

NON-CONFIDENTIAL



Borough of Tamworth

Marmion House,
Lichfield Street, Tamworth,
Staffordshire B79 7BZ.

Enquiries: 01827 709 709
Facsimile: 01827 709 271

ASPIRE AND PROSPER SCRUTINY COMMITTEE

23 October 2013

Dear Councillor

A meeting of the Aspire and Prosper Scrutiny Committee will be held in **Committee Room 1, Marmion House, Lichfield Street, Tamworth, B79 7BZ on Wednesday, 30th October, 2013 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

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

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of the Previous Meeting (Pages 1 - 2)**
- 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 Golf Course - Update on Future Options (Pages 3 - 32)

(Cabinet Report Attached)

5 Work Plan 2013-2014 (Pages 33 - 54)

(Work Plan, Forward Plan, and Corporate Flyer attached)

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: T Clements, G Hirons, A James, R Kingstone, A Lunn, M McDermid, S Peale, P Standen and M Thurgood



MINUTES OF A MEETING OF THE ASPIRE AND PROSPER SCRUTINY COMMITTEE HELD ON 3rd SEPTEMBER 2013

PRESENT: Councillor M Thurgood, Councillors T Clements, G Hiron, A James, A Lunn, M McDermid and K Gant

The following officers were present: Jane Hackett (Solicitor to the Council and Monitoring Officer)

17 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors R Kingstone, S Peale and P Standen and Councillor K Gant was present as a substitute.

18 MINUTES OF THE PREVIOUS MEETING

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

(Moved by Councillor A James and seconded by Councillor T Clements)

19 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

20 TAMWORTH EDUCATION BOARD

This matter was deferred until 22 October for a written statement with discussion and presentation on 26 November at a joint scrutiny meeting.

21 RAIL TRANSPORT

The Chair gave a verbal update on rail transport costs subject to a meeting of the sub group and will be updated again on 22 October 2013.

22 REVIEW OF SCOPING DOCUMENTS

Councillor James updated members. Documents on Key Stage 2 for discussion will be circulated prior to 22 October 2013.

23 WORK PLAN 2013/2014

The Committee considered the Work Plan for 2013/14

RESOLVED: That the following work plan be approved.

Aspire & Prosper Work Plan 2013-2014

Committee Date	Subjects for consideration	To Action
22 October 2013	LEP (Tentative)	S Peuple
	Development Officer in relation to Town Centre Development	R Kingstone
	Update on Rail Transport	M Thurgood
	Golf Course – Update on Future Options (Confidential)	
26 November 2013	Tamworth Education Board	
	Revised Key Stage 2 and NVQ	
	Town Centre Local Plan	
21 January 2014	Rail Transport	M Thurgood
4 March 2014		
15 April 2014		
Date to be confirmed	Employment Opportunities in Tamworth – Job Centre Training	
	Torc Vocational Centre	R Kingstone
	Education – Sixth Form Provision and Degree Opportunities in Tamworth	

Chair

24th October 2013

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION**TAMWORTH GOLF COURSE FUTURE OPTIONS SHORTLIST****EXEMPT INFORMATION**

N/A

PURPOSE

To seek Members approval for the proposed short listed options for Tamworth Golf Course and to develop the short listed options through the next stage of the process.

RECOMMENDATIONS

- 1, That Members approve the short listed options as detailed in this report and the attached report by FMG Consulting**
- 2. That Members endorse the progression (including further soft market testing with developers and service providers) of the short list to enable Cabinet to make a decision on a final preferred option**

EXECUTIVE SUMMARY

Following Cabinet approval the Council took on the interim operational management of the Golf Course in March 2013 for a period of two years till April 2015 and in parallel began work to consider the future options for the facility. In consultation with the Portfolio Holder officers initiated work streams and established a project group to develop the long list of options which were approved by Cabinet on 30th May 2013.

An external consultancy service FMG Consulting was appointed to provide additional capacity and specialist advice. Working with the internal project group the external consultancy has under taken an evaluation of the long listed development options and the three management options associated with each option (Cabinet Report May 2013).

Officers have also held two consultation workshops with users and non users of the Golf Course and the discussions and findings of these workshops have been fed into the process. The evaluation process took into account the key issues relating to each option and assessed them against a set criteria which produced the following recommended options for short listing. The short listed options if approved by Cabinet will move to the next stage and be examined in more detail and be financially modelled to explore the capital and revenue costs / income and overall financial impact on the Council.

Recommended Short list

- **Option G** - Part disposal of the site, retention of 18 – hole golf course through remodelling of holes to reduce land take (all 3 management options to be assessed)
- **Option I** - Complete disposal of the entire site to generate capital receipt to be utilised for wider strategic aims.
- **Option B** – Retention of a 18 hole golf course, plus development of ancillary provision (only outsourced management option to be considered)
- **Options D / F** – Disposal of 9 holes for development, with the retention of 9 holes plus development of ancillary provision using part of any capital receipt. (in – house and outsourced management options to be assessed)

RESOURCE IMPLICATIONS

Cabinet approved a £50k budget to support the options appraisal and implementation of the preferred option once selected. Stage 1 and stage 2 of the project are currently within budget. The costs identified with stage three- implementation, still remain indicative as previously reported in May 2013.

The project will continue to draw heavily on existing officer time.

LEGAL/RISK IMPLICATIONS BACKGROUND

As previously identified there will be significant risk involved in the process specifically at the implementation stage. These risks will be determined by the nature of the option selected but good project management and consideration of future implications can be used to help mitigate such risks. Specialist legal and procurement advice will be sought at the appropriate stages. There is also a significant risk to the Councils reputation and this will be managed by operating a transparent process with appropriate communication and consultation with stakeholders and the public.

SUSTAINABILITY IMPLICATIONS

There will be sustainability issues arising from the options which will be addressed and considered by the project and in the decision making process.

BACKGROUND INFORMATION

Cabinet 26/3/13

Cabinet 30/5/13

FMG – Needs Analysis

REPORT AUTHOR

Neil Mason – Head of Community Leisure

APPENDICES

Appendix 1 FMG – Stage 2 long list options evaluation



**GOLF COURSE FUTURE OPTIONS APPRAISAL
STAGE 2 LONG-LIST OPTIONS EVALUATION**

TAMWORTH BOROUGH COUNCIL



A

DRAFT REPORT

BY

FMG CONSULTING

SEPTEMBER 2013

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Appendix A - Description of Development Options

Appendix B - Evaluation Criteria - Project Outcomes

Appendix C - Long-List Options Evaluation Matrix

1. Introduction

01

- 1.1 FMG Consulting Ltd ('FMG') was commissioned by Tamworth Borough Council ('the Council') to carry out a needs assessment and initial options appraisal for the future management of Tamworth Golf Course ('the Golf Course').
- 1.2 The Golf Course is owned by the Council and was leased by the Council to Tamworth Golf Centre Ltd in 2006 but the course closed in February 2013 after the management company went into liquidation. The Council re-opened the course and is currently managing it on a short-term, in-house management basis.
- 1.3 FMG has been commissioned to help identify the most suitable option for the future long-term management of the golf course. The first stage of our work involved a Needs Assessment which defined the outcomes required from the project (which in turn formed the project drivers against which the options have been assessed in Stage 2) and determined a long list of options for the future delivery of the golf course.
- 1.4 Following Officer and Member approval of the Stage 1 report, a high-level Options Appraisal has taken place involving a more specific analysis of the long list options against the key project drivers, from which a shortlist can be identified and tested in more detail.
- 1.5 The long list testing process comprised a weighted scoring of the options against the project drivers which has been informed by consultation with key Council Officers and Members, soft market testing with potential golf course operators in the market and consultation workshops with both members of the golf course and members of the Tamworth Citizens Panel.
- 1.6 The short list testing at the next stage will involve financial modelling of each shortlisted option to understand the capital and revenue costs / incomes and overall financial impact on the Council in more detail. A preferred option will then be recommended for approval and implementation.
- 1.7 This report provides a high level summary of the results of the long-list evaluation process and makes recommendations for the options to be shortlisted for further more detailed assessment at the next stage. The remainder of this report is structured as follows:
 - Section 2 -Evaluation Methodology;
 - Section 3 - Long-List Evaluation Results; and
 - Section 4 - Recommendations and Next Steps.

