet Protocol) telephony technology to include soft phone software installed, unified messaging, single number reach, presence
- EDRMS (Electronic Document Record Management Systems)
- Safe working environment
- Clear desk policy
- Good quality internal working environment

These outcomes will ensure both spatial efficiency (how the workspace is planned) and the desk utilisations (% time that each desk is actually used) is improved. Clearly these issues are not just a property issue but require support from ICT and HR colleagues.

Using team profiling information gathered from Directors and heads of service which also detailed ICT etc requirements the draft redesign of the new 7<sup>th</sup> floor has been completed and is shown at **Appendix 5**.

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## Desk Utilisation Study

### Analysis of desk occupancy

#### Purpose

To get a snapshot of how Marmion House is occupied.

#### Methodology

Three desk checks were undertaken for the whole building between Monday 9<sup>th</sup> July 2012 and Monday 1<sup>st</sup> October 2012. These were undertaken at either 9.30am or 2.30pm.

#### Assumptions and factors

- If no one was seated at the desk it was marked as unoccupied unless the researcher was informed otherwise.
- Analysis only includes employees who have a permanent allocated desk at Marmion House.
- Desks will have been included that are occupied by partner organisations.
- The cost of each desk is £2,248.51. This is based on the running costs of Marmion House and do not include the ICT equipment or any associated licence costs.
- The analysis is based on floor occupancy
- Savings are calculated under the assumption that the income generated through renting space will match the cost per desk.
- The analysis does not include the ground floor occupied by customer services.
- Analysis does not include any variables for part time members of staff (1 person = 1 desk)

