



CABINET

5 March 2015

A meeting of the CABINET will be held on Thursday, 12th March, 2015, 6.00 pm in Committee Room 1 Marmion House, Lichfield Street, Tamworth

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Corporate Update

Title: Presentation about the Cadets

Presenter: Sue Arnold

3 Minutes of the Previous Meeting (Pages 1 - 6)

4 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.

5 Question Time:

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

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

None

7 Improving Wellbeing in Tamworth Commissioning Prospectus Outcome (Pages 7 - 14)

(Report of the Leader of the Council)

8 Annual Review 2014/15 & Corporate Plan 2015/16 (Pages 15 - 34)

(Report of the Leader of the Council)

9 2015 Pay Policy (Pages 35 - 58)

(Report of the Leader of the Council)

10 Cabinet Report for Write Offs 01/4/14 - 31/12/14 (Pages 59 - 68)

(Report of the Portfolio Holder for Operations and Assets)

11 North Warwickshire BC Meaningful Gap Consultation (Pages 69 - 78)

(Report of the Portfolio Holder for Economy and Education)

12 Service Provision for Customers with Complex Needs (Pages 79 - 84)

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

13 Anti-Social Behaviour Crime and Policing Act 2014 - Policies and Procedures (Pages 85 - 96)

(Report of the Portfolio Holder for Communities and Public Health)

14 Active Tamworth - Sports Strategy (Pages 97 - 118)

(Report of the Portfolio Holder for Communities and Public Health)

15 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.

16 Award of Stray Dog, Collection, Kennelling and Re-Homing Contract (Pages 119 - 142)

(Report of the Portfolio Holder for Communities and Public Health)

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.

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**MINUTES OF A MEETING OF THE
CABINET
HELD ON 19th FEBRUARY 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), Robert Mitchell (Director - Communities, Planning and Partnerships), Janice Clift (Democratic and Elections Officer), John Day (Corporate Performance Officer), Natalie Missenden (Public Relations Officer) and Tina Mustafa (Head of Landlord Services)

VISITOR: Lawrence Holmes (of GVA)

94 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor R Pritchard

95 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 22nd January 2015 were approved and signed as a correct record.

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

96 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

97 QUESTION TIME:

QUESTIONS FROM MEMBERS OF THE PUBLIC NO. 1

Under Schedule 4, 13, Mrs G Mann will ask the Portfolio Holder for Economy and Education, Councillor S Claymore, the following question:-

"On behalf of the residents of Tinker's Green and surrounding area, I would like to ask the Council to re-consider including a local shop into the regeneration.

The present shop is well used especially by residents without their own transport through disability or age. It is also a valuable centre of the community. It serves many people locally, not just on the estate.

Please reconsider the plans in the light of this omission."

Councillor S Claymore gave the following reply:

Thank you for your question Mrs Mann

The current proposals for the site are based on a range of information and data including community consultation.

The community consultation showed a range of views from local people, but with the top priority being the need to ensure that current poor housing is replaced with quality homes.

These proposals have been based on balancing a range of needs and community requirements and the designs are aimed at avoiding the problems of the past with large numbers of flats in regimented blocks.

The inclusion of retail has an inevitable impact on the number of homes that can be delivered and is most likely to lead to inclusion of more flats - including more flats above shops, which we are trying to avoid.

However, we recognise that the proposals do lead to the loss of a shop which is clearly used by people in the community.

As we are now entering the planning stage of the project and there is a statutory process by which local views can inform an eventual decision by the planning committee and also that this process will require a close examination of the impact of all of the proposals.

I would suggest that In order to reassure local residents that retail provision remains a consideration, that master planning proposals are submitted into the planning process with the understanding that there will be a further opportunity for concerned residents to be consulted as part of this process and that all possible mitigations against impact will be thoroughly explored.

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

None

99 TINKERS GREEN AND KERRIA CENTRE REGENERATION- MASTER PLAN

The Report of the Portfolio Holder for Economy and Education to agree master plan proposals for the regeneration of Tinkers Green and the Kerria Centre prior to submission for outline planning permission was considered.