Basis of information

- 1.8 It is not possible to guarantee the fulfilment of any estimates or forecasts contained within this report, although they have been conscientiously prepared on the basis of our research and information made available to us at the time of the study. Neither FMG as a company nor the authors will be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any contents of this report. We have relied in a number of areas on information provided by the client, and have not undertaken additional independent verification of this data.

2. Evaluation Methodology

02

- 2.1 This section sets out the methodology utilised to evaluate the long-list options and recommend the shortlist for further consideration. It includes a summary of the long list options, the project outcomes each option was evaluated against and the raw scoring scale used to score each option.

Long-List Options for Evaluation

- 2.2 As a result of the Stage 1 work the following long-list options were identified for evaluation in Stage 2 of this project. The options have been split between physical development options and management options.

Table 2.1 - Physical Development Options

Option	High-Level Description
A	Retention of 18-hole golf course (status quo).
B	Retention of 18-hole golf course, plus development of ancillary provision (clubhouse / health & fitness gym / complimentary leisure facilities).
C	Disposal of front 9 holes for development, with retention of back 9 holes.
D	Disposal of front 9 holes for development, with retention of back 9 holes plus development of ancillary provision using part of any capital receipt (clubhouse / health & fitness gym / complimentary leisure facilities).
E	Disposal of back 9 holes for development, with retention of front 9 holes.
F	Disposal of back 9 holes for development, with retention of front 9 holes plus development of ancillary provision using part of any capital receipt (clubhouse / health & fitness gym / complimentary leisure facilities).
G	Part disposal of site, retention of 18-hole golf course through remodelling of holes to reduce land-take.
H	Part disposal of site for development, but retention of 18-hole golf course through purchase of additional land adjacent to eastern boundary of the course and re-provision of lost holes.
I	Complete disposal of entire site to generate capital receipt to be utilised for wider strategic aims.

- 2.3 A more detailed description of each of these development options was developed as part of the Stage 2 work and can be found at Appendix A.

2.4 In addition, three different potential management options were applied to each of the development options and evaluated. These were as follows:

- **Option 1** - Continued in-house management of the golf course;
- **Option 2** - Outsourced management of the golf course via a lease / management contract;
- **Option 3** - set up of a local social enterprise management vehicle (Company Limited by Guarantee / Charitable Incorporated Organisation / Community Interest Company).

2.5 As a result of the Stage 1 work a number of project outcomes were identified and weighted (in agreement with Council Officers and Members) which the development and management options have been evaluated against. The project outcomes and their weightings are summarised in the table below. Appendix B contains a more detailed description of each project outcome used in the evaluation process.

Table 2.2 - Evaluation Weightings of Project Outcomes

Project Outcome	Weighting
Potential for and likely level of contribution to the Council's annual revenue deficit from 2016/17 onwards.	20%
Contribution to economic regeneration and growth in the Borough (including the provision of new housing development).	15%
Potential for the option to generate a capital receipt for the Council and likely level of capital receipt.	15%
Promotion of exercise and healthy lifestyles and contribution to increasing participation and reducing obesity.	15%
Ability to meet the leisure needs of the Borough's residents and the Council's wider vision / strategy for sport and leisure provision.	15%
Cost and timescales of implementation and level of risk involved / likelihood of delivery.	10%
Contribution to the delivery of the Council's environmental and sustainability objectives including protecting green and blue spaces.	10%

2.6 Each development / management option was awarded a raw score between 0 and 5 for its contribution to each of the above evaluation criteria. The raw score was then multiplied by the appropriate weighting for the evaluation criteria to produce the weighted score for the option. The 0 - 5 raw scoring scale utilised is set out overleaf.

Table 2.3 - Raw Scoring Scale

Raw Score	Description
0	The Option is unlikely to make any positive contribution to the successful achievement of the Project Outcome. It may even have a negative impact on the achievement of the Project Outcome.
1	The Option is likely to make a very minimal contribution to the successful achievement of the Project Outcome. It will not have a negative impact on the achievement of the Project Outcome.
2	The Option is likely to make a contribution to the successful achievement of the Project Outcome however the level of the contribution is uncertain and may not be fully realised even if the Option is pursued.
3	The Option is likely to make a reasonable contribution to the achievement of the Project Outcome however it does not provide enough benefits to guarantee a significant contribution to the achievement of the Project Outcome.
4	The Option is likely to make a significant contribution to the achievement of the Project Outcome but does not provide enough benefits to fully achieve the Project Outcome.
5	The Option is likely to maximise the ability for the Council to fully achieve the Project Outcome.

2.7 Draft raw scores were proposed by FMG and discussed with Council Officers at a project workshop before a final moderated score was agreed. The final agreed scores are summarised in the next section.

3. Long-List Evaluation Results

03

- 3.1 This section sets out an overview of the long-list evaluation results. The table below summarises the key issues and results for each option. The detailed evaluation commentary for each option can be found in Appendix C.

Table 3.1 - Summary of Evaluation Findings

Option A - Retention of 18-hole golf course (status quo)
<p>This option has been scored as zero for all management options as it is unlikely to remove the requirement for the Council to subsidise the golf course by 2015/16 onwards (identified as a minimum pass / fail criteria by the Council).</p> <p>Based on the historical trading costs and the current on-going subsidy attached to the operation of the golf course it is highly unlikely that the course will breakeven from a revenue position with no investment into the course. The net cost may even increase in the long-term as maintenance costs are likely to increase in the future as the asset ages. This verdict is supported by the results of the soft market testing with specialist golf management companies.</p>
Option B - Retention of 18-hole golf course, plus development of ancillary provision (clubhouse / health & fitness gym / complimentary leisure facilities)
<p>This option has the potential to remove the operating subsidy for the Council by 2015/16 because the capital investment and subsequent improvements to the course under this option will increase the commercial viability of the course. Other strengths of this option include a positive impact on healthy lifestyles, meeting the leisure needs of local residents and the environment as the course is being retained and improved facilities are being offered onsite which should increase participation and have a minimal adverse environmental impact. The option is also deliverable by 2015/16 with lower levels of risk compared to some of the other development options.</p> <p>Disadvantages associated with this option are that it does not produce a capital receipt for the Council or make a contribution to the new housing required within the Borough.</p> <p>The outsourced management option scores highest when combined with this development option as it will bring greater opportunities to benefit from external expertise, economies of scale and NNDR / VAT savings (if the organisation has a charitable structure). An established organisation could also potentially bring access to capital to fund the ancillary facilities and the widening of the offer is likely to attract wider market interest from leisure operators (with golf experience) who can bring increased expertise and are less likely to be subject to financial pressure from fluctuations in the golf market when compared to golf-only operators.</p> <p>The in-house operation has less access to entrepreneurial skills and less freedoms when compared to the other management options and does not have access to VAT / NNDR benefits that some external organisations can bring so is less likely to improve the revenue position. The option of establishing a new organisation has higher levels of risk as such a company will be untested and will not have other contracts and funds to rely on if the financial projections for the golf course are not achieved. A new company will also need to provide its own senior management team and central support services which will increase costs. Access to capital may also be more limited under these management options.</p>

Option C - Disposal of front 9 holes for development, with retention of back 9 holes

This option has been scored as zero for all management options as it is unlikely to remove the requirement for the Council to subsidise the golf course by 2015/16 onwards.

Whilst there would be savings in expenditure from reducing the course to a 9 hole course this would be likely to be cancelled out by the lost income from the loss of members / users. Consultation with members of the golf course indicated that they would not use the course in the future if it was converted to a nine hole course.

In addition, the lack of investment into new facilities to improve the offer to the public under this option would restrict the ability of a 9 hole course to generate enough income to cover the operating costs. This verdict is supported by the results of the soft market testing with specialist golf management companies.

Option D - Disposal of front 9 holes for development, with retention of back 9 holes plus development of ancillary provision using part of any capital receipt (clubhouse / health & fitness gym / complimentary leisure facilities)

Under this option the on-going course maintenance costs would decrease significantly as the course would be halved in size however the savings in course maintenance expenditure would need to be balanced against the lost income as a result of having to reduce the cost of a round of golf and the loss of some members / users who would move to another 18 hole golf course rather than play on a 9 hole course.

