



# CABINET

4 September 2014

A meeting of the CABINET will be held on Thursday, 11th September, 2014, 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 - 4)

**3 Declarations of Interest**

*To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.*

*When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.*

**4 Question Time:**

To answer questions from members of the public pursuant to Executive Procedure Rule No. 13

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

None

**6 Quarter One 2014/15 Performance Report** (Pages 5 - 60)

(Report of the Leader of the Council)

**7 Annual Report on the Treasury Management Service and Actual Prudential Indicators 2013/14** (Pages 61 - 80)

(Report of the Portfolio Holder for Operations and Assets)


- 8 **Corporate Records Management Policy** (Pages 81 - 92)  
(Report of the Portfolio Holder for Operations and Assets)
- 9 **Operational and Financial Performance update Tamworth Golf Course**  
(Pages 93 - 110)  
(Report of the Portfolio Holder for Economy and Education)
- 10 **Business and Economic Partnership (BEP) - Strategic Plan** (Pages 111 - 134)  
(Report of the Portfolio Holder for Economy and Education)

**Restricted**

**NOT FOR PUBLICATION** because the report could involve the disclosure of exempt information as defined in Paragraphs 3 of Part 1 of Schedule 12A to the Local Government Act 1972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

- 11 **Award of the Dry Recycling Disposal Contract for the Joint Waste Collection Service** (Pages 135 - 142)  
(Report of the Portfolio Holder for Environment and Waste Management)

Yours faithfully

A handwritten signature in black ink, appearing to read 'J. Wheatley', with a horizontal line underneath.

**pp 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, and M Thurgood.



**MINUTES OF A MEETING OF THE  
CABINET  
HELD ON 21st AUGUST 2014**

**PRESENT:** Councillor D Cook (Chair), Councillors S Claymore, S Doyle and M Thurgood

The following officers were present: Anthony E Goodwin (Chief Executive), Andrew Barratt (Director - Assets and Environment), Stefan Garner (Director of Finance), Robert Mitchell (Director - Communities, Planning and Partnerships), Joanne Sands (Neighbourhood Services Manager), Paul Weston (Head of Asset Management - Property Services) and Ryan Keyte (Senior Legal Officer)

**25 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors R Pritchard and M Greatorex.

**26 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 31<sup>st</sup> July 2014 were approved and signed as a correct record.

*(Moved by Councillor S Claymore and seconded by Councillor S Doyle)*

**27 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

**28 QUESTION TIME:**

There were no questions.

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

There were none

**30 BUDGET AND MEDIUM TERM FINANCIAL PLANNING PROCESS 2015/16**

The Report of the Leader of the Council seeking agreement to the proposed budget and medium term financial planning process for General Fund and the Housing Revenue Account for 2015/16 was considered.

**RESOLVED:** That Cabinet endorsed the Budget and Planning process report.

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

**31 CABINET WRITE OFFS FOR 01/04/14 - 30/6/14**

The Report of the Portfolio Holder for Operations and Assets, presented by Director of Finance, seeking to provide members with details of write offs from 01 April 2014 to 30 June 2014 was considered.

**RESOLVED:** That Cabinet endorsed the amount of debt to be written off.

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

**32 GRANTS TO VOLUNTARY ORGANISATIONS 2013/14**

The Report of the Portfolio Holder for Operations and Assets, presented by the Leader of the Council, seeking to inform Members of the Small Grants, Arts Grants and Sport Grants awards made during 2013/14 was considered.

**RESOLVED:** That Cabinet endorsed the outturn of the Cabinet (Grants) Sub-Committee.

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

**EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:** That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 3 and 4, Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

**33 SERVICE REVIEW - PUBLIC CONVENIENCES**

The Report of the Portfolio Holder for Operations and Assets, presented by Director Assets and Environment, seeking to inform Cabinet of the proposed

changes in the operations of the public conveniences within the Town Centre with a view to reducing the operating costs, including changes to operating facilities, operating hours and staff provision was considered.

**RESOLVED:** That Cabinet endorsed the recommendations as contained in the report subject to the amendment to reflect the revised redundancy figures provided at the meeting.

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

#### **34 LEASEHOLDER SERVICE CHARGES - HIGH RISE LIFTS**

The Report of the Portfolio Holder for Public Housing and Vulnerable People, presented by the Director Assets and Environment, seeking to set out for Cabinet the implications for leaseholders in respect of service charges associated with the refurbishment of lifts in the high rise blocks and to provide Cabinet with the options in relation to application of service charges along with the financial implications of those options was considered.

**RESOLVED:** That Cabinet endorsed the recommendations as contained in the report

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

#### **35 SERVICE REVIEW - CCTV AND STREET WARDENS**

The Report of the Portfolio Holder for Community Development and Voluntary Sector seeking to provide an options appraisal for the CCTV and Street Warden Service was considered.

**RESOLVED:** That Cabinet:

1. endorsed the recommendations contained in the report, and;
2. thanked the Director Assets and Environment and the Neighbourhood Services Manager for the excellent job done in carrying out the service review and in preparing the report.

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

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Leader

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THURSDAY, 11 SEPTEMBER 2014

**REPORT OF THE LEADER OF THE COUNCIL**

**QUARTER ONE 2014/15 PERFORMANCE REPORT**

**EXEMPT INFORMATION**

Not applicable

**PURPOSE**

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

**RECOMMENDATIONS**

That Cabinet endorses the contents of this report

**EXECUTIVE SUMMARY**

This report looks at

1. High level corporate plan projects/programmes,
2. Key Service Performance Indicators,
3. Impact of welfare benefit reform,
4. Performance management framework,
5. Corporate risks,
6. LGA Corporate Peer Challenge,
7. Sustainability Strategy,
8. Financial health check

**OPTIONS CONSIDERED**

Not applicable

**RESOURCE IMPLICATIONS**

There are none

**LEGAL/RISK IMPLICATIONS BACKGROUND**

There are none

**SUSTAINABILITY IMPLICATIONS**

There are none

**BACKGROUND INFORMATION**

**REPORT AUTHOR**

John Day

## **LIST OF BACKGROUND PAPERS**

### **APPENDICES**

1. Quarter one performance report



## 1. High level corporate plan projects/programmes

Corporate Priority		
1.To Aspire and Prosper in Tamworth		
Corporate Project/Programme	Milestone/Measure of Success	Latest update
Cultural Quarter Project	Business case	A report went to Cabinet on 31st July 2014 to update on the current position and seeking to delay the Heritage Lottery Fund application following disappointment in our Single Local Growth fund Bid and Arts Council Fund bid.
	External funding bids	
Growth and Regeneration Plan	Business support	The Council has set up an internal group to look at progress against growth and regeneration projects. Individual projects are being reported as per their project governance.
	People: Skills and employment	
	Place: town centre employment sites housing transport	
Improve the green environment including management and maintenance of local nature reserves, open spaces and parks, and to provide an efficient waste collection service	The waste collection service delivers further efficiencies throughout the year that complement opportunities created by the new energy from waste disposal facility.	Commenced changes in the way organic waste is collected.
	Achieving a gold award in the "Heart of England in Bloom" competition, and receiving acknowledgement in the national Britain in Bloom judging	The Heart of England in Bloom result will be known in September 2014 and the Britain in Bloom result will be known in October 2014.
	Works to make Broad Meadow accessible and completion of the LNR	The tender document will be released in August

Corporate Project/Programme	Milestone/Measure of Success	Latest update
	designation	2014. The tender will be let in September 2014. The works will commence in October 2014.
	Town Wall gaining designation as a Local Nature Reserve by March 2014	The issue regarding land ownership is still ongoing.
Local Plan	Adopted Local Plan	The Council has published its pre-submission plan for consultation and is now considering the consultation responses before reviewing it and reporting to Council with a view to consulting on the submission version of the Local Plan in September 2014.
	Consultation draft	
	Examination	
	Submission document	

Corporate Priority
2. To be healthier and safer in Tamworth

Corporate Project/Programme	Milestone/Measure of Success	Latest update
Healthy Tamworth	Formal establishment of Steering group	A programme of initiatives and events is progressing and a wide range of organisations continue to be engaged via regular communications and involvement in planned initiatives. Over £60k of investment in third sector initiatives in support of the project have been completed as part of a joint commissioning exercise.
	Development of the delivery framework	
	Community engagement completed	
Housing Regeneration – Kerria and Tinkers Green	Decant commences	Regeneration of Tinkers Green and Kerria Centre is progressing in accordance with project plan.
	Consultation complete	
	Outline planning permission submitted– December 2014	

Corporate Project/Programme	Milestone/Measure of Success	Latest update
		<p>Delays in relation to the demolition of bungalows at Cottage Walk have been experienced due to poor performance from utility companies. These issues are now overcome and demolition will commence during August.</p> <p>The decanting of tenants from Hastings Close is progressing well and successful consultation with residents has been undertaken for both areas. Outcomes from the consultation will be utilised in master planning exercise along with technical data.</p>
Implementation of the new Allocations Policy	Implementation plan in place	Implementation of the Council's new allocations policy is underway with training of staff progressing and IT systems updated and tested. Letters will be sent to all existing applicants during September to enable re-banding to take place. Successful delivery of the implementation to be completed in line with project milestones.
	IT Systems updated	
	New policy implemented and publicised	
To ensure all regulatory functions provided by the Council are delivered in a transparent, consistent and fair manner to promote public safety and to minimise the burden to businesses.	A reduction in workplace accident investigations	Work is ongoing throughout the year on all of these milestones.
	Air Quality Improved	
	All Licensing applications processed in a timely fashion, with any appeals dealt with in a professional manner	
	All planned food and health and safety inspections completed	
	Statutory nuisance investigations/actions completed within acceptable timescales	

Corporate Priority

3. Approachable, Accountable and Visible

Corporate Project/Programme	Milestone/Measure of Success	Latest update
Budget / Council Tax Setting – Key Budget milestones completed in line with the agreed timetable	Executive Board (additional) meetings timetabled	Work on this commences on 31st July 2014.
	Budget Consultation Process reviewed	
	Budget Process approval	
	Budget Consultation results to CMT / EB	
	Circulation of Revised recharges to CMT/ADs/Managers for review/challenge	
	Consideration of Initial Capital Programme proposals by CMT/EB	
	Consideration of Initial Policy Changes by CMT/EB	
	Approval of Council Taxbase	
	Base Budget forecast to CMT/EB	
	Council Members Budget Workshop (instead of 1 Joint Budget Scrutiny Committee)	
	Joint Budget Scrutiny Committee	
	Approval of Budget by Council	
	Council Tax Leaflet published	
	Treasury Management Policy & Prudential Indicators / Limits reported & set	
Completion of Statutory Returns to ODPM (Revenue Estimates / Budget Requirement / capital estimates)		
Corporate Information Security Development	Development of security policies and procedures	The Information Security Policy is being redrafted and revised to incorporate a number of strategies.

Corporate Project/Programme	Milestone/Measure of Success	Latest update
		It will be externally assessed in October 2014.
	Information security training	Training is to be provided in the following areas: Information security and management, Data protection, Freedom of information. The training will be designed internally but delivered by an external provider. It is anticipated quotes will be sought for this work in September 2014.
	Management of vendors and suppliers	This is an ongoing activity through out the year.
	Review security monitoring tools, particularly in line with obligations defined by the Government Code of Connection	Have revisited the What's at gold tool and upgraded this to incorporate other things under the obligation. Currently have an e-mail classification marking tool on trial.
	Risk assessment and response to incident	This is an ongoing activity through out the year.
Customer Service and Access Strategy	Agreement of strategy at Corporate Management Team	Agreed 14 <sup>th</sup> July 2014.
	'Quick win' action plan agreed by Corporate Management Team	To be agreed by 31 <sup>st</sup> August 2014.
	Action plan developed for delivery of strategy	To be agreed by 31 <sup>st</sup> October 2014.
	£50k savings achieved by 31st March 2016	
	£100k savings achieved by 31st March 2017.	
	80% of customer contact dealt with by Customer Services Centre by March 2017.	
	E-mail enquiries increased from 12,500 a year to 25,000 a year by March 2017	

Corporate Project/Programme	Milestone/Measure of Success	Latest update
	Face to face interactions reduced from 91,720 to 17,000 a year by March 2017.	
	Self service processes increased from 1 to 5,000 by March 2017	
	Telephone calls into Tamworth Borough Council reduced from 30,000 per year to 5,000 per year by March 2017.	
	Text messages sent out increased from 2,000 a year to 5,000 a year by March 2017	
	The number of hits on website increased from 597,000 a year.	
Elections 2014	Election Meetings begin	All these milestones were achieved.
	Election preparation begins	
	Prepare Candidates & Agents Packs including Nomination Papers Complete Staffing Write to Police SPOC (Gary Lote) with details of Polling Stations	
	Absent Voter Refresh period	
	Press Release Agents meeting	
	LIVE poll card data and LIVE postal vote data deadline	
	Candidates and Agents Meeting	
	Poll cards approval, sort and delivery	
	Notice of Election Pre-election period begins	
	Nomination Period 7 Apr - 24 April	
	Last day for the publication of the Statement of Persons Nominated	
	Ballot Boxes preparation begins + Count preparations + Postal Vote	

Corporate Project/Programme	Milestone/Measure of Success	Latest update
	opening and Issue leading up to Polling Day 28th April – 19nd May	
	Ballot Papers proofs, checking printing delivery	
	Last day for withdrawal of candidature Last day for receipt of Notice of Appointment of Election Agents	
	Staff Training events	
	Notice of Poll Deadline	
	Deadline for new registrations Deadline to apply, amend or cancel a postal vote or postal-proxy Deadline to amend or cancel an existing proxy vote	
	Postal Vote date deadline	
	Checking of Postal Packs for despatch	
	Count at close of Poll	
	Implementation of Self Serve – Human Resources/ Payroll Module	
Implement		
Review		
Individual Electoral Registration	Publication of revised register in England	Completed
	EROs to conduct delayed 2013 canvass period. Information to be published to keep public informed Oct 2013 – Feb 2014	Completed
	New software installation to support IER and electoral process going forward Feb – April 2014	Completed

Corporate Project/Programme	Milestone/Measure of Success	Latest update
	Seconded post to be filled to assist process April 2014 ongoing	Completed
	Data-matching underway on the final pre-IER register EROs write-out to those on the final pre-IER register to assure them that they are confirmed as registered under the new system, or to invite them to supply their personal identifiers	Confirmation Live Run completed 14 July 2014.
	Electoral Commission public awareness campaign goes live across England, Scotland and Wales in time to support the write-out and other registration activity undertaken by electoral registration officers.	A national and local advertising campaign has commenced.
	IER goes live; new applicants will be registered under IER.	
	Rolling registration continues March to Sept 2014	
	Publication of revised register. Estimated project will be complete by December 2015	
Legal Spend Review	Initial approach made to external service providers	Completed
	Options looked at to decide the most appropriate source of legal support	Completed
	Meetings with stakeholders to discuss operation of service	Completed
	Meeting with Lichfield Legal Services to explore larger shared service option	Completed
	Scheme of Delegation Report for approval to enter shared service agreement	
	Draft shared service agreement to be agreed	Final draft of agreement reached with Birmingham City Council for onward transmission to Lichfield District Council.
	Ongoing co-ordination through legal services of legal spend across	Proposals taken to heads of service meeting.

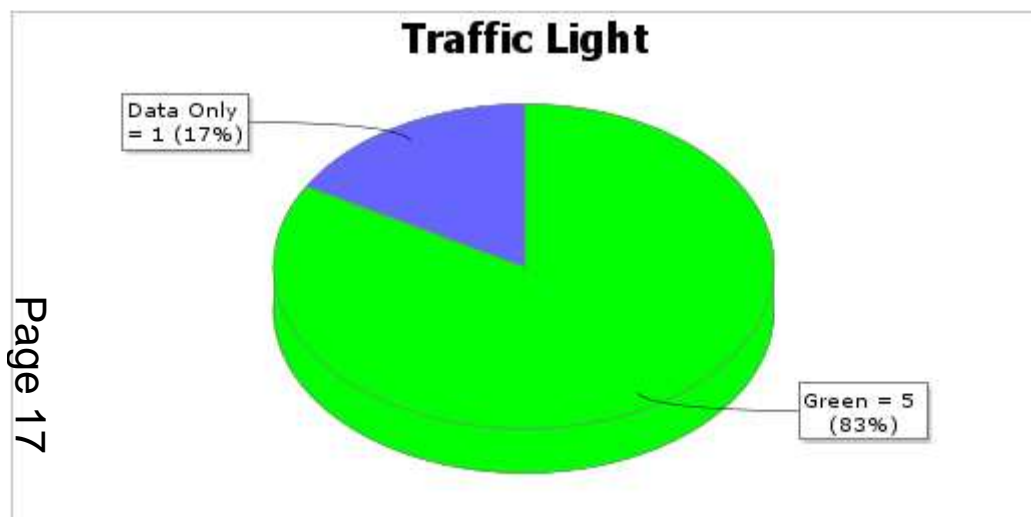


Corporate Project/Programme	Milestone/Measure of Success	Latest update
	TBC	and implemented with services.
	Roll out of shared service to stakeholders	Heads of service have taken on board instruction of legal services through legal to control spending.
Maximisation of income/collection Council Tax, Non-Domestic Rates, Debtors and Mortgages. Improved cash flow and local collection targets achieved – including monitoring of the impact of Welfare Benefit Reform.	In year % collection of Debtors – 95%	Debtors Current year is ahead of target Debts over 6 months old are behind due to several aged debts
	In year % collection of Council Tax – 97.5%	Council Tax Council Tax current year is ahead of target Court costs income is ahead of target Arrears behind target but will continue to target additional income wherever possible
	In year % collection of Non-Domestic Rates – 98%	NNDR Current year collection was ahead of target as of 30 June Costs slightly behind Arrears ahead of target
Monitor the effects of changes to Benefits regulations & their impact on the collection & recovery of Council Tax and Monitoring of arrangements for localisation of Non-domestic rates	In year % collection of Debtors – 95%	Debtors Current year is ahead of target Debts over 6 months old are behind due to several aged debts
	In year % collection of Council Tax – 97.5%	Council Tax Council Tax current year is ahead of target Court costs income is ahead of target Arrears behind target but will continue to target additional income wherever possible
	In year % collection of Non-Domestic Rates – 98%	NNDR

Corporate Project/Programme	Milestone/Measure of Success	Latest update
		Current year collection was ahead of target as of 30 June Costs slightly behind Arrears ahead of target
Provision of financial advice, assistance and business support for Directorates & budget managers & preparation of monthly financial performance management reports for CMT & Quarterly for Cabinet	Bank Reconciliation completed within 10days (Payments Account) / 15 days (General Account) of period end	Bank Reconciliation completed for May 2014 on 2 July 2014
	Ledgers closed down within 5 working days of period end	Financial ledger (efinancials) and Collaborative Planning budget setting & monitoring updated as at 30 June 2014 on 1 July 2014
	Spending maintained within approved budget and without significant underspends – target range of up to 5% underspend.	First Quarter financial healthcheck to be reported to CMT / Cabinet August 2014
To complete the Final Accounts process with an unqualified audit opinion	Preparation of Draft Accounts by 30th June	Final accounts prepared & provided to External Auditors and Audit & Governance Committee on 26 June 2014
	Completion of Statutory Returns to ODPM (Revenue Out-turn / Capital Out-turn / WGA return) by 30th July	
	Approval by Audit & Governance Committee by statutory deadline of 30th September	
	Publication by statutory deadline of 30th September	
	Publication by statutory deadline of 30th September	

## 2. Key Service Performance Indicators


### Assets and Environment Key Service Performance Indicators 2014/15







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#### Assets & Environment



PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_A&E_KPI001 Monitor the local air quality in Tamworth, taking any necessary action as dictated by the results	✓	Yes	2013/14	Yes		16-Jul-2014 Air Quality Management Area (AMQA) was designated by Cabinet in March 2014
LPI_A&E_KPI002 Work with other public sector organisations to offer co-	✓	Yes	2013/14	Yes	■	16-Jul-2014 Work still underway with public sector partners. There has been increased co-location with Staffordshire County Council and the Community Safety Hub.

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
location in strategic council premises						
LPI_A&E_KPI003 Deliver 100% of the Housing Capital Programme		100%	Q4 2013/14	100%		16-Jul-2014 The programme is currently running to planned profile.

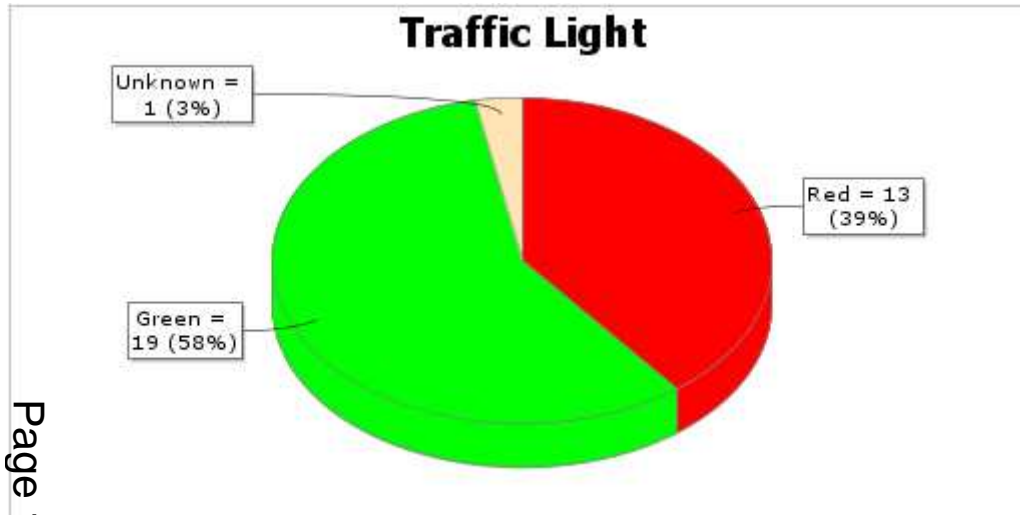
### Environmental Health & Regulatory Services

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_EHRS001 The number of 1 and 2 star rated businesses		50	Q1 2014/15			
LPI_EHRS003 The annual percentage of planned high risk inspections undertaken		100%	Q1 2014/15	25%		

### Waste Management

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
NI 192 Percentage of household waste sent for reuse, recycling and composting (Tamworth)		56.00%	Q1 2014/15	50.00%		





## Communities Planning and Partnerships Key Service Performance Indicators 2014/15



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### Community Development

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CEPCDCD001am The number of partners delivering services in response to agreed issues - Amington		31	Q1 2014/15	27		
LPI_CEPCDCD001bg The number of partners delivering services in response to agreed issues - Belgrave		30	Q1 2014/15	27		22-Jul-2014 Street Wardens, Caretaking Services, Volunteer Centre, Community Cafe, FARS, South Staffs College, Housing Tenant Participation, Housing Income Team, Housing Officers, Streetscene, Neighbourhood Watch, Community Safety Team, , Staffs Wildlife Trust, Staffordshire Police, Sure Start, Belgrave Residents Association, Belgrave Job Club, Hanbury's Farm Primary, Tamworth Enterprise College, St Gabriel's Primary, Building Resilient Families

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
						<p>Employment Initiative, Tamworth Baptist Church, Groundwork WM, Sports Development, Local Councilors, TBC Funding Officer, Christians Against Poverty, Tamworth BMX Club, Tamworth Boys Brigade and Mears.</p> <p>Park Farm Community Centre OAPs Club and Tamworth African Caribbean Association are no longer operating due to the closure of Park Farm Community Centre. Staffordshire Young Peoples Service is currently being restructured.</p>
LPI_CEPCDCD001gl The number of partners delivering services in response to agreed issues - Glascote		29	Q1 2014/15	27		<p>24-Jul-2014 <i>Partners as at June 2014</i> Staffs Library Service, Childrens Centre, Glascote Primary School, School Farm parents group, Home start, Staffs College, Healthwatch, Waistlines, St Peters Church, TBC Caretaking, St Wardens, Staffs Police, Midland Heart, Bancroft Community Centre, Silver Court Residents Group, Staffs College, Healthwatch, Community Organiser, FEI, Steps to Work, TBC Housing, Oakhill School, Midland Psychology, Community Together CIC, Staffs Youth Service, Tamworth Volunteer Centre, (26) Burgess Nature Park, FARS, Affinity Sutton</p>
LPI_CEPCDCD001st The number of partners delivering services in response to agreed issues - Stonydelph		30	Q1 2014/15	27		

## Community Leisure

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CPP_GOLF_023 Total Pay and Play rounds - 9 hole (Tamworth Golf Course)		892	Q1 2014/15	957		
LPI_CPP_GOLF_024 Total Pay and Play rounds - 18 hole (Tamworth Golf Course)		959	Q1 2014/15	871.5		
LPI_CPP_GOLF_025 Total Membership (Tamworth Golf Course)		158	2014/15	229		
LPI_CSPCDCLAR003 Total Attendance Overall - Assembly Rooms		6,244	Q1 2013/14	15,000		
LPI_CSPCDCLAR015 Customer Satisfaction - Assembly Rooms		99%	April 2014	96.0%		
LPI_CSPDCLOE001 Visitor Numbers (Outdoor Events)		89,700	Q4 2013/14			
LPI_CSPCDCLTC002 Total Number of visits/usages - Tamworth Castle		9,762	Q1 2014/15	9,100		
LPI_CSPCDCLTC020 Trip Advisor Rating - Tamworth Castle		4.5	2013/14	4.5		
LPI_PCPCL001 Total 16+ attending organised activity across the Borough		80,654	Q1 2014/15	25,000		
LPI_PCPCL002 Total under 16 attending organised activity across the Borough		66,912	Q1 2014/15	24,500		



## Community Safety

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSPCDCS001 Burglary Dwelling		44	Q1 2014/15	34		05-Aug-2014 No specific trend or pattern have been identified. Believed local prolific offenders responsible for significant number. Monitored through CSP meeting, briefings etc.
LPI_CSPCDCS008 Incidents of Anti-Social Behaviour		524	Q1 2014/15	554		
LPI_CSPCDCS011 Serious Violence		15	Q1 2014/15	7		05-Aug-2014 Violence overall is an issue for the partnership. Increases are all across the spectrum including domestic, night time economy and estate/residential violence. We are actively working with relevant partners especially the police to reduce this trend.
LPI_CSPCDCS011a Less Serious Violence		96	Q1 2014/15	71		05-Aug-2014 Violence overall is an issue for the partnership. Increases are all across the spectrum including domestic, night time economy and estate/residential violence. We are actively working with relevant partners especially the police to reduce this trend.
LPI_CSPCDCS012 Serious Acquisitive Crime		119	Q1 2014/15	113		
LPI_CSPCDCS018 Violence with injury		152	Q1 2014/15	115		







## Development Control

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV109a NI 157a Processing of planning applications: Major applications (Tamworth)		100.00%	Q1 2014/15	60.00%		15-Aug-2014 During the first quarter of 2014/5 one major application decision was made. This decision was within the target date of 13 weeks
BV109b NI 157b Processing of planning applications: Minor applications		86.66%	Q1 2014/15	65.00%		15-Aug-2014 During the first quarter of 2014/5 there were 15 decisions made on minor applications. 13 out of the 15 decisions were made within the





PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
(Tamworth)						target of 8 weeks. The remaining 2 decisions were made outside of the target date, but with the agreement of the applicants who signed an extension of time.
BV109c NI 157c Processing of planning applications: Other applications (Tamworth)		100.00%	Q1 2014/15	80.00%		15-Aug-2014 There were 50 planning decisions relating to "other" applications. Other applications relate to changes of use, household developments, advertisements, listed building consents, conservation area consents and lawful development certificates. All decisions were made within the target time of 8 weeks.

### Economic Development



PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
P 30623 LPI_CPPSPDED005 Percentage of working age population claiming Job Seekers Allowance		1.2%	Q1 2014/15	1.7%		16-Jul-2014 619 people claiming JSA. 3.1% in West Midlands 2.4% in Great Britain
LPI_CPPSPDED006 Percentage of total rateable value of commercial floorspace that is unoccupied		8.7%	Q1 2014/15	8.67%		
LPI_CPPSPDED007 Percentage change in rateable value of commercial buildings		0%	Q1 2014/15	0.25%		

### Partnerships & Community Development

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_PCDCFS_001 The number of reported		26	2013/14	25		





PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
concerns - Children						
LPI_PCDCFS_002 The number of reported concerns - Adults		30	2013/14	30		



## Partnerships Support & Development

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSBDS_005 20 new jobs created in existing organisations per annum directly attributable to interventions under the Contract (BDS – Infrastructure Support for business and third sector)		0	Q1 2014/15	0		28-Jul-2014 We would not expect any figures against this PI in Q1 due to BDS establishing the service and supporting businesses to create long term jobs. We would expect job creation targets to start to be achieved from Q2 onwards.
LPI_CSBDS_006 10 first-time business start ups over two years with information broken down by sector and level of support provided (BDS – Infrastructure Support for business and third sector)		0	Q1 2014/15	2.5		28-Jul-2014 We have negotiated with BDS not to provide this targets in Year 1 (2014/15) due to a duplicate service being provided by Blue Orchid. The target is to be achieved in Year 2 (2015/16) of the Contract.

