NON-CONFIDENTIAL BOROUGH OF TAMWORTH



CABINET

12 February 2015

A meeting of the CABINET will be held on Thursday, 19th February, 2015, 6.00 pm in Committee Room 1 Marmion House, Lichfield Street, Tamworth

AGENDA

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

Proposed Operating Model for Tamworth Borough Council 2015-2020 (Pages 5 - 18)

(Report of the Leader of the Council and the Chief Executive)

7 Corporate Vision, Priorities Plan, Budget & Medium Term Financial Strategy 2015/16 (Pages 19 - 116)

(Report of the Leader of the Council)

- **8** Quarter Three 2014/15 Performance Report (Pages 117 186) (Report of the Leader of the Council)
- **9 Tinkers Green and Kerria Centre Regeneration- Master Plan** (Pages 187 370)

(Report of the Portfolio Holder for Economy and Education)

10 Creative Quarter Update (Pages 371 - 416) (Report of the Portfolio Holder for Economy and Education)

11 Exclusion of the Press and Public

To consider excluding the Press and Public from the meeting by passing the following resolution:-

"That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public"

At the time this agenda is published no representations have been received that this part of the meeting should be open to the public.

12 Acquisition of Property within the Housing Revenue Account (HRA) (Pages 417 - 438)

(Report of the Portfolio Holder for Housing & Waste Management & Portfolio for Economy & Education)

Yours faithfully

Chief Executive

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

To Councillors: D Cook, R Pritchard, S Claymore, S Doyle, and M Thurgood.



MINUTES OF A MEETING OF THE CABINET HELD ON 22nd JANUARY 2015

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

M Thurgood

The following officers were present: Anthony E Goodwin (Chief Executive), John Wheatley (Executive Director Corporate Services), Rob Barnes (Director - Housing and Health), Stefan Garner (Director of Finance), Jane Hackett (Solicitor to the Council and Monitoring Officer), Michael Buckland (Head of Revenues) and Tina Mustafa (Head of Landlord Services)

85 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor R Pritchard

86 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 11th December 2014 were approved and signed as a correct record.

(Moved by Councillor M Thurgood and seconded by Councillor S Doyle)

87 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

88 QUESTION TIME:

None

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

None

90 DRAFT BUDGET & MEDIUM TERM FINANCIAL STRATEGY 2014/15

Report of the Leader of the Council seeking approval for the draft package of Budget proposals to consult with the Joint Scrutiny Committee (Budget) on 27th January 2015 and to receive feedback on the

- General Fund Revenue (GF) Budget and Council Tax for 2015/16;
- Housing Revenue Account (HRA) Budget for 2015/16;
- Capital Programme General Fund & HRA;
- Medium Term Financial Strategy (MTFS) was considered.

RESOLVED: **That Cabinet**

Approved the draft package of budget proposals including the proposed policy changes; and;

Endorsed that Joint Scrutiny Committee (Budget) should consider the budget proposals contained within this report at its next meeting on 27th January 2015

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

91 **BUSINESS RATES INCOME FORECAST 2015/16**

Report of the Portfolio Holder for Operations and Assets to report to and seek endorsement from Members on the Business Rates income forecast for 2015/16 was considered

RESOLVED: That Cabinet

Endorsed the Business Rates income forecast for 2015/16 and subsequent NNDR1 form for submission to DCLG by 31 January 2015, in line with the scheme of delegation;

Authorised delegated authority to the Executive Director Corporate Services, in consultation with the Leader of the Council, to make required amendments as necessary; and;

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

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

92 **EXCLUSION OF THE 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 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

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

93 APPOINTMENT OF FIRE SAFETY PARTNER FOR COUNCIL OWNED STOCK

Report of the Portfolio Holder of Housing & Waste Management to set out the commercial response to the procurement of the Home and fire safety checks for council owned property.

RESOLVED: That Cabinet

Approved the tender submitted by Staffordshire Fire and Rescue Service (SFRS);

agreed to award a two (2) year contract with provision for a one (1) year extension to SFRS for home and fire safety checks in council owned properties, commencing February 2015 as per option 1 set out in the report; and;

authorised delegated authority to the Director of Housing & Health in conjunction with the Portfolio Holder for Housing & Waste Management to agree any extension or re-tendering of the arrangements save any material changes prior.

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

Leader



19th February 2015

REPORT OF THE LEADER OF THE COUNCIL & CHIEF EXECUTIVE

"CREATING OPPORTUNITIES FROM AN UNCERTAIN FUTURE"

(PROPOSED STRATEGIC & OPERATIONAL MODEL FOR TAMWORTH BOROUGH COUNCIL)

EXEMPT INFORMATION

Not Applicable

PURPOSE

To seek Cabinet approval to implement and communicate the Service Delivery & Operating Model as detailed in this report.

RECOMMENDATIONS

That subject to Council approval:

- a) The model and implications be communicated to partners, stakeholders and staff;
- b) The processes and practices associated with the model be formally adopted;
- c) That the necessary adjustments to working practices be implemented and, where necessary, any new skills or training be incorporated into the Council's Organisation Development and Training Plans; and
- d) Service Delivery and Performance Management policies be revised to reflect the new model.

EXECUTIVE SUMMARY

This report seeks to respond to a number of drivers and challenges that directly affect the Council's ability to sustain service delivery and operation in its current form.

Key amongst these are:

- Continued uncertainty relating to the future funding of Local Government;
- ii) Existing and planned reductions in funding for Local Government (an anticipated continuance of 'austerity measures');
- iii) Constraints upon the Council to increase income from Government incentive schemes; and similar constraints upon the Council's ability to achieve the high value efficiencies going forward;
- iv) An unprecedented increase in demand for both direct and indirect services in the period corresponding with imposed austerity.

In simple terms, the coincidental increase in demand with the reduction of government funding will result in a financial deficit in 2017 unless one or both of these issues are addressed.

The organisational change programmes, efficiency drives and the work streams within the Sustainability Strategy represent a **'reactive'** response to reduced income. Whilst these will continue, it will not be sufficient to off-set the forecast deficit. Other than lobbying

government via the LGA, local MPs and other organisations, it is unlikely that change can be effected given recent statements in relation to continued austerity.

However; by developing the recommended **Demand Management** operating model, the organisation has the means to wrestle back some control of its capacity, sustainability and ultimately, its destiny. Again, in simple terms, it provides the means by which to take a 'proactive' approach to reducing the deficit.

Notwithstanding the best endeavours of the Executive Management Team (Cabinet Members & CMT) to increase efficiency, reduce costs and meet demand via the robust delivery of the **Sustainability Strategy**, the consequences of the four key challenges above have prompted the need for a more fundamental review of how the Council operates going forward, with a clear and sharper focus upon Demand Management.

At the Council meeting of 26th November, 2014 the Leader of the Council moved the following motion:

"That the Leader of the Council and Chief Executive meet to create a report to be shared with all members defining the direction and nature of operation to be adopted by the Council going forward to ensure that the vulnerable are our priority".

This motion acted as an accelerant to the piece of work already in train that was in response to the final **Peer Review** recommendation that the Council "clearly define" and articulate the operating model it intends to adopt going forward.

Members are advised that the proposed model set out in this report has been developed and informed by both the current and forecast fiscal positions, the economic backdrop and potential changes to local and central government relationships arising from the national Growth & Prosperity agenda; devolution/decentralisation; local developments around integrated and locality commissioning and, perhaps most significantly, the needs and aspirations of local people and in particular, those most vulnerable.

In essence therefore, this report is the product of a systematic assessment of local needs/ demands and aspirations and this organisation's ability and capacity to sustain services and functions to meet said demands either as an entity; strategic partner; commissioner; stakeholder or combination thereof. It builds upon the successful implementation of the four previous change/transformation programmes and provides an opportunity to understand and subsequently manage local demand.

For the purpose of benchmarking and/or baseline comparisons the proposed model and framework has been assessed against a recognised range of options across the sector and as detailed in the Localis/Capita Symonds national report: "A New Future for Local Public Sector in Service Delivery". Other sources of reference are listed under "Background Information".

The attached report represents the outcome of a comprehensive and far reaching assessment of this Council's capacity, ability, potential and commitment and as such, is one of the key influences on the future of Tamworth Borough Council.

The starting point and primary focus is this Council's commitment to improving outcomes for 'people', 'place' and 'organisation' against the three strategic themes common to all partner organisations and stakeholders across all tiers of the sector and beyond:

- Regeneration, Growth & Prosperity
- Healthier, more confident communities
- Safer, more resilient communities

These in turn translate into the Council's strategic plans and intentions and form the basis of the Corporate and Local Plans, the Sustainability Strategy and the MTFS.

The report has been constructed so as to guide the readers and decision makers through the transformation journey and the rationale for each phase.

Appendix A provides a detailed yet essential commentary setting out the organisational changes to date that have provided a secure foundation for the model.

Appendix B is dedicated to setting out how the proposed operating model will a) advance the transformation agenda, and b) support the overarching objective that the organisation operates in a **Demand Led, Outcome Focused, Resource Efficient and Sustainable** manner.

OPTIONS CONSIDERED

Having determined that the delivery of the Sustainability Strategy outcomes will not be sufficient to meet the financial deficit facing the Council from 2018, it was necessary to seek a complementary transformational option capable of generating high value efficiencies.

RESOURCE IMPLICATIONS

There are none arising directly from this report. Reference to the financial case are set out in Appendix B (Conclusions & Next Steps).

LEGAL/RISK IMPLICATIONS BACKGROUND

There are none arising directly from this report.

SUSTAINABILITY IMPLICATIONS

The recommendations if accepted will serve to align the adopted operating model with all other strategic, financial and sustainability plans.

BACKGROUND INFORMATION

REPORT AUTHOR

Anthony E. Goodwin Chief Executive & Executive Director Community Services

LIST OF BACKGROUND PAPERS

A New Future for New Public Sector – Capita Symonds "Managing Demand : Building Public Services" – RSA "Managing Customer Demand" – LGA "Taking Stock" - LGA

APPENDICES

Appendix 1 – Main Report

Creating Opportunities from an Uncertain Future (Proposed Strategic & Operational Working Model for Tamworth Borough Council)

1.1 Introduction to the Proposition

Working at a political and executive level in Local Government currently can be alternatively disheartening and exhilarating. Disheartening because local government is facing its greatest ever financial, operational and strategic challenges for decades; and exhilarating for precisely the same reasons. Local government has taken more than its fair share of funding reductions. Since 2010 the real term impact upon Tamworth Borough Council equates to a 45% budget reduction. At the same time, the Council is also faced with rising demands for many of its services and, whilst not a direct provider, the inexorable rise in the cost of social care alongside the current baby boom and the resulting pressures on resources such as housing and public health will have a profound impact upon sustaining services.

However; the often clichéd phrase "with challenges come opportunities" is appropriate in this context. More specifically, opportunities to think afresh about what the role of local government is, and how it can be realised. Opening up public service provision alongside a drive to decentralise and devolve powers and responsibilities away from Whitehall, local government clearly has an appetite and the aptitude to respond positively.

Tamworth Borough Council has, over the last three years, positioned itself well to be able to convert some of these challenges into real opportunities. It is no longer a monolithic, top down provider of remote, one-size-fits-all services as often characterised by the media. In fact, the Council has a track record of devising and implementing models of responsive services that offer value for money and clear alternatives to many traditional in-house services.

From a strategic perspective, the Council has also responded well to the pressing need to promote and encourage local economic growth, meet current and forecast housing needs and to transform the way that public services are delivered. Working with a variety of partners from across public, private and third sectors, Tamworth Borough Council is in the process of transforming from being a **service provider** to a **service specifier/commissioner** and from a **problem solver** to a **problem preventor.** Whatever the model, it must be defined, communicated and understood.

This report captures the progress to date in relation to the Council's "transformation journey" not simply in terms of milestones but also the impact and outcomes arising from each stage. It will then clarify the current position before seeking to articulate the strategic and operational working model for which Member approval is sought.

2.1 The Transformation Process to Date

Planned organisational change implemented in a phased approach focusing upon predetermined management functions have provided the foundation necessary for the final phase to be implemented subject to Members approval. Four fundamental transformation initiatives have been designed, developed and implemented over the past three years. The fifth and most significant will enable the Council to meet its stated intentions, better manage its resources and capacity and remain a sustainable entity capable of supporting people, place and most importantly, those most vulnerable.

The first of these and by far the most telling has been the incremental shift away from the "command and control", top down management style and culture to one of a fully empowered organisation with clear lines of responsibility and accountability. This resulted in a number of tangible and intangible improvements at a time when local government was the whipping post for DCLG. Staff felt trusted and valued, able to make decisions and take managed risks without fear of blame. Performance

improved; staff became more proactive and decisive resulting in speedier resolutions and improved customer satisfaction.

Operating within a governance and accountability framework that ensured compliance with all relevant legal, financial, policy and constitutional obligations, the new organisation culture led to a more outcome focused, customer driven and efficient way of working that too was recognised in the Peer Challenge.

In order to support this approach, it was necessary to review and revise the various systems, processes and practices to reflect speedier decision making, strip out the waste from our business processes, improve customer access and experiences and devise more efficient working practices. Using the "Vanguard" model of business process re-engineering the Council not only improved performance but made significant cash savings too.

The third area that formed part of the transformation plan is that of strategic partnering and collaborative working. Built upon the proven track record of success that dated back over a decade to the establishment of the Community Safety Partnership, the Tamworth Strategic Partnership and the cross boundary Southern Staffordshire Partnership the scale, scope and significance of collaborative working has been actively promoted and developed resulting in Tamworth being acknowledged nationally as an exemplar of best practice.

It is not just the number of partnerships that has grown but more importantly, this Council's sphere of influence and status as an organisation with whom to do business. Ten years on, the Council has board membership of the GBSLEP, the Staffordshire Health & Wellbeing Board and the CCG. Politicians hold executive roles relating to Growth and Regeneration; Skills and Education; Health & Wellbeing etc. Council officers hold strategic leadership roles in Health, Safeguarding, Housing, Regeneration and government initiatives like Locality Working and Troubled Families. Key areas that were again acknowledged in the Peer Review report of 2014.

The fourth, most recent and perhaps least obvious transformation phase relates to the ground breaking work the Council has led on in developing and implementing **Locality Based Commissioning**. In less than 12 months the Council has advanced from a concept born from a challenge – "What can district and borough councils do to help deliver health & welling outcomes?" The response and related proposition are documented elsewhere (**Achieving Strategic Outcomes Through Locality Based Commissioning [A.E. Goodwin – Staffordshire HWBB] 2014)** however; the recommendations have been used to establish a fully functioning locality based commissioning board, with a dedicated governance and performance management structure and a resource base exceeding £500k. These now exist in 7 of the 8 districts within Staffordshire.

This phase is critical in it's role as a means of commissioning services to achieve agreed outcomes, not just as an organisation but as a partner using shared resources in a targeted manner to achieve shared outcomes agreed on the basis of evidence – the alignment of supply to demand.

Coinciding with the implementation of the aforementioned phases has been the evolving ways in which we and our strategic partners collect, collate and utilise data, customer insight and intelligence. More a "quiet revolution" than an initiative, multiagency knowledge management will be key to underpinning **demand management**.

To conclude, the proposition and supporting recommendations that Tamworth Borough Council adopts and implements an integrated **Demand Management Operating Model** takes full advantage of the foundation already in place; acknowledges the need to articulate and communicate the model to staff, members, partners and the public; recognises the known and potential benefits and opportunities

emerging from the "digital revolution". Perhaps most importantly, the most sobering factor is that this proposition is the one most capable of managing the ever increasing demands and expectations of our citizens at a time when our resources and capacity reduces.

The one thing that local government can be sure of is "continued uncertainty". The executive is of the opinion that where possible and through our policies, processes and performance, this Council should provide as much certainty and reassurance to its communities as is possible. This can be achieved by effecting control of demand, and aligning 'supply' accordingly.

3.1 Current Position – Sustainability Strategy

Over the period **2008** to **2014** the Council has explored a diverse range of service delivery models as set out in the work streams that comprise the **Sustainability Strategy.** In essence, these work streams involved the application of a range of mechanisms all of which would deliver either increased effectiveness, more efficient services or outright savings. The outcomes set out within the strategy then became the performance measures linked to the efficiency targets within the Medium Term Financial Strategy (MTFS).

Ultimately, the Council engaged in a number of service delivery options all of which resulted in significant contributions towards the savings targets set out in the MTFS. These included:

a)	Commissioning -	Public	and	Voluntary	sector
b)	Joint-Working -		_	ework now i ti-agency (•
`	Observed Complete	Safety Hub			
c)	Shared Services -			a range o g., Waste C	
		Recycling;	Economic	c Developm	ent; Audit
d)	Outsourcing -			leading to	
		for Building	g and Hou	ising repairs	;

Other options considered but not yet developed to the same extent include:

- Joint Venture
- Special Purpose Vehicle
- Mutuals/C.I.Cs

As a consequence of this innovation and the organisational culture based upon managed risk and empowerment, the Council is acknowledged as the most advanced in respect of integrated and collaborative working; the value of this will become clear as the framework for the new model emerges.

The Councils current operating model centres around an efficiency drive (Sustainability Strategy) supported by a three year financial plan to deliver services. Whilst the outputs suggest that the Council is either a "Hybrid" or "Catalyst" model, it still relies heavily upon strong directors working with politicians for the corporate good. This has the unintended consequence of creating "silo" working through front, middle and back office functions. In the current environment and in the light of the fiscal and capacity challenges, this is neither efficient, affordable or sustainable.

Whilst the work streams set out in the **Sustainability Strategy** remain a work in progress, it is now clear that this measure in isolation will not generate the efficiencies necessary to meet the financial deficit from 2017 onwards. Equally clear is the fact such strategies focus upon **efficiencies** and do little if anything to answer the long term **demands** of a changing society. There is a genuine risk of demand

overwhelming public agencies if demand per se is not addressed.

In conclusion, the strategies adopted to date have led to much needed service improvement, a more effective and outcome focused organisation and high value efficiencies that have enabled a balanced general fund budget until 2017. However; the time to address demand is now. This report sets out how the adoption of a **Demand Management** model can help to enable and shift the relationships between the public sector, the state and of course, the public.

4.1 **Defining & Designing the Model**

As alluded to earlier in this report, the foundation upon which the proposed delivery model would stand was formed of the successful outcomes arising from planned transformation programmes. When designing the model, it was also evident that considerable progress had been made or was planned that would help expedite the move or "shift" towards a demand management model.

Based upon the reality that no organisation, public or private, could remain as it is today by reducing its resource base by over 40% at a time when demand is increasing. Whatever is left, by anyone's logic, cannot support the same model of delivery. A reliance upon income from business rate growth or asset disposal is not sustainable therefore, change is essential.

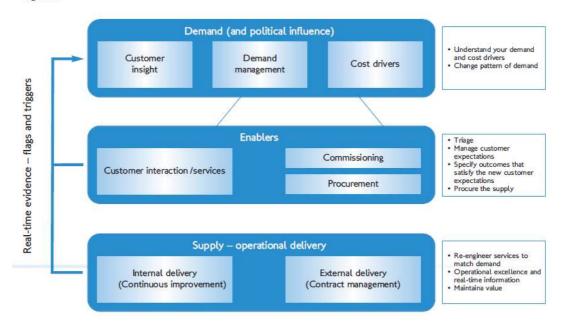
In order to support the design of the model within a demand management framework, the following "guiding principles" have been developed:

Guiding Principles

- The Council has a strong foundation to build upon based on the phased transformation to date;
- As with all strategic/operational change, it must be led politically and form part of the vision;
- Operating models cannot be rigid they need space to self-evolve (ref Appendix A paragraph 2.11);
- Understanding and managing DEMAND can lift the lid on large scale efficiencies (particularly on partnerships);
- Local government can lead locality based delivery as only it has the local democratic mandate;
- Ultimately, we need to look at whole system, whole place design; and
- A four year planning cycle is key to enabling the requisite change to occur or take effect.

The need for these to be underpinned by strong political and executive leadership is critical as is a vision of what success looks like and, sufficient time to achieve it. Of equal significance is the need to ensure that the organisation has the skills and competencies necessary to manage the transformation and implement the model. This will include elected members, employees, our partners and of course, the communities we serve. Consequently, a robust training and skills matrix and an internal and external communications plan will be developed in parallel with the implementation plan. These all represent component parts to the model framework. We now need to understand how and why a **Demand Management Model** is the recommendation.

Figure 1



4.2 **Demand Management**

Neither the application of demand management principles and techniques nor the adoption of demand management operating models are new to the public sector however; it is comparatively new in the form it is recommended in this instance; organisation-wide. There are several well documented initiatives across the sector but primarily associated with the NHS, Education and of course, social services. I say 'of course' because both Members and Officers will be aware that the successes associated with the "Troubled Families" national initiative have been based upon demand management principles. Locally the Building Resilient Families & Communities (BRFC) initiative has been held up as best practice (the Staffordshire Partnership) within which, Tamworth has been the top performing district as evidenced by the Payment By Results (PBR) receipts.

So what is "demand management?" There are several definitions ranging from those suggesting it is a science to mine; which argues it is a series of simple functions which, when taken together, conflate to represent a way of working – a "delivery model". The specific model recommended in this report is predicated on the need for the Council and its strategic partners to be proactive in understanding and meeting customer needs. By better understanding these complex needs, the partnership gains a much sharper knowledge of the real drivers of demand which in turn places them in a position to better align supply to demand thereby raising the potential for long term efficiencies and not just cost shaving.

 Customer Focus: Through the collation of information gathered through customer engagement, insight, data sets and sector intelligence, the evidence needed to redesign services in a targeted manner will be clear.

We will:

- Understand their lifestyles, circumstances and challenges and the drivers of their behaviours, choices and key decisions.
- Understand their history and experiences of public services; successes and failures.
- Have the knowledge available to align supply to demand at an individual, family, cohort and 'group' level.
- Have the ability to re-design services collaboratively with our partners and our customers.

- Empower customers to become independent, less reliant and thereby, reduce/avoid demand.
- Adopt intervention/prevention policies to further reduce/avoid demand.
- Be in a position to target our joint resources accurately on those in greatest need ie., meet the needs of those most vulnerable in our communities.
- Service Re-design: Utilising the same insight and intelligence, it will be possible to target resources accurately and timely thereby reducing failure and duplication. In order to re-design services, it is as important to understand demand as it is to understand the customer. Examples include:
 - Failure Demand is demand rising as a result of service failure or poor design?
 - Avoidable Demand is this as a direct consequence of behaviours?
 - Excess Demand has the sector provided too much and created a dependency? Are the public accessing/receiving services they do not need? (Need –v- Want)
 - Preventable Demand are services being continued for political/altruistic or other reasons? eg., too difficult to cease or decommission
 - **Co-dependent Demand** has demand been created unintentionally by the actions of other services or partners?

In simple terms, demand management is about how we use the outputs from **customer focus** to identify the reasons why current supply is not aligned with demand **(demand failure)** and then using the principles of collaborative **service-redesign** make the necessary alignments. Then, subject to the specific demand, apply the same collaborative approach to either **customer support** – **service delivery** – **commissioning** each of which will focus upon customer satisfaction; demand reduction/avoidance and organisational and financial efficiency.

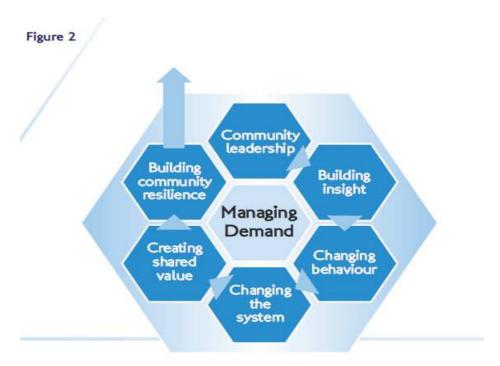
So, taking what has been described as a range of simple functions, all of which have been articulated in some detail in the report, the model takes shape. Below is a summary of these "functions" and overleaf is a flow chart indicating how they conflate to form the model.

- i **COMMUNITY LEADERSHIP** This relates to the need for strong political leadership and for all members, particularly back benchers, to utilise their skills of engagement, communication and persuasion to form relationships with communities.
 - "If communities are to take more responsibility then their elected representatives must lead the way".
- ii **BUILDING INSIGHT** This involves the application of effective community engagement and the use of technology to create deep insight to the needs, behaviours and decisions of our customers.
- iii CHANGING BEHAVIOUR 'Nudge' strategies, channel shifting self help are just some of the mechanisms that can and will be deployed to better align 'supply' with demand. The organisation must now accept that it can no longer provide a full suite of services for everyone.
- iv **CHANGING THE SYSTEM** This Is about scaling up isolated, service based practice we need to think about the 'whole system' and the 'whole place'. Our successes in collaborative working has provided the bedrock for locality based commissioning which will be key to the intervention/ prevention

agenda. Language must change too!

"We don't talk about demographic change; we talk about helping their neighbours".

- v CREATING SHARED VALUE The opportunity to view demand management and growth as two sides of the same coin. The strategic partnership must get better at engaging with local businesses about social responsibility, shared value and growth using local networks and both LEPs. We can improve our efforts to support productive communities through procurement and commissioning.
- vi **BUILDING COMMUNITY RESILIENCE** Put simply; helping communities to help themselves. Involving them in creating solutions to local problems and where appropriate, service re-design.



5.1 Conclusions & Next Steps

Summary Conclusions

Tamworth Borough Council has an evidence based track record of innovation, proactive strategic planning and outcome delivery when it comes to its response to the global recession, consequent austerity measures and the direct implications to local government.

Over a seven year period, the Council has adopted a robust and often difficult and challenging approach to sustaining services. The achievements to date have been supported by strong political leadership and executive accountability.

A structured and collaborative efficiency drive has helped sustain the continuity of most service levels and standards simply by doing things differently:

- Waste Collection & Recycling
- Senior Management Reviews
- Integration of Services (Streetscene)
- Joint Working (Multi-Agency)

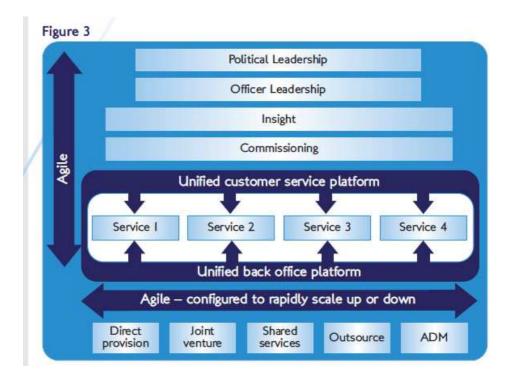
- Improved Procurement (including on line)
- Shared Services (ICT Bromsgrove)

These were all in place prior to the post recession austerity measures being imposed. Since that time, the Council has explored an even wider range of options to generate efficiencies:

- Senior Management Review
- Shared Services MoU with LDC
- Agile Working
- Locality Based Commissioning
- Pursuit of Growth & Regeneration Funds
- Better use of Assets
- and
- The Sustainability Strategy

It is now clear that the pressures upon local government caused by further planned reductions in grant and an unprecedented increase in demand for public services will collectively result in a forecast financial deficit in 2017 that put simply, the delivery of the **Sustainability Strategy** alone will not be sufficient to address it. The recommendation before Cabinet will, if approved, provide the Council with the opportunity to influence the one challenge within its powers, that of **managing demand**. Yes; we can lobby government in hope. Yes; we can manage demand with some control.

The most appropriate and achievable mechanism for delivering long term efficiencies of the scale required is through the application of demand management tools and approaches in addition to the continued delivery of the Sustainability Strategy, the MTFS and other initiatives.



Taking full advantage of the transformational changes delivered to date, the platform to achieve the Councils aspirations and meet the forecast fiscal challenges is now in place. This will:

- Retain a strategic focus upon "One Tamworth" the people and the place;
- Ensure that the needs of the most vulnerable are met as a priority;
- Generate long term efficiencies for ourselves and our partners;
- Significantly reduce current demand and intervene/prevent continued or increased demand;
- Prompt a review of the policy and process infrastructure to reflect the model.

5.2 Financial Case:

As with most organisational changes, there will invariably be a need to enhance existing or develop new skills in advance of implementation. This section is dedicated to the identification of key aspects of Demand Management where this may well be the case.

• Customer Insight Capacity (C.I.C.)

This involves the use of current and future technology/digital tools to provide a continuous flow of rich intelligence of "citizens needs and behaviours" that informs decisions, specifications and outcomes. More importantly, it will translate this intelligence into effective Demand Management Plans that can and will alter demand flows.

Local/Macro Commissioning

The means by which accurate specifications and outcomes are produced using the results from the **C.I.C.**

Single Unified Customer Service

A fully integrated interface with all access channels to ensure a) first time resolution; b) the capture of all insight and intelligence; c) a high and consistent level of customer services; and d) improved customer satisfaction.

Unified Back Office Functions

Centralised and integrated support functions that engender B2B relationships to support a "One Council" culture.

Service Alignment & Configuration

A clearly defined role and function that identifies the strategic responsibilities and spheres of influence for each service, and operational functions that are organised around pathway, place and people to enable Demand Management.

Account Forensically

This would enable a phased approach to evaluating all spend with outcomes/ customer need using a robust evidence base.

Commercialise

To ensure that non-statutory services endeavour to at least cover their cost by having a 'market currency'.

• Develop Next Generation Leaders

An organisation development challenge designed to sustain a continuous

improvement approach to existing and new opportunities and capabilities and the application of tools and technology. Political Leadership should be developed alongside an executive and not in isolation – right approach- right message.

All of these combined will create a radically different and more sustainable organisation once connected to the four transformation phases already in place. Tamworth Borough Council will be better placed to embrace devolution, decentralisation and other centrally imposed change because it will be more efficient, more knowledgeable about people and place and their needs; more focused upon meeting demand and capable of delivering lower cost services.

As local authorities inevitably move away from directly providing services, towards the plurality of provision and a more sophisticated role in commissioning, the role of Councillors will change. Mechanisms will be jointly developed with political leaders to ensure that elected members are particularly back benchers, do not feel disengaged or disempowered.

Active engagement and political support for devolved powers and functions to communities is a classic example. Similarly, the opportunity to co-produce and commission services with County Members for the achievement of shared priorities will become real as Locality Based Commissioning takes effect. In essence, another opportunity arising from a challenge.



5.3 **Next Steps**

That subject to Members approval, the following actions be undertaken and in doing so, the relevant Cabinet Member with Portfolio be briefed upon progress. That a further report setting out the details of the planned implementation and communication plans be submitted to Cabinet in April 2015.

That the CEO in conjunction with CMT and relevant Service Heads produce an Implementation Plan and associated Communications Plan

(Internal/External), and submit them to Cabinet in April 2015 for endorsement.

- That a series of workshops be developed and hosted for the purpose of both articulating and communicating the Councils operating model. Audiences to include: Elected Members; TBC Management & Staff; Tamworth Strategic Partnership (and other key partnerships); key stakeholders.
- That the Communications Team together with Housing, Community Development and other relevant staff develop a community engagement process designed to involve and influence community leaders/activists. (There is a major role for Ward councillors in this regard).
- iv) That the Directors of Transformation and Technology liaise on the development of a Customer Insight Strategy for the purpose of developing a sound knowledge base.
- v) That these actions be fully integrated into the Corporate, Business and Service Delivery planning processes as necessary. This to include the current Performance Management process and PDRs.
- vi) Regular updates, alerts and information prompts will be included within the Intranet and Pin Board as necessary.

									and	final	ly.
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Demand Management should not be considered in isolation or as an end in itself. Whilst there are clear opportunities for "quick wins" eg., engaging customers; developing insight and intelligence gathering; improving customer access and using 'plain english'; ultimately, it is about seeing demand in terms of the customer's journey or pathway. Many of the 'wicked issues' require long term investments of time and innovation in order to achieve benefits that are both substantial and sustainable.

The ultimate test of demand management is whether customers view the changes as improvements for them or as cuts to their services.

CABINET

19th February 2015

COUNCIL

24th February 2015

Report of the Leader of the Council

CORPORATE VISION, PRIORITIES PLAN, BUDGET & MEDIUM TERM FINANCIAL STRATEGY 2015/16

Purpose

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

- □ To approve the Single Corporate Vision & Strategic Priorities for 2015/16 (attached at Appendix A).
- □ To approve the recommended package of budget proposals (attached at Appendix B) to enable the Council to agree the:
 - General Fund (GF) Revenue Budget and Council Tax for 2015/16;
 - Housing Revenue Account (HRA) Budget for 2015/16;
 - 3 Year General Fund Capital Programme (2015/18);
 - 5 Year HRA Capital Programme (2015/20);
 - 3 Year General Fund Medium Term Financial Strategy (MTFS) (2015/18);
 and
 - 5 Year HRA Medium Term Financial Strategy (MTFS) (2015/20).
- □ To comply with the requirement of the Council's Treasury Management Policy in reporting to Council the proposed strategy for the forthcoming year and the Local Government Act 2003 with the reporting of the Prudential Indicators (attached at Appendix N).

Recommendations

That Council approve:

- 1. the Single Corporate Vision & Strategic Priorities for 2015/16 (Appendix A);
- 2. the proposed revisions to Service Revenue Budgets (Policy Changes) (Appendix C);
- 3. the sum of £81,670 be applied from Council Tax Collection Fund surpluses in reducing the Council Tax demand in 2015/16 (Appendix E);
- 4. the sum of £728,023 be applied from Business Rates Collection Fund surpluses in 2015/16 (Appendix E);
- 5. that on 27th November 2014, the Cabinet calculated the Council Tax Base 2015/16 for the whole Council area as 20,628 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended (the "Act")];
- 6. that the Council Tax requirement for the Council's own purposes for 2015/16 is £3,271,601 (Appendix E);
- 7. the following amounts as calculated for the year 2015/16 in accordance with Sections 31 to 36 of the Act:
 - a. £54,565,489 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act (Outgoings excluding internal GF Recharges);
 - b. £51,293,888 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act (Income excluding internal GF Recharges);
 - c. £3,271,601 being the amount by which the aggregate at 6(a) above exceeds the aggregate at 6(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (Item R in the formula in Section 31A(4) of the Act);
 - d. £158.60 being the amount at 6(c) above (Item R), all divided by Item T (at 4 above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year;
- 8. the Council Tax level for the Borough Council for 2015/16 of £158.60 (an increase of £3.10 (1.99%) on the 2014/15 level of £155.50) at Band D;
- 9. an aggregate Council Tax (comprising the respective demands of the Borough Council, Staffordshire County Council, Office of the Police and Crime Commissioner Staffordshire and Stoke-on-Trent and Staffordshire Fire and Rescue Authority) of £1,452.45 at Band D for 2015/16 be noted (Appendix H);
- 10. the Council Tax levels at each band for 2015/16 (Appendix H);
- 11.the sum of £145,682 be transferred from General Fund Revenue Balances in 2015/16 (Appendix E);

- 12. the Summary General Fund Revenue Budget for 2015/16 (Appendix E);
- 13. the Provisional Budgets for 2016/17 to 2017/18, summarised at Appendix G, as the basis for future planning;
- 14.the minimum level for balances of £500k to be held for each of the General Fund, Housing Revenue Account, General Capital Fund and Housing Capital Fund;
- 15. Cabinet be authorised to release funding from the General Contingency budget and that the release of funding for Specific Contingency items be delegated to the Corporate Management Team in consultation with the Leader of the Council;
- 16.the proposed HRA Expenditure level of £15,388,430 for 2015/16 (Appendix D);
- 17. rents for Council House Tenants in 2015/16 be increased by an average of £1.70 per week (1.96%) to £88.30 (2014/15 £86.60), over a 48 week rent year;
- 18. rents for Council House Tenants due for 52 weeks in 2015/16 be collected over 48 weeks;
- 19. the HRA deficit of £3,072,360 be financed through a transfer from Housing Revenue Account Balances in 2015/16 (Appendix D);
- 20. the proposed 3 year General Fund Capital Programme of £6.9m, as detailed in Appendix I to the report;
- 21.the proposed 5 year Housing Capital Programme of £54.1m, as detailed in Appendix J to the report;
- 22.to delegate authority to Cabinet to approve/add new capital schemes to the capital programme where grant funding is received or there is no net additional cost to the Council;
- 23.the Treasury Management Strategy Statement, the Treasury Management Policy Statement, Minimum Revenue Provision Strategy and Annual Investment Statement 2015/16 (as detailed at Appendix N);
- 24.the Prudential and Treasury Indicators and Limits for 2015/16 to 2017/18 contained within Appendix N;
- 25.the adoption of the Treasury Management Practices contained within ANNEX 7; and
- 26.the detailed criteria of the Investment Strategy 2015/16 contained in the Treasury Management Strategy within ANNEX 3.

Executive Summary

The last 12 months have been as challenging as previous years if not more so. The announcement in the last Autumn Statement that austerity measures are to continue would suggest that the key challenges that the Council are currently addressing are likely to become greater.

This sustained reduction in government grant and the wider constraints placed upon local government to balance their budgets are directly affecting the sustainability of services. Perhaps of even greater significance is the coincidental and unprecedented increase in demand for public services. The consequence in simple terms is that the gap between demand and the Council's ability to supply grows and the cost of meeting the growing demand becomes the deficit.

Last year's budget report detailed how the Council using the approved Sustainability Strategy as a framework, would deliver planned savings and efficiencies to help reduce the forecast deficit. As Members will be aware from the various financial and performance reports, this has and continues to deliver efficiencies. Indeed, this approach coupled with a number of efficiency drives and transformational change programmes have enabled the Council to sustain the majority of service levels and standards.

However; this represents a reactive response to the implications of reduced funding and has resulted in the Council operating as a 'Hybrid' service delivery model utilising a range of techniques — Outsourcing, Shared Services, Joint Working, Inhouse and commissioned services. It has sustained services on a "doing more for less" basis. It has not done anything to address the cause other than lobby via the LGA.

On the other hand, the Council could take a proactive approach to the other major challenge, that of ever increasing demand. By adopting the guiding principles, tools, techniques and transformational approaches, the Council can set about **managing demand** and thereby have greater control and the ability to align or target "supply" to managed "demand".

Utilising many of the cornerstones already in place – an empowered, agile and competent workforce; a nationally recognised strategic partnership environment; lean and efficient service delivery processes and a public sector commissioning framework, the Council is well placed.

The focus shall remain upon a Single Corporate Vision. The Strategic Priorities To Aspire & Prosper and To be Healthier & Safer are shared by all districts and boroughs across the County and are encapsulated by the County Council too in their stated priorities: Regeneration & Growth; Safer more Resilient Communities and Healthier more Active Communities.

The primary change, *subject to Members' approval*, is a shift away from trying to sustain a full suite of services at high standards with 40%+ budget reductions to understanding the needs of our customers and working with them to co-design how we meet those demands.

The recommended adoption of a Demand Management operating model for the Council *appears elsewhere on today's agenda*. Through its implementation, the Council will have far greater control upon the alignment of services or 'supply' to the increased needs and expectations of the public or 'demand'.

Key to this will be the application of existing and new technology to capture, collate and analyse customer insight, intelligence and data so as to understand not just the 'need' but the cause, behaviours or decisions creating the need. Then by the application of locality based commissioning for example, it can commission services that either intervene or prevent future need thereby reducing demand. The report entitled *Creating Opportunities From An Uncertain Future* is available to all Members and is available to the public. In summary, by adopting the model, supporting its implementation and measuring its progress, it will enable the Council to achieve its Vision and Priorities and fulfil its obligations.

- We will target resources upon those in most need and those most vulnerable.
- We will commission services that will both intervene/prevent future demand and reduce levels of vulnerability.
- We will, as a consequence, meet the Council's stated intention to ensure that the vulnerable are a priority (Motion to Council on 26th November, 2014 refers).

The headline figures for 2015/16 are:

- A General Fund total cost of services of £8,463,640 a reduction of 7.3% compared to 2014/15;
- A transfer of £145,682 from General Fund balances;
- The Band D Council Tax would be set at £158.60, an increase of £3.10 (1.99% £0.06 per week) on the level from 2014/15 of £155.50;
- A General Fund Capital Programme of £6.9m for 3 years;
- a Housing Revenue Account (HRA) Expenditure level of £15,388,430 for 2015/16 (excluding interest & similar charges);
- A transfer of £3,072,360 from HRA balances;
- An average rent of £88.30 (based on CPI plus 1% plus £2, capped at formula Rent, over a 48 week rent year), which represents an increase of £1.70 (1.96% on the current average rent of £86.60) - this is above the Government's Guidance on rent increases, of CPI plus 1%, and equates to £81.51 on an annualised 52 week basis;
- A Housing Capital Programme of £54.1m (including c.£30.87m relating to the Regeneration Projects) for 5 years.

There are a number of key challenges affecting the medium term financial planning process (as detailed within the report), which add a high level of uncertainty to budget projections.

The medium term financial planning process is being challenged by the economic downturn / recession and Government austerity measures. The accomplishment of a balanced 3 year Medium Term Financial Strategy for the General Fund is a major achievement as the Council, like others, has planned to deliver its budget process in light of unprecedented adverse economic conditions with a great deal of uncertainty over future investment and income levels such as car parking, land charges and corporate property rents. It is also facing increased financial demands from Central Government for service improvements in areas such as local democracy and transparency – as well as substantial reductions in Government grant support in the future.

There is also a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation - from 1st April 2013 - Business Rates Retention, changes in Support for Council Tax and technical reforms to Council Tax - as well as other changes arising from the Government's Welfare Reform agenda.

Additional demands for services (i.e. benefits and housing) arising from these austere times have been included where possible but this is dependent on the length and depth of the austerity measures.

In light of these uncertainties and issues arising from the sensitivity analysis (attached at **Appendix L**), it is felt prudent to include within the budget a number of specific contingency budgets (aligned to the specific uncertainties, where appropriate) to ensure some stability in the financial planning process (as detailed at **Appendix M**).

The assumptions made in the production of the MTFS are based on the best information available at the time and are subject to change. These will be monitored and reviewed on a Quarterly basis by CMT and Cabinet.

The Treasury Management Strategy Statement and report attached at **Appendix N** outlines the Council's Prudential Indicators for 2015/16 to 2017/18 and sets out the expected Treasury operations for this period.

The main issues for Members to note are:

- Members should understand the implications on Treasury Operations when setting the budget and Medium Term Financial Strategy;
- Members should be provided with access to relevant training Members should ensure that they have the necessary skills and training.
 - The aim is for all Members to have ownership and understanding when making decisions on Treasury Management matters.
- With regard to Counterparty selection for investment, rather than adopt a Lowest Common Denominator (LCD) methodology, a broader Counterparty evaluation criteria is used as recommended by Capita (the Council's Treasury Management consultants).

Options Considered

As part of the budget setting process a number of options for the council tax and rent increase levels for 2015/16 and future years have been modelled / considered.

Council Tax	Option Modelled / Considered
Model 1	1.99% increase in Council tax in 2015/16 (followed by inflationary increases of c.1.99% p.a.)
Model 1a	0% increase in Council tax in 2015/16 (followed by increases of c.1.99% p.a.)
Model 2	2.5% increase in Council tax in 2015/16 (followed by increases of 2.5% thereafter)
Model 3	0% increase in Council tax in 2015/16 (followed by increases of 0% thereafter)
Model 4	1% increase in Council tax in 2015/16 (followed by increases of 1% thereafter)

Rent	Option Modelled / Considered
Option 1	CPI + 1% (capped at Formula Rent)
Option 2	CPI + 1% + £2 (capped at Formula Rent)
Option 3	All at Formula Rent

These are detailed within the Base Budget report to Cabinet on 27th November 2014 and the Draft Medium Term Financial Strategy report to Cabinet on 22nd January 2015 and Joint Scrutiny Committee (Budget) on 27th January 2015.

Resource Implications

A summary table of all the budget proposals is shown at the end of the report. The General Fund Summary Revenue Budget for 2015/16, appears at **Appendix E**. A summary of the resulting budgets over the 3 year period appears at **Appendix G**.

Closing balances over 3 years for the General Fund (GF) are estimated at £0.505m, above the minimum approved level of £0.5m. The draft Budget and Medium Term Financial Strategy is based on a council tax increase of 1.99% for 2015/16 (the maximum permitted under the Government set limits to trigger a referendum is 2.0%) followed by increases at 1.99% p.a. thereafter & in line with statutory requirements.

The Summary HRA Revenue Budget for 2015/16 appears at **Appendix D** (including a summary of the resulting budgets over the 5 year period). Closing balances over 5 years for the HRA are estimated at £1.4m (compared to the minimum approved level of £0.5m).

The 3-year General Fund Capital Programme has been formulated based on the predicted available resources. Assuming that the anticipated capital receipts will be received, this leaves a balance of £0.88m available (the minimum approved level is £0.5m).

The Council's uncommitted Housing Capital Resources will effectively be reduced to £2.1m over 5 years (the approved minimum level is £0.5m) including £0.4m remaining within the Regeneration Reserve.

Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. In the Executive Director – Corporate Services' view, the budget proposals enclosed within this report include estimates which take into account circumstances and events which are reasonably foreseeable at the time of preparing the budget. In his view, the level of reserves remains adequate for the Council based on this budget and the circumstances in place at the time of preparing it.

Legal / Risk Implications

The Council's constitution requires Cabinet publish initial proposals for the budget, having first canvassed the views of local stakeholders as appropriate - budget proposals were considered at the Joint Scrutiny Committee (Budget) meeting on 27th January 2015. In line with the constitution a Joint Scrutiny Budget Workshop was held on 4th December 2014 to outline the issues affecting the MTFS arising from the base budget forecast.

The budget has been set following extensive consultation with the people of Tamworth. This includes feedback from The State of Tamworth Debate, and responses from the 'Tamworth Listens' budget consultation exercise.

Proposed amendments to the 2014/15 base budget, approved by Council on 25th February 2014, are detailed within the report.

Approval of Prudential Indicators and an Annual Investment Strategy is a legal requirement of the Local Government Act 2003. Members are required under the CIPFA Code of Practice to have ownership and understanding when making decisions on Treasury Management matters.

Key Risks to Revenue and Capital Forecasts:

Risk	Control Measure		
Major variances to the level of grant /	Sensitivity modelling undertaken to assess		
subsidy from the Government (including	the potential impact in the estimation of		
specific grants e.g. Benefits administration,	•		
Business Rates Section 31 funding);			
(High)	(Medium / High)		
New Homes Bonus grant levels lower than	Future levels included on a risk based		
estimated; Continuation of the scheme in	approach in order to offset further grant		
its current form is uncertain – a further	reductions / uncertainty over additional		
review is planned.	property numbers;		
(High/Medium)	(Medium)		

Risk	Control Measure
Potential 'capping' of council tax increases	Current indications are that increases of
by the Government or local Council Tax	2% and above risk 'capping' (confirmed as
veto / referendum;	2% for 2015/16);
(Medium)	(Low)
Potential change in Political control –	Regular update and review of impact on
Locally and Nationally – impact on MTFS;	MTFS.
(High)	(Medium/High)
The achievement / delivery of substantial	A robust & critical review of savings
savings / efficiencies will be needed to	proposals will be required / undertaken
ensure sufficient resources will be	before inclusion within the forecast;
available to deliver the Council's objectives	, , , , , , , , , , , , , , , , , , , ,
through years 4 to 5. Ongoing;	A minimum General Fund capital balance
amought yours it to or originity,	of £500k is a requirement – this has been
	financed in the past by revenue
	contributions (held in a revenue reserve).
(High)	(High/Medium)
Pay awards greater than forecast;	Forecast assumes a 2% increase p.a.;
(Medium)	(Medium / Low)
Pension costs higher than planned /	Regular update meetings with Actuary;
adverse performance of pension fund;	Increases of c.2% p.a. with a new 'lump
adverse performance of perision fund,	sum' element have been included with
	agreement made with Pension Fund
	following triennial review (during 2013 for
	2014/15) for 3 years;
(Medium)	(Medium)
Assessment of business rates collection	Robust estimates included to arrive at
levels to inform the forecast / budget	collection target. Ongoing proactive
(NNDR1) and estimates of appeals,	management & monitoring will continue;
mandatory & discretionary reliefs, cost of	management & monitoring will continue,
collection, bad debts and collection levels;	
collection, bad debts and collection levels,	Business Rates Collection Reserve -
New burdens (Section 31) grant funding	provision of reserve funding to mitigate
for Central Government policy changes –	impact of any changes in business rate
including impact on levy calculation;	income levels;
including impact on levy calculation,	income levels,
Potential changes to the Rusiness Pates	Monitoring of the situation / regular
Potential changes to the Business Rates	S S
Retention system by the DCLG in support of Town Centre Regeneration /	reporting;
3	
equalisation of the scheme;	(High / Modium)
(High) Local Council Tax Reduction scheme	(High / Medium) Robust estimates included. Ongoing
	0 0
implementation – potential yield changes	proactive management & monitoring
and maintenance of collection levels;	(including a quarterly healthcheck on the
	implications on the organisation – capacity
(Llimb)	/ finance) will continue;
(High)	(High / Medium)
Achievement of income streams in line	Robust estimates using a zero based
with targets e.g. treasury management	budgeting approach have been included;
interest, car parking, planning, commercial	
& industrial rents etc.;	(
(High / Medium)	(Medium)

Risk	Control Measure
Insurance arrangements are due for re-	The tender will include options around
tendering during 2015/16 – a hardening	excess levels and further use of self
market may see significant premium	insurance.
increases above inflation;	
(High / Medium)	(Medium)
Delivery of the capital programme (GF /	Robust monitoring and evaluation – should
HRA – including Regeneration schemes)	funds not be available then schemes
dependent on funding through capital	would not progress;
receipts and grants (including DFG funding	(Medium)
through the Better Care Fund);	
(High / Medium)	
Dependency on partner organisation	Memorandum of Understanding in place.
arrangements and contributions e.g.	
Waste Management (SCC/LDC).	
(High / Medium)	(Medium)

Risk is inherent in Treasury Management and as such a risk based approach has been adopted throughout the report with regard to Treasury Management processes.

Report Author:

If Members would like further information or clarification prior to the meeting please contact Stefan Garner Ext. 242.

Background Papers:-	Budget & Medium Term Financial Strategy 2014/15 – 2016/17, Council 25 th February 2014
	Budget and Medium Term Financial Planning Process,
	Cabinet 21 st August 2014
	Joint Scrutiny Budget Workshop, 4 th December 2014
	Budget Consultation Report, Cabinet 23 rd October 2014
	Draft Base Budget Forecasts 2015/16 to 2019/20,
	Cabinet 27 th November 2014
	Treasury Management Strategy Statement & Annual
	Investment Strategy Mid-year Review Report 2014/15,
	Council 16 th December 2014
	Draft Budget and Medium Term Financial Strategy
	2015/16 to 2019/20, Cabinet 22nd January 2015
	Business Rates Income Forecast (NNDR1 return),
	Cabinet 22nd January 2015
	Treasury Management Practices 2015/16 (Operational
	Detail)
	Treasury Management Training slides, 4 th February
	2015

Summary of Appendices

Description	Appendix
Single 'Vision' for Tamworth	Α
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Treasury Management Strategy Statement, Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Statement 2015/16	N

A SINGLE 'VISION' FOR TAMWORTH

"One Tamworth, Perfectly Placed"

(the People) (the Place)

This single, shared "Vision" for Tamworth is endorsed by all key partners in the local Partnership arena and underpinned by high level, evidence based priorities that focus upon both Tamworth (the place) and the communities served by the partner organisations (the people).

Strategic Priority 1

To Aspire and Prosper in Tamworth

Primary Outcome

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

To achieve this, we will:

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

Strategic Priority 2

To be Healthier and Safer in Tamworth

Primary Outcome

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

To achieve this, we will:

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

Detailed Considerations

Introduction

The Council's approach to medium term planning aims to integrate the Council's Corporate and financial planning processes. In accordance with that approach this report contains firm proposals for 2015/16 and provisional proposals for the following years.

It is intended that all aspects of the budget should be agreed by Members and so this report details each amendment which is proposed to the 2014/15 budget to arrive at the starting point for 2015/16. The report deals in turn with each of the key elements and towards the end of each section is a summary table. Each of these tables is brought together in the summary and conclusions section at the end of the report.

The Council's MTFS used as the basis for the 2015/16 budget, aimed both to deal with a challenging financial position and to find resources to address the Council's corporate priorities. The approved package was based upon:

- The need to compensate for reduced income levels arising from the unprecedented economic / world events which have led to the economic downturn / recession;
- Injecting additional resources into corporate priorities;
- Increasing income from council tax and fees and charges;
- Making other savings and efficiencies.

Financial Background

The medium term financial planning process is being challenged by the uncertain economic conditions. There are a number of challenges affecting the Medium Term Financial Planning process for the period from 2015/16 which add a high level of uncertainty to budget projections.

- a) Potential changes to future New Homes bonus levels following the announcement that the Government will be reviewing the scheme again including the potential termination of the scheme from 2015/16;
- b) Future Revenue Support Grant levels for future years following the Chancellor's Autumn Statement on 3rd December 2015. The *Local Government Finance Settlement* confirmed by the DCLG in February 2015 details a revenue support grant reduction of 31.3% in 2015/16. A review on the potential redistribution on a needs basis could also adversely impact on the grant income levels:
- c) The impact of Business Rate Reform from 1st April 2013 and the associated forecast business rates receivable in 2014/15 and future years of which the Council's budget will receive 40% (subject to 20% levy reduction on 'excess' rates payable to the Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP) after deduction of the 50% central share, 9% County Council and 1% Fire & Rescue Authority share;

- d) The calculation of the level of business rate appeal costs of which the Council has to fund 40% from its own budgets a provision of £983k was set aside in 2013/14 (40% of which relates to the Council):
- e) Future Pension contribution levels following the triennial review carried out by the Actuaries employed by the Pension Fund indicative *ongoing* annual increases in Employer's contributions of c.2% p.a. for the next 3 years have been included. This now includes an ongoing lump sum (with an annual increase) relating to past liabilities and a set rate for future employer contributions of 16.5% p.a.

The Council has also made savings of c.£84k through pre-payment of pension contributions for the next 3 years – the accounting treatment for which was discussed / confirmed with Grant Thornton early in 2014/15. This however, will be reviewed as part of the 2014/15 audit process:

f) The impact of Pension Auto-Enrolment and the single tier pension from 2016/17 – no additional cost associated with auto enrolment has been included as salary budgets are prepared on a full cost basis (and then reduced by the 5% vacancy allowance);

An increase in Employer's National Insurance contributions of 3.4% p.a. have been included from 2016/17 when the single-tier pension starts as the State Second Pension scheme will close and contracting out will end;

- g) While the Government announced a pay cap for 2014/15 & 2015/16, a 2.2% increase (plus other changes) has recently been agreed from 1st January 2015. The impact of inflation on pay settlements and other contractual arrangements for future years is less certain;
- h) Proposed changes set out in the Welfare Reform Act 2012 and the introduction of Universal Credit impact on housing benefits and associated income receipts (including Housing Rents) of the council;
- i) The impact of any further uncertainty over future interest rate levels and their impact on investment income / treasury management;
- j) The severity of the recession and the impact it has had and still could have on the Council's income streams (including the impact of the Local Council Tax Scheme on council tax collection levels);
- k) Due to uncertainties around the Better Care Fund, a significant risk on the current grant funding for Disabled Facilities Grants (DFG) is highlighted after 2015/16. A grant of £224k p.a. has been assumed to be redistributed in line with the funding notified for 2015/16;
- I) Finalisation of the expected outcomes and impact on the Council's financial position from the programme of short-term and medium-term workstream reviews commissioned by Cabinet in August 2013 as part of the 'Plan for a Sustainable Future' overarching strategy to identify measures to help the Council cope with grant & income reductions in the coming years potential savings arising from the Sustainability Plan workstreams have been included;

m) Review and finalisation of the revised budgets/policy changes and feedback from the scrutiny process – including the Council Tax increase for 2015/16 following confirmation of the referendum threshold.

In light of these uncertainties and issues arising from the sensitivity analysis (attached at **Appendix L**), it is felt prudent to include within the budget a number of specific contingency budgets (aligned to the specific uncertainties, where appropriate) to ensure some stability in the financial planning process (as detailed at **Appendix M**).

Following review of the sensitivity of the factors within the forecasts, pay award & inflation, interest rate movements together with changes in Government Grant support could all significantly affect the forecast as follows:

Effect of x% movement:	% +/-	Impact over 1 year +/-	Impact over 3 years +/-	Risk
Day Assert / National		£'000	£'000	
Pay Award / National				M/H
Insurance (GF)	0.5%	42	259	10001
Pension Costs	0.5%	-	58	L/M
Council Tax	0.5%	33	154	L/M
Inflation / CPI	0.5%	39	237	M/H
Government Grant	1.0%	42	240	M/H
Investment Interest	0.5%	104	566	Н
Key Income Streams	0.5%	26	156	L/M
New Homes Bonus	10%	55	359	Н
Business Rates	0.5%	66	400	Н

GENERAL FUND

The final Local Government finance settlement figures for the Council for 2015/16 have recently been announced with no change from those provisionally released in December 2014. They show that the Government funding assessment (Revenue Support Grant (RSG) plus the business rates baseline retained income) totals £3.73m (£4.42m 2014/15).

The Council's actual reduction in combined Revenue Support Grant / assessed Business Rates baseline funding need is 15.7% for 2015/16 (which means that Government support will decrease by £0.69m over last year) compared to a reduction of 13.5% (£0.69m) in 2014/15.

External Finance	2014/15 £'000	2015/16 £'000	% Change (Increase) / Decrease
Business Rates Baseline	2,083	2,122	(1.9)%
Revenue Support Grant	2,340	1,608	31.3%
Total Funding Assessment	4,423	3,730	15.7%
% Change (Increase) / Decrease	13.5%	15.7%	

For future years, in light of indications of further grant reductions, it has been assumed that there will be a reduction in Revenue Support Grant as detailed below. It is expected that should grant levels deteriorate further than anticipated, this would be mitigated as New Homes Bonus funding has been included on a risk based approach.