This lost income would be offset somewhat with the investment into improving the existing facilities and providing new complementary facilities (as opposed to options C/E where no additional investment is envisaged). These facilities would be likely to generate additional income required to ensure that the revenue subsidy is removed however the key risk is the amount of lost golfers as a result of losing 9 holes and whether the improved ancillary provision would be enough to retain / replace the income from these users. It is likely that the golf course would become more of a junior development course / casual pay and play user course although it should be noted that current statistics show that the number of rounds on the course are approximately split 50/50 between 9 hole rounds and 18 hole rounds.

This option will allow the development of circa 500-600 homes on the site which will generate significant revenue under the New Homes Bonus scheme and a large capital receipt.

This option would result in the loss of members at the site (consultation with members of the golf course indicated that they would not use the course in the future if it was converted to a nine hole course) however this may be offset by the increased users for the ancillary facilities provided onsite. Other disadvantages are the impact on the environment from losing half of the course and the implementation and delivery risk as the development is subject to planning permission and authorisation from the Coal Board Trust.

In terms of the management options under this development option, outsourcing to an existing company has not been scored higher in this scenario because the soft market testing revealed that there is not strong interest in managing a 9 hole course (although the potential to incorporate improved ancillary provision such as a health and fitness suite may positively influence some of the leisure operators who have golf experience). The option of establishing a new organisation has been scored slightly lower because of the higher levels of risk as such a company will be untested and will not have other contracts and funds to rely on if the financial projections for the golf course are not achieved. A new company will also need to provide its own senior management team and central support services which will increase costs.

Option E - Disposal of back 9 holes for development, with retention of front 9 holes

This option has been scored as zero for all management options as it is unlikely to remove the requirement for the Council to subsidise the golf course by 2015/16 onwards.

Whilst there would be savings in expenditure from reducing the course to a 9 hole course this would be likely to be cancelled out by the lost income from the loss of members / users. Consultation with members of the golf course indicated that they would not use the course in the future if it was converted to a nine hole course.

In addition, the lack of investment into new facilities to improve the offer to the public under this option would restrict the ability of a 9 hole course to generate enough income to cover the operating costs. This verdict is supported by the results of the soft market testing with specialist golf management companies.

Option F - Disposal of back 9 holes for development, with retention of front 9 holes plus development of ancillary provision using part of any capital receipt (clubhouse / health & fitness gym / complimentary leisure facilities)

Option F is very similar to Option D as there are no major differences between developing the front or back 9 in terms of evaluation at this stage. Under this option the on-going course maintenance costs would decrease significantly as the course would be halved in size however the savings in course maintenance expenditure would need to be balanced against the lost income as a result of having to reduce the cost of a round of golf and the loss of some members / users who would move to another 18 hole golf course rather than play on a 9 hole course.

This lost income would be offset somewhat with the investment into improving the existing facilities and providing new complementary facilities (as opposed to options C/E where no additional investment is envisaged). These facilities would be likely to generate additional income required to ensure that the revenue subsidy is removed however the key risk is the amount of lost golfers as a result of losing 9 holes and whether the improved ancillary provision would be enough to retain / replace the income from these users. It is likely that the golf course would become more of a junior development course / casual pay and play user course although it should be noted that current statistics show that the number of rounds on the course are approximately split 50/50 between 9 hole rounds and 18 hole rounds.

This option will allow the development of circa 500-600 homes on the site which will generate significant revenue under the New Homes Bonus scheme and a large capital receipt.

This option would result in the loss of members at the site (consultation with members of the golf course indicated that they would not use the course in the future if it was converted to a nine hole course) however this may be offset by the increased users for the ancillary facilities provided onsite. Other disadvantages are the impact on the environment from losing half of the course and the implementation and delivery risk as the development is subject to planning permission and authorisation from the Coal Board Trust.

In terms of the management options under this development option, outsourcing to an existing company has not been scored higher in this scenario because the soft market testing revealed that there is not strong interest in managing a 9 hole course (although the potential to incorporate improved ancillary provision such as a health and fitness suite may positively influence some of the leisure operators who have golf experience). The option of establishing a new organisation has been scored slightly lower because of the higher levels of risk as such a company will be untested and will not have other contracts and funds to rely on if the financial projections for the golf course are not achieved. A new company will also need to provide its own senior management team and central support services which will increase costs.

Option G - Part disposal of site, retention of 18-hole golf course through remodelling of holes to reduce land-take

This option has the advantage of retaining 18 holes and, if combined with the development of new ancillary provision (as per Option B, D and F), would also potentially be able to deliver the Council's desired revenue neutral position by 2015/16. Not investing in the course and ancillary provision under this option has been ruled out because it is clear that the course is not sustainable in its current condition without investment.

The remodelling of the holes to allow housing development will have minimal impact on the current revenue position of the facility in terms of direct golf related revenues streams. This option will also allow the development of circa 100 homes on the site which will generate a small capital receipt and additional revenue income under the New Homes Bonus scheme.

This option scores the highest of all options as it combines the above economic benefits with protecting and improving the 18 hole golf course and so should have a positive impact on healthy lifestyles and participation.

The disadvantages associated with this option are that it does not maximise the potential for housing and regeneration in the area and that it has an element of risk associated with it as the development will require planning permission and authorisation from the Coal Board Trust (although this risk is lower than under any of the other options that involve more substantial development).

The outsourced management option scores highest when combined with this development option as it will bring greater opportunities to benefit from external expertise, economies of scale and NNDR / VAT savings (if the organisation has a charitable structure). An established organisation could also potentially bring access to capital to fund the ancillary facilities and the widening of the offer is likely to attract wider market interest from leisure operators (with golf experience) who can bring increased expertise and are less likely to be subject to financial pressure from fluctuations in the golf market when compared to golf-only operators.

The in-house operation has less access to entrepreneurial skills and less freedoms when compared to the other management options and does not have access to VAT / NNDR benefits that some external organisations can bring so is less likely to improve the revenue position. The option of establishing a new organisation has higher levels of risk as such a company will be untested and will not have other contracts and funds to rely on if the financial projections for the golf course are not achieved. A new company will also need to provide its own senior management team and central support services which will increase costs. Access to capital may also be more limited under these management options.

Option H - Part disposal of site for development, but retention of 18-hole golf course through purchase of additional land adjacent to eastern boundary of the course and re-provision of lost holes

This option has been scored as zero for all management options as it is unlikely to remove the requirement for the Council to subsidise the golf course by 2015/16 onwards.

This option may be an acceptable long-term option if an improved quality golf course could be re-provided with the development of complementary ancillary facilities (beyond the replacement of the existing) through the use of a land swap agreement which could help the course to reach a breakeven position from purely golf course related revenues.

In addition, there is potential for a capital receipt and New Homes Bonus received in return for the development of the site. However, considering the amount of time and risk associated with implementing this option it is clearly not able to achieve the minimum requirement of removing the revenue subsidy for the course by 2015/16.

This development option has therefore been ruled out as unaffordable in the short term. It may be a viable long-term option for the Council depending on the progress of the planned wider development of the area adjacent to the golf course and it may be an option that the Council wishes to investigate in parallel with the implementation of the eventual preferred option with a view to a long-term solution for the course.

Option I - Complete disposal of entire site to generate capital receipt to be utilised for wider strategic aims

This option will guarantee the removal of the subsidy for the golf course as there will no longer be a golf course operating on the site. A significant number of houses could be developed on the site of the golf course (circa 1,000) which would generate a significant New Homes Bonus, some of which would be reinvested into the achievement of the Council's wider strategic aims which may off-set some of the negative impact on participation and healthy lifestyles that the disposal of the course would result in.

It will also generate a major capital receipt for the Council (estimated at over £13m) and will provide in the region of 1,000 new homes.

The primary disadvantages of this option are that it will result in the loss of the golf course which could have a negative impact of healthy lifestyles and participation in physical activity and a large amount of lost open space with consequential negative environmental implications. The intention would be that some of the capital receipt is used to invest in new provision, activities and programmes that would mitigate the lost open space and negative impact on participation.

There is risk involved in this option relating to the need to secure planning permission and the amount of time that it will take to deliver the development and reap the associated financial benefits.

The three different management options were not assessed under this development option as there would be no golf course to manage in the future.