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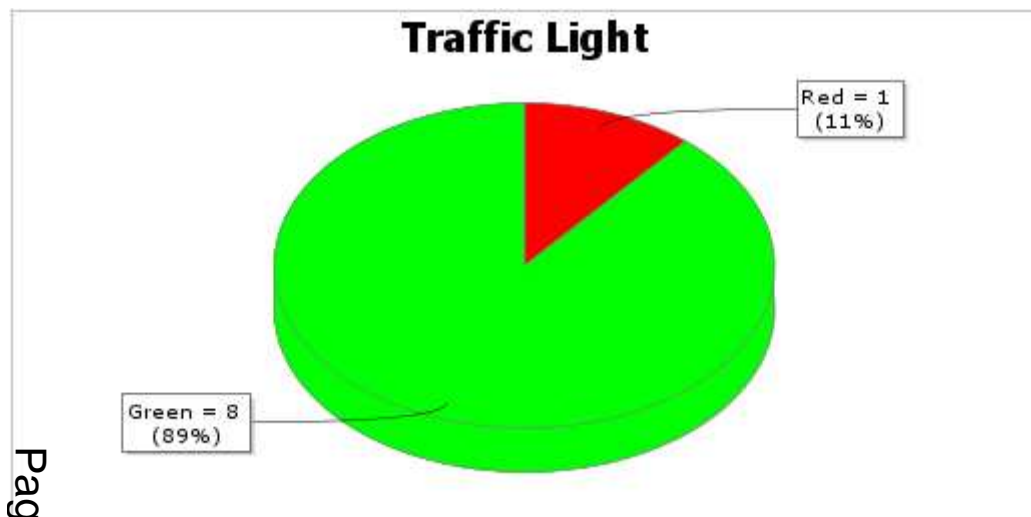
## Planning and Regeneration

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_SP1_1d_003 The occupancy levels of Town Centre retail outlets Page 26		86%	Q1 2014/15	91%		<p>28-Jul-2014 There are 42 vacant units within the town centre boundary, this gives an occupancy rate of 87%. A slight fall of 1% in the occupancy level in the town centre. A breakdown of use classes across the town centre is listed below:</p> <p>A1 147 A2 48 A3 21 A4 13 A5 11 B1 1 C1 3 C3 1 D1 6 D2 0 Sui generis 9</p> <p>Vacant 42</p>
NI 154 Net additional homes provided (Tamworth)		50	2013/14	216		<p>23-Jul-2014 Completions for the year 2013/14 are 50 units. This marks the 3rd year in a row of falling total completions across the Borough. The Council's role in providing new homes is setting the right environment for house building by producing an up to date and sound Local Plan and the approval planning applications for sustainable development.</p> <p>Without the availability of large housing allocations it can be difficult to bring forward large amounts of additional housing. The current supply within Tamworth is predominantly made up of small application sites, the only remaining large site is Anker Valley, which is current in with Development Management as a planning application. Without a constant supply of larger sites there will be peaks and slumps of completions.</p> <p>Despite the set back of withdrawing the Local Plan from examination in 2013, good progress has been made in the new draft Local Plan. A wider range of large allocations have been proposed and smaller sites within the urban area are also being proposed for allocation. The</p>

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
						<p>Local Plan will be specific to the supply of housing within the borough for the next 15 years.</p> <p>Planning &amp; Regeneration will continue to work with the development industry in a productive manner to bring forward more housing within Tamworth.</p> <p>Despite the low completion rate, there still remains a supply of smaller applications sites, however progress by the house building industry has been slowed to bring forward these applications to completion.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 27</p> <p>NI 155 Number of affordable homes delivered (gross) (Tamworth)</p>		7	2013/14	117		<p>23-Jul-2014 Affordable completions for the year 2013/14 is 7 unit. The Council's role in providing new homes is setting the right environment for house building by producing an up to date and sound Local Plan and the approval planning applications for sustainable development.</p> <p>Without the availability of large housing allocations it can be difficult to bring forward large amounts of additional housing. The current supply within Tamworth is predominantly made up of small application sites, the only remaining large site is Anker Valley, which is current in with Development Management as a planning application. Without a constant supply of larger sites there will be peaks and slumps of completions.</p> <p>Despite the set back of withdrawing the Local Plan from examination in 2013, good progress has been made in the new draft Local Plan. A wider range of large allocations have been proposed and smaller sites within the urban area are also being proposed for allocation. The Local Plan will be specific to the supply of housing within the borough for the next 15 years.</p> <p>Planning &amp; Regeneration will continue to work with the development industry in a productive manner to bring forward more housing within Tamworth.</p> <p>Despite the low completion rate, there still remains a supply of smaller applications sites, however progress by the house building industry has been slowed to bring forward these applications to completion.</p> <p>The situation for affordable housing is worse than that of general market housing because the current planning policy requires only</p>

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
						<p>sites of 14 or more units to contribute to affordable housing provision. Without the larger sites affordable homes will not come forward. The draft Local Plan sets this threshold much lower and requires smaller sites to make a contribution to affordable housing provision.</p> <p>However, at the 1st April 14 there were 38 affordable units under construction with a further supply of 82 units with consent.</p>





## Finance Key Service Performance Indicators 2014/15









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### Corporate Finance

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_AAV_002 Achievement of an unqualified audit opinion on the financial statements	✓	Yes	2012/13	Yes	▬	
LPI_RDCF001 Spending maintained within approved budget and without significant underspends	✓	2.44%	June 2014	-5%	↑	23-Jul-2014 Overspend of £222k projected for 2014/15 - as at 30 June
LPI_RDCF002 Number of material final account audit adjustments	✓	0	2012/13	0	▬	
LPI_RDCF025 Ledgers closed down within 5	✓	1	Q1 2014/15	5	↑	

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
working days of period end						
LPI_RDCF026a Bank Reconciliation completed within 10 days (Payments Account)		5	Q1 2014/15	10		
LPI_RDCF026b Bank Reconciliation completed within 15 days (General Account) of period end		22.67	Q1 2014/15	15		24-Jul-2014 Delay due to reduced staff available in the team whilst one member is on a return to work

### Revenues Services

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV10 Percentage of Non-Domestic Rates Collected		28.60%	Q1 2014/15	28.50%		
BV9 % of Council Tax collected		29.90%	Q1 2014/15	29.70%		
LPI_RDFOREV009 Debtors current year collection		95.85%	Q1 2014/15	72%		



## Housing and Health Key Service Performance Indicators 2014/15



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### Housing Empty Property Management

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI BV212 Average number of days taken to re-let local authority housing (Standard Empty Homes)	✓	15	Q1 2014/15	16	↑	
LPI_CSHSEPM009 The percentage of customers satisfied with the "Finding a Home" Service	✓	93%	June 2014	80%	▬	07-Jul-2014 During June 2014 we received 14 completed surveys of which 13 rated the service as good or above which equates to 93%, 1 respondent rated the service as satisfactory

## Housing Estate Management

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_CSHSCS001 Percentage of offensive graffiti removed within 48 hours		100%	Q1 2014/15	100%		

## Housing Maintenance

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_HMLSHMM001 Overall percentage of tenant satisfaction with the responsive repairs service provided by Mears		92.73%	Q1 2014/15	85%		
LPI_HMLSHMM003 Percentage of all responsive repairs completed within target		97.9%	Q1 2014/15	97%		

## Legal and Democratic Key Service Performance Indicators 2014/15

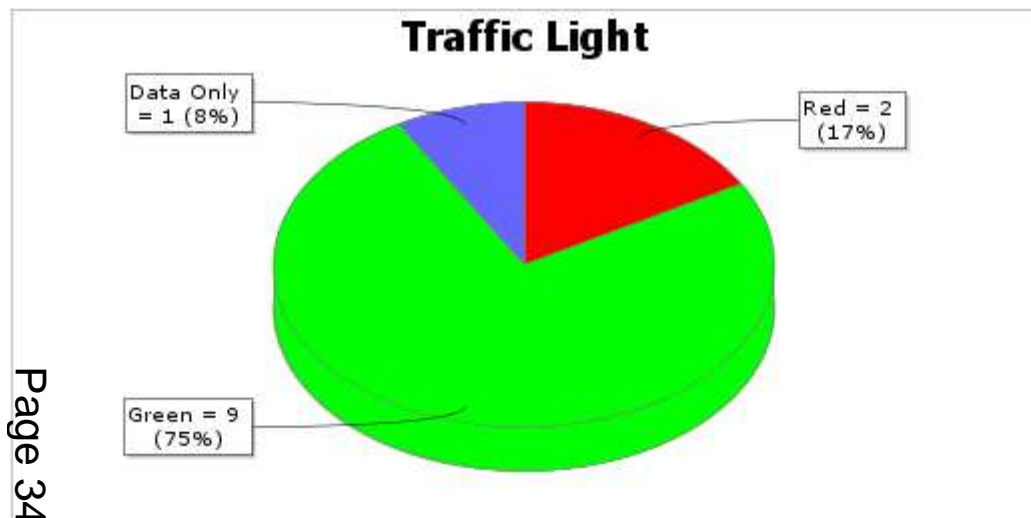
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### Solicitor and Monitoring Officer

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_SMO001 Number of Standard Searches carried out		411	Q1 2014/15			02-Jul-2014 <i>114 Full searches</i> <i>294 personal searches</i>
LPI_SMO002 The number of exempt items presented to meetings		2	Q1 2014/15			03-Jul-2014 There were 2 Confidential report for Q1 2014/15
LPI_SMO003 Percentage of Household Enquiry Forms returned			Q4 2013/14			14-May-2014 Household Enquiry Forms will not be in use until June 2014 so collection of this indicator will not commence until after then.
LPI_SMO004 Percentage of Individual Elector Registration Forms returned			Q4 2013/14			14-May-2014 Individual Elector Registration Forms will not be in use until June 2014 so collection of this indicator will not commence until after then.















## Technology and Corporate Programmes Key Service Performance Indicators 2014/15



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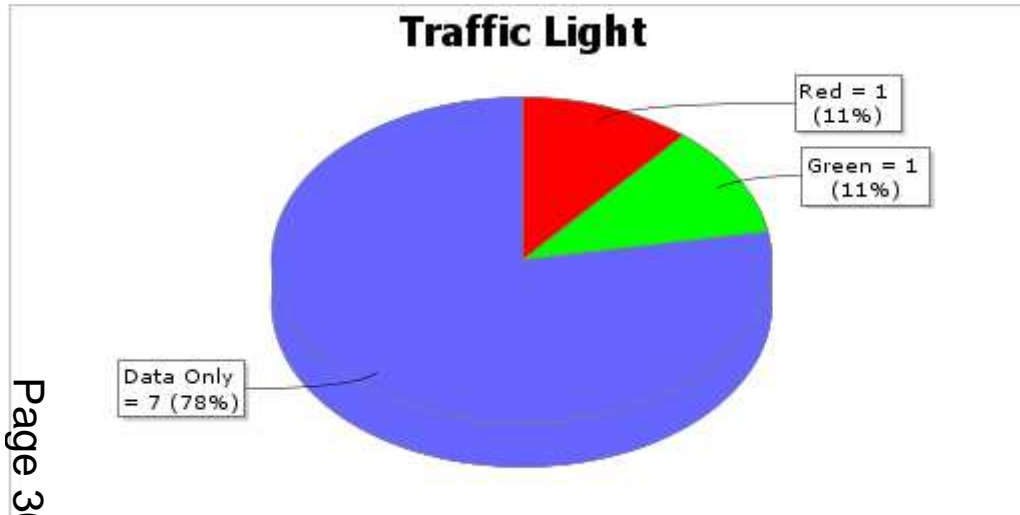
### Technology & Corporate Programmes

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDICT001 Percentage of incidents fixed by ICT	✓	89.34%	Q1 2014/15	70%	↑	
LPI_RDICT002 Incidents Responded within SLA	✓	94.41%	Q1 2014/15	90%	↑	
LPI_RDICT003 Incidents Resolved within SLA	✓	97.22%	Q1 2014/15	90%	↑	
LPI_RDICT004 ICT Backups	⬮	86.5%	Q1 2014/15	100%	↓	
LPI_RDICT005 Service Availability	✓	100%	Q1 2014/15	99%	↑	

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_RDICT006 Maintain accreditation against ISO20000		Yes	2012/13	Yes		
LPI_RDICT007 Maintain accreditation against ISO27001		Yes	2012/13	Yes		
LPI_RDICT008 Freedom of Information Requests Responded To Within legislative timescales		100%	Q1 2014/15	100%		
LPI_RDICT015 ICT Support Desk - Percentage of calls answered within 15 seconds		94.26%	Q1 2014/15	92%		
LPI_RDICT016 ICT Support Desk - Percentage of calls abandoned		3.77%	Q1 2014/15	2%		
LPI_RDICT017 ICT Service Desk - Outstanding Incidents		52	June 2014			
LPI_RDICT018 LLPG Quality		5	June 2014	5		

## Transformation and Corporate Performance Key Service Performance Indicators 2014/15



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### Health and Safety

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_ACEODHS001 Number of accidents to employees reported		7	Q1 2014/15			
LPI_ACEODHS002 Number of accidents to non-employees reported		3	Q1 2014/15			
LPI_ACEODHS004 Number of HSE notifications/interactions		0	Q1 2014/15			
LPI_ACEODHS005 Number of violent/threatening incidents		2	Q1 2014/15			







## Human Resources






PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
BV12 Working Days Lost Due to Sickness Absence		1.51	Q1 2014/15	2.13		




## Payroll

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_T&CP_005 The number of payroll errors		18	Q1 2014/15			

## Transformation and Corporate Performance

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Latest Notes
LPI_T&CP_001 The number of hits on the website		289,992	Q1 2014/15			
LPI_T&CP_002 Average time spent on the website		3.34	Q1 2014/15			
LPI_T&CP_003 SoCITM Website score		1	2013/14	4		01-May-2014 This was assessed in November 2013, therefore was on our old website. We have since launched a new website so this score is not reflective of our current situation.

PI Status	
	Not at target
	Close to target
	At, or above, target
	Unknown
	Data Only PI (No target set)

Performance compared to last reporting period	
	Improving
	No Change
	Getting Worse



### **3. Impact of Welfare Benefit Reform on Council services**

Quarterly updates are presented to monitor the impact of welfare benefit reform changes on Council services including customer demand via customer services monitoring of calls/contacts together with the financial impact of collection and demand for benefits and effect on income streams such as rent, council tax and business rates.

#### Benefits

DHP claims are underspent by £64k with 172 successful claims from 220 applications (compared to 51 successful claims from 126 applications at June 2013).

Live caseload figures are in line with 2013/14 – currently 7063 (7062 at June 2013) although there is a 2.5 weeks backlog (the same as at 30 June 2013) which means claims still to be processed will increase this figure.

#### NNDR

Reminders (463 at 30 June) are higher than 2013/14 levels (355 at 30 June 2013) although summons, liability orders and Enforcement Agent referrals are lower.

Current year is 0.1% ahead of the collection target (98% for 2014/15).

Court Costs are slightly behind target.

#### Council Tax

Reminders etc. are lower than 2013/14 levels although summons, liability orders and Enforcement Agent referrals are higher.

Current year is 0.2% ahead of the collection target (97.5% for 2014/15).

Court costs are ahead of target.

Collection Fund – Estimated surplus £9k for the year.

LCTS projected underspend of £28k (total £37k).

#### Customer Services (last updated March 2014)

Visits to Marmion House - since the increased levels in April 2013, the months to October were broadly in line with 2012/13 but peaked again in March 2014.

Remaining enquiries for Ctax & benefits were slightly higher than in 2012/13.

#### Housing

Total Rent arrears (excluding former tenants) at 30<sup>th</sup> June 2014 are £479k compared to £412k at 31<sup>st</sup> March 2014 – an increase of £67k (compared to a £162k increase as at 30<sup>th</sup> June 2013).

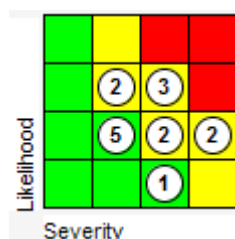
Total arrears (including garages etc.) are £1.39m at 30<sup>th</sup> June 2014, compared to £1.31m at 31<sup>st</sup> March 2013, an increase of £82k (compared to a £143k increase between 31<sup>st</sup> March 2013 and 30<sup>th</sup> June 2014).

(Total arrears (including garages etc.) were £1.31m - £125k higher at 31 March 2014 compared to 31 March 2013 - £1.18m).

#### 4. Corporate Risk register

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

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



#### 5. Performance Management Framework

Activity in quarter one 2014/15 saw:

- The combined Annual Review 2013/14 and Corporate Plan 2014/15 were approved by Cabinet and made available on the Council’s website,
- Key service performance indicators and high level corporate plan projects were made available for public viewing on the Council’s website
- The Improvement Plan following the LGA Corporate Peer Challenge was approved by Cabinet.

## 6. LGA Corporate Peer Challenge Reaction Plan Update

### High Level Reaction Plan in Relation to LGA Peer Challenge Feedback

#### 1. Local Context & Priority Setting

Action	Latest Note	Owner
a) Review and prioritise all major actions detailed in both the Sustainability Strategy and Corporate Change Programme	A further update was discussed at the CMT meeting on 30 June 2014 and the MTFS monitoring model updated to reflect the current forecasts / position regarding the implementation of the Sustainability Strategy actions and their associated timetable.	CMT for discussion and endorsement from Cabinet
b) Maintain focus and resourcing to ensure timely sign-off of Local Plan having regard to the need and significance of our neighbours "Duty to Co-operate".	The Local Plan team is at full strength with temporary contracts extended. The ongoing duty to cooperate at meetings is being met.	Director CPPs/Strategic Planning Team Support: CEO/Portfolio Member/Leader Director H&H/Director A&E
c) Review "bottom up" connectivity between partners and TBC resources at locality level and their senior representatives at TSP Board level	This has been completed.	Director CPPs/Community Development Team (External/Peer support may be necessary). Support from relevant partnership organisations/data & intelligence sources/Elected Members

#### 2. Financial Planning & Viability

Action	Latest Note	Owner
a) Monitor income flows and encourage innovative income generation options	A successful bid for grant funding from Improvement and Efficiency West Midlands (IEWM) was made, to support the development of a multi-agency approach to Commissioning	All CMT members with income generation capability/Service Heads/All Staff.

Action	Latest Note	Owner
	<p>for outcomes in Tamworth, and the exploration and development of a Tamworth Borough Council approach to Commissioning</p> <p>In achieving these aims the Council drew up a specification for the provision of 'Commercial Skills' training (i.e. commissioning services, costing and responding to tender opportunities) for staff who may be involved in commissioning services or potentially providing services to other organisations. Thornton &amp; Lowe successfully won the 'Quick Quote' process to develop a training course tailored to our requirements to run as a 'pilot' in March 2014. A further training day has since been held, and the success/relevance of the course is to be evaluated to inform decision-making around further training/responding to skills gaps identified.</p> <p>The need for changes to the Council's Constitution &amp; Scheme of Delegation and Standing Orders/Financial Guidance was identified, to enable Directors to be more commercial / allow them to act quickly where an opportunity arises. Amendments have been proposed to allow Directors, in consultation with their Portfolio Holders via a Scheme of Delegation report:-</p> <ol style="list-style-type: none"> <li>1) to bid for grants up to £100k without referring back to Cabinet</li> <li>2) to bid for tenders for provision of TBC services</li> <li>3) to submit joint bids with partners</li> </ol>	

Action	Latest Note	Owner
b) Consider broadening the terms of reference for Service Reviews in order to capture the more transformational outcomes from the process	Service review almost complete for Human Resources and have commenced for Payroll and PR and Communications.	CEO/Director CPPs via work stream, Directors & Heads of Service to lead on process and report progress via the CMT/CCB infrastructure and relevant member consultation.
c) Monitor progress of workstreams against strategy profile – manage any emerging risk of back loading	A further update was discussed at the CMT meeting on 30 June 2014 and the MTFS monitoring model updated to reflect the current forecasts / position regarding the implementation of the Sustainability Strategy actions and their associated timetable.	CEO/ED/DoF/Leadership

### 3. Political & Managerial Leadership

Action	Latest Note	Owner
a) Reality check the political statement that there are “No Sacred Cows” as early as possible.	There are no formal measures for this issue. Members will be invited to support and agree all measures within the Sustainability Strategy	CEO via the presentation of options and proposals relating to service cuts and/or efficiencies. Support from CMT/Endorsed by Cabinet
b) Clearly define, articulate and then communicate the operating model that best describes the organisation going forward	Update to TULG of potential changes and impact of changes to terms and conditions and service reviews.	CMT to draft the basis and rationale for a ‘preferred’ operating model. Cabinet & Partners to be consulted and to buy-in to new model
c) Sustain and develop means of improving skills and in-house expertise relating to forthcoming challenges.	A risk matrix to support succession planning and workforce development has been developed and, in the first instance, will be piloted before roll-out.	CMT/Cabinet and key strategic partners (Independent, peer and/or professional support may be necessary).

### 4. Governance & Decision Making

Action	Latest Note	Owner
a) Introduction of formal, annual Member induction training	This took place on 17th June 2014	Executive Management Team Supported by current Chairs/Democratic Services (Independent peer/professional support may be necessary).
b) Consideration of adopting an approach whereby Members who have failed to attend training upon key decision making or regulatory matters cannot sit on the Committee until trained to do so. Examples include Planning; Licensing; Audit & Governance.	This is tied in with the review of member's allowances	Executive Management Team Supported by current Chairs/Democratic Services (Independent peer/professional support may be necessary).
c) Consideration of a package of options designed to improve Scrutiny and other committees	Training events for scrutiny chairs have been identified and they have been invited to take part in discussion forums	Executive Management Team Supported by current Chairs/Democratic Services (Independent peer/professional support may be necessary).

#### 5. Organisational Capacity

Action	Latest Note	Owner
a) Sustain and build upon existing strategic relationships eg., Lichfield and Staffordshire	Progress has been made on both fronts. An announcement on a shared Audit Management function with Lichfield is expected within the next reporting period. Following a major piece of work led by Tamworth Borough Council's Chief Executive Officer, the Health and Well Being Board has endorsed a proposition for the managed transformation from district/borough Local Strategic Partnerships to Locality Based Commissioning Boards commencing with immediate effect. Shared service arrangements and joint working	Executive Management Team/All involved in existing arrangements

Action	Latest Note	Owner
	opportunities are currently being explored with Walsall MBC South Staffs DC and the County.	
b) Early management structure review to focus upon "spans of control"	This particular action is now formally wrapped up in the ongoing Service Review work stream as approved by Council in relation to the Sustainability Strategy	
c) Embed current methods of project and programme management across organisation and also key dependents	Prince2 training is being undertaken for key members of staff in July 2014. Any projects of corporate importance are overseen by corporate project management.	CMT/TSP Support of OD Manager (Independent peer/professional support may be required).

## 7. Sustainability Strategy

Following the introduction of the Sustainability Strategy last year, work has been underway on the strands included within it. The strategy contains a number of workstreams – led by CMT members - which all contribute to the organisation working in the most efficient way, providing the best services we can, while working towards reducing the shortfall in our budgets in coming years.

CMT recently held a meeting to look at the most up-to-date budget forecasts, and discussed the delivery of the Sustainability Strategy and our Medium Term Financial Strategy (MTFS):

General Fund MTFS 2015/16-2019/20	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Projected Balances per MTFS Council February 2014</b>	<b>3,232</b>	<b>1,968</b>	<b>500</b>	<b>(1,374)</b>	<b>(3,294)</b>	<b>(5,213)</b>
Revised Stress Tested:						
<b>Central Case Forecast</b>	<b>3,432</b>	<b>2,636</b>	<b>1,646</b>	<b>444</b>	<b>(855)</b>	<b>(2,141)</b>
Worse Case Forecast	3,372	2,251	747	(1,291)	(3,608)	(6,144)
Best Case Forecast	3,432	2,760	1,885	949	(100)	(1,031)

The forecast has been updated to include:

- a) the improved projections contained within the latest projected outturn position;
- b) any known changes to the savings targets included within the current MTFS;
- c) updated impact on new homes bonus and council tax income from expected housing developments - arising from discussions / joint working with Planning and Strategic Housing;
- d) Revised Business Rates income forecasts following NNDR1 completion;
- e) Other strategic changes e.g. Pensions lump sum discount, LEP funding;
- f) the potential for a further significant reduction in future RSG levels under a worse case scenario.

When the 3 year MTFS for the General Fund was approved by Council in February 2014, the forecast MTFS shortfall was c.£1.8m per annum from 2017/18. Following the updates considered by CMT the model indicates:

- 1) The Central Case forecast identifies a shortfall of £56k over 3 years, £2.6m over 5 years;
- 2) The Worse Case forecast identifies a shortfall of £1.8m over 3 years, £6.6m over 5 years;
- 3) The Best case forecast identifies a surplus of £449k over 3 years and a shortfall of £1.5m over 5 years.

These figures will be regularly updated and models used to look at the best, central and worst case scenarios.

Changes recently introduced to the waste management service are set to save the joint waste service £400,000 per year. Achievement of further savings are dependent on the outcomes of ongoing service reviews or workstream actions.



With regard to the Housing Revenue Account, no major changes are forecast:

<b>HRA MTFS 2015/16-2019/20</b>	<b>2014/15 £'000</b>	<b>2015/16 £'000</b>	<b>2016/17 £'000</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>
<b>Projected Balances per MTFS Council February 2014</b>	<b>4,315</b>	<b>1,395</b>	<b>1,265</b>	<b>1,286</b>	<b>1,492</b>	<b>1,492</b>
Revised:						
<b>Revised Projected Balances</b>	<b>4,347</b>	<b>1,439</b>	<b>1,322</b>	<b>1,348</b>	<b>1,560</b>	<b>1,565</b>

## 8. Financial Healthcheck Report – Period 3 June 2014

### Executive Summary

This section to the report summarises the main issues identified at the end of June 2014.

### General Fund

#### Revenue

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Chief Executive	46	50	4	-	9	9
Executive Director Corporate Services	(75)	(78)	(3)	511	480	(31)
Director of Finance	1,186	779	(407)	496	433	(63)
Director of Technology & Corporate Programmes	421	377	(44)	17	42	25
Solicitor to the Council	218	161	(57)	713	724	11
Director of Transformation & Corporate Performance	320	342	22	280	328	48
Director of Communities, Planning & Partnerships	551	474	(77)	2,957	3,106	149
Director of Housing & Health	127	89	(38)	1,144	1,155	11
Director of Assets & Environment	1,039	931	(108)	3,014	3,077	63
<b>Total</b>	<b>3,833</b>	<b>3,125</b>	<b>(708)</b>	<b>9,132</b>	<b>9,354</b>	<b>222</b>

- The General Fund has a favourable variance against budget at Period 3 of £708k.
- The projected full year position identifies a projected unfavourable variance against budget of £222k or 2.44%.
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**). On going investigations into these areas have been initiated to mitigate the levels of the deficit.
- A balance of £100k was held in the General Contingency Budget at the end of June 2014.

### Capital

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Director of Technology & Corporate Programmes	85	29	(56)	123	123	-
Director of Transformation & Corporate Performance	30	-	(30)	30	30	-
Director of Communities, Planning & Partnerships	1,176	87	(1,089)	3,005	2,987	(18)
Director of Housing & Health	162	162	-	162	162	-
Director of Assets & Environment	229	169	(60)	687	687	-
<b>Contingency</b>	<b>303</b>	<b>-</b>	<b>(303)</b>	<b>340</b>	<b>340</b>	<b>-</b>
<b>TOTAL GENERAL FUND</b>	<b>1,985</b>	<b>447</b>	<b>(1,538)</b>	<b>4,347</b>	<b>4,329</b>	<b>(18)</b>

- Capital expenditure incurred was £0.45m compared to a profiled budget of £1.98m.
- It is predicted that £4.33m will be spent by the year-end compared to a full year budget of £4.347m (this includes re-profiled schemes from 2013/14 of £1.365m).
- A summary of Capital expenditure is shown at **Appendix B**.