External Finance	Actual 2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Revenue Support Grant	2,340	1,608	1,204	867
% Change (Increase)/Decrease	23.8%	31.3%	25.1%	28.0%

It is anticipated that, by 2020, reliance on RSG will be minimal – key income streams will be Business Rates, Council Tax, New Homes Bonus and a commercial approach in business delivery.

Business Rates

Additional monthly monitoring has been implemented since the implementation of business rate retention from 2013/14 – following approval of the NNDR1 form (Business Rates estimates) by Cabinet in January 2015.

The Council received additional business rates during 2013/14 (above forecast / baseline) and had to pay a levy of £386k to the Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP). The latest estimates indicate additional business rates receivable above the baseline in 2014/15 and future years — of which the Council will receive 40% less the Government set tariff payment of c.£11m (and a 20% levy on any surplus over the baseline to the GBSLEP) - after deduction of the 50% Central Share, 9% County & 1% Fire & Rescue Authority shares).

This is mainly due to the additional rates income generated from the warehouse site at Bitterscote – however, the future position for 2015/16 is less certain. A robust check & challenge approach has been taken of any increases on the base figure, including a risk assessed collection level.

New Burdens (Section 31) grant is receivable for additional reliefs given by the Government relating to business rates from 1st April 2015 e.g. Small Business Rate Relief – of which 50% of any in excess of the baseline will be payable in levy to the GBSLEP. A prudent approach has been taken in respect of any new burdens funding – and, due to uncertainties & risk, the creation of an associated Business Rates Collection reserve to mitigate fluctuation in income.

The Local Government finance settlement figures for the Council for 2015/16 have recently been confirmed and show that the Government funding assessment (Revenue Support Grant (RSG) plus the new business rates baseline retained income) totals £3.73m.

This is the third local government finance settlement following the new arrangements for business rates retention that came into place on 1st April 2013. This meant that business rates were split into a central and a local share; each being 50% of the Expected Business Rates Aggregate (as predicted by the Office for Budget Responsibility); after deductions are made for expected appeals and reliefs.

The Council's actual reduction in combined Revenue Support Grant / Government assessed Business Rates baseline (based on past returns) funding need is 15.7% for 2015/16 (which means that Government support will decrease by £0.69m over last year) - after adjusting grant levels to include 'rolled in' grants i.e. local support for council tax, homelessness, council tax freeze.

The operation of the floor (which damps the results so that no Council loses significantly) means that the Council will receive £145k in 2015/16 (Efficiency Support Grant - to keep the reduction within the announced maximum spending power decrease for a Council of 6.4%), when compared with the level which would be due if floors were not in force.

Based on this Government financial support will reduce over the period as shown in the table below.

External Finance	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Business Rates Baseline	2,083	2,122	2,165	2,208
Revenue Support Grant	2,340	1,608	1,204	867
Total Funding Assessment	4,423	3,730	3,369	3,075
% Change (Increase)/Decrease	13.5%	15.7%	9.7%	8.7%

Using local Business Rate forecasts the retained income due to the Council is shown in the table below:

External Finance	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Retained Business Rates	2,373	2,629	2,754	2,582
Revenue Support Grant	2,340	1,608	1,204	867
Total Funding Assessment	4,713	4,237	3,958	3,449
% Change (Increase)/Decrease	7.8%	10.1%	6.1%	12.9%

No provision for a levy redistribution from the GBSLEP has been included.

Overall the Council saw an improvement of c.£50k p.a. when compared to the base budget forecast for 2015/16:

- RSG is c.£12k higher than expected in 2015/16 at £1.608m (£1.596m within the previous forecast). It represents a 31.3% reduction in RSG.
- The Business Rates tariff payment is lower than the base budget forecast for 2015/16 by £88k (however, this is explained by the Government having assumed a lower inflationary increase in 2015/16 than we have 1.91% compared to our 2.76%).
- Overall, Government External Support (combined RSG/Baseline NNDR) is £6k lower than expected – the overall reduction in Government Support is 15.66% (compared to an assumed reduction of 15.5% - notified to us as a provisional figure last year).

However, when the reduced tariff payment and the effect on the levy payment is taken into account the Council should see an improvement of c.£50k p.a.

However, it should be noted that combined RSG / Business Rates income has now fallen from £6.8m in 2010/11 to £3.7m for 2015/16. A reduction of over £3m p.a. or 45.5% p.a. from 2015/16 - with indications arising from the 2014 Autumn Statement that the austerity will continue over the next few years.

There are still significant uncertainties relating to future years Business Rates income - specifically the treatment of:

- The estimated level of refunds of Business Rates following the Appeal process; and
- Provision of Section 31 grant funding (including Small Business Rate Relief Grant) – which could affect the calculation of any levy payment and thereby reduce retained Business Rate income.

The NNDR1 forecast was approved by Cabinet on 22nd January 2015 – for approval by 31st January 2015 in line with statutory requirements.

For 2015/16, a levy payment of £0.5m is estimated (included as a policy change) which will reduce the net business rates retained.

Technical Adjustments

Revisions have been made to the 2014/15 base budget in order to produce an adjusted base for 2015/16 and forecast base for 2016/17 onwards. These changes, known as technical adjustments have been calculated to take account of:

- virements approved since the base budget was set;
- the removal of non-recurring budgets from the base;
- the effect of inflation;
- changes in payroll costs and annual payroll increments;
- changes in expenditure and income following decisions made by the Council;
- other changes outside the control of the Council such as changes in insurance costs and reduction in grant income;
- a 'Zero base budgeting' review of income levels.

They are summarised in **Appendix F1** and the main assumptions made during this exercise are shown in **Appendix K**.

They have been separated from the policy changes, as they have already been approved or are largely beyond the control of the Council, and are summarised below:

Technical Adjustments	2015/16 £'000	2016/17 £'000	2017/18 £'000
Base Budget B/Fwd	9,132	8,242	8,344
Committee Decisions	(1,099)	(291)	86
Inflation	36	47	50
Other	(75)	(69)	(76)
Pay Adjustments (Including pay award / reduction of 5% for vacancy allowance)	192	415	208
Revised charges for non- general fund activities	56	-	-
Total / Revised Base Budget	8,242	8,344	8,612

() denotes saving in base budget

Policy Changes

The policy changes provisionally agreed by Council in February 2014 have been included within the technical adjustments.

Long before the current austerity measures and on-going public sector spending cuts, the Council has been proactive in the design and implementation of innovative and effective measures for driving efficiency.

It has previously been recognised by the Council's Executive Management Team (a non-decision making forum of Cabinet Members and Chief Officers of the Corporate Management Team) that Members will need to focus on strategic decisions relating to high level financial issues given the need to identify substantial savings following the constraints in public spending (grant reductions of over 45% since 2010/11 and indications from the 2014 Autumn Statement of further grant reductions for District Councils).

The Council holds sufficient funds in reserves and balances to allow it to plan its approach to budget setting, and Cabinet, on 22nd August 2013, endorsed the document 'Planning for a Sustainable Future' as the overarching strategy for meeting the challenges forecast for the Council's Medium Term Financial Strategy (MTFS) and a series of workstreams designed to deliver savings and efficiencies designed to tackle the forecast deficit long before it becomes a reality. This includes exploring new and innovative ideas and to be more commercial in our approach to business.

The proposals arising from the work streams will change the organisation and how it works; will require Members to take difficult decisions and adhere to them; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reduce.

Potential savings arising from the Sustainability Plan workstreams (detailed below) have been identified during the Budget & Medium Term Planning Process and included within the latest forecasts.

a) Removal of 1 Cabinet Member & changes to SRA payable to Chair Licensing & Chair Audit & Governance Committees from 2015/16 - saving £12k p.a.

A review of the structure of Cabinet has been undertaken resulting in the removal of an Executive Member and a maximum Cabinet of 5 Members (including the Leader). This will result in the saving of one Special Responsibility Allowance payment (SRA) and subject to cross party agreements alter the Constitution to permanently change Cabinet to a maximum of 5 Members. Additional changes to the allowances for the Chair of Licensing Committee and Audit & Governance Committee are also included.

This will be part of a wider conversation with all Members regarding savings that can be generated from Members costs to help maintain public services.

b) Senior Management Review - savings target of £200k from 2017/18

Following the Service Review process and in light of the significant and ongoing grant reductions, it has been identified that the Council will need to be clear on what the organisation will look like and which services will be delivered in the future. This would then inform a review of Senior Management requirements - the likely savings would not be until 2017/18, given potential termination costs.

c) Events – Voluntary Contributions to be requested (income target of £10k p.a.)

It has been highlighted that there is scope to generate £10k p.a. from voluntary contributions which could be received during the events programme.

d) CPP Business Support Service Review – saving £10k p.a. from a reduction in 0.4 FTE (Business Support Admin.)

The service review process has highlighted a proposed reduction in Business Support staffing (currently vacant) within Communities, Planning & Partnerships (CPP).

e) Community Safety Service Review – additional funding for 2 years of £15k p.a.

Following the Service Review, additional funding from SCC has been secured to part fund a post for 2 years.

f) Community Development Service Review – saving £45k p.a. from a reduction in 1 FTE (Head of Service)

Community Development / Community Safety – an option to combine management roles was identified as part of the Service Review process.

g) Revenues & Benefits Service Review – Saving £30k p.a. from a reduction in 1 FTE (Benefits Advisor)

The service review process has highlighted a proposed reduction in staffing (currently vacant) given reducing levels of Government Benefits Administration Grant support.

The policy changes provisionally agreed by Council in February 2014 have been included within the technical adjustments for 2015/16 onwards. A list of the proposed new policy changes for 2015/16 is attached at Appendix C and summarised below:

Dallan Ohamana Islandii ast	2015/16	2016/17	2017/18
Policy Changes Identified	£'000	£'000	£'000
1) There is a requirement to increase the ICT budget (Application Software) to cover upgrade costs for Microsoft products. This requirement is for £35K p.a.	35	35	35
2) Contingency budget to allow for 'in year' decisions to be made by Cabinet & to provide for any potential further reductions in income as a result of the financial climate	100	1	1
3) Revised budgetary contribution required re Staffs Connects partnership & continued development of CRM system - as per Staffs Connects Strategic Advisory report and revised budget proposals agreed March 2014.	10	10	10
Agile Working Project - Deferral of receipt of projected income for Marmion House	102	-	-
5) Estimated increase in costs for Street Scene equipment when new contract let	30	30	30
6) Creative Quarter – revenue implications of capital scheme (net of contingency)	-	35	72
7) Business Rates Levy	498	511	415
8) Contribution to Transformation Reserve	-	-	360
9) Business Rates Section 31 grants	(367)	(324)	(228)
10) Revenues & Benefits Service Review – Saving 1 FTE (Benefits Advisor) (g)	(30)	(30)	(30)
11) Community Development Service Review – saving 1 FTE (Head of Service) (f)	(45)	(45)	(45)
12) Community Safety Service Review – additional funding for 2 years (e)	(15)	(15)	-
13) CPP Business Support Service Review – saving 0.4 FTE (Business Support Admin.) (d)	(10)	(10)	(10)
14) Events – Voluntary Contributions to be requested (c)	(10)	(10)	(10)
15) Senior Management Review (b)	-	-	(200)
16) Removal of 1 Cabinet Member & changes to SRAs (a)	(12)	(12)	(12)
Total New Items / Amendments	286	175	387

Capping / Local Referendum

In the past, the Government had the power under the Local Government Act 1999 to require councils to set a lower budget requirement if it considered the budget requirement and council tax had gone up by too much. The Localism Act 2011 abolished the capping regime but introduced new requirements on a Council to hold a local referendum if it increases its council tax by an amount exceeding principles determined by the Secretary of State and agreed by the House of Commons.

The principles for 2015/16 are that authorities will be required to seek the approval of their local electorate in a referendum if, compared with 2014/15, they set council tax increases that are equal to or exceed 2.0% or £5.

The Government indicated that it would offer grant support for the 4 year Comprehensive Spending Review (CSR) period should the Council freeze Council tax levels for 2011/12. A similar scheme will operate for 2015/16 should the Council freeze the council tax level – with indications that a grant equivalent to a 1% Council Tax increase would be payable for 2015/16– and built into baseline funding thereafter.

Should Council Tax be frozen at the 2014/15 level for 2015/16 then this would reduce income by c.£62k p.a. - £320k over the 5 year period. This would be offset by grant income receivable of c. £36k p.a.

Consideration of the likely level of Council Tax increases over the 5-year period is needed to avoid the potential costs of holding a referendum and to ensure that balances are maintained at the minimum approved level of £500k. The indications are that a potential threshold will be 2.0% in future years (subject to confirmation by Ministers) - the impact of increases of c.1.99% p.a. (with a 1.99% increase in 2015/16) is outlined below.

Council Tax

Last year's Medium Term Financial Plan identified ongoing increases of c.1.99% per annum from 2015/16.

Each £1 increase in the band D Council Tax would raise approximately £21k per annum. For each 1% increase in Council Tax, the Council will receive c. £32k additional income per annum.

The Council's provision for collection losses for 2015/16 has been approved at 2.1% (the same level as 2014/15). In order to meet the on-going expenditure requirements the Council will have to increase the underlying income base.

The Band D Council Tax would increase to £158.60 for 2015/16 (£155.50 - 2014/15).

Future levels of Council Tax and the projected impact on the General Fund revenue account forecast would be as follows:

Year:	2015/16	2016/17	2017/18
Forecast:	£'000	£'000	£'000
Surplus (-) /Deficit	146	1,141	2,039
Balances Remaining (-) / Overdrawn	(3,685)	(2,544)	(505)
£ Increase	3.10	3.15	3.20
% Increase	1.99%	1.99%	1.98%
Note: Resulting Band D Council			
Tax	158.60	161.75	164.95

which indicates potential balances of £0.505m (compared to the minimum approved level of £0.5m) is forecast as remaining over the 3 year period. As current capping guidance indicates a 'capping' threshold of 2.0%, this is considered a low risk option.

Also available to the Council to support expenditure otherwise funded from Council Tax are surpluses arising from the Council's share of surpluses (or deficits) within the Council Tax and Business Rates elements of the Collection Fund.

It is proposed that available surpluses be used (and that the relevant sums be made available to the other precepting authorities – the County Council, Fire & Rescue and Office of the Police & Crime Commissioner (OPCC). It is estimated that there will be a surplus of £0.75m for Council Tax and £1.2m for Business Rates.

Year:	2015/16	2016/17	2017/18
Council Tax	£'000	£'000	£'000
Council Tax Income	3,272	3,354	3,448
Collection Fund Surplus (Council Tax)	(81)	1	-
Collection Fund Surplus (Business Rates)	(728)	-	-

The County Council, OPCC and Fire & Rescue Authority are due to finalise their budgets for 2015/16 during February 2015. The impact of the Borough Council tax proposals is shown for each Council Tax Band in **Appendix H**.

Balances

At the Council meeting on 29th February 2000 Members approved a minimum working level of balances of £0.5m. At 31st March 2015 General Fund Revenue Balances are estimated to be £3.831m, compared with £1.968m anticipated a year ago.

The minimum level of balances for planning purposes will remain at £0.5m.

Summary and Conclusions

These budget proposals reflect the need to compensate for reduced income levels arising from the economic downturn / recession and significant reductions in Government funding, a desire to continue to address the Council's priorities / issues identified by Members and at the same time to seek continuous improvement in service delivery.

In addition, there remains a degree of uncertainty in a number of areas including the impact of the changes to council tax support and other welfare reforms on council tax and rent income, future local authority pay settlements, the potential for interest rate changes, the future local government finance settlements and the level of future business rates income.

A summary of all the budget proposals is shown in the table below. The summary Revenue Budget for 2015/16, appears at **Appendix E**. A summary of the resulting budgets over the 3 year period appears at **Appendix G**.

Summary	2015/16 £'000	2016/17 £'000	2017/18 £'000
Estimated Net Cost of Services	8,242	8,344	8,612
Proposed Policy Changes / Additional Costs Identified (Detailed at Appendix C) (Rounded)	286	175	387
Final Recharge & Inflationary Adjustments (after Policy Changes inclusion)	(64)	(66)	(63)
Net Expenditure	8,464	8,453	8,936
Financing: RSG	(1,608)	(1,204)	(867)
Collection Fund Surplus (Council Tax)	(81)	-	-
Collection Fund Surplus (Business Rates)	(728)	-	-
Tariff Payable	10,552	10,763	10,978
Non Domestic Ratepayers	(13,181)	(13,517)	(13,560)
Council Tax Income	(3,272)	(3,354)	(3,448)
Gross Financing	(8,318)	(7,312)	(6,897)
Surplus(-) / Deficit	146	1,141	2,039
Balances Remaining (-) / Overdrawn	(3,685)	(2,544)	(505)
Day Council 25 th Fabruary 2044	(4.060)	(F00)	
Per Council, 25 th February 2014	(1,968)	(500)	_

HOUSING REVENUE ACCOUNT

Technical Adjustments

The 2014/15 approved budget has been used as a base to which amendments have been made reflecting the impact of technical adjustments. The impact of the policy led changes, will be added to this figure to produce the HRA budget for 2015/16.

The following table illustrates the current position before the effect of policy led changes:

Technical Adjustments	2015/16	2016/17	2017/18	2018/19	2019/20
reclinical Aujustinents	£'000	£'000	£'000	£'000	£'000
Base Budget	984	3,187	658	604	446
Committee Decisions	1,509	(3,212)	100	-	1
Inflation	127	143	148	151	156
Other	556	407	(369)	(374)	(383)
Pay Adjustments	61	133	67	65	57
Revised charges for non- general fund activities	(50)	-	-	1	-
Total / Revised Base Budget	3,187	658	604	446	276

Revisions have been made to the 2014/15 base budget in order to produce an adjusted base for 2015/16 and forecast base for 2016/17 onwards. These changes, known as technical adjustments, are largely beyond the control of the Council and have been calculated to take account of:

- virements approved since the base budget was set;
- the removal of non-recurring budgets from the base;
- the effect of inflation;
- changes in payroll costs and annual payroll increments;
- changes in expenditure and income following decisions made by the Council;
- other changes outside the control of the Council such as changes in insurance costs, reduction in grant income and the impact of the HRA determinations which are set annually by Central Government; and
- The 'Zero base budgeting' review of income levels.

and are summarised in Appendix F2.

Proposals

The proposed policy changes for inclusion in the base budget for the next 5 years are detailed at **Appendix C**.

The proposals will mean that balances will remain above the approved minimum level of £0.5m over the 5 year period.

Summary	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Estimated Net (Surplus) / Deficit	3,187	658	604	446	276
Proposed Policy Changes / Additional Costs Identified (Rounded)	(183)	(254)	(592)	(681)	(333)
Final Recharge & Inflationary Adjustments (after Policy Changes inclusion)	68	66	63	61	57
Surplus (-) / Deficit	3,072	470	75	(174)	-
Balances Remaining (-) / Overdrawn	(1,774)	(1,304)	(1,229)	(1,403)	(1,403)
Per Council, 25 th February 2014	(1,394)	(1,265)	(1,285)	(1,492)	-

Indicating a Housing Revenue Account (HRA) balances of £1.4m over the next 5 years (Minimum recommended balances are currently £0.5m).

However this includes contributions to capital spend of £5.1m over 3 years (£7.8m over 5 years) and the regeneration reserve - £6.5m over 3 years (£11.1m over 5 years).

There is still a degree of uncertainty over the future financial position of the HRA arising from:

- Finalisation of the costs / income associated with the regeneration / redevelopment schemes – to inform the likely need from the Regeneration reserve:
- The impact of restructuring following Supporting People funding reductions;
- The effect of potential service charges implementation following the ongoing review;
- Results of ongoing structural surveys e.g. High Rise;
- The impact of Welfare Benefit Reform on rent collection levels limited so far but further measures are to be rolled out (e.g. Universal Credit);
- Future impact of the Government's increased discounts to promote right to buy sales on housing stock numbers and associated income levels – 50 sales p.a. have been assumed in future years. There is also still uncertainty over retained receipt levels (pending further Government guidance) and spending plans

Rent Restructuring

The introduction of rent restructuring in April 2003 required the Council to calculate rents in accordance with a formula on a property by property basis and account separately for rental payments and payments which are for services (for example grounds maintenance, upkeep of communal areas, caretaking) within the total amounts charged.

This framework removed the flexibility to independently set rent levels from Social Landlords and replaced it with a fixed formula (RPI plus 0.5% plus £2.00) based on the value of the property and local incomes. The aim of the framework was to ensure that by a pre-set date all social landlord rents have reached a 'target rent' for each property that will reflect the quality of accommodation and levels of local earnings. In achieving this target rent councils were also annually set a "limit rent" which restricted the level of rent increase in any one year.

Housing rents were increased in accordance with the Rent Restructuring Framework for 2014/15. However, from 2015/16, it is for the Council to decide locally at what level to increase rents. An increase in line with Government Guidance would mean that rents would increase by CPI plus 1%.

However, it is recommended that the Council agree to vary this level, *for 2015/16 only*, in order to generate additional funding to support increased maintenance costs and the regeneration of key housing areas within the Borough.

Housing rents have therefore been increased in line with CPI plus 1% plus £2, with individual rents capped at the (convergence) formula rent level – which would mean an average rent of £88.30 (over a 48 week rent year), which represents an increase of £1.70 (1.96% on the current average rent of £86.60). This is above the Government's Guidance on rent increases, of CPI plus 1%, and equates to £81.51 on an annualised 52 week.

As outlined within the Draft MTFS report to Cabinet and Joint Scrutiny Committee (Budget) in January 2015, the Tenant Consultative Group Chair, supported by the group, indicated anecdotal feedback in support of this rent increase for 2015/16.

It should be noted that under Benefit regulations and circulars issued by the DWP, the Rent Rebate Subsidy Limitation scheme penalises the Council should the average rent be above the notified limit rent – for 2014/15 this was £80.85 (per circular HB S5/14 received in June 2014, after rent setting for 2014/15). The guidance on rent increases stated a CPI + 1% increase which, when applied to the 2014/15 limit rent, would give a limit rent for 2015/16 of £82.63 which would suggest that the above increase would not mean a loss of Housing Benefit subsidy grant.

It should also be noted that when the budget for 2015/16 and provisional budgets for 2016/17 onwards were set, CPI inflation was expected to be 2.5% p.a. For September 2014 (the month when the Government suggest the guideline increase) CPI was just 1.2% - a reduction of 1.3% which has impacted on forecast rent income for 2015/16 and future years.

Balances

The forecast level of balances at 31st March 2015 is £4.85m. The impact on balances of the adjustments outlined in this report would be as follows:

Balances	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Proposed Withdrawal from / Addition to (-) Balances	3,072	470	75	(174)	ı
Balances Remaining (-) / Overdrawn	(1,774)	(1,304)	(1,229)	(1,403)	(1,403)

This would mean that closing balances, over the 5 year period, would be over the approved minimum level of £0.5m.

The analysis at **Appendix D** details the overall Housing Revenue Account budget resulting from the recommendations contained within this report.

CAPITAL PROGRAMME

Following a review of the Capital Programme approved by Council on 25th February 2014, a revised programme has been formulated including additional schemes which have been put forward for inclusion.

Each scheme has been assessed with regard to:

- the contribution its delivery makes towards the achievement of the Council's corporate priorities;
- the achievement of Government priorities and grant or other funding availability;
- the benefits in terms of the contribution to the Council's Corporate Objectives and compliance with the Corporate Capital Strategy requirements of:
 - 1. Invest to save
 - 2. Maintenance of services and assets
 - 3. Protection of income streams
 - 4. Avoidance of cost.

The current de-minimus for capital expenditure is £10k per capital scheme.

General Fund

It is estimated that approximately £6.9m (excluding the £0.5m approved minimum balance) will be needed during the period to 2019/20 for future capital spending (including the usable capital receipts generated from the sale of council housing) - resulting in balances of £0.88m over 3 years (including minimum balances of 0.5m).

Details of the proposed capital programme are shown in **Appendix I.** It includes Contingency budgets relating to the next phase of the Agile working project – subject to consideration of updated business case information by Cabinet – together with a contingency for Equipment and Plant Purchases – to allow in year decisions on capital purchases instead of leasing where the business case demonstrates that this represents better value for money – which would be financed by prudential borrowing at a lower rate than the financing rates by leasing the asset.

Housing

The proposed 5 year Housing Capital Programme is attached at **Appendix J**.

It is estimated that approximately £54.1m (excluding the £0.5m approved minimum balance) will be needed during the period to 2019/20 for future capital spending (including revenue contributions from the HRA of £11.3m, Regeneration reserve balances of £11m & additional borrowing of £7.2m – the 'headroom' in line with the HRA Government debt cap is £11.3m) - resulting in balances of £2.1m over 5 years (including minimum balances of 0.5m)..

The capital programme has been reviewed and updated to include the new year 5 costs – with costs then smoothed over the new 5 year planning period. In addition, the Regeneration and certain demand led schemes have been reviewed and updated to reflect current projections and trends.

Policy Changes Summary

DIRECTORATE	Sheet No.	Budget Changes 15/16	Budget Changes 16/17	Budget Changes 17/18
		£'000	£'000	£'000
Chief Executive		-	-	-
Executive Director Corporate Services	1	(30.0)	-	-
Director of Finance	2	231.0	(44.3)	160.2
Director of Technology & Corporate Programmes	3	35.0	-	-
Solicitor to the Council	4	(12.0)	-	-
Director of Transformation & Corporate Performance	5	10.0	-	-
Director of Communities, Planning & Partnerships	6	(80.0)	35.3	51.8
Director of Housing & Health		-	-	-
Director of Assets & Environment	7	132.3	(102.3)	-
Total		286.3	(111.3)	212.0
Cumulative Cost / (Saving)		286.3	175.0	387.0

	Sheet No.	Budget Changes 15/16 £'000	Budget Changes 16/17 £'000	Budget Changes 17/18 £'000	Budget Changes 18/19 £'000	Budget Changes 19/20 £'000
Housing Revenue Account	8	(182.7)	(70.9)	(338.3)	(88.7)	347.3
Total	<u> </u>	(182.7)	(70.9)	(338.3)	(88.7)	347.3
Cumulative Cost / (Saving)		(182.7)	(253.6)	(591.9)	(680.6)	(333.3)

Policy Changes Summary Staffing Implications

DIRECTORATE	Sheet No.	Budget Changes 14/15 £'000	Budget Changes 15/16 £'000	Budget Changes 16/17 £'000
Chief Executive		_		
	1	(1)	_	_
Executive Director Corporate Services	2	(1)	_	_
Director of Finance	3	_	_	_
Director of Technology & Corporate Programmes	4	_	_	_
Solicitor to the Council	5		_	_
Director of Transformation & Corporate Performance	6	(1.4)	_	_
Director of Communities, Planning & Partnerships		(1.4)	_	_
Director of Housing & Health	_	-	-	-
Director of Assets & Environment	7	-	-	-
TOTAL		(2.4)	-	-

	Sheet	Budget	Budget	Budget	Budget	Budget
	No.	Changes	Changes	Changes	Changes	Changes
		14/15	15/16	16/17	17/18	18/19
		£'000	£'000	£'000	£'000	£'000
Housing Revenue Account	8	(1)	-	-	-	-
TOTAL		(1)	-	-	-	-

15/16	Budge	et Process - Policy Changes			Sheet	1
EXECU	TIVE D	IRECTOR CORPORATE SERVICES	T.			
Item No		Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
				15/16	16/17	17/18
				£'000	£'000	£'000
ED1	SAV	Revenues & Benefits Service Review – Saving £30k p.a. from a reduction in 1 FTE (Benefits Advisor)	The service review process has highlighted a proposed reduction in staffing (currently vacant) given reducing levels of Government Benefits Administration Grant support	(30.0)		
				(00.0)		
		Total New Items / Amendments		(30.0)	-	-
STAFFI	ING IMF	PLICATIONS				
				15/16	16/17	17/18
				FTE	FTE	FTE
ED1		Revenues & Benefits Service Review – Saving £30k p.a. from a reduction in 1 FTE (Benefits Advisor)	The service review process has highlighted a proposed reduction in staffing (currently vacant) given reducing levels of Government Benefits Administration Grant support	(1.0)		
		TOTAL		(1.0)	_	_

15/16	Budge	et Process - Policy Changes			Sheet	2	
DIREC	TOR OF	FINANCE					
Item No		Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	_	
				15/16 £'000	16/17 £'000	17/18 £'000	
DF1	OTHE R	Corporate Finance - General Contingency	Contingency budget to allow for 'in year' decisions to be made by Cabinet & to provide for any potential further reductions in income as a result of the financial climate	100.0	(100.0)		
DF2	SAV	Senior Management Review – savings target of £200k from 2017/18 to be included within Corporate Management cost centre	Following the Service Review process and in light of the significant and ongoing grant reductions, it has been identified that the Council will need to be clear on what the organisation will look			(200.0)	
DF3	CORP	Revenue impact of Capital Programme	Contingency budget to allow for changes in revenue implications	-	-	-	
DF4	CORP	Business Rates Section 31 Grant Income	New burdens funding for Government schemes to reduce rates charges	(367.0)	42.7	96.2	
DF5	CORP	Business Rates Levy	Estimated levy - based on NNDR1	498.0	13.0	(96.0)	
DF6	CORP	Contribution to Transformation Reserve	To support the Transformation process / MTFS			360.0	
		Total New Items / Amendments		231.0	(44.3)	160.2	
07455		N IO ATIONS					
SIAFF	ING IMP	PLICATIONS					
Item		Proposal/(Existing Budget)	Implications	15/16	16/17	17/18	
No				FTE	FTE	FTE	
DF2		Senior Management Review – savings target of £200k from 2017/18 to be included within Corporate Management cost centre	As above	ТВА			
		TOTAL					
		IUIAL		_			

15/16	Budge	et Process - Policy Changes			Sheet	3
DIREC	TOR TE	CHNOLOGY & CORPORATE PROGRAMM	MES			
Item No		Proposal/(Existing Budget)	Implications	Budget Change		Budget Change
				15/16	16/17	17/18
				£'000	£'000	£'000
TC1	CORP	There is a requirement to increase the ICT budget (Application Software) to cover upgrade costs for Microsoft products. This requirement is for £35K p.a.	From March 2015, our current versions of Micorosft Office and Exchange will become unsupported and Microsoft will no longer release patches and fixes to deal with security vulnerabilities. It is a requirement of the government Code of Connection (PSN) to maintain the security of these products. There is the potential to off-set an element of this policy change but until the ICT Strategy has been agreed, this is worst case	35.0		
		Total New Items / Amendments		35.0	_	
				00.0		
STAFF	ING IMP	LICATIONS				
				15/16 FTE	16/17 FTE	17/18 FTE
		TOTAL				
		· · · · · ·	1	•		1

15/16	Budge	et Process - Policy Changes			Sheet	4
SOLICI	TOR TO	O THE COUNCIL				
Item No		Proposal/(Existing Budget)	Implications	Budget Change		Budge Change
				15/16	16/17	17/18
				£'000	£'000	£'000
SOL1	SAV	Removal of 1 Cabinet Member & changes to SRA payable to Chair Licensing & Chair Audit & Governance Committees from 2015/16	A review of the structure of Cabinet has been undertaken resulting in the removal of an Executive Member and a maximum Cabinet of 5 Members (including the Leader). This will result in the saving of one Special Responsibility Allowance payment (SRA) and subject to cross party agreements alter the Constitution to permanently change Cabinet to a maximum of 5 Members. Further amendments to SRAs following Members Remuneration Panel review.	(12.0)		
		Total New Items / Amendments		(12.0)	-	
STAFF	ING IMF	PLICATIONS				
ltem No		Proposal/(Existing Budget)	Implications	15/16 FTE	16/17 FTE	17/18 FTE
						. 15
		TOTAL				
		TOTAL		-	-	

15/16	Budge	et Process - Policy Changes			Sheet	5
DIDEO	TOD OF	TRANSFORMATION & CORROBATE DES	PEOPMANOE			
DIREC	TOR OF	TRANSFORMATION & CORPORATE PER	RECRIMANCE			
Item No		Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
				15/16	16/17	17/18
				£'000	£'000	£'000
TCP1	CORP	Revised budgetary contribution required re Staffs Connects partnership & continued development of CRM system - as per Staffs	Additional budgetary contribution required for 3 years but then an	40.0		
ICP1	CORP	Connects Strategic Advisory report and revised budget proposals agreed March 2014.	ongoing saving as a result of reduced partner contributions.	10.0		
				10.0		
		Total New Items / Amendments		10.0	-	,
STAFF	ING IMP	LICATIONS				
				15/16	16/17	17/18
				FTE	FTE	FTE
		TOTAL		-	-	

15/16	Budge	et Process - Policy Changes			Sheet	6
DIREC	TOR CC	 DMMUNITIES, PLANNING & PARTNERSHI	PS			
Item No		Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change
				15/16 £'000	16/17 £'000	17/18 £'000
CPP1	SAV	Events – Voluntary Contributions to be requested (income target of £10k p.a.)	It has been highlighted that there is scope to generate £10k p.a. from voluntary contributions which could be received during the events programme.	(10.0)		
CPP2	SAV	CPP Business Support Service Review – saving £10k p.a. from a reduction in 0.4 FTE (Business Support Admin.)	The service review process has highlighted a proposed reduction in Business Support staffing (currently vacant) within Communities, Planning & Partnerships (CPP).	(10.0)		
CPP3	SAV	Community Safety Service Review – additional OPCC funding for 2 years of £15k p.a.	Following the Service Review, additional funding from the OPCC has been secured to part fund a post for 2 years.	(15.0)		15.0
CPP4	SAV	Community Development Service Review – saving £45k p.a. from a reduction in 1 FTE (Head of Service)	Community Development / Community Safety – an option to combine management roles was identified as part of the Service Review process.	(45.0)		
CPP5	CORP	Revenue impact of Capital Programme	Implications from Cultural Quarter Capital Scheme - Assembly Rooms	-	35.3	36.8
CPP6	CORP	Revenue impact of Capital Programme	Implications from Cultural Quarter Capital Scheme - Phil Dix	-	-	-
		Total New Items / Amendments		(80.0)	35.3	51.8
STAFF	ING IMP	LICATIONS				
Item No		Proposal/(Existing Budget)	Implications	15/16 FTE	16/17 FTE	17/18 FTE
CPP2		CPP Business Support Service Review – saving £10k p.a. from a reduction in 0.4 FTE (Business Support Admin.)	The service review process has highlighted a proposed reduction in Business Support staffing (currently vacant) within Communities, Planning & Partnerships (CPP).	(0.4)		
CPP4		Community Development Service Review – saving £45k p.a. from a reduction in 1 FTE (Head of Service)	Community Development / Community Safety – an option to combine management roles was identified as part of the Service Review process.	(1.0)		
		TOTAL		(1.4)	-	-

,	Duage	t Process - Policy Changes			Sheet	7
DIREC'	TOR AS	SETS & ENVIRONMENTAL SERVICES				
ltem No		Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budge Change
				15/16	16/17	17/18
				£'000	£'000	£'000
AE1	SAV	Agile Working Project - Deferral of receipt of projected income	Marmion House Rental Income budget - Increased income from rental part ground, 1st and 3rd floor	74.8	(74.75)	
AE2	SAV	Agile Working Project - Deferral of receipt of projected income	Increased income from service charges 3rd floor	27.5	(27.50)	
AE3	OTHER	Estimated increase in costs for Street Scene equipment when new contract let	Revised Estimate prepared	30.0		
		Total New Items / Amendments		132.3	(102.3)	
STAFF	ING IMP	LICATIONS				
ltem		Proposal/(Existing Budget)	Implications	15/16	16/17	17/18
No		·	·	FTE	FTE	FTE
		TOTAL		-	_	

15/16	Budge	t Process - Policy Changes					Sheet	8
HOLIGI	NC DEV	ENUE ACCOUNT						
HOUSII	NG REV	ENUE ACCOUNT						
ltem No		Proposal/(Existing Budget)	Implications	Budget Change	Budget Change	Budget Change	Budget Change	Budget Change
				15/16	16/17	17/18	18/19	19/20
				£'000	£'000	£'000	£'000	£'000
HRA1	SAV	Potential savings arising from Service Review options	Delete apprenticeship post in Investment team	(6.6)	-	-	-	
HRA2	OTHER	To transfer funds from PTP to Capital to fund Energy Efficiency Improvements	Reduced PTP budget	(50)	-	-	-	
HRA3	OTHER	To transfer funds from PTP to Capital to fund Energy Efficiency Improvements	Contribution to Capital Porgramme	50	-	-	-	
HRA4	CORP	Revenue impact of Capital Programme	Lost rental income (offset by reduced repairs costs) associated with Regeneration Schemes at Tinkers Green & Kerria	218	131	(336)	(536)	(150
HRA5	CORP	Reduced Revenue Contribution to Capital Regeneration Reserve	Reduced contribution following revised estimates on completion of updated build programme for the Regeneration of Tinkers Green & Kerria	(1,450)	-	-	1,450	
			Additional Contribution to allow for development of acquisitions strategy	1,000	-	-	(1,000)	500
HRA 6	OTHER	Rent increase of CPI+ 1% + £2 per week		(144.1)	(1.9)	(2.3)	(2.7)	(2.7)
HRA 7	OTHER	Contingency - Supporting People	Funding from SCC ceased - subject to Cabinet report March 2015	200.0	(200.0)			
		Total New Items / Amendments		(182.7)	(71)	(338)	(89)	347
STAFF	ING IMP	LICATIONS					,	
ltem No		Proposal/(Existing Budget)	Implications	15/16 FTE	16/17 FTE	17/18 FTE	18/19 FTE	19/20 FTE
HRA1	SAV	Potential savings arising from Service Review options	Delete apprenticeship post in Investment team	(1)		. 16		. 1
		TOTAL		(1)				

HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2015/16

			COCOITI DO			1	1	1
Summary	Base Budget 14/15	Technical Adjustments	Policy Changes	Revised Budget 15/16	Revised Budget 16/17	Revised Budget	Revised Budget 18/19	Revised Budget 19/20
	£	£	£	£	£	£	£	£
Income								
Dwelling Rents	(18,238,710)	(58,680)	95,250	(18,202,140)	(18,302,080)	(18,924,730)	(19,802,560)	(20,297,810)
Non-Dwelling Rents	(347,490)	(8,040)	-	(355,530)	(364,320)	(373,330)	(382,570)	(392,040)
Charges for Services and Facilities	(371,390)	(2,370)	-	(373,760)	(376,180)	(378,660)	(381,210)	(382,380)
Contributions Towards Expenditure	(1,552,200)	(56,050)	_	(1,608,250)	(1,610,780)	(1,612,630)	(1,614,560)	(1,616,560)
Subtotal	(20,509,790)	(125,140)	95,250	(20,539,680)	(20,653,360)	(21,289,350)	(22,180,900)	(22,688,790)
Expenditure								
Repairs and Maintenance	4,115,500	91,990	(71,350)	4,136,140	4,246,930	4,363,750	4,490,060	4,618,750
Supervision and Management	5,932,590	148,430	193,400	6,274,420	6,244,670	6,343,600	6,441,790	6,534,150
Rents, Rates, Taxes and Other Charges	30,470	450	-	30,920	31,340	31,770	32,210	32,660
Increase in Provision for Bad Debts	470,000	-	-	470,000	470,000	470,000	470,000	470,000
Depreciation and impairment of non-current assets	4,467,270	(8,010)	_	4,459,260	4,459,260	4,459,260	4,459,260	4,459,260
Debt Management Costs	16,230	1,460		17,690	17,820			
Debt Management Costs	10,230	1,400	_	17,030	17,020	17,230	17,510	17,510
Subtotal	15,032,060	234,320	122,050	15,388,430	15,470,020	15,685,610	15,910,630	16,132,130
Net cost of HRA Services per Authority I&E	(5,477,730)	109,180	217,300	(5,151,250)	(5,183,340)	(5,603,740)	(6,270,270)	(6,556,660)
Corporate and Democratic Core	4,600	(240)	-	4,360	4,480	4,600	4,730	4,860
Net Cost of HRA Services	(5,473,130)	108,940	217,300	(5,146,890)	(5,178,860)	(5,599,140)	(6,265,540)	(6,551,800)
Net dost of Fina Services	(3,473,130)	100,340	217,500	(3,140,030)	(3,170,000)	(5,555,140)	(0,203,340)	(0,331,000)
Interest Payable and Similar Charges	2,983,460	13,610	-	2,997,070	3,101,580	3,090,170	3,090,170	3,090,170
Interest Receivable and Similar Income	(66,460)	(85,600)	-	(152,060)	(156,630)	(220,560)	(252,990)	(292,210)
Surplus/ Deficit for the year	(2,556,130)	36,950	217,300	(2,301,880)	(2,233,910)	(2,729,530)	(3,428,360)	(3,753,840)
	Statement	of Movem	ent on the	HRA Baland	e			
Surplus or Deficit for the year	(2,556,130)	36,950	217,300	(2,301,880)	(2,233,910)	(2,729,530)	(3,428,360)	(3,753,840)
	(2,556, 130)	30,930	217,300	(2,301,000)	(2,233,910)	(2,729,530)	(3,420,360)	(3,753,640)
Additional Items required to be taken into account:								
Capital Expenditure funded by the HRA	3,540,390	2,233,850	(400,000)	5,374,240	2,704,330	2,804,330	3,254,330	3,754,330
(Increase)/ Decrease in HRA Balances	984,260	2,270,800	(182,700)	3,072,360	470,420	74,800	(174,030)	490

Appendix E

General Fund Summary Revenue Budget for 2015/16

Figures exclude internal recharges which have no bottom line impact.	Base Budget 2014/15 £	Technical Adjustments £	Policy Changes £	Budget 2015/16 £
Chief Executive Executive Director Corporate Services	156,670 340,230	4,510 39,710	(30,000)	161,180 349,940
Director of Finance Director of Technology & Corporate Programmes	79,890 894,600	(1,014,360) (49,660)	231,010 35,000	(703,460) 879,940
Solicitor to the Council	554,590	8,480	(12,000)	551,070
Director of Transformation & Corporate Performance Director of Communities, Planning & Partnerships	939,450 2,337,020	(52,360) (42,330)	10,000 (80,000)	897,090 2,214,690
Director of Housing & Health	1,033,190 2,796,650	(121,000) 272,100	- 132,250	912,190 3,201,000
Director of Assets & Environment		,		, ,
Total Cost of Services	9,132,290	(954,910)	286,260	8,463,640
Transfer to / (from) Balances Revenue Support Grant	(1,195,653) (2,339,798)	1,049,971 732,244	-	(145,682) (1,607,554)
Retained Business Rates Less: Tariff payable	(12,727,008) 10,354,168	(454,121) 197,851	-	(13,181,129) 10,552,019
Collection Fund Surplus (Council Tax) Collection Fund Surplus (Business Rates)	(53,509)	(28,161) (728,023)	-	(81,670) (728,023)
Council Tax Requirement	(3,170,490)	185,149	(286,260)	(3,271,601)

			Technical Adjustments							
	Figures exclude internal recharges which have no bottom line impact	Budget 2014/15	Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	External Recharge Changes (non-GF Activities) £	Total Adjustments £	Total Adjusted Base 2015/16 £
	Chief Executive	156,670	-	-	160	(650)	5,780	(2,210)	3,080	159,750
	Executive Director Corporate Services	340,230	-	73,710	(640)	(51,720)	16,360	2,230	39,940	380,170
	Director of Finance	79,920	-	(324,300)	3,050	(696,820)	20,950	(15,700)	(1,012,820)	(932,900)
,	Director of Technology & Corporate Programmes	894,590	-	-	11,720	(85,750)	17,990	17,690	(38,350)	856,240
	Solicitor to the Council	554,580	-	-	4,520	130	9,430	(5,440)	8,640	563,220
	Director of Transformation & Corporate Performance	939,450	-	(50,380)	2,630	1,020	19,240	(17,700)	(45,190)	894,260
	Director of Communities, Planning & Partnerships	2,337,010	-	(84,610)	(1,850)	1,340	42,800	-	(42,320)	2,294,690
	Director of Housing & Health	1,033,190	-	(183,710)	1,010	11,390	4,370	76,500	(90,440)	942,750
	Director of Assets & Environment	2,796,590	-	(530,140)	15,190	746,420	54,780	910	287,160	3,083,750
	Grand Total	9,132,230	-	(1,099,430)	35,790	(74,640)	191,700	56,280	(890,300)	8,241,930

			Technical Adjustments						
Figures exclude internal recharges which have no bottom line impact	Budget 2014/15	Virements £	Committee Decisions £	Inflation £	Other £	Pay Adjustments £	External Recharge Changes (non-HRA Activities)	Total Adjustments £	Total Adjusted Base 2015/16 £
Director of Housing & Health	4,052,290	-	(10,450)	31,770	(7,600)	57,610	(59,210)	12,120	4,064,410
Director of Assets & Environment	12,280	-	(13,510)	190	520	3,730	9,080	10	12,290
HRA Summary	(3,080,310)	-	1,533,170	94,680	563,280	-	-	2,191,130	(889,180)
Grand Total	984,260	-	1,509,210	126,640	556,200	61,340	(50,130)	2,203,260	3,187,520

Appendix G

General Fund 3 Year Revenue Budget Summary

Figures exclude internal recharges which have no bottom line impact.	Base Budget 2014/15 £	Budget 2015/16 £	Budget 2016/17 £	Budget 2017/18 £
Chief Executive	156,670	161,180	169,520	173,250
Executive Director Corporate Services	340,230	349,940	364,710	376,510
Director of Finance	79,890	(703,460)	(921,770)	(713,550)
Director of Technology & Corporate Programmes	894,600	879,940	916,540	941,470
Solicitor to the Council	554,590	551,070	571,460	585,580
Director of Transformation & Corporate Performance	939,450	897,090	896,490	919,170
Director of Communities, Planning & Partnerships	2,337,020	2,214,690	2,282,810	2,376,170
Director of Housing & Health	1,033,190	912,190	922,750	928,240
Director of Assets & Environment	2,796,650	3,201,000	3,250,930	3,348,740
Total Cost of Services	9,132,290	8,463,640	8,453,440	8,935,580
Transfer to / (from) Balances	(1,195,653)	(145,682)	(1,141,333)	(2,039,064)
Revenue Support Grant	(2,339,798)		(1,204,322)	(866,893)
Retained Business Rates	(12,727,008)	· · · · · · · · · · · · · · · · · · ·	(13,516,635)	(13,559,828)
Less: Tariff payable	10,354,168	10,552,019	10,763,060	10,978,321
Collection Fund Surplus (Council Tax)	(53,509)	(81,670)	-	_
Collection Fund Surplus (Business Rates)	-	(728,023)	-	-
Council Tax Requirement	(3,170,490)	(3,271,601)	(3,354,209)	(3,448,115)

Appendix H

Council Tax levels at each band for 2015/16

Authority:	Tamworth Council Tax 2014/15 £	Tamworth Borough Council £	* Staffordshire County Council £	* Office of the Police & Crime Commissioner (OPCC) Staffordshire £	* Stoke on Trent and Staffordshire Fire and Rescue Authority £	Total 2015/16 £	Total Council Tax 2014/15 £
Demand/Precept on Collection Fund Council Tax Band		3,271,601	21,603,272	3,663,739	1,422,507	29,961,119	
Α	103.67	105.73	698.19	118.41	45.97	968.30	952.00
В	120.94	123.36	814.55	138.14	53.64	1,129.69	1,110.66
С	138.22	140.98	930.92	157.88	61.30	1,291.08	1,269.33
D	155.50	158.60	1,047.28	177.61	68.96	1,452.45	1,428.00
E	190.06	193.84	1,280.01	217.08	84.28	1,775.21	1,745.34
F	224.61	229.09	1,512.74	256.55	99.61	2,097.99	2,062.67
G	259.17	264.33	1,745.47	296.02	114.93	2,420.75	2,380.00
Н	311.00	317.20	2,094.56	355.22	137.92	2,904.90	2,856.00
% increase	1.97%	1.99%	1.95%	0%	1.95%	1.71%	0.21%

Staffordshire County Council - Medium Term Financial Strategy 2015/20 and 2015/16 Budget and Council Tax, 12th February 2015

Staffordshire Police and Crime Panel - Police and Crime Commissioner for Staffordshire - Draft Revenue Budget and Precept 2015/16, 26th January 2015

Stoke on Trent and Staffordshire Fire and Rescue Authority Strategy and Resources Committee - Revenue Budget 2015/16, 19th January 2015

General Fund Capital Programme 2014/15 – 2016/17

General Fund	2015/16 £	2016/17 £	2017/18 £	Total £
Capital Programme		-	-	
Technology Replacement Contingency - Agile	60,000	60,000	60,000	180,000
Working - Floor Refurbishment	228,000	-	-	228,000
Contingency - Agile Working - Furniture	48,000	-	-	48,000
Subtotal	336,000	60,000	60,000	456,000
Private Sector Grants - Disabled Facilities Grants	300,000	250,000	250,000	800,000
CCTV Camera Renewals	15,000	15,000	15,000	45,000
Cultural Quarter	200,000	2,135,300	2,078,100	4,413,400
Gateways Plant & Equipment	50,000	50,000	50,000	150,000
Contingency	1,000,000	-	-	1,000,000
Subtotal	1,565,000	2,450,300	2,393,100	6,408,400
Total General Fund Capital	1,901,000	2,510,300	2,453,100	6,864,400
Proposed Financing:				
Grants - Disabled Facilities	224,000	224,000	224,000	672,000
Grants - Assembly Rooms (HLF) Grants - Assembly Rooms	200,000	613,100	90,300	903,400
(SLGF) Grants - SCC (Assembly	-	841,900	1,124,100	1,966,000
Rooms) Public Contributions	-	500,000	-	500,000
(Assembly Rooms) General Fund Capital	-	25,000	25,000	50,000
Receipts Sale of Council House	-	302,200	912,200	1,214,400
Receipts General Fund Capital	210,000	4,100	57,300	271,400
Reserve Revenue Contribution to	139,000	-	20,200	159,200
Capital Outlay in Year	128,000	-	-	128,000
Unsupported Borrowing	1,000,000	-	-	1,000,000
Total	1,901,000	2,510,300	2,453,100	6,864,400

Appendix J

Housing Capital Programme 2015/16 – 2019/20

Housing Revenue	2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
<u>Account</u>	£	£	£	£	£	£
Capital Programme						
Bathroom Renewals	755,370	774,250	795,540	817,420	839,900	3,982,480
Disabled Facilities Adaptations	300,000	307,500	315,960	324,650	333,580	1,581,690
Gas Central Heating Upgrades and Renewals	557,560	569,830	582,360	595,170	608,260	2,913,180
Kitchen Renewals	897,000	919,430	944,710	970,690	997,380	4,729,210
High Rise Lift Renewal	335,090	342,460	349,990	-	-	1,027,540
Major Roofing Overhaul and Renewals	152,950	156,770	161,080	165,510	170,060	806,370
Fencing/Boundary Walls	30,000	30,000	30,000	30,000	30,660	150,660
Fire Upgrades to Flats	300,000	265,460	-	-	-	565,460
Structural Works	200,000	100,000	100,000	100,000	100,000	600,000
High Rise Balconies	525,000	525,000	525,000	525,000	-	2,100,000
Sheltered Schemes General Estate Works	250,000 200,000	200,000	200,000	200,000	200,000	250,000 1,000,000
Energy Efficiency	·				,	
Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Window and Door Renewals	292,310	298,740	305,310	312,030	318,900	1,527,290
Gas Heating at Belgrave	284,820	_	-	_	-	284,820
Agile Working	50,000	-	-	-	-	50,000
Contingency	100,000	100,000	100,000	100,000	100,000	500,000
Capital Salaries	165,670	169,310	173,040	176,840	180,730	865,590
CDM Fees	9,950	10,170	10,390	10,620	10,850	51,980
Regeneration Schemes						
Kerria	240,000	848,150	1,810,640	3,805,250	-	6,704,040
Tinkers Green	1,314,340	2,162,050	6,640,000	1,634,000	-	11,750,390
Redevelopment of Garage sites	2,620,000	2,000,000	2,000,000	1,500,000	1,500,000	9,620,000
Other acquisitions	800,000	500,000	500,000	500,000	500,000	2,800,000
Total HRA Capital	10,430,060	10,329,120	15,594,020	11,817,180	5,940,320	54,110,700
Proposed Financing:						
Capital Receipts from add'l	750.000	4 000 000	050.000	475.000		2 042 002
Council House Sales	750,000	1,668,200	250,000	175,000	-	2,843,200
Regeneration Revenue Reserves	3,043,340	1,600,000	1,325,000	3,047,950	2,000,000	11,016,290
Major Repairs Reserve	4,482,060	4,482,060	4,482,060	4,327,930	3,890,320	21,664,430
Revenue Contribution to Capital Outlay in Year	973,660	336,860	161,320	50,000	50,000	1,571,840
Revenue Contribution to	1,181,000		4,403,640	4,216,300		9,800,940
Capital Outlay in Year	1,101,000	0.040.000		4,210,300	-	
Unsupported Borrowing	-	2,242,000	4,972,000	-	-	7,214,000
Shortfall	10,430,060	10,329,120	15,594,020	11,817,180	5,940,320	54,110,700
Total	10,430,000	10,323,120	10,004,020	11,017,100	3,340,320	J 4 ,110,700

Main Assumptions

Inflationary Factors	2015/16	2016/17	2017/18	2018/19	2019/20
Inflation Rate - Pay Awards	2.20%	2.00%	2.00%	2.00%	2.00%
National Insurance	7.10%	10.50%	10.50%	10.50%	10.50%
Superannuation	16.50%	16.50%	16.50%	16.50%	16.50%
Inflation Rate (RPI)	2.50%	2.75%	2.75%	2.75%	2.75%
Inflation Rate (CPI)	2.00%	2.00%	2.00%	2.00%	2.00%
Investment Rates	1.25%	2.25%	2.75%	3.25%	3.25%
Base Interest Rates	1.00%	1.75%	2.25%	2.75%	2.75%

- 1. Pay award it has been assumed that public sector pay will rise in line with the latest consultation for 2014/15 & 2015/16 (generally 2.2% from 1st January 2015 plus other one-off payments) and is estimated to mirror the Government's inflation target of 2% thereafter.
- 2. Overall Fees and Charges will rise generally by 2.5% annually except where a proposal has otherwise been made (car parking charges, corporate & industrial property rental income, statutory set planning fees, leisure fees);
- 3. No effect of any Prudential Borrowing has been included;
- 4. Revised estimates for rent allowance / rent rebate subsidy levels have been included;
- 5. Changes to the level of recharges between funds has been included;
- 6. Within the provisional settlement for 2015/16 was announced in December 2014, the Government proposed cuts of 15.5% to the Council's funding streams for 2015/16 revised annual grant reductions have been included.
- 7. The Government has indicated its policy regarding council tax bills being frozen for the next year. It has been announced that a grant will be available to authorities that agree to freeze or reduce Council Tax in 2015/16;
- 8. The major changes to the previously approved policy changes are included within this forecast Directors were issued with the provisional information in August to review, confirm & resubmit by the end of September;
- 9. Annual year-on-year increases of c.2% in the pension lump sum element for past liabilities have been included (for 3 years following SCC Triennial review).
- 10. Increases in rent levels are restricted by the Government guidelines & current indications that sales of council houses will be approximately 50 per annum.

Sensitivity Analysis (3 years)

	Risk	2015/16 £'000	2016/17 £'000	2017/18 £'000
Pay Award / National Insurance (GF) Impact +/- 0.5% Variance	ce			
£'000 Budget Impact over 1 year Budget Impact over 3 years	L L L/M	42 42 259	86	131
Pay Award / National Insurance Impact +/- 0.5% Variance	ce (HRA)		
£'000 Budget Impact over 1 years Budget Impact over 3 years	L L	13 13 79	26	40
Budget Impact over 5 years Pension Costs	М	201		
Impact +/- 0.5% Variance £'000 Budget Impact over 1 year	L L	0 0	0	58
Budget Impact over 3 years	L	58		
Council Tax Impact on Council Tax income s Budget Impact over 1 year	E'000 L	33 33	51	70
Budget Impact over 3 years	L	154		
Inflation / CPI Impact +/- 0.5% Variance £'000 Pudget Impact ever 1 year	L	39	79	119
Budget Impact over 1 year Budget Impact over 3 years	L M	39 237		
Government Grant Impact +/- 1.0% Variance £'000	L	42	82	116
Budget Impact over 1 year Budget Impact over 3 years	L M	42 240		

	Risk	2015/16 £'000	2016/17 £'000	2017/18 £'000
Investment Interest Impact +/- 0.5% Variance £'000 Budget Impact over 1 year Budget Impact over 3 years	L L H	104 104 566	190	272
Key Income Streams (GF) Impact +/- 0.5% Variance £'000 Budget Impact over 1 year Budget Impact over 3 years	L L L/M	26 26 156	52	78
Key Income Streams (HRA) Impact +/- 0.5% Variance £'000 Budget Impact over 1 years Budget Impact over 3 years Budget Impact over 5 years	L L H	92 92 556 1412	184	280
New Homes Bonus Impact +/- 10% Variance £'000 Budget Impact over 1 year Budget Impact over 3 years	L L M	55 55 359	120	184
Business Rates Impact +/- 10% Variance £'000 Budget Impact over 1 year Budget Impact over 3 years	L L M	66 66 400	133	201

Contingencies

Contingencies 2015/16 - 2019/20

Revenue	2015/16	2016/17	2017/18	2018/19	2019/20
Specific Earmarked &	£'000	£'000	£'000	£'000	£'000
General					
General Fund					
Specific Contingencies					
Vacancy Allowance	50	50	50		
General Contingency	100	-	-		
Total General Fund Revenue	150	50	50		
Housing Revenue Account					
Specific Contingencies					
Supporting People	200	-	-	-	
HRA - General Contingency	100	100	100	100	100
Total HRA Revenue	300	100	100	100	100

Capital	2015/16	2016/17	2017/18	2018/19	2019/20
Specific Earmarked &	£'000	£'000	£'000	£'000	£'000
General					
General Fund					
Specific Contingencies					
Contingency - Agile Working - Floor Refurbishment	228	-	-		
Contingency - Agile Working - Furniture	48	-	-		
Plant & Equipment <i>Contingency</i>	1,000	-	-		
General Capital Contingency*	-	-	-		
Total General Fund Capital	1,276	-	-		
Housing Revenue Account					
HRA - General Capital Contingency	100	100	100	100	100
Total HRA Capital	100	100	100	100	100

^{*} The 2014/15 Contingency budget of £50k is to be reprofiled to 2015/16.