The Chief Executive gave a presentation with regard to this item

RESOLVED: That Cabinet

- 1 approved the summary master plan proposals;
- 2 approve that the Director of Housing & Health and the Portfolio Holder for Economy and Education be authorised to submit an application for outline planning permission based on the proposals;
- 3 agreed that the Director of Housing & Health and the Portfolio Holder for Economy and Education be authorised to progress the procurement of a development partner; and
- 4 agreed that the Director of Assets & Environment make detail changes to the compulsory purchase order site plans previously approved by Cabinet on 6th November 2014 to ensure the boundaries identified, match the final approved masterplan of both schemes for the purpose of progressing the initial stages of this CPO process, noting that a further report will be presented to Cabinet to approve the final order should this be necessary to ensure project delivery.

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

A motion was passed to change the order of business under Rule 4.13 (c) taking item 9 as 6

100 PROPOSED OPERATING MODEL FOR TAMWORTH BOROUGH COUNCIL 2015-2020

The Report of the Leader of the Council & the Chief Executive to seek Cabinet approval to implement and communicate the Service Delivery & Operating Model was considered.

RESOLVED: That Cabinet

- 1 approved the model and approved the implications being communicated to partners, stakeholders and staff;
- 2 agreed that the processes and practices associated with the model be formally adopted;
- 3 agreed 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
- 4 agreed the revision of the Service Delivery and performance Management Policies be to reflect the new model.

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

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

The Report of the Leader of the Council to approve the Single Corporate Vision & Strategic for 2015/16 and to approve the recommended package of budget proposals was considered.

RESOLVED:

That all 26 recommendations as contained within the report be approved.

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

102 QUARTER THREE 2014/15 PERFORMANCE REPORT

The Report of the Leader of the Council providing Cabinet with a performance health-check was considered.

RESOLVED: That Cabinet

- 1 endorsed the report; and
- 2 approved the release of £42k from the remaining balance within the General contingency budget in support of the Golf Course project

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

103 CREATIVE QUARTER UPDATE

The Report of the Portfolio Holder for Education & Economy updated members on the progress relating to the funding and implementation of the Creative Quarter.

RESOLVED: That Cabinet

- 1 approved the Capital Appraisal form for inclusion into the Medium Term Financial Strategy (MTFS) and Capital Programme;
- 2 endorsed the current funding position in regards to our external funding bids;
- 3 delegated authority is given to the Director of Community Planning and Partnerships in conjunction with the Portfolio Holder Education and Economy to update and submit the previously endorsed HLF Bid for Tamworth Assembly Rooms;

- 4 Agreed that the Leader writes formally to Staffordshire County Council (SCC) to secure the agreed £500k financial contribution from SCC;
- 5 delegated authority to the Director of Community Planning and Partnerships 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; and
- 6 approved the temporary closure dates for Tamworth Assembly Rooms and initial closure plans.

104 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 by Councillor M Thurgood)

105 ACQUISITION OF PROPERTY WITHIN THE HOUSING REVENUE ACCOUNT (HRA)

The Report of the Portfolio Holder for Housing & Waste Management & Portfolio Holder for Economy & Education to update on the arrangements for funding a council housing acquisition pilot in the Housing Revenue Account for 2015/16 was considered.

RESOLVED That Cabinet endorsed the recommendation as contained in the report

Leader

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THURSDAY, 12 MARCH 2015

REPORT OF THE LEADER OF THE COUNCIL**IMPROVING WELLBEING IN TAMWORTH COMMISSIONING PROSPECTUS OUTCOME****EXEMPT INFORMATION****PURPOSE**

To inform Cabinet of the outcomes from the 'Improving Wellbeing in Tamworth Commissioning' exercise.

RECOMMENDATIONS

That Cabinet:

1. Notes the decision to award contracts to the organisations set out in appendix 1, subject to the voluntary standstill period, in line with the Council's financial guidance.
2. Authorises the Commissioning Hub to go back out to tender for the outstanding monies not awarded in Lot 2, (including any additional partner funding identified) and delegates authority to the Commissioning Hub to award contracts to the successful bidders.

EXECUTIVE SUMMARY

Cabinet at its meeting on 11 December 2014 established a Tamworth Locality Commissioning Hub and delegated authority to the Chief Executive, and the Directors of Housing and Health and Communities Planning and Partnerships to manage multi-agency commissioning exercises on behalf of the Commissioning Hub and the Tamworth Strategic Partnership (TSP).