## Treasury Management

- At the end of June 2014 the Authority had £30.602m invested in the money markets (excluding the £1.264m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.56% though this may change if market conditions ease. At this point it is anticipated that our investments will earn approximately £167k compared to the budgeted figure of £189k, an unfavourable variance of £22k.
- Borrowing by the Authority stood at £65.060m at the end of June 2014, all being long term loans from the Treasury Public Works Loans Board. The average rate payable on these borrowings equates to 4.47%. At this point it is anticipated that our interest payments will be £2.911m which is no variance to budget.
- A more detailed summary of the Treasury Management situation, detailing our current Lending and Borrowings together with the situation with our Icelandic investments, can be found at **Appendix C**.

## Balances

Balances on General Fund are projected to be in the region of £3.15m at the year-end from normal revenue operations compared to £3.231m projected within the 2014/15 budget report – a shortfall of £81k.

## Housing Revenue Account (HRA)

### Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	755	753	(2)	3,989	4,110	121
Director of Assets & Environment	(119)	(121)	(2)	0	7	7
HRA Summary	(3,420)	(4,044)	(624)	(3,004)	(3,179)	(175)
<b>Total</b>	<b>(2,784)</b>	<b>(3,412)</b>	<b>(628)</b>	<b>985</b>	<b>938</b>	<b>(47)</b>

- The HRA has a favourable variance against budget at Period 3 of £628k.
- The projected full year position identifies a favourable variance against budget of £47k. Individual significant budget areas reflecting the variance are detailed at **Appendix A**.

## Capital

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	1,759	1,364	(395)	3,112	3,112	-
Director of Assets & Environment	889	662	(227)	4,274	4,274	-
HRA Contingency	25	-	(25)	100	100	-
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>2,673</b>	<b>2,026</b>	<b>(647)</b>	<b>7,486</b>	<b>7,486</b>	<b>-</b>

- Housing Capital expenditure of £2.03m has been incurred as at the end of Period 3 compared to a profiled budget of £2.67m.
- It is predicted that £7.49m will be spent by the year-end compared to the full year budget of £7.49m (including £1.483m re-profiled from 2013/14);
- A summary of Capital expenditure is shown at **Appendix B**.

## Balances

- Balances on the Housing Revenue Account are projected to be in the region of £4.543m at the year-end compared to £4.314m projected within the 2014/15 budget report – additional balances of £229k.

General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Development Control	Fees & Charges Planning App	(95,745)	(32,490)	(63,255)	(130,000)	0	(130,000)	Income is above profiled budget but it is too early to predict if the trend will continue
Golf Course (In House)	Green Fees - 18 Hole	(18,386)	(25,000)	6,614	(65,260)	23,120	(42,140)	Income levels well below budgeted levels and the Council will need to consider closing the course earlier than the March 2015 date.
Golf Course (In House)	Green Fees - 9 Hole	(11,419)	(38,000)	26,581	(80,230)	57,000	(23,230)	
Golf Course (In House)	Green Fees - 5 Day Season	(12,993)	(17,000)	4,007	(26,230)	9,770	(16,460)	
Golf Course (In House)	7 Day Season	(18,856)	(20,000)	1,144	(35,040)	6,710	(28,330)	
Golf Course (In House)	Catering Sales	(3,027)	(4,000)	973	(10,690)	1,600	(9,090)	
Golf Course (In House)	Sale Of Retail Stock	(302)	(380)	78	(1,000)	0	(1,000)	
Commercial Property Management	Rents	(565,220)	(546,000)	(19,220)	(1,641,000)	(39,000)	(1,680,000)	
Marmion House	Rents	(30,583)	(34,090)	3,508	(75,170)	14,000	(61,170)	Additional income expected through Agile Working Project which is subject to on going negotiations
Marmion House	Contribution-Common Services	0	0	0	(121,790)	45,000	(76,790)	
Public Spaces	Vacancy Allowance	0	(14,880)	14,880	(59,470)	59,470	0	Vacancy allowance overspent as full or nearly full establishment of staff
Joint Waste Arrangement	Specific Contingency	0	46,910	(46,910)	46,910	(46,910)	0	Specific contingency budget not expected to be used - budgets will be monitored closely through out the year.

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
Health Agenda	Contribution From Staffs CC	(48,000)	(5,000)	(43,000)	(20,000)	0	(20,000)	£48K funding for voluntary sector organisations to run health improvement projects has now been fully commissioned
Corporate Finance	Pensions	264,890	313,990	(49,100)	313,990	(49,100)	264,890	2014/15 saving arising from pre-payment of pension lump sum
Corporate Finance	Vacancy Allowance	0	0	0	50,000	(50,000)	0	Offsetting budgeted savings target on service cost centres
Corporate Finance	Contribution To Reserves	0	0	0	150,000	99,000	249,000	Increased contribution to NNDR Collection reserve due to higher Section 31 grant level forecasts (less 50% levy)
Corporate Finance	NNDR Levy Payments	(355,528)	0	(355,528)	145,080	249,000	394,080	Increased levy contribution due to higher Section 31 grant level forecasts (50% levy)
Corporate Finance	Government Grants	40,428	0	40,428	(150,000)	(348,000)	(498,000)	Higher Section 31 grant level forecasts (offset by increased levy & contribution to NNDR Collection reserve)
Benefits	Rent Allowances	3,236,237	2,589,750	646,487	11,222,320	(631,795)	10,590,525	Based on DWP claim @ P3
Benefits	Council Tenant Rent Rebates	2,972,315	2,826,240	146,075	11,540,740	(443,849)	11,096,891	
Benefits	Council Tenant Grant	(2,916,235)	(2,780,040)	(136,195)	(11,351,700)	359,739	(10,991,961)	
Benefits	Private Tenant Grant	(3,170,811)	(2,534,940)	(635,871)	(10,984,660)	568,547	(10,416,113)	
Benefits	Overpayment Private Tenant	(103,527)	(83,820)	(19,707)	(335,310)	(78,798)	(414,108)	Based on e-Fins @ P3
Benefits	PT Overpayment Recovery	18,682	0	18,682	0	74,728	74,728	
Benefits	CT Overpayment Recovery	28,270	0	28,270	0	113,080	113,080	
Benefits Administration	Vacancy Allowance	0	(7,680)	7,680	(30,740)	30,740	0	Vacancy Allowance Savings Target

### Housing Revenue Account – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Full Year Position Budget	Full Year Position Predicted Outturn Variance	Full Year Position Predicted Outturn	Comment
H R A Summary	Contribution To Repairs A/C	883,754	1,029,390	(145,636)	4,117,600	0	4,117,600	Multiple contracts of which the Planned Maintenance is currently £120K underspent but works are in progress with full spend expected by year end
H R A Summary	Provision For Bad Debts	66,941	470,000	(403,059)	470,000	0	470,000	Budget increased due to potential impact of welfare reforms and escalation of arrears. There is still a very real potential as we prepare for Universal Credit but presently bad debt is being contained by robust and effective arrears recovery management
H R A Summary	Rents	(4,974,483)	(4,919,064)	(55,419)	(18,162,700)	(175,000)	(18,337,700)	Rent income is currently exceeding budget due to void levels being lower than budgeted

## Capital Programme Monitoring

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Annual Budget £000	Predicted Outturn £000	Variance £000	Comments
<b>Director of Technology &amp; Corporate Programmes</b>							
Replacement It Technology	20	-	(20)	20	20	-	£15k allocated to corporate radios project, and remaining £5k budget to be utilised on replacement hardware.
EDRMS (Electronic Document Records Management System)	41	29	(12)	79	79	-	Corporate roll-out of EDRMS progressing
Gazetteer Development	24	-	(24)	24	24	-	Linked to CRM/agile working projects
<b>TOTAL</b>	<b>85</b>	<b>29</b>	<b>(56)</b>	<b>123</b>	<b>123</b>	<b>-</b>	<b>-</b>
<b>Director of Transformation &amp; Corporate Performance</b>							
Website	22	-	(22)	22	22	-	Further development of website and Infozone
HR / Payroll System	7	-	(7)	7	7	-	Budget earmarked for development of the HR side of the system
<b>TOTAL</b>	<b>30</b>	<b>-</b>	<b>(30)</b>	<b>30</b>	<b>30</b>	<b>-</b>	<b>-</b>
<b>Director of Communities, Planning &amp; Partnerships</b>							
Castle HLF	90	40	(50)	90	72	(18)	Final claim into HLF due 30 Sept - works to be completed by then.
Assembly Rooms Development	641	48	(593)	2,432	2,432	-	This project is subject to a cabinet report 31 July 2014. Once a decision has been made as to the direction of this project a revised project plan / budgets will be required.
Castle Mercian Trail	350	-	(350)	350	350	-	Scheme to start in earnest October time. £100k funded by TBC but £250k funding still to be sourced - will not be spent unless funding secured.
Gateways	96	-	(96)	133	133	-	-
<b>TOTAL</b>	<b>1,176</b>	<b>87</b>	<b>(1,089)</b>	<b>3,005</b>	<b>2,987</b>	<b>(18)</b>	<b>-</b>
<b>Director of Housing &amp; Health</b>							



GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Annual Budget £000	Predicted Outturn £000	Variance £000	Comments
Private Sector Coalfields Fund	162	162	-	162	162	-	-
Home Repair Assistance Grant	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>162</b>	<b>162</b>	<b>-</b>	<b>162</b>	<b>162</b>	<b>-</b>	<b>-</b>
<b>Director of Assets &amp; Environment</b>							
Disabled Facilities Grant	143	141	(2)	405	405	-	Works being processed will take up full budget and leave a shortfall of approx. £220k as at July 2014. The shortfall will increase as more grant applications are received.
CCTV Camera Renewals	5	2	(3)	17	17	-	-
Streetscene Service Delivery Enhancements	30	-	(30)	30	30	-	Delays in the full implementation of the new CRM system - future agile service delivery dependant on delivery of scheme.
Designate New Cemetery Land	21	21	-	21	21	-	-
Repair To River Bank Castle	4	-	(4)	4	4	-	To be used as landscaping to compliment the Gateway project in the Castle Grounds.
Marmion House Agile Working	20	-	(20)	78	78	-	No further works will commence until the PIR for the previous contract has been completed.
Broadmeadow Nature Reserve	-	6	6	125	125	-	Tender for works likely to be awarded September works to start October
BMX Track	7	-	(7)	7	7	-	-
<b>TOTAL</b>	<b>229</b>	<b>169</b>	<b>(60)</b>	<b>687</b>	<b>687</b>	<b>-</b>	<b>-</b>
<b>Contingency</b>							
GF Contingency	13	-	(13)	50	50	-	-
Contingency-Return On Investment	160	-	(160)	160	160	-	-
PSIG - HRA	130	-	(130)	130	130	-	-
<b>TOTAL</b>	<b>303</b>	<b>-</b>	<b>(303)</b>	<b>340</b>	<b>340</b>	<b>-</b>	<b>-</b>

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Annual Budget £000	Predicted Outturn £000	Variance £000	Comments
<b>Director of Housing &amp; Health</b>							
Gas Central Htg Upgrade/Renewal	840	1,145	305	1,249	1,249	-	-
Gas Heating Belgrave	80	-	(80)	319	319	-	-
Carbon Monoxide Detectors	26	-	(26)	102	102	-	-
Tinkers Green Project	214	175	(39)	531	531	-	-
Kerria Estate Project	515	44	(471)	574	574	-	project focus initially on Tinkers Green
Regeneration General	84	-	(84)	336	336	-	-
<b>TOTAL</b>	<b>1,759</b>	<b>1,364</b>	<b>(395)</b>	<b>3,112</b>	<b>3,112</b>	<b>-</b>	<b>-</b>
<b>Director of Assets &amp; Environment</b>							
Structural Works	35	6	(29)	110	110	-	-
Bathroom Renewals 2012	213	63	(150)	851	851	-	Anticipate full spend, programme started up again at new financial year
Kitchen Renewals 2012	255	87	(168)	1,019	1,019	-	New contract started again for new year
High Rise Lift Renewals 2012	147	15	(132)	393	393	-	New contract likely to start winter 2014
Fire Upgrades To Flats 2012	-	-	-	553	553	-	Works due to commence final qtr of 2014
Enhancements To Flats 2012	-	(1)	(1)	-	-	-	-
Roofing High-Rise 2012	11	30	19	43	43	-	Works to commence late summer/autumn 2014
Roofing Overhaul & Renewal 2012	37	131	94	147	147	-	Roofing works are on site and first payment due July 2014
Fencing/Boundary Walls 2012	8	4	(4)	30	30	-	Anticipate full spend
Window & Door Renewals 2012	-	34	34	286	286	-	Anticipate full spend at year end
High Rise Balconies	-	-	-	60	60	-	Scheme still out for quotation/planning. Likely to start Oct/Nov 2014 and to be complete by March 2015
External and Environmental Works	90	21	(69)	355	355	-	Scheme fully committed and due to commence 21/7
Disabled Adaptations	51	105	54	205	205	-	Anticipate full spend at year-end
Capital Salaries 2012	40	157	117	162	162	-	-
CDM Fees 2012	2	9	7	10	10	-	Tendered fee will be due in full at year end.
HRA Agile Working	-	-	-	51	51	-	Scheme cannot commence before PIR of 2013/14 agile working project complete
<b>TOTAL</b>	<b>889</b>	<b>662</b>	<b>(227)</b>	<b>4,274</b>	<b>4,274</b>	<b>-</b>	<b>-</b>
<b>HRA Contingency</b>							
HRA Contingency	25	-	(25)	100	100	-	-
<b>TOTAL</b>	<b>25</b>	<b>-</b>	<b>(25)</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>

**Treasury Management Update – Period 3 - 2014/15****Investments held as at 30<sup>th</sup> June 2014:**

Borrower	Deposit £m	Rate %	From	To	Notice
Lloyds TSB	2.00	0.98	01/11/2013	31/10/2014	-
Lloyds TSB	1.00	0.98	11/11/2013	10/11/2014	-
Lloyds TSB	1.00	0.98	02/10/2013	01/10/2014	-
Bank of Scotland	2.00	0.95	12/02/2014	11/02/2015	-
Nationwide	1.00	0.48	07/05/2014	07/08/2014	-
Nationwide	2.00	0.47	08/04/2014	08/07/2014	-
Nationwide	1.00	0.47	15/04/2014	15/07/2014	-
Barclays	2.00	0.45	01/05/2014	01/08/2014	-
Barclays	1.00	0.45	05/06/2014	05/09/2014	-
Standard Chartered	2.00	0.56	02/04/2014	02/10/2014	-
The Royal Bank of Scotland	2.00	0.60	-	-	95 days
Nat West	2.00	0.60	-	-	95 days
Santander	3.20	0.40	-	-	On call
MMF – PSDF	3.45	0.37*	-	-	On call
MMF – IGNIS	3.73	0.39*	-	-	On call
MMF – Deutsche	1.23	0.34	-	-	On call
<b>Total</b>	<b>30.6</b>	<b>0.56 (avg)</b>			

\* Interest rate fluctuates daily dependant on the funds investment portfolio, rate quoted is approximate 7 day average.

**External Borrowing as at 30<sup>th</sup> June 2014:**

<b><u>Borrowing from PWLB</u></b>				
<b><u>Loan Number</u></b>	<b><u>Rate</u></b>	<b><u>Principal</u></b>	<b><u>Start</u></b>	<b><u>Maturity</u></b>
468372	11.625%	1,000,000	29/03/1990	18/08/2015
468478	11.750%	2,000,000	23/04/1990	18/02/2017
475875	8.875%	1,200,000	29/04/1995	25/04/2055
478326	8.000%	1,000,000	17/10/1996	17/10/2056
479541	7.375%	1,000,000	28/05/1997	28/05/2057
479950	6.750%	2,000,000	02/10/1997	03/09/2057
481087	5.625%	3,000,000	22/06/1998	22/06/2058
481641	4.500%	1,400,000	09/10/1998	09/10/2058
483694	4.875%	92,194	21/12/1999	18/10/2059
484204	5.125%	2,000,000	20/04/2000	18/10/2015
488835	5.000%	2,000,000	01/07/2004	01/07/2034
490815	4.250%	1,000,000	24/11/2005	24/05/2031
494265	4.430%	2,000,000	21/01/2008	01/01/2037
494742	4.390%	700,000	15/08/2008	15/08/2058
500759	3.520%	5,000,000	28/03/2012	28/03/2053
500758	3.510%	5,000,000	28/03/2012	28/03/2054
500757	3.510%	5,000,000	28/03/2012	28/03/2055
500761	3.510%	5,000,000	28/03/2012	28/03/2056
500755	3.500%	5,000,000	28/03/2012	28/03/2057
500756	3.500%	3,000,000	28/03/2012	28/03/2058
500753	3.500%	1,000,000	28/03/2012	28/03/2059
500760	3.490%	5,000,000	28/03/2012	28/03/2060
500762	3.490%	5,000,000	28/03/2012	28/03/2061
500754	3.480%	5,668,000	28/03/2012	28/03/2062
<b>Total</b>		<b>65,060,194</b>		

**ICELANDIC BANKING SITUATION AS AT 30/06/2014**

	<b>Deposit with;</b>	<b>Ref Number</b>	<b>Date Invested</b>	<b>Amount</b>		<b>%</b>
1	GLITNIR	1696	10/10/2007	1,000,000		
	GLITNIR	1715	31/08/2007	1,000,000		
	GLITNIR	1754	14/12/2007	1,000,000		
	Total Principal			3,000,000		
	Estimated of Contractual or Interest due to point of administration (subject to currency exchange rate fluctuations)			140,911		
	Total of Claim			3,140,911		
	Repayments Received to date			(2,558,015)	*	81.44
	<b>Outstanding at 30/06/2014</b>			<b>582,896</b>	**	
<p>*Partial repayment received on the 15th March 2012 in GBP/EUR/USD/NOK. The balance is currently being held in Icelandic Krone (ISK). Release of these funds is dependent on a change in Icelandic Law which currently does not allow the distribution of ISK                      - Best case recovery 100%</p>						

2	Heritable Bank	1802	12/09/2008	500,000		
	Heritable Bank	1803	15/09/2008	1,000,000		
	Total Principal			1,500,000		
	Interest due at point of administration 07/10/2008			5,127		
	Total of Claim			1,505,127		
	Repayments Received to date			(1,415,080)		94.02
	<b>Outstanding at 30/06/2014</b>			<b>90,047</b>		
<p>- Final recovery received of 94.02% (declared 23/08/13, though Administrators are retaining a contingency for disputed claims that could be distributed at a later date)</p>						

3	Singer & Friedlander	1716	31/08/2007	1,000,000		
	Singer & Friedlander	1740	31/10/2007	1,000,000		
	Singer & Friedlander	1746	14/01/2008	1,000,000		
	Total Principal			3,000,000		
	Interest due at point of administration 08/10/2008			175,256		
	Total of Claim			3,175,256		
	Repayments Received to date			(2,587,833)		81.50
	<b>Outstanding at 30/06/2014</b>			<b>587,423</b>		
<p>- Current indications project an 85.25% recovery of our investments</p>						

	<b>Summary</b>					
	Total Principal			7,500,000		
	Interest			321,294		
	Total of Claim			7,821,294		
	Repayments Received to date			(6,560,929)		83.89
	<b>Outstanding at 30/06/2014</b>			<b>1,260,366</b>		



## CABINET

11<sup>th</sup> September 2014

## COUNCIL

16<sup>th</sup> September 2014

### REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS & ASSETS

### ANNUAL REPORT ON THE TREASURY MANAGEMENT SERVICE AND ACTUAL PRUDENTIAL INDICATORS 2013/14

#### EXEMPT INFORMATION

None

#### PURPOSE

The Annual Treasury report is a requirement of the Council's reporting procedures. It covers the Treasury activity for 2013/14, and the actual Prudential Indicators for 2013/14.

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 Council be requested to,**

- 1. Approve the actual 2013/14 Prudential Indicators within the report and shown at APPENDIX 1;**
- 2. Accept the Treasury Management stewardship report for 2013/14.**

#### EXECUTIVE SUMMARY

This report covers Treasury operations for the year ended 31<sup>st</sup> March 2014 and summarises:

- the Council's Treasury position as at 31<sup>st</sup> March 2014;
- performance measurement.

The key points raised for 2013/14 are;

The Councils Capital Expenditure and Financing 2013/14  
The Councils Overall Borrowing Need  
Treasury Position as at 31 March 2014  
The Strategy for 2013/14

The Economy and Interest Rates  
Borrowing Rates in 2013/14  
Borrowing Outturn for 2013/14  
Investment Rates in 2013/14  
Investment Outturn for 2013/14  
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 £28.4m and achieved an average return of 0.71% (budgeted at £20.56m and an average return of 1.00%).

These results compare favourably with the Council's own Benchmarks of the average 7 day and the 3 month LIBID rates for 2013/14 of 0.35% and 0.39% respectively, and in line with the CIPFA Treasury Benchmarking Club (50 LA members) average rate of 0.84%. 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 remained at 4.47%;
- The Treasury Management Function has achieved an outturn investment income of £183k compared to a budget of £214k, the under achievement being due to anticipated increases in bank base rate not coming to fruition.

During 2013/14 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 2014, the Council's external debt was £65.060m (£65.060m at 31<sup>st</sup> March 2013) and its external investments totalled £28.557m (£20.999m at 31<sup>st</sup> March 2013) – including interest credited. This excludes £1.355m Icelandic Banking sector deposits (plus accrued interest at claim date) that were 'At Risk' at the yearend (£1.75m at the 31<sup>st</sup> March 2013).

## **OPTIONS CONSIDERED**

None

## **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 26<sup>th</sup> February 2013);
- Treasury Management Mid-Year Review 2013/14 (Council 17<sup>th</sup> December 2013);
- Treasury Outturn Report 2012/13 (Council 10<sup>th</sup> September 2013);
- CIPFA Treasury Benchmarking Club Report 2014.

## **APPENDICES**

**Appendix 1 - Prudential and Treasury Indicators**

**Appendix 2 - CIPFA Benchmarking Club Investments Performance**

# Annual Treasury Management Review 2013/14

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## Purpose

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 2013/14. 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 2013/14 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 26<sup>th</sup> February 2013)
- a mid-year (minimum) treasury update report (Council 17<sup>th</sup> December 2013)
- 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 during the year on 4<sup>th</sup> February 2014 in order to support members' scrutiny role.

## Executive Summary

During 2013/14, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Prudential & Treasury Indicators	2012/13 Actual £m	2013/14 Estimate £m	2013/14 Actual £m
Capital Expenditure			
Non HRA	1.622	0.505	<b>1.339</b>
HRA	3.365	6.993	<b>7.602</b>
<b>Total</b>	<b>4.987</b>	<b>7.498</b>	<b>8.941</b>
Capital Financing Requirement			
Non HRA	1.525	1.500	<b>1.311</b>
HRA	68.054	68.063	<b>68.042</b>
<b>Total</b>	<b>69.579</b>	<b>69.563</b>	<b>69.353</b>
Gross Borrowing			
External Debt	65.060	65.060	<b>65.060</b>
Investments			
Longer than 1 year	0	0	<b>0</b>
Less than 1 year	20.999	15.655	<b>28.557</b>
<b>Total</b>	<b>20.999</b>	<b>15.655</b>	<b>28.557</b>
<b>Net Borrowing</b>	<b>44.061</b>	<b>49.405</b>	<b>36.503</b>

Other prudential and treasury indicators are to be found in the main body of this report. The Executive Director Corporate Services confirms that no borrowing was only undertaken in year and the statutory borrowing limit (the authorised limit) was not breached.

The financial year 2013/14 continued the challenging investment environment of previous years, namely low investment returns.

# Introduction and Background

This report summarises the following:-

- Capital activity during the year;
- Impact of this activity on the Council's underlying indebtedness (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on investment balances;
- Summary of interest rate movements in the year;
- Detailed debt activity; and
- Detailed investment activity.

## 1. The Council's Capital Expenditure and Financing 2013/14

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

£m General Fund	2012/13 Actual £m	2013/14 Estimate £m	2013/14 Actual £m
Capital expenditure	1.622	0.505	<b>1.339</b>
Financed in year	1.622	0.505	<b>1.339</b>
<b>Unfinanced capital expenditure</b>	0	0	<b>0</b>

£m HRA	2012/13 Actual £m	2013/14 Estimate £m	2013/14 Actual £m
Capital expenditure	3.365	6.993	<b>7.602</b>
Financed in year	3.365	6.993	<b>7.602</b>
<b>Unfinanced capital expenditure</b>	0	0	<b>0</b>

## 2. The Council's Overall Borrowing Need

The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2013/14 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board [PWLB] or the money markets), or utilising temporary cash resources within the Council.

**Reducing the CFR** – the Council's (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a repayment of the non-Housing Revenue Account (HRA) borrowing need (there is no statutory requirement to reduce the HRA CFR). This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Council's 2013/14 MRP Policy (as required by CLG Guidance) was approved as part of the Treasury Management Strategy Report for 2013/14 on 26/02/2013.

The Council's CFR for General Fund and the HRA for the year are shown below, and represents a key prudential indicator.

CFR (£m): General Fund	31 March 2013 Actual £m	31 March 2014 Budget £m	31 March 2014 Actual £m
Opening balance	1.606	1.552	<b>1.525</b>
Add unfinanced capital expenditure (as above)	0	0	<b>0</b>
Less MRP/VRP*	(0.081)	(0.052)	<b>(0.213)</b>
Less PFI & finance lease repayments	0	0	<b>0</b>
<b>Closing balance</b>	1.525	1.500	<b>1.312</b>

- As a result of notifications that there would probably be no further distributions from the Administrators of the Icelandic Bank Heritable, the Council has made an additional Voluntary Revenue Provision (VRP) in year of £135k to reduce the original Capitalisation of our potential loss.

CFR (£m): HRA	31 March 2013 Actual £m	31 March 2014 Budget £m	31 March 2014 Actual £m
Opening balance	68.063	68.063	<b>68.054</b>
Add unfinanced capital expenditure (as above)	0	0	<b>0</b>
Less VRP	(0.009)	0	<b>(0.012)</b>
Less PFI & finance lease repayments	0	0	<b>0</b>
<b>Closing balance</b>	68.054	68.063	<b>68.042</b>

Borrowing activity is constrained by prudential indicators for net borrowing and the CFR, and by the authorised limit.

**Gross borrowing and the CFR** - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2013/14) plus the estimates of any additional capital financing requirement for the current (2014/15) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2013/14. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31 March 2013 Actual £m	31 March 2014 Budget £m	31 March 2014 Actual £m
Gross borrowing position	65.060	65.060	<b>65.060</b>
CFR	69.579	69.563	<b>69.353</b>

**The authorised limit** - the authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2013/14 the Council has maintained gross borrowing within its authorised limit.