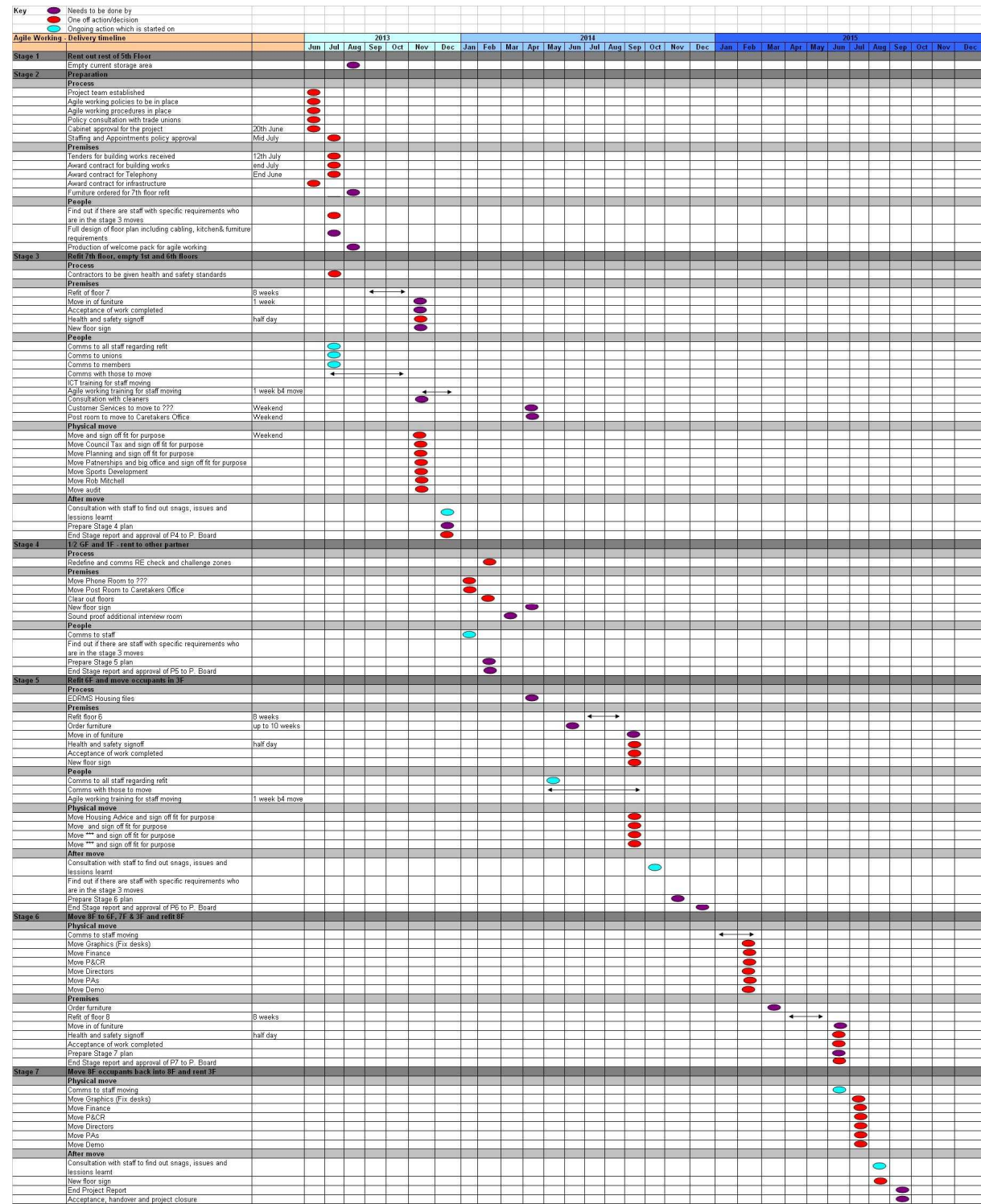
#### Findings

- If analysis is done based on 1 member of staff fully occupying a desk and each of the 6 floors having a 62 desk capacity then Tamworth Borough Council only utilises 51% of the space available to them in Marmion House.
- There are 34 unallocated desks across the 6 TBC occupied which wastes £76,500 per year.
- Based on actual desks in the building, average occupation (excluding spare desks) was 63%. This reduced to 54% when including unallocated (spare) desks.
- Unoccupied desks are costing the authority £236,093 per year. Or around half of the total building running costs.
- The FTE need for desks is 178 if everyone was sat at their desks 100% of the time, took no holidays and were never off sick. There were 228 desks at the start of the project. These extra desks cost £89,940 per year.
- If the occupancy rate of 63% is applied to the FTE then we would only need 123 desks for Marmion House staff – or two floors.

## Extract from Desk Utilisation Study

Floor	Department	Number of desks	Number of FT employees	Number of PT employees	Total number of employees	Spare desks	Hot desks	Wk 1 count	Occupancy %	Wk 2 count	Occupancy %	Wk 3 count	Occupancy %	Average occupancy %	Desk Waste £
1	<b>Revenues and Benefits</b>	43	22	13	35	8	0	21	48.8%	32	74%	26	60%	61%	£37,475.2
	Council Tax	15	10	3	13	1	0	9	60.0%	12	80%	8	53%	64%	£11,992.1
	Benefits	28	12	10	22	4	0	12	42.9%	20	71%	18	64%	60%	£25,483.1