- 3.2 The table overleaf summarises the weighted long-listing evaluation results for each option. The scores awarded for each option under each evaluation criteria can be found in Appendix C.

Table 3.1 - Weighted Long-List Evaluation Results

MANAGEMENT OPTIONS	SUMMARY	MAX SCORE	DEVELOPMENT OPTIONS								
			OPTION A	OPTION B	OPTION C	OPTION D	OPTION E	OPTION F	OPTION G	OPTION H	OPTION I
IN-HOUSE	Raw Score	35	0.00	19.00	0.00	19.00	0.00	19.00	21.00	0.00	21.00
	Weighted Score	100	0.00	51.00	0.00	55.00	0.00	55.00	58.00	0.00	64.00
	Rank		14	13	14	6	14	6	5	14	2
OUTSOURCED	Raw Score	35	0.00	21.00	0.00	19.00	0.00	19.00	23.00	0.00	N/A
	Weighted Score	100	0.00	59.00	0.00	55.00	0.00	55.00	66.00	0.00	N/A
	Rank		14	4	14	6	14	6	1	14	N/A
SOCIAL ENTERPRISE	Raw Score	35	0.00	19.00	0.00	18.00	0.00	18.00	21.00	0.00	N/A
	Weighted Score	100	0.00	53.00	0.00	53.00	0.00	53.00	60.00	0.00	N/A
	Rank		14	10	14	10	14	10	3	14	N/A

3.3 The table above shows that the lowest scoring development options (highlighted in green) are as follows:

- Option G - Part disposal of site, retention of 18-hole golf course through remodelling of holes to reduce land-take;
- Option I - Complete disposal of entire site to generate capital receipt to be utilised for wider strategic aims;
- Option B - Retention of 18-hole golf course, plus development of ancillary provision; and
- Options D / F - Disposal of 9 holes for development, with retention of 9 holes plus development of ancillary provision using part of any capital receipt.

3.4 Options A, C, E and H (highlighted in red) were scored as zeros because they did not meet the minimum pass / fail criteria set by the Council that they need to be potentially capable of removing the need for a revenue subsidy for the course by the end of 2014/15.

4. Recommendations and Next Steps

Recommendations

- 4.1 Utilising the findings from Stage 2 of this project, we recommend short-listing the following options for further detailed analysis:
- Option G - Part disposal of site, retention of 18-hole golf course through remodelling of holes to reduce land-take (all 3 management options to be assessed);
 - Option I - Complete disposal of entire site to generate capital receipt to be utilised for wider strategic aims;
 - Option B - Retention of 18-hole golf course, plus development of ancillary provision (outsourced management option only to be assessed); and
 - Options D / F - Disposal of 9 holes for development, with retention of 9 holes plus development of ancillary provision using part of any capital receipt (in-house and outsourced management options to be assessed).
- 4.2 These are the highest scoring development options, combined with the highest scoring management options under each option. Options A, C, E and H are to be ruled out at this stage because they did not meet the minimum pass / fail criteria set by the Council that they need to be potentially capable of removing the need for a revenue subsidy for the course by the end of 2014/15.
- 4.3 It should be noted that Option H may be a viable long-term option for the Council depending on the progress of the planned wider development of the area adjacent to the golf course and it may be an option that the Council wishes to investigate in parallel with the implementation of the eventual preferred option with a view to a long-term solution for the course.
- 4.4 Options B and G were the two favoured options from the user and public consultation sessions and are both being recommended for progression to the short-list phase.

Next Steps

- 4.5 The next step is for the Council to sign-off the short-listed options. These options will then be the subject of a more detailed assessment which will include:
- Further consultation with users and members of the public;
 - Consultation with Sport England and England Golf;
 - Financial modelling of each shortlisted option to understand the capital and revenue costs / incomes and overall financial impact on the Council;
 - An equalities impact assessment; and
 - A headline risk assessment.

- 4.6 A preferred option will then be recommended to Members for approval and implementation based on the financial modelling and the non-financial advantages and disadvantages (from consultation, risk assessment, equalities impact assessment etc.) of each option in early 2014.
- 4.7 Any queries on the contents of this Stage 2 report should be directed to Damien Adams at damienadams@fmgconsulting.co.uk or Andy Farr at andyfarr@fmgconsulting.co.uk.

Appendix A – Description of Development Options

- 1.1 This Appendix describes the long-list development options for the future of Tamworth Golf Course. It builds on the workshop held on Monday 22nd July 2013 in which the potential development options for the site were discussed with Officers from the Council.
- 1.2 The development options to be evaluated at the long-list stage are summarised in the table below.

Option	High-Level Description
A	Retention of 18-hole golf course (status quo).
B	Retention of 18-hole golf course, plus development of ancillary provision (clubhouse / health & fitness gym / complimentary leisure facilities).
C	Disposal of front 9 holes for development, with retention of back 9 holes.
D	Disposal of front 9 holes for development, with retention of back 9 holes plus development of ancillary provision using part of any capital receipt (clubhouse / health & fitness gym / complimentary leisure facilities).
E	Disposal of back 9 holes for development, with retention of front 9 holes.
F	Disposal of back 9 holes for development, with retention of front 9 holes plus development of ancillary provision using part of any capital receipt (clubhouse / health & fitness gym / complimentary leisure facilities).
G	Part disposal of site, retention of 18-hole golf course through remodelling of holes to reduce land-take.
H	Part disposal of site for development, but retention of 18-hole golf course through purchase of additional land adjacent to eastern boundary of the course and re-provision of lost holes.
I	Complete disposal of entire site to generate capital receipt to be utilised for wider strategic aims.

- 1.3 Each development option will be analysed and evaluated (in combination with the three potential management options) through the agreed evaluation matrix to enable the highest scoring options to be shortlisted for further detailed assessment and financial modelling.
- 1.4 The development options have been explained in more detail over the following pages. These descriptions will form the basis of the options for evaluation.

Description of Option A

Retention of 18-hole golf course (status quo).

Option A involves the continued operation of the site as an 18-hole golf-course for the foreseeable future. Under this option there are no short or medium term plans to totally or partially dispose of / develop on the course for housing or any other use. The currently unused area allocated as a potential driving range will remain out of use in its current format and the layout of the 18 holes will not be significantly altered.

No major investment is planned into the course with the exception of the general on-going maintenance costs and capital investment required to ensure that the golf course continues to be fit for purpose. This on-going investment would need to be sufficient to ensure that the shop and changing facilities continue to be available to users and that any essential investment required in order to keep the golf course open, such as day to day maintenance and the significant upgrading required to at least part of the irrigation system, is made.

Description of Option B

Retention of 18-hole golf course, plus development of ancillary provision (clubhouse / health & fitness gym / complimentary leisure facilities).

Option B involves the continued operation of the site as an 18-hole golf course for the foreseeable future. Under this option there are no short or medium term plans to totally or partially dispose of / develop on the course for housing but capital investment will be required to develop new ancillary facilities to increase the attractiveness and commercial viability of the offer (whilst retaining the current format of the golf course).

The development of ancillary provision could include:

- Refurbishment or redevelopment of the clubhouse to ensure provision of new changing facilities, a pub / restaurant with an external play area, meeting / conference facilities and a new pro-shop;
- Development of a health and fitness suite;
- Development of a 9 hole, par 3 junior development golf course (either on the current driving range area or the land above the old mine shafts);
- Development of a driving range on the unused area currently allocated for this use on the site (potential for dual usage as an archery range).
- Inclusion of a crazy golf course on the site, linked to the pub / restaurant and external play area offer;
- Development of other sporting/leisure facilities based on the learning from multifunctional golf courses. This could include walks, cycle tracks etc.

The final list of ancillary provision to be developed will be refined if this option is shortlisted following the long-listing evaluation process.

In addition to the investment into the ancillary facilities there will need to be on-going investment into the maintenance of the golf course, such as day to day maintenance and the significant upgrading required to at least part of the irrigation system, to ensure that the course continues to be fit for purpose.

Description of Option C

Disposal of front 9 holes for development, with retention of back 9 holes.

Option C involves the disposal of the front nine holes of the golf course for development. The development on the front nine holes will provide between 500 and 600 units (based on development densities from similar sized sites) plus any associated infrastructure required by planning policy.