**The operational boundary** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

**Actual financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

General Fund	2013/14 £m
Authorised limit	12.705
Maximum gross borrowing position	1.230
Operational boundary	1.367
Average gross borrowing position	1.230
Financing costs as a proportion of net revenue stream %	1.22%

HRA	2013/14 £m
Authorised limit	79.407
Maximum gross borrowing position	63.831
Operational boundary	70.901
Average gross borrowing position	63.831
Financing costs as a proportion of net revenue stream %	15.39%

### 3. Treasury Position as at 31 March 2014

The Council's debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the beginning and the end of 2013/14 the Council's treasury (excluding borrowing by PFI and finance leases) position was as follows:

General Fund	31 March 2013 Principal £m	Rate/ Return %	Average Life yrs	31 March 2014 Principal £m		Rate/ Return %	Average Life yrs
Fixed rate funding:							
-PWLB	0	0	0	0		0	0
-Market	0	0		0		0	0
Variable rate funding:							
-PWLB	0			0			
-Market	0	0		0		0	0
<b>Total debt</b>	<b>0</b>	<b>0</b>			<b>0</b>	<b>0</b>	
<b>CFR</b>	<b>1.53</b>				<b>1.31</b>		
<b>Over / (under) borrowing</b>	<b>(1.53)</b>				<b>(1.31)</b>		
Investments:							
- in house	10.55	1.09%		16.50		0.71	
<b>Total investments</b>	<b>10.55</b>	<b>1.09%</b>			<b>16.50</b>	<b>0.71%</b>	

HRA	31 March 2013 Principal £m	Rate/ Return %	Average Life yrs	31 March 2014 Principal £m		Rate/ Return %	Average Life yrs
Fixed rate funding:							
-PWLB	65.06	4.47	36.43	65.06		4.47	35.43
-Market	0	0		0		0	0
Variable rate funding:							
-PWLB	0			0			
-Market	0	0		0		0	0
<b>Total debt</b>	<b>65.06</b>	<b>4.47</b>			<b>65.06</b>	<b>4.47</b>	
<b>CFR</b>	<b>68.05</b>				<b>68.04</b>		
<b>Over / (under) borrowing</b>	<b>(2.99)</b>				<b>(2.98)</b>		
Investments:							
- in house	10.45	1.09		12.05		0.71	
<b>Total investments</b>	<b>10.45</b>	<b>1.09</b>			<b>12.05</b>	<b>0.71</b>	

## Maturity Structures

Debt - The maturity structure of the debt portfolio was as follows:

	31 March 2013 Actual £m	2013/14 original limits £m	31 March 2014 Actual £m
Under 12 months	0	13.01	<b>0</b>
12 months and within 24 months	0	13.01	<b>3.00</b>
24 months and within 5 years	5.00	16.27	<b>2.00</b>
5 years and within 10 years	0	48.80	<b>0</b>
10 years and within 20 years	1.00	65.06	<b>1.00</b>
20 years and within 30 years	4.00		<b>4.00</b>
30 years and within 40 years	5.00		<b>10.00</b>
40 years and within 50 years	50.06		<b>45.06</b>

Investments - All investments held by the Council were invested for under one year.



The exposure to fixed and variable rates was as follows:

	31 March 2013 Actual	2013/14 Original Limits	31 March 2014 Actual
Fixed rate - principal	44.061	49.409	<b>36.503</b>
Variable rate - interest	0	6.506	<b>0</b>

## 4. The Strategy for 2013/14

The expectation for interest rates within the strategy for 2013/14 anticipated low but rising Bank Rate (starting in quarter 1 of 2015), and gradual rises in medium and longer term fixed borrowing rates during 2013/14. 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 low 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 were on a sharply rising trend during 2013 as markets anticipated the start of tapering of asset purchases by the Fed. This duly started in December 2013 and the US FOMC (the Fed.), adopted a future course of monthly reductions of \$10bn (from a starting position of \$85bn), meaning that asset purchases were likely to stop by the end of 2014. However, volatility set in during the first quarter of 2014 as fears around emerging markets, various vulnerabilities in the Chinese economy, the increasing danger for the Eurozone to drop into a deflationary spiral, and the situation in the Ukraine, caused rates to dip down, reflecting a flight to quality into UK gilts.

## 5. The Economy and Interest Rates

The original expectation for 2013/14 was that Bank Rate would not rise during the year and for it only to start gently rising from quarter 1 2015. This forecast rise has now been pushed back to a start in quarter 3 2015. Economic growth (GDP) in the UK was virtually flat during 2012/13 but surged strongly during the year. Consequently there was no additional quantitative easing during 2013/14 and Bank Rate ended the year unchanged at 0.5% for the fifth successive year. While CPI inflation had remained stubbornly high and substantially above the 2% target during 2012, by January 2014 it had, at last, fallen below the target rate to 1.9% and then fell further to 1.7% in February. It is also expected to remain slightly below the target rate for most of the two years ahead.

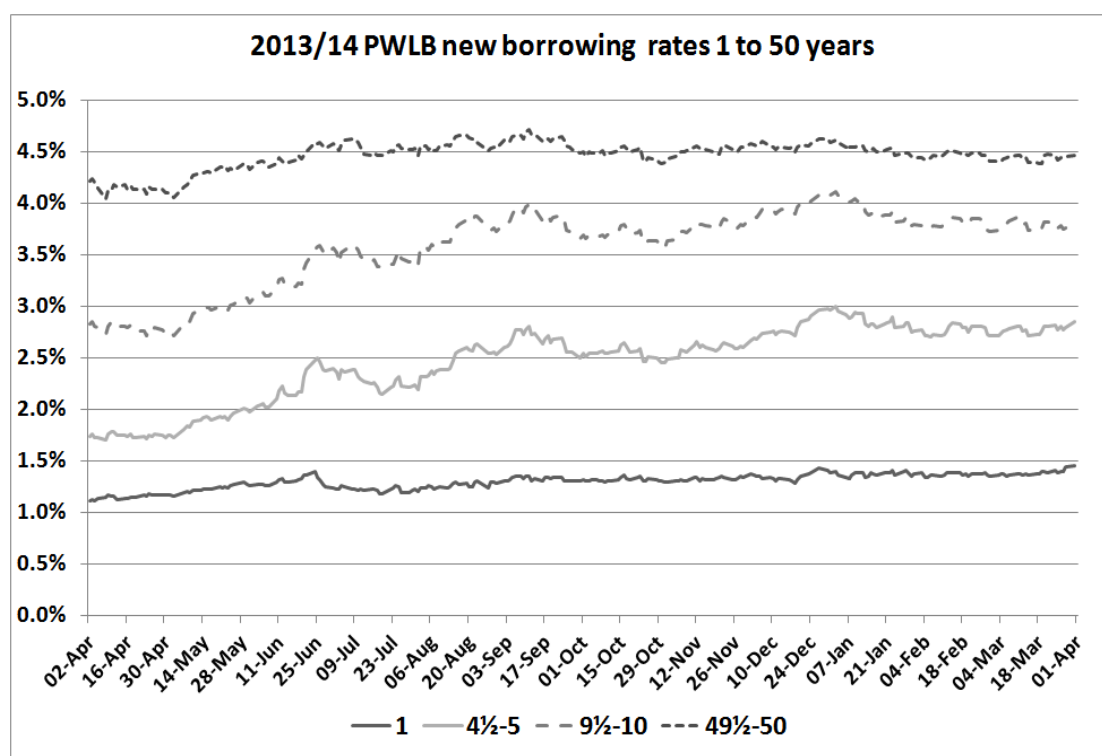
Gilt yields were on a sharply rising trend during 2013 but volatility returned in the first quarter of 2014 as various fears sparked a flight to quality (see paragraph 4.) The Funding for Lending Scheme, announced in July 2012, resulted in a flood of cheap credit being made available to banks which then resulted in money market investment rates falling drastically in the second half of that year and continuing into 2013/14. That part of the Scheme which supported the provision of credit for mortgages was terminated in the first quarter of 2014 as concerns rose over resurging house prices.

The UK coalition Government maintained its tight fiscal policy stance but recent strong economic growth has led to a cumulative, (in the Autumn Statement and the March Budget), reduction in the forecasts for total borrowing, of £97bn over the next five years, culminating in a £5bn surplus in 2018-19.

The EU sovereign debt crisis subsided during the year and confidence in the ability of the Eurozone to remain intact increased substantially. Perceptions of counterparty risk improved after the ECB statement in July 2012 that it would do “whatever it takes” to support struggling Eurozone countries; this led to a return of confidence in its banking system which has continued into 2013/14 and led to a move away from only very short term investing. However, this is not to say that the problems of the Eurozone, or its banks, have ended as the zone faces the likelihood of weak growth over the next few years at a time when the total size of government debt for some nations is likely to continue rising. Upcoming stress tests of Eurozone banks could also reveal some areas of concern.

## 6. Borrowing Rates in 2013/14

**PWLB borrowing rates** - the graphs and table for PWLB certainty maturity rates below, and in appendix 3, show, for a selection of maturity periods, the high and low points in rates, the average rates, spreads and individual rates at the start and the end of the financial year.



## 7. Borrowing Outturn for 2013/14

### Treasury Borrowing

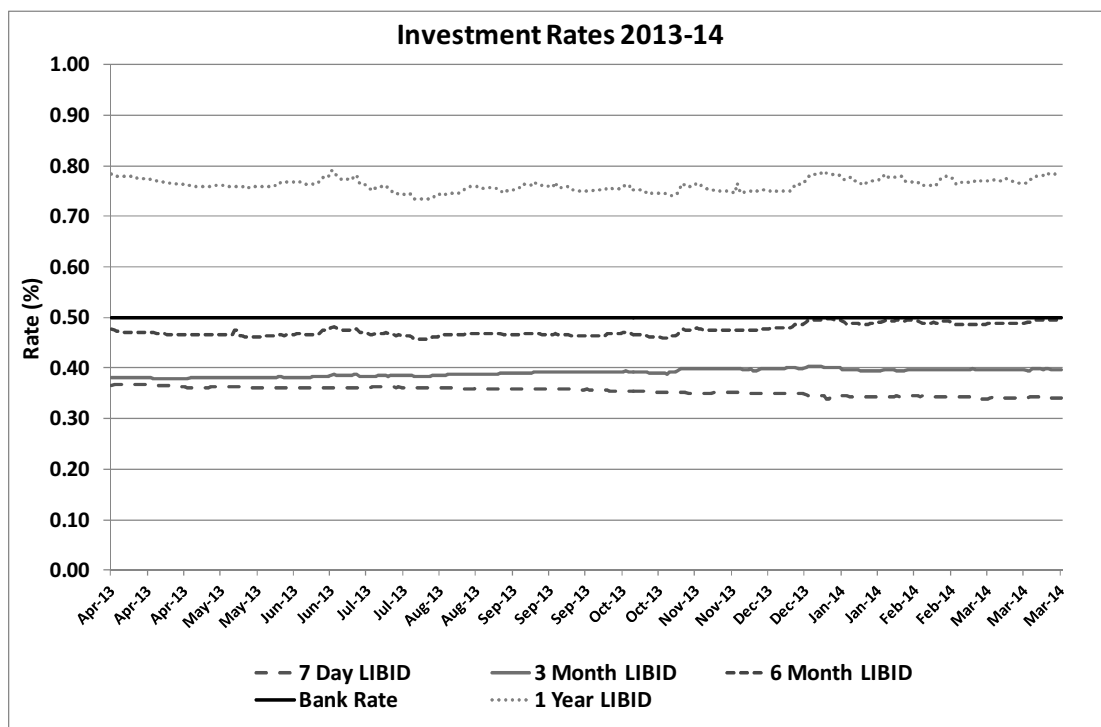
Due to investment concerns, both counterparty risk and low investment returns, no borrowing was undertaken during the year.

## 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 2013/14

Bank Rate remained at its historic low of 0.5% throughout the year; it has now remained unchanged for five years. Market expectations as to the timing of the start of monetary tightening ended up almost unchanged at around the end of 2014 / start of 2015. The Funding for Lending Scheme resulted in deposit rates remaining depressed during the whole of the year, although the part of the scheme supporting provision of credit for mortgages came to an end in the first quarter of 2014.



## 9. Investment Outturn for 2013/14

**Investment Policy** – the Council’s investment policy is governed by CLG guidance, which was been implemented in the annual investment strategy approved by the Council on 26<sup>th</sup> February 2013. 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.

**Resources** – the Council’s cash balances comprise revenue and capital resources and cash flow monies. The Council’s core cash resources comprised as follows:

Balance Sheet Resources General Fund (£m)	31-Mar-13	31-Mar-14
Balances	4.619	<b>4.570</b>
Earmarked reserves	6.353	<b>5.987</b>
Provisions	0.148	<b>0.547</b>
Usable capital receipts	0.910	<b>0.826</b>
Total	12.030	<b>11.930</b>

Balance Sheet Resources HRA (£m)	31-Mar-13	31-Mar-14
Balances	5.267	<b>5.481</b>
Earmarked reserves	4.909	<b>5.276</b>
Provisions	0.000	<b>0.000</b>
Usable capital receipts	0.785	<b>2.116</b>
Total	10.961	<b>12.873</b>

Total Authority Resources	22.991	<b>24.803</b>
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## 10. Performance Measurement

One of the key requirements in the Code is the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide (*as incorporated in the table in section 3*). The Council's performance indicators were set out in the Annual Treasury Management Strategy.

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 2013/14 was £14,954 cr (in hand) (£15,713 cr in hand in 2012/13);

The net loss of interest for 2013/14 (loss of investment interest on un-invested balances less any overdraft interest incurred) was £18 compared to £21 for 2012/13 (approximately 5p 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 0.71% compared to the average 3 month LIBID of 0.39% (0.32% 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 (50 participating Authorities). Our average return for the year (as mentioned above) was 0.71% compared to the group average of 0.84% (information from CIPFA Benchmarking Report 2013/14) 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
Fixed investments up to 30 days Managed in-house	0	1.5	0	0.47
Fixed investments 31 to 90 days Managed in-house	1.3	5.3	0.46	0.51
Fixed investments 91 to 365 days Managed in-house	11.3	49.6	1.01	0.95
Fixed investments between 1 year and 5 year Managed in-house	0	28.5	0	1.90
Fixed investments over 5 years	0	8.0	0	4.92
Notice Accounts	7.7	35.0	0.64	0.66
DMADF	0	10.3	0	0.25
CD's Gilts and Bonds	1.0	19.3	0.54	0.97
Callable and Structured Deposits	0	22.2	0	1.64
Money Market Funds Constant NAV	7.2	18.7	0.36	0.39
Money Market Funds Variable NAV	0	8.6	0	0.49
<b>All Investments Managed in-house</b>	<b>28.4</b>	<b>128.4</b>	<b>0.71</b>	<b>0.84</b>

Graphs showing a summary of the Authorities investment performance over the year can be found at **APPENDIX 2**.

## 11. Icelandic Bank Defaults

The U.K. Government, Local Government Association, administrators and other agencies have continued to work throughout 2013/14 in recovering assets and co-ordinating repayments to all UK councils with Icelandic investments.

In the case of Heritable Bank plc, a significant repayment was made in August 2013, bringing the total repayments to approximately 94%. This is expected to be the last payment, although the final position has yet to be confirmed.

In the case of Kaupthing, Singer and Friedlander Ltd, the administrators made two dividend payments during the financial year. Further payments and updates are anticipated during 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 still continuing for their early release.

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

The authority 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 @ 31/03/2014 £m	Balance Outstanding £m	Anticipated Total Recovery %
Glitnir	3.000	0.232	3.232	-0.077	2.554	0.601	100
Kaupthing Singer & Friedlander	3.000	0.175	3.175	0	2.588	0.587	86
Heritable	1.500	0.005	1.505	0	1.415	0.09	94
TOTALS	7.500	0.412	7.912	-0.077	6.557	1.278	

## APPENDIX 1: Prudential and Treasury Indicators

1. PRUDENTIAL INDICATORS	2012/13	2013/14	2013/14
<b>Extract from budget and rent setting report</b>	<b>actual</b>	<b>original</b>	<b>actual</b>
<b>Capital Expenditure</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Non - HRA	1.622	0.505	1.339
HRA	3.365	6.993	7.602
<b>TOTAL</b>	<b>4.987</b>	<b>7.498</b>	<b>8.941</b>
<b>Ratio of financing costs to net revenue stream</b>	<b>%</b>	<b>%</b>	<b>%</b>
Non - HRA	(0.90)	(2.28)	1.22
HRA	14.37	15.67	15.39
<b>Gross borrowing requirement General Fund</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
brought forward 1 April	0	0	0
carried forward 31 March	0	0	0
in year borrowing requirement	0	0	0
<b>Gross borrowing requirement HRA</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
brought forward 1 April	65.060	65.060	65.060
carried forward 31 March	65.060	65.060	65.060
in year borrowing requirement	0	0	0
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Gross debt</b>	<b>65.060</b>	<b>65.060</b>	<b>65.060</b>
<b>Capital Financing Requirement</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Non – HRA	1.525	1.500	1.311
HRA	68.054	68.063	68.042
<b>TOTAL</b>	<b>69.579</b>	<b>69.563</b>	<b>69.353</b>
<b>Annual change in Capital Financing Requirement</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Non – HRA	(0.081)	(0.052)	(0.214)
HRA	(0.009)	0.000	(0.012)
<b>TOTAL</b>	<b>(0.090)</b>	<b>(0.052)</b>	<b>(0.226)</b>
<b>Incremental impact of capital investment decisions</b>	<b>£ p</b>	<b>£ p</b>	<b>£ p</b>
Increase in council tax (band D) per annum	0.28	(0.05)	(0.05)
Increase in average housing rent per week	0.08	(0.01)	(0.01)

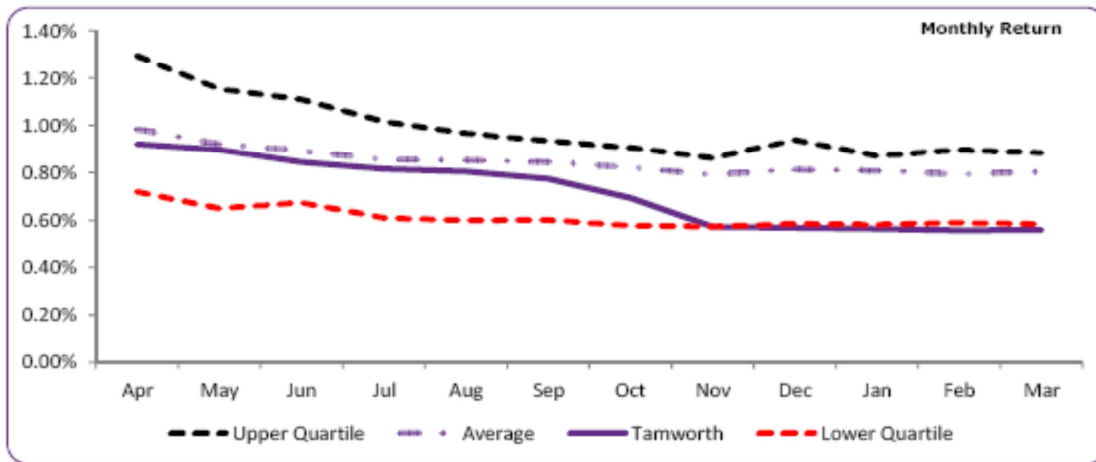
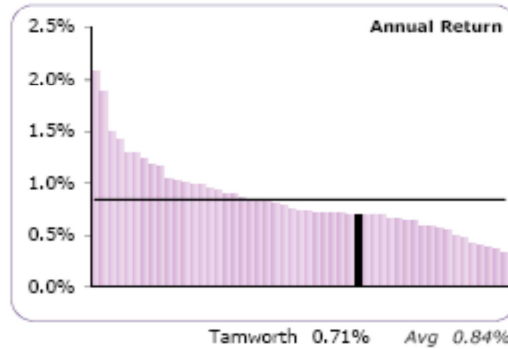
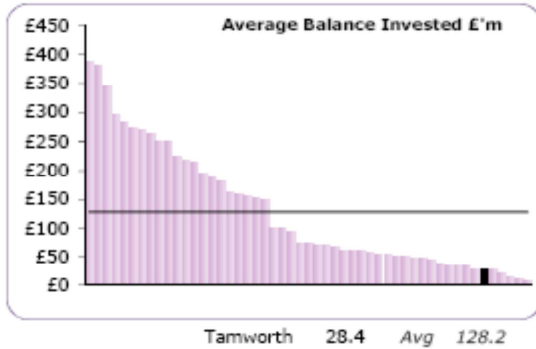
<b>2. TREASURY MANAGEMENT INDICATORS</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2013/14</b>
	<b>actual</b>	<b>original</b>	<b>actual</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Authorised Limit for external debt - General Fund</b>			
borrowing	9.705	9.705	9.705
other long term liabilities	3.000	3.000	3.000
TOTAL	12.705	12.705	12.705
<b>Authorised Limit for external debt - HRA</b>			
borrowing	79.407	79.407	79.407
other long term liabilities	0	0	0
TOTAL	79.407	79.407	79.407
<b>Operational Boundary for external debt - General Fund</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
borrowing	1.367	1.367	1.367
other long term liabilities	0	0	0
TOTAL	1.367	1.367	1.367
<b>Operational Boundary for external debt - HRA</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
borrowing	70.901	70.901	70.901
other long term liabilities	0	0	0
TOTAL	70.901	70.901	70.901
<b>Actual external debt</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
	65.060	65.060	65.060
<b>Maximum HRA debt limit</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
	79.407	79.407	79.407
<b>Interest Rate Exposure (Upper Limit)</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Limits on Fixed Interest Rates based on net debt	52.461	49.409	47.926
Limits on Variable Interest Rates based on net debt	6.506	6.506	6.506
Limits on Fixed Interest Rates:			
Debt only	65.060	65.060	65.060
Investments only	20.999	26.085	28.557
Limits on Variable Interest Rates:			
Debt only	6.506	6.506	6.506
Investments only	8.399	10.434	11.423
<b>Upper limit for total principal sums invested for over 364 days</b> (per maturity date)	3.000	2.500	2.500

<b>Maturity structure of fixed rate borrowing during 2013/14</b>	<b>upper limit</b>	<b>lower limit</b>
under 12 months	0	20.00%
12 months and within 24 months	0	20.00%
24 months and within 5 years	0	25.00%
5 years and within 10 years	0	75.00%
10 years and over	0	100.00%



# APPENDIX 2 - CIPFA Benchmarking Club Investments Performance

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



Monthly Return (April 13 - March 14)													
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Year
Av Bal £'m	24.59	24.64	25.42	27.19	27.73	29.49	30.20	31.02	30.51	31.32	30.21	28.79	28.42
Earned £'k	18.6	18.7	17.6	18.8	19.0	18.8	17.8	14.6	14.8	15.0	12.9	13.7	200.4
Upper Quartile	1.29%	1.15%	1.11%	1.01%	0.97%	0.93%	0.90%	0.86%	0.94%	0.87%	0.90%	0.88%	1.00%
Average	0.98%	0.92%	0.89%	0.86%	0.85%	0.84%	0.82%	0.79%	0.81%	0.81%	0.79%	0.80%	0.84%
% Return	0.92%	0.90%	0.84%	0.82%	0.81%	0.77%	0.69%	0.57%	0.57%	0.57%	0.56%	0.56%	0.71%
Lower Quartile	0.72%	0.65%	0.67%	0.61%	0.60%	0.60%	0.58%	0.57%	0.59%	0.58%	0.59%	0.59%	0.65%
% Diff from Av	-0.06%	-0.03%	-0.05%	-0.04%	-0.05%	-0.07%	-0.13%	-0.22%	-0.24%	-0.24%	-0.23%	-0.24%	

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## CABINET

THURSDAY, 11 SEPTEMBER 2014

### REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS

#### CORPORATE RECORDS MANAGEMENT POLICY

#### EXEMPT INFORMATION

None

#### PURPOSE

To seek approval from Cabinet for the Corporate Records Management Policy

#### RECOMMENDATIONS

**That Cabinet approves the Corporate Records Management Policy and adopts it as a Council Policy**

#### OPTIONS CONSIDERED

Options that have been considered are ;

1. Do Nothing
2. Adopt the Corporate Records Management Policy

Option 2. Adopt the Corporate Records Management Policy is the preferred option.

#### RESOURCE IMPLICATIONS

There are no direct financial resource implications to the adoption of this Policy

#### LEGAL/RISK IMPLICATIONS BACKGROUND

The risks of not adopting this Policy are significant, given the Council's obligations under the Data Protection Act 1998 and the Freedom of Information Act 2000. Responses from the Information Commissioner for breaches of either of these Acts could run into significant figures.

The added reputational harm that would undoubtedly arise from such a circumstance would be very difficult to repair, causing the Council embarrassment and losing the confidence of those citizens and customers about whom we hold information and data.

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## **SUSTAINABILITY IMPLICATIONS**

There are no Sustainability Implications.

## **BACKGROUND INFORMATION**

Records are defined as recorded information (irrespective of medium or format) which are created, received or maintained by the Council in pursuance of our legal obligations or in the transaction of our business.

There are various governance, code of practise and government circulars that dictate best practise in the field of Records Management, however, all local authorities have obligations to fulfil provisions under both the Data Protection Act 1998, and the Freedom of Information Act 2000, to ensure data is ;

- Used in a way that is adequate, relevant and not excessive
- Kept for no longer than is absolutely necessary

Whilst there are mechanisms in place in many of our corporately used systems, an element of this management needs to be performed manually. Additionally, where mechanisms do not exist, the full process is performed manually.

The Acts specifically dictate that Local Authorities need to provide a clear basis to determine what information is retained by the organisation and is therefore consequently accessible under the Acts.

The Council is additionally progressing the electronic storage of documentation through the Electronic Document and Records Management System (EDRMS) and it is necessary to determine the parameters for the management of such information, including the retention period for such data for inclusion in the ongoing configuration of this system.

It is recognised that a Policy such as this is a key component of good corporate governance. It demonstrates the Council's commitment to undertaking its business activities in a diligent and accountable manner and helps communicate this commitment clearly and effectively to stakeholders.

## **REPORT AUTHOR**

Nicki Burton, Director – Technology & Corporate Programmes

## **LIST OF BACKGROUND PAPERS**

None

## **APPENDICES**

**Appendix A** – Corporate Records Management Policy



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**APPENDIX A**



IS 92246  
ISO/EIC 27001:2005



***Records Management***

**RECORDS MANAGEMENT POLICY**

Document Hierarchy: Tier 1 Policy

Document Status: Final

Document Ref: DOC 15.2

Originator: D Bolton

Updated: D Bolton

Owner: Corporate Information Security Manager

Version: 01.02.01

Date: 30/01/12

**Approved by Corporate Management Team**

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Classification: Unclassified

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## Document Location

This document is held by the Council, and the document owner is Derek Bolton, Corporate Information Security Manager.

Printed documents may be obsolete, an electronic copy will be available on the Council's Intranet. Please check for current version before using.

### Approvals

<b>Name or Group Lead</b>	<b>Title or Approving Group</b>	<b>Approved</b>
Tony Goodwin	CMT	Yes
Derek Bolton	Security Management Group	Yes
Nicki Burton	ICT Management Team	Yes

### Approvals

This document shall be presented to each group for consultation and approval.

ICT Management Team for technical approval

Security Management Group for departmental approval

Corporate Management Team for organisational approval

### Document Review Plans

This document is subject to a scheduled annual review. Updates shall be made in accordance with business requirements and changes and will be with agreement with the document owner.

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## Security Classification

This document is classified as UNCLASSIFIED with unrestricted access to Council Staff and business partners.



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## **1 INTRODUCTION**

- 1.1 Records are recorded information (irrespective of medium or format) which are created, received or maintained by the Council in pursuance of our legal obligations or in the transaction of our business.
- 1.2 Records management is central to our business. It is a programme to control records throughout their life, from creation to final disposal. It will ensure that unnecessary records are not created, that necessary records are used and stored effectively and economically, and that records which are ephemeral or whose use has ceased after a certain time are destroyed at the earliest possible opportunity. In addition, it will ensure that records of lasting value to the Council and wider community are preserved permanently.
- 1.3 There are various Act, Statutory Instruments, Government Circulars, International / European / British standards and codes of practice as well as professional advice from the Records Management Society that affect the work of Local Government and record keeping. This policy document has been produced in accordance with professional principles and practices with this statutory guidance in mind.

## **2 RESPONSIBILITIES**

- 2.1 The Chief Executive has overall responsibility for records management issues and delegates this function to the service area directors.
- 2.2 The Corporate Information Security Manager within ICT has overall responsibility for delivering records management for the Council.
- 2.3 The Director – Technology & Corporate Programmes, in conjunction with the Portfolio Holder – Operations and Assets, deliver the strategic direction for Records Management
- 2.4 The Service Area Managers have the day to day responsibility of managing records with their own service areas.

## **3 OBJECTIVES**

- 3.1 The Council's records management policy will be required to achieve the following objectives:
  - To ensure effective and economic management of Council records;
  - To provide security for confidential information;
  - To enable use of the records as an information source;
  - To ensure business continuity;
  - To ensure compliance with the law;

- To ensure legal admissibility and evidential weight;
- To ensure the transfer of records with historical significance to archives.
- To support an agile and flexible workforce

## **4 SCOPE**

### **4.1 RETENTION SCHEDULE**

- 4.1.1 Each service area must have a retention schedule governing their records. The Records Management Service (RMS) provide guidance on generic retentions based on legislative and audit requirements.
- 4.1.2 All departments are required to carry out a survey to produce an accurate retention schedule to enable checks to be made on duplication, compliance with retention legislation, storage capacity and ensure that due consideration is given to the long term value of any record series. The absence of a comprehensive list of all related documentation exposes the Council to the risk of prosecution. It is particularly important to identify related records across more than one service area and identical information in more than one format.
- 4.1.3 The surveys shall be reviewed on an annual basis by service areas and shall be reflected in the retention schedules where modifications are made to take into account any redistribution of functions and changes in record keeping practices.