2	<b>Property Services</b>	8	6	1	7	1	0	6	75.0%	4	50%	7	88%	71%	£5,246.5
3	<b>Housing</b>	62	53	8	61	1	0	41	66.1%	35	56%	42	68%	63%	£50,966.2
6	<b>C, P, P</b>	43	26	7	33	8	3	24	55.8%	14	33%	20	47%	45%	£53,214.7
	Partnerships and Communities	19	11	6	15	1	3	14	73.7%	6	32%	9	47%	51%	£20,986.1
	Sports development	5	5	0	5	0	0	2	40.0%	0	0%	3	60%	33%	£7,495.0
	Head of Assets and Environme	1	1	0	1	0	0	0	0.0%	0	0%	1	100%	33%	£152.0
	Planning	18	10	1	11	7	0	8	44.4%	7	39%	7	39%	41%	£23,984.1
7	<b>Resources</b>	33	22	3	25	8	0	11	33.3%	19	58%	18	55%	48%	£38,224.7
	Audit	3	3	0	3	0	0	1	33.3%	3	100%	1	33%	56%	£2,998.0
	Finance	18	13	2	15	3	0	5	27.8%	10	56%	12	67%	50%	£20,236.6
	HR	9	4	1	5	4	0	3	33.3%	4	44%	4	44%	41%	£11,992.1
	Payroll	3	2	0	2	1	0	2	66.7%	2	67%	1	33%	56%	£2,998.0
8	<b>CMT and Support Services</b>	39	23	8	31	8	0	16	41.0%	17	44%	16	41%	42%	£50,966.2
	ICT	16	12	1	13	3	0	6	37.5%	8	50%	7	44%	44%	£20,236.6
	Legal and Demo Services	8	3	3	6	2	0	4	50.0%	4	50%	4	50%	50%	£8,994.0
	Graphics	3	1	2	3	0	0	1	33.3%	0	0%	1	33%	22%	£5,246.5
	Comms	5	4	0	4	1	0	2	40.0%	1	20%	2	40%	33%	£7,495.0
	Chief Executive	3	2	1	3	0	0	3	100.0%	3	100%	2	67%	89%	£749.5
	Leader	2	1	0	1	1	0	0	0.0%	0	0%	0	0%	0%	£4,497.0
	Spare office	1	0	0	0	1	0	0	0.0%	0	0%	0	0%	0%	£2,248.51
	Director Transformation & Corporate Performance	1	1	0	1	0	0	0	0.0%	1	100%	1	100%	67%	£0.3
	<b>Marmion House</b>	<b>228</b>	<b>152</b>	<b>40</b>	<b>192</b>	<b>34</b>	<b>3</b>	<b>119</b>	<b>52.2%</b>	<b>121</b>	<b>53%</b>	<b>129</b>	<b>57%</b>	<b>54%</b>	<b>£236,093.6</b>