TREASURY MANAGEMENT STRATEGY STATEMENT, TREASURY MANAGEMENT POLICY STATEMENT, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STATEMENT 2015/16

Purpose

To comply with the requirement of the Council's Treasury Management Policy in reporting to Council the proposed strategy for the forthcoming year and the Local Government Act 2003 with the reporting of the Prudential Indicators.

Executive Summary

The Local Government Act 2003 requires the Council to produce prudential indicators in line with the Prudential Code.

This report outlines the Council's prudential indicators for 2015/16 – 2017/18 and sets out the expected Treasury operations for this period. This report and associated tables fulfil the statutory requirement of the Local Government Act 2003 by:

- Reporting the prudential indicators as required by the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities;
- Setting the Council's Minimum Revenue Provision (MRP) Policy, which defines how the Council will pay for capital assets through revenue contributions each year (as required by Regulation under the Local Government and Public Involvement in Health Act 2007);
- Setting the Treasury Management Strategy in accordance with the CIPFA Code of Practice on Treasury Management;
- Adopting the Council's Treasury Management Policy Statement as recommended within the CIPFA Code of Practice 2011;
- Setting the Investment Strategy (in accordance with the Department for Communities and Local Government (DCLG) investment guidance);
- Affirming the effective management and responsibility for the control of risk and clearly identifying our appetite for risk. The Council's risk appetite is low in order to give priority to Security, Liquidity then Yield (or return on investments).

The main issues for Members to note are:

- 1. The CIPFA Code of Practice and associated Guidance Notes adopted by the Council in December 2012 require that:
 - Credit ratings should only be used as a starting point when considering risk. Use should
 also be made of market data and information, the quality financial press, information on
 government support for banks and the credit ratings of that government support;
 - There needs to be, at a minimum, a mid year review of Treasury Management Strategy and Performance. The review is intended to highlight any areas of concern that have arisen since the original strategy was approved;

- Each Council must delegate the role of scrutiny of Treasury Management Strategy and policies to a specific named body – the Audit and Governance Committee has been given this role:
- Members should be provided with access to relevant training Members are also personally responsible for ensuring they have the necessary skills and training.

The aim is for all Members to have ownership and understanding when making decisions on Treasury Management matters.

- 2. With regard to Counterparty selection for investment, rather than adopt a Lowest Common Denominator (LCD) methodology, a broader counterparty evaluation criteria is used by Capita Asset Services (the Council's Treasury Management consultants). This methodology has been progressively enhanced over the last year and now uses a sophisticated modelling approach with credit ratings from all three rating agencies forming the core element but in line with best practice/guidance also includes the following as overlays: -
 - Credit watches and credit outlooks from credit rating agencies;
 - Credit Default Swap (CDS) spreads to give early warning of likely changes in credit ratings;
 - Sovereign ratings to select counterparties from only the most creditworthy countries.

The adoption of the above approach will help mitigate risks associated with the investment portfolio.

3. As agreed in past Treasury Management Strategies, it is proposed that the Council (following consultation with our advisors) will not use the approach suggested by CIPFA of using the lowest common denominator rating from all three rating agencies to determine creditworthy counterparties (as Moodys are currently very much more aggressive in giving low ratings than the other two agencies). The use of the Lowest Common Denominator rating would give the Council a very restrictive/unworkable counterparty list which would result in a disproportional (high) level of investment in a few institutions. Consequently this would increase risk as the investments would be held with a limited number of counterparties - which would be counter-productive in not allowing the sharing / spreading of risk over a higher number of counterparties. This would therefore be unworkable and leave the Council with few banks on its approved lending list.

The Capita Asset Services creditworthiness service does though, use ratings from all three agencies, but by using a scoring system, does not give undue importance to just one agency's ratings.

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. More recently, in response to the evolving regulatory regime, the agencies have indicated they may remove these "uplifts". This process may commence during 2014/15 and / or 2015/16. It is important to stress that the rating agency changes do not reflect any changes in the underlying status of the institution or credit environment, merely the implied level of sovereign support that has been built into ratings through the financial crisis.

As a result of these rating agency changes, the credit element of Capita's future methodology, adopted by the Council, will focus solely on the Short and Long Term ratings of an institution (with the introduction of a modest widening of the 'lowest band' of the 'Green – 100 days' category, to ease the effect of a potential fall in some entities ratings as a result of implied support removal). Rating Watch and Outlook information will continue to be assessed where it relates to these categories. This is the same process for Standard & Poor's that has always been taken, but a change to the use of Fitch and Moody's ratings. Furthermore, the methodology will continue to utilise CDS prices as an overlay to ratings.

4. The proposed Counterparty limits for 2015/16 have been increased, reflecting higher investment balances available at present – in line with Capita's suggested 20% maximum of investment balances deposited with any one institution.

The approach taken in item 2 and 3 above allows officers charged with the Treasury responsibilities to have the most appropriate/market assessment to aid the investment decision making process and provides a broad methodology for identifying High Credit Quality counterparties.

Equalities Implications

There are no equalities implications arising from the report.

Legal Implications

Approval of Prudential Indicators and an Annual Investment Strategy is a legal requirement of the Local Government Act 2003. Members are required under the CIPFA Code of Practice to have ownership and understanding when making decisions on Treasury Management matters.

Resource and Value for Money Implications

All financial resource implications are detailed in the body of this report which links to the Council's Medium Term Financial Strategy.

Risk Implications

Risk is inherent in Treasury Management and as such a risk based approach has been adopted throughout the report with regard to Treasury Management processes.

A Glossary of terms utilised within the report can be found at **ANNEX 8**.

Report Author

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Background Papers:-	Local Government Act 2003
	CIPFA Code of Practice on Treasury Management in Public Services 2011
	DCLG Guidance on Local Government Investments March 2010
	Treasury Management Strategy Statement, Treasury Management Policy Statement, Minimum Revenue Provision Policy Statement & Annual Investment Statement 2014/15 Council 25/02/2014
	Annual Treasury Report 2013/14 Council, 16/09/14
	Mid-year Treasury Report 2014/15 Council, 16/12/14
	Budget & Medium Term Financial Strategy 2015/16
	Treasury Management Training slides, 4 th February 2015
	Treasury Management Practices 2015/16 (Operational Detail)

1. Introduction

1.1 The Treasury Management Policy Statement

This Council defines its Treasury Management activities as:

- The management of the Council's investments and cash flows, its banking, money market
 and capital market transactions; the effective control of the risks associated with those
 activities; and the pursuit of optimum performance consistent with those risks.
- This organisation regards the successful identification, monitoring and control of risk to be
 the prime criteria by which the effectiveness of its Treasury Management activities will be
 measured. Accordingly, the analysis and reporting of Treasury Management activities will
 focus on their risk implications for the organisation, and any financial instruments entered
 into to manage these risks.
- This organisation acknowledges that effective Treasury Management will provide support
 towards the achievement of its business and service objectives. It is therefore committed to
 the principles of achieving value for money in Treasury Management, and to employing
 suitable comprehensive performance measurement techniques, within the context of
 effective risk management.
- The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the Treasury Management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- The second main function of the Treasury Management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

1.2 Reporting Requirements

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of polices, estimates and actuals. These reports are required to be adequately scrutinised by committee. This role is undertaken by the Audit and Governance Committee.

Prudential and Treasury Indicators and Treasury Strategy (This report – February) - The first, and most important report covers:

- the capital plans (including prudential indicators);
- a Minimum Revenue Provision Policy (how residual capital expenditure is charged to revenue over time);
- the Treasury Management Strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an Investment Strategy (the parameters on how investments are to be managed).

A Mid Year Treasury Management Report (by December) – This will update Members with the progress of the capital position, amending prudential indicators as necessary, and report whether the treasury strategy is meeting the strategy or whether any policies require revision.

An Annual Treasury Report (by September) – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

1.3 Treasury Management Strategy for 2015/16

The strategy for 2015/16 covers two main areas:

a) Capital Issues

- the Capital Plans and the Prudential Indicators (2.1, 2.2);
- the Minimum Revenue Provision (MRP) policy (2.3).

b) Treasury Management Issues

- the current treasury position (2.4);
- treasury indicators which will limit the treasury risk and activities of the Council (3);
- prospects for interest rates (3.3);
- the borrowing strategy (3.4);
- policy on borrowing in advance of need (3.5);
- debt rescheduling (3.6);
- the investment strategy (4);
- creditworthiness policy (4.2); and
- policy on use of external service providers (Annex 7, TMP 11).

These elements cover the requirements of the Local Government Act 2003, the CIFPA Prudential Code, the CLG MRP Guidance, the CIPFA Treasury Management Code and the CLG Investment Guidance.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training was undertaken by Members on two occasions in 2010 and once in 2011 and detailed Treasury Management training was provided in both February 2014 and February 2015. Further training is planned for September 2015 but will also be provided as and when required.

The training needs of Treasury Management Officers are regularly reviewed as part of the performance development and management process.

1.5 Treasury Management Consultants

The Council uses Capita Asset Services, Treasury Solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

2. The Capital Prudential Indicators 2015/16 - 2017/18

The Council's capital expenditure plans are the key driver of Treasury Management activity. The output of the capital expenditure plans are reflected in prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital Expenditure. This prudential Indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle:

Capital Expenditure	2013/14	2014/15	2015/16	2016/17	2017/18
	Actual £m	Projected Outturn*	Estimate** £m	Estimate £m	Estimate £m
		£m			
Non-HRA	1.339	0.883	1.901	2.510	2.453
HRA	7.602	5.983	10.430	10.329	15.594
Total	8.941	6.866	12.331	12.839	18.047

^{*} Projected at Period 9

The above financing need, excludes other long term liabilities, such as PFI and leasing arrangements which already include borrowing instruments.

The table below summarises how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding need (borrowing).

Capital Financing (GF / HRA)	2013/14 Actual £m	2014/15 Projected Outturn* £m	2015/16 Estimate** £m	2016/17 Estimate £m	2017/18 Estimate £m
Capital Receipts	0.483	0.420	0.210	0.306	0.970
Capital Grants	0.392	0.339	0.424	2.179	1.438
Capital Reserves	2.046	1.806	2.422	0.337	4.585
Revenue Reserves	6.020	4.301	8.275	7.750	6.057
Revenue Contributions	-	-	-	0.025	0.025
Net financing need for the year	-	-	1.000	2.242	4.972
Total	8.941	6.866	12.331	12.839	18.047

^{**} excludes projected slippage from 2014/15

2.2 The Council's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the Minimum Revenue Provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life.

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has no such schemes within the CFR.

The Council is asked to approve the CFR projections below:

CFR Projections	2013/14 Actual £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m
Capital Financing Requirement					
CFR – Non Housing	1.312	1.242	1.973	1.706	1.438
CFR - Housing	68.041	68.029	68.017	70.246	75.206
Total CFR	69.353	69.271	69.990	71.952	76.644
Movement in CFR*	(0.226)	(0.082)	0.719	1.962	4.692

Movement in CFR represented by					
Net financing need for the year (above)	-	-	1.000	2.242	4.972
Less: MRP/VRP and other financing movements **	(0.226)	(0.082)	(0.281)	(0.280)	(0.280)
Movement in CFR	(0.226)	(0.082)	0.719	1.962	4.692

^{*} CFR 2012/13 £69.579m

2.3 Minimum Revenue Provision (MRP) Policy Statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge, the Minimum Revenue Provision, although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

CLG Regulations have been issued which require the full Council to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

^{**} Potential additional MRP arising from prudential borrowing contingency

• Existing practice - MRP will follow the existing practice outlined in former CLG regulations (option 1);

These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

 Asset Life Method – MRP will be based on the estimated life of the assets, in accordance with the proposed regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

No revenue charge is currently required for the HRA. However under HRA reform the HRA is required to charge depreciation on its assets, which will have a revenue effect. In order to address any possible adverse impact, regulations allow the Major Repairs Allowance to be used as a proxy for depreciation for five years from 2012/13.

2.4 Core Funds and Expected Investment Balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Year End Resources	2013/14	2014/15	2015/16	2016/17	2017/18
	Actual £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
Fund Balances/Reserves	21.266	21.376	17.575	15.048	9.920
Capital Receipts	2.943	2.523	2.046	1.740	0.770
Provisions**	3.029	3.029	3.029	3.029	3.029
Other	0.048	0.048	-	_	-
Total Core Funds	27.286	26.976	22.650	19.817	13.719
Working Capital*	5.564	4.826	2.372	2.026	6.151
(Under)/Over Borrowing	(4.293)	(4.211)	(3.930)	(3.650)	(3.370)
Expected Investments	28.557	27.591	21.092	18.193	16.500

^{*}Working capital balances shown are estimated year end; these may be higher mid year.

2.5 Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

2.6 Ratio of financing costs to 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.

^{**} Including provision for bad debts

Ratio of financing costs to net revenue stream	2013/14 Actual %	2014/15 Revised Estimate %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %
Non-HRA	1.22	(1.33)	1.39	(0.25)	1.67
HRA	15.39	34.97	35.67	35.53	33.73

The estimates of financing costs include current commitments and the proposals in this budget report.

2.7 Incremental impact of capital investment decisions on Council Tax.

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which is not published over a three year period.

Incremental impact of capital investment decisions on the Band D Council Tax

Incremental Impact on Council Tax	2013/14	2014/15	2015/16	2016/17	2017/18
	Actual	Estimate	Estimate	Estimate	Estimate
	£:p	£:p	£:p	£:p	£:p
Band D	(0.05)	0.16	(0.36)	0.16	0.75

2.8 Estimates of the incremental impact of capital investment decisions on housing rent levels.

Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels.

Incremental impact of capital investment decisions on housing rent levels

Incremental Impact	2013/14	2014/15	2015/16	2016/17	2017/18
	Actual £:p	Estimate £:p	Estimate £:p	Estimate £:p	Estimate £:p
Weekly housing rent levels	(0.01)	(0.04)	(0.01)	(0.26)	(0.24)

This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls. The additional borrowing planned for 2016/17 and 2017/18 is reflected above.

Housing Revenue Account Debt Ratios

HRA Debt to Revenue Ratio	2013/14 Actual £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m
HRA Debt	68.041	68.029	68.017	70.246	75.206
HRA Revenues	20.569	20.510	20.540	20.653	21.289
Ratio of Debt to Revenues %	30.23	30.15	30.20	29.40	28.31

HRA Debt per Dwelling	2013/14 Actual £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m
HRA Debt	68.041	68.029	68.017	70.246	75.206
Number of HRA Dwellings	4,470	4,445	4,395	4,345	4,295
Debt per Dwelling £	15.22	15.30	15.48	16.17	17.51

3. Borrowing

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The Treasury Management function ensures that the Council's cash is organised in accordance with the the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of approporiate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current Portfolio Position

The Council's Treasury Portfolio position at 31st March 2014, with forward projections are summarised below. The table shows the actual external debt (the Treasury Management Operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

	2013/14	2014/15	2015/16	2016/17	2017/18
Treasury Portfolio	Actual £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
External Debt					
Debt at 1st April	65.060	65.060	65.060	66.060	68.302
Expected change in Debt	-	-	1.000	2.242	4.972
Actual gross debt at 31st March	65.060	65.060	66.060	68.302	73.274
The Capital Financing Requirement	69.353	69.271	69.990	71.952	76.644
Under / (over) borrowing	4.293	4.211	3.930	3.650	3.370

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. A key indicator is that the Council needs to ensure that its total borrowing, net of any investments, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2015/16 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Executive Director Corporate Services reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report – compliance with the Prudential Indicator is highlighted in the table below.

	2013/14	2014/15	2015/16	2016/17	2017/18
Treasury Portfolio	Actual £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
External Debt					
Actual gross debt at 31st March	65.060	65.060	66.060	68.302	73.274
Expected Investments	23.502	22.800	21.092	18.193	16.500
Net Borrowing	41.558	42.260	44.968	50.109	56.774
The Capital Financing Requirement	69.353	69.271	69.990	71.952	76.644
Under / (over) borrowing	27.795	27.011	25.022	21.843	19.870

3.2. Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary - This is the limit beyond which external borrowing is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual borrowing.

Operational Boundary	2014/15	2015/16	2016/17	2017/18
	Estimate £m	Estimate £m	Estimate £m	Estimate £m
Borrowing	72.268	73.268	75.510	80.482
Other long term liabilities	-	-	-	-
Total	72.268	73.268	75.510	80.482

The Authorised Limit for external borrowing - A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external borrowing is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

2. The Council is asked to approve the following Authorised Limit:

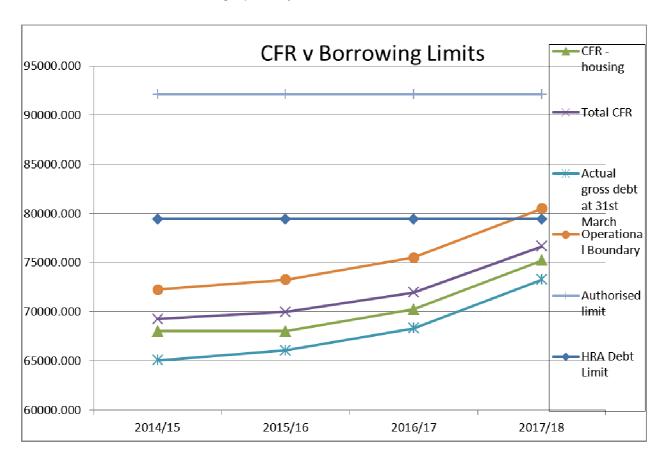
Authorised limit	2014/15	2015/16	2016/17	2017/18
	Estimate £m	Estimate £m	Estimate £m	Estimate £m
Borrowing*	89.112	89.112	89.112	89.112
Other long term liabilities	3.000	3.000	3.000	3.000
Total	92.112	92.112	92.112	92.112

^{*} Includes £79.407m HRA Self Financing Cap – Including Headroom of £11.344m.

Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

HRA Debt Limit	2014/15	2015/16	2016/17	2017/18
	Estimate £m	Estimate £m	Estimate £m	Estimate £m
Total	79.407	79.407	79.407	79.407

This information summarised graphically below:



3.3. Prospects for Interest Rates

A more detailed interest rate view and economic commentary is at **Annex 5.1 and 5.2**.

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

Annual Average %	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)				
		5 year	25 year	50 year		
Mar 2015	0.50	2.20	3.40	3.40		
Jun 2015	0.50	2.20	3.50	3.50		
Sep 2015	0.50	2.30	3.70	3.70		
Dec 2015	0.75	2.50	3.80	3.80		
Mar 2016	0.75	2.60	4.00	4.00		
Jun 2016	1.00	2.80	4.20	4.20		
Sep 2016	1.00	2.90	4.30	4.30		
Dec 2016	1.25	3.00	4.40	4.40		
Mar 2017	1.25	3.20	4.50	4.50		
Jun 2017	1.50	3.30	4.60	4.60		
Sep 2017	1.75	3.40	4.70	4.70		
Dec 2017	1.75	3.50	4.70	4.70		
Mar 2018	2.00	3.60	4.80	4.80		

UK GDP growth surged during 2013 and the first half of 2014. During the second half of 2014, it has cooled somewhat but still remained strong by UK standards. Growth is likely to strengthen marginally in 2015 and 2016 under the stimulative effect of the fall in oil prices. There still needs to be a significant rebalancing of the economy away from consumer spending to manufacturing, business investment and exporting in order for this recovery to become more firmly established. One drag on the economy has been that wage inflation had only recently started to exceed CPI inflation, so enabling disposable income and living standards to start improving. The plunge in the price of oil brought CPI inflation down to a low of 0.5% in December, the lowest rate since May 2000 and it could even turn negative in the first half of 2015; this will further increase consumer disposable income and so underpin economic growth during 2015. However, labour productivity needs to improve substantially to enable wage rates to increase and further support consumer disposable income and economic growth. In addition, the encouraging rate at which unemployment has been falling must eventually feed through into pressure for wage increases, though current views on the amount of hidden slack in the labour market probably means that this is unlikely to happen early in 2015.

The US, the biggest world economy, has generated stunning growth rates of 4.6% (annualised) in Q2 2014 and 5.0% in Q3, followed by a cooler 2.6% in Q4 (overall 2.4% for 2014 as a whole). This is hugely promising for the outlook for strong growth going forwards and it very much looks as if the US is now firmly on the path of full recovery from the financial crisis of 2008. Consequently, it is now confidently expected that the US will be the first major western economy to start on central rate increases by the end of 2015.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- Greece: the general election on 25 January 2015 brought to power a coalition which is strongly anti EU imposed austerity. However, if this should eventually result in Greece leaving the Euro, it is unlikely that this will directly destabilise the Eurozone as the EU has put in place adequate firewalls to contain the immediate fallout to just Greece. However, the indirect effect of the likely strenthening of anti EU and anti austerity political parties throughout the EU is much more difficult to gauge;
- As for the Eurozone in general, concerns in respect of a major crisis subsided considerably in 2013. However, the downturn in growth and inflation during the second half of 2014, and worries over the Ukraine situation and the Middle East, have led to a resurgence of those concerns as risks increase that it could be heading into a prolonged period of deflation and very weak growth. Sovereign debt difficulties have not gone away and major concerns could return in respect of individual countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. Counterparty risks therefore remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2015/16 and beyond;
- Borrowing interest rates have been highly volatile during 2014 and early 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. The opening weeks of 2015 saw gilt yields dip to historically phenominally low levels after inflation plunged, a flight to quality as a result of the Greek situation and the start of a huge programme of quantitative easing (purchase of EZ government debt), by the ECB in January 2015. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times, when authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt;
- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

3.4 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

Against this background and the risks within the economic forecast, caution will be adopted with the 2015/16 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

* if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.

* if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in the anticipated rate to US tapering of asset purchases, or in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.

Any decisions will be reported to Council at the next available opportunity.

Treasury Management - Limits on Activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

Interest rate exposure	2015/16	2016/17	2017/18				
	£m	£m	£m				
	Upper	Upper	Upper				
Limits on fixed interest	53.515	57.094	61.184				
rates based on net debt	00.010	67.661	01.101				
Limits on variable							
interest rates based on	6.556	6.718	7.080				
net debt							
Limits on fixed interest							
rates:							
• Debt only	65.563	67.184	70.795				
 Investments only 	20.558	17.760	16.061				
Limits on variable							
interest rates							
 Debt only 	6.556	6.718	7.080				
 Investments only 	8.223	7.104	6.424				

Maturity structure of fixed interest rate borrowing 2015/16						
	Lower	Upper				
Under 12 months	0%	20%				
12 months to 2 years	0%	20%				
2 years to 5 years	0%	25%				
5 years to 10 years	0%	75%				
10 years and above	0%	100%				
Maturity structure of variable interest ra	te borrowing 2015/	16				
	Lower	Upper				
Under 12 months	0%	20%				
12 months to 2 years	0%	20%				
2 years to 5 years	0%	25%				
5 years to 10 years	0%	75%				
10 years and above	0%	100%				

3.5 Policy on Borrowing in Advance of Need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.6. Debt Rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- * the generation of cash savings and / or discounted cash flow savings;
- * helping to fulfil the treasury strategy;
- * enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to the Council, at the earliest meeting following its action.

4.0 Annual Investment Strategy

Introduction: changes to credit rating methodology

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. More recently, in response to the evolving regulatory regime, the agencies have indicated they may remove these "uplifts". This process may commence during 2014/15 and / or 2015/16.

The actual timing of the changes is still subject to discussion, but this does mean that immediate changes to the credit methodology are required and may lead to some entities seeing their ratings fall as a result of implied support removal.

It is important to stress that the rating agency changes do not reflect any changes in the underlying status of the institution or credit environment, merely the implied level of sovereign support that has been built into ratings through the financial crisis. The eventual removal of implied sovereign support will only take place when the regulatory and economic environments have ensured that financial institutions are much stronger and less prone to failure in a financial crisis.

Both Fitch and Moody's provide "standalone" credit ratings for financial institutions. For Fitch, it is the Viability Rating, while Moody's has the Financial Strength Rating. Due to the future removal of sovereign support from institution assessments, both agencies have suggested going forward that these will be in line with their respective Long Term ratings. As such, there is no point monitoring both Long Term and these "standalone" ratings.

Furthermore, Fitch has already begun assessing its Support ratings, with a clear expectation that these will be lowered to 5, which is defined as "a bank for which there is a possibility of external support, but it cannot be relied upon." With all institutions likely to drop to these levels, there is little to no differentiation to be had by assessing Support ratings.

As a result of these rating agency changes, the credit element of Capita's future methodology, adopted by the Council, will focus solely on the Short and Long Term ratings of an institution (with the introduction of a modest widening of the 'lowest band' of the 'Green – 100 days' category, to ease the effect of a potential fall in some entities ratings as a result of implied support removal). Rating Watch and Outlook information will continue to be assessed where it relates to these categories. This is the same process for Standard & Poor's that has always been taken, but a change to the use of Fitch and Moody's ratings. Furthermore, the methodology will continue to utilise CDS prices as an overlay to ratings.

4.1 Investment Policy

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.

In accordance with the above guidance from the Government and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk.

Continuing regulatory changes in the banking sector are designed to see greater stability, lower risk and the removal of expectations of Government financial support should an institution fail. This withdrawal of implied sovereign support is anticipated to have an effect on ratings applied to institutions. This will result in the key ratings used to monitor counterparties being the Short Term and Long Term ratings only. Viability, Financial Strength and Support Ratings previously applied will effectively become redundant. This change does not reflect deterioration in the credit environment but rather a change of method in response to regulatory changes.

As with previous practice, ratings will not be the sole determinant of the quality of an institution and it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in **ANNEX 5.3** under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices – schedules.

4.2 Creditworthiness Policy

This Council applies the creditworthiness service provided by Capita Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- Credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- Sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

Yellow 5 years *

• Dark pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25

• Light pink 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5

• Purple 2 years

• Blue 1 year (only applies to nationalised or semi nationalised UK Banks)

Orange 1 year
Red 6 months
Green 100 days
No colour not to be used

Υ	Pi1	Pi2	Р	В	0	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5vrs	Up to 5vrs	Up to 5vrs	Up to 2vrs	Up to 1vr	Up to 1vr	Up to 6mths	Up to 100days	No Colour

^{*} this category is for AAA rated Government debt or its equivalent; please also see collateralised deposits added into **ANNEX 3** as an investment instrument.

The Capita Asset Services creditworthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of Short Term rating F1, Long Term rating A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored on a daily basis/as and when notified. The Council is alerted to changes to ratings of all three agencies through its use of the Capita Asset Services creditworthiness service:

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately;
- In addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Authority will also use market data and market information, information on government support for banks and the credit ratings of that government support.

4.3 Country Limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA+ or higher from Fitch (or equivalent). The list of countries that qualify using this credit criteria as at the date of this report are shown in **ANNEX 4**. This list will be added to, or deducted from by officers should ratings change in accordance with this policy.

Capita Asset Services also recommends that no more than 20% of the Council's investment portfolio should be placed with an individual counterparty, in order to spread risk. The approach at the Council is to set monetary limits of up to **£5m** with individual institutions, which equates approximately to Capita's recommendation (based on current average investment levels of approximately £25m).

4.4 Investment Strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment Returns Expectations. Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 4 of 2015. Bank Rate forecasts for financial year ends (March) are:

- 2015/16 0.75%
- 2016/17 1.25%
- 2017/18 2.00%

There are downside risks to these forecasts (i.e. start of increases in Bank Rate occurs later) if economic growth weakens. However, should the pace of growth quicken, there could be an upside risk.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next eight years are as follows:

Year	Up to 100 Days %
2015/16	0.60
2016/17	1.25
2017/18	1.75
2018/19	2.25
2019/20	2.75
2020/21	3.00
2021/22	3.25
2022/23	3.25
Later Years	3.50

Investment Treasury Indicator and Limit - total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit: -

Maximum principal sums invested > 364 days							
£m 2015/16 2016/17 2017/18							
Principal sums invested > 364 days	£m 2.000	£m 2.000	£m 2.000				

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to100 days) in order to benefit from the compounding of interest.

4.5 Icelandic Bank Investments

Glitnir - £2.55m partial repayment of our deposits was received on the 15th March 2012. The balance due to the Council is currently being held in Icelandic Krone (ISK) but release of these funds at par is dependent on a change in Icelandic Law which currently does not allow the distribution of ISK outside Iceland.

The Central Bank of Iceland (CBI) recently held a currency auction, which gave creditors the opportunity to convert their ISK into Euros, thus allowing them to repatriate their funds. However, due to the anticipated detrimental 'Bid' level that would be set by the CBI and additional losses that would be incurred due to currency exchange rate fluctuation with the Euro, it was decided that we would not participate at this time. Interest will however continue to accrue on these funds untill the date of final settlement.

Heritable – In September 2013 the Council received what could be the final distribution from the Administrators. The total sum received is £1.415m against our claim of £1.505m, making a total recovery of 94.02%. The Administrators are witholding a sum as a contingency against disputed claims, which if rejected, could result in a further residual distribution.

Kaupthing Singer & Friedlander – At the end of December 2014, the Council had received £2.620m against our claim of £3.175m. Latest estimates given by the administrator project a total recovery of 85% to 86.5% or approximately £2.699m to £2.746m, with a future distribution estimated for mid to late 2015.

4.6 End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

4.7 Scheme of delegation

Please see ANNEX 5.

4.8 Role of the Section 151 Officer

Please see ANNEX 6.

10. Annex

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ANNEX 1

Interest Rate Forecasts 2014 – 2017

PWLB rates and forecast shown below have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012.

Capita Asset Services I	nterestRat											410 10011	
	M ar-15	Jin-15	Sep-15	Dec-15	M ar-16	Jin-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	M ar-18
Bank Rate View	0.50%	0.50%	0.50%	0.75%	0 .75%	1.00%	1.00%	125%	125%	1.50%	1.75%	1.75%	2.00%
3 M onth LIBID	0.50%	0.50%	803.0	80%	0.90%	1.10%	1.10%	130%	140%	1.50%	180%	1.90%	2 10%
6 M onth LIBID	0.70%	0.70%	80%	1.00%	110%	120%	130%	150%	1.60%	1.70%	2.00%	2 10%	2 30%
12 M onth LIBID	0.90%	1.00%	1.10%	1.30%	140%	150%	1.60%	1.80%	1.90%	2.00%	2 30%	2 40%	2.60%
5yrPW LB Rate	2 20%	2 20%	2 30%	2 50%	2.60%	2 80%	2.90%	%00.E	3 20%	3 30%	3.40%	3 50%	3.60%
10yrPW IB Rate	2 80%	2.80%	%00.E	3 20%	3 30%	3 50%	3.60%	3.70%	3 80%	3.90%	4.00%	4 10%	4 20%
25yrPW IB Rate	3.40%	3 50%	3.70%	3.80%	4.00%	4 20%	4 30%	4.40%	4 50%	4.60%	4.70%	4.70%	4.80%
50yrPW IB Rate	3.40%	3 50%	3.70%	3.80%	4.00%	4 20%	4.30%	4.40%	4 50%	4.60%	4.70%	4.70%	4.80%
Bank Rate													
apita Asset Services	0.50%	0.50%	0.50%	0.75%	0 .75%	1.00%	1.00%	125%	125%	150%	1.75%	1.75%	2 .00%
Sapital Economics	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	125%	125%	-	_	-	_	_
byrPW IB Rate													
Capita Asset Services	2 20%	2 20%	2 30%	2 50%	2.60%	2 80%	2.90%	%00.E	3 20%	3.30%	3 <i>4</i> 0%	3 50%	3 .60%
Capital Economics	2 20%	2 50%	2.70%	%00.E	3 10%	3 20%	3.30%	3 40%	-	-	-	-	-
10yrPW IB Rate													
Capita Asset Services	2 80%	2 80%	%00.E	3 20%	3 30%	3 50%	3.60%	3.70%	3 80%	3.90%	4.00%	4 10%	4 20%
Capital Economics	2 80%	3.05%	3.30%	3 55%	3.60%	3 .65%	3.70%	3 80%	-	_	-	-	_
25yrPW IB Rate													
Capita Asset Services	3.40%	3 50%	3.70%	3.80%	4 .00%	4 20%	4 30%	4.40%	4 50%	4.60%	4.70%	4.70%	4.80%
Capital Economics	3 25%	3 <i>4</i> 5%	3 .65%	3.85%	3.95%	4.05%	4.15%	4 25%	-	_	_	_	_
50yrPW IB Rate													
Capita Asset Services	3.40%	3 50%	3 .70%	3.80%	4 .00%	4 20%	4 30%	4.40%	4 50%	4 .60%	4 .70%	4 .70%	4.80%
Capital Economics	3.30%	3 50%	3.70%	3.90%	4.00%	4 10%	4 20%	4 30%	_	_	_	_	_

Please note – The current PWLB rates and forecast shown above have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012

Economic Background

UK. After strong UK GDP growth in 2013 at an annual rate of 2.7%, and then growth in 2014 of 0.6% in Q1, 0.8% Q2, 0.7% Q3 and 0.5% Q4 (annual rate for 2014 of 2.6%), there are good grounds for optimism that growth could pick back up again during 2015 after cooling towards the end of 2014, as the positive effects from the fall in the price of oil feeds through to consumers and other parts of the economy. For this recovery to become more balanced and sustainable in the longer term, the recovery needs to move away from dependence on consumer expenditure and the housing market to exporting, and particularly of manufactured goods, both of which need to substantially improve on their recent lacklustre performance. This overall strong growth has resulted in unemployment falling much faster than expected. The MPC is not expected to take any action for at least the first half of 2015 as inflation could even turn negative in this period. However. even if oil was to remain at around the \$50-60 per barrel price throughout all of 2015, the positive effect of the initial drop in price during Q4 2014 will fall out of the twelve month calculation of CPI towards the end of the year, leaving inflation vulnerable to a sharp jump upwards. The MPC will also be keeping alert as to how quickly slack in the economy is being used up, especially as unemployment continues to fall. It will also be monitoring how strong a stimulative effect the drop in oil prices has on the economy as falling inflation will be comfortably exceeded by wage increases meaning that the disposable incomes of consumers will recover strongly during 2015. One continuing area of weakness in the UK economy is the need for a major improvement in labour productivity, which has languished at dismal levels since 2008, to support increases in pay rates after the positive effect of the fall in oil prices dissipates. Unemployment is expected to keep on its downward trend and this is likely to feed through into a return to significant increases in wage growth at some point during the next few years. However, just how much those increases in pay rates will counteract the dampening effect of stepped increases in Bank Rate, albeit at a slow rate, on consumer confidence, consumer expenditure and the buoyancy of the housing market, is open to conjecture.

Also encouraging has been the sharp fall in inflation (CPI), reaching 1.0% in November 2014 and then halving to 0.5% in December, the lowest rate since May 2000. Forward indications are that inflation could turn negative during the earlier part of 2015; however, the MPC is focused on where inflation will be over a 2 – 3 year time horizon so too much emphasis should not be placed on the short term outlook in terms of the risks around when Bank Rate is likely to start increasing. The return to strong growth has helped lower forecasts for the increase in Government debt over the last year but monthly public sector deficit figures during 2014 have disappointed, being only a fraction lower than the previous year through to December 2014. The autumn statement, therefore, had to revise the speed with which the deficit is forecast to be eliminated. The flight to quality in January 2015 has seen gilt yields fall to incredibly low levels, reducing interest costs on new and replacement government debt.

Eurozone (EZ). The Eurozone is facing an increasing threat from weak or negative growth and from deflation. In January 2015, the inflation rate fell further, to reach a low of -0.6%. However, this is an average for all EZ countries and includes some countries with even higher negative rates of inflation. Initially, the ECB took some rather limited action in June and September 2014 to loosen monetary policy in order to promote growth. As this failed to have much of a discernible effect, the ECB launched a massive €1.1 trillion programme of quantitative easing in January 2015 to buy up high credit quality government debt of selected EZ countries. This programme will run to September 2016.

Concern in financial markets for the Eurozone had subsided considerably after the prolonged crisis during 2011-2013. However, sovereign debt difficulties have not gone away and major issues could return in respect of any countries that do not dynamically address issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy, (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise for some countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. The ECB's pledge in 2012 to buy unlimited amounts of bonds of countries which ask for a bailout has provided heavily indebted countries with a strong defence against market forces. This has bought them time to make progress with their economies to return to growth or to reduce the degree of recession. However, debt to GDP ratios (2013 figures) of Greece 180%, Italy 133%, Portugal 129%, Ireland 124% and Cyprus 112%, remain a cause for concern, especially as some of these countries are experiencing continuing rates of increase in debt in excess of their rate of economic growth i.e. these debt ratios are likely to continue to deteriorate.

Any sharp downturn in economic growth would make these countries particularly vulnerable to a new bout of sovereign debt crisis. It should also be noted that Italy has the third biggest debt mountain in the world behind Japan and the US.

Greece: the general election on 25 January 2015 has brought to power a coalition which is anti EU imposed austerity. Although it is not certain that Greece will leave the Euro, the recent intractability of the troika (the EU, ECB and IMF), to finding a negotiated compromise with the new Greek government leaves this as a real possibility. However, if Greece was to leave the EZ, it is unlikely that this will directly destabilise the Eurozone as the EU has put in place adequate firewalls to contain the immediate fallout to just Greece. Nevertheless, the indirect effects of the likely strengthening of anti EU and anti-austerity political parties throughout the EU is much more difficult to gauge. There are particular concerns as to whether democratically elected governments will lose the support of electorates suffering under EZ imposed austerity programmes, especially in countries which have high unemployment rates. Of particular concern is the fact that Spain and Portugal have general elections coming up in late 2015. This will give ample opportunity for anti-austerity parties to make a big impact.

There are also major concerns as to whether the governments of France and Italy will effectively implement austerity programmes and undertake overdue reforms to improve national competitiveness. These countries already have political parties with major electoral support for anti EU and anti-austerity policies. Any loss of market confidence in either of the two largest Eurozone economies, after Germany, would present a huge challenge to the resources of the ECB to defend their debt.

USA. The U.S. Federal Reserve ended its monthly asset purchases in October 2014. GDP growth rates (annualised) for Q2 of 4.6%, Q3 of 5.0% and Q4 of 2.6%, (overall 2.4% during 2014 as a whole), provides great promise for strong growth going forward. It is confidently forecast that the first increase in the Fed. rate will occur by the end of 2015.

China. Government action in 2014 to stimulate the economy almost succeeded in achieving the target of 7.5% growth but recent government statements have emphasised that growth going forward will slow marginally as this becomes the new normal for China. There are concerns that the Chinese leadership has only just started to address an unbalanced economy, which is heavily over dependent on new investment expenditure, and for a potential bubble in the property sector to burst, as it did in Japan in the 1990s, with its consequent impact on the financial health of the banking sector. There are also concerns around the potential size, and dubious creditworthiness, of some bank lending to local government organisations and major corporates. This primarily occurred during the government promoted expansion of credit, which was aimed at protecting the overall rate of growth in the economy after the Lehmans crisis.

Japan. Japan is causing considerable concern as the increase in sales tax in April 2014 has suppressed consumer expenditure and growth to the extent that it has slipped back into recession. The Japanese government already has the highest debt to GDP ratio in the world.

CAPITA ASSET SERVICES FORWARD VIEW

Economic forecasting remains difficult with so many external influences weighing on the UK. Our Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data transpires over 2015. Forecasts for average earnings beyond the three year time horizon will be heavily dependent on economic and political developments. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, or the safe haven of bonds.

The overall longer run trend is for gilt yields and PWLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. Increasing investor confidence in eventual world economic recovery is also likely to compound this effect as recovery will encourage investors to switch from bonds to equities.

The overall balance of risks to economic recovery in the UK is currently evenly balanced. Only time will tell just how long this current period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

The interest rate forecasts in this report are based on an initial assumption that there will not be a major resurgence of the EZ debt crisis. There is an increased risk that Greece could end up leaving the Euro but if this happens, the EZ now has sufficient fire walls in place that a Greek exit would have little immediate direct impact on the rest of the EZ and the Euro. It is therefore expected that there will be an overall managed, albeit painful and tortuous, resolution of any EZ debt crisis that may occur where EZ institutions and governments eventually do what is necessary - but only when all else has been tried and failed. Under this assumed scenario, growth within the EZ will be weak at best for the next couple of years with some EZ countries experiencing low or negative growth, which will, over that time period, see an increase in total government debt to GDP ratios. There is a significant danger that these ratios could rise to the point where markets lose confidence in the financial viability of one, or more, countries, especially if growth disappoints and / or efforts to reduce government deficits fail to deliver the necessary reductions. However, it is impossible to forecast whether any individual country will lose such confidence, or when, and so precipitate a sharp resurgence of the EZ debt crisis. While the ECB has adequate resources to manage a debt crisis in a small EZ country, if one, or more, of the larger countries were to experience a major crisis of market confidence, this would present a serious challenge to the ECB and to EZ politicians.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Geopolitical risks in Eastern Europe, the Middle East and Asia, increasing safe haven flows.
- UK strong economic growth is weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners the EU, US and China.
- A resurgence of the Eurozone sovereign debt crisis.
- Recapitalisation of European banks requiring more government financial support.
- Monetary policy action failing to stimulate sustainable growth and to combat the threat of deflation in western economies, especially the Eurozone and Japan.

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- An adverse reaction by financial markets to the result of the UK general election in May 2015 and the economic and debt management policies adopted by the new government.
- The ECB severely disappointing financial markets with a programme of asset purchases which proves insufficient to significantly stimulate growth in the EZ.
- The commencement by the US Federal Reserve of increases in the Fed. funds rate in 2015, causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

Specified and Non-Specified Investments:

Specified Investments:

These investments are **sterling** denominated investments of **not more than one-year maturity**, meeting the minimum 'high' quality criteria where applicable. They are of relatively high security, high liquidity and are low risk assets where the possibility of loss of principal or investment income is small, they could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. The investments could be managed In-House or by Fund Managers.

These would include investments with:

- The UK Government (such as the Debt Management Office, UK Treasury Bills or Gilts with less than one year to maturity). To facilitate use of such instruments a Custodian account was opened during 2012/13 with King & Shaxson Ltd (a primary participant authorised to bid at Treasury bill tenders on behalf of investors regulated by the Financial Services Authority (FSA) and subject to its rules and guidance in their activities);
- A Local Authority, Parish Council or Community Council;
- Pooled investment vehicles or Collective Investment Schemes structured as Open Ended Investment Companies (OEIC's) such as Money Market Funds (MMF's) Enhanced Money Market Funds, Government Liquidity Funds, Enhanced Cash Funds, Bond Funds (but not Corporate Bonds) and Gilt Funds, that have a high credit quality and been awarded a high credit rating of AAA by Standard and Poor's, Moody's or Fitch rating agencies and a Low Long Term Volatility rating;
- A body that has a high credit quality and been awarded a high credit rating by a credit rating agency (such as a bank or building society) and complies with the Capita Credit Worthiness service:
- A body which has been provided with a government issued guarantee for wholesale
 deposits within specific timeframes and/or is part or wholly nationalised by that
 Government. Where these guarantees are in place and the government has an AA+
 sovereign long term rating these institutions will be included within the Council's criteria
 temporarily until such time as the ratings improve or the guarantees are withdrawn.
 Monies will only be deposited within the timeframe of the guarantee.

SPECIFIED INVESTMENTS	Minimum 'High' Credit Criteria	Limits
UK Government/ Debt Management Agency Deposit Facility	Defined by Regulation UK Treasury (AA+)	£5m
Term deposits – Local Authorities	Defined by Regulation (Sec 23 of the 2003 act)	£5m
Treasury Bills	Defined by Regulation UK Treasury (AA+)	£5m
Term deposits and Callable	In accordance with Capita's	£5m individual
deposits – Banks and Building	Creditworthiness Service up to	institutions
Societies	' <mark>Orange</mark> ' or ' <mark>Blue</mark> '	£8m Group limit
Pooled investment vehicles *(OEIC's, MMF's etc)	AAA (Moody's MR1, Fitch MMF and S&P M).	£5m
Banks and Building Societies –	In accordance with Capita 's	
Forward deals up to 1 year from	Creditworthiness Service up to	£5m
arrangement to maturity	' <mark>Orange</mark> 'or ' <mark>Blue</mark> '	

*For pooled investment vehicles or Collective Investment Schemes (such as MMF's) that have a high credit quality and have been rated AAA by Standard and Poor's, Moody's or Fitch rating agencies and have a Constant Net Asset Value (CNAV).

Non-Specified Investments:

Non-specified investments are any other type of investment (i.e. not defined as Specified above) and could be managed In-House or by Fund Managers. The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

Ref	Non Specified Investment Categories	Credit Rating	Comment
1	 Supranational Bonds greater than 1 year to maturity Multilateral development bank bonds — These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Investment Bank etc.). A financial institution that is guaranteed by the United Kingdom Government (e.g. The Guaranteed Export Finance Company {GEFCO}) The security of interest and principal on maturity is on a par with the Government and so very secure, and these bonds usually provide returns above equivalent gilt edged securities. However the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity. 	AA+	Would not use inhouse due to size of investment portfolio limiting benefit to the Council.
2	UK Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. Similar to category (1) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.	AAA Sovereign Rated (1 Rating Agency) AA+ Sovereign Rating (2 Rating Agencies)	Custodian Account held with King & Shaxson to trade on our behalf
3	Certificates of Deposit with credit rated deposit takers (Banks and Building Societies)	Capita Asset Services Minimum Credit Worthiness rating	Custodian Account held with King & Shaxson to trade on our behalf
4	Term deposit with a body which has been nationalised/part nationalised by high credit rated (sovereign rating AAA or AA+) countries and provided with a Government issued guarantee for wholesale deposits within specific timeframes.	AAA or AA+ Sovereign Rated Capita Asset Services Credit Worthiness rating 'Blue'	Under the current criteria this applies in the UK to Lloyds Banking Group plc and Royal Bank of Scotland Group institutions

Ref	Non Specified Investment Categories	Credit Rating	Comment
	Where these guarantees are in place and the government has an AAA or AA+ sovereign long term rating these institutions will be included within the Council's criteria temporarily until such time as the ratings improve or the guarantees are withdrawn. Monies will only be deposited within the timeframe of the guarantee.		
5	A Term Deposit with a body which is an Eligible Institution for the HM Treasury Credit Guarantee Scheme initially announced on 13 th October 2008(1). The Credit Guarantee Scheme forms part of the Government's measures to ensure the stability of the financial system and protect ordinary savers, depositors, businesses and borrowers, by; a) providing sufficient liquidity in the short term, b) making available new capital to UK banks and Building Societies to strengthen their resources c) ensuring the banking system has the funds necessary to maintain lending in the medium term.	In accordance with Capita Asset Services Credit Worthiness rating	Use restricted by Capita Asset Services Credit Worthiness rating
6	Government guarantee on ALL deposits by high credit rated (AAA sovereign rating non UK) countries.	AAA Sovereign Rated	Not in Use, currently restricting investments to UK only
7	The Council's Own Banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as possible.	Out of range	Balances reviewed and minimised on daily basis
8	Any Bank or Building society that has at minimum a long term credit rating of A-, a minimum short term credit rating of F1, or equivalent, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	In accordance with Capita Asset Services Credit Worthiness rating	Use restricted by Capita Asset Services Credit Worthiness rating
9	Callable Deposits with a Bank or Building society that has at minimum a long term credit rating of A-, a minimum short term credit rating of F1, or equivalent.	In accordance with Capita Asset Services Credit Worthiness rating	Use restricted by Capita Asset Services Credit Worthiness rating
10	Share capital or loan capital in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. Revenue resources will not be invested in corporate bodies.	N/A	Unlikely to use due to size of portfolio and high risk associated. Also requires additional approval as deemed as capital expenditure.

Within categories 3, 4, 5 and 6, and in accordance with the Code, the Council has developed additional criteria to set the overall amount of monies which will be invested in these bodies. All investments will be made in sterling to eliminate exchange rate risk.

The criteria are detailed in the table below and will be used in conjunction with Capita's Creditworthiness service.

Counterparty Type (TBC's minimum credit ratings for approved lending list)	Minimum Credit Criteria	Limits*		
Bank or Building Society (a minimum Long Term Credit Rating of AAA, a minimum short term credit rating of F1 (or equivalent))	Capita <mark>'Yellow</mark> '	5 yrs	£5m	
Bank or Building Society (a minimum Long Term Credit Rating of AA-, a minimum short term credit rating of F1 (or equivalent))	Capita <mark>'Yellow</mark> '	4 yrs	£5m	
Bank (a minimum Long Term Credit Rating of A-, a minimum short term credit rating of F1 (or equivalent))	Capita <mark>'Yellow</mark> '	3 yrs	£5m	
Banks Nationalised/Part nationalised by high credit rated (sovereign rating AAA or AA+) countries (a)	Capita <mark>'Blue</mark> ' (UK)	Specified in Guarantee	£5m	
An Eligible Institution eligible under the HM Treasury Credit Guarantee Scheme (c)	Capita ' <mark>Blue</mark> '	Specified in Guarantee	£5m	
Government guarantee on ALL deposits by high credit rated (AAA sovereign rating) countries (b).	Capita ' <mark>Blue</mark> '	Specified in Guarantee	£5m	
The Council's own Banker - if it fails to meet basic criteria	n/a	Overnight	£2m	
Building Society (a minimum Long Term Credit Rating of A-, a minimum short term credit rating of F1 (or equivalent /if applicable) AND assets > £4bn)	Capita ' <mark>Yellow</mark> '	3 yrs	£5m	
Building Society (a Long Term Credit Rating of A-, a minimum short term credit rating of F1 (or equivalent/if applicable) AND assets < £4bn but > £1bn)	Capita ' <mark>Purple</mark> '	2 yrs	£5m	
Group Limits - Maximum investments in Institutions within the same financial group	As above for individual investment	As above for individual investment	£8m	
Territory Limits - Maximum investments in Institutions within the same Country (Approx 15% of investment programme) Non- UK	As above for individual investment	As above for individual investment	£3.75m	
Territory Limits - Maximum investments in Institutions within the same Continent (Approx 30% of investment programme) Non UK	As above for individual investment	As above for individual investment	£7.5m	

^{*} Under current Capita Asset Services credit worthiness criteria, only institutions with a rating of 'Purple' or 'Yellow' are suggested as appropriate counterparties for investments over 1 year, with limit ranges of 2 years and 5 years respectively.

⁽a) Nationalised/Part Nationalised Banks in the UK have credit ratings which do not conform to the credit criteria usually used by local authorities to identify banks which are of high creditworthiness. In particular, as they no longer are separate institutions in their own right, it is impossible for Fitch to assign them an individual rating for their stand alone financial strength. Accordingly, Fitch has assigned an F rating which means that at a historical point of time, this bank failed and is now owned by the Government.

However, these institutions are now recipients of an F1+ short term rating as they effectively take on the creditworthiness of the Government itself i.e. deposits made with them are effectively being made to the Government. They also have a support rating of 1; in other words, on both counts, they have the highest ratings possible.

- (b) Blanket (explicit) guarantees on all deposits. Some countries have supported their banking system by giving a blanket guarantee on ALL deposits e.g. Ireland and Singapore. Authorities may view that the sovereign rating of that country then takes precedence over the individual credit ratings for the banks covered by that guarantee.
- (c) **UK banking system support package (implicit guarantee).** It should be noted that the UK Government did NOT give a blanket guarantee on all deposits but underlined its determination to ensure the security of the UK banking system by supporting eight named banks with a £500bn support package. The Council will need to decide if we wish to authorise lending to those named banks on the basis of that implicit guarantee on local authority deposits placed with these eight banks or to rely on the credit ratings of the individual banks.

The original list of banks covered when the support package was initially announced was: -

Abbey (now part of Santander)
Barclays
HBOS (now part of the Lloyds Group)
Lloyds TSB (now split into two banks)
HSBC
Nationwide Building Society
RBS
Standard Chartered

Banks eligible for support under the UK bail-out package and which have issued debt guaranteed by the Government are eligible for a continuing Government guarantee when debt issues originally issued and guaranteed by the Government mature and are refinanced. However, no other institutions can make use of this support as it closed to new issues and entrants on 28.2.10. The banks which have used this explicit guarantee are as follows: -

- Bank of Scotland
- Barclays
- Clydesdale
- Coventry Building Society
- Investec bank
- Nationwide Building Society
- Rothschild Continuation Finance plc
- Standard Life Bank
- Tesco Personal Finance plc
- Royal Bank of Scotland
- West Bromwich Building Society
- Yorkshire Building Society
- (d) **Other countries.** The US, countries within the EU and Switzerland (and other countries) are currently providing major support packages to their banking systems.

Approved Countries for investments

Country		Agency	
	Fitch	Moody's	Standard & Poor
Australia	AAA	Aaa	AAA
Canada	AAA	Aaa	AAA
Denmark	AAA	Aaa	AAA
Finland	AAA	Aaa	AA+
Germany	AAA	Aaa	AAA
Luxembourg	AAA	Aaa	AAA
Netherlands	AAA	Aaa	AA+
Norway	AAA	Aaa	AAA
Singapore	AAA	Aaa	AAA
Sweden	AAA	Aaa	AAA
Switzerland	AAA	Aaa	AAA
USA	AAA	Aaa	AA+
UK*	AA+	Aa1	AAA

(Per Capita Asset Services Credit Rating List at 12th December 2014)

this approval continues to form part of the strategy in 2015/16.

^{*} At its meeting of the 15th September 2009, full Council approved a recommendation that;

^{&#}x27;authorises the use of institutions currently supported by the UK Government should its Sovereign rating be downgraded below the current requirement for a 'AAA' rating by all three rating agencies'

Treasury Management Scheme of Delegation

(i) Full Council

- receiving and reviewing reports on Treasury Management policies, practices and activities;
- approval of annual strategy;
- approval of/amendments to the organisation's adopted clauses, Treasury Management Policy statement and Treasury Management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations.

(ii) Cabinet

- receiving and reviewing Treasury Management policy statement and Treasury Management practices and making recommendations to the full Council;
- receiving and reviewing regular monitoring reports and making recommendations to the full Council:
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Audit and Governance Committee

- reviewing the Treasury Management policy and procedures and making recommendations to the Cabinet;
- receiving and reviewing regular monitoring (quarterly/half yearly) and making recommendations to the Cabinet.

The Treasury Management Role of the Section 151 Officer

The S151 (responsible) Officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- · receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

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TREASURY MANAGEMENT PRACTICES

The Treasury Management Practices document (TMP's) forms detailed operational procedures and processes for the Treasury Management function. This document can be found on the Council's Internet by following the following link;

http://www.tamworth.gov.uk/treasury-practices

and clicking on the TMP's folder.

The items below are summaries of the individual TMP's which the Council has to produce and adopt under the Treasury Code of Practice.

TMP1: RISK MANAGEMENT

General Statement

The Section 151 Officer will design, implement and monitor all arrangements for the identification, management and control of Treasury Management risk; will report at least annually on the adequacy / suitability of the arrangements and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the Council's objectives. The reports will be in accordance with the procedures contained in TMP6.

1.1 Credit and Counterparty Risk Management

Credit and counter-party risk is the risk of failure by a counterparty to meet its contractual obligations to the organisation under an investment, borrowing, capital project or partnership financing, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or current (revenue) resources.

This organisation regards a key objective of its Treasury Management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with which funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved Instruments Methods and Techniques and detailed in the TMP Operational document.

It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

1.2 Liquidity Risk Management

This is the risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional unbudgeted costs, and that the organisation's business/service objectives will be thereby compromised.

This organisation will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives. This organisation will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

1.3 Interest Rate Risk Management

The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

This organisation will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 Reporting requirements and management information arrangements.

It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be the subject to the consideration and, if required, approval of any policy or budgetary implications.

1.4 Exchange Rate Risk Management

The risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

It will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

1.5 Refinancing Risk Management

The risk that maturing borrowings, capital, project or partnership financings cannot be refinanced on terms that reflect the provisions made by the organisation for those refinancing, both capital and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time.

This organisation will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over reliance on any one source of funding if this might jeopardise achievement of the above.

1.6 Legal and Regulatory Risk Management

The risk that the organisation itself, or an organisation with which it is dealing in its Treasury Management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly.

This organisation will ensure that all of its Treasury Management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1[1] credit and counterparty risk management, it will ensure that there is evidence of counterparties' powers, Council and compliance in respect of the transactions they may effect with the organisation, particularly with regard to duty of care and fees charged.

This organisation recognises that future legislative or regulatory changes may impact on its Treasury Management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

1.7 Fraud, Error and Corruption, and Contingency Management

The risk that an organisation fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its Treasury Management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. It includes the area of risk commonly referred to as operational risk.

This organisation will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its Treasury Management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

The Council will therefore:-

- a) Seek to ensure an adequate division of responsibilities and maintenance at all times of an adequate level of internal check which minimises such risks.
- b) Fully document all its Treasury Management activities so that there can be no possible confusion as to what proper procedures are.
- c) Staff will not be allowed to take up Treasury Management activities until they have had proper training in procedures and are then subject to an adequate and appropriate level of supervision.

Records will be maintained of all Treasury Management transactions so that there is a full audit trail and evidence of the appropriate checks being carried out.

1.8 Market Risk Management

The risk that, through adverse market fluctuations in the value of the principal sums an organisation borrows and invests, its stated Treasury Management policies and objectives are compromised, against which effects it has failed to protect itself adequately.

This organisation will seek to ensure that its stated Treasury Management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect its self from the effects of such fluctuations.

TMP2: BEST VALUE AND PERFORMANCE MEASUREMENT

The Borough Council is committed to the pursuit of best value in its Treasury Management activities, and to the use of performance methodology in support of that aim, within the framework set out in the Treasury Management Policy Statement.