Operating under the Council's financial regulations and the management of the Hub, Tamworth Borough Council advertised the Improving Wellbeing in Tamworth Commissioning Prospectus on 14 November 2014. The Commissioning Prospectus, with funding of £555,000 over 2 years, was divided into four Lots:

- Lot 1 Living well; interventions that promote healthy living
- Lot 2 Community empowerment; interventions that engage with and empower communities to take control
- Lot 3 Increasing aspiration; interventions that raise individual and community aspirations to make positive changes
- Lot 4 Early interventions for vulnerable groups

The decision to create four lots was to ensure that all funding partners within a pooled budget should secure the necessary outcomes for their key priorities.

The closing date for tenders was 23 January 2015. The Council received 47 tenders and the four multi-agency evaluation panels were held w/c 2 and w/c 9 February 2015. The results of the four evaluation panels were reported to the Commissioning Hub at its meeting on 26 February 2015. The evaluation process was very challenging due to the large number and excellent quality of the proposals submitted by a wide range of organisations.

Awards have been made in Lots 1, 3 and 4 as set out in appendix 1. No bids were successful in Lot 2. Therefore funding is available for a future commissioning process. The Hub will identify the area(s) of need for this funding at its meeting in March and a new prospectus will be issued in April. There will be an opportunity for commissioners to identify any other funding available which could be included/pooled in this process.

Following discussions with the successful bidders on the performance management arrangements required, it is expected that contracts will be signed w/c 16 March or 23 March 2015. Services will commence 1 April 2015. In order to accommodate partner funding requirements, the length of the contracts will be 1 year with an option to extend for a further 1 year.

Locality Commissioning as evidenced by the 'Improving Wellbeing in Tamworth Prospectus', supports the Council's new integrated Demand Management Operating Model. In essence we are commissioning services to achieve agreed outcomes, not just as the Council, 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.

OPTIONS CONSIDERED

A 'lessons learnt' exercise at both a Tamworth and Staffordshire wide level will be undertaken to evaluate the different commissioning methods taken by each district/borough. Opportunities to share learning will help in the review of Tamworth's approach for future commissioning exercises.

RESOURCE IMPLICATIONS

The total funding identified to support the 'Improving Wellbeing in Tamworth' Commissioning Prospectus over the two financial years 2015/16 and 2016/17 is: (£277,500 each year)

PCC Locality Deal Fund	£ 70,000
Building Resilient Families reward grant (SCC)	£ 67,000
Public Health district grant	£228,000
CCG district grant monies	£150,000
Community Cohesion funds (held in TBC reserves)	£ 20,000
Lifecheck/PCT funds (held in TBC reserves)	£ 20,000
Total	£555,000

A new cost centre has been established to hold this partnership funding.

Funding has been secured to fund the first year of the contracts and the option to extend the contracts for a further year will only be taken up once year 2 funding has

been confirmed from the relevant funding partners and the partnership is satisfied with the performance and continuing need for the services.

The awards made as set out in the recommendation to Cabinet are within the funding available for year 1.

LEGAL/RISK IMPLICATIONS BACKGROUND

TBC is the accountable body for the Improving Wellbeing in Tamworth Commissioning exercise. In order to mitigate the risks associated with this, the contracts issued will be for one year with the option to extend for a second year subject to the funding from partners being secured.

Partner representatives will be involved in the performance management of the contracts and will sign off the performance indicators set out in each contract to ensure that partners will be confident that their required outcomes will be delivered. The Commissioning Hub will be responsible for the performance management of the contracts let under this commissioning exercise and the Hub will provide regular updates to the TSP,

The Commissioning Hub oversees the risk register for locality commissioning.

SUSTAINABILITY IMPLICATIONS

The Commissioning Hub will oversee the progress of the services secured through this commissioning exercise over the life of the contracts. Reports will be taken to the TSP at key decision points.

BACKGROUND INFORMATION

Most of the other Districts/Boroughs in Staffordshire have carried out locality commissioning exercises. Each one has been managed differently. The Staffordshire Health and Wellbeing Board has set up a Strategic Locality Leads group to share learning and evaluate outcomes from this new way of commissioning services.