High Level Project Plan



Cost and Return on Investment

AGILE WORKING BUSINESS CASE/ROI									
<b>ASSUMPTIONS:-</b>									
6th, 7th & 8th floors agile - opportunity to rent out approx additional 2 floors									
Other partner have part ground and first floors - 1 1/2 floors in total									
HRA funds Housing floor refurb (assume 6th)									
3rd floor rented out to Voluntary Sector									
<b>CASHABLE</b>									
<b>COSTS</b>									
		<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>ONGOING</b>		
		<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>			
Refurbish floors		80,000	80,000	80,000				Assumed 7th floor Yr 1, 6th floor Yr 2, 8th floor Yr 3	
Purchase new furniture		48,000	48,000	48,000				Assumed 7th floor Yr1, 6th floor Yr 2, 8th floor Yr 3	
IT/Technology		140,000						Estimate subject to tender	
Telephony		81,000						Estimate subject to tender	
Implementation EDRMS		50,000	50,000					Estimate subject to confirmation with supplier	
Staff Training		7,000							
Staff Welfare/Counselling		4,000	4,000	4,000	4,000	4,000	4,000		
		<b>410,800</b>	<b>182,000</b>	<b>132,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>		
<b>INCOME/SAVINGS</b>									
Rental Income - additional 1/3 5th floor 170 sq m		-11,050	-11,050	-11,050	-11,050	-11,050	-11,050	Other partner in Yr 1 - no rental income but they will pay refurb costs, therefore £65 per sqm; plus Yr 1 further 1/3rd 5th floor; Yr 3 3rd	
Other partner on 1/2 ground and 1st floor 650 sq m				-42,250	-42,250	-42,250	-42,250		
3rd floor 500 sq m				-32,500	-32,500	-32,500	-32,500	HIGH RISK ASSUMED VOLUNTARY SECTOR	
Service Charges - additional 1/3 5th floor 170 sq m		-9,350	-9,350	-9,350	-9,350	-9,350	-9,350	Other partner in Yr 1 - 650sq m @ £55, plus additional 1/3rd 5th floor to County, Yr 3 additional rental opportunity on 3rd floor	
Other partner on 1/2 ground and 1st floor 650 sq m				-35,750	-35,750	-35,750	-35,750		
3rd floor 500 sq m				-27,500	-27,500	-27,500	-27,500	HIGH RISK ASSUMED VOLUNTARY SECTOR	
Rental Underground Car Park			-3,000	-3,000	-3,000	-3,000	-3,000	Assume other partner rental	
Savings in electricity/power consumption	43871	5%	-2,194	-2,194	-2,194	-2,194	-2,194	May not be sustainable?	
Savings in ongoing Telephony costs	33045	57760	20%	-11,552	-11,552	-11,552	-11,552	estimated saving from annual budget	
Public Liability Insurance	35010	99220	5%	-4,961	-4,961	-4,961	-4,961	estimated saving from annual budget - HIGH RISK - premiums based on claims history - could increase	
Equipment, Furn & Mats	30101	53410	30%	-16,023	-16,023	-16,023	-16,023	estimated saving from annual budget	
Printing & Stationery	31510	60170	10%	-6,017	-6,017	-6,017	-6,017	estimated saving from annual budget	
Travel Claims/Mileage	25010/20	57703	5%	-2,885	-2,885	-2,885	-2,885	estimated saving from annual budget	
				<b>-20,400</b>	<b>-102,782</b>	<b>-205,032</b>	<b>-205,032</b>	<b>-205,032</b>	<b>-205,032</b>
<b>NET</b>				<b>390,400</b>	<b>79,218</b>	<b>-73,032</b>	<b>-201,032</b>	<b>-201,032</b>	<b>-201,032</b>
<b>FUNDING</b>									
HRA Contribution re 6th floor refurb/furniture/mobile technology			50,000					As detailed in report	
BRF Contribution		160,000							
Capital Scheme Budgets									
Replacement PCs, Servers, Printers	CH2830		130,902	70,000	70,000			Includes re-profiled amount from 2012-13, less £25k re corporate radios	
IT Telephony/Network	CH2838		23,480					Re-profiled from 2012-13	
Agile Working Telephony/EDRMS	CH2846		60,000	10,000				Includes re-profiled budget from 2012-13	
IEWM £10k Grant Funding			10,000						
Funding for Training/Welfare - Existing GLD202 Budgets			11,600	4,000	4,000	4,000	4,000		
			<b>396,182</b>	<b>134,000</b>	<b>74,000</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	
<b>SHORTFALL/SURPLUS (+)</b>			<b>-5,782</b>	<b>-54,782</b>	<b>-147,032</b>	<b>-205,032</b>	<b>-205,032</b>	<b>-205,032</b>	
<b>NB</b>									
Year 1 - Rent out additional 1/3 5th floor - assume 170 sqm. Refit 1/2 ground and 1st floor to other partner - no rent due in lieu of refurb costs. Refit 7th floor.									
Year 2 - Refit 6th floor and Housing staff from 3rd move in. 3rd floor available for rent - 500 sq m									
Year 3 - Rent out 3rd floor - 500 sq m. Refit 8th floor									
Risk re rental income of (assumed) 3rd floor to Voluntary Sector: Assumed £32.5k rental income & £27.5k service charge - may not achieve this or may be offset by loss of income at Phil Dix									
<b>NON-CASHABLE SAVINGS/BENEFITS</b>									
Staff productivity est 20%	5,984,360	20%	-1,196,872	-1,196,872	-1,196,872	-1,196,872	-1,196,872	salaries budgets Marmion House-based staff	
Reduction in sickness absence	240,000	5%	-12,000	-12,000	-12,000	-12,000	-12,000		
Desk utilisation	236,093	100%	-236,093						
Business continuity	22,500	100%	-22,500	-22,500	-22,500	-22,500	-22,500		