Access to the housing development would most likely be via an extension off one of the existing roads (e.g. Mercian Way or one of its adjoining side roads), or via the existing golf course entrance.

Permission to develop on the front nine holes would need to be obtained from the Coal Authority as it has a covenant on the site which ensures that the land cannot be developed on without its permission. Other issues that would need to be addressed as part of the development include the presence of old railway sidings, an oil pipeline and pylons on the eastern edge of the course and the old mining shafts to the west of the car park.

The back nine holes of the course will be retained as a golf course for the foreseeable future with no significant layout alterations. The currently unused area allocated as a potential driving range will remain out of use in its current format.

No major investment is planned into the course with the exception of the general on-going maintenance costs and capital investment required to ensure that the 9 hole golf course continues to be fit for purpose. This on-going investment would need to be sufficient to ensure that the shop and changing facilities continue to be available to users and that any essential investment required in order to keep the golf course open, such as day to day maintenance and the significant upgrading required to at least part of the irrigation system, is made.

Description of Option D

Disposal of front 9 holes for development, with retention of back 9 holes plus development of ancillary provision using part of any capital receipt (clubhouse / health & fitness gym / complimentary leisure facilities).

Option D involves the disposal of the front nine holes of the golf course for development. The development on the front nine holes will provide between 500 and 600 units (based on development densities from similar sized sites) plus any associated infrastructure required by planning policy.

Access to the housing development would most likely be via an extension off one of the existing roads (e.g. Mercian Way or one of its adjoining side roads) or via the existing golf course entrance.

Permission to develop on the front nine holes would need to be obtained from the Coal Authority as it has a covenant on the site which ensures that the land cannot be developed on without its permission. Other issues that would need to be addressed as part of the development include the presence of old railway sidings, an oil pipeline and pylons on the eastern edge of the course and the old mining shafts to the west of the car park.

The back nine holes of the course will be retained as a golf course for the foreseeable future. Capital investment will be required to develop new ancillary facilities to increase the attractiveness and commercial viability of the offer (whilst retaining the back nine holes of the golf course).

The development of ancillary provision could include:

- Refurbishment or redevelopment of the clubhouse to ensure provision of new changing facilities, a pub / restaurant with an external play area, meeting / conference facilities and a new pro-shop;
- Development of a health and fitness suite;
- Development of a 9 hole, par 3 junior development golf course;
- Development of a driving range on the unused area currently allocated for this use on the site (potential for dual usage as an archery range).
- Development of other sporting/leisure facilities based on the learning from multifunctional golf courses. This could include walks, cycle tracks etc.

The final list of ancillary provision to be developed will be refined if this option is shortlisted following the long-listing evaluation process.

In addition to the investment into the ancillary facilities there will need to be on-going investment into the maintenance of the golf course, such as day to day maintenance and the significant upgrading required to at least part of the irrigation system, to ensure that the course continues to be fit for purpose.

Description of Option E

Disposal of back 9 holes for development, with retention of front 9 holes.

Option E involves the disposal of the back nine holes of the golf course for development. The development on the back nine holes will provide between 500 and 600 units (based on development densities from similar sized sites) plus any associated infrastructure required by planning regulations.

Access to the housing development would most likely be via an extension off the existing access road to the golf course (Eagle Drive). Other options include access through the business park or via the existing access road to the go-kart track.

Permission to develop on the back nine holes would need to be obtained from the Coal Authority as it has a covenant on the site which ensures that the land cannot be developed on without its permission. Other issues that would need to be addressed as part of the development include the presence of, an oil pipeline and pylons on the eastern edge of the course. There is significant land fill on the back 9 holes which would need to be either moved/remodelled or removed from the site.

The front nine holes of the course will be retained as a golf course for the foreseeable future with no significant layout alterations. The currently unused area allocated as a potential driving range will remain out of use in its current format.

No major investment is planned into the course with the exception of the general on-going maintenance costs and capital investment required to ensure that the 9 hole golf course continues to be fit for purpose. This on-going investment would need to be sufficient to ensure that the shop and changing facilities continue to be available to users and that any essential investment required in order to keep the golf course open, such as day to day maintenance and the significant upgrading required to at least part of the irrigation system, is made.

Description of Option F

Disposal of back 9 holes for development, with retention of front 9 holes plus development of ancillary provision using part of any capital receipt (clubhouse / health & fitness gym / complimentary leisure facilities).

Option F involves the disposal of the back nine holes of the golf course for development. The development on the back nine holes will provide between 500 and 600 units (based on development densities from similar sized sites) plus any associated infrastructure required by planning regulations.

Access to the housing development would most likely be via an extension off the existing access road to the golf course (Eagle Drive). Other options include access through the business park or via the existing access road to the go-kart track.

Permission to develop on the back nine holes would need to be obtained from the Coal Authority as it has a covenant on the site which ensures that the land cannot be developed on without its permission. Other issues that would need to be addressed as part of the development include the presence of, an oil pipeline and pylons on the eastern edge of the course. There is significant land fill on the back 9 holes which would need to be either moved / remodelled or removed from the site.

The front nine holes of the course will be retained as a golf course for the foreseeable future. Capital investment will be required to develop new ancillary facilities to increase the attractiveness and commercial viability of the offer (whilst retaining the front nine holes of the golf course).

The development of ancillary provision could include:

- Refurbishment or redevelopment of the clubhouse to ensure provision of new changing facilities, a pub / restaurant with an external play area, meeting / conference facilities and a new pro-shop;
- Development of a health and fitness suite;
- Development of a 9 hole, par 3 junior development golf course;
- Development of a driving range on the unused area currently allocated for this use on the site (potential for dual usage as an archery range).
- Development of other sporting/leisure facilities based on the learning from multifunctional golf courses. This could include walks, cycle tracks etc.

The final list of ancillary provision to be developed will be refined if this option is shortlisted following the long-listing evaluation process.

In addition to the investment into the ancillary facilities there will need to be on-going investment into the maintenance of the golf course, such as day to day maintenance and the significant upgrading required to at least part of the irrigation system, to ensure that the course continues to be fit for purpose.

Description of Option G

Part disposal of site, retention of 18-hole golf course through remodelling of holes to reduce land-take.

Option G involves the retention of an 18 hole golf course on the site for the foreseeable future but incorporating the remodelling of several holes to allow part of the site to be released for development.

The primary development area would be the land to the south east of the Mercian Way roundabout, currently occupied by the second half of hole 8 (fairway and green) and the first half of hole 9 (tee and fairway) plus land leading up to the club house along the boundary of the site. The site is likely to be able to accommodate circa 100 houses based on development densities from similar sized sites. Access to the housing development would most likely be via a new road off Mercian Way or potentially via the existing golf course access.

The golf course could be retained at 18 holes by remodelling the 8th and 9th holes (probably as par 3s). The cost for remodelling the holes was estimated at circa £53,000 in May 2013.

Permission to develop on the golf course would need to be obtained from the Coal Authority as it has a covenant on the site which ensures that the land cannot be developed on without its permission.

This option could be considered alongside the following:

1. With the ancillary provision (as per options B, D and F); or
2. With minimum capital investment just to keep the course going (as per options A, C and E).

Description of Option H

Part disposal of site for development, but retention of 18-hole golf course through purchase of additional land adjacent to eastern boundary of the course and re-provision of lost holes.

Option H involves the sale of some (or all) of the site for development but the retention of an 18-hole golf course through the purchase (or land swap) of additional land and re-provision of an 18 hole golf course on this land.

The developer Hallam Land Management ('Hallam') currently has an option to develop on the site immediately adjacent to the eastern boundary of the golf course, including the length of the majority of the eastern boundary of the golf course up to the boundary of the M42 motorway. This option would involve negotiating an agreement with Hallam to develop some or all of the golf course as part of its planned development as long as an 18-hole golf course is retained within the overall development.

The Council would receive a capital receipt for the development of the golf course. In exchange, Hallam would be able to develop on the golf course which would provide the opportunity to link into existing infrastructure (access roads, services etc.) and increase the number of houses within the development as the golf course could be re-provided on a smaller area of land (whilst still retaining 18-holes) through an improved course layout / design.

This may involve Hallam developing on part of the golf course and extending the remaining golf course into the immediately adjoining land (e.g. the go-kart site) or developing the whole of the golf course and re-providing the golf course elsewhere within the development, most likely on the site running immediately adjacent to the west of the M42.