REPORT AUTHOR

Karen Adderley
Head of Partnerships and Commissioning
Ext 569
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LIST OF BACKGROUND PAPERS

Scheme of Delegation, Report of the Leader of the Council, Locality Commissioning – Single Commissioning Process – published 18 November 2014.

Cabinet report – PUBLIC SECTOR COMMISSIONING PROGRESS REPORT - 11
December 2014

APPENDICES

Appendix 1 – Contract awards under the Improving Wellbeing in Tamworth Commissioning Prospectus

Appendix 1

Improving Wellbeing in Tamworth Commissioning Prospectus Awards – Year 1 (subject to voluntary standstill period – ending midnight 16th March)

Lot 1

Organisation	Project	Value	Outcomes Purchased
Communities Together CIC	Cooking healthy with a budget	23,365	192 Participants will take part in a 6 week Cooking Healthy Within a budget Course. 12 public pop up Healthy Cooking Demonstrations to community groups and at Community Events across Tamworth and sign up 1,000 people to a healthier eating pledge as well as being offered the opportunity to complete a financial well-being assessment and access individual money management support through CAB Advisors who will be on hand at the pop up demonstrations.
Staffordshire Care Farming	WELLIES Grow it cook it eat it	27,316	2 x 8 week (One day per week) Grow It -Cook It -Eat It Projects. This programme will include cooking and growing activities and give participants the skills to cook and grow food at home. It will also encourage exercise through gardening and countryside walks. Client group involves BRF, Families First, Community Mental Health Team referrals.
Tamworth Borough Council	Active Tamworth	23,606	<p>Community Health Champions - to signpost members of the community to wellbeing related local services, champion Healthy Tamworth and Active Tamworth initiatives.</p> <p>Exercise for All - provide physical activity options for every individual aged 16+ in the Borough including 8 weeks free use of Cornerpost Gym. 15 new users each month.</p> <p>Walk for Health - will allow any individual in Tamworth to access to free guided walks. Community Health Champions will train as volunteer walk leaders, with short walking routes in local areas being mapped and guided each week. 2 walks per week in each of the 4 locality working areas with at least 5 people per walk.</p> <p>Sport @ ur door - This is aimed at children & young people to increase their levels of physical activity by providing them with a catalogue of sport and physical activity options in the Multi-use Games Areas & open space in their local communities. One session per week in each of the 4 locality working areas with at least 10 people per session.</p>
YOMP	Physical Activity App	16,775	YOMP aims to get more people active, more often. Especially those sedentary or 'high risk'. This through community engagement and behavioural change techniques applied through technology (online platform and app). Aim to get between 2000 and 4000 residents signed up to the app.
CRUSE	Bereavement Service	10,000	Delivery of free high quality bereavement support to those requesting it. Volunteer run.

			In 2013, Cruse supported 63 people in Tamworth through 284 one-one support sessions, 57 telephone sessions and 4 via group sessions. Continue to offer training in schools of how they can support bereaved children.
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Lot 3

Organisation	Project	Value	Outcomes Purchased
Support Staffordshire/Tamworth CVS	Volunteering for All	22,803	Volunteering for All (V4A) is a supported volunteering service that works with people who face such barriers, and has a strong track record in delivering the above outcomes for participants and addressing local needs.V4A employs a Volunteering Support Worker who works one-to-one with participants to understand their needs and issues, and agree a package of support tailored to their needs to enable them to engage in, sustain and benefit from volunteering. This will support 150 existing service users and recruit 25 new participants
Staffordshire Care Farming	WELLIES 4 Work	27,216	Two 8-week WELLIES 4 Work programmes which encourage participants to get closer to being able to work. This would include one to one mentoring sessions to support aspiration. A four week WELLIES Volunteers Programme to give people the confidence and skills to go on to volunteering.
Communities Together CIC	Positive Steps for Change	10,231	'Positive Steps for Change' project is engaging with local people to make improvements to their lives. 160 individuals will be taken through a whole life assessment looking at their health, social life, work life etc and they will then put together an action plan to make positive changes to their lives. They are supported via volunteer Life Buddies who will sign post to appropriate services and give ongoing encouragement.