The Treasury Management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal, grant or subsidy incentives, and the scope for other potential improvements. The performance of the Treasury Management function will be measured using the criteria set out in the detailed TMP Operational document.

TMP3: DECISION-MAKING AND ANALYSIS

The Council will maintain full records of its Treasury Management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued in reaching decisions are set out in the detailed TMP Operational document.

TMP4: APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

The Council will undertake its Treasury Management activities by employing only those instruments, methods and techniques are set out in the detailed TMP Operational document and within the limits and parameters defined in TMP1.

TMP5: ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

The Council considers it essential, for the purposes of the effective control and monitoring of its Treasury Management activities, for the reduction of risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times clarity of Treasury Management responsibilities.

The principle on which this will be based is the clear distinction between those charged with setting Treasury Management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of Treasury Management decisions and the audit and review of the Treasury Management function.

If and when this organisation intends, as a result of lack of resources or other circumstances, to depart from these principles, the Section 151 Officer will ensure that the reasons are properly reported in accordance with TMP6 and the implications properly considered and evaluated.

The Section 151 Officer will ensure that there are clear written statements of the responsibilities for each post engaged in Treasury Management, and the arrangements for absence cover. He will also ensure that at all times those engaged in Treasury Management will follow the policies and procedures set out. The present arrangements are set out in the detailed TMP Operational document.

The Section 151 Officer will ensure that there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are set out in the detailed TMP Operational document.

The delegations to the Section 151 Officer in respect of Treasury Management are set out in the detailed TMP Operational document. He or she will fulfil all such responsibilities in accordance with the Council's policy statement and TMP's and, if a CIPFA member, the Standard of Professional Practice on Treasury Management.

TMP6: REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

The Council will ensure that regular reports are prepared and considered on the implementation of its Treasury Management policies; on the effects of decisions taken and transactions executed in pursuit of those policies; implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its Treasury Management activities; and on the performance of the Treasury Management function.

As a minimum Cabinet and Council will receive:

- An annual report on the planned strategy to be pursued in the coming year and the reporting of Prudential Indicators
- A mid-year review
- An annual report on the performance of the Treasury Management function including the
 performance against the Prudential Indicators, the effects of the decisions taken and the
 transactions executed in the past year and on any circumstances of non-compliance with
 the Council's Treasury Management policy statement and TMP's.

Cabinet will receive regular monitoring reports on Treasury Management activities and risks.

The Audit and Governance Committee will have responsibility for the scrutiny of Treasury Management policies and practices.

The Treasury Management indicators will be considered together with the Treasury Management indicators in the Prudential Code as part of the budget approval process. The present arrangements and the form of these reports are set out in the detailed TMP Operational document.

TMP7: BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

The Section 151 Officer will prepare and Council will approve and, if necessary, from time to time will amend, an annual budget for Treasury Management, which will bring together all of the costs involved in running the Treasury Management function together with associated income. The matters to be included will at minimum be those required by statute or regulation, together, with such information as will demonstrate compliance with TMP1, TMP2 and TMP4.

The Section 151 Officer will exercise effective controls over this budget and report upon and recommend any changes required in accordance with TMP6.

The Council will account for its Treasury Management activities, for decisions made and transactions executed in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

TMP8: CASH AND CASH FLOW MANAGEMENT

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Section 151 Officer and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis and the Section 151 Officer will ensure that these are adequate for the purpose of monitoring compliance with TMP1. The present arrangements for preparing cash flow projections, and their form, are set out in the detailed TMP Operational document.

TMP9: MONEY LAUNDERING

The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. The Council will, therefore, maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that all staff involved are properly trained. The present arrangements, including the name of the officer to whom reports should be made, are set out in the detailed TMP Operational document.

TMP10: TRAINING AND QUALIFICATIONS

The Council recognises the importance of ensuring that all staff involved in the Treasury Management function are fully equipped to undertake the duties and responsibilities allocated to them. It will seek to appoint individuals, who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Section 151 Officer will recommend and implement the necessary arrangements.

The Section 151 Officer will ensure that Council members tasked with Treasury Management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

TMP11: USE OF EXTERNAL SERVICE PROVIDERS

The Council recognises that responsibility for the Treasury Management decisions remains with the Council at all times. It recognises that there may be potential value in employing external providers of Treasury Management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons, which will have been submitted to a full evaluation of the costs and benefits. Terms of appointment will be properly agreed, documented and subject to regular review. It will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the Section 151 Officer, and details of the current arrangements are set out in the detailed TMP Operational document.

TMP12: CORPORATE GOVERNANCE

The Council is committed to the pursuit of proper corporate governance throughout its services, and to establishing the principles and practices by which this can be achieved. Accordingly the Treasury Management function and its activities will be undertaken with openness, transparency, honesty, integrity and accountability.

The Council has adopted and implemented the key recommendations of the Code. This, together with the other arrangements are set out in the detailed TMP Operational document and are considered vital to the achievement of proper governance in Treasury Management, and the Section 151 Officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

Treasury Management Glossary of Terms

Bank Rate	The Official Bank rate paid on commercial bank reserves i.e. reserves placed by commercial banks with the Bank of England as part of the Bank's operations to reduce volatility in short term interest rates in the money markets.
Base Rate	Minimum lending rate of a bank or financial institution in the UK.
Capital Financing Requirement	The Council's underlying need for borrowing for a capital purpose.
Counterparty	The organisations responsible for repaying the Council's investment upon maturity and for making interest payments.
Credit Default Swap (CDS)	A specific kind of counterparty agreement which allows the transfer of third party credit risk from one party to the other. One party in the swap is a lender and faces credit risk from a third party, and the counterparty in the credit default swap agrees to insure this risk in exchange for regular periodic payments (essentially an insurance premium). If the third party defaults, the party providing insurance will have to purchase from the insured party the defaulted asset. In turn, the insurer pays the insured the remaining interest on the debt, as well as the principal.
Credit Rating	This is a scoring system that lenders issue organisations with, to determine how credit worthy they are.
Gilts	These are issued by the UK Government in order to finance public expenditure. Gilts are generally issued for a set period and pay a fixed rate of interest for the period.
iTraxx	This is an index published by Markit who are a leading company in CDS pricing and valuation. The index is based on an equal weighting of the CDS spread of 25 European financial companies. Clients can use the iTraxx to see where an institutions CDS spread is relative to that of the market and judge its creditworthiness in that manner, as well as looking at the credit ratings.
Liquidity	An asset is perfectly liquid if one can trade immediately, at a price not worse than the uninformed expected value, the quantity one desires.
Long term	A period of one year or more.
Maturity	The date when an investment is repaid or the period covered by a fixed term investment.

Minimum Revenue Provision	Capital expenditure is generally expenditure on assets which have a life expectancy of more than one year e.g. buildings, vehicles, machinery etc. It would be impractical to charge the entirety of such expenditure to revenue in the year in which it was incurred therefore such expenditure is spread over several years in order to try to match the years over which such assets benefit the local community through their useful life. The manner of spreading these costs is through an annual Minimum Revenue Provision
Monetary Policy Committee (MPC)	Interest rates are set by the Bank's Monetary Policy Committee. The MPC sets an interest rate it judges will enable the inflation target to be met. Their primary target (as set by the Government) is to keep inflation at or around 2%.
Security	An investment instrument, issued by a corporation, government, or other organization which offers evidence of debt or equity.
Short Term	A period of 364 days or less
Supranational Bonds	A supranational entity is formed by two or more central governments with the purpose of promoting economic development for the member countries. Supranational institutions finance their activities by issuing debt, such as supranational bonds. Examples of supranational institutions include the European Investment Bank and the World Bank. Similarly to the government bonds, the bonds issued by these institutions are considered very safe and have a high credit rating.
Treasury Management	The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
Working Capital	Cash and other liquid assets needed to finance the everyday running of a business such as the payment of salaries and purchases.
Yield	The annual rate of return on an investment, expressed as a percentage.

ICELANDIC BANKING SITUATION AS AT 31/12/2014

	Deposit with;	Ref Number	Date Invested	Amount		%
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			155,000		
	rate fluctuations)					
	Total of Claim			3,155,000		
	Repayments Received to date			(2,554,432)	*	80.96
	Outstanding at 31/12/2014			600,568	**	
	Estimated Remaining			600,568		

*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 outside the country. **Interest will accrue on these funds untill the date of final settlement, the final payment value may also be subject to exchange rate fluctuations.

- Best case recovery 100%

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
	Outstanding at 31/12/2014			90,047	
	Estimated Remaining			0	

- 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).

	- Current indications project an 82.5% recovery of our investments						
	Estimated Remaining			87,320			
	Outstanding at 31/12/2014			555,670			
	Repayments Received to date			(2,619,586)	82.50		
	Total of Claim			3,175,256			
	Interest due at point of administration 08/10/2008			175,256			
	Total Principal			3,000,000			
	Singer & Friedlander	1746	14/01/2008	1,000,000			
	Singer & Friedlander	1740	31/10/2007	1,000,000			
3	Singer & Friedlander	1716	31/08/2007	1,000,000			

Summary			
Total Principal		7,500,000	
Interest		335,383	
Total of Claim		7,835,383	
Repayments Received to date		(6,589,098)	84.09
Outstanding at 31/12/2014		1,246,285	
Estimated Remaining		687,888	

- 1 Registered Bank in Iceland In Administration under Icelandic Law
- 2 & Registered Bank in UK In Administration in UK by Ernst & Young
- 3 Under English Law

Total Estimated Recovery (including Outstanding)
Total Estimated % Remaining

7,276,986 92.87%

THURSDAY, 19 FEBRUARY 2015

REPORT OF THE LEADER OF THE COUNCIL QUARTER THREE 2014/15 PERFORMANCE REPORT

EXEMPT INFORMATION

Not applicable

PURPOSE

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

RECOMMENDATIONS

Cabinet:

- 1. Endorse the contents of this report
- 2. Approve the release of £42k from the remaining balance within the General Contingency budget in support of the Golf Course Project

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

As part of the Golf Course project, the Council is responsible for ensuring that all the necessary technical reports comply with Environmental Impact Assessment regulations / methodology. As such further work is required to produce compliant EIA reports and there will be additional costs associated with that work. It is currently estimated that an additional £42k will be needed for the project which it is recommended is released from the remaining balance within the General Contingency budget.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are none

SUSTAINABILITY IMPLICATIONS

There are none

BACKGROUND INFORMATION

REPORT AUTHOR John Day

LIST OF BACKGROUND PAPERS

APPENDICES

Quarter Three 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	Due Date	Completed
Cultural Quarter Project	Business case	A business case has been completed.		Yes
	Heritage Lottery Fund external funding bid	The Heritage Lottery Fund has accepted an extension to the application for lottery funding.		No
	Single Local Growth Fund external funding bid	£2.95m has been awarded by central government from the Single Local Growth Fund two. A report will go to Cabinet on 19th February 2015 to consider the outcome and its implications		No
Growth and Regeneration Plan	Business support	The Local Business Support Scheme is ongoing. Working with the LEP on the sub regional Business Support Scheme and signposting businesses appropriately.		No
	People: Skills and employment	Working with schools and employers to promote skills development.		No

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		Unemployment in Tamworth has reduced significantly and work will continue with employment groups to further this trend.		
	Place: town centre employment sites housing transport	The Gateways project at Ladybridge will commence in the Spring. 'Pinchpoint' works at Upper Gungate and Aldergate has commenced. Housing and employment sites are being progressed. Working with the College and the County to relocate the College to the town centre.		No
Improve the green environment including management and maintenance of local nature	The waste collection service delivers further efficiencies throughout the year that complement opportunities created by the new energy from waste disposal facility.	The changes in the way organic waste is collected were introduced in the summer.	30-Sep-2014	Yes
reserves, open spaces and parks, and to provide an efficient waste collection service	Achieving a gold award in the "Heart of England in Bloom" competition, and receiving acknowledgement in the national Britain in Bloom judging	Tamworth achieved a gold award for the fifth year running in the Heart of England in Bloom competition.	31-Oct-2014	Yes
	Works to make Broad Meadow accessible and completion of the LNR designation	Work commenced on site on 5th January 2015 and completion is scheduled for 31st March 2015.	31-Mar-2015	No
	Town Wall gaining designation as a Local Nature Reserve by March 2014	The issue regarding land ownership is still ongoing.		No
Local Plan	1. Consultation draft	Completed. A pre-submission draft of the Local Plan went to Council on 8th October 2014.		Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		Six weeks consultation will follow this; following which a submission will be made to The Secretary of State.		
	2. Submission document			Yes
	3. Examination			No
	4. Adopted Local Plan			No

Corporate Priority

2. To be healthier and safer in Tamworth

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
Healthy Tamworth	Formal establishment of Steering group	Completed	30-Apr-2014	Yes
	Development of the delivery framework	Completed	30-Jun-2014	Yes
	Community engagement completed	The Website has been established and ABCD commissioned.	30-Apr-2015	Yes
Housing Regeneration – Kerria and Tinkers Green	Decant commences	Regeneration of Tinkers Green and Kerria Centre is progressing in accordance with project plan. The bungalows at Cottage Walk have been demolished. 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	31-Jul-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		technical data. Further work with architects is progressing and financial modelling is underway.		
	Consultation complete	Regeneration of Tinkers Green and Kerria Centre is progressing in accordance with project plan. The bungalows at Cottage Walk have been demolished. 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. Further work with architects is progressing and financial modelling is underway	31-Aug-2014	Yes
	Outline planning permission submitted		28-Feb-2015	No
Implementation of the new Allocations Policy	Implementation plan in place	Implementation of the Council's new allocations policy is underway with training of staff completed and IT systems updated and tested. Letters have been sent to all existing applicants to enable re-banding to take place. Successful delivery of the implementation to be completed in	30-Apr-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		line with project milestones.		
	IT Systems updated	Implementation of the Council's new allocations policy is underway with training of staff completed and IT systems updated and tested. Letters have been sent to all existing applicants to enable re-banding to take place. Successful delivery of the implementation to be completed in line with project milestones.	31-Dec-2014	Yes
	New policy implemented and publicised	The new allocations policy is implemented and running successfully.	28–Feb–2015	Yes
To ensure all regulatory functions provided by the	A reduction in workplace accident investigations	Work is ongoing throughout the year.		No
Council are delivered in a transparent, consistent and fair manner to promote public safety and to minimise the burden to businesses.	Air Quality Improved	Work is ongoing throughout the year.		No
	All Licensing applications processed in a timely fashion, with any appeals dealt with in a professional manner	Work is ongoing throughout the year.		No
	All planned food and health and safety inspections completed	Work is ongoing throughout the year.		No
	Statutory nuisance investigations/actions completed within acceptable timescales	Work is ongoing throughout the year.		No

Corporate Priority

3. Approachable, Accountable and Visible

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed	
	Executive Board (additional) meetings timetabled	Completed	31-Jul-2014	Yes	
Key Budget milestones	Budget Consultation Process reviewed	Completed	31-Aug-2014	Yes	
completed in line with the agreed timetable	Budget Process approval	Approved by Cabinet 21/8/14	30-Sep-2014	Yes	
	Budget Consultation results to CMT / EB	Circulated to CMT 2nd October 2014. Due for Cabinet consideration 23rd October 2014	31-Oct-2014	Yes	
	Circulation of Revised recharges to CMT/ADs/Managers for review/challenge	Draft Recharges discussed at CMT 1 December 2014 (& then circulated to CMT 1 December 2014)	31-Oct-2014	Yes	
	Consideration of Initial Capital Programme proposals by CMT/EB	Initial Capital Programme considered by EMT on 7 November 2014 (following ASG / CMT consideration)	31-Oct-2014	Yes	
	Consideration of Initial Policy Changes by CMT/EB	Draft Policy Changes considered by EMT on 7 November 2014 (following CMT consideration)	31-Oct-2014	Yes	
	Approval of Council Taxbase	Council Taxbase approved by Cabinet 27 November 2014	30-Nov-2014	Yes	
	Base Budget forecast to CMT/EB	Draft Base Budget Forecasts 2015/16 to 2019/20 approved by Cabinet 27 November 2014	30-Nov-2014	Yes	
	Council Members Budget Workshop (instead of 1 Joint Budget Scrutiny Committee)	Budget workshop held 4 December 2014	30-Nov-2014	Yes	
	Joint Budget Scrutiny Committee		30-Jan-2015	No	

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	Approval of Budget by Council		28-Feb-2015	No
	Council Tax Leaflet published		28-Feb-2015	No
	Treasury Management Policy & Prudential Indicators / Limits reported & set		28-Feb-2015	No
	Completion of Statutory Returns to ODPM (Revenue Estimates / Budget Requirement / capital estimates		18-Apr-2015	No
Corporate Information Security Development	Development of security policies and procedures	The Records Management Policy was approved by Cabinet in September 2014. The policy is now being distributed on Netconsent.		Yes
	Information security training	Training is to be provided in the following areas: Information security and management, Data protection, Freedom of information and included in the corporate training matrix being compiled by Human Resources.		No
	Management of vendors and suppliers	This is an ongoing activity through out the year.		No
	Review security monitoring tools, particularly in line with obligations defined by the Government Code of Connection	Anti virus is now installed and configured. The gold tool is still being reviewed for further exploitation.		No
	Risk assessment and response to incident	This is an ongoing activity through		No

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed	
		out the year.			
Customer Service and Access	Agreement of strategy at Corporate Management Team	Agreed at CMT on 14th July 2014.	14-Jul-2014	Yes	
Strategy	'Quick win' action plan agreed by Corporate Management Team	Agreed at Corporate Management Team on 8th September 2014.	31-Aug-2014	Yes	
	Action plan developed for delivery of strategy		31-Oct-2014	Yes	
	£50k savings achieved by 31st March 2016		31-Mar-2016	No	
	£100k savings achieved by 31st March 2017.		31-Mar-2017	No	
	80% of customer contact dealt with by Customer Services Centre by March 2017.		31-Mar-2017	No	
	E-mail enquiries increased from 12,500 a year to 25,000 a year by March 2017		31-Mar-2017	No	
	Face to face interactions reduced from 91,720 to 17,000 a year by March 2017.		31-Mar-2017	No	
	Self service processes increased from 1 to 5,000 by March 2017		31-Mar-2017	No	
	Telephone calls into Tamworth Borough Council reduced from 30,000 per year to 5,000 per year by March 2017.		31-Mar-2017	No	
	Text messages sent out increased from 2,000 a year to 5,000 a year by March 2017		31-Mar-2017	No	
	The number of hits on website increased from 597,000 a year.		31-Mar-2017	No	
lections 2014	Election Meetings begin		31-Jan-2014	Yes	
	Election preparation begins		03-Feb-2014	Yes	
	Prepare Candidates & Agents Packs including Nomination Papers		15-Feb-2014	Yes	

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	Complete Staffing Write to Police SPOC (Gary Lote) with details of Polling Stations			
	Absent Voter Refresh period		28-Feb-2014	Yes
	Press Release Agents meeting		06-Mar-2014	Yes
	LIVE poll card data and LIVE postal vote data deadline		17-Mar-2014	Yes
	Candidates and Agents Meeting		25-Mar-2014	Yes
	Poll cards approval, sort and delivery		02-Apr-2014	Yes
	Notice of Election Pre-election period begins		07-Apr-2014	Yes
	Nomination Period 7 Apr - 24 April		24-Apr-2014	Yes
	Last day for the publication of the Statement of Persons Nominated		25-Apr-2014	Yes
	Ballot Boxes preparation begins + Count preparations + Postal Vote opening and Issue leading up to Polling Day 28th April - 19th May		28-Apr-2014	Yes
	Ballot Papers proofs, checking printing delivery		28-Apr-2014	Yes
	Last day for withdrawal of candidature Last day for receipt of Notice of Appointment of Election Agents		28-Apr-2014	Yes
	Staff Training events		28-Apr-2014	Yes
	Notice of Poll Deadline		01-May-2014	Yes
	Deadline for new registrations		06-May-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	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		07-May-2014	Yes
	Checking of Postal Packs for despatch		09-May-2014	Yes
	Count at close of Poll		22-May-2014	Yes
Implementation of Self Serve –	Scope project	The project is now scoped.	31-Aug-2014	Yes
Human Resources/ Payroll	pilot		30-Jun-2015	No
Module	Proof of concept		31-Jul-2015	No
Individual Electoral Registration	Publication of revised register in England	Completed	17-Feb-2014	Yes
	EROs to conduct delayed 2013 canvass period. Information to be published to keep public informed Oct 2013 - Feb 2014	Completed	28-Feb-2014	Yes
	New software installation to support IER and electoral process going forward Feb – April 2014	Completed	30-Apr-2014	Yes
	Seconded post to be filled to assist process April 2014 ongoing		30-Apr-2014	Yes
	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.	31-Jul-2014	Yes
	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.	National and Local advertising campaign started in July 2014	31-Jul-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	IER goes live; new applicants will be registered under IER.		31-Jul-2014	Yes
	Rolling registration continues March to Sept 2014		09-Oct-2014	Yes
	Publication of revised register. Estimated project will be complete by December 2015		31-Dec-2014	Yes
Legal Spend Review	Initial approach made to external service providers	Completed	31-Dec-2013	Yes
	Options looked at to decide the most appropriate source of legal support	Completed	31-Jan-2014	Yes
	Meetings with stakeholders to discuss operation of service	Completed	28-Feb-2014	Yes
	Meeting with Lichfield Legal Services to explore larger shared service option	Completed	31-Mar-2014	Yes
	Scheme of Delegation Report for approval to enter shared service agreement	Completed	25-Aug-2014	Yes
	Draft shared service agreement to be agreed	Final draft of agreement reached with Birmingham City Council. Lichfield District Council is not taking part at this point in time.	28-Aug-2014	Yes
	Ongoing co-ordination through legal services of legal spend across TBC	Proposals taken to heads of service meeting. and implemented with services.	29-Aug-2014	Yes
	Roll out of shared service to stakeholders	Heads of service have taken on board instruction of legal services through legal to control spending.	29-Aug-2014	Yes
Maximisation of income/collection Council Tax, Non-Domestic Rates, Debtors	In year % collection of Debtors - 95%	Debtors Current year is ahead of target by 10%		No

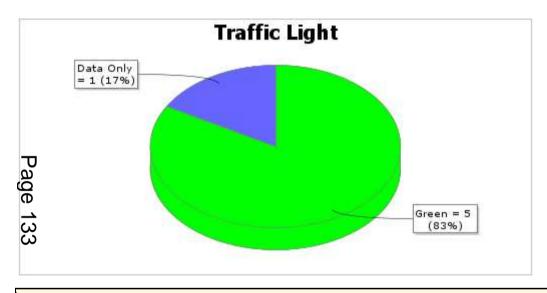
Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		Debts over 6 months old are behind due to several aged debts - Cabinet to be asked to consider some write offs		
	In year % collection of Council Tax - 97.5%	Council Tax Council Tax current year is slightly ahead of target by 0.1% at 31 December Court costs income is ahead of target by £46k Arrears slightly behind target but will continue to target additional income wherever possible		No
	In year % collection of Non-Domestic Rates - 98%	NNDR Current year collection is ahead of target by 2.1% at 31 December Costs slightly behind target (£1k) Arrears ahead of target		No
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 by 10% Debts over 6 months old are behind due to several aged debts – Cabinet to be asked to consider some write offs		No
	In year % collection of Council Tax - 97.5%	Council Tax Council Tax current year is slightly ahead of target by 0.1% at 31 December		No

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
		Court costs income is ahead of target by £46k Arrears slightly behind target but will continue to target additional income wherever possible		
	In year % collection of Non-Domestic Rates - 98%	NNDR Current year collection is ahead of target by 2.1% at 31 December Costs slightly behind target (£1k) Arrears ahead of target		No
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 within 3 days (General Account) for December / 12 days (Payments Account) for December 2014		No
	Ledgers closed down within 5 working days of period end	Financial ledger (efinancials) and Collaborative Planning budget setting & monitoring updated as at 31 December 2014 on 1 January 2015		No
	Spending maintained within approved budget and without significant underspends - target range of up to 5% underspend.	Second Quarter financial healthcheck reported to CMT / Cabinet November 2014, Third Quarter healthcheck due to be reported to CMT / Cabinet February 2015		No
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	30-Jun-2014	Yes

Corporate Project/Programme	Milestone/Measure of Success	Latest update	Due Date	Completed
	Completion of Statutory Returns to ODPM (Revenue Out-turn / Capital Out-turn / WGA return) by 30th July	Completed	30-Jul-2014	Yes
		Approved by Audit & Governance Committee on 25th September 2014		Yes
	Publication by statutory deadline of 30th September	Completed	30-Sep-2014	Yes
	Publication by statutory deadline of 30th September	Completed	30-Sep-2014	Yes

2. Key Service Performance Indicators

Assets and Environment Key Service Performance Indicators 2014/15



Assets & Environment

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
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-	Ø	Yes	2014/15	Yes	-	20-Jan-2015 Work is still underway with letting available space. There has been increased co-location with Staffordshire County Council and the Community Safety Hub. An external agent is now

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
location in strategic council premises						marketing the space.
LPI_A&E_KPI003 Deliver 100% of the Housing Capital Programme		100%	2014/15	100%	-	02-Oct-2014 The programme is currently running to planned profile

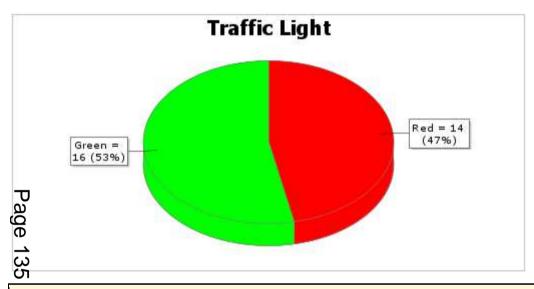
Environmental Health & Regulatory Services

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_EHRS001 The number of and 2 star rated sinesses		58	Q3 2014/15		•	09-Jan-2015 Rise in new premises registered and receiving first visit
EHRS003 The annual percentage of planned high risk inspections undertaken		100%	Q3 2014/15	75%	-	

Waste Management

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
NI 192 Percentage of household waste sent for reuse, recycling and composting (Tamworth)		52.00%	Q3 2014/15	50.00%		20-Jan-2015 Slight drop in recycling percentage is due to the organic waste changes introduced in September 2014.

Communities Planning and Partnerships Key Service Performance Indicators 2014/15



Community Development

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CEPCDCD001am The number of partners delivering services in response to agreed issues - Amington		31	Q2 2014/15	27	-	
LPI_CEPCDCD001bg The number of partners delivering services in response to agreed issues - Belgrave		30	Q3 2014/15	27		06-Jan-2015 No change from last quarter - partnership involvement sustained.

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CEPCDCD001gl The number of partners delivering services in response to agreed issues- Glascote	>	30	Q2 2014/15	27	•	24-Jul-2014 As above plus Sacred Heart Church
LPI_CEPCDCD001st The number of partners delivering services in response to agreed issues - Stonydelph	©	43	Q3 2014/15	27	•	

Community Leisure

ു ക്രCode & Short Name ന	PI Status	Current Value	Last Update	Current Target	Performance compared to last Comments reporting period
LPI_CSPCDCLAR003 Total **Dendance Overall - **Dembly Rooms**		8,253	Q3 2014/15	10,000	
LPI_CSPCDCLAR015 Customer Satisfaction - Assembly Rooms		99%	April 2014	96%	
LPI_CSPCDCLOE001 Visitor Numbers (Outdoor Events)		15,982	Q2 2014/15	14,000	
LPI_CSPCDCLTC002 Total Number of visits/usages - Tamworth Castle		6,409	Q3 2014/15	9,000	•
LPI_CSPCDCLTC020 Trip Advisor Rating - Tamworth Castle		4.5	2013/14	4.5	
LPI_PCPCL001 Total 16+ attending organised activity across the Borough	②	44,075	Q3 2014/15	30,000	•
LPI_PCPCL002 Total under 16 attending organised activity across the Borough		27,501	Q3 2014/15	20,900	•

Community Safety

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CSPCDCS001 Burglary Dwelling		67	Q3 2014/15	46	•	04-Feb-2015 There is no trend or pattern that accounts for the increase in burglary dwelling. There have been a number of prolific offenders who have been and are currently being targeted by the integrated offender management team.
LPI_CSPCDCS008 Incidents of Anti-Social Behaviour		466	Q3 2014/15	396		04-Feb-2015 Overall for the three quarters we are showing a small reduction over the previous year though we should anticipate with this trend a small increase in offences at year end. There has been an increase in the use of mini motos recently particularly around the network of cycle paths and footways etc. There is ongoing work by partners to attempt to resolve these issues.
LPI_CSPCDCS011 Serious Violence		12	Q3 2014/15	11	-	04-Feb-2015 We did set an ambitious reduction target over last years figure which we will not achieve. There is no particular trend or pattern that can be targeted, glassing, use of weapons, gangs etc.
ໝ ເພຼ_CSPCDCS011a Less Prious Violence		133	Q3 2014/15	114		04-Feb-2015 It is disappointing after the reduction last year there is an upwards trend this year and it is extremely unlikely that we will achieve our target. The increases have been across the board in night time economy, domestic and estate type violence. There is no particular trend or pattern to be targeted.
LPI_CSPCDCS012 Serious Acquisitive Crime		149	Q3 2014/15	119	•	04-Feb-2015 This category includes burglary dwelling, robbery and vehicle crime. There is no trend or pattern that accounts for the increase in burglary dwelling. There have been a number of prolific offenders who have been and are currently being targeted by the integrated offender management team.
LPI_CSPCDCS018 Violence with injury		145	Q3 2014/15	125	•	04-Feb-2015 It is disappointing after the reduction last year there is an upwards trend this year and it is extremely unlikely that we will achieve our target. The increases have been across the board in night time economy, domestic and estate type violence. There is no particular trend or pattern to be targeted.

Development Control

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
BV109a NI 157a Processing of planning applications: Major applications (Tamworth)		33.00%	Q3 2014/15	60.00%	•	16-Jan-2015 3 applications decided during 3rd quarter Planning application 0172/2014 for erection of 23 dwellings at Tamworth Road Two Gates was subject to S106 agreement and took a total of 19 weeks (resolution to approve in July 2014, with final decision issued in October 2014. Planning application 0278/2014 for demolition of Units 1-4 Landsberg and redevelopment of site determined in less than 13 weeks. Planning application 0271/2014 Convenience store (ALDI) at Glascote WMC approved after 19 weeks 4 days)
BV109b NI 157b Processing of planning applications: Minor applications (Jamworth)		80.00%	Q3 2014/15	65.00%	•	
109c NI 157c Processing planning applications: Other applications (Tamworth)		98.11%	Q3 2014/15	80.00%	•	

Economic Development

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CPPSPDED005 Percentage of working age population claiming Job Seekers Allowance		0.6%	Q3 2014/15	1.6%		02-Feb-2015 286 people 2.4% West Midlands 1.9% Great Britain
LPI_CPPSPDED006 Percentage of total rateable value of commercial floorspace that is unoccupied	S	5.22%	Q3 2014/15	8.25%	•	
LPI_CPPSPDED007 Percentage change in rateable value of		-0.3%	Q3 2014/15	0.75%	•	

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
commercial buildings						

Partnerships & Community Development

PI Code & Short Name	PI Status	Current Value	Last Update		Performance compared to last reporting period	Comments
LPI_PCDCFS_001 The number of reported concerns - Children	Ø	7	Q3 2014/15	6.25	•	
LPI_PCDCFS_002 The number of reported concerns - Adults		12	Q3 2014/15	7.5	•	

To a support & Development

Picode & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
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)		3	Q3 2014/15	5		02-Feb-2015 The year to date performance for this indicator is 15 jobs created. This is better than the year to date target of 10 jobs.
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)		3	Q3 2014/15	2.5		

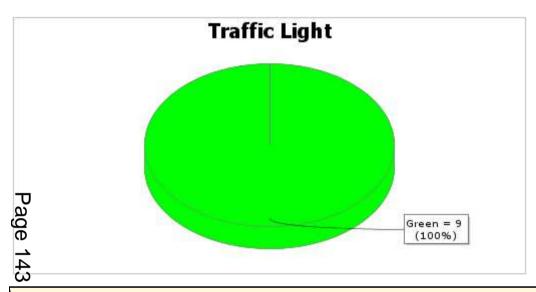
Planning and Regeneration

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_SP1_1d_003 The occupancy levels of Town Centre retail outlets Page 140		86%	Q3 2014/15	91%		23-Jan-2015 There are 43 units vacant this quarter Vacancy rates have remained fairly constant over the last four quarters at around 14%. This is an improvement from 2012 where vacancy rates reached a high of 18%. The emerging Local Plan will ensure that retail and other town centre use takes a 'town centre first' approach and will encourage the location of shops, offices etc in the town centre. However it is important to consider other measures to boost occupancy levels in the town centre. Environment improvements, car parking fees and initiatives like the BID will all play a role in improving the vitality and vibrancy of the town centre. In addition to the more traditional town centre uses the Local Plan is proposing some housing allocations within and adjoining the town centre. These will help to diversify the town centre and improve the overall environment. Projects such as the Gateways and Linkages and the junction improvements along fountains junction should all contribute to improving the town centre.
NI 154 Net additional homes provided (Tamworth)		50	2013/14	216	•	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. 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. 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.

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
						Planning & Regeneration will continue to work with the development industry in a productive manner to bring forward more housing within Tamworth. 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.
Page 14 NI 155 Number of affordable homes delivered (gross) (Tamworth)		7	2013/14	117		23-Jul-2014 Affordable completions for the year 2013/14 are 7 units. 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. 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. 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. Planning & Regeneration will continue to work with the development industry in a productive manner to bring forward more housing within Tamworth. 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. The situation for affordable housing is worse than that of general market housing because the current planning policy requires only sites of 14 or more units to contribute to affordable housing provision. Without the larger sites affordable homes will not come

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
						forward. The draft Local Plan sets this threshold much lower and requires smaller sites to make a contribution to affordable housing provision.
						However, at the 1st April 14 there were 38 affordable units under construction with a further supply of 82 units with consent.

Finance Key Service Performance Indicators 2014/15



Corporate Finance

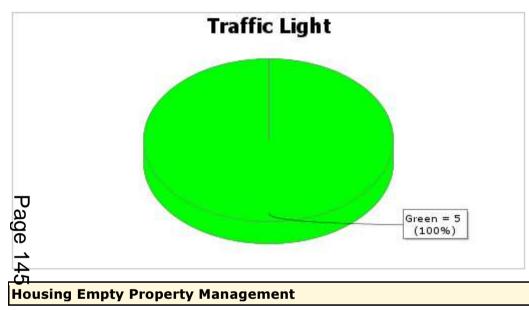
PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_AAV_002 Achievement of an unqualified audit opinion on the financial statements		Yes	2013/14	Yes		06-Oct-2014 Unqualified Audit opinion signed by Grant Thornton 25th September 2014. Audit Conclusion certificate issued 2nd October 2014
LPI_RDCF001 Spending maintained within approved budget and without significant underspends		5%	December 2014	-5%	•	
LPI_RDCF002 Number of material final account audit		0	2013/14	0	-	

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
adjustments						
LPI_RDCF025 Ledgers closed down within 5 working days of period end		1	Q3 2014/15	5	-	
LPI_RDCF026a Bank Reconciliation completed within 10 days (Payments Account)		5	Q3 2014/15	10		
LPI_RDCF026b Bank Reconciliation completed within 15 days (General Account) of period end		12.67	Q3 2014/15	15	•	

D Revenues Services

PCcode & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
BV10 Percentage of Non- domestic Rates Collected		83.20%	Q3 2014/15	81.10%		30-Jan-2015 The fact that business can be offered the opportunity to pay over 12 months as opposed to 10 has impacted on collection levels when compared to the same period in 2013/14. All local authorities are similarly affected.
BV9 % of Council Tax collected		86.60%	Q3 2014/15	86.50%		
LPI_RDFOREV009 Debtors current year collection		96.98%	Q3 2014/15	87%	•	

Housing and Health Key Service Performance Indicators 2014/15



PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI BV212 Average number of days taken to re-let local authority housing (Standard Empty Homes)		15.33	Q3 2014/15	16	•	
LPI_CSHSEPM009 The percentage of customers satisfied with the "Finding a Home" Service		98.33%	Q3 2014/15	80%	•	

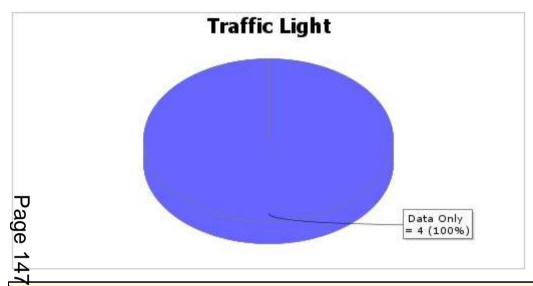
Housing Estate Management

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_CSHSCS001 Percentage of offensive graffiti removed within 48 hours		100%	Q3 2014/15	100%	-	

Housing Maintenance

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
HMLSHMM001 Overall recentage of tenant isfaction with the responsive repairs service provided by Mears		95.2%	Q3 2014/15	85%	•	
HMLSHMM003 Percentage of all responsive repairs completed within target		97.63%	Q3 2014/15	97%	•	

Legal and Democratic Key Service Performance Indicators 2014/15

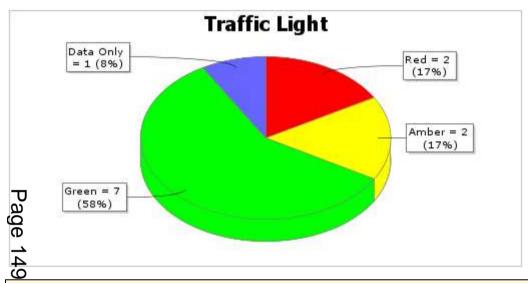


Solicitor and Monitoring Officer

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_SMO001 Number of Standard Searches carried out		299	Q3 2014/15		•	13-Jan-2015 95 Full searches 204 Personal searches
LPI_SMO002 The number of exempt items presented to meetings		9	Q3 2014/15			
LPI_SMO003 Percentage of Household Enquiry Forms returned		N/A	N/A			30-Jan-2015 At present the Government's IER/HEF registration does not provide reports for monitoring of performance indicators. However, it is anticipated that next year, when it will be a more

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
						normal canvass, that such information will be available.
LPI_SMO004 Percentage of Individual Elector Registration Forms returned		N/A	N/A			30-Jan-2015 At present the Government's IER/HEF registration does not provide reports for monitoring of performance indicators. However, it is anticipated that next year, when it will be a more normal canvass, that such information will be available.

Technology and Corporate Programmes Key Service Performance Indicators 2014/15

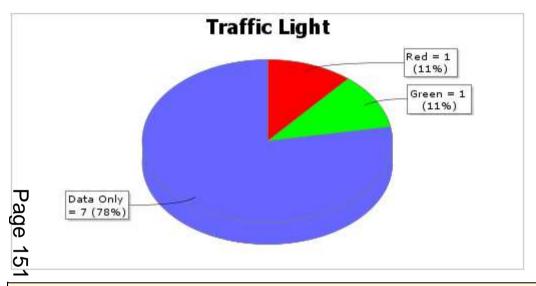


Technology & Corporate Programmes

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_RDICT001 Percentage of incidents fixed by ICT		92.57%	Q3 2014/15	70%	•	
LPI_RDICT002 Incidents Responded within SLA		93.45%	Q3 2014/15	90%	•	
LPI_RDICT003 Incidents Resolved within SLA		97.65%	Q3 2014/15	90%	•	
LPI_RDICT004 ICT Backups		87.86%	Q3 2014/15	100%	•	22-Jan-2015 The backups only measure as 100% complete on a full backup. Part backups are also completed with off site data replication occurring throughout the day.

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_RDICT005 Service Availability		99.71%	Q3 2014/15	99%	-	
LPI_RDICT006 Maintain accreditation against ISO20000	Ø	Yes	2014/15	Yes	-	
LPI_RDICT007 Maintain accreditation against ISO27001		Yes	2014/15	Yes	_	
LPI_RDICT008 Freedom of Information Requests Responded To Within legislative timescales		96.19%	2014/15	100%	•	
LPI_RDICT015 ICT Support Desk - Percentage of calls swered within 15 seconds		90.39%	Q3 2014/15	92%	•	
LPI_RDICT016 ICT Support Desk - Percentage of calls andoned		3.54%	Q3 2014/15	3%	•	22-Jan-2015 Running with one vacancy with little impact in terms of numbers. Will be considered as part of the service review which is scheduled for completion in March 2015.
LPI_RDICT017 ICT Service Desk - Outstanding Incidents		73	December 2014		1	
LPI_RDICT018 LLPG Quality	②	5	December 2014	5	-	

Transformation and Corporate Performance Key Service Performance Indicators 2014/15



Health and Safety

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_ACEODHS001 Number of accidents to employees reported		8	Q3 2014/15			
LPI_ACEODHS002 Number of accidents to non-employees reported		7	Q3 2014/15		•	
LPI_ACEODHS004 Number of HSE notifications/interactions		0	Q3 2014/15		•	

PI Code & Short Name	PI Status	Current Value	Last Update	 Performance compared to last reporting period	Comments
LPI_ACEODHS005 Number of violent/threatening incidents		5	Q3 2014/15	•	

Human Resources

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
BV12 Working Days Lost Due to Sickness Absence		6.02	Q3 2014/15	6.38		

Payroll (

PT Code & Short Name	PI Status	Current Value	Last Update	Current Target	Performance compared to last reporting period	Comments
LPI_T&CP_005 The number of payroll errors		7	Q3 2014/15		•	

Transformation and Corporate Performance

PI Code & Short Name	PI Status	Current Value	Last Update	Current Target	compared to last reporting period	Comments
LPI_T&CP_001 The number of hits on the website		272,229	Q3 2014/15		•	
LPI_T&CP_002 Average time spent on the website		3.35	Q3 2014/15		•	
LPI_T&CP_003 SoCITM Website score		1	2013/14	4	1	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.

Key to symbols

	PI Status	Performance compared to last reporting period	
	Not at target	1	Improving
	Close to target	_	No Change
0	At, or above, target	-	Getting Worse
?	Unknown		
	Data Only PI (No target set)		

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 £26k with 302 successful claims from 468 applications (compared to 135 successful claims from 294 applications at December 2013).

The live caseload figure is 236 lower than 2013/14 – currently 6,825 (7,061 at December 2013) although there is a 6 week backlog (3.5 weeks as at 31 December 2013) with claims still to be processed which will increase this figure.

NNDR

Reminders (638 at 31 December) are higher than 2013/14 levels (542 at 30 December 2013) although summons, liability orders and Enforcement Agent referrals are lower.

Current year collection levels are ahead of target by 2.1% at 31 December (with collection of arrears also ahead of target). Costs are slightly behind target (by £1k).

Council Tax

Reminders etc. are lower than 2013/14 levels although enforcement agent referrals are higher (310 additional referrals as at December 2014).

Current year collection levels are ahead of target by 0.1% at December 2014 (with a target of 97.5% for the 2014/15 financial year). Court cost income is ahead of target by £46k.

Collection Fund – the estimated surplus is £27k for the year with a LCTS projected underspend of £41k (total £68k).

Customer Services (last updated July 2014)

Visits to Marmion House – at the latest update in July 2014, visits in the months from April to July 2014 were significantly lower at 2705 visits compared to 4036 in July 2013.

Enquiries for Ctax & benefits enquiries have also been lower than in 2013/14.

Housing

Total rent arrears (excluding former tenants) at 30th June 2014 are £469k compared to £412k at 31st March 2014 – an increase of £57k (compared to a £163k increase as at 31st December 2013).

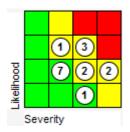
Total arrears (including garages etc.) are £1.47m at 31st December 2014, compared to £1.31m at 31st March 2014, an increase of £166k (compared to a £239k increase between 31st March 2013 and 31st December 2013).

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

4. Corporate Risk register

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

There are currently sixteen 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 three 2014/15 saw:

- Tamworth Listens Question Time Event,
- State of Tamworth Debate,
- Corporate Management Team away day

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	Assigned To	Status
a) Review and prioritise all major actions detailed in both the Sustainability Strategy and Corporate Change Programme	07-Jan-2015 The planned quarter 3 update is due to be discussed at the CMT meeting on 12th January 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 to inform the Draft MTFS being prepared for the Cabinet on 22 January 2015 – followed by Joint Scrutiny Budget Committee on 27 January 2015.	endorsement from Cabinet	Corporate Management Team	
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".	03-Oct-2014 Continue to prioritise the Local Plan timetable. Additional resources put in place to adhere to the duty to cooperate and adhere to the timetable.	Director CPPs/Strategic Planning Team Support: CEO/Portfolio Member/Leader Director H&H/Director A&E	Rob Mitchell	
c) Review "bottom up" connectivity between partners and TBC resources at locality level and their senior representatives at TSP Board level	22-Jul-2014 This has been completed.	Director CPPs/Community Development Team (External/Peer support may be necessary). Support from relevant partnership	Rob Mitchell	

Action	Latest Note	Owner	Assigned To	Status
		organisations/data intelligence sources		
		Members		

2. Financial Planning & Viability

Action	Latest Note	Owner	Assigned To	Status
Action a) Monitor income flows and encourage innovative income generation options	Latest Note 15-Jul-2014 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 for outcomes in Tamworth, and the exploration and development of a Tamworth Borough Council approach to Commissioning 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 & Lowe successfully won the 'Quick Quote' process to develop a training course tailored to our	All CMT members with income generation capability/Service Heads/All	Assigned To Corporate Management Team	Status
	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			

Action	Latest Note	Owner	Assigned To	Status
	around further training/responding to skills gaps identified.			
	The need for changes to the Council's Constitution & 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:-			
	 to bid for grants up to £100k without referring back to Cabinet to bid for tenders for provision of TBC services to submit joint bids with partners 			
b) Consider broadening the terms of reference for Service Reviews in order to capture the more transformational outcomes from the process	03-Oct-2014 Additional questions around service transformation are now required to be addressed in the service review process	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.	Tony Goodwin; Rob Mitchell	
c) Monitor progress of workstreams against strategy profile - manage any emerging risk of back loading	07-Jan-2015 The planned quarter 3 update is due to be discussed at the CMT meeting on 12th January 2014 and the MTFS monitoring model updated to reflect the current	CEO/ED/DoF/Leadership	Stefan Garner; Tony Goodwin; John Wheatley	

Action	Latest Note	Owner	Assigned To	Status
	forecasts / position regarding the	1		
	implementation of the Sustainabil	ity Strategy		
	actions and their associated timet	able to		
	inform the Draft MTFS being prep	ared for the		
	Cabinet on 22 January 2015 – foll	owed by		
	Joint Scrutiny Budget Committee of	on 27		
	January 2015.			

3. Political & Managerial Leadership

Action	Latest Note	Owner	Assigned To	Status
a) Reality check the political statement that there are "No Sacred Cows" as early as possible.	30-Jan-2015 This action was completed when the issues, referred to as 'Sacred Cows' by virtue of their complexity, political risk or high degree of difficulty, were all included in the Sustainability Strategy as 'Options to be pursued'. Furthermore, progress has been made on a number of specific options, for example, reducing the number of Members per Ward: The CEO has written to the Boundary Commission requesting a review.	CEO via the presentation of options and proposals relating to service cuts and/or efficiencies. Support from CMT/Endorsed by Cabinet	Corporate Management Team	
b) Clearly define, articulate and then communicate the operating model that best describes the organisation going forward	30-Jan-2015 A joint report of the Leader of the Council and Chief Executive setting out and recommending the adoption of a Demand Management Operating Model is scheduled to be presented to Cabinet on 19th February, 2015. Subject to its approval, the outcomes of an associated Internal and External Communications Plan and a	CMT to draft the basis and rationale for a 'preferred' operating model. Cabinet & Partners to be consulted and to buy-in to new model	Corporate Management Team	

Action	Latest Note	Owner	Assigned To	Status
	comprehensive implementation process will ensure that these objectives are met in full.			
c) Sustain and develop means of improving skills and in-house expertise relating to forthcoming challenges.	08-Jul-2014 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).	Corporate Management Team	

4. Governance & Decision Making

Action	Latest Note	Owner	Assigned To	Status
a) Introduction of formal, annual Member induction training	30-Sep-2014 An on-line training programme is being developed for May 2015	Executive Management Team Supported by current Chairs/Democratic Services (Independent peer/professional support may be necessary).	Corporate Management Team	
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.	13-Jan-2015 Review to be completed in March 2015. Al members of relevant committees have had their training.	Executive Management Team Supported by current Chairs/Democratic Services (Independent peer/professional support may be necessary).	Corporate Management Team	
c) Consideration of a package of options designed to improve Scrutiny and other committees	13-Jan-2015 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	Corporate Management Team	

Action	Latest Note	Owner	Assigned To	Status
		may be necessary).		

5. Organisational Capacity

Action	Latest Note	Owner	Assigned To	Status
a) Sustain and build upon existing strategic relationships e.g., Lichfield and Staffordshire	03-Nov-2014 LDC formally offered support for purchase/development of their new web site. AG emailed LDC CE. Response received saying she would bear us in mind	Executive Management Team/All involved in existing arrangements	Corporate Management Team	
b) Early management structure review to focus upon "spans of control"	25-Jul-2014 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	22-Jan-2015 Following a recent audit, project and programme documentation (policy and templates) is being drawn up for corporate consumption.	CMT/TSP Support of OD Manager (Independent peer/professional support may be required).	Corporate Management Team	

7. Sustainability Strategy

Medium Term Financial Strategy 2014-2019 Monitoring, January 2015

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.

Executive Management Team (EMT) 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
D						
Projected Balances per MTFS Council February 2014	(3,232)	(1,968)	(500)	1,374	3,294	5,213
Revised Stress Tested:						
Central Case Forecast	(3,882)	(3,389)	(2,507)	(874)	1,147	3,542

The forecast has been updated to include:

- a) the improved projections contained within the latest projected outturn position;
- b) Technical adjustments as part of the base budget review reported to Cabinet in November 2014;
- c) Updated Local Government Finance Settlement grant indications following release of provisional allocations in December 2014:
- d) any known changes to the savings targets included within the current MTFS;
- e) updated impact on new homes bonus and council tax income from expected housing developments arising from discussions / joint working with Planning and Strategic Housing;

- f) Revised Business Rates income forecasts:
- g) Other strategic changes e.g. Pensions lump sum discount, LEP funding.

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 EMT the Central Case forecast identifies a surplus of £0.374m over 3 years with a shortfall of £4.042m over 5 years;

Changes have been introduced following service reviews in the following areas:

- a) Removal of 1 Cabinet Member & changes to SRA payable to Chair Licensing & Chair Audit & Governance Committees from 2015/16 - saving £12k p.a.
- b) Senior Management Review savings target of £200k from 2017/18;
- Tc) Events Voluntary Contributions to be requested (income target of £10k p.a.);

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 CPP Business Support Service Review saving £10k p.a. from a reduction in 0 CPP Business Support Service Review – saving £10k p.a. from a reduction in 0.4 FTE (Business Support Admin.);
 - e) Community Safety Service Review additional funding for 2 years of £15k p.a.
 - Community Development Service Review saving £45k p.a. from a reduction in 1 FTE (Head of Service);
 - g) Revenues & Benefits Service Review Saving £30k p.a. from a reduction in 1 FTE (Benefits Advisor).

Achievement of further savings is dependent on the outcomes of ongoing service reviews or workstream actions.

With regard to the Housing Revenue Account, an improved position is forecast:

HRA MTFS 2015/16-2019/20	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Projected Balances per MTFS Council February 2014	(4,315)	(1,395)	(1,265)	(1,286)	(1,492)	(1,492)
Revised:						
Revised Projected Balances	(4,664)	(1,716)	(1,165)	(1,005)	(1,089)	(993)

This follows inclusion of the technical adjustment and the reduced cost of the Housing Regeneration projects following preparation of the updated build programme.

8. Financial Health check Report

FINANCIAL HEALTHCHECK REPORT - PERIOD 9 DECEMBER 2014

Executive Summary

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

General Fund

Revenue

GENERAL FUND	YTD Budge t £000	YTD Spen d £000	Varianc e £000	Budge t £000	Predicte d Outturn £000	Varianc e £000
Chief Executive	134	145	11	-	19	19
Executive Director Corporate Services	87	(10)	(97)	511	330	(181)
Director of Finance	2,778	2,252	(526)	481	307	(174)
Director of Technology & Corporate Programmes	885	895	10	32	57	25
Solicitor to the Council	524	469	(55)	713	718	5
Director of Transformation & Corporate Performance	944	968	24	280	338	58
Director of Communities, Planning & Partnerships	1,677	1,563	(114)	2,957	2,857	(100)
Director of Housing & Health	376	329	(47)	1,144	1,110	(34)
Director of Assets & Environment	2,308	2,115	(193)	3,014	2,938	(76)
Total	9,713	8,726	(987)	9,132	8,674	(458)

- The General Fund has a favourable variance against budget at Period 9 of £987k (£1.08m at period 8).
- The projected full year position identifies a projected favourable variance against budget of £458k or 5.02% (£509k or 5.57% favourable reported at period 8).
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**).
- There was a balance of £85k remaining in the General Contingency Budget at the end of December 2014. It is recommended that £42k be released from this Contingency to support the Golf Course Project.

Capital

GENERAL FUND	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Technology & Corporate	110	32	(78)	123	38	(85)	85	_
Programmes		,	(1.5)			()		
Director of Transformation &	30	2	(28)	30	30			
Corporate Performance	30	2	(20)	00	30			_
Director of Communities, Planning &	2,540	137	(2,403)	3,149	157	(2,992)	607	(2,385)
Partnerships	2,540	157	(2,400)	3, 143	157	(2,332)	007	(2,303)
Director of Housing & Health	162	72	(90)	162	72	(90)	90	-
Director of Assets & Environment	761	386	(375)	872	586	(286)	206	(80)
Contingency	328	-	(328)	340	-	(340)	340	-
TOTAL GENERAL FUND	3,931	629	(3,302)	4,676	883	(3,793)	1,328	(2,465)

- Capital expenditure incurred was £0.63m (£0.74m reported at period 8) compared to a profiled budget of £3.93m (£3.68m reported at period 8).
- It is predicted that £0.88m will be spent by the year-end (£0.92m reported at period 8) compared to a full year budget of £4.676m (this includes re-profiled schemes from 2013/14 of £1.365m). There is a projected requirement to re-profile £1.33m of spend into 2015/16 (£1.29m reported at period 8).
- A summary of Capital expenditure is shown at Appendix B.

Treasury Management

- At the end of December 2014 the Authority had £31.94m invested in the money markets (excluding the £1.246m which is classified as sums at risk invested in Icelandic Banks). The average rate of return on these investments is 0.59% though this may change if market conditions ease. At this point it is anticipated that our investments will earn approximately £196k compared to the budgeted figure of £189k, a favourable variance of £7k.
- Borrowing by the Authority stood at £65.060m at the end of December 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 £3.831m at the year-end from normal revenue operations (£3.882m reported at period 8) compared to £3.231m projected within the 2014/15 budget report – an increase of £600k.

Housing Revenue Account (HRA)

Revenue

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Varianc e £000	Budge t £000	Predicte d Outturn £000	Varianc e £000
Director of Housing & Health	2,227	2,008	(219)	3,989	3,833	(156)
Director of Assets & Environment	(47)	(57)	(10)	1	(5)	(5)
HRA Summary	(10,608	(11,344	(736)	(3,004)	(3,194)	(190)
Total	(8,428)	(9,393)	(965)	985	634	(351)

- The HRA has a favourable variance against budget at Period 9 of £965k (£879k reported at period 8).
- The projected full year position identifies a favourable variance against budget of £351k (£169k reported at period 8). 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	Reprofile £000	Outturn £000
Director of Housing & Health	2,256	1,235	(1,021)	2,612	1,756	(856)	856	-
Director of Assets & Environment	3,200	2,687	(513)	4,774	4,227	(547)	496	(51)
HRA Contingency	75	-	(75)	100	-	(100)	-	(100)
TOTAL HOUSING REVENUE ACCOUNT	5,531	3,922	(1,609)	7,486	5,983	(1,503)	1,352	(151)

- Housing Capital expenditure of £3.92m (£3.47m reported at period 8) has been incurred as at the end of Period 9 compared to a profiled budget of £5.53m (£4.71m reported at period 8).
- It is predicted that £5.98m will be spent by the year-end (£6.53m reported at period 8) 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. Page 167

Balances

 Balances on the Housing Revenue Account are projected to be in the region of £4.846m at the year-end (£4.665m reported at period 8) compared to £4.314m projected within the 2014/15 budget report – additional balances of £532k.