The golf course re-provision would incorporate an 18-hole course (pending assessment of the public and commercial demand for an 18 hole course) and a clubhouse that would provide a like for like replacement of the ancillary facilities currently available on the site. No major on-going investment would be planned for the new course with the exception of the general on-going maintenance costs and capital investment required to ensure that the course is fit for purpose. This on-going investment would need to be sufficient to ensure that any essential investment required in order to keep the golf course open, such as day to day maintenance, is made.

Permission to develop on any part of the golf course would need to be obtained from the Coal Authority as it has a covenant on the site which ensures that the land cannot be developed on without its permission. Other issues that would need to be addressed as part of the development (depending on which part of the site is developed) include the presence of old railway sidings, disused mining shafts to the west of the car park and pylons on the eastern edge of the course. There is significant land fill on the back 9 holes which would need to be either moved / remodelled or removed from the site if the intention is to develop on this area of the course.

Description of Option I

Complete disposal of entire site to generate capital receipt to be utilised for wider strategic aims.

Option I involves the complete disposal of the golf course site to generate a capital receipt for the Council with no planned re-provision of the golf course within the Borough. Part of the capital receipt could be reinvested in the development of regeneration schemes to contribute to the local economy and future sustainability of public services. An example of how the capital receipt could be used to support health and wellbeing could be investment in a new leisure facility within the town centre to meet the wider strategic needs for leisure and support town centre regeneration. It is projected that due to ageing pools and general leisure facilities that replacement pool and leisure facilities will be required in the future. It is likely that a modern leisure facility would have greater throughput and contribute more effectively to health outcomes than a golf course.

The capital receipt could also be used to support the proposed Cultural Quarter, Castle (Mercian Trail development) or other priorities such as disabled facilities grants. A significant sum of the capital receipt should be re-invested to support future need.

The existing golf course site would be developed for housing (or appropriate commercial alternative use) including any associated infrastructure required by planning regulations.

Permission to develop on the golf course would need to be obtained from the Coal Authority as it has a covenant on the site which ensures that the land cannot be developed on without its permission and they would expect a proportion of the value of the site. Other issues that would need to be addressed as part of the development include the presence of old railway sidings, disused mining shafts to the west of the car park, pylons and an oil pipeline on the eastern edge of the course and the land fill on the back 9 holes which would need to be either moved / remodelled or removed from the site.

Appendix B - Evaluation Criteria - Project Outcomes

Project Outcome	Description of Project Outcome
Revenue Contribution	<p>Potential for and likely level of contribution to the Council's annual revenue deficit from 2016/17 onwards</p> <ul style="list-style-type: none"> • The Council has balanced its General Fund MTFs for the next 3 years by utilising £5m it holds in balances to meet the funding deficit. There is likely to be a deficit in the region of c.£2m per annum from 2016/17 onwards. • There is an £80k per annum contingency budget for the operation of the golf course which runs out in 2014/15. There is then a funding gap for the golf course from 2015/16 onwards which needs to be met. • The Council has also lost £36k per annum that it was budgeting to receive from Tamworth Golf Centre Ltd which needs to be replaced in the budget. • Any remaining cost for the golf course from 2015/16 onwards will be added to the c.£2m corporate deficit. • What is the likely revenue impact in years 1, 5 and 10 following implementation of the Option? • Does the Option remove the requirement for the Council to subsidise the golf course from 2015/16 onwards and does it contribute towards the reduction of the Council's c.£2m per annum budget deficit from 2016/17 onwards? • If the Option does not at least reach a breakeven (i.e. £0 revenue subsidy) position for the Council it should be considered unaffordable and automatically ruled out. If none of the options reach a breakeven position they should be assessed on the basis of the most economically advantageous solution.

Project Outcome	Description of Project Outcome
Economic Regeneration & Growth	<p>Contribution to economic regeneration and growth in the Borough (including the provision of new housing development)</p> <ul style="list-style-type: none"> • The Strategic Review as part of Stage 1 of this Options Appraisal identified key corporate priorities for the Council relating to promoting growth, employment and business, and improving physical infrastructure. • The provision of new housing and new businesses are two of the Council's three work streams under the Sustainability Strategy aimed at bridging the future budget deficit. New housing will bring Council Tax income and central government grant funding and new businesses will generate increased business rates. • There are an additional 4,500 houses required to be delivered within the Borough but there is limited land availability. • Does the Option strengthen the local economy and make a significant contribution to as many of the above corporate priorities as possible? • Does the Option protect existing jobs and maximise the opportunity to create new jobs?
Capital Receipt	<p>Potential for the option to generate a capital receipt for the Council and likely level of capital receipt</p> <ul style="list-style-type: none"> • The Council's capital programme for 2013/14 totals £7.5m (£7.0m Housing, £0.5m General fund). Over 3 years, the General Fund Capital Programme totals £3.7m and the Housing Capital Programme totals £55.2m (including c.£21m relating to Regeneration Projects) over 5 years. • There are not significant capital funds available from the General Fund Capital Programme. If capital funds are to be made available to support some of the Council's wider strategic needs and / or further investment into housing they will need to be generated by releasing capital from other sites under Council-ownership (such as the golf course) through development. • Does the Option generate a significant capital receipt for the Council to reinvest as necessary?
Healthy Lifestyles & Participation	<p>Promotion of exercise and healthy lifestyles and contribution to increasing participation and reducing obesity</p> <ul style="list-style-type: none"> • There are major issues with health and obesity in Tamworth. Levels of obesity, poor health, teenage pregnancy and alcohol-related crime and alcohol-related violent crimes are all above the national average. Increasing participation and physical activity is a major part of addressing these issues. • Does the Option make a significant contribution to increasing participation and therefore improving the long-term health of local residents by facilitating opportunities to take part in sport and physical activity?

Project Outcome	Description of Project Outcome
Strategic Vision for Sport & Leisure	<p>Ability to meet the leisure needs of the Borough's residents and the Council's wider vision / strategy for sport and leisure provision</p> <ul style="list-style-type: none"> • The Council has identified a strategic need for a new community leisure centre that could incorporate a new swimming pool, sports hall and health and fitness facilities. However, land and capital funds are not readily available to support the delivery of this new facility at this time. • The existing demand for the golf course is uncertain as the number of members it currently has is significantly down on the national average, however market segmentation data from Sport England identifies additional potential players in the Borough who do not currently play. • The conclusion from the Council's Joint Indoor and Outdoor Sports Strategy in 2009 was that the golf course should continue to be provided and public access protected. The equalities impact of any potential change on the residents of the Borough must be considered so as not to discriminate against any one particular group. • Does the Option facilitate the delivery of the Council's future vision for sport and leisure provision for sport in the Borough whilst being mindful of the needs of the existing and potential golfers in the Borough? • Does the Option ensure equality of opportunity for the residents of the Borough and not discriminate against any one particular group?
Implementation & Delivery	<p>Cost and timescales of implementation and level of risk involved / likelihood of delivery</p> <ul style="list-style-type: none"> • The golf course is currently under in-house management by the Council and each of the development and management options under consideration that involve a change to the current management arrangements would have an implication for the Council in terms of the time required to implement the option, the associated costs of implementing the option and the level of risk that the option may subsequently fail. • If the option implemented was to subsequently fail, it would be likely that the golf course would close as the Council cannot afford to keep operating the golf course at the current subsidy level considering the medium-term budget position of the Council. • The Council's Local Plan sets out an approach to planning that prioritises town centre locations and protects open spaces if possible although the lack of available land within the Borough needs to be taken into account. • Is the Option likely to achieve planning permission, is it capable of being implemented quickly, does it have a minimal cost involved in the implementation and, most importantly, will it have a low likelihood of failing in the foreseeable future?

Project Outcome	Description of Project Outcome
Environmental & Sustainability	<p>Contribution to the delivery of the Council’s environmental and sustainability objectives including protecting green and blue spaces</p> <ul style="list-style-type: none"> • The Local Plan prioritises the protection of Tamworth’s network of green and blue infrastructure. The emphasis is on making the best use of existing open space through enhancement and appropriate management. • The Sustainable Community Strategy aims to protect and enhance the Borough’s open spaces and increase recreational use of these areas. • The provision of affordable housing to meet the needs of the growing population is also stated as an important sustainability objective for the Council. • Does the Option contribute to the achievement of as many of the objectives within the Council’s Sustainable Community Strategy and Sustainability Appraisal / Strategic Environmental Assessment as possible? Particularly focussing on the protection of open spaces whilst acknowledging the need to provide sustainable living spaces within the Borough.