## AGILE WORKING OPTIONS

NET POSITION							
Scenario	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	ONGOING	COMMENT
Best Case Scenario - let to other partner, County & Voluntary Sector	390,400	79,218	-73,032	-201,032	-201,032	-201,032	As per detailed ROI - payback from year 5 - however, high risk around income achievable from Voluntary Sector (included at £60k from year 3 onwards)
Other partner & County Only (no Voluntary Sector)	400,800	79,760	12,159	-115,841	-115,841	-115,841	Assumed Voluntary Sector do not move into Marmion House and levels of rental income & service charges are reduced - does not payback over 5 years
Worst Case Scenario	400,800	130,562	67,304	-112,824	-112,824	-112,824	Office space let to external commercial organisations - reduced levels of rental income and service charges achievable and income streams pushed back - does not payback over 5 years

There are significant financial risks associated with the project and the above table details a sensitivity analysis considering 3 scenarios - as future payback is dependent on rental income from other organisations which is still to be confirmed. The scenario detailed within the appendix to the report and shown as best case in the table above assumes full occupancy from the other Public and Voluntary Sector organisation as planned with reduced income impacting on payback considered as part of the other scenarios.

Risks

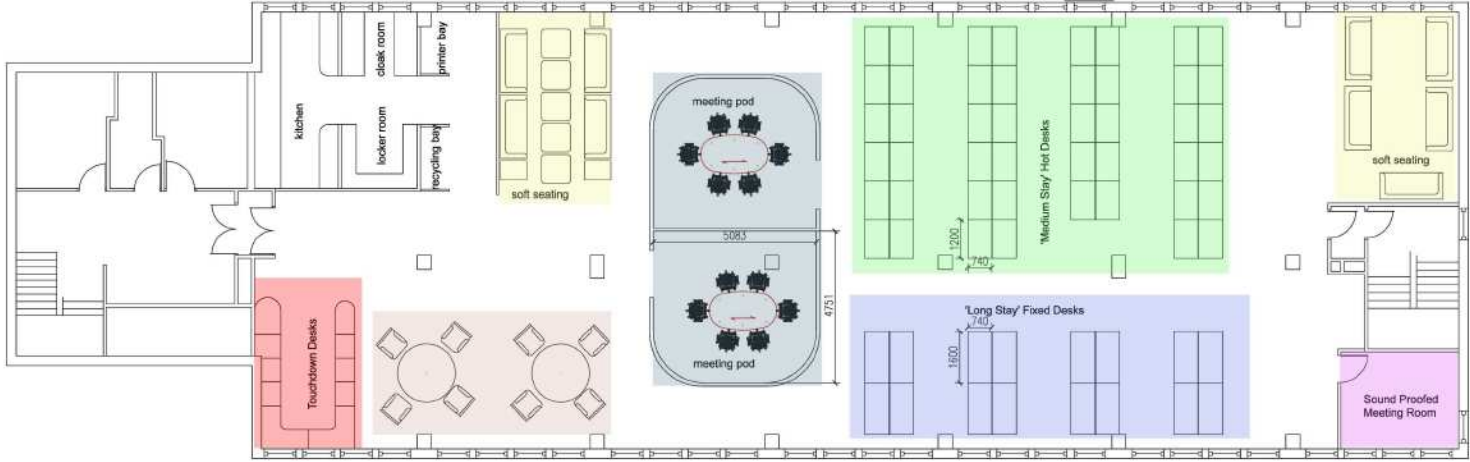
Agile Working Risk Register

Generated on: 23 July 2013



Title Agile Working Risk Register					
Code	Title	Date Reviewed	Current Risk Score	Current Risk Status	Assigned To
Agile Wkg 002	Insufficient funding made available to progress the project past proof of concept stage	22-Jul-2013	8		Anica Goodwin
Agile Wkg 003	Technology does not work for us	22-Jul-2013	9		Nicki Burton; Gareth Youlden
Agile Wkg 005	Staff are not sufficiently empowered to make full use of agile working	22-Jul-2013	4		Nicki Burton; Anica Goodwin; Christie Tims
Agile Wkg 009	Marmion House is not fully utilised thus impacting on the town economy	22-Jul-2013	4		Andrew Barratt
Agile Wkg 011	No of accidents increase	22-Jul-2013	4		Roger Bennett; Jason Hodges; Steven Langston
Agile Wkg 012	Absenteeism increases due to stress	22-Jul-2013	6		Christie Tims; Zoe Wolicki
Agile Wkg 013	Trade Unions do not accept AW as the way forward	22-Jul-2013	4		Anica Goodwin
Agile Wkg 014	Members not supportive of AW	22-Jul-2013	4		Anica Goodwin
Agile Wkg 017	Pay of staff is affected by change in duties	22-Jul-2013	4		Christie Tims
Agile Wkg 021	Data protection is compromised	22-Jul-2013	8		Derek Bolton; Nicki Burton
Agile Wkg 022	HR policies and procedures do not support AW	22-Jul-2013	4		Christie Tims
Agile Wkg 024	Insufficient people resources to deal with project overload	22-Jul-2013	6		Nicki Burton; Anica Goodwin
Agile Wkg 025	Failure to communicate agile working concept and gain buy in	22-Jul-2013	6		Nicki Burton; Anica Goodwin

7<sup>th</sup> Floor Plan



- Zone 1 - Long Stay Desks x 16
- Zone 2 - Medium Stay Desks x 46
- Zone 3 - Meeting Pods x 2 to seat 6 in each
- Zone 4 - Soft Seating for informal meetings, refreshment area and lunch area. Seats up to 18 people
- Zone 5 - Touchdown area with standing desks x 10
- Zone 6 - Sound proofed private meeting room
- Zone 7 - Meeting desks