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
Community Development	Actuarial Strain Payments	22,000	0	22,000	0	22,000	22,000	Unbudgeted costs following service review will, in part, be offset by savings across the directorate.
Page '	Contribution To Reserves	67,000	0	67,000	0	67,000	67,000	The Locality Commissioning Partnership will be awarding grants in 2015/2016 so a temporary reserve will be needed
Commissioning	Contribution From Staffs County Council.	(67,000)	0	(67,000)	0	(67,000)	(67,000)	Funding received in advance in respect of the newly formed Locality Commissioning partnership. Grants will be awarded in 2015/2016

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 Page 170	Legal Fees	9,061	10,000	(939)	10,000	0	10,000	Committee refusal against officer recommendation (Comberford Road). No budget exists to cover award of costs against Council. Budget has been created from additional income received,
	Fees & Charges Planning App	(207,446)	(107,470)	(99,976)	(140,000)	(140,000)	(280,000)	Further major applications are expected in the coming months, including an application for the golf course that will generate an income of £80k. Other developments could generate in the order of £80 i.e. Reserved matters for Anker Valley and outline applications for Dunstall Lane and Windmill Farm, Coton lane
Partnership Support & Development	LSP Support	600	4,230	(3,630)	5,650	(5,000)	650	Any underspend will offset unbudgeted costs following the service review on Community Development
	Voluntary & Community Sector	160	7,470	(7,310)	10,010	(10,000)	10	Any underspend will offset unbudgeted costs following the service review on Community Development

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	
	Salaries	26,955	69,840	(42,885)	93,120	(66,120)	27,000		
	Payments For Temporary Staff	27,156	0	27,156	0	27,160	27,160		
	Refund Of Fees	21,162	0	21,162	0	21,170	21,170	Following a decision made by	
Golf Course (In House)	Green Fees - 18 Hole	(39,427)	(64,000)	24,573	(65,260)	25,830	(39,430)	Cabinet on 11th September the golf course closed on 30th September in order to manage	
	Green Fees - 9 Hole	(28,988)	(79,000)	50,012	(80,230)	51,240	(28,990)	the financial risk.	
Page	Green Fees - 5 Day Season	(15,393)	(24,800)	9,407	(26,230)	10,830	(15,400)		
ge 1	7 Day Season	(27,886)	(35,040)	7,154	(35,040)	7,160	(27,880)		
Golf Course (Maintenance Of	Salaries	29,669	50,220	(20,551)	66,960	(37,290)	29,670	Following a decision made by Cabinet on 11th September the golf course closed on 30th	
Grounds)	Equipment Hire	17,638	30,070	(12,432)	38,500	(20,800)	17,700	September in order to manage the financial risk.	
Arta Davidanmant	Contribution To Reserves	39,000	0	39,000	0	36,000	36,000	Grant received in respect of I am Tamworth. It is likely that	
Arts Development	Government Grants	(39,000)	0	(39,000)	0	(36,000)	(36,000)	the majority of the grant will be spent.	
Commercial Property Management	Rents	(1,383,231)	(1,358,000)	(25,231)	(1,641,000)	(39,000)	(1,680,000)	Based on current occupancy levels - situation will be closely monitored throughout the year. This additional income will be used to offset reduced income on Marmion House,	

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
Industrial Properties	Rents	(646,934)	(628,000)	(18,934)	(675,000)	(22,000)	(697,000)	Based on current occupancy levels - situation will be closely monitored throughout the year. This additional income will be used to offset reduced income on Marmion House,
Marmion House	Rents	(70,645)	(71,670)	1,025	(75,170)	14,000	(61,170)	Additional income expected through Agile Working Project which is subject to on-going
T D	Contribution- Common Services	0	0	0	(121,790)	45,000	(76,790)	negotiations. This will be offset
ublic Conveniences	Salaries	33,370	34,920	(1,550)	46,550	(900)	45,650	Including impact of Service Review
Outside Car Parks	Short Stay Car Parking	(674,828)	(644,480)	(30,348)	(848,000)	(30,000)	(878,000)	Based on current occupancy levels trade in December encouraging despite the 2 free Saturdays - situation will be closely monitored for the remainder of the year.
Cemeteries	Cont To Reserves	32,142	0	32,142	0	32,000	32,000	Balance transferred to Retained Fund at year end. Fees were increased in January 2014 in line with Cabinet report which has resulted in additional income.
Public Spaces	Vacancy Allowance	0	(44,640)	44,640	(59,470)	59,470	0	Vacancy allowance overspent as full or nearly full establishment of staff
TBC Highways Maintenance	Maintenance Highway Related	101,013	76,950	24,063	102,540	(50,000)	52,540	Estimated figures from County limited to end of June

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
	Assets							
	Maintenance Of Water Courses	2,305	26,100	(23,795)	148,580	0	148,580	
	Contribution To Reserves	64,800	0	64,800	0	50,000	50,000	Any underspend on this cost centre will be transferred to the A5 Balancing Ponds retained fund at the year end
	Maintenance Of Roads (HRA)	0	34,740	(34,740)	46,320	0	46,320	
Pe	Maintenance Neighbourhood Ctr (HRA)`	0	8,370	(8,370)	11,120	0	11,120	Estimated figures from County limited to end of June
Page	Management Agreement	38,790	54,900	(16,110)	73,170	0	73,170	
Community Wardens	Salaries	256,909	260,280	(3,371)	347,020	5,845	352,865	This now includes the anticipated costs of the Service Review including any redundancy / actuarial strain and protection costs.
CCTV	Salaries	266,561	280,800	(14,239)	374,380	(830)	373,550	This now includes the anticipated costs of the Service Review including any redundancy / actuarial s
Joint Waste Arrangement	Specific Contingency	0	34,150	(34,150)	34,150	(34,150)	0	Specific contingency budget not expected to be used - budgets will be monitored closely throughout 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
Homelessness	Bed And Breakfast Cost	97,853	64,800	33,053	86,350	20,000	106,350	Increased expenditure due to increased demand on service. Review of B&B processes to be undertaken
	Bed & Breakfast Income	(99,771)	(64,740)	(35,031)	(86,350)	(20,000)	(106,350)	Increased income offsets expenditure
	Pensions	264,890	313,990	(49,100)	313,990	(49,100)	264,890	2014/15 saving arising from pre-payment of pension lump sum
Page	Specific Contingency	0	0	0	85,000	(43,000)	42,000	£50k saving projected at this stage
174	Vacancy Allowance	0	0	0	50,000	(50,000)	0	Offsetting budgeted savings target on service cost centres
Corporate Finance	NNDR Levy Payments	(0)	0	(0)	145,080	261,298	406,378	Increased levy contribution due to higher Section 31 grant level forecast Quarter 2 (50% levy)
	Government Grants	(357,680)	0	(357,680)	(150,000)	(156,112)	(306,112)	Higher Section 31 grant level forecast at Qtr2 (offset by increased levy & contribution to NNDR Reserve
	Fees & Charges	(81,184)	0	(81,184)	0	(81,184)	(81,184)	2013/14 Returned LEP Levy
Council Tax	Court Costs	(218,016)	(181,500)	(36,516)	(229,730)	(50,000)	(279,730)	Additional income above budget anticipated at this stage

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	
	Rent Allowances	8,131,456	7,844,750	286,706	11,222,320	(672,007)	10,550,313	Based on DWP claim @ P9	
	Non-HRA Rent Rebates	86,685	58,520	28,165	80,050	35,530	115,580	Based on e-Fins @ P9	
	Council Tenant Rent Rebates	8,559,731	8,478,720	81,011	11,540,740	(607,773)	10,932,967		
	Council Tenant Grant	(8,331,591)	(8,340,120)	8,529	(11,351,700)	607,407	(10,744,293)	Based on DWP claim @ P9	
	Private Tenant Grant	(7,913,965)	(7,678,140)	(235,825)	(10,984,660)	681,379	(10,303,281)		
Be nefits	Non-HRA Rent Rebate Grant	(78,010)	(47,710)	(30,300)	(65,320)	(36,093)	(101,413)		
age 1	Discretionary Housing Payment Grant	(107,370)	0	(107,370)	0	(107,370)	(107,370)	DHP Grant rec'd to date	
175	Overpayment Private Tenant	(422,671)	(251,460)	(171,211)	(335,310)	(228,251)	(563,561)		
	Overpayment Council Tenant	(302,892)	(222,840)	(80,052)	(297,120)	(106,736)	(403,856)	Based on e-Fins @ P9	
	PT Overpayment Recovery	92,644	0	92,644	0	123,525	123,525		
	Ct Overpayment Recovery	71,856	0	71,856	0	95,808	95,808		
Benefits Administration	Vacancy Allowance	0	(23,040)	23,040	(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
General - Operations	House Conditions Survey	22,500	55,390	(32,890)	60,500	(24,500)	36,000	Asset Management Strategy underway with further work planned for sheltered assets to inform the review
General - Operations	Consultants Fees	18,188	47,630	(29,442)	56,850	(30,000)	26,850	Work in progress for service charges and validation of sheltered housing review
Income Management	Other Supplies And Services	0	29,970	(29,970)	40,000	(30,000)	10,000	Potential underspend however in February 2015 universal credit will be coming in for single persons who are claiming JSA
O 176 HRA Summary	Contribution To Repairs A/C	2,778,419	3,088,170	(309,751)	4,117,600	0	4,117,600	Multiple contracts of which the Planned Maintenance is currently £52K overspent and the gas contract and Miscellaneous budget are underspent by £40K and £77K respectively. The Responsive Repairs contract is currently £229K underspent and discussions are on-going in relation to potential overcharging picked up through robust contract management
H R A Summary	Provision For Bad Debts	145,753	470,000	(324,247)	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	Specific Contingency	0	0	0	100,000	(100,000)	0	No issues currently identified which would require a call on this

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H R A Summary	Rents	(14,078,998)	(14,000,413)	(78,585)	(18,162,700)	(73,000)	(18,235,700)	Rent income is currently exceeding budget due to void levels being lower than budgeted. However the forecast is reducing month on month due to right to buy sales and properties being vacated pending demolition prior to regeneration

Capital Programme Monitoring

GENERAL FUND	YTD Budget £000	YTD Spend £000	Varianc e £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Technology & Corporate Programmes									
Replacement It Technology	20	14	(6)	20	20	1	-	-	Corporate Radios now live & project complete. Remaining budget to be utilised in support of agile working/thin clients
EDRMS (Electronic Document Records Management System)	66	18	(48)	79	18	(61)	61	-	Now live in Housing but HR Implementation put on hold until next year - remaining budget requested to be re-profiled.
© © © Gazetteer Development	24	-	(24)	24	,	(24)	24	-	Linked to CRM project - to be utilised to fund Data Manipulation Tool but not likely to be spent this year therefore requested to be reprofiled
TOTAL	110	32	(78)	123	38	(85)	85	-	
Director of Transformation & Corporate Performance									
Website	22	-	(22)	22	22	-	-	-	Budget required for improvements linked to Customer Services strategy
HR / Payroll System	7	2	(5)	7	7	-	-	-	Budget earmarked for development of the HR side of the system
TOTAL	30	2	(28)	30	30	-	-	-	
Director of Communities, Planning & Partnerships									
Castle HLF	90	58	(32)	90	58	(32)	-	(32)	Scheme completed Sept 30 final claim submitted to HLF

GENERAL FUND	YTD Budget £000	YTD Spend £000	Varianc e £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Assembly Rooms Development	1,835	79	(1,756)	2,432	80	(2,352)	-	(2,353)	Phase 1 nearly complete. As a report on final options to be submitted to Cabinet in February 2015 and a new capital bid will be submitted for the 2015/16 Programme. The 2014/15 budget will be underspent and funds returned to balances.
Castle Mercian Trail	350	1	(350)	350	20	(330)	330	-	Outcome of Bid to HLF expected early 2015. Will need to reprofile approx. £330k to 2015/16
Gateways	265	ı	(265)	277	-	(277)	277	-	Delay in the delivery of the scheme due to the County timescales.
TOTAL	2,540	137	(2,403)	3,149	157	(2,992)	607	(2,385)	
Director of Housing & Health									
ວ Grivate Sector Coalfields Fund	162	72	(90)	162	72	(90)	90	-	Waterloo scheme progressing well working with HCA. Grants to be reviewed Jan - Mar so will need to reprofile approx. £90k funding to 2015/16
T OTAL	162	72	(90)	162	72	(90)	90	-	
Director of Assets &									
Environment Disabled Facilities Grant	318	246	(72)	405	405	-	-	-	Sufficient works identified to take up full budget. Current waiting lists indicate a shortfall of approx. £200k. The shortfall will increase as more grant applications are received.
CCTV Camera Renewals	13	5	(8)	17	17	-	-	-	Enhancements and upgrades to existing equipment
Streetscene Service Delivery Enhancements	30	1	(30)	30	30	-	-	-	Delays in the full implementation of the new CRM system - future agile service delivery dependant on delivery of scheme.

GENERAL FUND	YTD Budget £000	YTD Spend £000	Varianc e £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Designate New Cemetery Land	21	10	(11)	21	10	(11)	10	(2)	Scheme complete awaiting final snagging and project sign off before final bills can be paid but unlikely to be till June 1015
Wigginton Park Section 106	54	-	(54)	54	-	(54)	54	-	New scheme created via October Cabinet Report - unlikely to spend in current year
Marmion House Agile Working	59	-	(59)	78	-	(78)	-	(78)	Project to be included in a new capital scheme for 2015/16 programme.
Broadmeadow Nature Reserve	137	124	(13)	137	125	(12)	12	-	Contract awarded November works won't be complete by March 2015 so will need to reprofile some funding to 2015/16
ப்பில் புலிய Open Space Section 106	123	1	(123)	123	-	(123)	123	-	Project group established - list of works currently be considered - likely to need to profile a significant amount to 2015/16
MX Track	7	-	(7)	7	-	(7)	7	-	Balance of external funding held for future capital works / needs
TOTAL	761	386	(375)	872	586	(286)	206	(80)	
GF Contingency	38	-	(38)	50	-	(50)	50	-	No spend anticipated - to be reprofiled and included in 2015/16 Capital Programme.
Cont-Return On Investment	160	-	(160)	160	-	(160)	160	-	No spend anticipated - to be reprofiled and included in 2015/16 Capital Programme.
Psig-HRA	130	-	(130)	130	-	(130)	130	-	Cabinet Nov 2013 approved use for Works in Default Scheme. Details of scheme being worked up likely to slip into 2015/16.
TOTAL	328	-	(328)	340	-	(340)	340	-	-
GENERAL FUND TOTAL	3,931	629	(3,302)	4,676	883	(3,793)	1,328	(2,465)	-

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Director of Housing & Health									
Gas Cent Heating Upgrade & Renewal 2012	600	453	(147)	749	749	-	-	-	Morrison advise they are completing around 9 boiler swaps per week and on track to spend this year's budget
Gas Heating Belgrave	240	171	(69)	319	319	•	-	•	Gas main installation completed following a slow take up of tenants arranging for gas meter to be fitted Morrison on track to complete this spend this year's budget and project to be fully completed next year
Garbon Monoxide Detectors လ	100	95	(5)	102	102	-	-	1	Program of installation started 06.10.14 and anticipated spend is £95k Mears confirm on track to complete work up to budget figure for this year and project to be completed next year.
nkers Green Project	425	470	45	531	531	-	-	-	Phase 2 of decant nearly complete and commenced CPO process to acquire other properties.
Kerria Estate Project	555	45	(510)	574	54	(520)	520	1	Project focus initially on Tinkers Green but commenced CPO process to acquire additional properties.
Regeneration General	336	-	(336)	336	-	(336)	336	-	Report to Cabinet Feb 2015 to agree Acquisitions Policy and way forward.
TOTAL	2,256	1,235	(1,021)	2,612	1,756	(856)	856	-	-
Director of Assets & Environment									
Structural Works	85	81	(4)	110	110	-	-	-	Insufficient budget to complete all identified works, some work will have to be deferred until 2015/16.
Bathroom Renewals 2012	639	609	(30)	851	851	•	-	-	Anticipate full spend at year end.

HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Kitchen Renewals 2012	764	579	(185)	1,019	1,019	-	-	-	Anticipate full spend at year end.
High Rise Lift Renewals 2012	98	1	(98)	393	-	(393)	393	-	Delays in dealing with leasehold consultation will result in project being delayed until Spring 2015
Fire Upgrades To Flats 2012	-	ı	-	553	553	-	-	-	Works due to commence final quarter of 2014
Thomas Hardy Court Heating Replacement	500	454	(46)	500	500	1	1	-	Works on site and due to complete Jan 15. Anticipate full spend
Roofing High-Rise 2012	43	-	(43)	43	-	(43)	43	-	Delays in leaseholder consultation will delay project until spring 2015
Roofing Overhaul & Renewal2012	110	112	2	147	147	-	•	-	Sufficient work identified to take up full spend at year end
Rencing/Boundary Walls 2012	32	32	-	32	32	-	•	-	Project complete
Window & Door Renewals 2012	286	252	(34)	286	286	1	-	-	Area based programme, sufficient work identified to take up full spend at year end.
N High Rise Balconies	24	1	(24)	60	-	(60)	60	-	Project now being linked with other structural works and unlikely to commence until spring 2015.
External and Environmental Works	253	198	(55)	353	353	•	-	-	Works on site, sufficient work identified to take up full spend. New schemes identified by TCG will be deferred until 2015/16.
Disabled Adaptations	154	205	51	205	205	•	-	-	There will be insufficient budget to fund the current waiting list. Some works will have to be deferred until 2015/16
Capital Salaries 2012	162	157	(5)	162	162	-		-	-
CDM Fees 2012	-	9	9	10	10	-	-	-	Tendered fee will be due in full at year end.
HRA Agile Working	51	ı	(51)	51	-	(51)	-	(51)	Project to be included in a new capital scheme for 2015/16 programme.
TOTAL	3,200	2,687	(513)	4,774	4,227	(547)	496	(51)	-

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HOUSING REVENUE ACCOUNT	YTD Budget £000	YTD Spend £000	Variance £000	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
HRA Contingency	75	-	(75)	100	-	(100)	-	(100)	-
TOTAL	75	-	(75)	100	-	(100)	-	(100)	-
HOUSING REVENUE ACCOUNT TOTAL	5,531	3,922	(1,609)	7,486	5,983	(1,503)	1,352	(151)	-

<u>Treasury Management Update – Period 9 - 2014/15</u>

Investments held as at 31st December 2014:

Borrower	Deposit	Rate	From	То	Notice
	£m	%			
Lloyds TSB	1.00	1.00	10/11/2014	09/11/2015	-
Lloyds TSB	1.00	1.00	01/10/2014	01/10/2015	-
Lloyds TSB	1.00	1.00	31/10/2013	30/10/2015	-
Bank of Scotland	2.00	0.95	12/02/2014	11/02/2015	-
Nationwide	1.00	0.66	07/11/2014	07/05/2015	-
Nationwide	2.00	0.64	08/07/2014	08/01/2015	-
Nationwide	1.00	0.64	15/07/2014	15/01/2015	-
Barclays	2.00	0.50	03/11/2014	03/02/2015	-
Barclays	1.00	0.63	05/12/2014	05/06/2015	-
Barclays	1.00	0.61	05/09/2014	05/03/2015	
Standard Chartered	2.00	0.64	02/10/2014	02/04/2015	-
Coventry	1.00	0.45	02/10/2014	05/01/2015	
Coventry	2.00	0.45	22/12/2014	23/03/2015	-
Coventry	1.00	0.45	20/10/2014	19/01/2015	
Santander UK plc	3.00	0.70	10/10/2014	10/04/2015	
Leeds Building Society	2.00	0.42	15/10/2014	19/01/2015	
Santander	1.00	0.40	-	-	On call
MMF - Deutsche	0.01	0.38*			On call
MMF - PSDF	3.80	0.38*	-	-	On call
MMF – IGNIS	3.13	0.42*	-	-	On call
Total	31.94	0.59 (avg)			_

^{*} Interest rate fluctuates daily dependant on the funds investment portfolio; rate quoted is approximate 7 day average.

External Borrowing as at 31st December 2014:

rowing from PWLB				
Loan Number	Rate	<u>Principal</u>	<u>Start</u>	<u>Maturity</u>
468372	11.625%	1,000,000	29/03/1990	18/08/201:
468478	11.750%	2,000,000	23/04/1990	18/02/201
475875	8.875%	1,200,000	29/04/1995	25/04/205
478326	8.000%	1,000,000	17/10/1996	17/10/205
479541	7.375%	1,000,000	28/05/1997	28/05/205
479950	6.750%	2,000,000	02/10/1997	03/09/205
481087	5.625%	3,000,000	22/06/1998	22/06/205
481641	4.500%	1,400,000	09/10/1998	09/10/205
483694	4.875%	92,194	21/12/1999	18/10/205
484204	5.125%	2,000,000	20/04/2000	18/10/201
488835	5.000%	2,000,000	01/07/2004	01/07/203
490815	4.250%	1,000,000	24/11/2005	24/05/203
494265	4.430%	2,000,000	21/01/2008	01/01/203
494742	4.390%	700,000	15/08/2008	15/08/205
500759	3.520%	5,000,000	28/03/2012	28/03/205
500758	3.510%	5,000,000	28/03/2012	28/03/205
500757	3.510%	5,000,000	28/03/2012	28/03/205
500761	3.510%	5,000,000	28/03/2012	28/03/205
500755	3.500%	5,000,000	28/03/2012	28/03/205
500756	3.500%	3,000,000	28/03/2012	28/03/205
500753	3.500%	1,000,000	28/03/2012	28/03/205
500760	3.490%	5,000,000	28/03/2012	28/03/206
500762	3.490%	5,000,000	28/03/2012	28/03/206
500754	3.480%	5,668,000	28/03/2012	28/03/206
Total		65,060,194		

ICELANDIC BANKING SITUATION AS AT 31/12/2014

	Deposit with;	Ref Number	Date Invested	Amount		%
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			155,000		
	rate fluctuations)					
	Total of Claim			3,155,000		
	Repayments Received to date			(2,554,432)		80.96
	Outstanding at 31/12/2014			600,568	**	
	Estimated Remaining			600,568		

*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 outside the country. **Interest will accrue on these funds untill the date of final settlement, the final payment value may also be subject to exchange rate fluctuations. - Best case recovery 100%

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
	Outstanding at 31/12/2014			90,047	
	Estimated Remaining			0	

- 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).

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			(2,619,586)	82.50
	Outstanding at 31/12/2014			555,670	
	Estimated Remaining			87,320	
	- Current indications project an 82.5% recovery of	our investments	3		

<u>Summary</u>			
Total Principal	7,5	00,000	
Interest	3	35,383	
Total of Claim	7,8	35,383	
Repayments Received to date	(6,58	39,098)	84.09
Outstanding at 31/12/2014	1,2	46,285	
Estimated Remaining	6	87,888	

- 1 Registered Bank in Iceland In Administration under Icelandic Law
- 2 & Registered Bank in UK In Administration in UK by Ernst & Young
- 3 Under English Law

Total Estimated Recovery (including Outstanding) Total Estimated % Remaining

7,276,986 92.87%

CABINET

Agenda Item 9

THURSDAY, 19 FEBRUARY 2015

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION

TINKERS GREEN AND KERRIA CENTRE REGENERATION- MASTER PLAN

EXEMPT INFORMATION

n/a

PURPOSE

To agree master plan proposals for the Regeneration of Tinkers Green and the Kerria Centre prior to submission for outline planning permission

RECOMMENDATIONS

- That the summary Master Plan proposals are agreed
- That the Director of Housing and Health and Portfolio Holder for Economy and Education are authorised to submit an application for outline planning permission based on the proposals
- That the Director of Housing and Health and Portfolio Holder for Economy and Education are authorised to progress the procurement of a development partner

EXECUTIVE SUMMARY

The regeneration of the Tinkers Green and Kerria Centre estates form an important ambition for the Council with the approval for the scheme given in November 2012. Since this date a number of update reports have been received by Cabinet with the latest report received on 11th December 2014. The delivery of the regeneration scheme has been progressed in accordance with an overall project plan shown at **ANNEX A** to this report.

This report marks an important point in the delivery of the project with the agreement of Master Planning Proposals which will be submitted for outline planning agreement. This will enable the progression of the project and in particular the appointment of a development partner for the project.

In developing the master Plan proposals extensive community consultation has been undertaken and local residents have been invited to review and comment on master planning proposals. Residents views have been central to the development of the proposals and the details of consultation exercises are attached at **ANNEX D** and **ANNEX E** to this report. Key options considered in the development of the master planning proposals are shown under the heading Options Considered below.

During the development of the proposals and the ongoing delivery of the project a cross party Members Group has met at key stages to ensure continued member engagement. This has been very successful and it is intended that this engagement will continue.

The proposals balance a number of competing considerations with the main driver being the need for investment to regenerate neighbourhoods and update currently unsuitable housing. A summary of the master plan proposals with the estate layout plans are shown **ANNEX B**.

It should be noted that the master planning stage is intended to provide a framework for the development of more detailed plans. A developer will support the Council in updating its plans and a detailed planning application will be submitted in accordance with the timescales outlined at **ANNEX A**.

In support of the proposals to move forward to the next stage of the project an updated financial appraisal has been undertaken. This is explained under the heading Resource Implications below. Budgetary provision has been made in accordance with this appraisal. Members will however be aware that the financial cost of the scheme cannot finally be assessed until a contract for development has been let.

The procurement of a development partner will now progress in accordance with the project plan. This will commence the process of agreeing detailed proposals and will involve consideration of key design issues including detailed consideration of elevations and design features including considerations of social value issues. During this process engagement will be maintained with residents, members and stakeholders. Two 'design' examples are provided at ANNEX C giving a visual impression of the finished designs. Members will note these are examples only. The original procurement by which the Council appointed GVA to support the delivery of the project included proposals and costs for the management of the development stage based on a percentage (0.7%) of the Capital cost of the procurement. This procurement was structured to enable the Council to implement an alternative method for delivery of this work to ensure greatest flexibility. In progressing the procurement of a Developer the Director of Housing and Health in consultation and Portfolio Holder for Economy and Education as authorised in the recommendations above will evaluate the original proposal and make a decision whether to appoint GVA or to implement an alternative approach.

A Risks Management Strategy Risk for the project is shown at **ANNEX F**. This has been regularly updated by the project team throughout the delivery of the project to date.

OPTIONS CONSIDERED

The development of the master Planning proposals has involved the consideration of multiple options and evaluation of a range of information from multiple sources. These considerations have been informed by the original objectives of the project shown in the Executive Summary. This has required competing priorities to be balanced. The key options which have driven the proposals are shown below:

One: Site density and property numbers: As outlined in this report the original proposals for the site included an assumed density based purely on theoretical assumptions. Following the completion of site investigations and evaluation by architects the potential numbers have reduced to ensure the delivery of regeneration for the area

	Benefits	Risks
Option One: Maximise the number of properties by inclusion of high density accommodation	Increases New Homes Bonus Increased revenue to the HRA and general fund Greater contribution to meeting housing need numbers	Implies the inclusion of high numbers of flats with a high risk of duplication of the problems of the past Environmental and infrastructure issues including pressure on parking requirements increase Difficulty ultimately in letting properties as environmental and ASB issues impact The benefits of the regeneration are negated as is the value of the

		investment
Option Two: Redevelop with lower net numbers of properties to those currently provided	Lower Capital cost	Financial impact through net loss of New Homes Bonus and other revenue Immediate and long term impact on the HRA Business Plan Reduced ability to meet housing need No material improvement in quality of layout or sustainability of communities Negative impact on local facilities including threat to local school numbers
Option Three: Provide a density which allows for the creation of sustainable communities whilst ensuring at least like for like replacement with an increase in numbers where appropriate	Provides for attractive layouts and sustainable communities Provides a range of property to meet housing need Supports continued financial sustainability Supports sustainability of local infrastructure (local schools etc) This approach is in line with feedback received through resident and stakeholder consultation	Risks are considered elsewhere in this report and as part of the risks assessment attached as ANNEX E.

Two: Re-provision of Community and Retail Facilities: At present both sites include some retail provision and Kerria currently includes community facilities. Consideration has been given the level of re-provision which is achievable and desirable **Benefits** Risks Option One: Re-provide Avoids any loss of facilities Such provision will reduce retail and community or cessation of business the amount of residential facilities on a like for like accommodation on the site basis based on current It is unlikely that there will be sufficient interest to ensure provision properties are let at rents capable of providing total cost recovery Alternative services and facilities are available Consultation does not support this level of provision Option Two: do not re-None material This is not in accordance provide retail and with community consultation community facilities on or market intelligence Loss of current income to either site the General Fund will not be mitigated by re-provision

	retail facilities within the Kerria centre with the aim of attracting a provider capable of delivering choice and value for local residents the the the the the the the the the th	his option is consistent with the outcomes of consultation and supported by market valuation his has the potential to upport the delivery of orporate objectives ansures the continuation of recognised deighbourhood centre, his option provides a mancially sustainable model	Some residents may be concerned at a loss of facilities Existing occupation arrangements will be the subject of negotiation
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Three: Tenure Mix and the inclusion of owner occupied dwellings: Consideration has been given to the inclusion of owner occupied dwellings on the site in order to achieve tenure mix. Financial appraisal has identified that inclusion of owner occupation will have a net negative impact on the future HRA business plan

	Benefits	Risks			
Option One: Do not include owner occupied dwellings within the redevelopments	This potentially impacts favourably on the HRA as rental income accrues following the 'pay back' of the Capital outlay Maximises the supply of affordable rented housing for allocation to households on the Council's register	It is considered good practice for new affordable housing developments to be mixed tenure in order to ensure the economic viability of the area By not mixing tenure the Council could be creating social housing 'ghettoes'			
Option Two: Include an element of owner occupied dwellings	May help to make communities more resilient and support the development of mixed communities Provides an opportunity to explore the potentially for delivery of 'shared ownership' models	Impacts negatively on HRA business Plan in the longer term with an annual loss of income of estimated £44m per annum (c.£1m over 30 years). However this is potentially offset by a Capital receipt of c.£1m if the properties can be successfully marketed. Reduces the opportunity to meet demand for affordable rented housing			

On balance it is considered that the Council should progress on the principal of 100% affordable rented homes on the two sites. It is noted that the two areas are relatively small redevelopments and are surrounded by a concentration of owner occupied dwellings. However, it is also considered that this is an issue that should be informed by review with the Council's development partner once appointed. This will be important in ensuring that the development and market expertise of this partners is maximised. The Planning application has therefore identified the matter of owner occupied dwellings as a reserved matter with a minimum level of affordable rented housing being identified. This enables the Council to effectively keep its options open and allows further consideration. In order however to ensure proper financial provision the financial modelling includes an assumption for 100% affordable rented housing.

Four: Flats above retail units. Concern has been expressed at the sustainability of the provision of flats above the proposed retail unit at Kerria. These concerns centre on the poor quality of some existing provision and relate to design issues including access.

	Benefits	Risks
Option One: Remove these	Addresses concerns over	This will impact on the
dwellings from proposals	the sustainability of these	Council financially in relation
	dwellings	to the New Homes Bonus
	May increase the	Although there would be a
	attractiveness of the retail	reduction in the initial capital
	provision to a provider	cost to the HRA of c.£0.8 m
		there would be a loss of
		revenue of £35k per year
		impacting on the HRA
		business plan (c.£1m over
		30 years). It would also
		mean a loss of new homes
		bonus for the General Fund
		of £9.6k p.a. (£57.6k over 6
		years).
		The loss of these dwellings will impact negatively on the
		Council's ability to meet
		demand for affordable
		rented properties
		Removes the opportunity to
		review design principals and
		potentially allay concerns
Option Two: Include these	Supports the sustainability	No high risk issues identified
dwellings in the proposals	of the Council	The mgm new results rathing a
subject to further	Maximises the opportunity	
consideration of design	for demand for affordable	
factors with development	rented housing to be met	
partner	Provides the opportunity for	
	design considerations to be	
	explored and concerns to be	
	allayed.	
	Generates additional new	
	homes bonus for the Council	
The master planning proposal		
accordance with Option Two a	above	

These options mean that property numbers to be delivered differ from those originally reported as follows:

	Revised	Originally	Difference	Existing	Difference
		Planned			
Kerria	44	60	16	36	(8)
Tinkers					
Green	108	127	19	100	(8)
	-				
Total	152	187	35	136	(16)

The reduced property numbers will mean a notional loss of income over the 30 year business planning period of c.£4.6m (offset by lower build costs) and new homes bonus of £246k (over 6 years).

RESOURCE IMPLICATIONS

In assessing the overall cost of the scheme the Council has updated financial forecasts based on the master plan proposals. Financial provision has been made within Council's MTFS to cover the updated estimated costs.

The Council's consultants GVA have reviewed the proposed schemes and whilst it is not possible to give definitive figures until a development partner has been selected, they estimate the "all in" build costs for the two sites would be in the order of:

- 1. Tinkers Green £10,100,000 (£93.5k per dwelling based on 108)
- 2. Kerria Centre £4,700,000 (£107k per dwelling based on 44)

These figures include for the construction of the developments including the construction of the properties as well as the on-site infrastructure and external works – and they have also made an allowance for the demolition of the existing buildings and site clearance (and that there will be no abnormal ground conditions and that there are no major issues with the availability of services and drainage).

These figures exclude professional fees and other added costs such as disturbance payments, acquisitions and CPO costs (an estimated £3.65m had previously been included for these costs).

These estimates are significantly lower than the original estimates (full project costs):

	Kerrria Original Budgets	Tinkers Green Original Budgets	Kerria Updated Figures	Tinkers Green Updated Figures
Construction Costs	6,279	13,283	4,700	10,100
Site Clearance	225	500	-	-
Disturbance Payments	383	799	383	799
СРО	500	700	500	700
Retail units	500	250	500	250
Acquisition of EFHI	528	-	528	-
Development Costs	-	-	-	-
Professional Fees	-	-	423	909
Total	8,415	15,532	7,034	12,758
Total (Both)		23,946		19,792
Less Sales*		(1,298)		-
Net		22,648		19,792
Change		-		(2,856)

^{*} No sales assumed in updated projections

Implications

The lower cost estimates will mean a lower contribution from the HRA to capital spend.

Updated Projections for the Draft MTFS (excluding costs incurred in previous years):

Housing Capital	2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
Programme	£	£	£	£	£	£
Regeneration Schemes						-

 Kerria	240,000	848,150	1,810,640	3,805,250	-	6,704,040
Tinkers Green	1,314,340	2,162,050	6,640,000	1,634,000	-	11,750,390
Total	1,554,340	3,010,200	8,450,640	5,439,250	-	18,454,430
Proposed Financing:						
Capital Receipts from add Council House Sales	-	768,200	-	175,000	-	943,200
Regeneration Revenue Reserves	373,340	-	-	1,947,950	-	2,321,,290
Revenue Contribution to Capital Outlay in Year	1,181,000	-	3,478,640	3,316,300	-	7,975,940
Unsupported Borrowing	-	2,242,000	4,972,000	-	-	7,214,000
Total	1,554,340	3,010,200	8,450,640	5,439,250	-	18,454,430

The revenue implications of the scheme have been reflected within the policy changes within the HRA 5 year MTFS.

LEGAL/RISK IMPLICATIONS BACKGROUND

The comprehensive risk management strategy for the project is shown at **Annex F**. This includes an evaluation of risks and identifies mitigations. This is regularly updated by the project team.

In highlighting particular risks associated with this report and the next stage of the project members will note:

A key area of risk for the next stage of implementation relates to the procurement of a developer to complete the scheme. There is a risk that the scope and nature of the development does not attract a developer. To mitigate this risk the Council has undertaken market testing with developers to test interest. This has shown a positive result with the indication that the work will be of interest to developers.

Until a contract has been tendered final costs cannot be assessed. In mitigation appropriate budget provision has been made for the completion of the scheme and the updated financial assessment is based on the best available information. However, until a contract is let final costs cannot be updated.

Also related to the above are potential ground conditions which may affect the delivery of the scheme. It is not possible to fully assess the ground conditions of any development until demolition pre-construction phase commence. In mitigation relevant surveys and investigation have been undertaken as appropriate to this stage of the development process.

Further risks lies with the planning process itself and the master plan will be subject to challenge by both statutory agencies and through statutory public consultation. To mitigate this and to eliminate the possibility of legitimate planning concerns the Council has engaged with local residents and relevant agencies in the development of the proposals. If work is required to redesign the master plan due to negotiation with the planning authority there may be additional cost incurred. These additional costs will be met from existing budgets allocated for the delivery of the project.

For further detail on project risks members are referred to the risk management strategy at

SUSTAINABILITY IMPLICATIONS

The redevelopment of housing is a powerful tool in delivering the regeneration of neighbourhoods. The Council, through its Growth and Regeneration Plan has identified an ambition to improve Tamworth 'the place' through a range of infrastructure initiatives and projects. The redevelopment of these neighbourhoods will contribute to improvement in the environment and provide appropriate housing to support communities and individual households to be safe, healthy and prosperous.

The project will also contribute to wards the sustainability of the HRA though the provision of new, high quality homes within the asset base. The provision of a modern retail facility will also benefit the general fund.

REPORT AUTHOR

Rob Barnes: Director Housing and Health

LIST OF BACKGROUND PAPERS

APPENDICES

ANNEX A- Overall project timescales

ANNEX B- Master Plan proposals

ANNEX C- Examples of Designs

ANNEX D- Community Consultation Kerria

ANNEX E- Community Consultation Tinkers Green

ANNEX F - Risk management strategy

Tinkers Green and Kerria Regeneration Project Timeline 2014- 2018

		20	14			20	15			20	16			20	17			20	18	
	Q 1	Q 2	Q 3	Q 4																
Site Investigations																				
Consultation																				
Outline Planning Process																				
Procurement Developer																				
CPO Process																				
Tinkers Green Decant																				
Tinkers Green Demolition																				
Tinkers Green Construction																				
Kerria Decant																				
Kerria Demolition																				
Kerria Construction																				

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Tinkers Green and Kerria Centre: Master Plan Proposals

Tinkers Green

• The description of development on the outline application is proposed to read:

"Comprehensive redevelopment consisting of the erection of up to 108 residential (Class C3) dwelling units, associated car parking and means of access, with all other matters reserved."

- The mix of dwellings proposed for illustrative purposes will be as follows:
 - 18 x 1-bed apartments
 - 18 x 2-bed apartments
 - 50 x 2-bed houses
 - 19 x 3-bed houses
 - 3 x 4-bed houses
- Confirmation of the mix and tenure will be determined at the Reserved Matters stage; for the purposes of the outline application we are suggesting that at least 80% of the dwellings will be affordable e.g. available at social / affordable rent.
- The scheme will retain and upgrade the existing children's play facility at Linthouse Walk.
- All dwellings are to be built out to Sustainable Homes' Code Level 4 standard (or equivalent of), optimising the use of energy efficiency and renewable technology measures within their overall design.
- The illustrative layout has been designed on best practice principles, ensuring its meets with the criteria set out draft Policy HG3 of the emerging Tamworth Borough Local Plan (e.g. promoting accessibility for pedestrians and cyclists, designing out crime with clearly defined, defensible private garden spaces, and improving the general attractiveness of the area).
- The illustrative layout identifies 170 parking spaces; majority of dwellings have 2 spaces in line with Local Plan standards.
- The majority of buildings will be of two-storey height and traditional design, in keeping with the surrounding context of the site.
- A development density of 47 dwelling per hectare will be achieved, ensuring the Council's minimum requirement of 40 dph is met.
- The redeveloped estate will be served by existing retail and service facilities at Hockley Road Neighbourhood Centre, which includes a Londis convenience store (10 mins' walk from the site).

Kerria

• The description of development on the outline application is proposed to read:

"Comprehensive redevelopment consisting of the erection of up to 44 residential (Class C3) dwelling units, retail (Class A1) unit of up to 381 sq m gross, associated car parking and means of access, with all other matters reserved."

- The mix of dwellings proposed on the illustrative masterplan will be as follows:
 - 8 x 1-bed apartments
 - 4 x 2-bed apartments
 - 24 x 2-bed houses
 - 8 x 3-bed houses
- The retail unit will be traded by a convenience store operator (the net sales floorspace, opening and delivery times will be determined by a condition in the Reserved Matters planning permission).
- The masterplan makes provision for 81 car parking spaces (majority of dwellings to be served by two spaces).
- The majority of buildings will be two-storey height and of traditional design. It
 is envisaged that some apartments will be provided over the retail unit; this
 could create a three-storey building or alternatively, a two-storey building with
 dormer windows in the roofline).
- The development density achieved would be 42 dwellings per hectare, thus exceeding the minimum required by the emerging Development Plan.
- All dwellings are to be built out to Sustainable Homes' Code Level 4 standard (or equivalent of), optimising the use of energy efficiency and renewable technology measures within their overall design.
- The overall design rationale for the site is based upon best practice principles in line with that adopted for Tinkers Green.





Annex C: Examples of Design





A Bilfinger Real Estate company



Report

GVA 3 Brindleyplace Birmingham B1 2JB



Kerria Estate Redevelopment Statement of Consultation

Tamworth Borough Council

February 2015





Prepared By: Laurence Holmes

Status Principal Planner

Date 03/02/2015

Reviewed By: Simon Phillips

Status Associate

Date

For and on behalf of GVA Grimley Ltd

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- 2. Consultation Map
- 3. Consultation Feedback Forms (First Consultation)
- 4. Consultation Feedback Forms (Second Consultation)
- 5. Initial Masterplan Options
- 6. Preferred Options
- 7. Press Articles



1. Introduction

- 1.1 This report has been prepared by GVA on behalf of Tamworth Borough Council to assess the outcomes of a two-stage consultation process which was undertaken in respect of the proposed redevelopment of the Kerria estate in Amington, Tamworth.
- 1.2 This first stage of public consultation, undertaken in July 2014, presented three initial options for redevelopment; the responses received were assessed and a number of recommendations were outlined in an Interim Consultation report to the Council. This culminated in the preparation of a 'Preferred Option' masterplan for the estate, which was the subject of further public consultation in January 2015.
- 1.3 Each of the consultations was informed by a Community Engagement Strategy which was prepared by GVA to guide the process; this document was the subject of review and dialogue with key stakeholders, including local councillors, to ensure that the focus and brevity of engagement was correct.
- 1.4 The findings and initial recommendations arising from the first consultation exercise were instrumental in shaping a 'Preferred Option' proposal for the redevelopment of the estate, helping to ensure that the needs and objectives of local people are met and their preferences reflected in the design and layout of development.
- 1.5 Additionally, listening and responding to the feedback of local people on the 'Preferred Option' has been imperative in ensuring that the redevelopment of Kerria, when completed, provides an exemplar model for successful urban regeneration which is able to inspire other estate renewal projects both regionally and nationally.
- 1.6 The remainder of this report is structured as follows:
 - Section 2 details the format of the consultation undertaken, the key groups consulted, and the timescales in which this was done;
 - Section 3 analyses the consultation responses received, identifying the key issues, needs and preferences of respondents; and

- Section 4 sets out the conclusions and key recommendations arising from the consultations, as well as the process and timescales for moving forward.
- 1.7 A copy of the consultation material, local press coverage, feedback forms and the Initial and Preferred Option masterplan options are contained in the appendices of this report.



Consultation Format

- 2.1 The consultation undertaken consisted of a two-stage approach; the first stage actively sought views on three initial options, whilst the second stage sought views on a 'Preferred Option Masterplan'. At both stages, opinions informed the planning and design process for the redevelopment of the Kerria Estate. As set out in the introduction to this report, this process was informed by earlier work which was undertaken on behalf of the Council to establish who should be consulted and how best this could be achieved.
- 2.2 During the first consultation, local residents and other key stakeholders were invited to view three initial options which envisaged how the Kerria Estate could be transformed. Whilst these are explained in further detail later in this section, the initial options were intended to stimulate ideas and debate as to what would be a successful form of development for the Kerria Estate, and one which would best meet the needs and objectives of local people.
- 2.3 Informed by the first consultation exercise, a Preferred Option Masterplan was prepared. Views and comments of local residents and other key stakeholders were once again canvassed, with a view to ensuring that the eventual scheme for redevelopment would accommodate the requirements for local people (based on identified needs), whilst meeting economic, social and environmental sustainability objectives.

Who was consulted?

- 2.4 Whilst the consultations were open to anybody with an interest in the redevelopment and regeneration of the Kerria Estate, the following groups and representatives actively participated and provided feedback on the proposals:
 - Existing residents of the Kerria Estate;
 - Residents living within the area surrounding the Kerria Estate;
 - Community Together CIC;
 - Kerria Centre and Neighbourhood Community Group;

- Local business owners;
- Local councillors:
- Staffordshire Police:
- Tamworth Borough Council Tenant Consultative Group;
- Tamworth Borough Council Housing Management Team; and
- Tamworth Borough Council Development Control.
- 2.5 It is important to note that additional groups and representatives not identified within the list above had the opportunity to participate and provide feedback throughout this process.

How were groups and representatives consulted?

- 2.6 The consultation was conducted in a variety of ways, in order to give sufficient opportunity for different groups and representatives to provide their views in a setting which was appropriate for them. The following methods were used:
 - A two-day public consultation event showcasing the initial options was held at the Kerria Community Centre, to which local residents, business owners, ward councillors and other groups and representatives were invited to attend.
 - The first event was held between 4pm and 7pm on Thursday 10th July 2014, whilst
 the second event was held between 10am and 12pm on Saturday 12th July 2014.
 This was designed to ensure that as many people as possible would be able to
 attend at least one of the events, having regard to work commitments and other
 time constraints.
 - A meeting with the Council's Tenant Consultative Group was held on 2nd July 2014 at the Council's offices. Members of the group were briefed on the initial options for the redevelopment of the Kerria Estate and were able to view plans and ask questions.
 - A meeting was held with the Council's Housing Management Team on 12th June
 2014, during which attendees' views were gathered and information was

- provided as to the planning and design rationale behind the initial options for redevelopment, as well as indicative timescales.
- An 'Ideas and Aspirations' meeting was held with local councillors 6th May 2014 which enabled the Council and GVA as its appointed town planning consultants to obtain an insight into the key issues affecting constituents in the local area, with feedback received as to how these could be addressed through the planning process.
- A meeting with the Council Leader and Local Councillors and Cross-Party
 Working Groups was held at the Council on 26th February 2014.
- Meetings were held with the Council's Development Control Officers on 29th
 January 2014 and 20th June 2014 in order to identify key issues in respect of
 planning and design matters, and agree timescales and the format for public
 consultation.
- A meeting was held with the Council's Portfolio Holder for Public Housing and Vulnerable People on 20th June 2014 to discuss and review the initial options identified for the redevelopment of the Kerria Estate, the findings of which were shared amongst the ward councillors and other key stakeholders within the Council.
- A website showcasing the initial options for the redevelopment of the Kerria
 Estate was set up in conjunction with the staging of the public exhibition events
 and will remain live throughout the project. This includes all of the initial options
 that were available to view at the events, background information, a video
 explaining the options, and indicative timescales for moving forward.
- Meetings were held with the Council's Cross Party Working Group and Tenants'
 Consultative Group on 12th and 13th January 2015 respectively, to gather views on the Preferred Option masterplan for the estate.
- A second public consultation event, showcasing the Preferred Option, was held at the Kerria Community Centre, to which local residents, business owners, ward councillors and other groups and representatives were invited to attend.
- The second event was held between 1pm and 3:30pm on Saturday 24th January
 2015. This was designed to ensure that as many people as possible would be able to attend, having regard to work commitments and other time constraints.

How were groups and representatives notified?

- 2.7 The consultation events were publicised using a variety of methods to ensure everybody wishing to view the initial options, and the subsequent preferred option, would be able to provide their feedback. Prospective consultees were notified by the following means:
 - Postcards advertising the date, time and contact details of the events, in addition
 to a website address and telephone number to obtain further information for
 those unable to attend, were hand-delivered to all addresses within the Kerria
 Estate and those in the surrounding area, for all of the events. The latter was
 determined using a consultation area map which identified roads whose residents
 would be most affected by the redevelopment and/or likely to use the existing
 facilities on the estate. A copy of the map and postcard are attached at
 Appendix 2 and 1 respectively.
 - Advertisements for the consultation events were placed in local schools, within the public reception area of the Council's offices, within the Kerria Community Centre, and in local schools.
 - Information on the events was provided on the Council's website with a link to additional details including the initial options and background information.
 - Two press articles featured in the Tamworth Herald on 9th and 11th July 2014, providing information on the Council's vision for the redevelopment of the Kerria Estate and details of the consultation events being held. Subsequently the preferred option was featured in the Tamworth Herald on 29th January 2015. A copy can be seen at Appendix 7.
 - Notices for both consultation stages were also placed in the Tamworth Herald newspaper.

By what means were respondents able to provide feedback?

2.8 Respondents to the consultation were able to provide their views in a variety of ways.

These included the following:

- Responding verbally to the Council's representatives and its appointed consultant team of architects, town planning and highway consultants, who were on-hand at the events to answer questions and provide information;
- Completing feedback forms in which written comments were invited on what
 respondents considered to be the key issues to be addressed, the size and type of
 housing required, and their preferences in terms of the density, layout and style of
 development;
- Respondents were able to deposit feedback forms within a comments box
 provided at the events, which remained in the Kerria Community Centre together
 with details of proposals after each of the event. Alternatively, feedback forms
 could be returned by post;
- Providing comments online via the Council's dedicated website link
 (http://yourhometamworth.wordpress.com) or via its email address
 (regeneration@tamworth.gov.uk); and
- Using social media by responding to the Council's "Twitter" account
 (@TamworthCouncil) or viewing a short film which was uploaded on video-sharing
 website "YouTube" and describes the initial options, design concepts and
 timescales with the opportunity to provide comments beneath.

Initial Options

- 2.9 The consultation groups and key representatives were invited to view three initial masterplan options for the redevelopment of the Kerria Estate. These are contained at **Appendix 5** of this report. The initial options were prepared by appointed architects BM3, whose brief was led by the following objectives:
 - 1. To provide the right size and type of homes to meet identified needs within Tamworth;
 - 2. To provide appropriate and suitable layouts which promote ease of access and legibility, whilst working with the topographical constraints of the site;
 - 3. To ensure that the development is sustainable, with public and private areas clearly defined;
 - 4. To provide for well-designed development to minimise crime and anti-social behaviour and improve the perception of safety in the area;

- 5. To ensure that the site could be developed in such a way as to promote walking and cycling, whilst balancing the need for servicing and access by car;
- 6. To explore ways in which replacement community facilities could be created within the new estate; and
- 7. To promote a sense of place, whose high quality homes and environment instill pride amongst local residents and serve to promote the area as a beacon for successful urban regeneration.
- 2.10 Through extensive dialogue with various stakeholders within the Council, in addition to local councillors, it was considered appropriate to present a range of initial options which could clearly show how the area could be developed. This was intended to balance the need to provide something tangible upon which ideas, views and debates could be had, without the process being misconstrued as a 'done deal'. In essence, this represented the first stage of consultation, the findings of which helped to develop a Preferred Option for further consultation.

Masterplan Option 1

2.11 The first masterplan option is detailed in the table below:

Table 2.1: Kerria Masterplan Option1

Apartment		Houses		Total	Facilities
(1-2 beds)	2-Bed	3-Bed	4-Bed	Dwellings	raciilles
4	22	16	4	46	No

Source: BM3 Architects

2.12 Option 1 identified a purely residential scheme, including a mix of dwelling sizes, with no replacement facilities i.e. shop or community centre proposed. Option 1 featured development contained within two blocks, with access served from Kerria Road and Robinia. All buildings under this option would be of two-storey height, with semi-detached houses featured throughout and the apartments contained within a block fronting Kerria Road and Robinia in the south-eastern area of the site.

Masterplan Option 2

2.13 The second masterplan option is detailed in the table below:

Table 2.2: Kerria Masterplan Option 2

Apartment	Houses			Total	Facilities	
(1-2 beds)	2-Bed	3-Bed	4-Bed	Dwellings	ruciniics	
13	25	15	0	53	Yes	

Source: BM3 Architects

- 2.14 Option 2 identified a mixed-use development which includes a mix of dwelling units (1, 2 and 3-bedroom homes) and the inclusion of either two shop units or one shop unit and a replacement community centre facility. The shop units / community centre would be located so as to benefit from a visible frontage along Kerria Road.
- 2.15 All houses shown on this option would be of two-storey height, however, it is envisaged that the apartments would be provided above the retail / community facilities, thus increasing the height of that building to three storeys. The majority of houses would be semi-detached and arranged around two traditional street blocks, whilst the retail / community facilities would be contained in a separate block to enable servicing / parking at the rear and access to the front.

Masterplan Option 3

2.16 The third masterplan option is detailed in the table below:

Table 2.3: Kerria Masterplan Option 3

Apartment	Houses			Total	Facilities
(1-2 beds)	2-Bed	3-Bed	4-Bed	Dwellings	racinacs
0	33	15	0	48	No

Source: BM3 Architects

2.17 Option 3 focused on the provision of two and three-bedroom traditional family dwelling houses of principally semi-detached design. Houses would be arranged around three street blocks with all buildings being of two-storey height. Option 3 does not include any apartments or replacement shopping / community facilities. It includes the highest number of two-bedroom properties of all the options.

Preferred Option

2.18 The consultation groups and key representatives were once more invited to view the Preferred Option Masterplan for the redevelopment of the Kerria Estate. This is

contained at **Appendix 6** of this report. The Preferred Option was prepared by appointed architects BM3, who developed the masterplan following the recommendations and responses received from the initial consultation.

2.19 The Preferred Option is detailed in the table below:

Table 2.4: Kerria Preferred Option

Apartment		Houses		Total	Facilities
(1 beds)	2-Bed	3-Bed	4-Bed	Dwellings	ruciniics
12	24	8	0	44	Yes

Source: BM3 Architects

2.20 The Preferred Option provides a mix of apartments and houses the breakdown of which included 8 no. 1-bed and 4 no. 2-bed apartments and 24 no. 2-bed and 8 no. 3-bed houses, in addition to a single retail unit with a gross floorspace of 381 sqm.





Consultation in action: local residents discuss the initial options for Kerria, July 2014

3. Analysis of Responses

Initial Consultation Responses

- 3.1 A large number of responses to the first stage of consultation were received. This provided the first opportunity within this process for participants to provide comments online through the Council's website, and via the feedback forms and comments box which remain in the Kerria Community Centre.
- 3.2 Participants were asked to consider the following:
 - What they feel are the key issues affecting the Kerria Estate;
 - What type and size of homes they feel are most needed;
 - Which of the three initial masterplan options, if any, are preferred; and
 - Any additional comments, ideas and thoughts that they have for improving the area and ensuring that local residents' needs are most appropriately met.
- 3.3 Each of the above is addressed in turn below.

Key Issues Affecting Kerria

- 3.4 Participants raised a number of issues which are of principal concern. These are set out below:
 - The estate is unattractive and its buildings detract from the surrounding area. One respondent referred to the area as a 'concrete jungle' and was keen to see its redevelopment at the earliest opportunity.
 - There is a lack of security within the estate with some residents feeling vulnerable to crime.
 - There are concerns over anti-social behaviour which reportedly occurs on a frequent basis within the estate.

- Existing homes are poorly designed and not suitable for many residents' needs.
- There are too many flats and not enough homes which are suitable for families.
- There is a need for children's play area which is in a safe location.
- There is a need for adequate car parking provision within the estate.
- The majority of local residents are dependent on the facilities which exist within the estate, in particular the local convenience store ("Londis"), and do not want to lose these. Those who are most reliant on the local shop include the elderly and infirm, many of whom cannot easily travel to other facilities outside of the area, younger families who do not own a car, and care workers who need to purchase essential items for residents living within the sheltered housing complex at Magnolia.
- The community centre is used by people from within and beyond the local area, who are understood to have access to resources and support which includes a local job club, a parent and toddlers group, a youth club, training courses, craft classes, fitness groups and other activities.
- Some concern was raised over the effect of the Government's changes to
 Housing Benefit Entitlement (i.e. 'Bedroom Tax') which is forcing some local
 residents to downsize from their existing properties. Those respondents affected by
 this were keen to see some one-bedroom properties developed alongside larger
 property types.

What type and size of homes are needed?

- 3.4 A large proportion of respondents (54%) said that there is a need for more two and three-bedroom houses. Whilst many respondents suggested that this would be helpful in meeting the needs of local families in the area, some also considered that properties of this size range would be suitable for elderly people and those with disabilities.
- Ensuring that elderly people and those who suffer disabilities could stay within their homes was seen as a priority amongst a number of respondents. They considered it

- important to build homes with rooms of sufficient dimensions to accommodate apparatus and wheelchairs (i.e. in hallways).
- 3.6 A number of respondents (16%) said that they supported the development of some bungalows within the estate; this was often attributed to the needs and preferences of elderly people, as well as catering for those with disabilities.
- 3.7 Some respondents (10%) supported the provision of one and two-bedroom flats within the estate, in order to meet the needs of single people and those required to downsize as a result of the Government's changes to Housing Benefit Entitlement.
- 3.8 Some respondents said that it was important that local needs were met (i.e. Amington), based on up-to-date information, which should be taken into account over the needs of Tamworth as a whole. In this regard, support was given for a range of property types and sizes to meet the needs of local families, single people, the elderly, and those with disabilities.
- 3.9 The majority of respondents supported the delivery of affordable homes (i.e. those available for rent from the Council) and stressed the importance of this having regard to the price of properties in the area, relative to average incomes.
- 3.10 Overwhelming support was given for houses of traditional style and appearance, with semi-detached properties of two-storey height welcomed for the area.

Which masterplan options were preferred?

- 3.11 An overwhelming majority of respondents (90%) supported **Option 2**, all of whom principally attributed this to the provision of a replacement shop facility. Indeed, one of the key issues for local residents is the need for some form of shopping facility within the estate. The existing convenience store ("Londis") in the Kerria Centre is understood to be well used by many people, of a broad age range and background.
- 3.12 Many respondents said that without a local shop, they would face considerable hardship as it was not easy for them to travel to other facilities which are a considerable distance from the area.

- 3.13 Support for Option 2 was also received from the proprietor of the Londis store, who has expressed a keen interest in trading from replacement premises within the redeveloped estate.
- 3.14 Whilst most favoured Option 2, one respondent favoured Option 3 stating that their preference for more houses to be provided on the land that would be otherwise used to accommodate the shop unit(s). Another respondent favoured either Options 1 or 3 as they felt that a shopping facility would lead to instances of anti-social behaviour. This was based on their past experience of anti-social behaviour problems which have occurred in the Kerria Centre.