Lot 4

Organisation	Project	Value	Outcomes Purchased
Brighter Futures	Safe and Well	26,371	The Safe and Well Service will support people with complex needs living in Tamworth who are; living alone or as a couple, at risk of losing their home, finding tasks around the home difficult to manage, struggling to make or attend appointments with GP's, Dentists or the Hospital or overly reliant on emergency type services, need help to sort out bills and debts and what benefits they may be entitled to, feeling lonely, depressed or isolated. The project will employ a full time support worker.
Alzheimer's Society	Dementia Support Service	7,914	The Dementia Support Service provides one-to-one support to people with dementia, carers and family members. The project will employ a Dementia Support Worker for 10 hours per week to work with 47 cases per year.
Home-Start	Home Visit Project	29,872	Home visit support for post natal depression, relationship breakdowns, isolation, disability in parent or child, domestic violence, parenting, behaviour problems, poverty, multiple births,

			<p>teenage parents. 20 trained, DBS checked volunteers available to support families days, evenings and weekends, from a wide range of social, economic and educational backgrounds.</p> <p>8 volunteers into employment or training.</p>
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Total Budget - £277,500 year 1

Total Spend - £225,469 year 1

Budget available for re-tender - £52,031

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THURSDAY, 12 MARCH 2015

REPORT OF THE LEADER OF THE COUNCIL
ANNUAL REVIEW 2014/15 & CORPORATE PLAN 2015/16

EXEMPT INFORMATION

N/A

PURPOSE

To inform Cabinet of the contents of the Annual Review and Corporate Plan.

RECOMMENDATIONS

That Cabinet approves the Annual Review and Corporate Plan.

EXECUTIVE SUMMARY

As in previous years, the Annual Review and Corporate Plan have been combined to reflect the continuity of the Council's planning and business agenda and therefore make it easier for the public and other stakeholders to understand.

It is good practice for organisations to provide stakeholders with an annual review of activity and a plan of future activity and Tamworth Borough Council has subscribed to this view for many years. The Annual Review informs stakeholders (including politicians, staff, partners and the public at large) about the Council's past performance in relation to its plans. It is consistent with the Authority's policy to communicate effectively with the public, be open to public scrutiny and to share its performance with the community.

Furthermore, it is equally consistent with the Council's values and its commitment to openness and accountability. There is a requirement to produce a public statement describing the Council's intentions for the financial year ahead, the rationale for these and the means by which the Council will ensure success. The Corporate Plan element does this.

The Annual Review and Corporate Plan are set out at Appendix A.

Subject to Members' approval, the Annual Review and Corporate Plan will be posted on the Council's internet site for access on demand.

OPTIONS CONSIDERED

Not applicable

RESOURCE IMPLICATIONS

There are no financial implications directly arising from this report.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are no legal or risk implications directly arising from this report.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications directly arising from this report

BACKGROUND INFORMATION**REPORT AUTHOR**

John Day

LIST OF BACKGROUND PAPERS

Not applicable

APPENDICES

Annual Review 2014/15 and Corporate Plan 2015/16

ANNUAL REVIEW 2014/15 & CORPORATE PLAN 2015/16

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Tamworth
Borough Council

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WELCOME

WELCOME TO TAMWORTH BOROUGH COUNCIL'S ANNUAL REVIEW FOR 2014/15 AND CORPORATE PLAN FOR THE YEAR 2015/16. LIKE PREVIOUS YEARS, WE HAVE COMBINED THE TWO DOCUMENTS TO MAKE THE INFORMATION EASIER TO USE AND UNDERSTAND. THE DOCUMENT SETS OUT WHAT WE WANT TO ACHIEVE IN THE COMING YEAR AND WHAT WE ACCOMPLISHED LAST YEAR.



FOREWORD

FROM THE LEADER & CHIEF EXECUTIVE OF TAMWORTH BOROUGH COUNCIL



Anthony E. Goodwin
Chief Executive



Cllr Daniel Cook
Leader of the Council

“The Challenge and the journey continues”

In our Foreword in last year's Annual Report, we made reference to the scale of the challenge to local government brought about by a disproportionate scale of funding reductions. As you will now all be aware, announcements within this year's Autumn Statement clearly indicate that the challenge will continue for some years to come.