## Appendix 6

### Marmion House Occupation Comparison

#### Current Position:

Level	Area available (SM)	Area occupied (SM)	Main Tenant
Eighth Floor	473	473	TBC
Seventh Floor	473	0	Void
Sixth Floor	473	473	TBC
Fifth Floor	473	213	SCC
Fourth Floor	473	390	SCC
		30	Rest Room
Third Floor	473	473	TBC
Second Floor	291	291	SCC
First Floor	473	473	TBC
Ground Floor	632.7	632.7	Shared
Totals	4234.7	3448.7	786 available

#### Post Agile Working

Level	Area available (SM)	Area occupied (SM)	Main Tenant	Capacity (SM)
Eighth Floor	473	473	TBC	0
Seventh Floor	473	473	TBC	0
Sixth Floor	473	473	TBC HRA	0
Fifth Floor (Independent Futures)	473	473	SCC	0
Fourth Floor (Families First)	473	390	SCC	83
Building Resilient Families		96?	TBC	0
Third Floor	473	473	V&CS	0
Second Floor	291	291	SCC	0
First Floor	473	473	TBC ICT and other partner	0
Ground Floor	632.7	632.7	Shared	
Totals	4234.7	4151.7		83 available



## Appendix 7

### ***Agile working trial within support services to also include members of CMT***

The agile working trial is the first step in demonstrating the outcomes of improvements made as a result of the Corporate Change Programme.

The trial was authorised by CMT in August 2012 where it was agreed to test the concept of agile working within the Support Services function as it was felt that these teams:

- had access to systems in use via remote channels
- were directly managed by members of the project team
- have a presence, are visible in Marmion House and some of their output is quantifiable
- would provide immediate feedback

However, housing staff were also keen to trial agile working on a formal basis with other teams joining in (i.e. Revenues) on an informal basis.

A total of 14 (full-time and part-time) employees took part in the trial.

<b>The opportunity to agile work needed to be closely managed</b>
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The **key findings** from the trial are detailed below:

- A lack of flexibility with current IT technological solutions prevent implementation of full mobile working across Tamworth Borough Council
- Communication of the 'big picture' is paramount
- Not everyone will support or promote the vision
- The economy is having an effect on agile working – in most cases positive so as to achieve a cost saving
- Staff on the trial wanted more flexibility from their mobile applications
- A corporate approach to agile working is necessary to succeed
- A dramatic rise in fuel prices over the last 2 years together with no cost of living rise has had a significant effect on attitudes to agile working
- Agile working reduces the number of desks required
- Some IT applications are too rigid
- Smartphone technology is becoming the norm thus enabling staff to be more familiar with the benefits and usability of mobile applications
- Complying with current network security obligations, implemented due to Central Government requirements, proved time consuming
- Break down of silo working
- Senior leadership and ownership are essential
- Staff have to be informed and ready to accept agile working
- Training on new ways of working is essential

- Most of our employees on the trial choose to work from their own home rather than any other TBC location.
- The AW trial enabled us to monitor and measure more closely the issues associated with true agile working methods
- Training before the employee works in an agile way is paramount

### **Feedback from employees on the trial**

Over the period of 6 months staff on the trial shared experiences of their highs and lows of working in an agile way.

### **In summary the manager's survey show:**

- Agile working reduced absences and improved performance
- Different ICT is needed to support agile working
- Communication is key
- There are business benefits from agile working

### **The employees survey show:**

- Employees currently do not have the right equipment and technology to agile work
- Agile working means a better work/life balance
- Slight change in working style
- More efficient at home
- Agile working will benefit TBC
- There are agile working barriers
- Would recommend agile working to other employees
- Isolation is an issue

### **Quotes from the Agile Work trialists:**

- No need to take 'special' days off because of gas service/parcel deliveries
- Bring it on – hurry up and roll it out
- Stress that agile doesn't mean home working
- Provides a platform for easy/pain free business continuity (eg adverse weather etc)
- Did not feel pressured to have to keep looking at indexing and enquiries as knew it was being dealt with by agile workers, was able to concentrate on other work
- Technology was a little issue with phones as was unable to do first time resolution, however, once this is sorted will be a great opportunity
- Until you work from home you do not realise how easy/good it is to access the programmes and your directories and be able to get all what you need, everyone should trial it before they say no
- Agile working hopefully means truly flexible hours which means a better work/life balance
- Good to be able to do a day's work rather than take a sick day
- Empowerment to work hours that suit me
- Great to be able to start work early and finish when its convenient for me
- Anxious to just get on with it now
- Comms: staff not involved in the trial are interested and the gap in comms now started to cause concern