Other Comments, Ideas and Thoughts

- 3.15 There was much enthusiasm amongst the respondents as to the prospect of redevelopment at the Kerria Estate and each had their own views as to how this should look and feel. These are summarised below:
 - The majority of trees on the estate, where possible, should be retained in the interests of biodiversity and visual amenity. The existing trees along the frontage of the Gardiners Arms site (adjacent to Kerria Road and forming part of the area for redevelopment) should be retained by moving the proposed building line back within the site.
 - Consideration should be given to the location of homes for elderly people and there was a suggestion that suitable properties be accommodated away from properties for larger families to limit the impact of noise and disturbance. It was suggested that a suitable location could be the rear of the site adjacent to the existing footpaths along its western boundary. This area was considered to be of a more peaceful and 'semi-rural' character.
 - A phased approach to development which would enable a continuation of the community facilities, in particular the provision of a local convenience store, would be preferable.
 - To assist a phased approach to development, methods of building affordable homes quickly and cheaply should be investigated. Reference was made to the provision of some homes which can be easily assembled i.e. utilising timber clad,

- modular structures designed to Sustainable Homes Code Level 4 standard. One such company who specialises in this type of provision is Seed Homes.
- The redeveloped estate needs to be well designed so that it can serve the needs of a mixed community.
- Houses and other buildings should be of a traditional architectural style, in keeping with those in the surrounding area. This could include a mixture of brick and render facing, casement and dormer windows of varying sizes and designs, front doors with gable overhang, and pitched or hipped roofs finished in slate or clay tile.
- Having a private garden space for all houses is important and this should feel safe and secure.
- All homes need to have sufficient car parking. Houses with their own driveways, enabling off-road parking, are generally welcomed.
- Refuse collection is needed from outside residents' homes; this is an important issue for those who are elderly or infirm and struggle to move bins further away from their homes.
- 'Dead spots' should be avoided; the overlooking of public areas and roads by properties is welcomed to discourage anti-social behaviour and fly-tipping.
- The proposals for redevelopment of the estate should avoid 'town cramming';
 lower density development will look and feel better for residents living within the estate.
- Buildings should not be too high and be of an appropriate scale to those in the surrounding area.
- The re-provision of the community centre as a facility above the shop unit(s) should be investigated.

Initial Consultation Conclusions and Recommendations

3.16 The previous part of this section has assessed the outcomes of the first stage of consultation which was undertaken in respect of proposals to redevelop and regenerate the Kerria Estate in Amington, Tamworth. The consultation was informed

by three initial masterplan options, each demonstrating how the estate could be potentially redeveloped.

- 3.17 This consultation asked local people what they thought are the key issues which affect the estate, what type and size of homes they feel are needed for the area, which, if any, of the initial masterplan options is preferable to them, and what other comments, ideas and thoughts they have which could contribute towards creating the sort of area they would like to live in.
- 3.18 A large number of responses were received, from a variety of groups and local representatives. All have expressed their enthusiasm and support to see the Kerria estate redeveloped. These have been reviewed in detail and summarised within this report.
- 3.19 Following the review of all consultation responses received for the initial options, the following recommendations were made:
 - 1. Investigate in further detail the scope to include a replacement retail and community centre facility within the redeveloped estate. This should be informed by soft-market testing to establish retail operator interest and requirements.
 - Review the access and parking arrangements for a potential retail facility to ensure these are appropriate in terms of highway safety and can satisfactorily meet an operator's requirements.
 - Review whether the development can be phased to include a replacement retail
 facility (and potential replacement community centre) to enable continuity of
 provision for local people.
 - 4. Move towards a scheme which provides a predominant mix of two and three-bedroom houses, with the addition of a smaller number of one and two-bedroom apartments.
 - 5. Explore the scope for some of the two-bedroom properties to be delivered as bungalows, rather than two-storey house types.
 - 6. Review and agree an appropriate ratio of car parking for the site with Staffordshire County Council.
 - 7. Review the retention of existing trees, examining whether those fronting the Kerria Road can be retained by moving back the identified building frontages.

3.20 It is important that the above recommendations are considered in conjunction with the initial consultation responses summarised in this report and contained in **Appendix** 3.

Preferred Options Consultation

- 3.21 The Preferred Option Masterplan was developed upon consideration of the recommendations and consultation responses set out above. It responds to a number of the issues raised following the initial option consultation. Broadly speaking, the Preferred Options has improved upon the initial options and consideration has been given for the inclusion of a retail unit within the proposals, whilst access and parking arrangements have been reviewed and realigned to ensure these are appropriate in terms of highway safety and can satisfactorily meet an operator's requirements.
- 3.22 The provision of additional car parking spaces to serve residential properties have also been included, and the scheme provides a predominant mix of two and three-bedroom houses, with the addition of a smaller number of one and two-bedroom apartments.
- 3.23 Following consideration of the key issues which were established in the first-stage of consultation, the second-stage consultation focused upon the detailed aspects of the masterplan, providing a second opportunity for those who had previously made comments, as well as an opportunity for those who had previously missed the first-stage. Approximately 20 people attended the public consultation and a number of comments were received in response. Participants could provide comments online through the Council's website, and/or via the feedback forms and comments box which was placed inside the Kerria Community Centre. These consultation responses summarised in this report and contained in **Appendix 4**.

- 3.24 Participants were asked following questions:
 - Do you agree with the proposed layout of the preferred option for Kerria Estate?
 - Do you agree with the proposed mix and size of properties on the site?
 - Have you any comments about the site access and proposed car parking spaces?
 - Do you have any additional comments, ideas and for improving the area and to ensure that local residents' needs are most appropriately met?
- 3.25 Each of the above is addressed in turn below.

Do you agree with the proposed layout of the preferred option for Kerria Estate?

3.26 All responses received supported the proposed layout presented by the Preferred Option; in particular, supportive comments were received on the proposed location of the shop unit and its prominent position, which would front Kerria Road.

Do you agree with the proposed mix and size of properties on the site?

3.27 The majority agreed with the proposed mix and size of the properties, however, one consultee responded that more 2-bed houses were required. Another respondent expressed a preference to see more privately owned accommodation on the site, whilst another was unsure as to what the eventual tenure mix should be.

Have you any comments about the site access and proposed car parking spaces?

3.28 The majority of the responses received made no comment on the issues of access or parking, however one respondent commented that the proposed layout was relatively well spaced out with adequate parking. Another commented that car parking provision should be two spaces for both houses and flats.

Other Comments, Ideas and Thoughts

- 3.29 The Preferred Option for the redevelopment at the Kerria Estate was positively received by all of the respondents; some had additional comments and views on the Preferred Option going forward. These included:
 - reconsidering the inclusion of an area of community space within the proposal;
 - additional units including a take away, hairdressers and/or a chemist;
 - a preference of House Type Option 1 which was deemed the most acceptable for the location; and
 - a suggestion that the location of the retail unit, on the approach to the existing zebra crossing, might encourage illegal parking and obstruct drivers' visibility when approaching from Robinia and turning onto Kerria Road. It was recommended that a time restriction zone be enforced in this area.

4. Summary and Conclusion

- 4.1 An extensive consultation process has been undertaken, based on a two-stage approach. This report has assessed the outcomes of each of the stages. The first stage of consultation, in which feedback was invited on initial options and design ideas for the redevelopment of the Kerria estate, informed the development of a Preferred Option masterplan which informed the second consultation stage.
- 4.2 The first-stage of the consultation established what local residents and other key stakeholders thought were the key issues which affect the estate; what type and size of homes they feel are needed for the area; which, if any, of the initial masterplan options were preferable to them; and what other comments, ideas and thoughts they had which could contribute towards creating an attractive and sustainable area that they would like to live in.
- 4.3 The Preferred Option Masterplan was worked up upon consideration of the recommendations and consultation responses from the initial consultation and sought views on the revised proposals, particularly on the specific design and layout of the site, the mix and size of properties offered, access, and car parking provision. Additional comments, ideas and thoughts were also welcomed. The responses and recommendations contributed to ensuring that the redevelopment for the Kerria is well-designed and appropriate to meet the needs of the local community.
- In total, a large number of responses have been received, from a variety of groups and local representatives. All have expressed their enthusiasm and support to see the Kerria estate redeveloped. These have been reviewed in detail and summarised within this report and where possible integrated into the Preferred Option Masterplan.
- The Preferred Option masterplan was positively received at the second-stage of consultation. Whilst every attempt has been made to incorporate all suggestions made, accommodating the preferences of each respondent has had to be balanced in the interests of achieving the overriding objectives, namely providing the right type, size and mix of residential properties, and supporting facilities. Where conflicts have occurred, for example regarding the loss of trees, the proposal makes

provision for appropriate mitigation in order to ensure that the achievement of the overriding objectives is not jeopardised. Such matters are considered in further detail within the Planning Statement and suite of environmental and technical assessments which accompany the planning application proposal.



GVA

Report

Appendices



Report

Appendix 1
Consultation
Postcard
Invitation



Your community, your call: Community Consultation Event

Come and talk about the future of Kerria:

Thursday 10 July 4pm-7pm Kerria Community Centre

Saturday 12 July 10am-1pm Kerria Community Centre

Look at the options for Kerria and meet the consultants, architects and highways expert.

Have your say!



Can't attend but want more information? Phone 0800 183 0454, email regeneration@tamworth.gov.uk or have your say at http://yourhometamworth.wordpress.com



Your community, your call: Community Consultation Event

Come and talk about the future of Kerria:

Saturday 24 January 1pm - 3.30pm The One Stop Centre, Kerria.

Look at the options for Kerria and meet the consultants and architects.

Have your say!



Can't attend but want more information? Phone 0800 183 0454, email regeneration@tamworth.gov.uk or have your say at http://yourhometamworth.wordpress.com



Report

Appendix 2 Consultation Map



GVA

Report

Appendix 3
Consultation
Feedback
Forms (First
Consultation)





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the emerging masterplans by 20th July 2014. We will give them all consideration in developing a scheme for the area further.

What do you think are the key issues for Kerria?

Community Centre

Shops Surable Housing

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

1-2 Bedroom flats.

faurimentor disabled.

Which masterplan option do you prefer and why?

Option 2

Any other comments: (continue overleaf)

the community centre at the moment is widery used. There is no community facilities on extres option. This should be looked at

Email Address: Lacambars To Chetmail - Co MA dedicated email address has also been set up to

Postal Address:

151 Quince

Postcode: 877467

The proposals are available to view online at: http://yourhometamworth.wordpress.com

receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:

Consult Kerria,

c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20th July 2014

Page 235k you for taking the time to comment.





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the emerging masterplans by 20th July 2014. We will give them all consideration in developing a scheme for the area further.

What do you think are the key issues for Kerria?

Suitable Housing Facilities - Shops, Takeaway, Doctors, Community Centre Access to Transport/Buses

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

2 & 3 Bedroom houses/ flats
Possibly some Bungalows to provide homes for
those with disabilities.

Which masterplan option do you prefer and why?

Option 2 as it is the only option with any shopping facilities

Any other comments: (continue overleaf)

In the present options there is no community Centre.

The present centre provides access o resources to the Kerria o surrounding area with a job dub, parent o Tots group, craft classes, youth clubs, training courses etc and if nothing replaces it, it will be sorely.

Name: Frome MCPHEE Email Address: Fofee a hatmail.co.uk Postal Address: 46 Glaseote Rd

Tamworth

Postcode: B77 2 AD

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A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

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Page 236 hank you for taking the time to comment.





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the emerging masterplans by 20th July 2014. We will give them all consideration in developing a scheme for the area further.

What do you think are the key issues for Kerria?	
What do you think are the key issues for Kerria? Suitable, updated accommodation, retain convenience store as well as the convenience which is well attended by many yours. What type and size of homes does Tamworth need, e.g. flats, houses, no of b	in a munity ly soèsally edrooms?

Which masterplan option do you prefer and why?

Have not seen a masterplan but as I attend the community centre and regularly use the convenience store I would choose whichever option includes these.

Any other comments: (continue overleaf)

Postcode:

I do not live in the area so do not fully understand the housing needs of the area but believe any cornorunity needs a centre for social needs as well as shops for convenience

for social n	reds as	well as shops for convenien		
Name:		The proposals are available to view online at: http://yourhometamworth.wordpress.com		
Email Address:		A dedicated email address has also been set up to		
Postal Address:		receive comments on the proposals;		
		regeneration@tamworth.gov.uk		
		Comments may also be posted to:		

Consult Kerria, c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20th July 2014

Page 237 you for taking the time to comment.





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What do you think are the key issues for Kerria?

Shops. Doctors. Community centre

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

182 Bedrooms houses bungalows.

Which masterplan option do you prefer and why?

option 2.

Any other comments: (continue overleaf)

The community centre is used by many different groups of people at the moment. There is no community facilities on either option at the moment.

Name:

MRI Welson

Email Address:

Postal Address:

52 Spruce

Amination.

Tamworth

Postcode: B77 4ES -

The proposals are available to view online at:

http://yourhometamworth.wordpress.com

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regeneration@tamworth.gov.uk

Comments may also be posted to:

Consult Kerria.

c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20th July 2014

Page 238hank you for taking the time to comment.





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the emerging masterplans by 20th July 2014. We will give them all consideration in developing a scheme for the area further.

What do you think are the key issues for Kerria?

Youth Center / community center local Shops New housing / appordable housing.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

2/3 bedrooms Bungalows for elderly and disabled.

Which masterplan option do you prefer and why?

Option 2 - this is the only option with community based facilities i.e - snops.

Any other comments: (continue overleaf)

If the existing community center is not replaced this would have a severty detrimental eppect on the local and under community as the current centre is widely used.

Name: AMANOA WILKINSON

Email Address: alwirenson 1894 @ hotmore

Postal Address:

30 JUNIPER, AMMATON

TAMWORTH STAFFS

Postcode: B77 4ND.

The proposals are available to view online at: http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:

Consult Kerria,

c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20th July 2014

Page 239 you for taking the time to comment.





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the emerging masterplans by 20th July 2014. We will give them all consideration in developing a scheme for the area further.

What do you think are the key issues for Kerria?

Activities for children and young people.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

As more and more people are living on their own I feel more flats or small houses are needed.

Which masterplan option do you prefer and why?

Option 2 - because it retains a shop and community centre.

Any other comments: (continue overleaf)

MRS BM PICKERING

Name:

Email Address: brenda pickennga yahor. co.uk

Postal Address: 47 SPRUCE

AMINGTON TAMWORTH

B77 465

Postcode:

The proposals are available to view online at:

http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:

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c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20th July 2014

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Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the emerging masterplans by 20th July 2014. We will give them all consideration in developing a scheme for the area further.

What do you think are the key issues for Kerria? NO PUBLIC HOUSE, NO CONCMITE JUNGY- LANNSTDRIVES TO PUT CARS ON WAY BENICE	
What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms? HOUSES TWO AND THEE BEDROOM S NOT FLATS	>
Which masterplan option do you prefer and why? OPTION 2 WE NEED LOCAL SHOPS AND COMMUNITY CENTURE AND A DOCTORS SUR GERY Any other comments: (continue overleaf)	

Name: Gordon LANGEY
Email Address:
Postal Address: 67 Fox Slove
Aming Ton
Tan WoMH
ST26FS

Postcode: 1377 4/1

The proposals are available to view online at: http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:

Consult Kerria,

c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20th July 2014

Page 244k you for taking the time to comment.



Report

Appendix 4
Consultation
Feedback
Forms
(Second
Consultation)





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the preferred option by 14th February 2015. We will give them all consideration in developing a scheme for the area further.

Do you agree with the proposed layout of the preferred option for Kerria Estate?

10)

Do you agree with the proposed mix and size of properties on the site?

(E)

Have you any comments about the site access and proposed car parking spaces?

NJ

Any other comments: (continue overleaf)

THAT WILL BE BUILT IN THE OLD STERROWY

Name: 13 · WITH CHER

Email Address:

Postal Address: 13-774 FE

11 ROBINIA.

Postcode: B774FE

The proposals are available to view online at: http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:

Consult Kerria,

clo GVA, 3 Brindleyplace, Birmingham, B1 2JB
The closing date to submit comments is by:
14th February 2015

Page 243 you for taking the time to comment.





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the preferred option by 14th February 2015. We will give them all consideration in developing a scheme for the area further.

Do you agree with the proposed layout of the preferred option for Kerria Estate?

yes is better that shops are going to be at the Front

Do you agree with the proposed mix and size of properties on the site?

Yes but there is a need for more two bedroom homes

Have you any comments about the site access and proposed car parking spaces?

Any other comments: (continue overleaf)

More choice of shops Like a chip shop/hair dresser

Name: Andrew Hewy

Email Address: Harper 889 @ hotmail.com

Postal Address: 16 kerria

Postcode: B77 4ew

The proposals are available to view online at: http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:

Consult Kerria,

c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 14th February 2015

Page 244 Thank you for taking the time to comment.





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the preferred option by 14th February 2015. We will give them all consideration in developing a scheme for the area further.

Do you agree with the proposed layout of the preferred option for Kerria Estate?

I AGREE WITH THE PROPOSAL TO BUILD MORE TRADITIONAL STYLED HOUSING.

Do you agree with the proposed mix and size of properties on the site?

NOT YET SURE.

Have you any comments about the site access and proposed car parking spaces?

1 BELIEVE CAR PARKING SHOULD BE 2 SPAWS POR HOUSE / FAT.

Any other comments: (continue overleaf)

I AM PISAPPOINTED THAT THE ANEA WILL LOSE ANY SORT OF COMMUNITY SPACE AND SUFFEST THE COUNCIL RECONSIDER THIS.

Name: GUNTY COUNCILLOR SHERREE PEARLE

Email Address: Sheree . people a staffordshire.
Postal Address:

90v. uk

13 SHAMPE ST

TAMMORTH START

Postcode: 877 3m

The proposals are available to view online at: http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:

Consult Kerria,

c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 14th February 2015

Page 245 you for taking the time to comment.





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the preferred option by 14th February 2015. We will give them all consideration in developing a scheme for the area further.

Do you agree with the proposed layout of the preferred option for Kerria Estate?

yes

Do you agree with the proposed mix and size of properties on the site?

400

Have you any comments about the site access and proposed car parking spaces?

DONE

Any other comments: (continue overleaf)

NONE

Name: 16.13 ROTH SRIDGE

Email Address:

Postal Address:

44 QUINCE AMINGTON TAMWORTH

Postcode: BT 11END

The proposals are available to view online at: http://yourhometamworth.wordpress.com

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Consult Kerria,

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Page $246_{Thank\ you\ for\ taking\ the\ time\ to\ comment.}$





Thank you for taking the time to look at the proposals for the future redevelopment of Kerria Estate, Tamworth. We invite your comments on the preferred option by 14th February 2015. We will give them all consideration in developing a scheme for the area further.



YES.

NO COMMONT - LU LOOKS WELL THOUGHT OUT.

NONÉ-

Name: BRIAN LEGS

Email Address: beinnteisugologue.com

Postal Address: 6, MAGNOLIA

AMINGTON TAMWORTH.

Postcode: 877 4EH.

The proposals are available to view online at: http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

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c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 14th February 2015

Page 247k you for taking the time to comment.



Report

Appendix 5
Initial
Masterplan
Options





Report

Appendix 6
Preferred
Options



A Bilfinger Real Estate company

GVA

Report

Appendix 7
Press Articles

Exclusive £21.5 million options revealed as council plan to build new homes for first time in 50 years

By Tamworth Herald | Posted: July 09, 2014

By Ashley Preece



TWO "failing estates" in Tamworth are to be bulldozed and redeveloped in a £21.5 million project – the first time the council have been able to build new council houses for nearly 50 years.

The major developments in the Kerria and Tinkers Green estates in Amington and Wilnecote are part of the council's proposals to build a 'healthier Tamworth' – offering new, affordable homes and creating a safer, more positive neighbourhood.

Councillor Michael Greatorex, Cabinet member for housing at Tamworth Borough Council, spoke exclusively to the Herald on Friday (July 4) following the release of the development options.

He said: "I'm really excited by the plans put in place. We want to combat anti-social behaviour on the two failing estates and as the plans suggest give the areas a sense of a community which is all part of our 'Healthy Tamworth' initiative we're trying to achieve.

"It's the first time since the 1970s that we've been able to build new council houses so it really is a big deal for the town and something we're really serious about."

Residents of Tinkers Green were given a first look at potential plans and options for the site at two drop-in sessions last week, which were held at Cottage Walk shops and at Wilnecote High School; both were very well attended.

Kerria residents will have their chance to see the plans at two drop-in sessions at the Kerria Community Centre on July 10 (4pm to 7pm) and July 12 (10am to 1pm).

A key feature on three of the six options is the proposal to build a mini-supermarket which, according to Cllr Greatorex, will add to the community value.

He said: "On both sites there is scope to build a mini-supermarket, which again will add to the community feel we are trying to achieve here."

At this stage the plans show examples of the potential layouts for the sites, rather than final designs for the areas. The options include the types and numbers of housing, along with the types of facilities which could be provided.

The 136 property redevelopment of both sites – 100 in Tinkers Green and 36 in the Kerria – is expected to take six years to complete.

Elderly residents who live in bungalows on Leisure Walk and Cottage Walk in Tinkers Green – 24 in total – were the first to be re-housed by the council in 2013, and more are expected to follow suit following the approval by the council's Cabinet.

Tamworth Borough Council is now working with property specialists GVA to take the project to its next stage, using feedback from residents to look at preferred options. This will include interactive community workshops in September where residents will be invited to have their say. Architects and experts carrying out studies on the land will also be attending.

These sessions will also feature potential design concepts for areas, using examples from successful regeneration projects elsewhere – including how public space is used, the scale and type of architecture, parking and the type of community buildings included.

"The designs are important," added Cllr Greatorex. "Local people get to have their say on whether they would like the development to be traditional or modern build. It's got to look good on the eye that's for sure. I grew up in council housing so I'm very familiar with what is required."

Tamworth Borough Council have a re-housing policy and support package in place which will look at children at school, people who work locally and people who have care requirements.

The vacated homes in Cottage Walk and Leisure Walk in Tinkers Green are set to be demolished in the coming months.

To find out more details and to pass comments online or via post visit www.tamworth.gov.uk or pop into Marmion House on Lichfield Street. A further update is expected September time once information from the drop-in sessions has been gathered.

Kerria residents welcome "fresh start" after seeing regeneration options

By Tamworth Herald | Posted: July 11, 2014

By Ashley Preece



PEOPLE who live in "one of the most troubled areas in Tamworth" have welcomed a fresh start after seeing new £7.5 million regeneration plans.

On Thursday, July 10, people who live in the Kerria estate in Amington attended the first of two drop-in sessions at the community centre.

The eventon, like the Tinkers Green drop-ins earlier this month, which is also scheduled for a multi-million pound redevelopment, was very well attended.

Kerria resident Ken, who has lived in the council estate since May 1988, said: "I've been here for 26 years and I've seen it all. I wanted out but the plans are just what the site needs – a fresh start for everyone.

"The moving out system with people not guaranteed to come back makes it a little awkward, perhaps the council could have improved it without knocking it all down."

Another resident, who has asked to remain nameless, wasn't quite as impressed but in the end admitted it was something that needed doing.

He said: "I've been here 15 years and now the council expects us to move out – it's an inconvenience if anything.

"In the end we're going to lose money because of the bedroom tax. I've got a two bedroom and the council want me to move into a one bedroom – they can't just go ahead and do that."

Asked on whether something needs to be done the resident said: "Yes, I think it would be for the best. It would be a new start for everyone and I think it's needed."

On the comments form people were asked to write down what the key issues are for Kerria; what types of homes are needed and which masterplan they preferred from the three 'options' that were available.

A big plus for all of the current residents was the plan to build a mini-supermarket, which they all agreed on is something the area needs.

A mum who has been in Kerria for 12 months said: "The idea of a shop?" is great and very much needed. Most of all it would help the elderly people because if the shop around the corner is closed they have to walk 15 minutes up the road to Costcutter.

"I love the plans, though, and it would go along way in helping the anti-social behaviour here. The area has improved but I'd like my children to be much safer when they're out and about. I'd be well up for the new plans."

At the drop-in session different 'Elevation Styles' were shown which showcased the different types of houses that could be built. Two-storey and three-storey flats, modern-built houses and a number of designs were on offer for people to pick and choose what they'd prefer.

The next drop-in session is scheduled for tomorrow (July 12) at the Kerria Community Centre from 10am to 1pm. Council representatives will be in attendance if you would like to ask any questions.

To find out more visit www.tamworth.gov.uk.

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Report

GVA 3 Brindleyplace Birmingham B1 2JB



Tinkers Green Estate Redevelopment Statement of Consultation

Tamworth Borough Council

February 2015





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For and on behalf of GVA Grimley Ltd

Reviewed By: Simon Phillips

Status Associate

Date 04/02/2015

Date

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1. Introduction

- 1.1 This report has been prepared by GVA on behalf of Tamworth Borough Council in order to assess the outcomes of a two-stage consultation process which was undertaken in respect of a proposal to redevelop and regenerate the Tinkers Green Estate, Wilnecote, Tamworth.
- 1.2 The first-stage of public consultation, undertaken in July 2014, presented three initial options for redevelopment; the responses received were assessed and a number of recommendations were outlined in an Interim Consultation report to the Council. This culminated in the preparation of a 'Preferred Option' masterplan for the estate, which was then subject to further public consultation in January 2015.
- 1.3 Each of the consultations was informed by a Community Engagement Strategy which was prepared by GVA to guide the process; this document was the subject of review and dialogue with key stakeholders, including local councillors, to ensure that the focus and brevity of engagement was correct.
- 1.4 The findings and initial recommendations arising from the first consultation exercise were instrumental in shaping a 'Preferred Option' proposal for the redevelopment of the estate, helping to ensure that the needs and objectives of local people are met and their preferences reflected in the design and layout of development.
- 1.5 Additionally, listening and responding to the feedback of local people on the 'Preferred Option' has been imperative in ensuring that the redevelopment of Tinkers Green, when completed, provides an exemplar model for successful urban regeneration which is able to inspire other estate renewal projects both regionally and nationally.
- 1.6 The remainder of this report is structured as follows:
 - Section 2 details the format of the consultation undertaken thus far, the key groups consulted, and the timescales in which this was done;
 - Section 3 analyses the consultation responses received thus far, identifying the key issues, needs and preferences of respondents; and

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- Section 4 sets out the conclusions and key recommendations arising from the consultations, as well as the process and timescales for moving forward.
- 1.7 A copy of the consultation material, local press coverage, feedback forms and the initial and Preferred Option masterplan options are contained in the appendices of this report.



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2. Consultation Format

- 2.1 The consultation undertaken consisted of a two-stage approach; the first stage actively sought views on three initial options, whilst the second stage sought views on a 'Preferred option Masterplan'. At both stages, opinions informed the planning and design process for the redevelopment of the Tinkers Green Estate. As set out in the introduction to this report, this process was informed by earlier work which was undertaken on behalf of the Council to establish who should be consulted and how best this could be achieved.
- During the first consultation, local residents and other key stakeholders were invited to view three initial options which envisaged how the Tinkers Green Estate could be transformed. Whilst these are explained in further detail later in this section, the initial options were intended to stimulate ideas and debate as to what would be a successful form of development for the Tinkers Green Estate, and one which would best meet the needs and objectives of local people.
- 2.3 Informed by the first consultation exercise, a Preferred Option Masterplan was prepared. Views and comments from local residents and other key stakeholders were once again canvassed, with a view to ensure that the eventual scheme for redevelopment would accommodate the requirements for local people (based on identified needs), whilst meeting economic, social and environmental sustainability objectives.

Who was consulted?

- 2.4 Whilst the consultation was open to anybody with an interest in the redevelopment and regeneration of the Tinkers Green Estate, the following groups and representatives actively participated and provided feedback on the proposals:
 - Existing residents of the Tinkers Green Estate;
 - Residents living within the area surrounding the Tinkers Green Estate;
 - Local business owners;
 - Local councillors:
 - Staffordshire Police;

- Tamworth Borough Council Tenant Consultative Group;
- Tamworth Borough Council Housing Management Team; and
- Tamworth Borough Council Development Control.
- 2.5 It is important to note additional groups and representatives not identified within the list above had the opportunity to participate and provide feedback throughout this process.

How were groups and representatives consulted?

- 2.6 The consultation was conducted in a variety of ways, in order to give sufficient opportunity for different groups and representatives to provide their views in a setting which was appropriate for them. The following methods were used:
 - Two public consultation events which showcased the initial options were held which local residents, business owners, ward councillors and other groups and representatives were invited to attend.
 - The first event was held at Cottage Walk shops in Tinkers Green between 4pm and 7pm on Thursday 3rd July 2014, whilst the second event was held at Wilnecote High School between 10am and 1pm on Saturday 5th July 2014. This was designed to ensure that as many people as possible would be able to attend at least one of the events, having regard to work commitments and other time constraints.
 - A meeting with the Council's Tenant Consultative Group was held on 2nd July 2014
 at the Council's offices. Members of the group were briefed on the initial options
 for the redevelopment of the Tinkers Green Estate and were able to view plans and
 ask questions.
 - A meeting was held with the Council's Housing Management Team on 12th June 2014, during which attendees' views were gathered and information was provided as to the planning and design rationale behind the initial options for redevelopment, as well as indicative timescales.
 - An 'Ideas and Aspirations' meeting was held with local councillors 6th May 2014
 which enabled the Council and GVA as its appointed town planning consultants to
 obtain an insight into the key issues affecting constituents in the local area, with
 feedback received as to how these could be addressed through the planning
 process.

- A meeting with the Council Leader and Local Councillors and Cross-Party Working
 Groups was held at the Council on 26th February 2014.
- Meetings were held with the Council's Development Control Officers on 29th
 January 2014 and 20th June 2014 in order to identify key issues in respect of
 planning and design matters, and agree timescales and the format for public
 consultation.
- A meeting was held with the Council's Portfolio Holder for Public Housing and Vulnerable People on 20th June 2014 to discuss and review the initial options identified for the redevelopment of the Tinkers Green Estate, the findings of which were shared amongst the ward councillors and other key stakeholders within the Council.
- A website showcasing the initial options for the redevelopment of the Tinkers Green
 Estate was set up in conjunction with the staging of the public exhibition events
 and will remain live throughout the project. This includes all of the initial options that
 were available to view at the events, background information, and indicative
 timescales for moving forward.
- A second public consultation event, showcasing the Preferred option, was held at 49 Hastings Close, Wilnecote, Tamworth, to which local residents, business owners, ward councillors and other groups and representatives were invited to attend.
- The second event was held between 9:30am and 12pm on Saturday 24th January 2015. This was designed to ensure that as many people as possible would be able to attend, having regard to work commitments and other time constraints.

How were groups and representatives notified?

- 2.7 The consultation events were publicised using a variety of methods to ensure everybody wishing to view the initial options and provide feedback would be notified in sufficient time. This was done through the following:
 - Postcards advertising the date, time and contact details of the events, in addition
 to a website address and telephone number to obtain further information for those
 unable to attend, were hand-delivered to all addresses within the Tinkers Green
 Estate and those in the surrounding area. The latter was determined using a
 consultation area map which identified roads whose residents would be most
 affected by the redevelopment and/or likely to use the existing facilities on the

- estate. A copy of the map and postcard is attached at **Appendix 2 and 1** respectively.
- Advertisements for the consultation events were placed in local schools and within the public reception area of the Council's offices.
- Information on the events was provided on the Council's website with a link to additional details including the initial options and background information.
- A article featured in the Tamworth Herald on 29th January 2015, providing information on the Council's vision for the redevelopment of the Tickers Green Estate, A copy can be seen at Appendix 7.

By what means were respondents able to provide feedback?

- 2.8 Respondents to the consultation were able to provide their views in a variety of ways. These included the following:
 - Responding verbally to the Council's representatives and its appointed consultant team of architects, town planning and highway consultants, who were on-hand at the events to answer questions and provide information;
 - Completing feedback forms in which written comments were invited on what
 respondents considered to be the key issues to be addressed, the size and type of
 housing required, and their preferences in terms of the density, layout and style of
 development;
 - Respondents were able to deposit feedback forms within a comments box provided at the events. Alternatively, feedback forms could be returned by post;
 - Providing comments online via the Council's dedicated website link
 (http://yourhometamworth.wordpress.com) or via its email address
 (regeneration@tamworth.gov.uk); and
 - Using social media by responding to the Council's "Twitter" account (@TamworthCouncil).

Initial Options

2.9 The consultation groups and key representatives were invited to view three initial masterplan options for the redevelopment of the Tinkers Green Estate. These are contained at **Appendix 5** of this report. The initial options were prepared by appointed architects BM3, whose brief was led by the following objectives:

- 1. To provide the right size and type of homes to meet identified needs within Tamworth;
- 2. To provide appropriate and suitable layouts which promote ease of access and legibility, whilst working with the topographical constraints of the site;
- 3. To ensure that the development is sustainable, with public and private areas clearly defined;
- 4. To provide for well-designed development to minimise crime and anti-social behaviour and improve the perception of safety in the area;
- 5. To ensure that the site could be developed in such a way as to promote walking and cycling, whilst balancing the need for servicing and access by car;
- 6. To explore ways in which replacement community facilities could be created within the new estate; and
- 7. To promote a sense of place, whose high quality homes and environment instill pride amongst local residents and serve to promote the area as a beacon for successful urban regeneration.
- 2.10 Through extensive dialogue with various stakeholders within the Council, in addition to local councillors, it was considered appropriate to present a range of initial options which could clearly show how the area could be developed. This was intended to balance the need to provide something tangible upon which ideas, views and debates could be had, without the process being misconstrued as a 'done deal'. In essence, this represented the first stage of consultation, the findings of which will help to develop a Preferred Option for further consultation.

Masterplan Option 1

2.11 The first masterplan option is detailed in the table below:

Table 2.1: Tinkers Green Masterplan Option1

Apartment	Houses			Total	Facilities
(1-2 beds)	2-Bed	3-Bed	4-Bed	Dwellings	raciilles
30	19	32	6	87	No

Source: BM3 Architects

2.12 Option 1 focuses upon a residential scheme which includes a range of dwelling sizes comprising one/two-bedroom apartments, and two, three and four-bedroom houses.

No retail or service facilities are included in this option. Apartments are identified within two three-storey blocks; one is identified along the northern boundary of the site fronting Tinkers Green Road and is designed to respond to constraints in site levels which make it difficult for locating more traditional houses with driveways. All two and three-bedroom houses are identified as two-storey height, with larger four-bedroom houses located on corner plots rising to three-storeys (alternatively these could be two-storey height with dormer windows).

2.13 Access routes into the site are via Hastings Close, Saxon Close and Tinkers Green Road. Whilst all properties would be served by dedicated parking spaces, additional spaces are identified in the vicinity of Saxon Close in order to increase parking capacity for parents whose children are dropped-off and collected by car at Heathfields Infant School. The existing children's park and play area, situated off Linthouse Walk, is retained under this option.

Masterplan Option 2

2.14 The second masterplan option is detailed in the table below:

Table 2.2: Tinkers Green Masterplan Option 2

Apartment	Houses			Total	Facilities
(1-2 beds)	2-Bed	3-Bed	4-Bed	Dwellings	raciilles
43	17	26	6	92	Yes

Source: BM3 Architects

- 2.15 Option 2 identifies a mixed-use development which includes a mix of dwellings ranging from one and two-bedroom apartments, to two, three and four-bedroom houses. This option includes a local convenience store with a gross floorspace of circa 390 m2, consistent with the smaller format stores of the main supermarket operators.
- 2.16 As with Option 1, the majority of houses would be of two-storey height and semidetached. However, the larger four-bedroom houses identified on the corner plots would be detached and increase in height to three-storeys. Whilst the two apartment blocks identified in Option 1 would also be located in the same positions shown on the Option2 masterplan, 13 apartments could be delivered above the local convenience store, thus increasing the height of this building to three-storeys.

2.17 The principal access routes shown under Option 1 would remain the same for Option 2, although access from Saxon Close would also be used to facilitate the servicing of the local convenience store. All other elements shown on Option 1 would remain the same for Option 2.

Masterplan Option 3

2.18 The third masterplan option is detailed in the table below:

Table 2.3: Tinkers Green Masterplan Option 3

Apartment		Houses		Total	Facilities
(1-2 beds)	2-Bed	3-Bed	4-Bed	Dwellings	Facilities
49	17	24	6	96	Yes

Source: BM3 Architects

2.19 Option 3 adopts the layout identified for Option 2 and also seeks to provide a local convenience store. Whilst many aspects on this masterplan remain consistent with those identified for Option 2, it does seek to deliver a high density of development on the site by increasing the number of apartments to 49 in total.

Preferred Option

- 2.20 The consultation groups and key representatives were once more invited to view the Preferred Option Masterplan for the redevelopment of the Tinkers Green Estate. This is contained at **Appendix 6** of this report. The Preferred Option was prepared by appointed architects BM3, who developed the masterplan following the recommendations and responses received from the initial consultation.
- 2.21 The Preferred Option is detailed in the table below:

Table 2.3: Tinkers Green Preferred Option

Apartment	Houses			Total	Facilities
(1-2 beds)	2-Bed	3-Bed	4-Bed	Dwellings	Facilities
36	50	19	3	108	Yes

Source: BM3 Architects

2.22 The Preferred Option provides a mix of apartments and houses the breakdown of which includes 18 no. 1-bed and 18 no. 2-bed apartments and 50 no. 2-bed, 19no. 3-

bed and 3no. 4-bed houses, in addition to the existing play area facilities which will be retained and upgraded.



Cottage Walk Shops: local residents discuss the initial options for Tinkers Green, July 2014

3. Analysis of Responses

- 3.1 A large number of responses to the first stage of consultation were received. This provided the first opportunity within this process for participants to provide comments online through the Council's website, and via the feedback forms and comments box.
- 3.2 Participants have been asked to consider the following:
 - What they feel are the key issues affecting the Tinkers Green Estate;
 - What type and size of homes they feel are most needed;
 - Which of the three initial masterplan options, if any, are preferred; and
 - Any additional comments, ideas and thoughts that they have for improving the area and ensuring that local residents' needs are most appropriately met.
- 3.3 Each of the above is addressed in turn below.

Key Issues Affecting Tinkers Green

- Participants have raised a number of issues which are of principal concern. These are set out below:
 - There is widespread discontent with the existing maisonette blocks, which are
 considered to be unattractive, with unclean and misused stairwells and walkways.
 Flats suffer from damp and poor drainage, and are difficult to keep warm during
 the winter months.
 - The area lacks pride and aspiration due to its unattractive environment; one resident of the estate said that they felt "ashamed to tell people that I live there".
 - Anti-social behaviour, including noise and disruption, are routine issues reported by many respondents living on or adjacent to the estate.
 - There are issues over the affordability of property in the area having regard to relative low wages.
 - Existing roads forming part of the estate but outside the area identified for redevelopment need resurfacing. A number of respondents also said that the

existing lampposts need to be relocated (these currently protrude due to garages being demolished), whilst bollards have also proven unpopular.

- Significant issues exist with parking provision in the vicinity of Heathfields Infant School. Many respondents said that local roads are congested and access is blocked around the times of 8.30am and 3pm on weekdays as parents drop-off / collect their children by car. This is preventing residents on the estate from parking their cars or indeed being able to access their properties.
- The children's play area and park is well used and its retention is supported amongst local residents, however, the introduction of equipment for older children is welcomed.
- The local area is generally well provided for in terms of shopping and other service provision, with many respondents not reliant on additional facilities being created within the estate.

What type and size of homes are needed?

- 3.5 The majority of respondents (61%) stated that there was a need for more family-type housing in the area, principally of two and three-bedroom size. However, some respondents were also mindful of the needs for elderly people who would find accessible one-bedroom properties most appropriate. Additionally, some respondents also said that there is much need for one-bedroom properties to accommodate single people living within the area.
- 3.6 The majority of respondents supported the delivery of affordable homes (i.e. those available for rent from the Council) and stressed the importance of this having regard to the price of properties in the area, relative to lower incomes.
- 3.7 Respondents generally favoured a traditional style of architecture when viewing a number of examples showing alternative designs. A preference towards two-storey, rather than three-storey designs, was indicated by a number of respondents.

Which masterplan options were preferred?

3.8 A range of preferences have been observed amongst the respondents to the initial consultation exercise.

- Amongst those respondents who specified a preference, 33% supported Option 1. Many of those respondents favouring this option referred to a lack of need for an additional convenience store or small supermarket, citing a range of existing retail and service facilities that they use within the local area. Other respondents also favoured this option due to the number of suitable family-type houses which could be delivered, at a density which would allow the area to be 'green and spacious'.
- 3.10 Attracting marginally more support than Option 1, the masterplan identified under Option 2 found favour with 36% of respondents. Many thought that a convenience store would be a good idea, although this tended to be seen as a welcome addition and not a vital facility, based on the responses received. Other respondents favoured Option 2 over Option3 as it would result in a lower density of development on the site.
- 3.11 Option 3 attracted the lowest level of support (15%). Respondents favouring this option did so upon the basis that it offered a shop and the greatest number of homes amongst all of the options. It should be noted, however, that an additional 12% supported either Option 2 or 3.
- 3.12 Whilst one respondent favoured Option 2, they considered that the addition of a local convenience store would be unnecessary if this was to come forward on another site the former Sandyback Public House on Tinkers Green Road which is the subject of a proposal to convert from Class A4 to A1 retail use.
- 3.13 For all masterplan options, local residents stressed the need to retain, and where possible improve, the existing children's park and play facility.

Other Comments, Ideas and Thoughts

- 3.14 The overwhelming majority of respondents to the consultation support the principle of redevelopment at Tinkers Green, however, a number of important points were raised which they would like to see addressed in developing a 'Preferred Option' for the estate. These points are summarised below:
 - Residents living in properties on Tinkers Green, along the northern boundary of the
 estate, do not wish to see Bakers Walk opened up as a through-route for vehicles
 accessing the new development. As such, their preference would be for access to
 be principally provided from Hastings Close and Saxon Close. Notwithstanding this,

- support was given for pedestrian access being retained between Bakers Walk and the new development.
- Residents living in the southern vicinity of the estate (outside that area to be redeveloped) expressed concern over the loss of car parking between lyyhouse Walk and Leisure Walk. They require the existing car parking spaces to be retained to the front of their properties as they are unable to park at the rear. It was highlighted that garages behind their properties are rented out by the Council for use by other vehicle owners so it is not possible to park in front of these as it would obstruct access.
- Respondents welcomed the addition of more car parking provision off Saxon Close
 to provide for parents wishing to drop-off and collect their children by car when
 attending Heathfields Infant School. Any further measures to relieve congestion
 and access obstruction which could be incorporated into the Preferred Option
 masterplan would be supported.
- A preference for speed tables and chicanes, instead of speed humps, was suggested by some respondents as a traffic calming measure which could be instated within the new development.
- Some respondents raised concern that Linthouse Walk would become a throughroute for vehicles and suggested that this be reconsidered given the proximity of the children's park and play area which could compromise safety.
- Further improvement of the children's play area was welcomed by a number of respondents, with some citing the need for the facility to cater for older as well as younger children. A BMX track would be a welcome addition amongst some young respondents.
- Houses and other buildings should be of a traditional architectural style and of twostorey height, in keeping with those in the surrounding area. This could include a mixture of brick and render facing, casement and dormer windows of varying sizes and designs, front doors with gable overhang, and pitched or hipped roofs finished in slate or clay tile.
- Some respondents expressed concern in the proposed height of the apartment building identified to the north of the site and fronting Tinkers Green Road. A preference was expressed for this to be reduced to two-storeys.

- All homes need to have sufficient car parking. Houses with their own driveways, enabling off-road parking, are generally welcomed.
- Refuse collection is needed from outside residents' homes; this is an important issue for those who are elderly or infirm and struggle to move bins further away from their homes.
- 'Dead spots' should be avoided; the overlooking of public areas and roads by properties is welcomed to discourage anti-social behaviour.
- Improvements to Bakers and Callis Walks were considered necessary; this would include resurfacing and setting back the lamp posts, as well as clearly demarcating car parking spaces to ensure all available space is efficiently utilised.
- More information on timescales for the planning and development process would be welcomed.
- Maintenance of existing trees in some locations was noted as a requirement amongst some respondents; this includes the need for crown reduction to improve light for properties adjoining the estate on Tinkers Green Road.

Initial Consultation Conclusions and Recommendations

- 3.15 The previous part of this section has been assessed the outcomes of the first stage of consultation which has been undertaken in respect of proposals to redevelop and regenerate the Tinkers Green Estate in Wilnecote, Tamworth. The consultation was informed be three initial masterplan options, each demonstrating how the estate could be potentially redeveloped.
- 3.16 This consultation asked local people what they thought are the key issues which affect the estate, what type and size of homes they feel are needed for the area, which, if any, of the initial masterplan options is preferable to them, and what other comments, ideas and thoughts they have which could contribute towards creating the sort of area they would like to live in.
- 3.17 A large number of responses have been received, from a variety of groups and local representatives. The vast majority support the principle of redevelopment to achieve a comprehensive of the estate. All responses have been reviewed in detail and summarised within this report.

- 3.18 Following the review of all consultation responses received, the following recommendations were made:
 - 1. Undertake soft-market testing to establish operator interest in the local convenience store element identified under Options 2 and 3.
 - 2. Undertake soft-market testing to establish how some owner-occupied properties (not more than 20%) could be delivered within the redeveloped estate.
 - 3. Review the loss of car parking identified on the initial options (between lyyfield and Leisure Walk), and seek to reinstate the spaces within a re-design of this part of the site.
 - 4. Subject to the outcome of the soft-market testing identified above, move towards a scheme incorporating a mix of dwelling sizes at an appropriate density relative to the suburban context of the site. This should retain the children's park and play area.
 - 5. Review the heights of the proposed apartment buildings, and reduce if possible. A compromise solution whereby the third storey is hidden within the roof space using dormer windows should be explored further.
 - 6. Review the prospect of closing off Bakers Walk as a through-route to vehicles, whilst retaining pedestrian access for residents of the new development. Similarly, provide further consideration of vehicle access being restricted in the vicinity of the children's play area.
 - 7. Examine car parking provision and agree an appropriate ratio / number of spaces with Staffordshire County Council.
- 3.19 The above recommendations were considered in conjunction with the initial consultation responses summarised in this report and contained in **Appendix 3**.

Preferred Option Consultation

3.20 The Preferred Option Masterplan was developed upon consideration of the recommendations and consultation responses set out above. It responds to a number of the issues raised following the initial option consultation. Broadly speaking, the Preferred Option has improved upon the initial options and consideration has been given for the inclusion of the play area which will be retain and upgraded and the

- scheme has incorporated a mix of apartments and houses at varying sizes with an appropriate density balances by the amount of green space.
- 3.21 A review of the heights of the proposed apartment buildings was undertaken, and, in response to concerns raised by locals, the apartment block to the north of the site, has been removed and replaced by traditional two-storey houses. In addition, the vehicular access which was previously shown to the rear of Bakers Walk has been closed off as a through-route. The provision of additional car parking spaces to serve residential properties has also been included.
- 3.22 There continues to be ongoing review to establish how some owner-occupied properties (not more than 20%) could be delivered within the redeveloped estate. The tenure mix is to be determined at Reserved Matters stage.
- 3.23 Following consideration of the key issues which were established in the first-stage of consultation, the second-stage consultation focused upon the detailed aspects of the masterplan, providing a second opportunity for those who had previously made comments, as well as an opportunity for those who had previously missed the first-stage. Approximately 48 people attended the public consultation and a number of comments were received in response. Participants could provide comments online through the Council's website, and/or via the feedback forms and comments box. These consultation responses summarised in this report and contained in **Appendix 4**.
- 3.24 Participants were asked the following questions:
 - Do you agree with the proposed layout of the preferred option for Tinkers Green
 Estate?
 - Do you agree with the proposed mix and size of properties on the site?
 - Have you any comments about the site access and proposed car parking spaces?
 - Do you have any additional comments, ideas and for improving the area and to ensure that local residents' needs are most appropriately met?
- 3.25 Each of the above is addressed in turn below.

Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

3.26 All responses received supported the proposed layout presented by the Preferred Option; in particular, supportive comments were received on the removal of the shop unit however, some respondents indicated their support for convenience store provision.

Do you agree with the proposed mix and size of properties on the site?

3.27 The majority agreed with the proposed mix and size of the properties, however, one consultee responded that some affordable housing should be included within the scheme. Another respondent was unsure from the plans as to what the eventual tenure mix should be. Additionally, a respondent expressed a preference for the scheme to only consist of houses.

Have you any comments about the site access and proposed car parking spaces?

3.28 The majority of the responses received made no comment on the issue of access, however parking remained a key issue raised by respondents concerned that additional car parking would be required due to the existing issues on the estate, particularly in close proximity to the school at peak times.

Other Comments, Ideas and Thoughts

- 3.29 On balance, the Preferred Option for the redevelopment at the Tinker Green Estate was positively received by all of the respondents; some had additional comments and views on the Preferred Option going forward. These included:
 - Maximum building heights across the estate being no more than two storeys;
 - Disappointment at the requirement for some residents to move from their current home on the estate; it was requested that any such residents be given priority should they express an interest in occupying a new home on the estate;
 - Concern over traffic disruption and the existing road conditions;

- Concern over traffic speeding through the estate, with calls for traffic mitigation measure to be put in place;
- A requirement for sufficient ventilation within all of the new dwellings; and
- A requirement for the trees on the estate to be maintained.



4. Summary and Conclusions

- 4.1 An extensive consultation process has been undertaken, based on a two-stage approach. This report has assessed the outcomes of each of the stages. The first stage of consultation, in which feedback was invited on initial options and design ideas for the redevelopment of the Tinkers Green Estate, informed the development of a Preferred Option masterplan which informed the second consultation stage.
- 4.2 The first-stage of the consultation established what local residents and other key stakeholders thought were the key issues which affect the estate; what type and size of homes they feel are needed for the area; which, if any, of the initial masterplan options were preferable to them; and what other comments, ideas and thoughts they had which could contribute towards creating an attractive and sustainable area that they would like to live in.
- The Preferred Option Masterplan was worked up upon consideration of the recommendations and consultation responses from the initial consultation and sought views on the revised proposals, particularly on the specific design and layout of the site, the mix and size of properties offered, access, and car parking provision. Additional comments, ideas and thoughts were also welcomed. The responses and recommendations contributed to ensuring that the redevelopment for the Tinkers Green Estate is well-designed and appropriate to meet the needs of the local community.
- In total, a large number of responses have been received, from a variety of groups and local representatives. All have expressed their enthusiasm and support to see Tinkers Green Estate redeveloped. These have been reviewed in detail and summarised within this report and where possible integrated into the Preferred Option Masterplan.
- 4.5 The Preferred Option masterplan was positively received at the second-stage of consultation. Whilst every attempt has been made to incorporate all suggestions made, accommodating the preferences of each respondent has had to be balanced in the interests of achieving the overriding objectives, namely providing the right type, size and mix of residential properties, and supporting facilities. Where

conflicts have occurred, for example regarding the inclusion of some three-storey buildings, the proposal makes provision for appropriate mitigation in order to ensure that the achievement of the overriding objectives is not jeopardised. Such matters are considered in further detail within the Planning Statement and suite of environmental and technical assessments which accompany the planning application proposal.



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Appendices

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Appendix 1
Consultation
Postcard
Invitation



Your community, your call: Community Consultation Event

Come and talk about the future of Tinkers Green:

Thursday 3 July 4pm-7pm, Cottage Walk Shops

Saturday 5 July 10am-1pm, Wilnecote High School

Look at the options for Tinkers Green and meet the consultants, architects and highways expert.

Have your say!



Can't attend but want more information?
Phone 0800 183 0454,
email regeneration@tamworth.gov.uk
or have your say at
http://yourhometamworth.wordpress.com



Your community, your call: Community Consultation Event

Come and talk about the future of Tinkers Green:

Saturday 24 January 9.30am - 12noon, 49 Hastings Close, Wilnecote, Tamworth. B77 5LG

Look at the options for Tinkers Green and meet the consultants and architects.

Have your say!



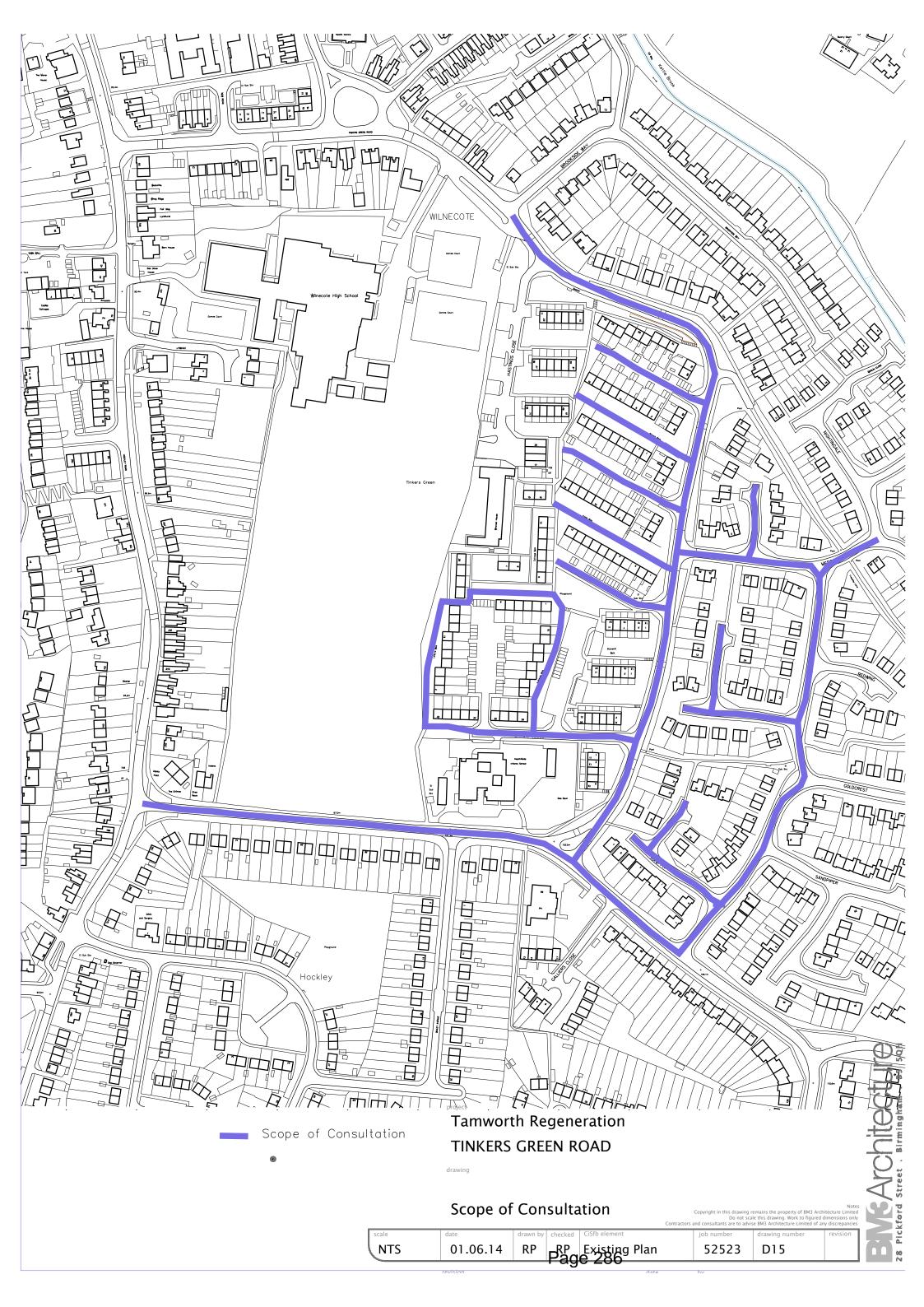
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A Bilfinger Real Estate company

GVA

Report

Appendix 2 Consultation Map



A Bilfinger Real Estate company

GVA

Report

Appendix 3
Consultation
Feedback
Forms (First
Consultation)





Thank you for taking the time to look at the proposals for the future redevelopment of Tinkers Green Estate, Tamworth. We invite your comments on the emerging masterplans by 20th July 2014. We will give them all consideration in developing a scheme for the area further.

What do you think are the key issues for Tinkers Green?

More houses need to be built.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

More 3 Bed Houses.

Which masterplan option do you prefer and why?

OPTION 3 WITH SHOPS

Any other comments: (continue overleaf)

Name: TEUDY CARUEL
Email Address: trudyglynnalive co. Uk
Postal Address:
13 Stoneh. U Walk
Wilne cote, Tamworth

Postcode: B77 5L7.

The proposals are available to view online at: http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:

Consult Tinkers Green,

c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20th July 2014

Thank you for taking the time to comment,





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What do you think are the key issues for Tinkers Green?

Tenants do not like the maisonettes, because of stair wells + walkways which become dirty/

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

all types - + they should be mixed up, small with larger old with young.

Which masterplan option do you prefer and why?

No preference yet

Any other comments: (continue overleaf)

Name: CIIr J Jeukins Email Address: Janyankinstamworka) Postal Address: Yahoo. W. UK

Postcode:

12 orknown Dr Where water BT

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THE PLANS FOR TINKERS GREEN OK BUT IF SHOPSP DO NEED TO BE AWAY FROM THE BARK AS PARK HAS AWAYS BEEN LOVELY FOR FOR CHILDREN FOR YEARS

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

TWO AND THREE BEDROOM HOUSES PLEASE NO MORE MASONETTES.

Which masterplan option do you prefer and why?

HOUSE TYPE OPTI

Any other comments: (continue overleaf)

PLEASE MAKE THIS A PLACE TO PROUD OF

D HADDOOM Name:

Email Address:

Postal Address: 13 104 HOUSE WALK WILNECOTE

Postcode:

677 SNA

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What do you think are the key issues for Tinke	
we want people who tal	a care in their
properties/cardens. Or	reatre a more pleasau Le and relavo and l
entironment la lui	relaw, and I
What type and size of homes does Tamworth	
affordable variety of	low priced property.
	wages are
Tanward is a depressed we	a re low wags. Need pro
Which masterplan option do you prefer and w	thy?
0 F 2 3 (NB	twie @ 64 TGR. I houses.
opuan.	cal back of houses.
Don't have trongs	road buck of
Don't like housing options	
Any other comments: (continue everleaf)	
At back of 60-68 reed as 3 disabled people. New	I parking spaces.
THE DUCK OF SOME	I has down a road
as 3 disabled people.	of the door.
Kept closed to e	erable us to part close to
Name: D Rollar / BOLON	The proposals are available to view online at: http://yourhometamworth.wordpress.com
Email Address: CMMabolton 180	A dedicated email address has also been set up to receive comments on the proposals:
Email Address: emmabolton 186 Postal Address: homail.co.uk 64 Tinkers Green Rd,	regeneration@tamworth.gov.uk
64 Tinkers Green Rd,	Comments may also be posted to:
	Canault Tinkora Croon
Postcode: R77 5/(Consult Tinkers Green, c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB
Postcode: B77 SUC.	Consult Tinkers Green, c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20 th July 2014 Thank you for taking the time to comment.