### **4.2 FILING SYSTEMS**

- 4.2.1 A filing system is a collection of structured information, retained in any format and used to carry out the business of the Council. All information used to conduct the Council's business, and supplied to other organisations and individuals must be recorded in a filing system.
- 4.2.2 Although the responsibility for the naming of manual files and file series lies with the relevant service area, a corporate system is used to identify records, and a similar system needs to be adopted for electronic records. This has the advantage of a consistent approach in records management and is contained in a Code of Practice. This consistency assists in the operation of a centralised filing system or repository, where files are managed off site by a third party.
- 4.2.3 Standardisation of series titles e.g. creditors, invoices, planning applications, repairs, etc. will be in place ensure structure integrity. A structured interlinked directory aids cross referencing of files or data sets.
- 4.2.4 All new files should be created with the need to avoid duplication in mind.
- 4.2.5 Confidential records such as personnel and payroll files will continue to be held by individual personnel and payroll teams, whilst there may be special arrangements with regard to the location and accessibility of confidential information.

- 
- 4.2.6 All file covers should be consistent in their reference and content description and should show as a minimum to whom the information belongs, the subject, retention information and file activity to aid retrieval as described in 4.2.3.
- 4.2.7 Electronic and digital media must be labelled and located in an appropriate folder.
- 4.2.8 For retention, destruction and archiving purposes, all record formats are treated under the same rules.
- 4.2.9 Every service area must include in their disaster recovery plan, protection of records to reduce the impact of an event to ensure information can be recovered. Consideration is required for electronic/digital records and action should be based on a thorough business risk assessment.

### **4.3 STORAGE**

- 4.3.1 Responsibility for storage rests with each service area, this may be centralised by floor/location or use of approved off site storage. It is not acceptable to use unapproved or ad hoc off site storage such as garages, vacated buildings used also for general storage, etc.
- 4.3.2 For off site storage to be approved the site must comply with a risk assessment based on security, physical conditions and equipment that will allow effective and safe retrieval of information. The risk assessment will be conducted by the manager of the records to be stored under the guidance of the Corporate Information Security Manager or their representative.
- 4.3.3 All records in offices must be stored in a safe manner and must not be stored in such a way to cause accidents or injury through lifting. The Safety Officer must be consulted when considering either reviewing existing storage through office moves or when looking at new facilities.
- 4.3.4 Management review dates should be used appropriately and not as an excuse to procrastinate or to avoid responsibility for action. Review dates should not be continually amended to one in the future without undertaking a proper review.
- 4.3.5 All records produced electronically should be subject to a back up on a regular basis. The back up medium should be appropriate to the length of time required to store the information. Some inferior types of media tend to degrade quicker than others dependent on the handling, storage and nature of that media.
- 4.3.6 Document imaging or Electronic Document Records Management System (EDRMS) should be considered if there is a need to:
- Automate workflows
  - Integrate document and data processing
  - Manage large volumes of active documents
  - Provide multi access document handling
  - Provide on line document access
  - Provide printed copy locally
  - Control access to document retrieval

- 4.3.7 EDRMS shall be governed by the proposals in the *Retention Schedule* the same way as paper records and subject to the same handling and safeguards.
- 4.3.8 Liaison with Staffordshire County Council may be required where documents are deemed to be preserved where they are considered to be of historical significance to determine the method of how the originals are handled and stored into permanent storage.
- 4.3.9 E-mail and information stored on a PC or on the network and used to facilitate the performance of Council work is a corporate asset and a critical component of the Council's communications, therefore this will be treated in the same manner as any other information format.

#### **4.4 CATEGORIES OF ACCESS**

- 4.4.1 All information must have an access category that will determine the level of protection from unauthorised viewing and usage in accordance with our *Information Security Classification Policy*.

#### **4.5 DISPOSAL OF RECORDS**

- 4.5.1 Records must be retained and disposed of according to the Council's *Retention Schedule* and the *Retention of Records Policy*.
- 4.5.2 Information no longer required must be destroyed in accordance our legislative responsibilities and appropriate to the access level in 4.4.1 afforded to that information.
- 4.5.3 Media containing information must be destroyed in accordance with our *Disposals of Equipment and Media Policy*. Further guidance can be sought from ICT Services.

#### **4.6 RECORDS OF ARCHIVAL VALUE**

- 4.6.1 There are a number of records that have archival value, irrespective of the medium on which they are stored. These could include records that contain historical/genealogical/local history and social science information that may be of use to future historians or researchers for the study of social, economic and political issues. There are also records that the borough needs to keep in order to provide evidence and justification for its actions in the past.
- 4.6.2 Managers may need to seek guidance and advice off the County's Archivist to ascertain the most appropriate method of handling and storage of such information to ensure its permanency and future accessibility.

#### **4.7 RECORDS MANAGEMENT DEPARTMENTAL RESPONSIBILITIES**

- 4.7.1 Each service area must nominate an officer who has the responsibility for ensuring their obligations are met in respect to managing records in accordance with this policy and its related documents.

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4.7.2 This register shall be maintained by the Corporate Information Security Manager.

**End of Document**

THURSDAY, 11<sup>TH</sup> SEPTEMBER 2014**REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION****OPERATIONAL AND FINANCIAL PERFORMANCE UPDATE TAMWORTH GOLF COURSE****EXEMPT INFORMATION**

None

**PURPOSE**

To update Cabinet on the operational and financial performance of Tamworth Golf Course and to endorse the recommendation to close the course on the 1<sup>st</sup> of October 2014.

**RECOMMENDATIONS**

- 1. That Tamworth Golf Course is closed from the 1<sup>st</sup> of October 2014 and Cabinet authorises, 1. the Director Communities Planning and Partnerships to make the appropriate arrangements for closing the service, and 2. the Director Assets & Environment make arrangements for the cessation of the current grounds management activities and to implement a minimal routine maintenance programme**
- 2. That annual green fee members are issued with a pro- rata refund**

**EXECUTIVE SUMMARY**

In January 2014 Cabinet approved plans to progress the re-development of the golf course for much needed housing while retaining areas for parkland and with the potential to invest some of the capital receipt into leisure and regeneration schemes. Cabinet agreed to close the course in March 2015 subject to reasonable customer demand in 2014. The following report updates members on the operational management of the course and the current and forecast financial position.

**Green keeping and club house**

The council completed the outstanding landscaping works quickly and embarked on a programme of regular maintenance and improvement works. A summary is listed below:

- Completion of the outstanding landscaping and on-going maintenance of bunds.
- Improved bunker maintenance (importing of sand etc)
- Full and comprehensive programme of greens renovation in autumn 2013 & Further works in spring 2014, supplemented by appropriate disease control and fertiliser / selective herbicide application.
- Re-profiling of fairways during winter period of 2013/14, including the removal of encroaching shrubs/bramble etc
- Clearance of dense undergrowth throughout the heavy rough areas, particularly on the front 9. Essentially bringing these areas back into play after a number of years.
- Introduction of suitable irrigation operations.
- Numerous trees lifted to improve play and access.

Through the excellent work of the Greenkeeping team (part of the StreetScene Service) the condition of the course has improved over the last 18 months and is in the best condition it has been for many years.

The Council also completed works to the clubhouse to re-open the shop, function room,

toilets and changing rooms. The bar area was not reopened due to capital and revenue cost implications.

### **Marketing and promotion**

Since opening the course the council has used a variety of marketing and promotional tools to attract customers including;

- Local Newspapers – A number of press releases as well as A4 and A5 adverts which have included information on membership offers, prices, seasonal offers
- Local Tourism guide – Full page advert including buy one round get one free offer (18 hole only)
- Regional Newspapers- Adverts have been placed in both the Nuneaton Tribune and Sutton Coldfield Observer
- National Press – Golf Today magazine ran a story about the re-opening of the course including membership prices and new contact details
- Posters and Leaflets- These have been distributed in a variety of places including the TIC, Ventura Park, Marmion House, Whittington barracks, local businesses and motorway service stations within the region.
- New website – Our internal Communications team set up a new, easy to use website for the course which included opening times, prices and contact details.
- Groupon – We have ran two offers through groupon with the idea of filling the course at quieter times with either golfers new to the sport or people wanting to play the course from other areas/demographics. These offers have typically expired at peak season with the intention of secondary visits/memberships.
- Radio interviews with TCR FM to promote the facility
- Active Tamworth – During the children's summer holiday activities we offered FREE golf to all under 16's with the hope of youngsters taking part in the sport without any cost implications and thus thinking about taking up one of the junior memberships at a later date.
- Social Media – The course has its own Facebook and Twitter page, both being updated on a regular basis.

### **Staffing**

Operating the golf course has required the Community Leisure staff to provide; management oversight, supervisory support and hands on operational cover. This continues to impact significantly on the team's ability to deliver other initiatives.

In order to staff the course seven posts were recruited to in 2013 based on temporary two year contracts. Since the decision to close the course and re-develop the site there has been an understandable and expected increase in staff turnover. Consequently a significant proportion of staff are now employed through an agency. This has proved to be the most effective way of ensuring cover. The course is staffed by positive, dedicated and customer friendly staff who have received complimentary customer feedback. The shop has been open based on our seasonal opening times.

Winter (October-March): 9am - 4pm

Summer (April-October): 6am - 7pm

### **Membership and income**

The course was re-opened by the Council on a value golf basis with low prices to attract back golfers and encourage new customers. The low prices were also set in recognition of the quality of the course and the club house. In 2013/14 there were 257 annual green fee members in 2014/15 this number has dropped to 171. A reduction in numbers was to be expected given the Council's decision to close the course in March 2015, subject to demand in the remainder of 2014. It was possible however that the reduction in green fees might be offset by an increase in the number of pay and play customers but this has not been the case. The number of pay and play customer has also fallen against last year, appendix 1 provides a comparison. Current financial forecasts for the service suggest that the Council will under recover significantly on its income targets and should consider an early closure. A letter was sent to customers advising of this risk during the sign up of annual memberships in



the spring a copy is attached in appendix 2. Three closure dates have been identified and financially modelled.

## OPTIONS CONSIDERED

### 1. Closed as of 1<sup>st</sup> October 2014

If the Council choose to close the course on the 1<sup>st</sup> of October 2014 it would offset the reduced income through savings in staff and other costs. Closing the course in October would also tie in well with the end of the financial quarter and the start of the winter season. In the previous year the number of people playing the course reduced sharply from October until picking up again in March. Annual green fee members would be provided with a pro rata refund and the Council would look to broker deals on Membership with other local clubs. Provisional costs for securing the club house, providing signage and restricting access to the car park are included in the financial model. Closing on the 1<sup>st</sup> of October would free up Community Leisure team resources earlier than for option 2 and 3 and alleviate the current staff retention issues earlier than option 2 and 3. Customers will be advised of the proposed closure by letter.

### 2. Closed as of 1<sup>st</sup> January 2015

Should the course close in January 2015 then the Council would incur an additional cost above the set subsidy for the course. It is likely that signalling a closure in January 2015 but with a relatively long lead in time would exacerbate staff retention and operational management issues. Other aspects of the closure are as per option 1.

### 3. Closed as of 1<sup>st</sup> April 2015

If the Council selects to maintain the currently planned closure date it will incur significant additional costs which will have a detrimental effect on other services in year as spend elsewhere is restricted to alleviate the overspend at the course. Further to this there is a negative impact on the Councils Medium Term Financial Strategy. Otherwise as option 1.

In all cases it is proposed that the course be closed and not available for public use.

## RESOURCE IMPLICATIONS

The financial modelling is based on estimates using previous and current trends up to the last day of operation. A £5,000 cost is included in the figures for the 2015/16 maintenance cost; this is based on a cycle of light mowing on the fairway areas. This sum will be reserved at year end to cover the 2015/16 maintenance cost.

Closure	Forecast Costs £	Annual Budget £	(Underspend)/Overspend £
30th September 2014	127,850	135,810	(7,960)
31st December 2014	153,860	135,810	18,050
31st March 2015	197,970	135,810	62,160

Note – the discrepancy between the projected annual budget of £142,000 as of Feb 2014 and the set final approved budget of £135,810 is based on a reduction across the authority on pension costs.

## LEGAL/RISK IMPLICATIONS BACKGROUND

### Human Resources

The council will follow its employment stability policy and where possible seek to minimise the number of redundancies. The Council currently employs four members of staff on temporary contracts at the course. The costs associated with any redundancy payments will be met from the Golf Course budget code. The cost of redundancy payments is also included in the figures above. The redundancy costs are low.

## **SUSTAINABILITY IMPLICATIONS**

The report deals with the closure of the course. Its future use is part of the ongoing redevelopment project.

## **BACKGROUND INFORMATION**

Previous Cabinet reports

- April 3rd 2014;
- February 20th 2014
- January 23rd 2014
- October 24th 2013
- May 30th 2013
- March 26th 2013

## **REPORT AUTHOR**

Robert Mitchell  
Director Communities Planning and Partnerships  
01827 709 709

## **LIST OF BACKGROUND PAPERS**

N/A

## **APPENDICES**

- a) Golf Course usage and income graphs
- b) Letter to customers 6/2/14

## **APPENDIX B**

6<sup>th</sup> February, 2014

Dear

You may now be aware that Tamworth Borough Council's Cabinet has taken the decision to close the Golf Course in March 2015. This follows an extensive appraisal of all the possible options, as well as taking into account the current usage of the Golf Course, and the financial restraints on the Council. We appreciate that this will not be a popular decision, however we are now focusing all our efforts into making the last year at the Golf Course a special one.

We are aware that a number of members are anxious about the operational performance of the next 14 months, and we would like to take this opportunity to reassure members that we are still dedicated to running the course right the way up to March 2015.

The same budget that has been spent on the Golf Course this year has been committed for the 2014/15 financial year, and the Green Keepers and shop staff remain fully committed to maintaining the course to the highest standard possible, and providing high quality customer service.

There have been noticeable improvements on the course in the last few weeks including many areas being opened up from overgrowth, bunkers have been redefined, and the bridge between the 1<sup>st</sup> and the 2<sup>nd</sup> hole has been repaired. There has been a disease management

programme run over the winter months and the installation of additional drainage which has been successful in improving the condition of the 4<sup>th</sup> green. There is also further planned spring maintenance work to the greens and tee boxes. We believe that the hard work and dedication from our Green Keeping staff will result in the course being in an excellent condition this summer

With regard to membership renewal, the fees have now been agreed and we would like to offer our existing members a highly competitive price for next year as outlined below.

<b>Membership Category</b>	<b>Price for 2014/15</b>
7 Day Adult	£395
7 Day Concession	£295
5 Day Adult	£295
5 Day Concession	£250
Intermediate	£200
Junior	£100

Cont/d....

The prices we are offering are exceptional value for money, with our most expensive season ticket still only costing £7.60 a week, or just over £1 a day. This is significantly cheaper than other local courses, saving you several hundreds of pounds in some cases. These prices will also be offered to any new members, which we hope will encourage more players onto the course, so please help spread the news to any fellow golfers you may know.

There has been some speculation that the Golf Course will only remain open until March 2015 if there are not enough people using the course. As previously stated, we are committed to running the course until this time. However, the budgeted deficit cost to the council of running the Golf Course for the final 12 months has been set at £142,000. To achieve this, the course needs to hit the income budgets it has been set for both membership, and play and pay usage.

In terms of the membership target we want to generate as many members as possible although our minimum target is for 160 people to take out membership for the 2014/15 season.

Once this target is achieved, the course is then reliant on pay and play income, which contributes a more substantial proportion of the overall income budget. With the course being in a far better condition - and a range of promotional offers in the pipeline - the course looks on track to see a healthy number of pay and play visitors to the course, and have an exceptional season of golf. However, if extenuating circumstances come into play, for example poor weather over the summer, and income from this area was significantly under target, the future of the course may be reviewed.

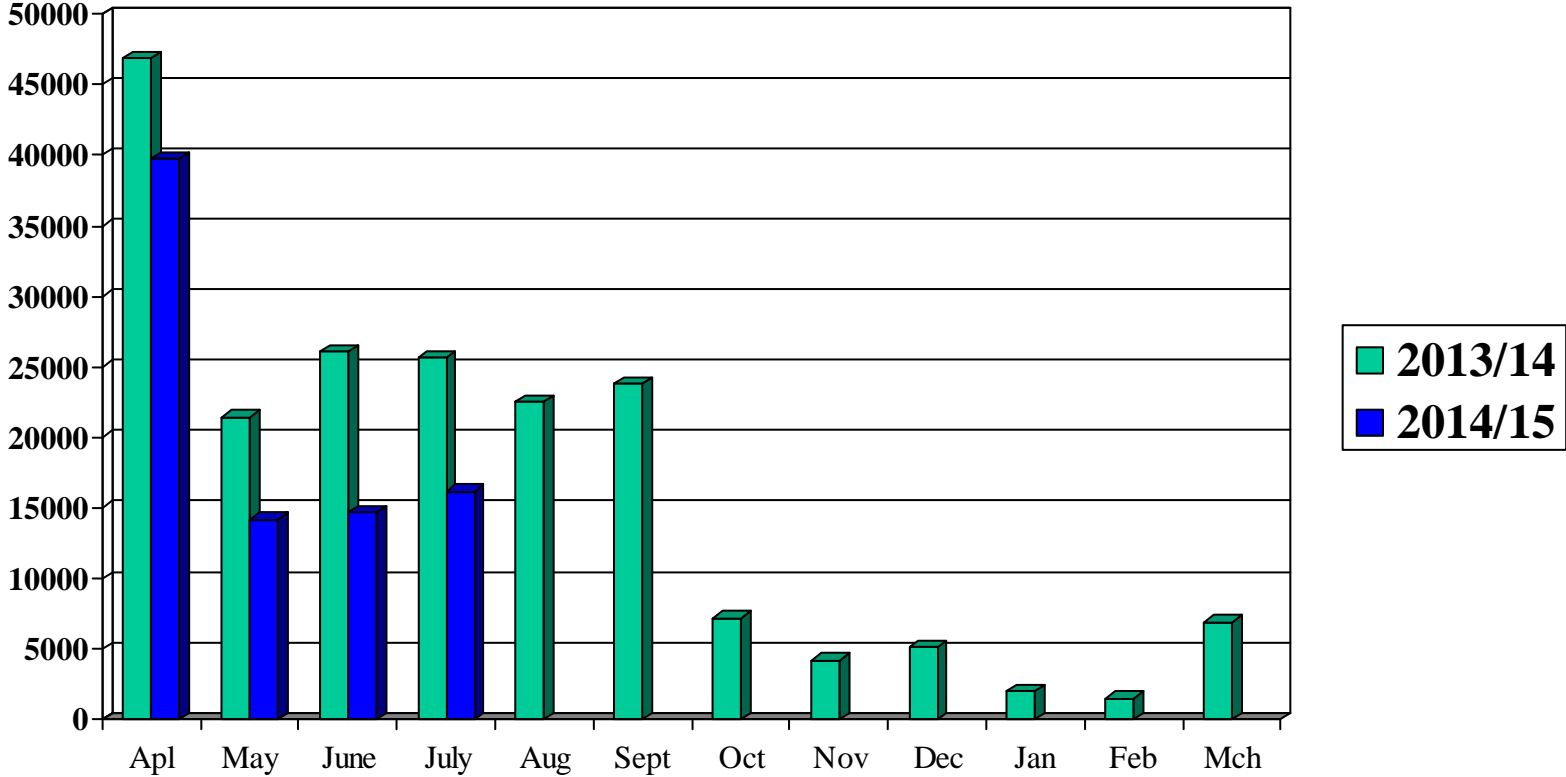
We are keen to get the membership renewal process underway and renewal forms will be available in the shop from **Wednesday 12<sup>th</sup> February**, along with direct debit forms and payment breakdowns. This will apply to all members who are due to renew their membership between 1<sup>st</sup> April and 1<sup>st</sup> May, which are members numbered 1 – 216. If all those members who intend to renew their membership could complete these forms as soon as possible, it will be extremely helpful for giving us an early indication of membership numbers before 1<sup>st</sup> April.

Yours sincerely

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# Tamworth Golf Course – Monthly Income Comparisons