Aspire & Prosper Work Plan 2013-2014

Committee Date	Subjects for consideration	To Action
22 October 2013	LEP (Tentative)	S Peuple
	Update on Rail Transport	M Thurgood
	Golf Course – Update on Future Options (Confidential)	
26 November 2013	Tamworth Education Board	
	Revised Key Stage 2 and NVQ	
	Town Centre Local Plan	
	Regeneration Projects Co-ordinator in relation to Town Centre Development	R Kingstone
21 January 2014	Rail Transport	M Thurgood
4 March 2014		
15 April 2014		
Date to be confirmed	Employment Opportunities in Tamworth – Job Centre Training	
	Torc Vocational Centre	R Kingstone
	Education – Sixth Form Provision and Degree Opportunities in Tamworth	

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TAMWORTH BOROUGH COUNCIL

FORWARD PLAN

Executive and Key Decisions for the period 1 November 2013 - 28 February 2014

Published on 22 October 2013
by Lara Allman
01827 709264

Conf/Non-Conf	Decision to be taken by/Date	Key Decision	Subject	Portfolio and Contact Officer details/Author	Principal Groups & Organisations proposed to be consulted prior to making the decision and the means of consultation	Background Papers (All Papers are available for inspection via the Contact Officer)
Open	Council Tuesday, 19/11/13	Yes	State of Tamworth Debate	Leader of the Council John Day Corporate Performance Officer john-day@tamworth.gov.uk	Tamworth Listens	State of Tamworth Debate

Open	Cabinet Thursday, 28/11/13	Yes	Draft Base Budget Forecasts 2014/15 to 2018/19 To inform Members of the re-priced base budget for 2014/15, base budget forecasts for the period 2014/15 to 2018/19 and the underlying assumptions and to consider the future strategy to address the financial trends	Leader of the Council Stefan Garner Director of Finance stefan- garner@tamworth.gov.uk	Discussions with CMT following Budget Consultation with local stakeholders CMT local residents, businesses and stakeholders	Draft Base Budget Forecasts 2014/15 to 2018/19
Open	Cabinet Thursday, 28/11/13	Yes	Council Taxbase 2014/15 To report the Council Tax Base for the Borough Council for 2014/15	Portfolio Holder for Operations and Assets Michael Buckland Head of Revenues michael- buckland@tamworth.gov. uk		Council Taxbase 2014/15
Open	Cabinet Thursday, 28/11/13	Yes	Cabinet Report for Write Offs 01/4/13 - 30/9/13 To provide members with details of write offs from 01 April 2013 to 30 September 2013	Portfolio Holder for Operations and Assets Michael Buckland Head of Revenues michael- buckland@tamworth.gov. uk		Cabinet Report for Write Offs 01/4/13 - 30/9/13

Open	Cabinet Thursday, 28/11/13	Yes	<p>Draft Business Rates Income Forecast 2014/15</p> <p>To report to and seek endorsement from members on the Draft Business Rates income forecast for 2014/15 under the Business Rates Retention Scheme.</p>	<p>Portfolio Holder for Operations and Assets</p> <p>Michael Buckland Head of Revenues michael-buckland@tamworth.gov.uk</p>		Draft Business Rates Income Forecast 2014/15
Open	Cabinet Thursday, 28/11/13	Yes	<p>Improvement Works to Private Sector Housing</p> <p>To approve the use of coalfields funds to carry out improvements to private sector housing by utilising enforcement powers and Emergency Home Repair loans in accordance with set policies and procedures</p>	<p>Portfolio Holder for Public Housing and Vulnerable People</p> <p>Steve Pointon Housing Strategy Manager pointon@tamworth.gov.uk</p>		Improvement Works to Private Sector Housing

Open	Cabinet Thursday, 28/11/13	No	Installation of Gas Connections in Belgrave Project to enable identified properties in Belgrave to be connected to mains gas supply.	Portfolio Holder for Public Housing and Vulnerable People Claire Keeling Housing Strategy Officer claire-keeling@tamworth.gov.uk		Installation of Gas Connections in Belgrave
Open	Cabinet Thursday, 28/11/13	Yes	The Tamworth Growth and Regeneration Plan To seek Cabinet approval for the Councils draft Growth and Regeneration Plan. An overarching document which identifies key workstreams and collates activity to support economic growth and regeneration in Tamworth.	Portfolio Holder for Economy and Education Matthew Bowers, James Roberts Head of Planning and Regeneration matthew-bowers@tamworth.gov.uk, Economic Development and Enterprise Manager James-Roberts@tamworth.gov.uk	Workshops with colleagues and via existing business networks	The Tamworth Growth and Regeneration Plan

Open	Cabinet Thursday, 28/11/13	Yes	Fees and Charges - Assets and Environment Proposals for increase to both Cemetery and Sport Pitches Fees and Charges	Portfolio Holder for Environment and Waste Management Sarah McGrandle Head of Environmental Management sarah-mcgrandle@tamworth.gov.uk	Fees and Charges - Assets and Environment
Open	Cabinet Thursday, 28/11/13	Yes	Think Local Limited: ceasing of trading, Think Local Limited is to cease trading, with the intellectual property assets transferring back to Tamworth Borough Council ownership. Cabinet is asked to endorse this course of action and to approve the establishment of a dormant company to preserve the company name.	Portfolio Holder for Economy and Education James Roberts Economic Development and Enterprise Manager James-Roberts@tamworth.gov.uk	Think Local Limited: ceasing of trading,

Open	Cabinet Thursday, 28/11/13	Yes	Shared Service in Economic Development - Annual Report To formally endorse the outcomes achieved through the continued successful delivery of the Shared Service in Economic Development with Lichfield District Council, as evidenced by the service's Annual Report for 2012/13	Portfolio Holder for Economy and Education James Roberts Economic Development and Enterprise Manager James-Roberts@tamworth.gov.uk	Shared Service Annual Report 2012-13 FINAL Shared Service in Economic Development - Annual Report
Open	Cabinet Thursday, 28/11/13	No	Scrap Metal Dealers Act 2013 Fees Provides an update to members since Cabinet 22 August 2013 on progress with the implementation of the legislation; Home Office Guidance and Fees.	Portfolio Holder for Environment and Waste Management Stephen Lewis Head of Environmental Health stephen-lewis@tamworth.gov.uk	Scrap Metal Dealers Act 2013 Fees Letters were sent to all existing scrap metal dealers and motor salvage operators registered with Tamworth Borough Council. The information was made available via the Council's website, which enabled all members of the public and any trade organisations or other interested parties to respond. Scrap metal dealers and motor salvage operators.

Open	Cabinet Thursday, 28/11/13	No	One Staffordshire Data Sharing Protocol Endorsement for Tamworth Borough Council to sign the One Staffordshire Data Sharing Protocol	Portfolio Holder for Operations and Assets Nicki Burton Director - Technology and Corporate Programmes nicki-burton@tamworth.gov.uk		One Staffordshire Data Sharing Protocol
Open Report relates to the disposal of land through a commercial transaction.	Cabinet Thursday, 28/11/13	No	Land Adjacent To 56 Watling Street, Tamworth Report detailing proposal for the disposal of land on Watling Street for redevelopment.	Portfolio Holder for Operations and Assets Paul Weston Head of Asset Management - Property Services paul.weston@tamworth.gov.uk		LAND ADJACENT TO 56 WATLING STREET, TAMWORTH Appendix 1.pdf Appendix 2.pdf Appendix 3.pdf Land Adjacent To 56 Watling Street, Tamworth
Open	Cabinet Thursday, 28/11/13	Yes	Quarter Two 2013/14 Performance Report	Leader of the Council John Day Corporate Performance Officer john.day@tamworth.gov.uk		Quarter Two 2013/14 Performance Report