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What do you think are the key issues for Tinkers Green?

TO MAKE IT MORE OF A COMMUNITY ONCE THE
AREA IS LEVELED AND BUILDING OF NEW MOUSEING
HAS FINNISHED TO LOCAL PEOPLES SATISFACTION

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

HOUSES 2-3 BEDROOMS

Which masterplan option do you prefer and why?

ľ

Any other comments: (continue overleaf)

BAKERS WALK NEEDS UPLENT ATTENTION / (IE) ROAD SURFACE LAMPOSTS BOLLARDS)

Name: John MuRRow

Email Address: 7 MURROW 83 QL LMAIL O COM

Postal Address: 14 BAILERS WALK

Postcode: B7755LP

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c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB
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What do you think are the key issues for Tinkers Green?

quality homes. reduction of ASB. improve environment

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

2 > 3 bed hones for young families and smaller units for older Single people - can be apartment type.

masterplan option do you prefer and why?

Option 2. well land out

Any other comments: (continue overleaf)

Name: M COUCHMAW.

Email Address:

Postal Address: TBC Councillor

Postcode:

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What do you think are the key issues for Tinkers Green?

AT THE MOMENT TINKERS GREEN IS A DON'T TEX ANYONE WHERE YOU LIVE? AREA SO ANY IMPROVEMENT IS GOING TO BE A CHANGE FOR THE BETTER

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

LOCICALLY A GOOD MIX AS IN ANY COMUNITY

ich masterplan option do you prefer and why?

Any other comments: (continue overleaf)

ON A PURELY PERSONAL LEVEL, LIVING ON TINKERS GREEN ROAD I WOULD PREFER SOME LOW RISE BUILDING ON THE SITE.
THAT IS SHOWN ON PLAN AS BEING THREE STORES. THE SITE IS ACREADY IN AN ELEVATED POSITION ABOVE THE ROAD AND TALL BUILDINGS WOULD OVERSHADOW EXISTING HOMES LOOK OUT OF PLACE

Name: TO G FARMER

Email Address: MARGIMFARMER @BT.COM

Postal Address:

121 TINKERS GREN ROAD WILNECUTE TAMWORTH

Postcode: B775ムゴ

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What do you think are the key issues for Tinkers Green?

its a Scruffy estate no one takes core of Gorden's which make it look awful

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

3 bedroom

ho drown

Which masterplan option do you prefer and why?

option 1

Any other comments: (continue overleaf)

Don't want the Shop at the back of my house at Callis helk

Name: SUO

Email Address:

Postal Address: 3 Call's Wall

Postcode: B77 SLR

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RATIO of MORE HOUSES to FLATS.

TO HAVE MORE BRICKHORK Han RENDERED FINISH.

TO KEEP THE AREA ORN-WITH LESS PLACES HIDDEN FROM VIEW. PLENTY OF PARKING SPACES AVAILABLE, PARTICULARLY AROUND SCHOOL AREA

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

A GOOD MIX of FAMILY HOMES & ONE BEDROOM FLATS.

Which masterplan option do you prefer and why?

OPTION 2 OR 3.

Any other comments: (continue overleaf)

Shikane'er preference to speed calming humps.

It would be better for Wilnecote & the residents y "problem people"

were not housed on the estate.

Name: DIANA WILLIAMSON

Email Address: Whagsec 12@hormail.co.vk

Postal Address:

Postcode: 6775EE

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PROBLEM FAMILIES UPRULY CHINDREN UMBERLISM

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

DONOT LIKE FLATS!!! PREFER OPTION & HOUSE
BUT IF WE HAVE TO = 11 11 2 FLATS
HAVE FLATS

Which masterplan option do you prefer and why?

PLAN 2. INCORPORATES MINI SUPERMARKET

Any other comments: (continue overleaf)

THE ROTATE NEEDS TO BE MONITORED CHOSEW - RG. Dog FOULING AS IT IS AT PAESENT

Name: MRYMRS K BARRATT **Email Address:**

Postal Address:

38 BROOKSDA WAY

WILNGOOTE

Postcode: BTT ShH

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What do you think are the key issues for Tinkers Green?

RESIDENTS "CARING" ADOUT WHERE THEY LIVE

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

MIXTURE TO SUIT EVERYBORY

Biochoms 2+

Which masterplan option do you prefer and why?

often 3 - SITE How Der 4 HOUSE OPT 2 APARTMENT

Any other comments: (continue overleaf)

LOOK FORWARD TO DEVELOPMENTS BUT NOT TRAFFIC CONFUSION.

JEAN TIMMS Jean_timms @ sky. com Name: Email Address: Postal Address: NEW ROAD STORES (FLAT)

WILNECOTE

Postcode: B77 521 The proposals are available to view online at: http://yourhometamworth.wordpress.com

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What do you think are the key issues for Tinkers Green?

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

House no flots

Which masterplan option do you prefer and why?

Site Plans 2 not a good thing to put shops by Park

Any other comments: (continue overleaf)

Name: October Hodolog
Email Address: 16
Postal Address:

Postcode: P77 50

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What do you think are the key issues for Tinkers Green?

Not to many fres thee's

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedroom.

Houses 2-3 bedroom needed

masterplan option do you prefer and why?

Shops Renow Rd

Any other comments: (continue overleaf)

081

Name: Mas in Starkey
Email Address:

Postal Address: 97 linkers greet Rel

WILNECOLE Innwath

Postcode:

B775LJ

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What do you think are the key issues for Tinke	
Anhsocial behavior, Lac	r of care a and
The Ylars, people co	not book after gardons.
too many people fro	m altside tamwath get have
What type and size of homes does Tamworth	
11221 2 2 2 and t	sungalous No svitable
riases 582 and	35/1941045.700 30.
Massing for eldely.	
Which masterplan option do you prefer and v	vhv?
OPTION 1 - NO ST	tops. For antisocial behaviore
We have unhappy memories	fer antisocial behaviore
	<i>'</i>
Any other comments: (continue overleaf)	1 0 0 000 14 0 000
We dond want shops we	e have enough in area emphy no-one wants Rem at school times without
The one you have I are	emphy no-one warms.
The Wather is hersendas	at school times without
Shop Traffic.	
Name: Fernyhaigh Email Address:	The proposals are available to view online at: http://yourhometamworth.wordpress.com
Email Address:	A dedicated email address has also been set up to receive comments on the proposals:
Postal Address: 8 Lower Walk	regeneration@tamworth.gov.uk
	Comments may also be posted to:
Postcode: 877 SLY	Consult Tinkers Green, c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB
Postcode: 18 / / S / Y	The closing date to submit comments is by: 20th July 2014

The information you provide us with above will be used in accordance with the Data Protection Act 1998, and therefore not used for any purpose other than related to this public consultation. Your personal details will not be passed on to any third party organisation.

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WE NEED HOUSES ON THE MAIN TIDICENS

What do you think are the key issues for Tinkers Green?

GREEN R) NOT FRATS RD GOING ROUND THE BLOCK What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms? ONE BADROOM HOUSES Which masterplan option do you prefer and why? Any other comments: (continue overleaf) Name: Mr. E Brong Fron A dedicated email address has also been set up receive comments on the proposals: regeneration@tamworth.gov.uk A dedicated email address has also been set up to Comments may also be posted to: Consult Tinkers Green, c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB Postcode: The closing date to submit comments is by: $20^{\rm th}$ July 2014

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What do you think are the key issues for Tinkers Green?

Upgrade of the area, needed.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Varied.

Which masterplan option do you prefer and why?

Either 2 or 3. with a small retail out let.

Any other comments: (continue overleaf)

Exsiting Walks need to be renovated, after garages where Knockel

down:

Name: Jean Bolton
Email Address: n bolton 1 6 5 kg
Postal Address:

Postcode: B77 561

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At the moment, as it is, the concentration of noisey families of the gathering of unchecked children causing problems of damago. damage.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

houses 2/3 + a lew 4 bedrooms

Which masterplan option do you prefer and why?

An adaptation

See below Like DO WOT LIKE

HOUSETYPE APARTMENT TYPE OPT! SITE PLAN HOUSE TYPE DPTZ + 4 1 OP 2 NOT 3 APARTMENT OPTZ SITE PLAW

Any other comments: (continue overleaf)

I don't believe another supermarket is needed. With the proposed removal of community facilities is Youth/Community buildings /6 library, a community focal point is needed more. Such as a cafe for fresh backery/ meeting point/rooms that can have a snack bar

community focus

J Barratt. Name: **Email Address:**

Postal Address:

Postcode: SLR.

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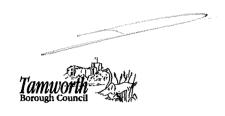
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What do you think are the key issues for Tinkers Green?

noise to fic

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Houses. 2+3 bod's with gordon's One Bod flats. for old people.

Which masterplan option do you prefer and why?

Option 1 - NO SHOP'S we have

for two Harry in this area. FAR TO MUCH Riffic all day and all Night

Any other comments: (continue overleaf)

Name: Ann Harrison

Email Address:

8 KESTREL

Postcode: 1877 5NY

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regeneration@tamworth.gov.uk

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Thank you for taking the time to comment.

,





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What do you think are the key issues for Tinkers Green?

SCRAP THE APARTHEMT IN THE PLAN FOR HOUSES

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedroom

HOUSES 2 e 3 BEB

/hich masterplan option do you prefer and why?

NONE

Any other comments: (continue overleaf)

RETAIN THE SHOPS. BIGGER RAY AREA NO THREE STOREY APARTMENTS,

Name: GEOFF SAID ERS Email Address: geoffrey. Sourcas 10 Postal Address: Noture C, co. UF Postcode:

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What do you think are the key issues for Tinkers Green?

To remove the existing monstrosoties that should never have been built, and replace them with structive dwelings that the ocupants will take a prode in and be happy to look after and maintain the appearance of them.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Levo storey brick built two or three bedrooms

Which masterplan option do you prefer and why?

None Living on Sinkers Green road for the post fifty egeors I have lived opposite what at times has been a rightenore. With shouting, fighting and swearing at all hours of the does and night

Any other comments: (continue overleaf)

I firmly believe that any houses expected on the main rook and being peoples dwelling who have lived there for many years shoul be no more than two stories high of the option 1-2-3 ORA

T. G. FARMER

Email Address: MARGM FARMER @ BT. COM

Postal Address:

121 TINKERS GREEN ROAD WILNECBTE

Postcode: 87754 づ

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THE PLAMS OK BUT PLEASE DON'T PUT SHOPS BY PARK THIS DON'T WORK WE LOVE TO SEE OUR PARK WORK WE LOVE TO SEE OUR PARK HOTS OF CHILDREN EN THERE
PUT SHORS BY PARK THIS BOOK PARK
LOTS OF CHILDREN ON THERE
What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms? THREE BEDROOMS
PLEASÉ
PLEMSE

masterplan option do you prefer and why?

HOUSE TYPE OPT ONE

Any other comments: (continue over esf

PLEASE MAKE THIS TO BE PROUD OF

Postal Address:

TRS. LESTER. H. COTTAGE WALK

Postcode:

BTT SNB

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c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB

The closing date to submit comments is by: $20^{\rm th}$ July 2014

Thank you for taking the time to comment.





Thank you for taking the time to look at the proposals for the future redevelopment of Tinkers Green Estate, Tamworth. We invite your comments on the emerging masterplans by 20th July 2014. We will give them all consideration in developing a scheme for the area further.

What do you think are the key issues for Tinkers Green?

no apartments

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

houses

Which masterplan option do you prefer and why?

None as they have apartments on

Any other comments: (continue overleaf)

Park needs to be bigger and cater for all age children

Name:		
Email Address:		
Postal Address:		
Postcode:		

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A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

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Mainly 2 bedroom promove as move mean the children's palle No alley usep between what type and size of homes does Tamworth appartments yes wilt stoney block bedroomed.	need, e.g. flats, houses, no of bedrooms?
Any other comments: (continue overleaf)	ton edge of estate
Name: MPS & MANN Email Address: Postal Address:	The proposals are available to view online at: http://yourhometamworth.wordpress.com A dedicated email address has also been set up to receive comments on the proposals: regeneration@tamworth.gov.uk
Postcode: B775NA .	Comments may also be posted to: Consult Tinkers Green, c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20 th July 2014

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What do you think are the key issues for Tinkers Green?
3 story Houses, changed to 2 story, on tinkers Cim. RD. get rid of bank-
by blocking acess to main RD, sostoppi Children from running into RD.
What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?
More houses so kids can have
gardens

Which masterplan option do you prefer and why?

Either il you change 3 storey to be built and put up 2 storey houses

Any other comments: (continue overleaf)

Name: L. CHORE

Email Address:

Postal Address: 107 TINKERS CIREEN

Postcode: BTT SLT

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What do you think are the key issues for Tinkers Green

NO SMOPS

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

1 2 3 . DE- ROOMS FEWER MATS PRAKTIMENTS

Which masterplan option do you prefer and why?

OPTION I NO SHOPS POOD LAY OUT PARKING FOR INFANCE SCHOOL

Any other comments: (confinue over eaf

Name: THINKRISON

Email Address:

Postal Address: 8 1857RGL

Postcode: 377501

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What do you think are the key issues for Tinkers Green?

- more 1-2 bedroom Lomes
- ASB lesers on the whole Estate.
- lack of Appiration

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

1- 2 bedrooms houses get and of marionettes possibly no 3 storey

Which masterplan option do you prefer and why?

noz but if mini shop could be located on sandybach sile then a few more houses could be putto.

Any other comments: (continue overleaf)

please be careful when moving on with the deselopment when allocating opp top as mostly elderts people want to see high buildings

Name: Clir Tina Clements

Email Address: Lina - clements etament gov Addicated email address has also been set up to

Postal Address: 75, Linkers greened

Postcode: 377-56e

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What do you think are the key issues for Tinkers Green?

Noise, Unemployment,

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Houses 3 Bedrooms

Which masterplan option do you prefer and why?

attract trouble

Any other comments: (continue overleaf)

Name:

Email Address:

Postal Address:

19 Calles Walk.

Postcode: R775LR

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What do you think are the key issues for Tinkers Green?

LACK OF PARKING SPACES. CAR PARKING FROM SCHOOL RUN PARENTS. CONGREGATION OF CHILDREN AT COTTAGE WALK

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedroom

3 BED HOUSES

Which masterplan option do you prefer and why?

Nº2 REDUCTION IN HOUSES FROM Nº PLAN

Any other comments: (continue overleaf)

Name: BICOLQUHOUN

Email Address: b, co (quhoun 10 Hormail Com A dedicated email address has also been set up to

3 COTTAGE WALK

Postcode: B77 5NB

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What do you think are the key issues for Tinkers Green?

It would be nice to see upgrade of the area after all these years:

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

than relise the Two and Three bedroom houses.

Which masterplan option do you prefer and why?

(2.) You must have a shop for people like myself

Any other comments: (continue overleaf)

The area must be kept mentained more officer.
is! - Road Sweeper's in the winter when leaves are comming
off tree's.

Name: MR Noel Brolton

Email Address:

Postal Address: 88, TINILERS GREEN ROAD,

WILNE COTS.

Postcode: B77 5LW/

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What do you think are the key issues for Tinkers Green?

To create homes that are free from damp + poor drainage, as well as being easy to keep worm.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Family homes, especially more 2 beds but also 3 + 4's for larger families.

Which masterplan option do you prefer and why?

Option one, because it looks the most green of spacious. I believe myone living in an area which looks pretty will be more likely to improve and look after their local area maintain an attactive home and look after their local area Any other comments: (continue overleaf) - Something Hustrys Wark as it is now has never had.

Name: A SUCING
Email Address: a preaficial of 1976 a grouple
Postal Address:

Mail. com

49 Haskings Close

Postcode: 377 5LC

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What do you think are the key issues for Tinkers Green?

N° 21 Callis Work will be overtooked.

Access to estate should be from top \$ bottom not through reads.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Which masterplan option do you prefer and why?

Option 1 - don't want a shop so near. Extra cas ported near house.

Any other comments: (continue overleaf)

womied about being overboked.

-Parting on Linthouse would during school hours is a nightmane. Stropple to part outside my House.

- Means keep blocking my our in when working on langulary

Name: Rebecca Greatorex

Email Address: beacigreatorex e uphoo co.

Postal Address: 21 Caus Walk

B77 5LR

Postcode:

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rs Green? Degoter on it is at the hop that come that were that where or come to access an entering chose top to bottom. Thered, e.g. flats, houses, no of bedrooms?
son doesn't went a soll worth trouble the though the the through the throught the t
and but would have square of housing contrie tecepns with what is Thank you
The proposals are available to view online at: http://yourhometamworth.wordpress.com A dedicated email address has also been set up to receive comments on the proposals: regeneration@tamworth.gov.uk Comments may also be posted to: Consult Tinkers Green, c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20 th July 2014

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What do you think are the key issues for Tinkers Green?

Just to regermate the area and make it more a happier cheerful and coloniful place

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

needs more flats or \$2 bedroom houser effortable

Which masterplan option do you prefer and why?

Option 2 think it needs shopping area

Any other comments: (continue overleaf)

Name: Daniel Wells

Email Address: dannywells 22 @msn.com Postal Address: 17 Cotlage Walk Wilherote Tamworth

Postcode:

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Two



Comments Form - Tinkers Green Estate Redevelopment, Tamworth

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What do you think are the key issues for Tinkers Green?
A clean + tidy area with a community
A clean + tidy area with a community feel which you would get with a Shopping area
Shopping area
What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?
Howes 3 bed.
Which masterplan option do you prefer and why?

Any other comments: (continue overleaf)

I prefer house style A, B+H

Name: Lesley Griffiths Email Address:

Postal Address: 7 Lapwing

Postcode: B77 5WW

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What do you think are the key issues for Tinkers Green?

Parking

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedroom

one bedroom propertys. 2 Bed. 3 Bed.

Which masterplan option do you prefer and why?

option 1.

Any other comments: (continue overleaf)

If possible the reacreation area to be left. on it is a focal point and greatly is ed by School. Children

Name: Sance Corden. Email Address: Sance Corden a Postal Address: G. Mail

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regeneration@tamworth.gov.uk

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Thank you for taking the time to comment.

Group of boys

What do you think are the key issues for Tinkers Green?





Comments Form - Tinkers Green Estate Redevelopment, Tamworth

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* Shop. • BMX track. • Extend the park Istuf What type and size of homes does Tamworth i	
Flats are getting old. Not very NICL. Happy about rege Which masterplan option do you prefer and w	
Any other comments: (continue overleaf)	
Name: Email Address: Postal Address:	The proposals are available to view online at: http://yourhometamworth.wordpress.com A dedicated email address has also been set up to receive comments on the proposals: regeneration@tamworth.gov.uk
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What do you think are the key issues for Tinkers Green?

Play spaces for young answer.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

more retirement proportés ie - bargalois.

Which masterplan option do you prefer and why?

2+3. I wink snows are good be ond the

Any other comments: (continue overleaf)

Name: Barbara & au shokmail.
Email Address: barbara Nau shokmail.
Co.Uz

Postal Address:

18 Tamos

Postcode: B77 500

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What do you think are the key issues for Tinkers Green?

people not cleaning up after themselfs, blogs ect.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Houses 2 to 3 bedrooms

Which masterplan option do you prefer and why?

Option 1 as no shop in plan as shops bring become a meeting point for people and not always nice people.

Any other comments: (continue overleaf)

more information about when the work will start will be helpful. Thankefor.

Name: DARRYL DEAN

Email Address: dean_darr@yahov.co.ut

Postal Address: 5 CALLIS WALK

WILARCOFE

Postcode: B47 5LR

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What do you think are the key issue	es for Tinkers Green i	?	
to-much drug abus	020002000022200000000000000000000000000	children	unruly
What type and size of homes does	Tamworth need, e.g	. flats, houses, no of l	sedrooms?

Which masterplan option do you prefer and why?

Concerned too much council housing

Same publems will occur.

Any other comments: (continue overleaf)

Name:

Email Address:

Postal Address:

Not provided.

Postcode:

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What do you think are the key issues for Tinkers Green?
Making the area more clean and improving on and social Behaviour.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedroom

Houses 213 bebrooms.

nich masterplan option do you prefer and why?

DRtion 2.

Any other comments: (continue overleaf)

why can't some Lane at the top of

twicers green +> I overwoods +> 3e use>

to make a car park for heathfield infant

School as parting there is an isue.

Name: Daniel Howtens. Email Address: Letch awkins Dive, co. ut

Postal Address: 12 Bakers walk

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What do you think are the key issues for Tinkers Green?

Kids walking to so had (roads idargus people).

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Which masterplan option do you prefer and why?

Optiona-because it is closer to the other shops around near me.

Any other comments: (continue overlead)

no comments

Name: Holly Wardward-Jones Email Address: Hig wij (Ha) abl com Postal Address: (4 Callis is alk Tamworth

Postcode: 3

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Postcode:



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		t (

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Which masterplan option do you prefer and why?

Any other comments: (continue overleaf)	
Bolton, 88 Tunkers Green Road; - Knis road needs assessing for speed but the parking (especially white vans) C Name:	ups (read to be levelled like by Margander ould we have chicares? rather
Nàme: Email Address: Postal Address:	The proposals are available to view online at: http://yourhometamworth.wordpress.com A dedicated email address has also been set up to receive comments on the proposals: regeneration@tamworth.gov.uk Gomments may also be posted to:

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actioning a content of the area farmen
What do you think are the key issues for Tinkers Green?
What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?
What type and size of notices does rainworth fided, e.g. flats, floores, floor bear obtain

Which masterplan option do you prefer and why?

Any other comments: (continue overleaf)

Name: PHENNAPHA HANKING.

Email Address: Lebhankins @ Live coul

Postal Address: 12 Bakers Walk

wilnocote Tammorth

Postcode:

B77 5LP

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What do you think are the key issues for Tinkers Green?

PARKING SPACES IN ESTATE BETWEEN "IVYMOUSE WALK"-SAXON CLOSE "-"LEISURE WALK"

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

AS IT IS MORE COUNTRY SIDE" AREA THOMES WILL DO BETTER THEN FLATS, NUMBER & BEDROOMS WOUND BE 2-3.

Which masterplan option do you prefer and why?

OPTION ONE (1) AS LONG AS EXISTING FACAR
PARK STAYS WHERE IT IS. CHILDREN PLAYGROUND IN NEW PLANS STAYS WHERE IT IS BUT YOU PUT ACCESS TO HOUSES NEAR IT WHY NOT MOVE ACCESS ROAD BIT UP BETWEEN

Any other comments: (continue overleaf)

NEXT MEETING THERE WILL 3D WASTERPLAN.

OTHER HOUSE WHERE PLAYERO-(HEAVIN & S'AFETY

Name: AGNESE ZIRIDZINA Email Address: agnese, zirdzina @ gmail. on dedicated email address has also been set up to Postal Address: 7 WYHOUSE WALK

THUWORTH

Postcode: 677 JNA

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c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20th July 2014

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DEUR C WALK SAXON NOSSO 282 OUR PROPERTY (By Properties) THE TOUR WE BROUGHT COORSO IT AND GO DONN. RADISO SPACE SON WEART のそうすべかと HOR OFF AND FICK - 2 RENT AND MERE IS REPORTED AND THAT ARCHARGE + school is is supply ONE BROKE STAY TO DAY
PROPERTIES CONSULT TANK proportion set this Gort. THIS CAR PARK IS CAR PARK, IT TOWN CAC (2) WE FARE OUR we trad it with BUT ALL 33 SO TRAS UNA) 12 (X (ST) 2 6 PROPORTY WILL 一さられたのうる





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What do you think are the key issues for Tinkers Green?

PARKING FOR INYHOUSE WALK & LEISURE WALK IS A MAJOR ISSUE THAT MUST BE RESOLVED - PTO.

What type and size of homes does Tamworth need, e.g. flats, houses, no of bedrooms?

Traditional Style homes of 2 and 3 bedrooms -this will make the area more attractive and presentable and provide pride within the local communites.

Which masterplan option do you prefer and why?

ALL THE PLANS SHOWN TO US TODAY ARE NOT ACCEPTABLE-WE NEED PARKING FOR IVYHOUSE & LEISURE WALK (PTO) AND HEATHFIELDS SHOOL. THE PLANNED THROUGH ROAD OFF LINTHOUSE WACK IS NOT A GOOD IDEA WITH THE CHILDRENS PLANGROUND AT THE SIDE OF THE ROAD- WE DO NOT NEED SHOPS

Any other comments: (continue overleaf)

ARE there any plans for landscaping for thee/bushes)
plants are. THE CUPPENT PLANT (BRICK) AREAS THAT WILL
be REMOVED ON ALL TODAYS PLANS ARE NOT UTILISED
COPRECTLY NOW?

Name: DARREN BOUTON

Email Address: darranbita @ yahoo.co. Uk.

Postal Address: 7 IVY HOUSE WALK

BAT SNA. Postcode:

The proposals are available to view online at: http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:

Consult Tinkers Green,

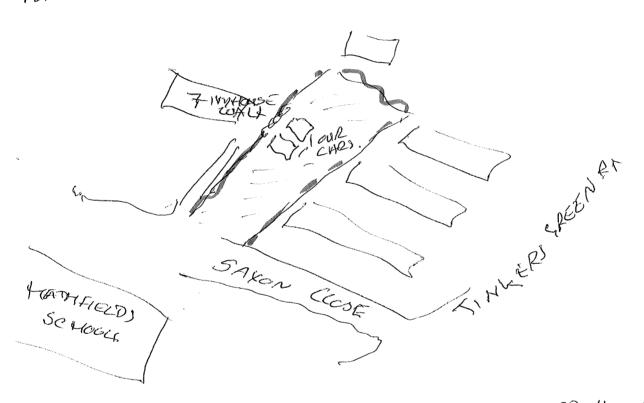
c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB The closing date to submit comments is by: 20th July 2014 July 2014

Thank you for taking the time to comment.

PARKING - IVYHOUSE WALK AND LEISURE WALK.

WE HAVE 33 HOMES IN THIS AREA AND MANY ARE CAR OWNERS.

WE (7 IVYHOUSE WALK) ARE A TWO CAR FAMILY AND PARE
FORCED TO PARK BOOK TWO CARS IN FRONT OF OUR
HOME (OF EAHON CLOSE). THIS AREA ON ALL THE CUPRENT
PLANS MAS DISAPEARED.



WE CANNOT PARK IN THE AREA BEHIND OUR GARDEN- AS
THE CARAGES THERE ARE LENTED OVET BY THE COUNCIL

(WE CANNOT AFFORD THE RENT) AND THE AREA IN FRONT OF

(WE CANNOT AFFORD THE RENT) AND THE AREA IN FRONT OF

EACH GARAGE HAS BEEN ETCHED OUT TO ALLOW ACCES)

FOR PEOPLE WHO RENT THESE GARAGES - SO NO RESIDENTS

THAT 11 VE HERE WHO DO NOT RENTTHE GARAGES
THAT 11 VE HERE WHO DO NOT RENTTHE GARAGES
PARK IN THE AREA AS SHOWN ABOVE. THIS PARKING AREA

PARK IN THE AREA AS SHOWN ABOVE. THIS PARKING AREA

OVER CROWDED WITH CARS WHEN PARENTS DROPLOFF, PICKUR

OVER CROWDED WITH CARS WHEN PARENTS DROPLOFF, PICKUR

THICK CHILDREN FROM HEATHFIELDS SCHOOL.

A Bilfinger Real Estate company

GVA

Report

Appendix 4
Consultation
Feedback
Forms
(Second
Consultation)





Thank you for taking the time to look at the proposals for the future redevelopment of Tinkers Green Estate, Tamworth. We invite your comments on the preferred option by 14th February 2015. We will give them all consideration in developing a scheme for the area further.

Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

YES

Do you agree with the proposed mix and size of properties on the site?

755

Have you any comments about the site access and proposed car parking spaces?

NO

Any other comments: (continue overleaf)

THONK YOU NO SHOP OPPOSSIT. MY MOUSE KESSIRE

Name: J Markerson

Email Address:

Postal Address: & KESIRGIL

WENGGIE

Postcode: 1377 5NY

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Page 336 Thank you for taking the time to comment.





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									100																																		
IN I	o v	Va.		1 - 1	d - 1	~ 111	VIII	10	100	48-	SIII A	100	a line	al.	4-1	Sec. 7	W	m T D	110	(m)	100	AT	3 1	0 1 4	if \triangle 3	16 10	10 T 10	DY o	1 15-1	3110	o la	100	15 1 2	II to II	folio:	145-	III C	laf :	10	3 1.4	10-1	11 =	
-		La Y	. 105.7	3-4	B. w.		1.0	3.8	200			Alle		4	7-7	150	A A	-10	.3.3			2.86.5.	-			.39.55.			3 3		-44		-2.0					430.	33	 374		-	

YES HAPPY

Do you agree with the proposed mix and size of properties on the site?

YES

Have you any comments about the site access and proposed car parking spaces?

COR PARKING CAN IT BE OFF ROAD ?

Any other comments: (continue overleaf)

Concerns over Traffic DISPRUPTION AND condition of the CONTENT

Name: NEIL HIGHWAY

Email Address:
Postal Address:

36 MERGANSER, WILNECOTE,

Postcode: B77 Saw

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DO	ou agree with i	ine proposed mix	and size of prop	erties on the site?	
Va					

Have you any comments about the site access and proposed car parking spaces?
Concerned about traffic the speading along
tokers green rd + was wandering of there will be any caming masures
there will be only caming many
in place (Speed bumps a crossing).
Any other comments: (continue overleaf)
will the childs plan grand be recomped.
will there be a small local shop of site?
nini market in the new proposed site.

Name: Stacey Mackay
Email Address: Stacey Michele Mackay
Postal Address: notmail. Co.UK

Postcode:

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YES

YES

NO

SOME FORM OF SPEED LESTERTION A NO SHROUGH ROAD BOLLALDS TO STOP PEOBLE DRIVING OVER GLASSED AREAS

Days 665 Phile

Email Address: heb33alphappavo slive: co-uk

Postal Address: 9 CALLIS WALK

WILNECOTE

Postcode: 377 518

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

Happy there is no retail units

yes on the whole would of liked no Appartments just house's as one will over look my property

Not really but can see school access being issue for some. School needs to engoice pailing at Sandyback car park (crossing guards ect.

None

Name: Dean

Email Address:

Postal Address: 5 callis Walk

Byy SLR Postcode:

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

Yes

Do you agree with the proposed mix and size of properties on the site?

Yes

Have you any comments about the site access and proposed car parking spaces?

tvery resident should have separate parting space just for his own.

Any other comments: (continue overleaf)

Almost every building has got ventiletion problem. How will be resolved in thet project? project? And Electricity installetion or Ventilation problem.

Name: REMIGIU52 BRZYKCY
Email Address: wcm_i30@yahoo.co.uk
Postal Address: 11 5 axon Close

Wilnewste

Postcode:

377 5 LU Tamworth

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate? looks very, good. Steel think a local one-stop shop is needled! Not energone on the estate has cars! If my husboard clicant get what I needed I would go without!

yes, 2 bedrooms proporties are a must.

Have you any comments about the site access and proposed car parking spaces?

need lots more cot porking hiving in Duyhouse walk I SAXON Close, he is we walk is an absolute Hove seen a lot of nasty get the reidents over porking of you don't get king right, then all the plan's will go or

Any other comments: (continue overleaf)

some people in the mousonettes were both or this estate now live on this not allowed to keep living 9 think that is absolute

Email Address:

Postal Address: 9.114MOUSE WALK

Postcode: 18775NA

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A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

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CKS

YES (BUT 3 STORES AGAIN ????)

SKEMS OR.

WE WOULD WELCOME THE PROPOSED RETAIL DEVELOPMENT AT ME SHE OF THE SANDEBACK PUB AF THERE ISN'T A RETAIL OUTLET ON THE PROPOSED REDEVERAPHEM

Name:

MIKE LINDA HAM

Email Address: meeting as hopman. co. uk

Postal Address:

12 Hamewon

Postcode:

B77 5HU

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regeneration@tamworth.gov.uk

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

VERY MUCH AGREE, PLEASED WITH THE
LAYOUT. WOULD LIKE TO SEE A SHOP AS IT
WOULD IMPRODE AMENATIES IN THE AREA. FOR ALL

Do you agree with the proposed mix and size of properties on the site?

YES.

Have you any comments about the site access and proposed car parking spaces?

MUCH IMPROVED BETTER ACCESS FOR,

Any other comments: (continue overleaf)

SHOULD BE A VAST INPRODENENT, WHEN, THE ESTATE IS BUILT

Name: CHARE.

Email Address:

Postal Address: 107 TINKERS GRW.. RD

The proposals are available to view online at: http://yourhometamworth.wordpress.com

A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

Comments may also be posted to:
Consult Tinkers Green,

c/o GVA, 3 Brindleyplace, Birmingham, B12JB The closing date to submit comments is by: 14th February 2015

Postcode:

Page 344 Thank you for taking the time to comment.





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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

Have you any comments about the site access and proposed car parking spaces?

PARKING FOR IL2 COTTAGE WALK,

Name:

Email Address:

Postal Address:

Postcode:

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regeneration@tamworth.gov.uk

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

GENERALY YES BUT REQUIRE A SHOP

Do you agree with the proposed mix and size of properties on the site?

NOT SURE FROM PLANS WHAT THE MIXIS.

Have you any comments about the site access and proposed car parking spaces?

GENERALY YES BUT DONT CLOSE YOUR EARS TO PARKING IN GENERAL OUER THE REST OF THE ESTATE.

Any other comments: (continue overleaf)

Name:

Email Address: bshakeshaft @ talk talk.net

Postal Address:

18 BAKERS WALK.

B775LP.

Postcode:

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A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

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c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB

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14" February 2015

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

GENCALAULY AGREG LITH THE PROPOSED LAYOUT NOW THAT THE 24 HR SHOP PROPOSAL HAS FIGH REMOVED, AS THAT WOULD HAVE BLEET A NOISE NOISENCE & CRIME LEVER 1550ES.

Do you agree with the proposed mix and size of properties on the site?

YCI, PAULDING THE PRODUCTION DINE Z STONET MAX HEIGHT AND NOT ON GO WORLING THE MONOR NILL GITATE AS SOME TOO AT THE MOMENT.

Have you any comments about the site access and proposed car parking spaces?

Any other comments: (continue overleaf)

Name: 5. 4. WOS)

Email Address: STEVEWOOD @ 9 KETTREL, FREGIENG.

Postal Address:

9 KETNER

Postcode:

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clo GVA, 3 Brindleyplace, Birmingham, B1 2JB

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

Yes. ? Trees maybe issue

Do you agree with the proposed mix and size of properties on the site?

Mes. (Donot want off license or late Shop??)

Have you any comments about the site access and proposed car parking spaces?

No Ay 62 the better of commonly.

Any other comments: (continue overleaf)

Have a issue with trees growing up Appex. Menhaned this before was bild it was health - Salety issue to get some-one to Trim Top. How High are they going to be allowed to grow before promed. (This is a like Hazard.) You are nesponsible.

Name: MI + MB Lane

Email Address:

Postal Address:

Tamporte

TEL 01827 28048S.

Postcode: 500 SWM.

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A dedicated email address has also been set up to receive comments on the proposals:

regeneration@tamworth.gov.uk

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

Do you agree with the proposed mix and size of properties on the site?

Have you any comments about the site access and proposed car parking spaces?

PARKING SPACE NOT AUAVIBLE

AREA AT COURNER OF ROAD. AT NOT COULD BE MADE INSTO PARKING:

SPACE AS IAM. DISABLED SO NEED PARKING SPACE CLOSE TO MY HOUSE

Any other comments: (continue overleaf)

Name: MATTHEW M'GKE

Email Address:

Postal Address:

I COTTAGE WALK.

Postcode:

B77 5NB.

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 $Page \ 349 {\rm k\ you\ for\ taking\ the\ time\ to\ comment.}$





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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

Ver as long as no charge to boundary boundary his of the service roads are opened.

Do you agree with the proposed mix and size of properties on the site?

Have you any comments about the site access and proposed car parking spaces?

Any other comments: (continue overleaf)	
The children go aut of back	gates to cars as,
everyone on our estate	only use backdos
Ceuse parking inthere. T	hated why no through
road as it helps to Ice	The proposals are available to view online at:
Name: D. SCITCN	http://yourhometamworth.wordpress.com
Email Address: draine botton 21 @hotmail.	A dedicated email address has also been set up to
Postal Address:	receive comments on the proposals:
6 × The Green Rd	regeneration@tamworth.gov.uk
	Comments may also be posted to:
Postcode: B77 5 LL	Consult Tinkers Green, c/o GVA, 3 Brindleyplace, Birmingham, B1 2JB
1000000.	The closing date to submit comments is by: 14 th February 2015
D •	E O

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

YES

Do you agree with the proposed mix and size of properties on the site?

VES THATS OK

Have you any comments about the site access and proposed car parking spaces?

WE NEED TO DO SOMETHING ABOUT CAR PARKING TO THE SCHOOL WE CAN'T MORE IN OR OUT AT SCHOOL TIME

Any other comments: (continue overleaf)

ONLY SMALL PARER SHOP WE DON'T ALL HAVE CARS

Name: HA

Postal Address:

13 104 HOORSE LETALK

Postcode: 677 5NA

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Do you agree with the proposed layout of the preferred option for Tinkers Green Estate?

YES.

Do you agree with the proposed mix and size of properties on the site?

I have been hold that it is all council rental properties. I am a single, working woman who cannot afford private rent/buy, so I am very disappointed that where of the properties are for sale

Have you any comments about the site access and proposed car parking spaces?

NO

Any other comments: (continue overleaf)

as we were hold at the last meeting that it will be affordable housing.

Name: Onus Solton
Email Address: em mabolton 18@ hotmail.co.uk
Postal Address:

Postal Address:
64 Tinkers Green Ro

Postcode: RAA 50

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A Bilfinger Real Estate company

GVA

Report

Appendix 5
Initial
Masterplan
Options







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Report

Appendix 6
Preferred
Options



A Bilfinger Real Estate company

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Report

Appendix 7
Press Articles

Exclusive £21.5 million options revealed as council plan to build new homes for first time in 50 years

By Tamworth Herald | Posted: July 09, 2014

By Ashley Preece



TWO "failing estates" in Tamworth are to be bulldozed and redeveloped in a £21.5 million project – the first time the council have been able to build new council houses for nearly 50 years.

The major developments in the Kerria and Tinkers Green estates in Amington and Wilnecote are part of the council's proposals to build a 'healthier Tamworth' – offering new, affordable homes and creating a safer, more positive neighbourhood.

Councillor Michael Greatorex, Cabinet member for housing at Tamworth Borough Council, spoke exclusively to the Herald on Friday (July 4) following the release of the development options.

He said: "I'm really excited by the plans put in place. We want to combat anti-social behaviour on the two failing estates and as the plans suggest give the areas a sense of a community which is all part of our 'Healthy Tamworth' initiative we're trying to achieve.

"It's the first time since the 1970s that we've been able to build new council houses so it really is a big deal for the town and something we're really serious about."

Residents of Tinkers Green were given a first look at potential plans and options for the site at two drop-in sessions last week, which were held at Cottage Walk shops and at Wilnecote High School; both were very well attended.

Kerria residents will have their chance to see the plans at two drop-in sessions at the Kerria Community Centre on July 10 (4pm to 7pm) and July 12 (10am to 1pm).

A key feature on three of the six options is the proposal to build a mini-supermarket which, according to Cllr Greatorex, will add to the community value.

He said: "On both sites there is scope to build a mini-supermarket, which again will add to the community feel we are trying to achieve here."

At this stage the plans show examples of the potential layouts for the sites, rather than final designs for the areas. The options include the types and numbers of housing, along with the types of facilities which could be provided.

The 136 property redevelopment of both sites – 100 in Tinkers Green and 36 in the Kerria – is expected to take six years to complete.

Elderly residents who live in bungalows on Leisure Walk and Cottage Walk in Tinkers Green -24 in total - were the first to be re-housed by the council in 2013, and more are expected to follow suit following the approval by the council's Cabinet.

Tamworth Borough Council is now working with property specialists GVA to take the project to its next stage, using feedback from residents to look at preferred options. This will include interactive community workshops in September where residents will be invited to have their say. Architects and experts carrying out studies on the land will also be attending.

These sessions will also feature potential design concepts for areas, using examples from successful regeneration projects elsewhere – including how public space is used, the scale and type of architecture, parking and the type of community buildings included.

"The designs are important," added Cllr Greatorex. "Local people get to have their say on whether they would like the development to be traditional or modern build. It's got to look good on the eye that's for sure. I grew up in council housing so I'm very familiar with what is required."

Tamworth Borough Council have a re-housing policy and support package in place which will look at children at school, people who work locally and people who have care requirements.

The vacated homes in Cottage Walk and Leisure Walk in Tinkers Green are set to be demolished in the coming months.

To find out more details and to pass comments online or via post visit www.tamworth.gov.uk or pop into Marmion House on Lichfield Street. A further update is expected September time once information from the drop-in sessions has been gathered.



4. Risk Management Strategy

Risk will be managed by the completion and consideration of the risk assessment form at every project meeting.

Emerging or potential risks must be reported to the project manager throughout the lifespan of the project.

No	Risk & Impact (Threat/Opportunity	Assessment of Gross Risk			Risk Treatment Measures Implemented	Assessment of Current Risk [With control measures implemented]		
	to achievement of business objective)	Impact (Severity)	Likelihoo d (Probabil ity) [L]	Risk Score [IxL]		Impact (Severity) [1]	Likelihood (Probability) [L]	Residual Risk Score [lxL]
1	Insufficient internal resources to implement Project	4	4	16	Establish project team with dedicated project manager and appropriate support. Commitment from other teams- tenant participation, assets, communications and consultation teams. Ensure that that budgetary resources are available to support the project. Review requirements on a regular basis	4	1	4

2	Failure to resource appropriate advice and expertise	4	2	8	Support of external consultants to provide expertise to support project delivery. Ensure that required resources are identified within a project budget. Review requirements on a regular basis.	4	1	4
3	Unable to recruit developer	4	2	8	Appropriate procurement process selected to enable the most suitable agent be recruited. Ensure that the brief is clear and comprehensive. Ensure wide advertising. Ensure sites are cleared and minimise risks to make them more attractive to developers	4	1	4
4	Tenants, residents and other stakeholders actively oppose recommendations	4	4	16	Deliver communications strategy and commit appropriate resources to ensure that concerns and enquiries are dealt with. Ensure that the business case and process are clearly communicated.	3	3	9
5	Expectations of tenants in relation to timescales etc exceed what can be offered.	3	4	12	Ensure communications are clear and that tenants are supported to understand the programme and how this will affect them	2	2	4

6	Council is unable to acquire appropriate assets including leasehold properties and businesses and land.	3	4	12	Ensure resources available and that early action taken. Ensure full understanding of CPO processes and that Council is ready to implement this if needed.	3	3	9
7	Council is unable to decant tenants within timescale necessary to achieve redevelopment	4	2	8	Timely decision made and implemented. Long term resourced approach taken	4	1	4
8	Site issues cause delay to the redevelopment eg contamination, rights of way, investigations requiring the entire site to be cleared.	3	3	9	Preparatory work commences as early as possible, dependencies identified in the overall project plan and time allowed for risk. Consultants expertise in managing problems utilised.	2	2	4

9	Planning requirements make the development difficult or undeliverable due to reduction in unit numbers.	4	2	8	Maintain involvement of planning colleagues to inform design decisions. Early identification of issues and plan appropriately. Engage in pre-application discussions. Ensure there is sufficient flexibility within the financial model for the schemes to remain viable with reduced unit numbers using variances in social and market rents and outright sale.	2	1	2
10	Political support maintained throughout the regeneration process	3	3	9	Cross party communication and briefings. Targeted Communications and clear strategy	3	2	6

11	Reduction in income on Tinkers Green & Kerria through demolition has a negative impact on the HRA business plan.	4	4	16	The relationship to the HRA business plan has been modelled and the loss of income is offset by the loss of maintenance and management liability. In addition, on Tinkers Green there is a net growth in the social rented numbers. Any losses in income on the Kerria can be offset by corresponding acquisitions	3	3	9
12	Decant home-loss payments and commercial compensation exceed the financial assumptions that have been calculated.	4	4	16	Financially prudent decisions have been made for disturbance and home loss payments but exact costs won't be realised until actual negotiations with tenants' and retailers. Legal advise and expertise will continue to be obtained to mitigate any risk and secure the best financial deal for the council. The serving of the initial demolition notices protects the council from further RTBs as outlined.	4	3	12

13	Build costs have been assumed at £1150 per sq mtre. This is an industry standard based on soft market testing, however until this is procured exact costs are not known	2	2	4	The build costs, within the model, are financially prudent and are average costs. Procurement in the current financial markets may yield a lower cost	3	1	3
14	The Pay back period for both schemes is based on capital borrowing and not revenue.	2	2	4	Revenue surpluses exist due to efficiencies within existing budgets. Pay back periods are less than overall asset values of the proposed site.	1	1	1
15	Right to Buy assumptions have been made based on forecasted numbers. This is unpredictable as sales vary in terms of property, discount levels and timing.	3	2	6	RTB receipts will be monitored and flexibility within the financial model built in to take account of the risk of lower than predicted sales.	1	1	1

16	Levels of affordable and social housing may be limited to normal planning regulations should Kerria be sold for market housing	2	2	4	By using a competitive dialogue process the council will be able to assess the cost benefits of open market land sale v the council developing the land and selling the subsequent properties developed.	1	1	1
17	Rent levels have been based on 70% (social rent) at Tinkers Green and 80% of market rent at Kerria. This may change depending on final numbers built and therefore determine future rent setting.	3	3	9	There is flexibility within the model and this will be reported to Cabinet as decisions present themselves.	2	2	4
18	If numbers of properties achieved in redevelopment is less than those existing there will be an impact on the receipt of new homes bonus for the authority	3	2	6	NHB and increasing the overall supply of housing are key considerations for master planning stage and included as an objective for competitive dialogue process	1	1	1

19	Redevelopment activity may cause significant disturbance to remaining residents.	3	3	9	Planned communication and consultation will ensure local people are involved and understand the redevelopment process. All care will be taken to minimise disruption through dialogue and careful planning.	3	2	6
20	Retail unit may not be lettable following completion at cost recovery rental levels	2	2	4	Retail market assessment undertaken and further market engagement will be undertaken	2	1	2
21	Lack of consultation and communication or unrealistic expectations of residents causes negative publicity for TBC. There is a risk to TBCs reputation.	3	3	9	Clear communication planning, relationship building with local press and through consultation plan ensures residents understand the regeneration process and expectations are realistic.	2	2	4

THURSDAY, 19 FEBRUARY 2015

REPORT OF THE PORTFOLIO HOLDER EDUCATION AND ECONOMY

CREATIVE QUARTER UPDATE

EXEMPT INFORMATION

PURPOSE

To update Members on progress relating to the funding and implementation of the Creative Quarter.

RECOMMENDATIONS

- 1) That members approve the Capital Appraisal form (appendix A) for inclusion into the Medium Term Financial Strategy (MTFS) and Capital Programme (subject to Council approval as part of the MTFS process)
- 2) That Members endorse the current funding position in regards to our external funding bids
- 3) That delegated authority is given to the Director CPP in conjunction with the Portfolio Holder Education and Economy to update and submit the previously endorsed HLF Bid for Tamworth Assembly Rooms
- 4) That the Leader writes formally to Staffordshire County Council (SCC) to secure the agreed £500k financial contribution from SCC
- 5) That the Director CPP is delegated authority in conjunction with the Portfolio Holder to review and amend the project governance structure to ensure it remains fit for purpose as we move towards implementation.
- 6) Approve the temporary closure dates for Tamworth Assembly Rooms and initial closure plans

EXECUTIVE SUMMARY

The plans for the Creative Quarter have been detailed at Cabinet in previous reports and are focused on maximising the regenerative value of four public sector buildings and related public space. The Creative Quarter schematic in Appendix 2 provides a graphic depiction of the proposal. The project will deliver a range of direct and indirect benefits to the town and to the Council. An Economic Impact Assessment of the scheme has been independently completed and shows that the project will create jobs both directly and indirectly with a potential £13m contribution to the local economy. A copy of the grant fund submission document inclusive of the economic impact assessment is in Appendix C.

In order to fund the scheme the Council has been attempting to secure external funding and a bid for Single Local Growth Fund 1 via the Staffordshire and Stoke On Trent Local Enterprise was submitted. This bid was unsuccessful and feedback regarding the process and determination of the bid was not very forthcoming. As a consequence the Council put on hold its bid to the Heritage Lottery Fund as to submit without sufficient match funding was likely to result in a refusal. During October 2014 it became apparent that the Government would be opening up a new bidding process for LEPs in regards to Local Growth Fund 2. Council officers in discussion with the Portfolio Holder, Leader and Deputy Leader agreed to amend the bid and resubmit alongside a supporting strategy to influence the SSLEP and

government. The revised project plan was further supported by the recently completed Economic Impact Assessment and progress with planning permissions. To promote the project, officers visited the MP Christopher Pincher to secure his support within Government and the Portfolio Holder met with the Leader of the County Council to secure support and £500k in match funding. During this process feedback from the SSLEP and Government indicated that a focus on the enterprise aspects and job creation would improve the bids position. Consequently those aspects were enhanced and the bid to government renamed Tamworth Enterprise Quarter. The project is still locally known as the Creative Quarter.

The SSLEP submitted our bid as the priority scheme for Staffordshire and our current understanding is that the bid has been successful with £2.95 Million granted. This is the full amount applied for and includes funding for an extension to the Assembly Rooms.

Assembly Rooms Update

Overview

Full planning permission for the proposed redevelopment of Tamworth Assembly Rooms was granted on September 9th 2014.

Heritage Lottery Fund

Due to the unsuccessful result of the first bid to the Single Local Growth Fund the HLF application previously approved by Cabinet was withdrawn. The HLF supported this approach and the Council were granted a 6 month extension. The new application will be submitted on March 12th with an outcome notification expected in July 2015. The grant requested from the HLF is £903,400 and will support the repair of the historic fabric of Tamworth Assembly Rooms, major refurbishment of the building including the grand hall and development of activities and resources to allow local people to engage with their heritage. With the positive result from the second application to the Single Local Growth fund it is felt the bid is much stronger but is still subject to competition for the funds available.

Additional Income and Funding

Further income and financial support through sponsorship and smaller grants will be continued to be sourced once the HLF application is submitted to provide additional match funding.

Closure Plans

The Arts and Events team are proposing to close the building for refurbishment on February 8th 2016. There will then be a period where the staff will clear the building. There is a clear plan of support for local groups during the closure and a clear arts and events programme to keep our audiences engaged and participation levels sustained. Staff responsibilities are clearly outlined during this period to ensure constant site presence and that the alternative arrangements are supported.

Future Business Model

The future business model success is linked to the closure plan as a clear presence must be maintained to ensure we maximise revenue and exposure. Potential users will be invited to a series of events and relationships will continue to be developed. The arts and events team also have key business plans to increase public awareness and activity for the building once opened and it is important to foster those relationships whilst we are closed to ensure the transition is as easy and successful as possible.

Phil Dix Centre

Planning permission for the works to create a Business Enterprise Centre at the Phil Dix Centre was granted on the 22nd December 2014. These works include demolition of the Aldergate toilet block in order to create additional car parking, demolition of the Kiosk and

minor landscaping and car park works.

Carnegie Centre

The proposal to apply for Change of Use to a restaurant is scheduled for 2017. For commercial reasons the proposal for restaurant use must wait for completion of the Assembly Rooms works and the Public Realm & Library works.

Voluntary and community sector engagement

The Council will continue to work with the tenants and hirers of the Phil Dix Centre and Carnegie Centre to keep them informed and to secure suitable alternative arrangements. A number of tenants from the PDC have shown an interest in moving into Marmion House and this is in line with our proposals for the building and supports the Agile Working project and business case.

Library & Public Realm

The proposal to apply for planning permission for Public Realm works and associated works to Tamworth Library is scheduled for summer 2015. It is necessary to dovetail the Public Realm proposals with the proposed extension to the Assembly Rooms to avoid any conflicts at the planning stage or the implementation stage.

Timetable

The current timetable for the project will see the redevelopment of Tamworth Assembly Rooms begin in the 4th quarter 2015/16 to be completed 2017/18. This will be followed by the redevelopment of the Philip Dix centre, Tamworth Library and the public realm in 2018/19. The time scale for the project has been constrained by the funding arrangements from the government. It would be preferable to condense the timetable if funds are available to temporarily fill any cash flow gaps. Condensing the timetable would reduce costs and bring forward opportunities for income generation.

Project Management Structure/ Governance

This is a complex project with a range of internal and external works to four buildings and significant changes to the public realm. There are also a wide range of stakeholders that have involvement with different aspects of the project. Therefore to co-ordinate the project it is proposed that there be single project manager or company. They will work with the teams' involved in the different aspects of the project. The project manager will report to an overall steering group comprising of councillors and senior officers from Tamworth Borough Council and Staffordshire County Council. A recommendation from this report is for the Director CPP and Portfolio Holder to revise the governance and project management structure in discussion with the County Council.

It would also be preferable to appoint a single building contractor for all capital works on the project. This should reduce costs and make contractor management and accountability more straightforward. However timetable and regulatory constraints may make this ideal arrangement impractical.

Measuring Project Outcomes

To assess the impact of the project both direct and indirect performance indicators will be used. Baseline information will be collected before the project to allow for comparison. Direct indicators will include income generated, visitor numbers increases and public feedback. Indirect indicators will include the reduction in town centre unit vacancy rates and increase in town centre footfall.

OPTIONS CONSIDERED

A number of options were considered at the Cabinet meeting on the 31st July 2014 and it was determined that the Council should continue to seek external funding for the project. Should external funding not be forthcoming then the options would need to be revisited.

RESOURCE IMPLICATIONS

The Capital Appraisal document at appendix A provides details on the capital and revenue implications of the project for the Council. Within the Capital Appraisal document the Council is identifying a further £674k to support the project identified from future capital receipts. As members will be aware Cabinet has previously earmarked some of the capital receipt expected from the sale of the former golf course to support regeneration and leisure schemes on a return on investment basis. Given the positive revenue impact associated with this scheme as shown in the Capital Appraisal it is recommended that the £674k is secured against the sale of the former golf course site. The Council's full capital commitment to the scheme is therefore £994k. This match funding will lever in a further c£4.6m in match funding.

Section 1 of the Capital Appraisal includes £50,000 of funding from donations, sponsors and small grants to be obtained officers are confident of being able to reach this target during the project.

CAPITAL	PROGRAMME	COSTS
---------	-----------	-------

	CASHFLOV	V £000				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
EXPENDITURE						
Assembly Rooms	200.0	2,202.8	2,068.1	-	1	4,470.9
Phil Dix Centre	-	-	-	575.9	-	575.9
Carnegie Centre	-	-	110.0	-	-	110.0
Library	-	-	190.8	220.8	-	411.6
Total Capital Cost Included above:	200.0	2,202.8	2,368.9	796.7	-	5,568.4
Land Value Carnegie Centre Private		67.5				67.5
Sector investment			100.0			100.0
Library Costs			190.8	220.8		411.6
Net Capital Programme						
Budget	200.0	2135.3	2078.1	575.9	-	4989.3

The redevelopment of the Philip Dix Centre and Carnegie Centre will require alternative accommodation to be offered for voluntary sector groups that currently use these buildings. Space within Marmion House will made available to them but will require some adaption to provide suitable accommodation. This will need to be funded from the Agile Working budget. This will also mean that rental income from the voluntary sector groups currently using the Philip Dix and Carnegie Centre will not be lost but will be transferred to Marmion House and be accounted for within the Agile Working project.

The revenue projections for the revised scheme are based on estimates provided by external consultants and internal modelling by officers. The projections show the potential for increased income at all three Council venues subject to a commercial implementation of the model. The Council routinely takes a prudent approach to its budgeting but also wishes to drive the potential income available from the redevelopment. It is therefore proposed that the

most optimistic income projections are budgeted for as shown in the Capital Appraisal but with a separate 50% contingency established to be called upon should the Council be unable to achieve this higher level of income generation.

LEGAL/RISK IMPLICATIONS BACKGROUND

Please see appended Project Risk Assessment

SUSTAINABILITY IMPLICATIONS

The current situation at the Assembly Rooms is unsustainable given the conservation/maintenance requirements alongside the need to modernise the building to maintain income levels.