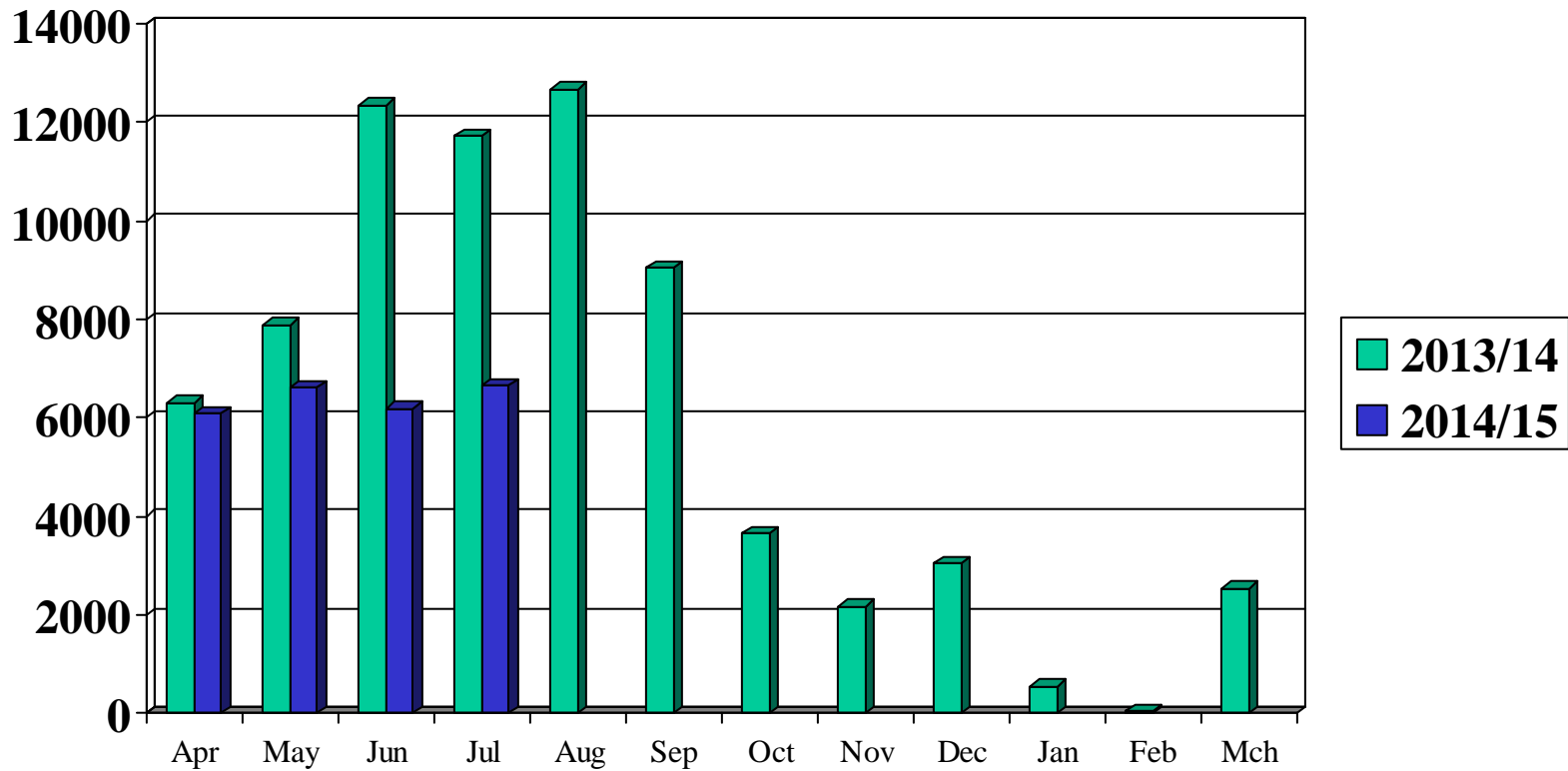
Page 99



***APRIL- Down 15%    MAY- Down 34%    JUNE - Down 44%    JULY -Down 37%***

# Tamworth Golf Course – 18 hole income (PnP)

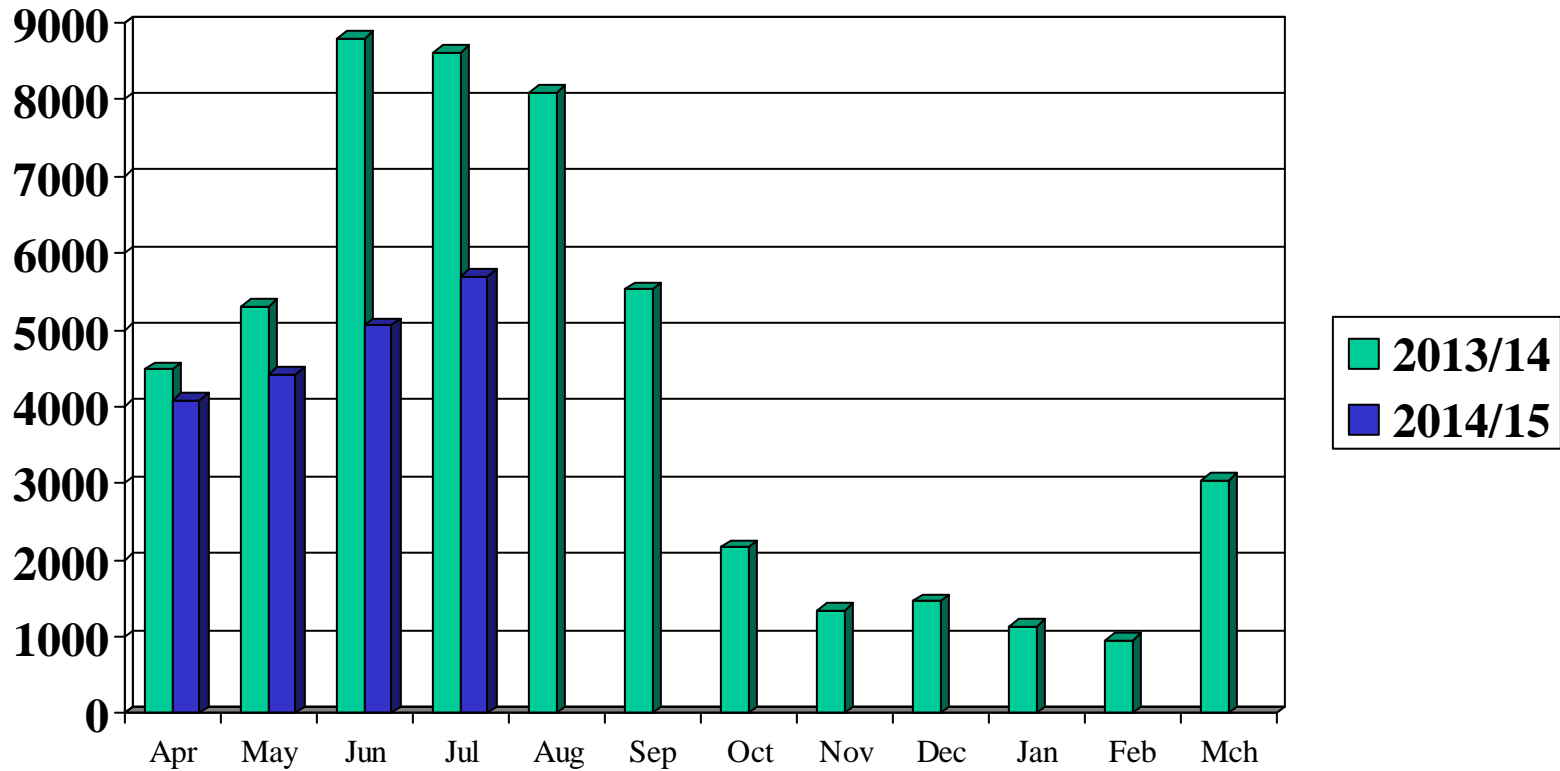
Page 100



*APRIL- Down 4%    MAY- Down 17%    JUNE - Down 50%    JULY -Down 43%*

# Tamworth Golf Course – 9 hole income (PnP)

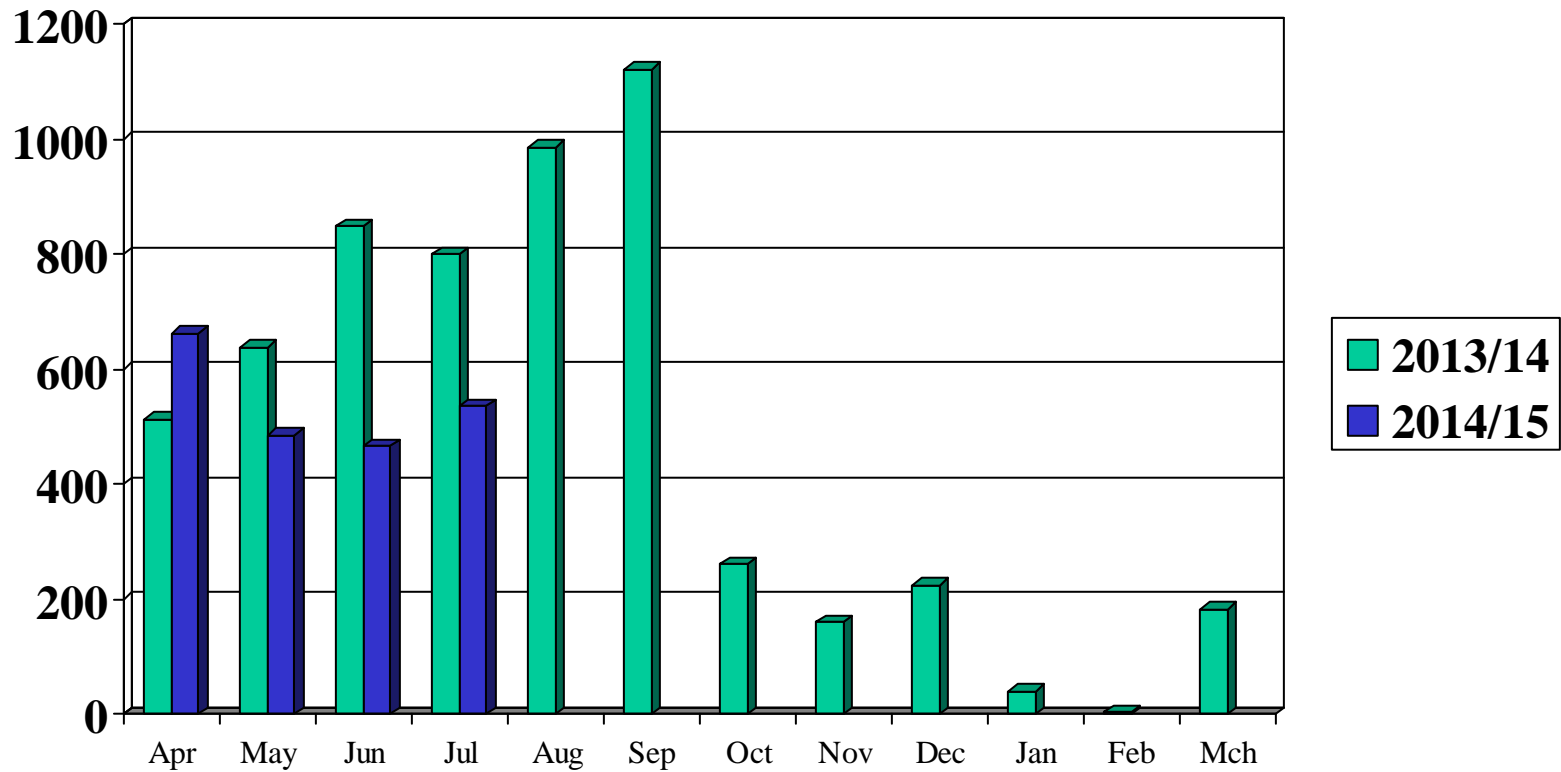
Page 101



*APRIL- Down 9%    MAY- Down 17%    JUNE - Down 43%    JULY-Down 34%*

# Tamworth Golf Course – Total 18 Hole PnP Rounds

Page 102

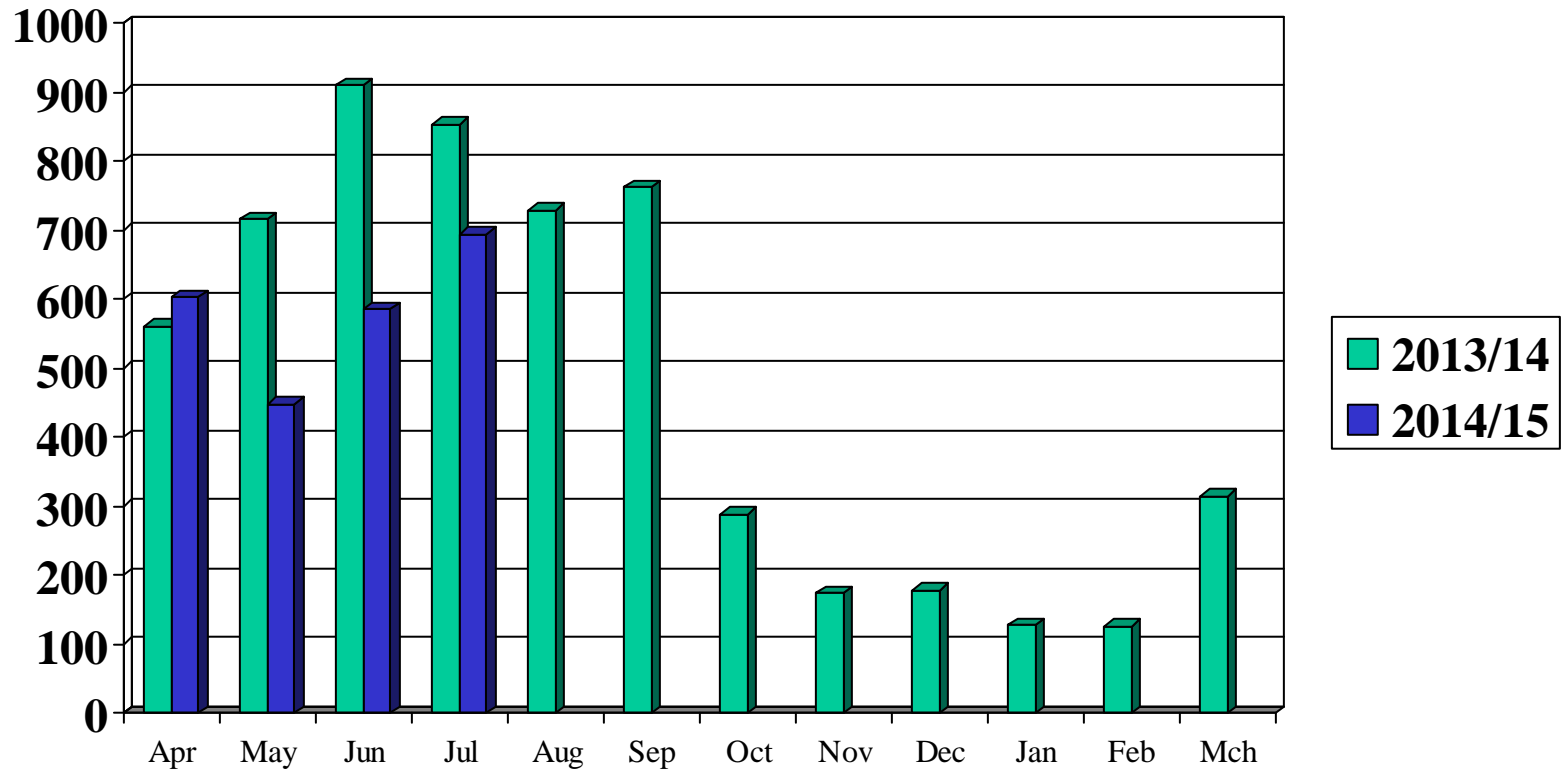


*APRIL- Down 9%    MAY- Down 17%    JUNE - Down 43%    JULY -Down 34%*



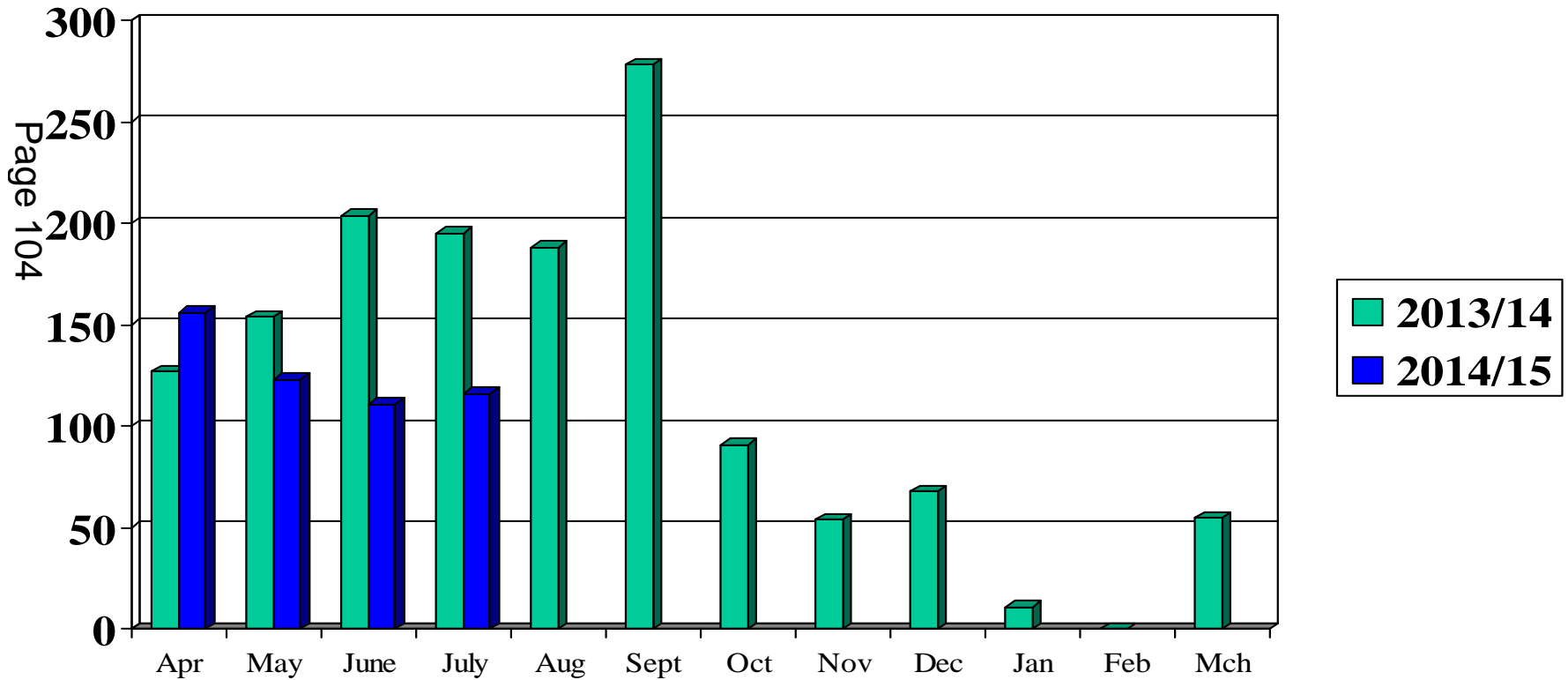
# Tamworth Golf Course – Total 9 Hole PnP Rounds

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*APRIL- Up 7%    MAY- Down 38%    JUNE - Down 36%    JULY -Down 19%*

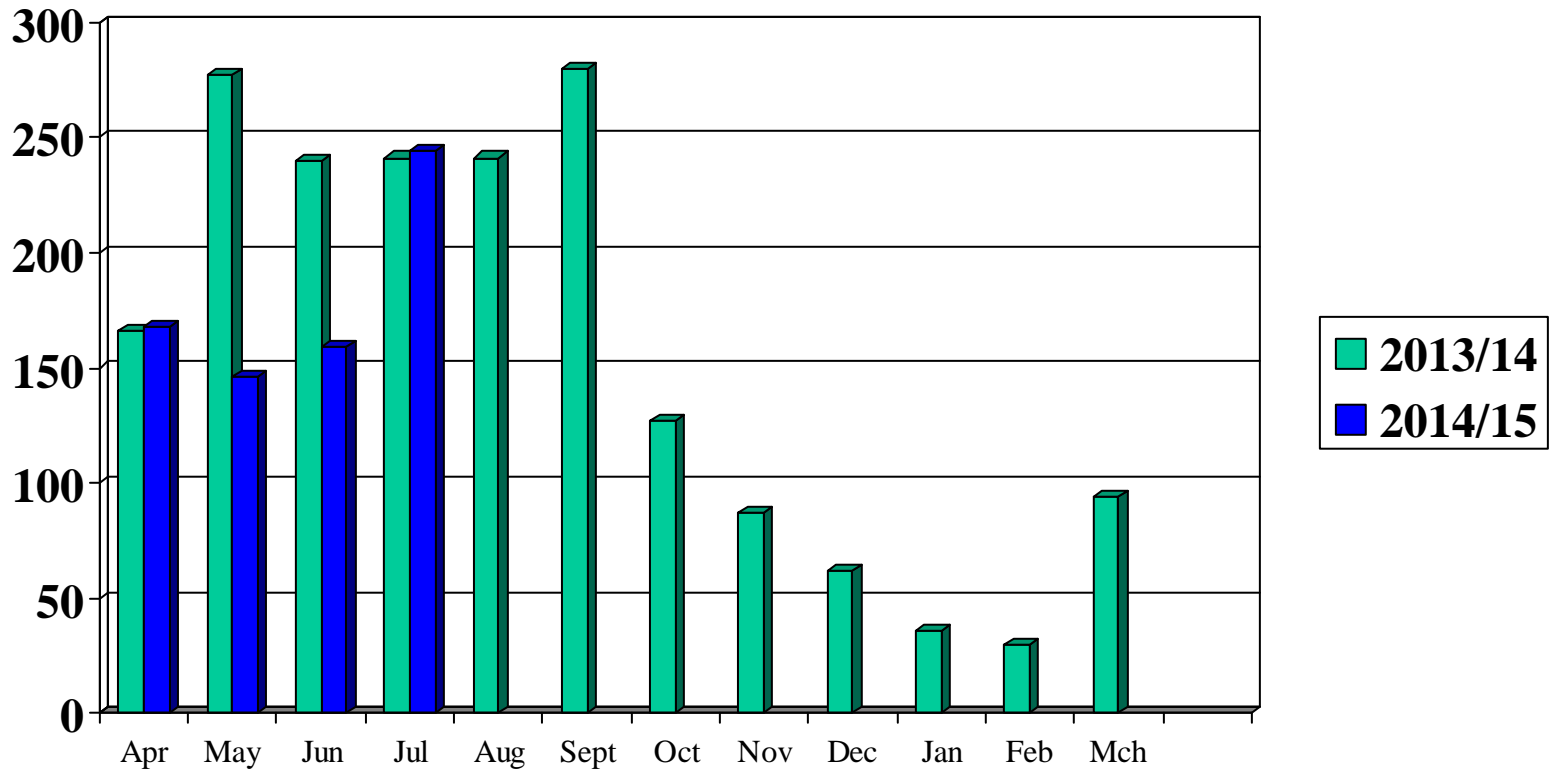
# Tamworth Golf Course – 60+ conc. 18 hole PnP Rounds



*APRIL- Up 22%    MAY- Down 20%    JUNE - Down 46%    JULY -Down 41%*

# Tamworth Golf Course – 60+ Conc. 9 hole PnP

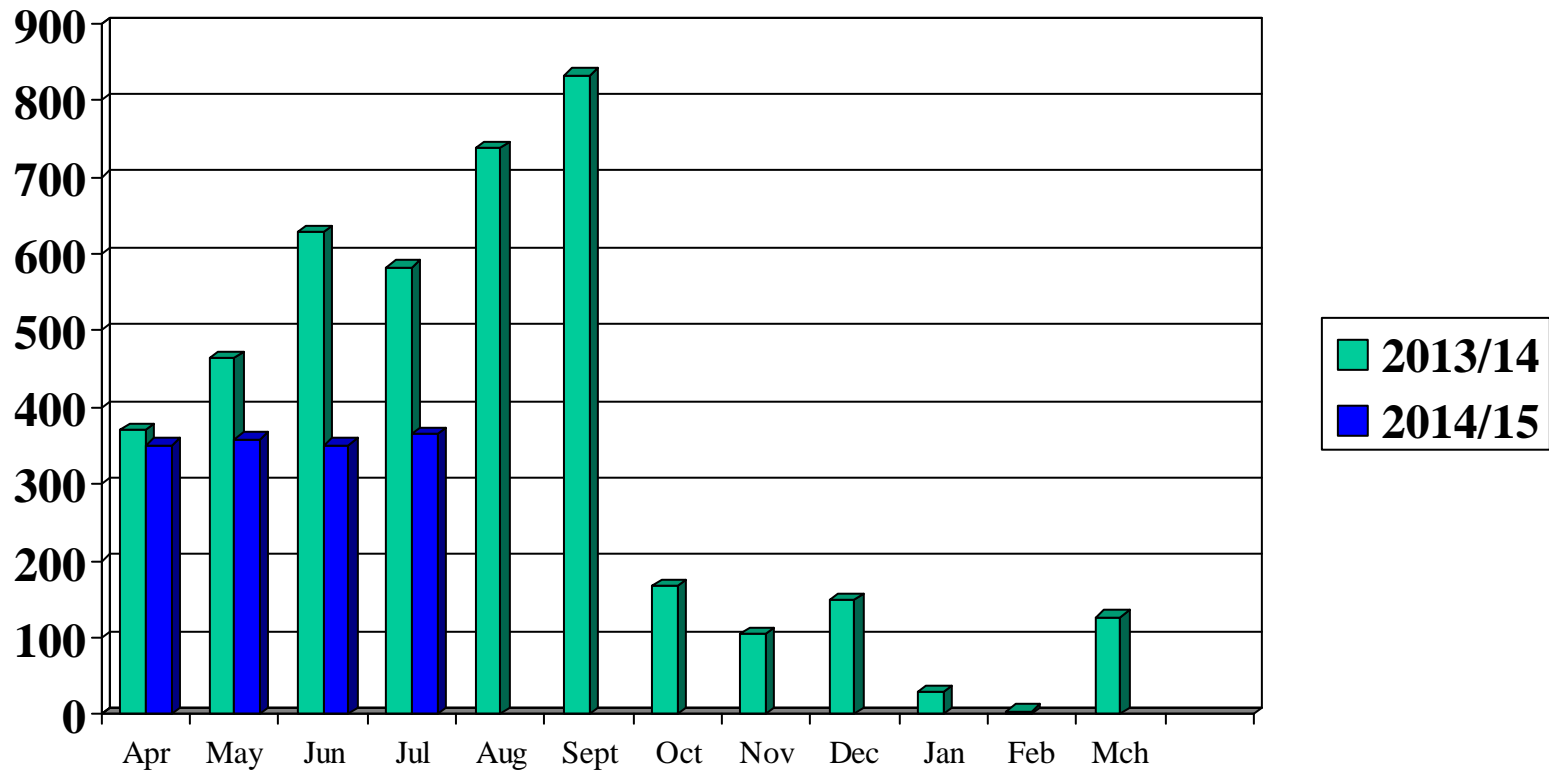
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*APRIL- Up 1%    MAY- Down 47%    JUNE - Down 34%    JULY - Up 1%*

# Tamworth Golf Course – Adult 18 Hole PnP Rounds

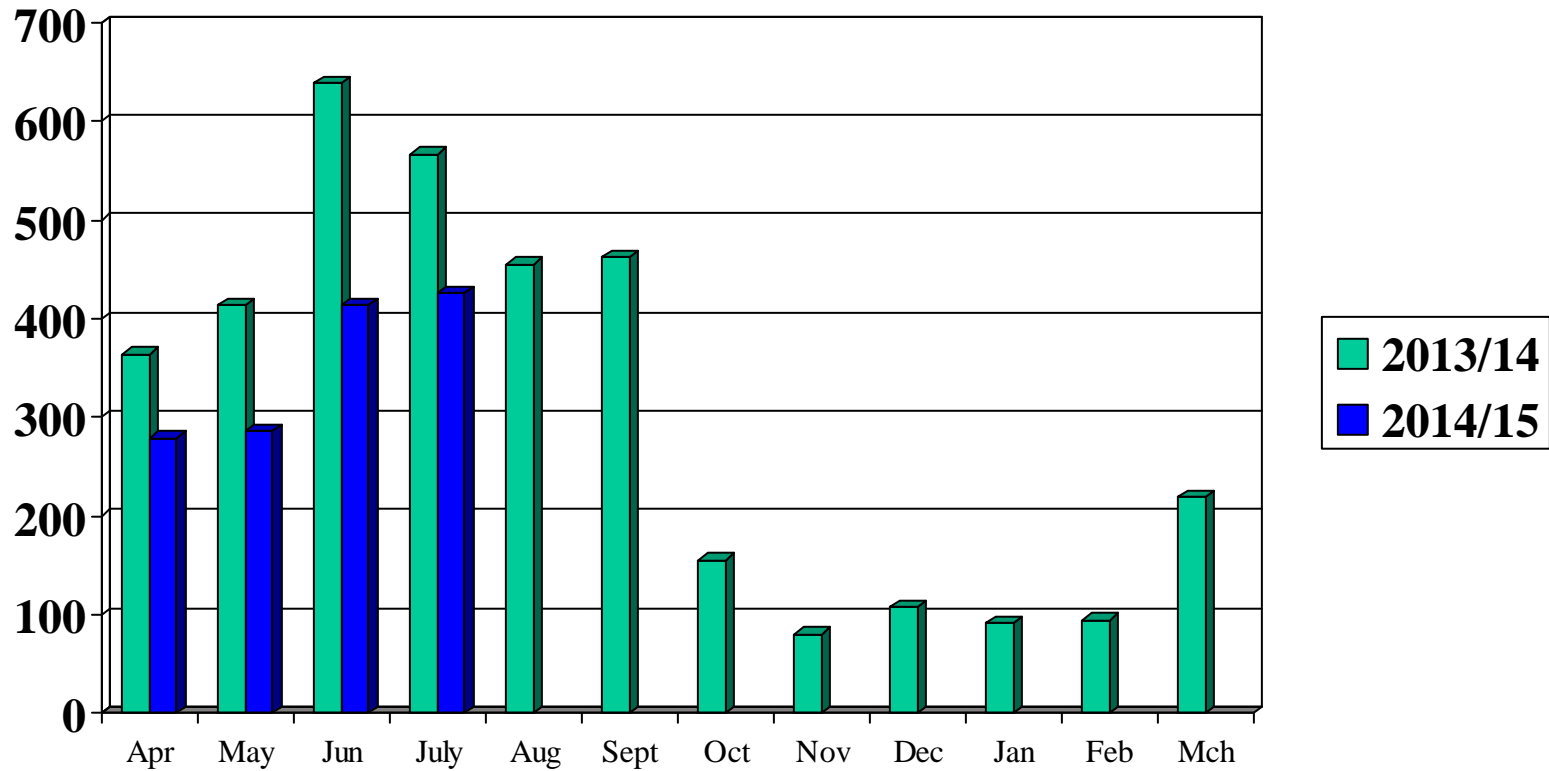
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*APRIL- Down 5%    MAY- Down 23%    JUNE - Down 44%    JULY -Down 37%*

# Tamworth Golf Course – Adult 9 Hole PnP Rounds

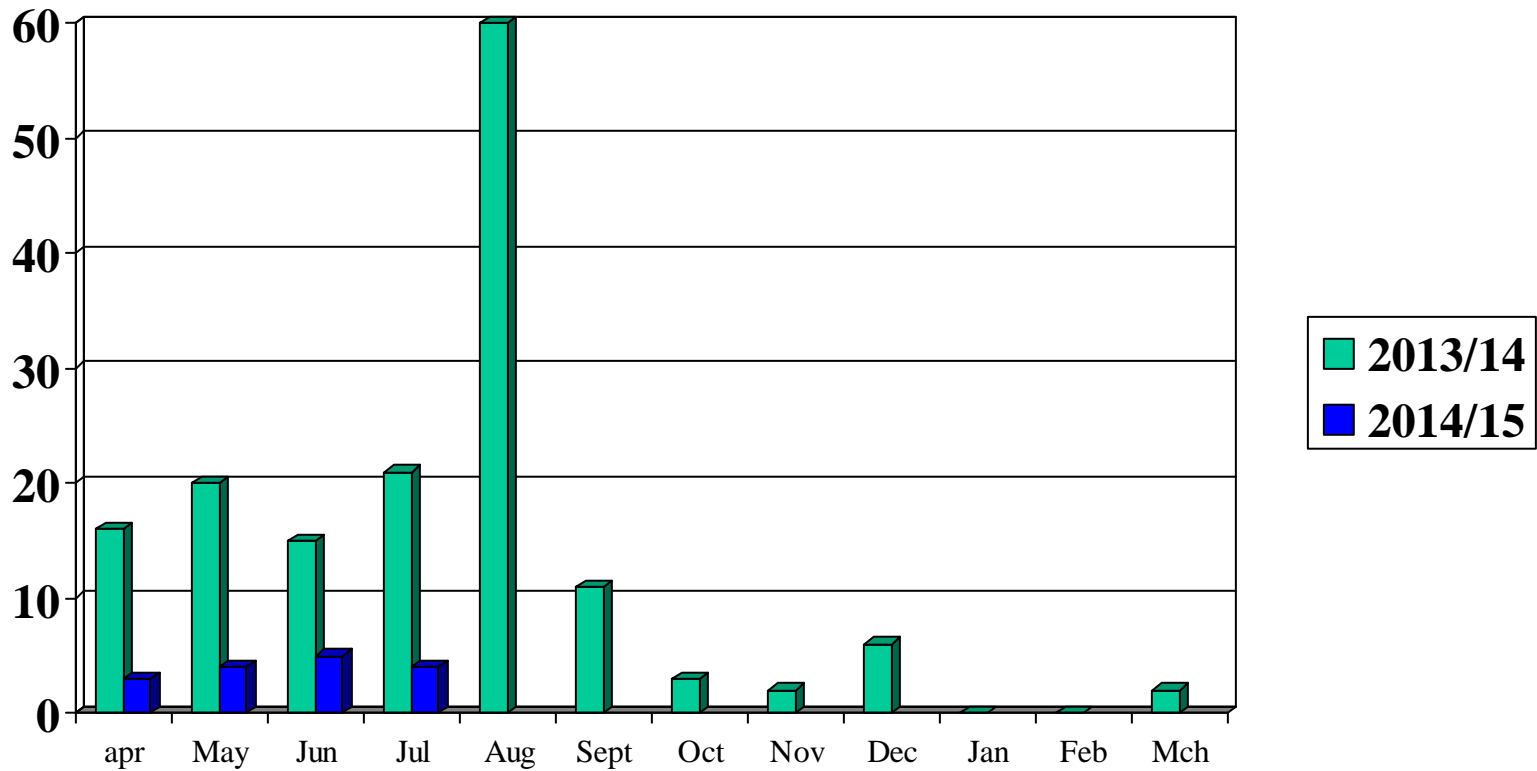
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*APRIL- Down 23%    MAY- Down 31%    JUNE - Down 35%    JULY -Down 25%*