Exempt	1	<p>Cabinet Thursday, 28/11/13</p>	Yes	<p>Commissioning of Financial Assessment and Welfare Benefits Advice Service from Staffordshire County Council to Staffordshire Local Authorities To seek final approval for, and endorsement of, the decision made by Staffordshire County Council on 16th May 2012 to commission all Staffordshire Local Authority Housing Benefit/Council Tax Benefit teams to provide Fairer Charging Financial Assessments and Welfare Benefits Advice at a local level on their behalf, initially from September 2013 – March 2016. Cabinet gave its initial approval on 16th June 2012.</p>	<p>Portfolio Holder for Operations and Assets Karen Taylor Head of Benefits karen-taylor@tamworth.gov.uk</p>		<p>Commissioning of Financial Assessment and Welfare Benefits Advice Service from Staffordshire County Council to Staffordshire Local Authorities</p>
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Open	Cabinet Thursday, 24 Oct 2013 Council Tuesday, 17/12/13	Yes	Revised Gambling Act 2005 Statement of Principles 2013-2016 Revised document to take account of Guidance produced by Gambling Commission 4th edition. This outlines how Tamworth Borough Council will manage gambling matters until 2016.	Portfolio Holder for Environment and Waste Management Stephen Lewis Head of Environmental Health stephen- lewis@tamworth.gov.uk	12 WEEK STATUTORY CONSULTATION Holders of existing licences, permits and registrations who will be affected by the provisions of the Act Local Residents/Associations Staffordshire Chief Officer of Police Staffordshire Fire & Rescue Staffordshire County Council – Department of Social Care & Health TBC - Chief Executive TBC – Director, Assets and Environment TBC – Director, Communities, Planning & Partnerships Solicitor to the Council c/o TBC - Legal & Democratic Services TBC – Director, Housing & Health TBC - Crime and Disorder Partnership Local Strategic Partnership - Chairman Violence Action Group - Chairman Tamworth Town Safe Licensee Forum - Chairman Southern Staffordshire Chamber of Commerce & Industry NHS South East Staffordshire and Seisdon Peninsula	REVISED GAMBLING ACT 2005 STATEMENT OF PRINCIPLES 2013-2016
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Open	Cabinet Thursday, 28 Nov 2013 Council Tuesday, 17/12/13	Yes	<p>Treasury Management Strategy Statement and Annual Investment Strategy Mid-year Review Report 2013/14</p> <p>This report is presented in line with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice for Treasury Management which suggests that members should be informed of Treasury Management activities at least twice a year, but preferably quarterly. This report therefore ensures this Council is embracing Best Practice in accordance with CIPFA's Code of Practice.</p>	Portfolio Holder for Operations and Assets Phil Thomas Financial Controller phil-thomas@tamworth.gov.uk		Treasury Management Strategy Statement and Annual Investment Strategy Mid-year Review Report 2013/14
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Open	Cabinet Thursday, 28 Nov 2013 Council Tuesday, 17/12/13	Yes	Local Council Tax Reduction Scheme 2014/15 To seek approval for Tamworth's Local Council Tax Reduction Scheme for working age claimants for 2014/15	Portfolio Holder for Operations and Assets Karen Taylor Head of Benefits karen- taylor@tamworth.gov.uk	Local Council Tax Reduction Scheme 2014/15
Open	Council Tuesday, 17/12/13	Yes	Local Enterprise Partnership Governance Arrangements To seek approval to enter into arrangements to allow for the creation of a Supervisory Board and Scrutiny	Portfolio Holder for Economy and Education Matthew Bowers Head of Planning and Regeneration matthew- bowers@tamworth.gov.u k	Local Enterprise Partnership Governance Arrangements

Open		<p>Council Tuesday, 17/12/13</p>	Yes	<p>Tamworth Parliamentary Constituency - Review of Polling Places To inform Members on the comments received from the recent consultation in respect of the review of polling districts and polling places undertaken in accordance with the Electoral Administration Act 2006.</p>	<p>Bernadette Flanagan Elections Officer Bernadette- flanagan@tamworth.gov. uk</p>		<p>Tamworth Parliamentary Constituency - Review of Polling Places</p>
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Open	<p align="center">Council Tuesday, 17/12/13</p>	Yes	<p>Statement of Community Involvement 2013 To consider the consultation responses to the draft document and to adopt the revised Statement of Community Involvement</p>	<p>Portfolio Holder for Economy and Education Alexander Roberts Development Plan Manager alexander- roberts@tamworth.gov.u k</p>		<p>Statement of Community Involvement 2013 Statement of Community Involvement 2013</p>
Open	<p align="center">Cabinet Thursday, 16/01/14</p>	Yes	<p>Business Rates Income Forecast 2014/15 To report to and seek endorsement from members on the Business Rates income forecast for 2014/15 under the Business Rates Retention Scheme.</p>	<p>Portfolio Holder for Operations and Assets Michael Buckland Head of Revenues michael- buckland@tamworth.gov. uk</p>		<p>Business Rates Income Forecast 2014/15</p>

Open	Cabinet Thursday, 16/01/14	Yes	<p>Draft Budget & Medium Term Financial Strategy 2014/15</p> <p>To approve the draft package of budget proposals to consult with the Joint Scrutiny Committee (Budget) on 28th January 2014 and receive their feedback on:</p> <p>General Services Revenue budget and council tax for 2014/15;</p> <p>Housing Revenue Account budget for 2013/14;</p> <p>Capital Programme; Medium Term Financial Strategy.</p>	<p>Leader of the Council Stefan Garner Director of Finance stefan-garner@tamworth.gov.uk</p>	<p>Discussions with Cabinet following Budget Consultation with local residents, businesses and stakeholders</p> <p>Local residents, businesses and stakeholders</p> <p>Joint Scrutiny Committee (Budget)</p>	<p>Draft Budget & Medium Term Financial Strategy 2014/15</p>
Open	Cabinet Thursday, 20/02/14	Yes	<p>Cabinet Report for Write Offs 01/04/13 - 31/12/13</p> <p>To provide members with details of write offs from 01 April 2013 to 31 December 2013</p>	<p>Portfolio Holder for Operations and Assets Michael Buckland Head of Revenues michael-buckland@tamworth.gov.uk</p>		<p>Cabinet Report for Write Offs 01/04/13 - 31/12/13</p>

Open	Cabinet Thursday, 20 Feb 2014 Council Tuesday, 25/02/14	Yes	<p>Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2014/15</p> <p>For Members to approve the Single Corporate Vision & Strategic Priorities for 2013/14 and the recommended package of budget proposals to enable the Council to agree the:</p> <ul style="list-style-type: none"> General Services Revenue budget and Council Tax for 2013/14; Housing Revenue Account (HRA) budget for 2013/14; the Capital Programme; the Medium Term Financial Strategy (MTFS). <p>and</p> <p>To comply with the requirement of the Council's Treasury Management Policy in reporting to Council the proposed Treasury Management Strategy for the forthcoming year and the Local Government Act 2003 with the reporting of</p>	<p>Leader of the Council Stefan Garner Director of Finance stefan-garner@tamworth.gov.uk</p>	<p>Discussions with Executive Management Team following Budget Consultation with local residents, businesses and stakeholders including the Joint Scrutiny Committee (Budget) Executive Management Team Local residents, businesses and stakeholders Joint Scrutiny Committee (Budget)</p>	<p>Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2014/15</p>
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DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes
	(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
	(b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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Vision:

“One Tamworth, perfectly placed”

A simple and succinct point of focus that represents one community that is ideally located.

Strategic Priority 1 - To Aspire and Prosper in Tamworth



Primary Outcome

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

To achieve this, we will:

- Raise the aspiration and attainment levels of young people;
- Create opportunities for business growth through developing and using skills and talent;
- Promote private sector growth and create quality employment locally;
- Brand and market “Tamworth” as a great place to “live life to the full”; and
- Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

Strategic Priority 2 - To be Healthier and Safer in Tamworth



Primary Outcome

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

To achieve this, we will:

- Address the causes of poor health in children and young people;
- Improve the health and well being of older people by supporting them to live active, independent lives;
- Reduce the harm and wider consequences of alcohol abuse on individuals, families and society;
- Implement ‘Total Place’ solutions to tackling crime and ASB in designated localities;
- Develop innovative early interventions to tackle youth crime and ASB; and
- Create an integrated approach to protecting those most vulnerable in our local communities.

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