- Agile – what are the options that are not at home? Stating the obvious may help some of the negatives

**Agile Work trialists productivity quotes:**

- *We used working week plans and regular weekly catch ups – all fully recorded what was expected and a good tool for managing staff when working from different locations – still using even though trial ended*
- *Remove the 8am barrier if you wish to work earlier*
- *Improved productivity on indexing and customer enquiries was good and dealt with quicker and more efficient*
- *Less interruptions therefore reports, work completed within deadlines*
- *Do tend to concentrate more on project completion rather than finish at a certain time*
- *No percentages on how more efficient it has made me – but anecdotally it feels as though my productivity increases at home*
- *Week one of the trial – “it was the worst week we could have started the trial”. Had to scan documents so that they could be used at home which increased my workload. Felt I had to work harder to prove it would work could actually amend the web from home – I didn’t need to be in the office.*

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1<sup>st</sup> August 2013**REPORT OF THE PORTFOLIO HOLDER FOR  
OPERATIONS AND ASSETS****Grants To Voluntary Organisations (Small Grants Scheme)/Local Arts Grant  
Scheme****EXEMPT INFORMATION**

None

**PURPOSE**

To inform Members of the Small Grants, Arts Grants and Sport Grants awards made during 2012/13

**RECOMMENDATIONS**

**That the Cabinet endorses the outturn of the Cabinet (Grants) Sub-Committee**

**EXECUTIVE SUMMARY**

Tamworth Borough Council operates a number of small grant schemes designed to encourage community and voluntary groups to develop in Tamworth and to support the delivery of the Councils vision and corporate priorities,

Tamworth Borough Council has three small grant schemes 1) Grants to Voluntary and Community Groups, 2) Arts Grants and 3) Sports Grants.

Applications are therefore invited from any group or individuals living within the Borough of Tamworth who require financial support to pursue services/ activities.

The Cabinet Grants Sub-Committee meets on a quarterly basis to consider grant applications from Voluntary Organisations and Local Arts. This report is to provide Members with details of awards made during 2012/13.

**RESOURCE IMPLICATIONS**

This report accords with the funding framework endorsed by the Cabinet in July 2005.

The grant awards have been met from the 2012/13 Grants to Voluntary Organisations and Local Arts Grants budgets and retained funds.

There are no staffing, community/performance planning, sustainable development, community safety, equal opportunities or human rights implications arising from this report.

## LEGAL/RISK IMPLICATIONS BACKGROUND

There are no associated risks arising directly from the report.

## BACKGROUND INFORMATION

### UPDATE ON GRANTS AWARDED TO VOLUNTARY AND COMMUNITY ORGANISATIONS 2012/2013

During the period 1st April 2012 - 31st March 2013 a budget of £8,700.00 was allocated and a retained fund of £3,872.55 giving a total budget available of £12,572.55 with £8,771.00 awards being granted to the groups listed in Appendix 1

### UPDATE ON GRANTS AWARDED LOCAL ARTS 2012/2013

During the period 1st April 2012 - 31st March 2013 a budget of £2,460.00 was allocated and a retained fund of £373.00 giving a total budget available of £2,833.00 with £2,150.00 awards being granted to the groups listed in Appendix 2

### UPDATE ON GRANTS AWARDED SPORTS 2011/12

During the period 1<sup>st</sup> April 2012 – 31<sup>st</sup> March 2013 a budget of £22,390 was allocated with £22,210 awards being granted to the groups listed in Appendix 3

## REPORT AUTHOR

Karen Clancy

## LIST OF BACKGROUND PAPERS

Background Papers: -	Voluntary & Community Organisations Application Forms
	Local Arts Grants Application Forms