# Tamworth Golf Course – Junior 18 Hole PnP Rounds

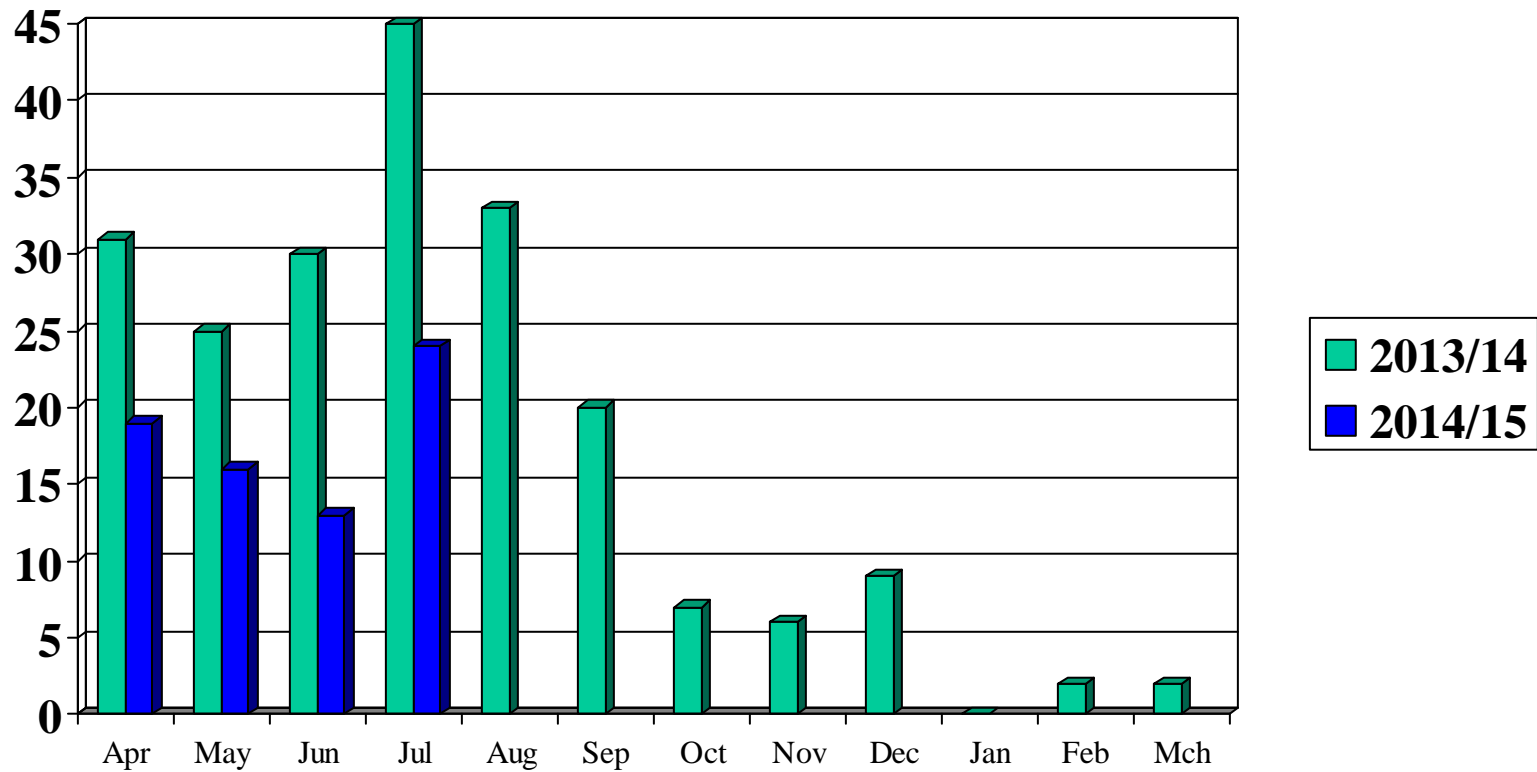
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*APRIL- Down 81%    MAY- Down 80%    JUNE - Down 67%    JULY -Down 81%*

# Tamworth Golf Course – Junior 9 Hole PnP Rounds

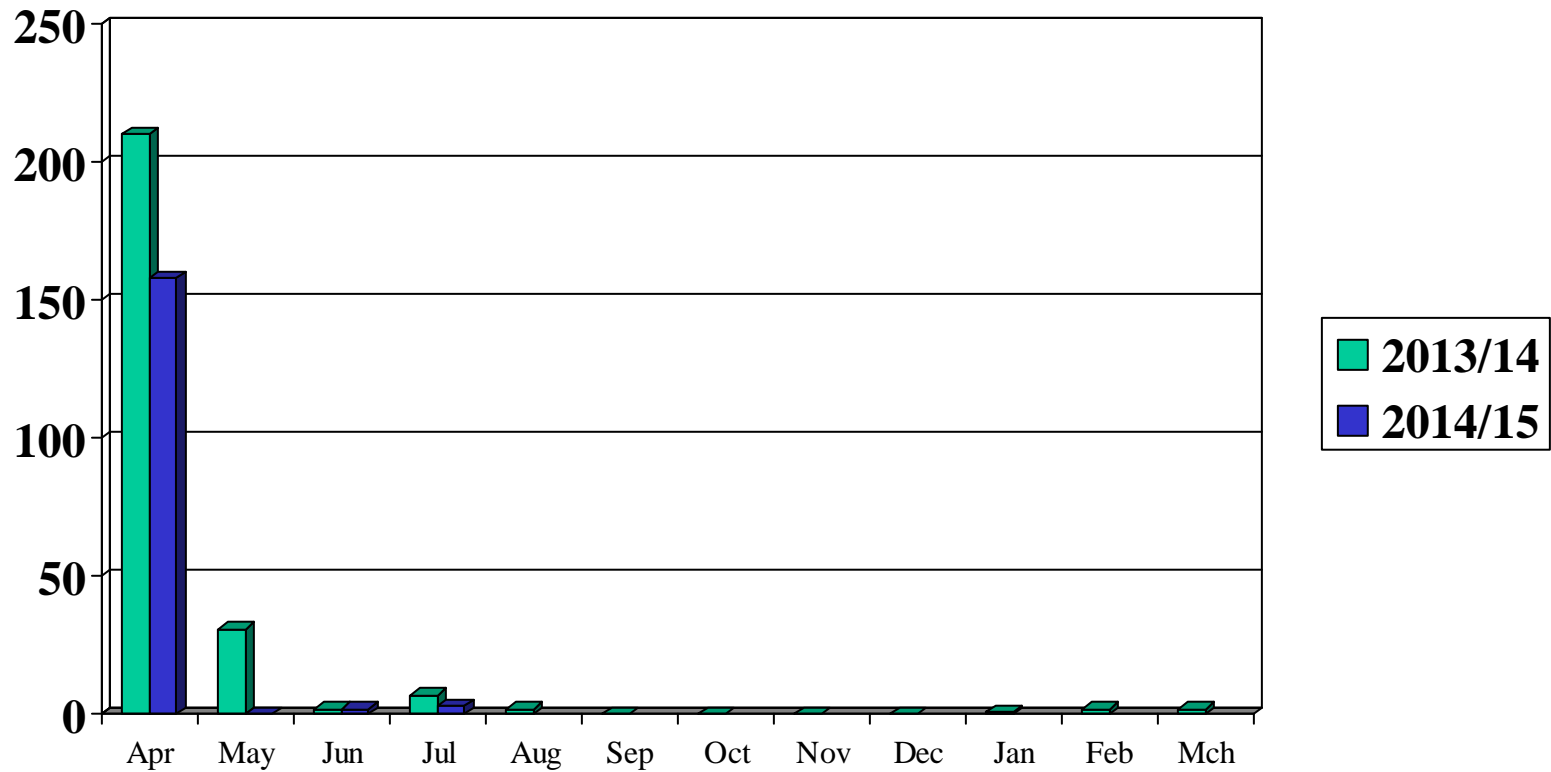
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*APRIL- Down 39%    MAY- Down 36%    JUNE - Down 57%    JULY -Down 47%*

# Tamworth Golf Course – Total Members

Page 110



*APRIL- Down 25%    MAY- Down 100%    JUNE - LEVEL    JULY -Down 57%*



THURSDAY, 11 SEPTEMBER 2014

**REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION****BUSINESS AND ECONOMIC PARTNERSHIP (BEP) - STRATEGIC PLAN****EXEMPT INFORMATION****PURPOSE**

To seek Cabinet's endorsement of the revised Business and Economic Partnership's (BEP) Strategic Plan 2014 – 2018.

**RECOMMENDATIONS**

1. That Cabinet endorses the BEP Strategic Plan in terms of its overall vision, key themes, issues and priorities.
2. That Cabinet notes the next steps in developing the Action Plans based on each of the key themes of the Strategic Plan, which will now be formulated by the 'Theme Champions' and their support partners, who all sit on the BEP Board. This process will be facilitated by officers from the Shared Service and will involve further member consultation.

**EXECUTIVE SUMMARY**

The Business and Economic Partnership (BEP) is a group of public, private and voluntary organisations and businesses which was formed in 2009 following the establishment of the Shared Service Economic Development between Tamworth Borough Council and Lichfield District Council. The BEP was established in order to support and develop the local economy and to articulate the priorities, needs and economic significance of Tamworth and Lichfield. In order to facilitate and provide strategic direction to these objectives for all partners within the BEP, in 2011 the BEP developed an Economic Strategy, which clearly articulates the economic ambition to support sustainable business growth and development. This Strategy was put together following the extensive involvement of businesses and key partners within the BEP and a wider consultation exercise with local businesses and partners.

Although the BEP is facilitated by Tamworth Borough Council and Lichfield District Council through the Shared Service, it is important to note that the BEP remains an independent partnership body which seeks to coordinate the activity and business engagement of its partner organisations. However, as a key partner and facilitator within the BEP, Tamworth Borough Council's Cabinet was asked to endorse the BEP's Strategy in September 2011, which it duly did.

The 2011 Strategy has been instrumental in setting the overall direction of economic policy and partnership working for the BEP and its partners, which has resulted in some notable successes, including:

- secured a BEP seat on the Development Board of the GSBLEP and significantly shaped its work programme particularly around business support
- supported and facilitated the establishment of the Tamworth and Lichfield '4Business'

- programmes providing local access to business advice and support
- Business Brief – regular update on local business news – now superseded by the BEP4Business website
- provided a unique forum to allow the business community to directly engage with and influence key public sector bodies
- provided written responses to GBSLEP/ SSLEP and local consultation exercises on behalf of the Partnership and wider business community through the engagement of our Business Networks Forum

However, since the formulation of the 2011 Strategy, there have been a lot of changes in the economic and partnership landscape that has necessitated a refresh of the BEP's strategic thinking. In the field of economic development and economic policy formulation, there have been 5 important pieces of work completed at the end of last year and which BEP partners have helped to shape, namely: the Tamworth and Lichfield Business Place Marketing Strategy, the Southern Staffordshire Enterprise Belt Prospectus, the draft Local Plans of both districts, the Southern Staffordshire Skills Plan and the Tamworth Borough Council Growth and Regeneration Plan. These pieces of work have provided a valuable body of evidence and strategic thinking which have fundamentally helped to inform the development of this revised BEP Strategic Plan. It also became evident that the 2011 strategy was too broad in its scope and needed to become more focussed on areas of work where the BEP, through the bringing together of partners and their resources, could make a real practical difference to what already is happening on the ground.

A Task and Finish Group appointed by the BEP Board has produced a revised Strategic Plan for the BEP, which the BEP Board approved at its last meeting on 7th August. As a key partner in the BEP, Tamworth Borough Council is now being asked to endorse the new Strategic Plan through Cabinet approval. Lichfield District Council's Cabinet is also being asked to endorse the Strategic Plan at its meeting on 9th September.

The Tamworth and Lichfield Business and Economic Partnership continues to be a credible and successful Partnership; one that has provided a good working model for the Local Enterprise Partnerships. Having adopted the Strategic Plan, the BEP and its partners is now fully focused on its implementation in order to contribute to an uplift in performance of the local economy. To this end, Theme Champions appointed from within the Board have been actioned with producing Delivery Plans for their themes which will guide the activity of the BEP and drive the delivery of the Strategic Plan.

It should be noted that while the Councils shared Economic Development Service provides invaluable support to the BEP the service has over time reduced its input into the BEP as it becomes more self sufficient. This trend is being facilitated and accelerated to ensure that the Economic Development Service can resource the Local Enterprise Partnerships and focus on delivery of key economic objectives.

## **RESOURCE IMPLICATIONS**

1. There are no immediate financial implications of the Strategy, as the BEP and its activities are facilitated by established pooled economic development budgets within the Shared Service administered by Tamworth Borough Council.
2. The Strategy is seeking to influence other partnerships' programmes and activities, and in particular the LEPs, who have recently been allocated Single Local Growth funding (SLGF) to implement capital projects and who will also apply for future SLGF rounds. In addition, the LEPs will soon have control over European Structural and Investment Funds (ESIF) which will enable them to expand existing business support activities and instigate new programmes of activity to support the local economy.
3. There are no human resource implications as the facilitation of the BEP remains a core part of the delivery of the Shared Service in Economic Development with Lichfield District Council.

**LEGAL/RISK IMPLICATIONS BACKGROUND**

	<b>Risk Description</b>	<b>Likelihood / Impact</b>	<b>Status</b>	<b>Countermeasure</b>
A	Either district council ceases to fund the Shared Service and BEP	Low / very high	Financial  Reduced impact  Reputational damage	Regular attendance and participation at BEP meetings, regular updates with Lichfield District Council.
B	Partner organisations lose commitment to the BEP	Low / very high	Reduced impact  Reputational damage	Continuous engagement of partners through the BEP Board, Business Networks Forum and through other less formal exchanges.
C	BEP loses influence with and confidence from other partnerships, in particular the LEPs	Low / very high	Reduced impact  Reputational damage	Continued participation in relevant Boards, Steering Groups and Workstreams, as well as less formal exchanges.
D	BEP loses influence with and confidence from the business community	Low / very high	Reduced impact  Reputational damage	Continuous business engagement through the Business Networks Forum to ensure business views are captured and acted upon.
E	BEP Strategic Plan fails to have desired impacts	Low / very high	Reduced impact  Reputational damage	Robust performance management and review framework to be developed and clear lines of accountability for the Strategic Plan on the BEP Board. The BEP will continue to influence and engage with partners to ensure their activities work towards the stated objectives of the Strategic Plan.

**SUSTAINABILITY IMPLICATIONS**

1. The objective of the Strategic Plan is to promote inward investment, indigenous business growth and new business start ups, but only on a sustainable basis so that the businesses and jobs thus created are around for the long term.
2. The creation of increased local job opportunities will decrease the need for out commuting and promote more sustainable forms of transport, such as walking, cycling, rail and buses.
3. Businesses will be encouraged to adopt more sustainable business practices, including product/process enhancements, waste management and energy consumption.
4. Through the creation of a local business network, businesses and public bodies will be encouraged to adopt more sustainable procurement practices, increasing business opportunities to local companies and reducing the transport impact of businesses.
5. Residents will be encouraged to use local facilities, such as shopping, thereby reducing travelling and the resultant environmental impact.

**BACKGROUND INFORMATION**

The BEP’s aim is to facilitate and support sustainable economic growth and it seeks to achieve this by focusing on activities where additionality can be proven through three different approaches ...

1. **Influencing, lobbying and monitoring** the strategies and actions of local businesses, public bodies and partnerships
2. **Coordinating communication and engagement** activities with local businesses, public

bodies and partnerships

### 3. **Commissioning** useful products and services to the business community

The Strategic Plan sets out the approach that the BEP will take as a partnership to provide the influence, communication and commissioning/delivery to support the local economy and make it more resilient.

The BEP recognises however that growth and wealth creation lie mainly in the hands of the private sector and therefore the BEP needs to focus in the main on influencing those in the public sector that can facilitate and support private sector growth. That said, the BEP has and will also further develop a clear and tangible offer to business. In particular, the BEP will continue to act as the main means of business engagement for BEP partners, as well as a means through which businesses can influence economic agendas, policies and activities.

## **STRATEGY DEVELOPMENT**

Once the BEP Board had decided that a strategy refresh was appropriate, a small Task and Finish Group from within the BEP Board was brought together. The first task was to review the 2011 strategy in the context of the changing economic landscape, particularly since the 2 LEPs for the area have and continue to evolve quite significantly since the original strategy was formulated. In addition, there had been the onset of a slow and small economic recovery, which has since gathered pace. The outcomes of the 4 pieces of economic strategy and policy work referred to in the Executive Summary also needed to be firmly taken into account. Finally, an up to date economic profile of the area was carried out.

The overall aim of the Strategic Plan remains, as was the case for the 2011 Strategic Plan, to promote a stronger, more resilient local economy through sustainable business development and growth, which reflects both the urban and rural dimensions to the Tamworth and Lichfield area.

The Vision of the 2011 Strategy was reviewed and has been slightly updated, in particular to make it more succinct. This now is as follows:

***“to improve on the excellent location, communication links and local skilled workforce, to promote the area as a dynamic place to live and do business”***

In addition, the number of themes in the strategy has been condensed down from 4 to 5 with the merger of the Place Promotion and Town Centres theme into one, as it was felt that the 2 former themes fully complemented each other. The full list of priority themes in the Strategic Plan is now as follows, along with a summary statement to encapsulate each:

- **Business Support** - *Our wealth creating businesses will deliver the growth, and we will facilitate this by ensuring businesses are plugged into a coherent business support offer.*
- **Infrastructure** - *The public sector has key role in creating the conditions for growth – we will facilitate this by identifying and encouraging investment in appropriate facilities; commercial buildings and the physical environment; in housing; in transport links; and in communication and utilities.*
- **Place and Town Centres** - *Private sector investment will change our Districts – we will facilitate this by building confidence in our centres and creating the conditions for investment across our Districts.*
- **Workforce Development** - *People are the engine of economic growth – and we will facilitate this through raising aspirations across our community, making learning accessible, and showing the economic value of training, workforce development (e.g. Leadership and specific business and technical skills) and qualifications.*

The Strategic Plan is attached to this report as Appendix 1 and under each of the above themes, sets out the key issues that the BEP has identified from its collective knowledge and evidence base, and then presents a set of key priorities for action under each theme, along with a description of the successful outcome.

A Communications Plan to support the Strategic Plan has also been developed, which schematically represents how the BEP acts at the core to communicate messages about the local economy to the business community and partners, as well as a central repository for receiving information back.

## **STRATEGY NEXT STEPS AND DELIVERY**

This Strategic Plan has now been approved by the BEP Board at its last meeting on 7th August 2014. The Theme Champions have also been actioned with producing Delivery Plans for their themes which will guide the activity of the BEP and drive the delivery of the Strategic Plan, setting out actions under each priority that have been identified. These actions will reflect the three principles guiding the BEP's role: influence, communication and commissioning/delivery, as appropriate. Finally, the Strategic Plan will undergo a graphic design process to add appropriate graphics, logos, imagery and colour to improve its visual appeal and impact, before then being fully published and distributed.

## **REPORT AUTHOR**

James Roberts – Economic Development and Enterprise Manager

## **LIST OF BACKGROUND PAPERS**

Business and Economic Partnership – Strategic Plan 2014

## **APPENDICES**

None

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# **TAMWORTH AND LICHFIELD BUSINESS AND ECONOMIC PARTNERSHIP (BEP)**

## **STRATEGIC PLAN 2014 – 2018 (FINAL)**

## **GLOSSARY**

LEP – Local Enterprise Partnership

EU – European Union

BEP – Business and Economic Partnership

NVQ – National Vocational Qualifications

IAG – Information, advice and guidance

IT – Information Technology

SWOT – Strengths, Weaknesses, Opportunities and Threats

BIS – Department for Business Innovation and Skills

GBSLEP – Greater Birmingham and Solihull Local Enterprise Partnership

SSLEP – Stoke on Trent and Staffordshire Local Enterprise Partnership

MAS – Manufacturing Advisory Service

UKTI – UK Trade and Investment

HS2 – High Speed (rail) 2

SPRG – Spatial Plan for Regeneration and Growth (GBSLEP)

DoT – Department of Transport

BDUK – Broadband Delivery UK

MISS – Make It Stoke on Trent and Staffordshire

ESB – Employment and Skills Board



## FOREWORD AND WELCOME

*On behalf of the Business and Economic Partnership I'd like to introduce our revised and updated strategic plan for 2014-18.*

*The Business & Economic Partnership (BEP) represents businesses, public sector bodies, voluntary organisations and post-16 educational institutions that operate in or have an influence or impact on the local economy of Tamworth and Lichfield, their local environment and communities. The BEP is business driven. With the full support of Tamworth Borough and Lichfield District Councils it recognises the value of all its partners & stakeholders contributing to the economic development, vibrancy, social environment and well-being of the whole area*

*We work as a collaborative partnership, cognisant of our Councils' shared service strategy for local economic development, with the aim of reducing any tendencies to work in "silos" and fostering an effective, efficient and integrated approach to improving the local economy.*

*This strategic plan recognises those things that can and need to be undertaken to make a real difference and clearly articulates the role and function of the BEP in achieving this, building on its achievements in moving forward the 20011 Economic Strategy.*

*The plan is based on sound economic evidence, informed by five pieces of work completed in 2013; the Tamworth Business Place Marketing Strategy; the southern Staffordshire Investment & Growth Prospectus; the Tamworth Jobs & Growth Plan; the Lichfield Draft Local Plan and the Southern Staffordshire Skills Plan. These, together with input from businesses in the area and our Partnership representatives, have developed the BEP's strategic themes and priorities.*

*Our plan supports and compliments the Lichfield and Tamworth Strategic & Community Plans, helping to ensure that they have a business perspective. BEP partners have influenced, and continue to shape the work of the Greater Birmingham & Solihull and Stoke & Staffordshire Local Enterprise Partnerships – ensuring that the importance and contribution of our economy is not ignored!*

*Throughout my Chairmanship my ambition has been, and remains, to enhance the impact of the BEP through "additionality", that is stimulating and supporting things which improve our local economy which otherwise may not have happened and acting where the Partnership can have an effect by influencing and facilitating. I see the strengthening & cohesion of communications across the Partnership and within the wider business community as crucial to meeting our aims so that we are all "Working as One".*

*The challenge over the next four years is to influence & assist with the delivery of the prioritised aims identified under each of the four themes defined in this strategic plan. Thematic action plans to achieve these are being finalised and incorporate specific & practical issues raised by businesses through the Business Network Forum, the BEP4Business & Councils' websites and your BEP Board representatives. To be successful these activities need to be underpinned by information sharing, business support mechanisms and good communications across the whole Partnership and the wider business community are key if we are to truly "Work as One".*

*The Partnership is about people and I'd like to thank all our individual partners and business representatives for their support and input into the BEP, and especially our Partnership Board members for their commitment, hard work and ongoing enthusiasm. In particular, I would like to acknowledge the support of Jeff Marlow of the Southern Staffordshire Partnership for his role in coordinating the writing of this Strategic Plan.*



*Deb Baker, BEP Chairman, Summer 2014*

**BUSINESS ECONOMIC PARTNERSHIP**

The Business Economic Partnership (BEP) was established in 2009 as voluntary coming together of local businesses, the Business Network Forum (formerly Economic Forums in Tamworth and Lichfield), Lichfield District Council, Tamworth Borough Council, Staffordshire County Council, Support Staffordshire (formerly the Community and Voluntary Service), South Staffordshire College, The Federation of Small Businesses and the Chamber of Commerce.

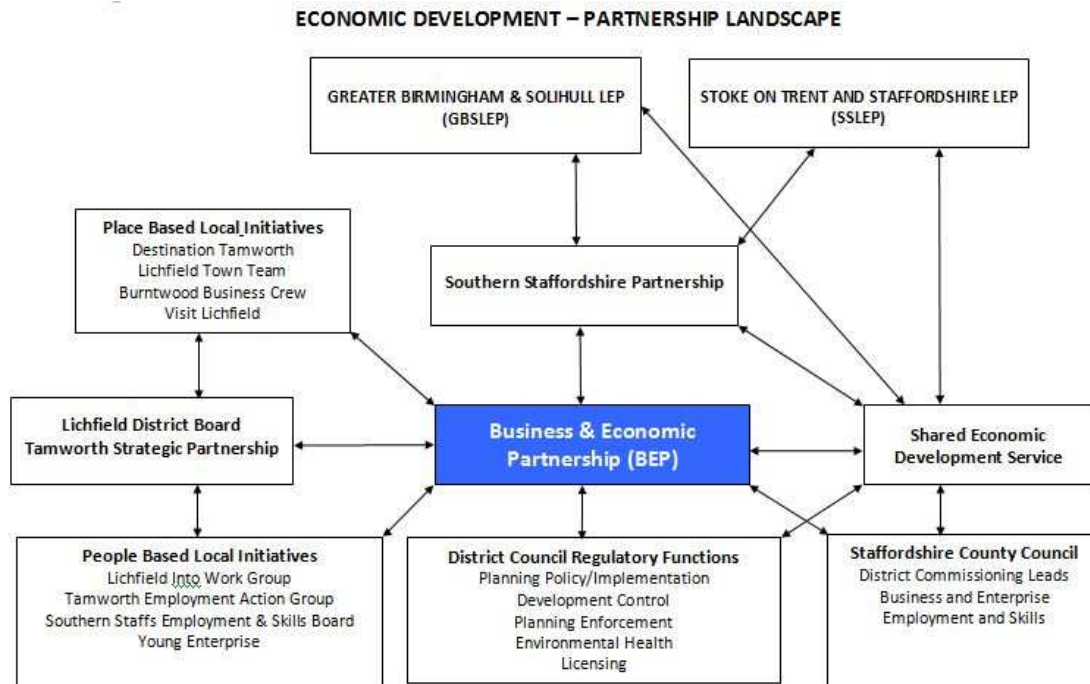
The BEP's aim is to facilitate and support sustainable economic growth and it seeks to achieve this by focusing on activities where additionality can be proven through three different approaches .....

1. ***Influencing, lobbying and monitoring*** the strategies and actions of local businesses, public bodies and partnerships
2. ***Coordinating communication and engagement*** activities with local businesses, public bodies and partnerships
3. ***Commissioning*** useful products and services to the business community

We recognise that growth and wealth creation lies in the hands of the private sector. The BEP does a lot to influence those in the public sector that can facilitate and support private sector growth and also has a clear tangible offer to business ....

- Fast track to local economic partnership and regional growth opportunities
- Business networking and business opportunities
- Direct line to local government – voice can be heard
- Mutual support and knowledge exchange from diverse business base
- Signpost to relevant business support activities (trade, investment, growth, enterprise, innovation, finance)
- Supporting inward investment opportunities
- Providing and disseminating market intelligence, opportunities
- Early and unique access to information about Tamworth and Lichfield, and current/ planned developments

## THE ENVIRONMENT IN WHICH BEP OPERATES



Over the past 3 years the environment in which economic development is delivered has been fundamentally changed and has become more complex. This has been largely driven by the fact that well resourced, and central government backed ‘Regional Development Agencies’ and ‘Business Links’ have disappeared. Business led Local Enterprise Partnerships (LEPs) have been set up, with the BEP sitting within the geography of 2 LEPs, Greater Birmingham and Solihull and Stoke on Trent and Staffordshire. The LEPs are now gaining some momentum and political buy in, with each having developed ‘Strategic Economic Plans’ which will drive the delivery of significant government and EU funding over the next 6 years.

The BEP seeks to influence the LEPs’ agendas through the Southern Staffordshire Partnership (SSP), which brings together 3 districts (Tamworth, Lichfield, and South Staffs) in the south of the county, the College, University and Chamber, to discuss strategic economic development matters. The Director of the SSP has developed comprehensive connections with both LEPs through sitting on a wide variety of Executive, strategic and operational groups in both LEPs. In addition, officers from the Shared Service in Economic Development between Lichfield and Tamworth, which facilitates the operation of the BEP, also directly represent their respective councils within both LEPs and seek to articulate the issues raised through the BEP by its partners and businesses.

Locally, the BEP is well connected into other partnerships with an economic development and business remit, both in terms of place and people based initiatives, as well as both Local Strategic Partnerships. It is also liaises closely with council functions at district and county levels, both directly through direct representation on the BEP Board from appropriate council representatives, as well as through the Shared Economic Development Service.

Sitting at the heart of this partnership landscape, with extensive connections into the variety of partnerships that exist at different spatial and thematic levels, the BEP is well placed to fulfil its mission as outlined above of influencing, commissioning and communication, both on behalf of its partners and the local business community.

## **BEP VISION**

Our vision is ***“to improve on the excellent location, communication links and local skilled workforce, to promote the area as a dynamic place to live and do business”***

This will see the securing of new skills, promote aspirations and new jobs, and improve our competitiveness in the labour market. Our businesses will grow, be enabled to develop new niche products and secure new markets. They will provide increased employment opportunities and be globally competitive. Our towns will be ones that attract investment, and are seen as great places to live and work in.

**Our role** is to influence, to advocate, and where appropriate directly commission activity that will drive economic growth.

This document sets out the approach we will take to provide that influence, advocacy and delivery. Importantly it shows how through interventions to support business and our third sector employers, to develop our people, and to enhance the quality of our living and working environment we can grow our economy and make it more resilient. We have a strong evidence base to support the programme of activities outlined ahead built from a wealth of information across a range of partners, primary and secondary research and economic data sets.

## **ECONOMIC PROFILE**

Tamworth and Lichfield District are quite different from each other in terms of economic profile and their specific local offerings. However, they have successfully provided economic stability through the Borough Council and District Council’s shared Economic Services and together their ‘complementarity’ of offer is potentially one of our area’s unique strengths. Our towns are well placed within the ‘southern Staffordshire Enterprise Belt’ connected locally and national via the A5, A38, M42 and M6Toll. There are strong economic ties in the belt around Birmingham from the Black Country (Walsall), South Staffordshire (Cannock) and East Staffordshire (Burton) down to North Warwickshire and Solihull. In addition to our three towns (Lichfield, Burntwood, Tamworth) we have a substantial rural geography, which contributes significantly to the quality housing, tourism and leisure offer. Therefore, we also need to address issues of accessibility, broadband provision and support for rural enterprise and economic diversification.