Again, as with last year, we anticipated this and as a consequence of prudent forecasting, analysis and budget management, the Council is well placed to present a balanced budget for the next three years. While this is a situation that is “better than most”, this year we have witnessed some tangible consequences of **rising demand** coinciding with **reducing resources**. The Leadership and senior management are acutely aware of the impact of this ever changing landscape upon our staff, our service standards and scope and of course, on the public.

And yet, once again, the collective commitment to the organisation and its ultimate purpose – serving our local communities, has resulted in another outstanding year of

achievement that has built upon that of the previous two years, resulting in Tamworth Borough Council being recognised as a ‘top quartile’ performer. If we were still subjected to the former “comprehensive assessment” regime, we wouldn't have three or four stars... we would have a constellation! This is attributable to our employees, our partners and all politicians working together on challenging and complex issues.

It is with enormous pride that we can confirm that our overall performance has improved upon that reported in the Peer Review. So, what next? As the heading suggests, **the “challenges” and the “journey” continue.**

While there is some evidence of economic growth and improvement, the fact remains that financial constraints will remain for a number of years. For Tamworth Borough Council, this will manifest as a significant budget shortfall in 2017/18 and so, as with previous years, we need to plan for this now. The achievement of efficiencies now means that the challenge in three years time is less significant.

The work to achieve efficiencies in line with the **Sustainability Strategy** has enabled us to sustain a good standard and range of services to 2017/2018; however, it is now clear that simply pursuing this strategy alone will not be sufficient to meet the shortfall... it will help and consequently we will continue to explore every opportunity within the strategy.

The achievement of financial efficiencies, service reductions etc will have a limited impact upon the challenge of **reduced resources**. Therefore, our focus must and will shift to **managing demand**. Taking control of demand is a tried and tested operating model that will not only assist us to reduce the gap between **increased demand and reduced supply**, but it wrestles back greater control of our own destiny.

This will require courage and change; not just in relation to how we work, but also in the accountability, behaviours and relationships with our residents and communities. This will require a level of trust and understanding across the organisation, the partnership landscape and our communities.

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“
if you want to move fast; go alone.
if you want to move far; go together!”

Our focus remains: – **Growth & Regeneration** are key and therefore the delivery of the **Creative Quarter; Tinkers Green & Kerria; the former Golf Course development and the Town Centre** are major building blocks in the renewal of this great 'place' – Tamworth.

Creating **Healthier & Safer** communities is of equal significance – the evolution of integrated commissioning at a locality level will enable resources to be targeted on those in greatest need. At the same time, commissioning outcomes and services that “prevent” future calls upon services and resources both as a Council and a partner will be pivotal to our approach to **Demand Management**.

To achieve all of this we will work together, as the empowered, high performing organisation we are. We will work with communities, partners and politicians and together we will secure a better **“place”** for all our residents. An ancient saying from the African Maasai tribe is, in our view, an appropriate way to close:

“If you want to move fast; go alone.
If you want to move far; go together!”

Anthony E. Goodwin
Chief Executive

Cllr Daniel Cook
Leader of the Council

WHO WE ARE AND WHAT WE DO

Tamworth Borough Council is located in the south east corner of Staffordshire. The district covers 11.91 square miles, is the smallest of the seven Staffordshire districts and has a population of 77,200.

Our headquarters is at Marmion House in Tamworth where most of our staff are based.

We provide a range of services to residents, businesses and visitors. These include waste collection and recycling, collection of council tax and business rates, local council

tax discount, housing, support for the homeless, parks and open spaces, planning and building control, street cleaning, promoting economic growth and regeneration, environmental health, leisure services, community safety and election administration.

Our 2015/16 corporate strategy gives us direction and focus. It sets out our vision 'One Tamworth, Perfectly Placed' and two strategic priorities 'to aspire and prosper in Tamworth' and 'to be healthier and safer in Tamworth'. These priorities are underpinned by specific objectives.



VISION AND CORPORATE PRIORITIES

Our Vision: One Tamworth, Perfectly Placed

Corporate Priorities

1. "To Aspire and Prosper in Tamworth"

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

How will we do this?