## APPENDICES

### Appendix 1

<u>Name of Group</u>	<u>Amount Awarded</u>	<u>Detail</u>
Tamworth African Caribbean Association	£500	Celebrating Jamaica's 50 <sup>th</sup> Year of Independence
Belgrave Residents Association	£300	Bulb & Seed planting at BMX Track
North Warwickshire Cricket Club	£78	Coaching Equipment
Reiki HUB	£500	Room Hire
SPIN	£500	Venue Hire
Dig-It	£500	Running Costs (Room Hire & Helpline phone credit)
Pennymoor Pre-School Nursery	£450	Fruit & Vegetables for healthy snack time at Nursery
Cruse Bereavement Care South Staffs	£500	running and promotional costs for Tamworth Service
The Peel Society	£500	publicity literature/printing order of services for celebratory event to

		commemorate 225 <sup>th</sup> birth date of Sir Robert Peel
SOBS	£500	running costs
Union of Catholic Mothers	£500	running and promotional costs for Tamworth Service
Coton Green Church	£500	Artificial Grass for Pre-School
Tamworth Girl guiding	£300	Creating a Tamworth Challenge Badge
Glascote Methodist Church – Junior Youth Club	£450	New equipment for youth club
Pathway Project	£500	running self-help group
Shoulder 2 Shoulder	£444	Promotional equipment
Tamworth District Scouts	£400	The Gang Show 2014 production
TCR fm	£395	Publicity equipment
Mount Pleasant Resident Association	£400	Coach Hire
Sharon Fox Cancer Centre	£154	Hire of Assembly Rooms for the Variety Show
Synchronicity	£150	DBS checks on volunteers
Tamworth In the Community	£250	Printer & Ink Cartridge
<b>TOTAL AWARD 2012/13</b>	<b>£8771</b>	

Therefore a total of **£8,771.00** was allocated from the 2012/13 budget and retained fund.

Leaving **£3801.55** in the retained fund with the 2012/13 budget allocation fully spent.

## **Appendix 2**

<b><u>Name of Group</u></b>	<b><u>Amount Awarded</u></b>	<b><u>Detail</u></b>
Tamworth Mainstream & Modern Jazz	£250	<b>towards:</b> Special events to be held at Bolehall Manor Club
Tamworth Wind Band	£350	<b>towards:</b> Public Liability Insurance, Performing rights licence, music
New Urban Era	£250	<b>towards:</b> Public Liability Insurance for event

Amington Band	£300	venue hire for a celebration of Christmas concert
Tamworth Trad Jazz	£500	hire of a band.
Tamworth District Scouts	£500	The Gang Show 2014 Production
<b>TOTAL AWARD 2012/13</b>	<b>£2,150.00</b>	

Therefore a total of **£2,150.00** was allocated from the 2012/13 budget

Leaving **£683.00** to be added to the retained fund.

### **Appendix 3**

<b><u>Name of Group</u></b>	<b><u>Amount Awarded</u></b>	<b><u>Detail</u></b>
Tamworth Sailing Club	£5000	Club Award - replacement of 3 outboard engines on safety boats
Central SUP (Stand Up Paddleboard)	£2500	Club Award - purchasing more equipment to expand the group
Wilnecote Sports & Recreational Association(Cricket Club)	£4800	Club Award -_to develop the club house changing facilities (subject to planning permission)
Sacred Heart Centre	£1500	Club Award – new flooring to enable more sporting/health activities
Connor McGoldrick	£500	Individual Talent Award - Boxing
Ellesse Oates	£500	Individual Talent Award - Gymnastics
Aimee Wilson	£600	Individual Talent Award - Golf
Tamworth Boxing Club	£2200	Club Award
R M Cycling	£1715	Club Award
RM Cycling	£1095	Coaching
Spital Bowling & Tennis Club	£200	Coaching
Emily Rose Allen	£300	Individual Talent Award -
Gate Gallop	£200	Club Award – towards event
Tamworth Unicorns	£150	Club Award – Swimming Gala
Matthew Neal – Tamworth Cricket Club	£150	Coaching Award
Cameron Long	£200	Individual Talent Award – Golf
Samantha Lawton	£300	Individual Talent Award – Athletics (Hammer thrower)



Daniel Finnegan	£300	Individual Talent Award - Cycling
<b>TOTAL AWARD 2012/13</b>	<b>£22,210</b>	

Therefore a total of **£22,210.00** was allocated from the 2012/13 budget

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