We have a growing population and in 2011 it stood at 177,000, and is expected to reach almost 200,000 by 2033. Almost 25% of our residents are qualified to NVQ4 (though this figure falls to 15% for the town of Tamworth, and rises to 31% for the District of Lichfield. Unemployment is now at historic low levels for both districts, with claimant count rates down to 1.2% for Tamworth and 1.1% for Lichfield (July 2014), representing falls of 32% and 15% respectively from levels seen in January 2008.

We are home to almost 7,300 enterprises. Since 2003, both Districts have seen growth in the ‘business & professional services, with Tamworth developing a role as a base for financial and

insurance services; and Lichfield building a reputation for business and professional services. Retail, tourism and building technologies are also key sectors for both Districts. Manufacturing (and fabrication) also feature here.

Analysis of business rates data in terms of rateable values reveals that both districts have seen significant falls in the levels of unoccupied commercial floorspace since the recession, falling to just 8.7% for Tamworth (10.6% in December 2012) and 5.0% in Lichfield (9.3% in December 2012) as a proportion of total rateable values. This suggests that levels of business investment and confidence in the Tamworth and Lichfield area have recovered well since the recession, placing the area on a path to what should be reasonable levels of sustainable economic growth over the coming years.

More detailed economic profiling data on the Tamworth and Lichfield area is available if required via our website at [www.bep4business.co.uk](http://www.bep4business.co.uk).

## SWOT ANALYSIS OF THE LICHFIELD AND TAMWORTH ECONOMY

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Attractive environment/Quality of Life factors that support economic growth <b>TC1 TC2 INF3 INF4*</b></li> <li>• Immediate access to the heart of the national highway network <b>INF4</b></li> <li>• Good history of sub-regional cooperation through Southern Staffordshire Partnership <b>BS1</b></li> <li>• Relative low cost of business space</li> <li>• The area is relatively more entrepreneurial compared to Birmingham, Staffordshire or the Country in terms of the number of businesses present and the creation of businesses <b>INF1 INF2 INF4</b></li> <li>• Visitor economy offer <b>TC3</b></li> <li>• Good range of employment sites mostly with good access <b>INF1 INF4</b></li> </ul>	<ul style="list-style-type: none"> <li>• Lack of local HE presence and interventions <b>BS3</b></li> <li>• History of fragmented business support and engagement <b>BS1</b></li> <li>• Disconnect of area to wider place marketing initiatives and lack of profile <b>TC3</b></li> <li>• Business leadership and management skills issues <b>WD1 WD2 WD3</b></li> <li>• Lack of incubation units and support <b>TC1 BS3</b></li> <li>• Lack of engagement of local businesses into sub regional, regional and national sector based networks and support programmes <b>BS2</b></li> <li>• Poor fabric of and accessibility to some of the older industrial estates <b>INF2 INF4</b></li> <li>• Low level of school/business engagement, and provision of IAG <b>WD1</b></li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Proximity to the conurbation's assets</li> <li>• Develop the Tamworth and Lichfield Business Economic Partnership (BEP) model as a District based approach to engaging companies into accessing business support <b>BS1 BS2</b></li> <li>• Develop peer to peer innovation networks <b>BS3</b></li> <li>• Link strong visitor economy offer to the conurbation offer</li> <li>• Develop edge of city micro science parks/innovation hubs <b>INF1 INF4</b></li> <li>• 30 development opportunities providing a broad range of employment, housing, retail and leisure <b>TC1</b></li> <li>• Steward and develop the environmental assets <b>TC1</b></li> <li>• Development of rural economy</li> </ul>	<ul style="list-style-type: none"> <li>• Pockets of low deprivation/worklessness not being addressed because actual scale to small though impact significant</li> <li>• Cross LEP collaboration weak and LEP overlap causes duplication and confusion. <b>BS1</b></li> <li>• Out commuting of those with higher skills <b>WD3</b></li> <li>• A one size fits all approach to business support <b>BS1</b></li> <li>• Poor levels of IT literacy, and access to IT support programmes and equipment <b>WD1 INF4</b></li> <li>• High number of adults with no qualifications and low number of adults with L4 and above <b>WD1 WD2</b></li> <li>• Limited economic development resource at District level</li> <li>• Dominance of urban area prioritisation</li> </ul>

\*These codes reference our four priority themes and programmes

**BS**=Business Support

**TC**=Town Centre and Place

**INF**=Infrastructure

**WD**=Workforce Development

## PRIORITIES AND DELIVERY

We have identified 4 key priority themes....

- Business Support (BS)
- Infrastructure (INF)
- Place and Town Centres (TC)
- Workforce Development (WD)

Within these there are 13 priority programme areas. We are focused on where the BEP can provide added value, and we have specifically avoided replicating the vast level of activity delivered directly by partners. Importantly we recognise that one of the key routes to successful outcomes is influencing and lobbying others, in particular the LEPs who are rightly seen as the key strategic 'Economic Development' bodies. Our SWOT has identified specific challenges and opportunities – however our programmes do not respond to each of them, nor when they do are they the only response. We seek to intervene through this strategy where we believe our partnership working can **add value and address gaps in provision**. In carrying out a SWOT it is important that we show that this both informs the strategic plan, and that we have the right responses in place. Equally we need to be aware that in some cases responses can and do come direct from partners. So whilst this is a BEP strategic plan it is important that we show how each of the threats and weaknesses are being addressed, and how each of the strengths and opportunities are being maximised. There is a full commentary on this contained in the appendices, and in presenting such it informs our responsibility for coordinating, communicating and monitoring all those interventions that will support growth in our economy.

### **Business Support**

*Our wealth creating businesses will deliver the growth, and we will facilitate this by ensuring businesses are plugged into a coherent business support offer.*

Evidence has shown that those businesses that access business support are the ones more likely to grow, innovate and create jobs. Our businesses, like others nationally, now face a challenging situation where a comprehensive, well-resourced business support infrastructure is no longer available. We have been ahead of the game in recognising the changes that were taking place early on, working with both LEPs in developing a new business support offer, and establishing a local access point and engagement programme for our businesses through work with our local councils – a service unique to Tamworth and Lichfield. The recent development of 'Growth Hubs' by both LEPs, with funding from central Government, now complements our local initiative.

***We will continue to develop our response ensuring that the gap in provision is plugged, that all local businesses can access new and relevant support programmes, and that we regularly engage with them to understand their issues. We will work with the emerging 'Growth Hubs' and related business support infrastructure to ensure that as many of our businesses are aware of and can access the support available; and we will develop a local infrastructure that can attract and support growth in key niche sectors. The BEP will provide additionality through local coordination and facilitation.***

Our key business sectors include retail, business & professional services, leisure & tourism, building technologies and manufacturing. We must look at our economy in the round and recognise that there must be opportunities for entry jobs and progression for all. Whilst we will work to further restructure the economy we must ensure that those sectors that do provide a significant proportion of our employment, namely traditional manufacturing, retail, education, professional and business services and transport continue to have access to the support, sites and labour market that they need today. In doing this we will be mindful of how these sectors are changing both in terms of employment numbers but also in terms of product and service production and delivery mechanisms.

***We will develop a better understanding of, and relationships with, key businesses in our priority sectors***

Economic Gardening is an economic development model that embraces the fundamental idea that entrepreneurs and innovators drive economies. It seeks to create jobs by supporting existing companies and individuals in a community; connect businesses/entrepreneurs/innovators to all available resources; encourage the development of the essential 'soft' infrastructure such as physical and virtual networks to ensure relevant information is accessible; and provide the 'safe space' whereby ideas can develop, grow and take off – or indeed fail.

***To do this we will seek to identify the key assets, who owns them, what their potential is; and then work with businesses and their networks to facilitate their access to the assets. It complements the environmental accelerator programme by ensuring we make best use of the 'growth assets' in our community, many of which are underutilised at present.***

#### **Priority BS1 (Business engagement)**

We will liaise closely with both LEPs to shape the delivery of Growth Hubs and related business support in Tamworth and Lichfield; we will promote the established "Tamworth/Lichfield 4 Business" Programme as a long term local solution; we will aim to add value to the sub regional, regional and national offer, and work to identify and address any duplication and confusion in the market place and facilitate access to the appropriate support

*External partners are BIS and the GBSLEP/SSLEP*

#### **Priority BS2 (Sector intelligence)**

We will commission desk based research into our key priority sectors, undertake a programme of strategic relationship building with key businesses, and provide the conduit for local businesses to regional and national sector based networks.

*External partners are MAS, UKTI, BIS, and the GSBLEP/SSLEP*

#### **Priority BS3 (Economic gardening)**

We will commission research to identify, value and market the 'growth assets in our community'; and identify ways in which they can be made more accessible and available to the local business community. This will be supported by facilitating the further development and engagement of business led networks so value can be taken from and added to the assets.

*External partners are other public sector bodies, property owners, major employers*

**Successful Outcome** Our local businesses regularly accessing relevant business support and advice; and being supported by an imaginative use of the existing asset base in the Districts



## **Infrastructure**

*The public sector has key role in creating the conditions for growth – we will facilitate this by identifying and encouraging investment in appropriate facilities; commercial buildings and the physical environment; in housing; in transport links; and in communication and utilities*

The quality of the local infrastructure plays a key role in supporting the growth of established business, and attracting inward investment. In terms of business space, Lichfield District and Tamworth contain a number of large warehousing & distribution sites e.g. Fradley Business Park in Lichfield and, together with North Warwickshire and Birmingham, form part of what the property market refers to as the 'Golden Triangle' of logistics development formed by the M1, M6 and M42.

The provision of new office accommodation in the short – medium term will be key in attracting inward investment to the Lichfield area. There is a shortfall of suitable land for manufacturing to attract investment and accommodate growth in the longer term.

In Tamworth there are issues with the existing stock of employment areas in particular an oversupply of small units, although market evidence suggests there is still sufficient demand at the majority of the employment areas. In terms of quality, this varies across the Borough, with some areas suffering from issues such as a poor quality environment and inadequate security measures while other areas offer an excellent surrounding environment with sufficient contemporary security measures. These variations in quality occur at various scales both between employment areas and within employment areas with marked differences in quality.

***We will work with both our Councils, developers and property owners to encourage the provision of suitable employment land and enhancement to our existing commercial premises and sites***

There will also be pressure to accommodate significant new housing, and to support the related transport, school and service provision. The availability of a mixed range of affordable and high quality housing will be a key aspect of the area retaining one of its strengths as part of the Enterprise Belt.

***We will work with our Councils and developers to encourage provision of a housing mix and availability that will underpin continued sustainable economic growth***

Whilst we also see our location as an advantage in terms of accessibility to the national highway and rail network we are mindful that new development and growth puts pressure on the existing capacity, and leads to demand for new connectivity. We will also work to secure good connectivity and economic benefits from HS2 and mitigate any negative impacts.

***We will work with key partners, and in particular the LEPs to secure investment for our key transport schemes***

Sitting outside of the conurbation, and having a rural hinterland, securing a better broadband provision is key to supporting our business community and public sector service provision.

***We will continue to lobby for the necessary enhancement and provision, providing evidence of need and impact where necessary***

A new, long-term Spatial Plan for Recovery and Growth (SPRG) is being prepared by the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) in parallel with the 'Strategy for Growth' and will look at the level and distribution of growth across the LEP over the next 20 years and help support the statutory development plan-making taking place in the GBSLEP's nine local authority areas.

***We will seek to ensure that this Plan properly takes into account the needs of the area and facilitate consultation and feedback from the business community***

**INF 1 (Land and property requirements linked to new employment opportunities)**

We will explore requirement identified for flexible/managed work-space and home hubs to serve rural areas/home-workers, support business start-ups and micro-businesses; achieve a better understanding of sectors with specific requirements, identify emerging sectors needs; and support research into market demand for available land and premises

*External partners – MAS, property owners, Enterprise Agency*

**Priority INF 2 (Identify and address the quality and suitability constraints of existing commercial units and available development land)**

We will encourage investment to upgrade the quality (and safety) of existing premises and sites

*External Partners – Land owners, property agents, local business*

**Priority INF 3 (Promote improvements to the rail, bus and road network serving the area)**

We have identified a number of key priorities which include

- Upgrade to facilities at our key stations; enhanced rail services between Tamworth and Birmingham & Lichfield and the north-west and south-east; and suitable levels of connectivity to HS2
- Securing long term future of bus routes linking Tamworth, Lichfield and Burntwood respectively with the conurbation; and improved junctions on the A38 at Swinfen and Fradley and on the A5 at Wall Island and Muckley Corner
- Linking rural communities with centres of employment through improved public transport offers
- Development of the Anker Valley Link Road Tamworth; and the implementation of transport packages serving Lichfield City and Ventura Park & Gungate in Tamworth.
- Explore the scope for re-opening the Lichfield-Burton Line including station facilities serving the National Memorial Arboretum

*External partners - Centro, Network rail, London Midland, Highways Agency, DoT, local bus companies, Staffordshire County Council; and the GSBLEP/SSLEP*

**Priority INF4 (Secure better Broadband, wifi and 3G provision in Lichfield and Tamworth)**

We will seek to maximise support from Staffordshire County Council, Local Broadband Plan (LBP) and BDUK Funding; feed local requirements into emerging LBP, including access to superfast broadband for (relatively) high number of home-workers/micro-businesses; liaise with infrastructure providers re broadband plans; encourage BT to prioritise completion of work to business premises; and build on outcomes of rural master-planning consultation

*External partners – Utility companies, and the GSBLEP/SSLEP, Town Teams*

**Successful Outcome** A consistently good quality of business related infrastructure that directly supports the needs of the local business community and its workforce, and underpins the sustainability that is needed for growth

## **Place and Town Centres**

*Private sector investment will change our Districts – we will facilitate this by building confidence in our centres and creating the conditions for investment across our Districts.*

Tamworth, home to Tamworth Castle and Moat House, has a town centre in need of investment and a major edge of town sub regional retail park , Ventura Park. There is a commitment to strengthen the links between and develop the complementarity of the these two parts of Tamworth.

Lichfield City's retail experience is quite unique; it offers a wide range of shops, from high street chains to independent outlets and original boutiques; the diversity of its independent shops is one of its distinctive strengths.

Burntwood is the smallest of the three towns in terms of population but still represents a significant urban area and centre of population within Lichfield District. Although it has recently strengthened its retail environment and now also has an active 'Town Team' (the Burntwood Business Crew), it nonetheless still needs to create more of a commercial centre and focus.

***We have a range of investment opportunities in our town centres, we will seek to create a broader stronger offer for investment, promoting the range of opportunities in our town centres – one in which the constituent parts present a broad and complementary offer.***

We know that changes in retailing methods and shopping habits, as well as the impact of the recession have led to a reduction in the number of high street retailers in our town centres. Whilst we need to diversify the offer available in the centres, recognising them as cultural, entertainment, leisure, and creative hubs; we also need to maintain their attractiveness to major retailers through the provision of quality premises, parking, security and quality streetscape.

***We will seek to better understand what drives decision making amongst our town centre customers, occupiers, and property owners***

In 2013 we commissioned a place marketing strategy to better understand the drivers of inward investment in order to deliver a co-ordinated approach to promoting the two areas, with a view to help existing businesses expand while attracting new investment. A key focus was to engage the views of local business, and understand their rationale for relocating. The study showed that whilst our two main urban centres have some differences around business and profile and demographics, they nevertheless have strong business, economic, social, cultural and physical linkages, which together would underpin a persuasive joint marketing offer.

***We will assist in implementing the place marketing strategy recognising the unique role and distinctiveness of our key urban centres***

We also recognise the unique contribution that our rural settlements and landscape make to our place offer.

***We will work with a range of partners to ensure the sustainability and attractiveness of the rural areas***

### **Priority TC1 (Town Centre Investment and Reputation)**

We will assist the Councils 'shared service' to facilitate a coordinated approach to attracting investment in our town centres; and to actions to improve the reputation and image of our centres locally, regionally and nationally.

*External partners – Property Developers, Destination Tamworth, Lichfield Town Team (BID Development Team, Burntwood Town Crew and the GSBLEP/SSLEP*

### **Priority TC2 (Town Centre Intelligence)**

We will secure better intelligence on the town centre land and property ownership; and on the needs of town centre businesses, independent retailers and their customers.

*External partners – businesses and retail customers*

### **Priority TC3 (Place Marketing)**

We will implement the 4 recommendations in the Place marketing strategy namely - raise profile with local inward investment partners; develop on and offline marketing collateral; engage routes to market with value propositions; improve visibility and reach with digital and social media

*External partners – MISS, Marketing Birmingham, and the GSBLEP/SSLEP*

**Successful Outcome** The town centres will provide a distinctive environment and offer that complements rather than competes with the out of town parks and online retailing leading to collaboration across the towns; and proves attractive to investors, visitors and local residents.

### **Workforce Development**

*With increasing autonomy within our education system, a large number of private sector training providers, and still too few businesses accessing the training support and funding available we recognised that we have a key role in leading local partnership working, engaging with those bodies that deliver training support, raising awareness within the business community, and articulating the benefits of a well educated, well trained workforce. People are the engine of economic growth – and we will facilitate this through raising aspirations across our community, making learning accessible, and showing the economic value of training, workforce development (e.g. Leadership and specific business and technical skills) and qualifications.*

Whilst there is a reputation for a strong work ethic there remains a poor level of formal qualifications and a lack of aspiration. It is recognised that it will be through developing the skills, and aspirations, for work in current growth sectors that we will underpin the potential for increased economic prosperity in Tamworth. Whilst the attainment rates for key NVQ indicators are growing year on year they remain relatively low, below the regional and national average. Almost 2 in 5 of the adult population lacks an NVQ 2 and little over 1 in 5 has an NVQ4 (degree equivalent). It is also important that skills development and training provides the transferrable skills which tend to be well valued by employers.

In Lichfield there is a good level of formal qualifications though a leakage of a number of those more highly qualified to jobs outside the area. More than 1 in 4 of the population has an NVQ4 (degree equivalent), higher than the County or the regional average. The proportion of residents with no qualifications is lower than both the regional and the County average.

***This will be better understood and acted upon by improved (access to) data on the jobs opportunities, competencies, and skills required in tomorrows economy***

The distinctiveness between the 2 Districts will drive a degree of focus on what we see as local priorities. An Education and Skills Board (ESB) at the Southern Staffordshire level provides a direct link to support from the GBSLEP. The ESB has also commissioned work to produce a Skills Plan for southern Staffordshire and this will inform some of the work we do at the local level. An Education Trust has been set up in Staffordshire and Stoke to promote a more inclusive and joined up approach to the skills agenda. Both LEPs have a common priority to improve the relationship between the education/training providers, and the business community.

***We will work to improve dialogue between the supply and demand sides***

The need to promote improvements in basic skills, particularly in terms of numeracy and literacy will be important for the local economy, both in respect of helping individuals to progress through the different levels of skills and qualification attainment but also in providing for the skills base to support the needs of more elementary occupations to meet the demand for replacements to existing staff. The UK Workforce survey revealed that in Staffordshire employers considered that more than one in four school leavers were poorly or very poorly equipped for work. Yet again, poor attitude and lack of motivation were cited ahead of core skill competencies as reasons why employers stated this.

It is evident that the training and skills agenda is a large and complex area, hard for businesses to understand; and the skills needs of local businesses are varied and hard to identify and define. It is important that we identify and understand the real and perceived barriers to employment, and to recruitment.

***A clear and easily accessible system for businesses to receive information on the training offer and access or develop the skills they need is a gap in need of plugging***

**Priority WD1 (Improve dialogue between the supply and demand side)**

We will support measures to improve the level and format of engagement between schools, training providers, and businesses

*External Partners – School, Further Education Institution, Trade Associations*

**Priority WD2 (A clear and easily accessible system for employers to receive information on the training offer and skills they need)**

We will encourage Government, LEPs and providers to make their offer as transparent as possible; and we will act as a clearing house to disseminate relevant information

*External Partners – Sector Skills Councils, BIS, Support Staffordshire, GSBLEP/SSLEP*

**Priority WD3 (Improved data on the jobs opportunities, competencies, and skills required in tomorrow's economy)**

We will commission, collate and share data that will increase partners understanding of the changing profile of those sectors key to the local economies

*External Partners – Sector Skills Councils*

**Successful Outcome** A motivated and capable workforce with the right work ethos, access to the right training and the skills to support their development and the needs of the local business community

## **BUILDING ON SUCCESS**

While this Strategic plan looks ahead to 2018 and on we also recognise the solid foundations we have put in place through our Partnership working to date which has had a number of notable successes including:

- *secured a place on the Development Board of the GSBLEP and significantly shaped its work programme particularly around business support*
- *established the Tamworth and Lichfield 4Business programmes providing local access to business advice and support*
- *Business Brief – regular update on local business news – now superseded by the BEP4Business website*
- *provided a unique forum to allow the business community to directly engage with and influence key public sector bodies*
- *provided written responses to GBSLEP/ SSLEP and local consultation exercises on behalf of the Partnership and wider business community through the engagement of our Business Networks Forum*

We believe the Tamworth and Lichfield Business and Economic Partnership continues to be a credible and successful Partnership; one that has provided a good working model for the Local Enterprise Partnership. If our Strategic plan is to lead to change and contribute to an uplift in economic performance we must now be focused on its implementation.

## **NEXT STEPS: Implementation and Appendices**

### Delivery Plans

For each of the 13 priority areas we are currently developing summary action plans which will guide the activity of the BEP and drive the delivery of our Strategy. For each of the four thematic headings we have a lead officer. These Delivery Plans will be available on the BEP website at [www.bep4business.co.uk](http://www.bep4business.co.uk) at a later date.

### BEP Resources

We can identify resources at a number of levels

#### Partnership

Each partner brings considerable resource either through organizational budgets, or through relationships with/influence on the wider business community. A key role of this strategy is to influence how these budgets are spent, and how the business sector invests and engages.

Details of the BEP members to be appended

#### External stakeholders

A range of regional and national organisations make up our external stakeholders and often these have budgets focused on specific areas of activity. We will work with these stakeholders to develop our local knowledge and to exert influence on their prioritisation of regional and national programmes. The details of these and particularly how they contribute to addressing the factors identified in our SWOT are to be appended

#### Local Enterprise Partnerships

Through our District Councils we have membership of both the LEPs that cover Tamworth and Lichfield, and officers who are very much involved in their individual workstreams. The LEPs are the key strategic partners and bring with them significant resource. Over the period 2014-20 they will direct between £28m and £56m of EU funding into southern Staffordshire. Each LEP will also be bidding on a competitive basis for a share of the £2bn of Local Growth fund that is being made available on an annual basis through to 2020. Partners in the BEP have contributed significantly to the writing of the GBSLEP and the SSLEP Strategic Economic Plans, and have promoted specific projects for Local Growth Fund and EU funding support. Both District Councils have a seat on the GBSLEP Board, and are represented at the SSLEP Board through the Southern Staffordshire Partnership

### Southern Staffordshire Enterprise Belt

A key strength of the area is its locational, entrepreneurial and environmental asset base – as evidenced in research and analysis by Birmingham University. The 'Belt' is recognised in both the GBSLEP and the SSLEP Strategic Economic Plans, and a summary is available on the BEP website at [www.bep4business.co.uk](http://www.bep4business.co.uk).

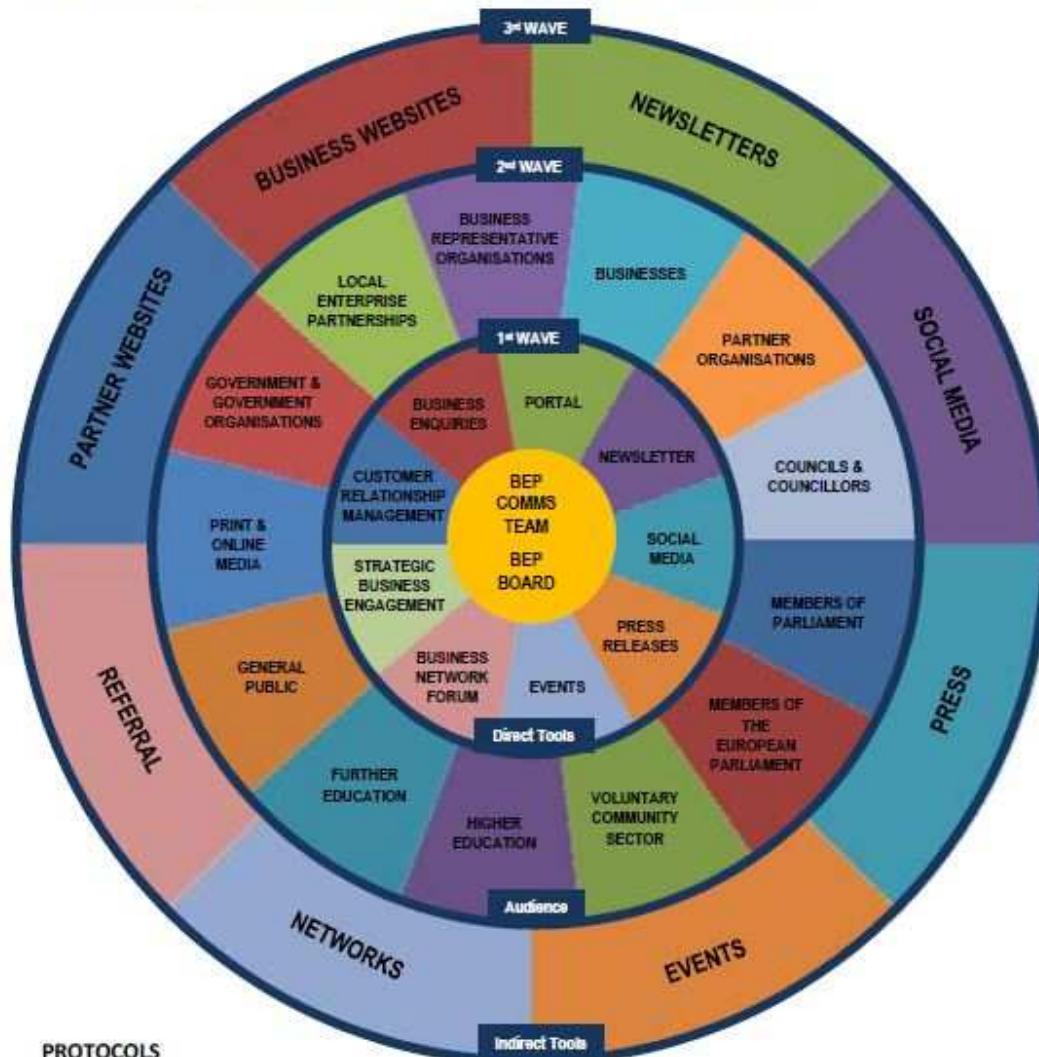
### Communications

We have developed a detailed Communications Plan to support this Strategy, which is schematically represented in the diagram on the following page. This Plan shows the BEP as the originator and recipient of key communications messages, which it then disseminates via the various 'tools' at its disposal (1<sup>st</sup> wave), which then reach a variety of audience groups (2<sup>nd</sup> wave), who are then encouraged to utilise the tools at their disposal (3<sup>rd</sup> wave) to further disseminate messages. Like the ripples on a pool, this then maximizes the spread of the BEP's communications, with feedback coming in the other direction. Communications will be managed overall by the BEP Board, with a dedicated Core Team operated by the councils' Shared Economic Development Service.

## BEP COMMUNICATIONS PLAN - DELIVERY

### OBJECTIVES

- To underpin the BEP Role, Purpose & Effectiveness
- Avoid unnecessary overlap – eliminate or reduce duplication
- Filter out “noise” to improve focus
- Reduce “silos”
- Foster 2-way communications between BEP and its partners and audiences.



### PROTOCOLS

- Core communications team of selected BEP members reporting to BEP and elected members
- Controlled & moderated - clear, consistent, cohesive and timely communications
- Channel-led – communications focussed to avoid duplication or “scatter-gun” dissemination
- Appropriateness – items that impact local businesses & economy
- Blended use of traditional and digital media
- 2-Way – dissemination and collation of feedback and fostering consultation
- “Completing the Circle” – receiving feedback and informing partnership of OUTCOMES!

PRODUCED BY: Deb Baker – Partnership Chair  
James Roberts – Economic Development



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