BACKGROUND INFORMATION

REPORT AUTHOR

LIST OF BACKGROUND PAPERS

Cabinet Report 25th July 2012 - Tamworth Assembly Rooms "Development Phase" Cabinet Report 30th January 2013 – Cultural Quarter Update
Cabinet Report 24th October 2013 – Cultural Quarter Update
Cabinet Report 13th March 2014 – Cultural Quarter Update
Cabinet Report 31st July 2014 – Tamworth Assembly Rooms and Creative Quarter Update

APPENDICES

- 1. Capital Appraisal
- 2. Creative Quarter Schematic
- 3. Economic Impact Assessment
- 4. Building Plans
- 5. Risk Assessment



SCHEME TITLE: Creative Quarter

START YEAR:

2015/16

BRIEF DESCRIPTION OF PROJECT:

Tamworth Enterprise Quarter offers a unique opportunity to transform an important part of the town centre, injecting much needed economic vibrancy and helping to re-define Tamworth as a place to work, do business, visit and live. The project includes improvements to the Tamworth Assembly Rooms to reinvigorate it as a major cultural, social and economic asset; the transformation of the Philip Dix building into a Business Enterprise Centre and improvements to the Carnegie Centre, Tamworth Library and the neighbouring public realm. The Creative Quarter will include the creation

2017/10

PROJECT LEADER: Rob Mitchell

PROJECT SCORE

2015/16

120

2016/17

2018/19

2019/20

CAPITAL COSTS (Please attach supplementary in			ur estimates)			
	CASHFLOW £00					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
EXPENDITURE (describe)	200.0	0.000.0	0.000.4			
Assembly Rooms	200.0	2,202.8	2,068.1	-	-	4,4
Phil Dix Centre	-	-	-	575.9	-	5
Carnegie Centre	-	-	110.0	-	-	1
Library	-	-	190.8	220.8	-	4
Total Capital Cost	200.0	2,202.8	2,368.9	796.7	-	5,5
NCOME (EXTERNAL FUNDING)						
ssembly Rooms						
Theritage Lottery Funding	(200.0)	(613.1)	(90.3)	-	-	(90
Staffordshire County Council	-	(567.5)	-	-	-	(56
Single Local Growth Fund	-	(841.9)	(1,114.1)	(144.0)	-	(2,10
Dontations, Sponsor and Small Grants	-	(25.0)	(25.0)	-	-	((
Phil Dix Centre						
Single Local Growth Fund	-	-	-	(431.9)	-	(43
Carnegie Centre						
Single Local Growth Fund	-	-	(10.0)	-	-	(1
Private Sector Investment	-	-	(100.0)	-	-	(10
Library						
Single Local Growth Fund	-	-	(190.8)	(220.8)	-	(4
Total Capital Income	(200.0)	(2,047.5)	(1,530.2)	(796.7)	-	(4,57
Net Capital Cost	-	155.3	838.7	_	_	9

SCHEME TITLE:	Creative Quarter	START	
		YEAR:	2015/16

				_		
ION 2						
ADDITIONAL REVENUE IMPACT	2015/16	2016/17	2017/18	2018/19	2019/20	
Element	£000					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	ONGOIN
EXPENDITURE / (-) REDUCTION IN EXPENDITURE						
Employee Costs (describe purpose)						
(Design/ project supervision costs should be included in the capital						
expenditure in Section 1)						
Assembly Rooms - Figures from FMG report	0	-233	-39	85	85	
Phil Dix						
Operations	0	0	0	0	0	
Carnegie Centre						
Operation	0	0	0	-30	-30	
π΄						
ນັ						
tal Additional Revenue Costs for Project	0	-233	-39	55	55	
TD (-)JNCOME / REDUCTION IN INCOME (describe)						
۸						
Assembly Rooms - Figures from FMG report	0	268	114	-152	-195	
Phil Dix - Rents	0	0	0	0	-50	
Carnegie - Rents	0	0	O	0	0	
Total Additional Revenue Income for project	0	268	114	-152	-245	
Net Additional Revenue Impact	0	35	75	-97	-190	

Move Service

Close Service

SCHEME TITLE:	Creative Quarte	er			START YEAR:	201	5/16
CTION 3							
Has an Equalities Impact Assessment been com	pleted for this project? (YES	3/ NO)		Yes			
If NO reason why it has not been completed:							
To be considered for financing from Prudential	Borrowing ? (YES/ NO)			No	1		
If YES Section 4 must be completed in consulta	tion with Corporate Finance of	otherwise go to	Section 5		_		
CTION 4 (Section to be completed in	consultation with Co	rporate Fi	nance)				
PRUDENTIAL / TREASURY IMPLICATIO	NS - assumes borrowing	g undertake	n at start of y	ear			
Borrowing Required £000							
Payback Period/ Period of Loan (years)							
Assumed Loan Interest Rate							
Revenue impact:		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
·		£000	£000	£000	£000	£000	
Interest Payable							
Additional Minimum Revenue Provision (MRP)							
Change in Item 8 Dr (Charge to HRA re share of							
Voluntary Revenue Provision for Repayment of D Project Savings (-) / Costs (detailed above)	ерт						
Total Additional Revenue Impact		0	0	C	0	0	
Total Additional Revenue Impact		U	- 0		· · · · · · · · · · · · · · · · · · ·	U	
<u>СТфо́ N 5</u>							
RUMAN RESOURCES IMPLICATIONS Perpose Reduction in hours worked by casual staff - potential	al for redundancies bu expected	I to be minimal			Potential gr	ade / Salary	FTE (+ / -)
Purpose Reduction in hours worked by casual staff - potential			attach appra	isal)	Potential gr	ade / Salary	FTE (+ / -)
Physics CTION 6			Net C	Costs	Potential gr		FTE (+ / -)
CCTION 6 ALTERNATIVES CONSIDERED (must co		appropriate Risk	Net C	Costs Revenue			FTE (+ / -)
CTION 6 ALTERNATIVES CONSIDERED (must co	omplete 'Do Nothing'. If a	appropriate	Net C Capital £000	Costs Revenue £000	Reasons for Re	jection	
CTION 6 ALTERNATIVES CONSIDERED (must co		appropriate Risk	Net C	Costs Revenue £000	Reasons for Re	jection	gs for voluntary sector hu

М

2,500

400

50 increase of costs for authority of £50,000 per year due to declining TBC Still require large captial input as new build required and ongoing

Capital required to bring to sellable standard. Redundancy costs unknown. Arts and Events are proven to be a source of TBC regeneration and improvement to the Town. In addition to wide

range of serivces delivering and supporting councils objectives.

maintenance costs .

SCHEME TITLE:	Creative Quarter	START YEAR:	2015/16	
ECTION 7				
CONSULTATION It is vital that all appropriate managers are cons ALL ICT schemes to be submitted via Information				
Name/ Job Title	Comments			Signature (must be provided on Printed Copy)
Barry Curtis - Facilities Manager Property Services	3			
Matt Bowers - Head of Strategic Planning and Deve	elopment			
Matt Fletcher - Economic Development Officer				
Richard Stewart - Senoir Planning Officer				
Karen Clancy - External Funding Officer				
Anica Goodwin - Director Transformation and Corp Performance Tracey Tudor - Head of Customer Services	orate			
Deb Lewis - Customer Services				
Andrew Barratt - Director Assets and Environmenta	al Services			
arah McGrandle - Head of Environmental Service	s			
😡 Sands - Neighbourhood Services Manager				
Lees District Commising Lead Tamworth- Cou	nty Council			
GHris Evans - Landscape Architect SCC				
Sally Plant - Principal Architect Entrust				
Zoe Wolicki- Human Resources				

SECTION 8 PROJECT PLAN

TROOLOTTEAN	
	Month
Key Stages for Monitoring:	1
	Year
Award Tender (if applicable)	February-16
Start of Contract / Works	April-16
Completion of Contract / Works	September-19
Post Implementation Review (PIR)	December-19

SCHEME TITLE: Creative Quarter			START YEAR:	2015/16
rion 9				
METHOD OF EVALUATION (FOR PIR)				
Success/ Evaluation Factor	Target	Target Date	Source of Infor	mation
Useage Figures	40% Increase	01/01/20	Duty Manager L	og Books and Door Counter
Income	20% Increase	01/01/20	Actual Income R	Received and Budget Books
Public Feedback	95% Good to	01/01/20	Arts and Events	Current Evaluation System
Town Centre Visitor Figures	Excellent Ratin 10% Increase	01/01/20	Ecomnomic Ass	emsment
% occupancy of PDC	75%	01/01/21	Building manage	er
Value of PDC virtual office hire	£10,000 pa	01/01/21	Building manage	er
Value of PDC annual hire charges	£5,000 pa	01/01/21	Building manage	er
Value of Carnegie centre lease	£30,000 pa	2018/2019	Property service	es lease agreement

SECTION 10

RISK ASSESSMENT (4 = High, 1 = Low)
(Capital Costs, Revenue Impact, Project Delivery etc)

Risk				Risk Treatment Measures				Responsible	Timescale/
(Threat/ Opportunity to achievement of objective)	Impact (Severity) [I]	Likelihood (Probability) [L]	Risk Score		Impact (Severity) [1]	Likelihood (Probability) [L]	Residual Risk Score [I x L]		Review
Heritage Lottery funding not granted or forthcoming	4	4	16	Work closely with funder to ensure application meets their requirements.	4	1	4		
Failure of partners to work together	4	2	8	Regular project steering groups meetings with all partners involved. Regular communication between partners.	4	1	4		
Impact on car parking inadequately assessed and dealt with	3	3	9	Review car parking in the local area. Communicate with current car park users and stakeholders. Create a car parking strategy for the area including mitigation for loss of disabled spaces.	3	1	3		
Relocation of Philip Dix and Carnegie Centre tenants and users not managed	4	3	12	Philip Dix and Carnegie Centre Management part of Project Steering Group. Engage and communicate with Carnegie Centre users appropriately. Develop a robust relocation timetable / strategy. Work closely with Agile Working Project.	3	1	3		
Surface Water Sewers unfit for purpose	2	4	8	Define legal responsibility between South Staffs water and landowner. Design and cost new scheme	1	3	3		
SCC Local Growth Fund funding not granted or forthcoming	4	4	16	Work closely with funder to ensure application meets their requirements.	3	2	6		

SCHEME TITLE:	Creative Qua	ırter			START YEAR:	201	5/16		
Political change at May elections	4	2	8	Get cross-party	support	4	1	4	
Faculty Permission for works in the churchyard extends project timetable	2	4	8	Devise continger be carried out af project / Amend specification to r requirement for I	ter the main design minimise	2	2	4	
Archaeological site investigation finds significant evidence	4	1	4	Minimise require archaeological s through works sp site investigation	ement for ite investigation pecification and	3	1	3	
Contractor financial problems due to emerging from recession	4	2	8	Carry out financi on Contractor te		3	1	3	
70									
Page 3									
382									

Creative Quarte	er		START YEAR:	2015/16
COMPLETED)				
<u> </u>			Score = 10	1
_			30016 - 10	
	and attainment level	s of young pooplo		
			ed vision skills and talent	
✓ Protect those mos	st vulnerable in our l	ocal communities		
' -			Score = 4	
b) Maintenance of c) Protection of In d) Avoidance of C	ncome Streams			
please tick one):	□ Uigh			
	_	h		
		"		
	Medium/ Lov	v		
	☐ Medium/ Lov	V		
	☐ Medium/ Lov	v		
<u>i</u>	_	v	Score= 3	
) please tick one):	_	•	Score= 3	
-	Low Government	Initiative/ Priority	Score= 3	
-	Low Government Grant/ Other	Initiative/ Priority Funding	Score= 3	
-	Low Government	Initiative/ Priority Funding	Score= 3	
-	Low Government Grant/ Other	Initiative/ Priority Funding	Score= 3	
-	Low Government Grant/ Other	Initiative/ Priority Funding	Score= 3	
-	☐ Low ☐ Government ☐ Grant/ Other ☐ None of the	Initiative/ Priority Funding above		
-	☐ Low ☐ Government ☐ Grant/ Other ☐ None of the	Initiative/ Priority Funding above	Score= 3 / Assistant Director:	
	(please tick) (please tick) (Paise aspiration (Promote private solution of the constitution of the cons	(please tick) (Raise aspiration and attainment level Create opportunities for business grout Promote private sector growth and creduction Brand and market "Tamworth" as a ground and market "Tamworth" as a ground and physical in Address the causes of poor health in the Address the causes of poor health in the Address the causes of alcohol abus Tackle crime and anti-social behaviour Tackle crime and anti-social behaviour Tackle youth crime and anti-social belower Protect those most vulnerable in our language. (a) Invest to Save b) Maintenance of Services & As c) Protection of Income Streams d) Avoidance of Cost (please tick one):	(please tick) (please tick) (Raise aspiration and attainment levels of young people (Create opportunities for business growth through developing ar Promote private sector growth and create quality employment I Brand and market "Tamworth" as a great place to "live life to the Create the technology and physical infrastructure necessary to Address the causes of poor health in children and young people Improve the health and well being of older people Reduce consequences of alcohol abuse on individuals, families are active trime and anti-social behaviour Tackle crime and anti-social behaviour Protect those most vulnerable in our local communities (2) a) Invest to Save b) Maintenance of Services & Assets c) Protection of Income Streams d) Avoidance of Cost (please tick one):	YEAR:

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TAMWORTH ENTERPRISE QUARTER

Project location 8		own Centre Conservation Area (at				
coverage	Aldergate and Corporation Street) ar	nd extends over an area of 10,750m ²				
	(2.66 acres). It comprises a mix of pu	ublic (predominantly listed) buildings,				
	car parks, roads and open spaces.					
Promoter & partners	Lead organisation(s) & Individual	Tamworth Borough Council,				
		Staffordshire County Council				
	Delivery partners (if applicable)	As above				
Intervention Type	Primary	Place-led growth				
	Secondary Type(s)	Tourism				
SEP Objective	Primary	Vibrant Towns and Cities -				
		competitive urban centres				
	Other Relevant	Priority Sectors - tourism and				
		Enterprise sectors				
EUSIF Objective	Primary	SME Competitiveness – provision				
		of: enterprise and incubation				
		centres near town centres;				
		business support; and enterprise				
		mentoring & coaching				
	Other Relevant	Place and Environment -				
		revitalisation of derelict land and				
		historic buildings				
Durate at Danasitation		-				

Project Description

Direct Development

Tamworth Enterprise Quarter offers a unique opportunity to transform an important part of the town centre, injecting much needed economic vibrancy and helping to re-define Tamworth as a place to work, do business, visit and live.

The most significant component is improvements to the Tamworth Assembly Rooms which faces the prospect of closure but has the potential to be reinvigorated as a major cultural, social and economic asset. Other elements of the proposal include: the transformation of the Philip Dix building into a creative sector themed Business Enterprise Centre; the creation of a restaurant in the Carnegie Centre; and improvements to Tamworth Library and the neighbouring public realm. An improvement to the cycling and pedestrian route through the churchyard, to Little Church Lane is also included in the proposal. This will link the two main regeneration projects in Tamworth: the Enterprise Quarter and the Gungate site. Two important areas of green space are associated with the Enterprise Quarter: St. Editha's churchyard and The Garden of Rest.

The project is well developed and deliverable quickly and a detailed project programme is provided with this application. A considerable amount of work has been undertaken to date including feasibility studies, outline design, liaison with the public and planners and creating the Enterprise Quarter partnership. The Assembly Rooms component of the project received planning permission in September 2014 and the planning application for the Philip Dix Centre component of the project has been submitted.

This project is driven by economic considerations, whilst also generating important social and cultural benefits. In particular, Tamworth lacks any managed workspace or business incubation space, the effects of which can clearly be seen in the small size and narrow range of its business base.

Wider Development

The project is a key element of a wider regeneration strategy for Tamworth Town Centre The project includes detailed plans for improved access between the Enterprise Quarter and the Gungate area of Tamworth. The Gungate area is the other key regeneration area in Tamworth and was previously the site of the Tamworth town centre shopping precinct (now demolished). The Gungate area is proposed as the new location for Tamworth College.

Improvements to sustainable transport links between all the components of the Enterprise Quarter project are a key aspect of the project. The project includes detailed plans for improved footpath and cycle access inside the Enterprise Quarter and between the Enterprise Quarter and the Gungate area of Tamworth.

Anticipate Timefra	ime	
	Direct Development	Wider Development
Start date	2015	
End date	2017	

Rationale for Investing Public Money

The Case for Investment

What need/problem does this investment address?

Tamworth Enterprise Quarter is a £5.6million programme comprising the following components:

- Refurbishment of the Assembly Rooms, a key cultural venue
- Conversion of the Philip Dix Centre as a Business and Enterprise Centre
- Redevelopment of the Carnegie Centre as a restaurant
- Enhancements to the Public Realm/Tamworth Library

At present, these assets support no private sector jobs and, in the case of the Assembly Rooms, its operation is unsustainable. However, this investment could revitalise each of the above and, collectively, they offer the prospect of playing a major role in the re-inventing of Tamworth. Public sector investment and LGF monies specifically is critical to making this happen.

Whilst business start-up rates in Staffordshire of 41 per 10,000 people (aged over 16) are below the national average of 51 per 10,000 people. Tamworth is markedly lower at 31 per 10,000. The development of a new business and enterprise centre can go some way to addressing this.

What **opportunity / opportunities** does it capitalise on?

Tamworth's Enterprise Quarter offers a unique opportunity to transform an important part of the town centre, injecting much needed economic vibrancy and helping to re-define Tamworth as a place to work, do business, visit and live. The Enterprise Quarter aims to stimulate business growth, private sector investment, inward investment, employment and tourism through mixed used regeneration of this part of Tamworth, complemented by improvements to the quality of the environment.

Strategic Contribution

One of the priorities of the SEP is urban growth. It is acknowledged that the future prosperity of the Stoke-on-Trent & Staffordshire economy is dependent on growth in Stoke-on-Trent and the chain of strategic centres, including Tamworth.

In line with EUSIF priorities, this development will enable Tamworth to build: a more productive economy; a more diverse and resilient economy; a strong and growing base of SMEs; and a more attractive place to live, work and visit. Furthermore, the proposal offers: Strategic Fit (being aligned with European, national and LEP priorities; Additionality (no overlap or duplication with existing delivery); and Deliverability (with all partners committed).

Objectives

The key objective is to undertake development that will transform Tamworth into a competitive urban centre, enabling Tamworth to make its contribution to achieving the aims of the SEP and EUSIF. Specifically, it will deliver:

- 29.3 FTE construction jobs (gross)
- £1.4 million of construction-related Gross Value Added
- 98 ongoing jobs (gross)
- £13.5 million of economic value

Market Failure			
Which Category / categories of	General	We will address poor local conditions which have	✓
Market Failure is this initiative		knock on effects on trade & investment	
trying to address?		We are trying to secure positive knock-on effects	✓

	of a wide range of businesses by developing a strong economy				
	Our businesses cannot afford to shift from old industries/patterns				
Specific	The service we need to offer cannot realistically be charged for				
	A shortage of information is leading to sub- optimal economic choices				
	External help is needed to co-ordinate a group of businesses/investors				
	We cannot prevent non-payers from benefiting from the service				
Market failure arises when the private sector will not or ca respond to an investment opportunity to undertake work provide particular goods or services. In this instance, materials failure arises as the focus of investment are public assets.					
aı	efurbishment of the Assembly Rooms – a Council-owned nd public asset – will not be undertaken by the private ector				
b) C	onversion of the Philip Dix Centre as a Business and nterprise Centre will not provide the private sector with ne returns it requires				
c) R lil o th d) E	edevelopment of the Carnegie Centre as a restaurant is kely to prove attractive to the private sector, but only nce some basic physical works have been undertaken and ne wider environment has been improved phancements to the Public Realm/Tamworth Library will be undertaken by the private sector				
The mark the lead, only way be brougl at the Car a restaurar restauran Quarter a	et failure is absolute. Without the public sector taking none of these developments will be undertaken. The in which the potential for private sector investment cannot to fruition is by undertaking basic project development regie Centre to facilitate a private sector conversion into ant and enhancing the wider environment to encourage a at operator to make such an investment. The Enterprise is a whole will encourage private sector investment in town centre.				
more fun	lopment will lever in private sector investment and, damentally, support the creation of private sector jobs plishment of new enterprises.				
Schemati documen to date in public a partnersh received application	ct is well developed and deliverable quickly and a Project c and detailed project programme are appended to this t. A considerable amount of work has been undertaken cluding feasibility studies, outline design, liaison with the nd planners and creating the Enterprise Quarter hip. The Assembly Rooms component of the project planning permission in September 2014 and the planning on for the Philip Dix Centre component of the project has				
been sub	mitted.				
	Market for respond provide pfailure arises the Cara a restauran Quarter a Tamwort! The projes Schematic documen to date in public a partnersh received provide provide a partnersh received provide p				

- Philip Dix Centre £575,485
- Carnegie Centre £110,000
- Public Realm/Tamworth Library £411,631

The Local Growth Fund (LGF) bid is for £2,953,515 million over a two year period out of a total cost of £5,568,376. This indicates that LGF monies will lever an additional £2,614,861.

Other funders confirmed are: Tamworth Borough Council (£993,961) and Staffordshire County Council (£567,500), whilst £903,400 is being sought from Heritage Lottery Fund and is considered highly likely to be provided. In addition: £100,000 is expected to be invested by a private sector lessee of The Carnegie Centre; and £50,000 is expected to be raised by sponsors and patrons.

Lessons

Enterprise Quarters focused on creative industries can be found throughout Britain making a significant contribution to local regeneration. A successful example in the Midlands is Nottingham where the Creative Quarter is the flagship project in Nottingham's City Deal.

Enterprise Quarters focused on creative industries not only help to generate jobs and Gross Value Added in their own right but can also facilitate the development of a stronger visitor economy.

Tamworth Borough Council and Staffordshire County Council have taken an integrated whole-area approach with investment in workspace, the public realm and library, the cultural offer and the night-time economy. The success of the project will be achieved through strategic overview and co-ordination between County and Borough Councils.

Studies

A considerable amount of work has been undertaken to date including feasibility studies, outline design and liaison with the public and planners. Supporting information is listed below and copies can be provided on request.

- ERS Research & Consultancy Economic Impact Assessment October 2014
- 2. Tamworth Assembly Rooms Business Plan & Business Enterprise Centre Business Plan
- 3. Project Architectural Plans
- 4. Letters Of Support
- 5. Tamworth Enterprise Quarter Risk Register
- 6. Entrust Feasibility Study Of Carnegie Centre Project
- 7. Entrust Feasibility Study Of Philip Dix Centre Project
- 8. Entrust Feasibility Study Of Tamworth Library And Public Realm Project
- Managed Workspace Study 2012, Kingston Commercial Property Consultants

Constraints

There are no development constraints in respect of site ownerships, planning issues, ground conditions or physical barriers. Tamworth Borough Council owns and maintains the Tamworth Assembly Rooms, the Carnegie Centre, the Philip Dix

Centre and The Garden of Rest. Staffordshire County Council owns the Library. The Diocese of Lichfield owns the churchyard. All landowners are fully committed to the project.

On completion of the works, Tamworth Borough Council will operate and manage the Tamworth Assembly Rooms and the Philip Dix Enterprise Centre. Day to day management and reception duties will be undertaken by Customer Support Staff and Tamworth Assembly Rooms staff at the two buildings. The new paved square created as part of the public realm works will be adopted by Tamworth Borough Council. The new path linking the Enterprise Quarter with Little Church Lane through the churchyard will be adopted by Staffordshire County Council. Staffordshire County Council will continue to manage and operate the library.

Risks

Assuming this is a successful bid, there are no significant risks. All of the required feasibility work, impact assessments and market testing have been undertaken. All components of the project have established project teams with detailed project programmes ready for implementation. The greatest risk is in the development not proceeding which may result in the Assembly Rooms being closed permanently and missing out on a unique opportunity to secure a game changing development in the town.

Support for the project within Tamworth is strong. A consultation programme run by Tamworth Borough Council in spring 2013 found the public supported improvements to the Tamworth Assembly Rooms. Demand from small businesses wishing to locate at the Business Enterprise Centre is expected to be strong.

Track-Record

Staffordshire County Council has a strong track record over many years of delivering managed workspace and capital regeneration projects. The County Council's current capital regeneration programme, including the i54 site in South Staffordshire and two Local Pinch Point Programmes, totals around £83 million.

The County Council will appoint their Independent Joint Venture Company – Entrust – to deliver the Philip Dix Enterprise Centre and the works to the library. An in-house landscape architect will work closely with Entrust to deliver the public realm works. A contract will be let through the County Council's Construction Framework contract which complies fully with national and EU procurement legislation.

Tamworth Borough Council has appointed project managers and architects to deliver the conservation and improvement works to the Tamworth Assembly Rooms. The work has been developed to Tender stage.

Options						
Option: No. & Name	Describe	Grounds for Rejection				
1.	Do Nothing	This may result in the Assembly Rooms being closed permanently and missing out on a unique opportunity to secure a game changing development in the town.				
2.	Do Minimum	As important as each component is, the key benefit is in the strategic added value				

		generated by a comprehensive development.
3.	Do Something	Tamworth's Enterprise Quarter offers a unique opportunity to transform an important part of the town centre, injecting much needed economic vibrancy and helping to re-define Tamworth as a place to work, do business, visit and live. The Enterprise Quarter aims to stimulate business growth, private sector investment, inward investment, employment and tourism through mixed used regeneration of this part of Tamworth, complemented by improvements to the quality of the environment.

Programme / Project Costs and Funding

Total Cost (estimate):		Capital		£2,668,745		Revenue		£0		Funding Status		
15/16		Capital		£ 1,540,815		Revenue		£0		Status	Expected Confirmation	Implications of losing this
		14/15	15/16	16/17	17/18	18/19	19/20	20/21	TOTAL	_	Date	money
Local Gro	wth Fund		1,540,815	1,412,700					2,953,515	Pending		Scheme will not proceed
Private S	ector			100,000					100,000	Market tested		Carnegie Centre conversion delayed
Wider												,
Private												
Sector												
ESI	ERDF											
Funds	ESF											
Local Aut	hority		492,600	1,068,861					1,561,461	Confirmed	Confirmed	Scheme will not proceed
Heritage L Fund	ottery		635,330	268,070					903,400	Pending		Assembly Room works delayed
Sponsors	/patrons			50,000					50,000	Estimate	2015/16	Will affect quality
Other 3												
Other 4												
TOTAL			2,668,745	2,899,63 1					5,568,376			
	Local Gro Private S Wider Private Sector ESI Funds Local Aut Heritage L Fund Sponsors Other 3 Other 4	Local Growth Fund Private Sector Wider Private Sector ESI ERDF Funds ESF Local Authority Heritage Lottery Fund Sponsors/patrons Other 3 Other 4	Towth Fund Request: Capital 14/15 Local Growth Fund Private Sector Wider Private Sector ESI ERDF Funds ESF Local Authority Heritage Lottery Fund Sponsors/patrons Other 3 Other 4	Towth Fund Request: Capital 14/15 15/16 Local Growth Fund 1,540,815 Private Sector Wider Private Sector ESI ERDF Funds ESF Local Authority 492,600 Heritage Lottery 635,330 Fund Sponsors/patrons Other 3 Other 4	Towth Fund Request: Capital	Capital £ 1,540,815	Capital £ 1,540,815 Revenue 14/15 15/16 16/17 17/18 18/19 Local Growth Fund 1,540,815 1,412,700 Private Sector ESI ERDF Funds ESF Local Authority 492,600 1,068,861 Heritage Lottery 635,330 268,070 Fund Sponsors/patrons 50,000 Other 3 Other 4 TOTAL 2,668,745 2,899,63	Capital £ 1,540,815 Revenue 14/15 15/16 16/17 17/18 18/19 19/20 Local Growth Fund 1,540,815 1,412,700 Private Sector 100,000 Wider Private Sector ESI ERDF Funds ESF Local Authority 492,600 1,068,861 Heritage Lottery Fund 635,330 268,070 Sponsors/patrons 50,000 Other 3 Other 4 TOTAL 2,668,745 2,899,63	Capital £ 1,540,815 Revenue £0 14/15 15/16 16/17 17/18 18/19 19/20 20/21 Local Growth Fund 1,540,815 1,412,700 Private Sector ESI ERDF Funds ESF Local Authority 492,600 1,068,861 Heritage Lottery Fund Sponsors/patrons 50,000 Other 3 Other 4 TOTAL 2,668,745 2,899,63	Capital £ 1,540,815 Revenue £0 14/15 15/16 16/17 17/18 18/19 19/20 20/21 TOTAL Local Growth Fund 1,540,815 1,412,700 2,953,515 Private Sector 100,000 100,000 ESI ERDF Funds ESF Local Authority 492,600 1,068,861 1,561,461 Heritage Lottery Fund 635,330 268,070 903,400 Sponsors/patrons 50,000 50,000 Other 3 Other 4 TOTAL 2,668,745 2,899,63 5,568,376	Capital E 1,540,815 Revenue E0 Status	Capital £ 1,540,815 Revenue £0 Status Expected Confirmation

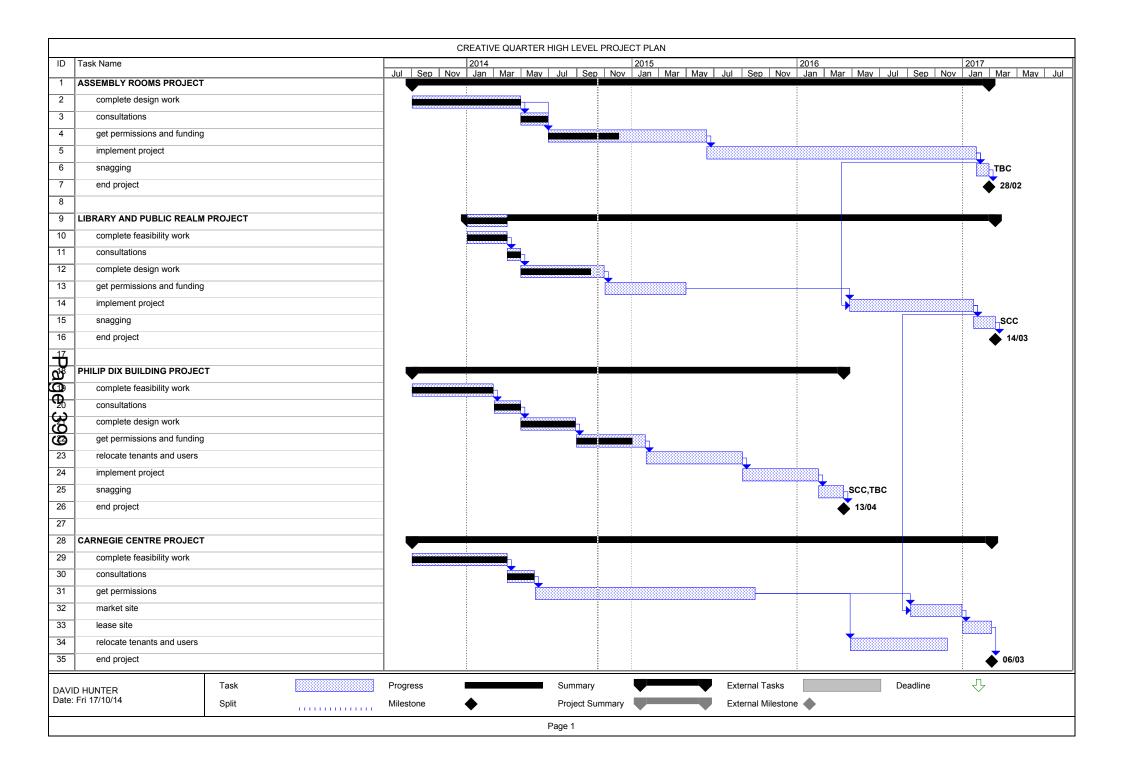
Anticipated project / programme outcomes / impact

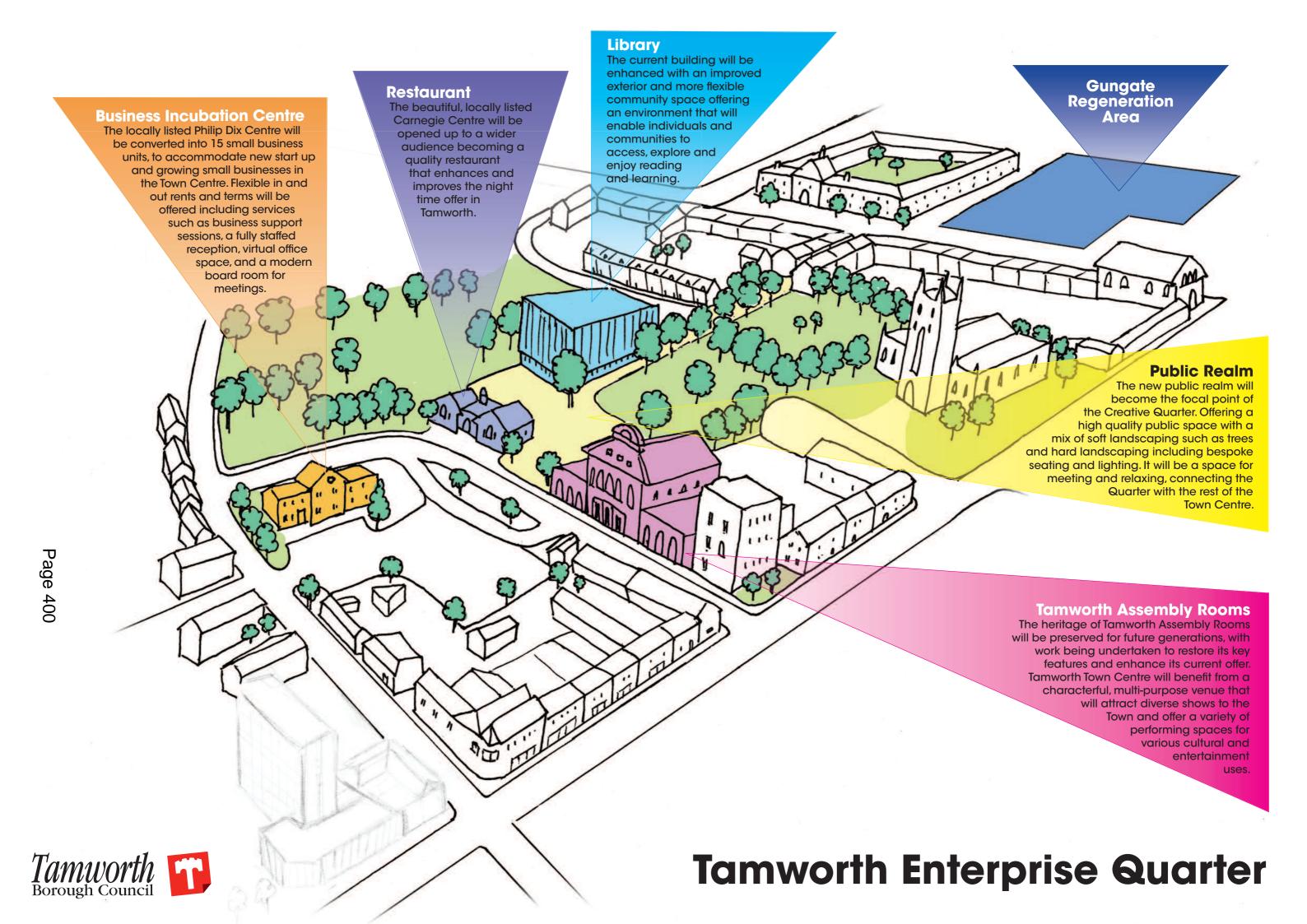
	Туре		Quantity	
SEP Plan Headline Indicators	··	2015/16	16/17 to 20/21	Total
Businesses Assisted	Directly Assisted			50
	Better Connected	N/A		
People Assisted	With Learning	N/A		
	Into Work	N/A		
Floor Space Directly Developed	Office/commercial	-	1265	1265
(m2)	Industrial	N/A		
	Learning	N/A		
Hectares of Land Remediated	Housing	N/A		
	Employment Land	N/A		
Facilities Developed/Improved	Educational	100 sq. m.		100 sq.m.
	Cultural			10,750 sq.m.
Hectares of Land Released	Housing	N/A		
(m2)	Retail	N/A		
	Office	N/A		
	Industrial	N/A		
No. New Housing Units Released	l	-		
Learners Benefitting From Impro	oved Facilities	-		
New Visitor Capacity (000's pa)		-		
Miles of Road Improved		-		
Road Users Benefitting From Imp	proved Capacity	-		
Travel Time Reduced		-		
New Business Created				
Jobs Created		-	98 gross/56 net	98 gross/56 net
Jobs Safeguarded		-	-	-
Increased GVA				£1,409,298
Reduction in CO2		-		
Construction jobs		30	9	39
Construction GVA				£13,700,000

Overview

Wider benefits	
Key Tests	
Transformational	Tamworth's Enterprise Quarter offers a unique opportunity to transform an important part of the town centre, injecting much needed economic vibrancy and helping to re-define Tamworth as a place to work, do business, visit and live. The Enterprise Quarter aims to stimulate business growth, private sector investment, inward investment, employment and tourism through mixed used regeneration of this part of Tamworth, complemented by improvements to the quality of the environment.
Leverage	
-	The Local Growth Fund (LGF) bid is for £2,953,515 £3 million over a two year period out of a total cost of £5,568,376. This indicates that LGF monies will lever an additional £2,614,861.
	Other funders confirmed are: Tamworth Borough Council (£993,961) and Staffordshire County Council (£567,500), whilst £903,400 is being sought from Heritage Lottery Fund and is considered highly likely to be provided. In addition: £100,000 is expected to be invested by a private sector lessee of The Carnegie Centre; and £50,000 is expected to be raised by sponsors and patrons.
Additionality	The Business Plan for the Assembly Rooms (FMG Consulting, May 2014) was clear that without significant new investment, the venue is unsustainable (it is currently closed). In addition, the project offers a unique opportunity to create a significant number of private sector jobs at The Philip Dix Enterprise Centre and The Carnegie Centre Restaurant.
Deliverability	The proposed works are centred on improvements to the Tamworth Assembly Rooms which will be carried out by Tamworth Borough Council. Improvements to the Library, the public realm and the creation of a Business Enterprise Centre at the Philip Dix building will be delivered by both Staffordshire County Council and Tamworth Borough Council. The private sector is to be invited to bring forward proposals for the creation of a restaurant or café based at the Carnegie Centre. All these buildings (with the exception of the Library) are listed.
	Tamworth Borough Council owns and maintains the Tamworth Assembly Rooms, the Carnegie Centre, the Philip Dix Centre and The Garden of Rest. Staffordshire County Council owns the Library. The Diocese of Lichfield owns the churchyard. All landowners are fully committed to the project.
	The project is well developed and deliverable quickly and a Project Schematic and detailed project programme are appended to the business case document. A considerable amount of work has been undertaken to date including feasibility studies, outline design, liaison with the public and planners and creating the

	Enterprise Quarter partnership. The Assembly Rooms component of the project received planning permission in September 2014 and the planning application for the Philip Dix Centre component of the project has been submitted.
Value For Money	Much of the project expenditure will create non-market benefits that cannot be valued easily. Using research provided by the DCLG that captures the value of both market and non-market benefits the proposed investment of £5.57 million by the project is estimated to provide a total economic benefit of around £13.2 million if the regeneration expenditure is allocated between the activities of Industrial & Commercial Property (Benefit Cost Ratio of 10) and Public Realm (Benefit Cost Ratio of 1.4).
	This analysis assumes that £760,000 is invested in commercial property development through the creation of a new café, exhibition space, studios and retail facilities at the Tamworth Assembly Rooms and through the creation of a Business Enterprise Centre at the Philip Dix Building along with £5m invested in building refurbishment and public realm improvements. Alternatively, if the average Benefit/Cost Ratio of 2.3 identified by the DCLG research for all regeneration expenditure is used an economic benefit of £12.8m is achieved.
	The calculations undertaken by independent consultants (ERS) indicated an economic value of £13.4 million.
Risks	Assuming this is a successful bid, there are no significant risks. All of the required feasibility work, impact assessments and market testing have been undertaken. The greatest risk is in the development not proceeding which may result in the Assembly Rooms being closed permanently and missing out on a unique opportunity to secure a game changing development in the town.
Freedoms	The project is well defined and conceptually developed, and it is not anticipated that there is a need to request any freedoms in the use of LGF monies.







Appendix 3.

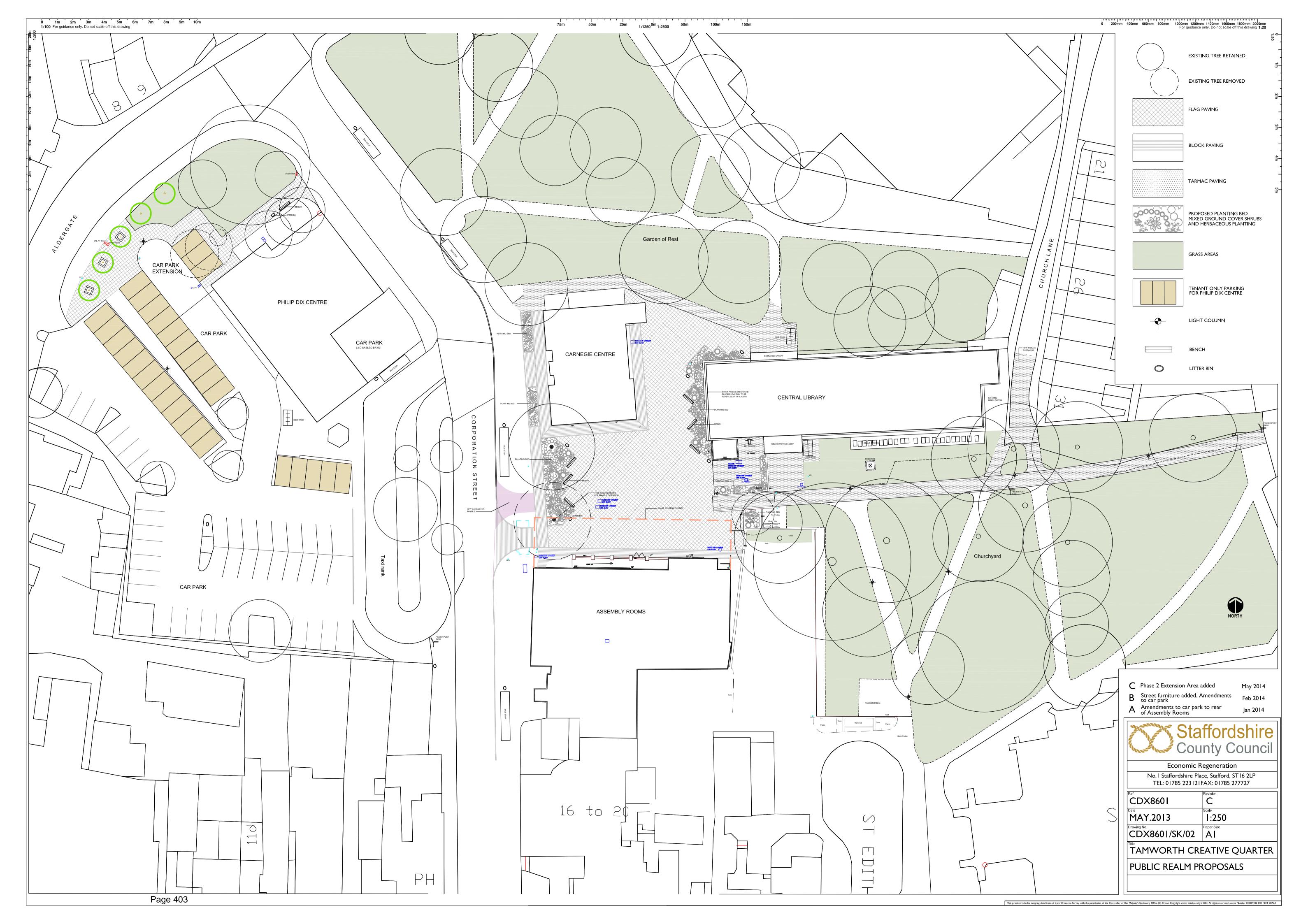
CREATIVE QUARTER ARCHITECTURAL PLANS



APPENDIX 3.

CREATIVE QUARTER ARCHITECTURAL PLANS

- PUBLIC REALM

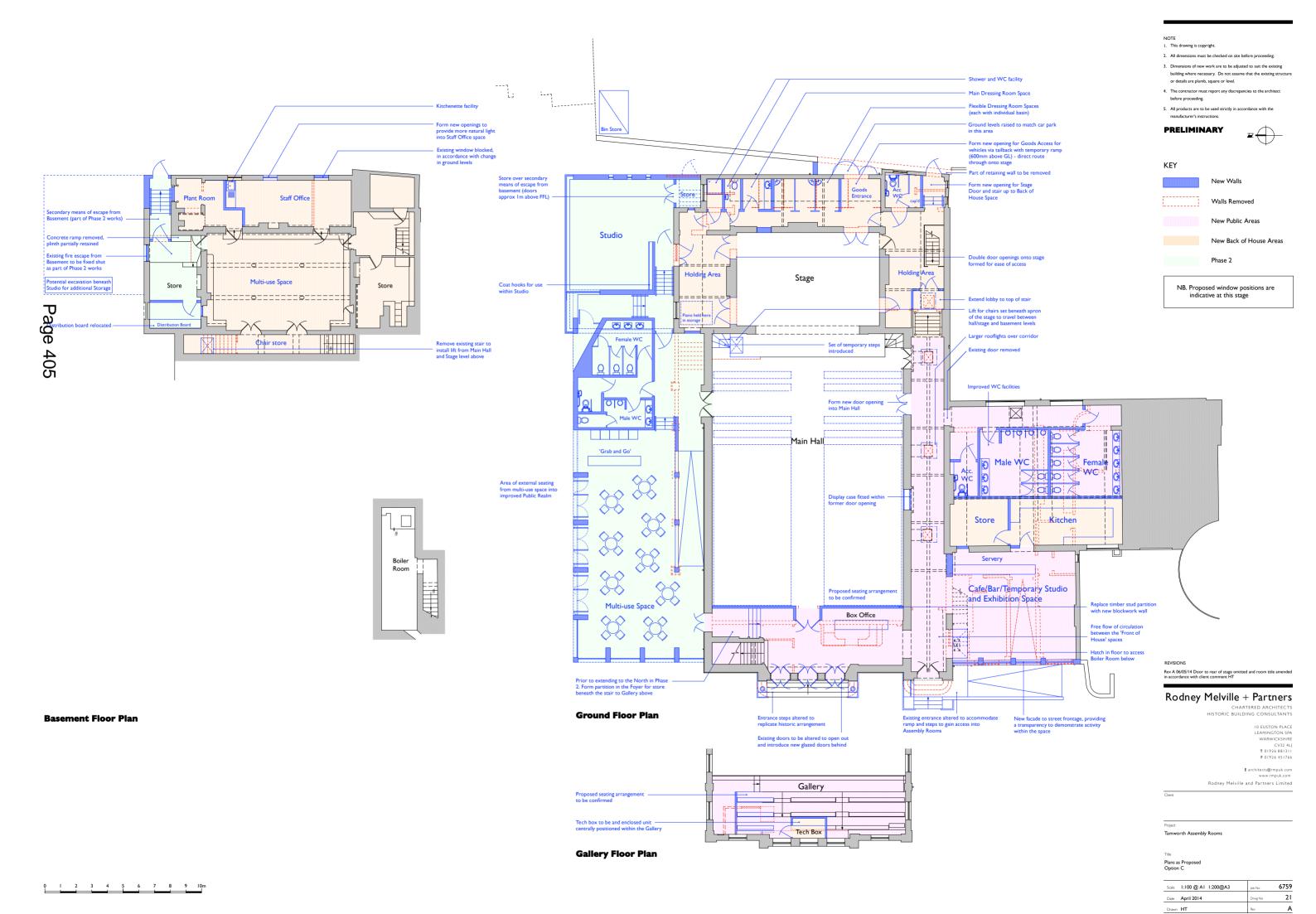


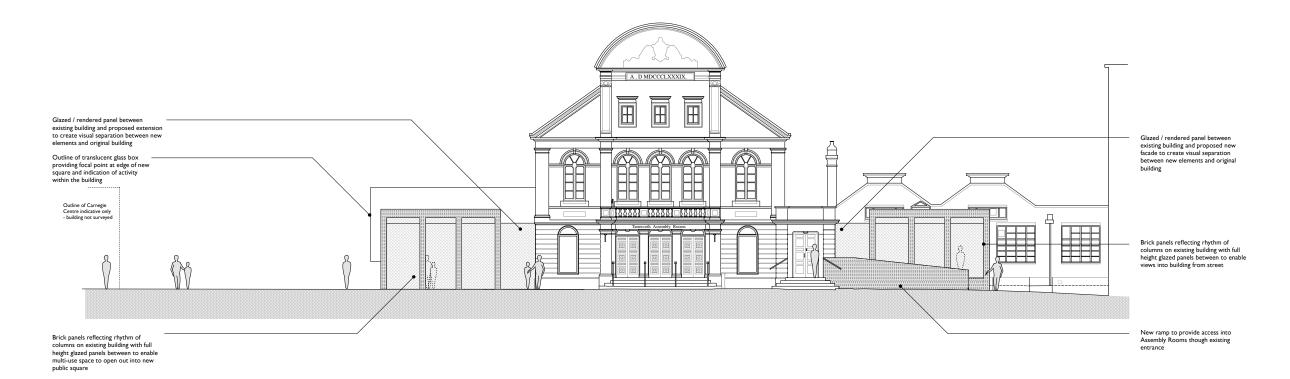


APPENDIX 3.

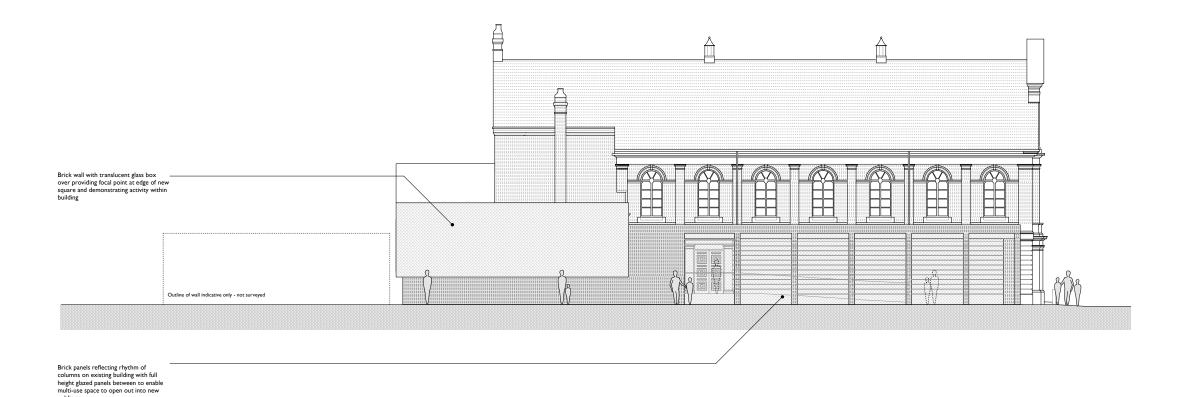
CREATIVE QUARTER ARCHITECTURAL PLANS

- ASSEMBLY ROOMS





Proposed West Elevation



Proposed North Elevation

- NOTE

 1. This drawing is copyright.
- All dimensions must be checked on site before proceeding.
- Dimensions of new work are to be adjusted to suit the existing building where necessary. Do not assume that the existing structure or details are plumb, square or level.
- The contractor must report any discrepancies to the architect before proceeding.
- All products are to be used strictly in accordance with the manufacturer's instructions.







Images of translucent glass facades

PRELIMINARY REVISIONS

Rodney Melville + Partners

CHARTERED ARCHITECTS
HISTORIC BUILDING CONSULTANTS

I0 EUSTON PLACE LEAMINGTON SPA WARWICKSHIRE CV32 4LJ T 01926 881311 F 01926 451766

E architects@rmpuk.com www.rmpuk.com

West and North Elevations as Proposed Option A

Scale	1:100 @ A1 1:200@A3	Job No	6759
Date	Jan 2014	Drwg No	- 11
Drawn	AL	Rev	

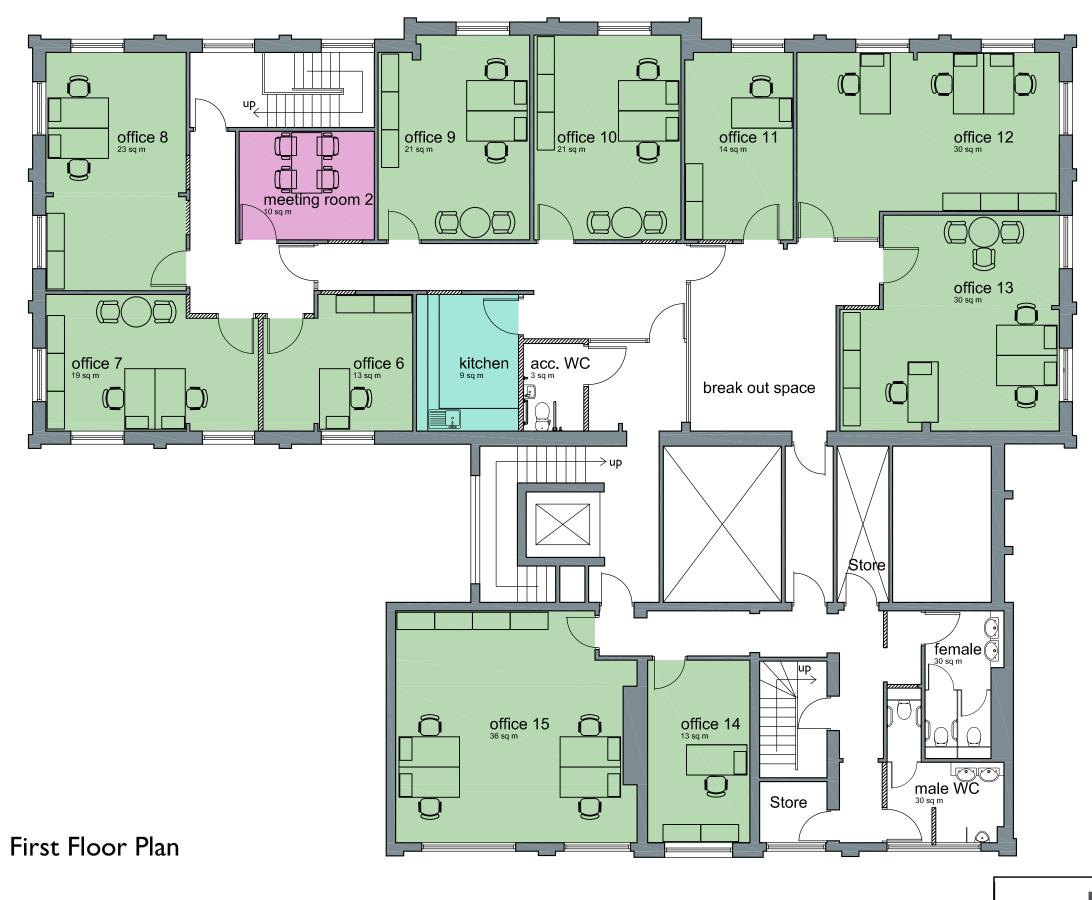


APPENDIX 3.

CREATIVE QUARTER ARCHITECTURAL PLANS

- PHILIP DIX CENTRE





5m Page 409



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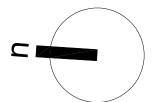
APPENDIX 3

CREATIVE QUARTER ARCHITECTURAL PLANS

- CARNEGIE CENTRE



Page 411



5m

		1	Plan revised to suit surve dimensions.	ey 27-x i- 12 sp
		REVISION	DESCRIPTION	DATE/INITIAL
Stafford	-	Postal Address: Staffordshire County Council, Wedgwood Building, Block A, Tipping Street, Stafford ST16 2DH Location Address:	S.C.C.Design Consultancy DRAWING CHECKED BY:	PROTECTIVE MARKING: PROJECT ARCHITECT/PROJECT DESIGNER/ENGINEER/SURVEYOR:
County C	Council	Design Consultancy, Staffordshire County Council, No 1 Staffordshire Place, Stafford ST16 2LP	draft	A3
PROJECT	DRAWING		PROPERTY I.D.	PROJECT REF / SET 5254
Tamworth Cultural Quarter	Carnegie Ce Proposed Pl		1:100	DRAWING NO.
	Restaurant		Sp.	A005
			DATE Oct 12	REVISION 1

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RISK ASSESSMENT FORM

Organisation / department / function / project; Enterprise Quarter Project



Business Objective: Corporate Priority 1

Completed by: David Hunter Date reviewed: 14 01 2015

No	Risk & Impact (Threat/Opportunity to achievement of	Assessment of Gross Risk (1–5)		ross	Risk Treatment Measures Implemented	Assessment of Current Risk (1-5) [With control measures implemented]			Further Possible Risk	Time scale
_	business objective)	Impact (Severity)	Likelihood (Probability)	Risk Score		Impact (Severity)	Likelihood (Probability)	Residual Risk Score	Mitigation	
age 413	Heritage Lottery funding not granted or forthcoming	4	4	16	Work closely with funder to ensure application meets their requirements. Secure all match funding	4	1	4		
4 2	Failure of partners to work together	4	2	8	Regular project steering groups meetings with all partners involved. Regular communication between partners.	4	1	5		
3	Impact on car parking inadequately assessed and dealt with	3	3	9	Review car parking in the local area. Communicate with current car park users and stakeholders. Create a car parking strategy for the area including mitigation for loss of disabled spaces.	3	1	3		

4	Relocation of Philip Dix and Carnegie Centre tenants and users not managed	4	3	12	Philip Dix and Carnegie Centre Management part of Project Steering Group. Engage and communicate with Carnegie Centre users appropriately. Develop a robust relocation timetable / strategy. Work closely with Agile Working Project.	3	1	3	
5	Surface Water Sewers unfit for purpose	2	5	10	Define legal responsibility between South Staffs water and landowner Design and cost new scheme	1	4	4	
6	SCC Local Growth Fund funding not granted or forthcoming	5	4	20	Work closely with funder to ensure application meets their requirements.	4	2	8	
⁷ Page	Political change at May elections	4	2	8	Get cross-party support	4	1	4	
ge 414	Faculty Permission for works in the churchyard extends project timetable	2	4	8	Devise contingency for works to be carried out after the main project / Amend design specification to minimise requirement for Faculty	2	2	4	
9	Archaeological site investigation finds significant evidence	5	1	5	Minimise requirement for archaeological site investigation through works specification and site investigation.	4	1	4	
10	Design of an acceptable loading / unloading scheme for the Assembly Rooms	5	2	10	Work through design options and legal constraints to achieve an acceptable solution.	5	1	5	
	Further deterioration in the condition of the Assembly Rooms;	4	2	8	Put Assembly Rooms project at the start of the project programme	4	1	4	
	Impact on the MTFS (Revenue & Capital) of any of the proposed changes.	4	2	8	Ensure regular and detailed monitoring of all costs and estimates	4	1	4	

The actual cost of the project exceeds the estimated costs	5	2	10	Identify variations in specification and scope of works that can be implemented to create cost savings	5	1	5	
The estimated increases in income do not materialise	3	3	9	Ensure adequate contingency in the revenue estimates	3	2	6	
Contractor financial problems due to emerging from recession	4	2	8	Carry out financial due diligence on Contractor tender list	3	1	3	

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Agenda Item 12

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