By working collaboratively with partners, 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.

2. "To be Healthier and Safer in Tamworth"

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

How do we do this?

By working collaboratively with partners, we will:

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

PORTFOLIO HOLDER STATEMENTS



Cllr Robert Pritchard
Deputy Leader
of the Council

PORTFOLIO: OPERATIONS AND ASSETS

Tamworth Borough Council has had a very good year. We have risen to the financial challenges facing local government well.

Many councils across the country are cutting frontline services and support to vulnerable residents. Thanks to our hard work over many years, we have protected our frontline services. We have still had to make difficult decisions like closing the golf course, but essential services like street cleaning, outdoor events, our historic castle and many other services are still being protected.

In order to ensure this continues, we will review every service at the council to ensure maximum efficiency. We will squeeze every penny of value we can from each service. For example, we will trial cashless parking, offering better flexibility for car park users and lower running costs.

The redevelopment of our website completely in-house has been a success and saved many thousands of pounds. We are placing more resources and making as many services accessible online as possible.

Marmion House will be used as a key income asset with office spaces available for rent and we are talking to local charities

and other public sector bodies about relocating into our vacant space. This brings more public services to our front reception, making life easier for local residents.

We will also be pushing our other assets and see the development of business incubation units in other council buildings.

There is also record investment in Tamworth with £5.5 million being invested in the Enterprise Quarter and investment in the pedestrian routes in town. Employment is at its lowest level for decades, with fewer than 300 people on Jobseekers Allowance. We have a strong local economy that is growing.

Finally, we will work with other councils to share more services. We have shared many back office functions with Lichfield District council and are in discussion with other councils. This will allow us to share costs, helping reduce pressure on council budgets and protecting important services.

We have a lot to be proud of at Tamworth Borough Council and a lot to look forward too.



Cllr Steve Claymore

PORTFOLIO: ECONOMY & EDUCATION

I view the last 12 months as something of a watershed. How important changes, new ideas, challenges and opportunities all made around how economic growth is best achieved and delivered are now proving to be working successfully and coming to fruition.

With our own Economic Development and Enterprise team working hard and in line with their 'here to help and open for business' philosophy, they continue to engage with and support our existing local businesses to grow and to encourage new enterprises into the area.

As part of the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) we have seen jobs and productivity rising here in the West Midlands faster than the UK average. In January this year, the GBSLEP signed the £357m Greater Birmingham and Solihull 'Growth Deal'; this secures £357m of Government funding, as well as a further £80m from partners and the private sector. This will create up to 19,000 new jobs, the building of 6,000 new homes and help 7,600 people to improve their skills, which in turn will increase employment opportunities for the area. It will also allow investment into improving the transport network, allow stalled economic sites to be unlocked and help boost the overall skills provision across the whole Local Enterprise Partnership (LEP) area.

The local economy in Tamworth has again this year seen a massive improvement; unemployment down to just 0.6%, (fewer than 300 people claiming Jobseekers Allowance). This is

the lowest unemployment figure for more than 20 years and has seen Tamworth achieve the greatest unemployment percentage drop over the last three years than anywhere else in the UK. Last year's jobs fair held in Tamworth saw almost twice the amount of jobs on offer than actual job applicants.

Our LEP objectives are, to create a net increase of more than 100,000 private sector jobs by 2020, increase Gross Value Added (GVA) by over £8 billion over the same period, boost indigenous and inward investment, achieve global leadership in key sectors and build a world class workforce.

With the creation of these jobs however, there remains another vital factor of ensuring we have an available skilled workforce to fill them. With 75% of business reporting that they are unable to fill vacancies due to lack of skills, it is imperative that we continue with all our initiatives to overcome this.

Last October, the refurbished Torc Vocational Centre opened and is now the Torc Professional and Technical Centre. A £2m investment into the site from the County Council and through the Stoke-On-Trent & Staffordshire Local Enterprise Partnership allowed advanced engineering courses to be offered.

With schools having increasing autonomy and Councils having limited powers, it is essential that we maintain a key role by developing a culture of collaboration and co-operation with our education providers. We will continue to do this through the Education and Skills Board for Tamworth.

The LEP 'Skills for Growth' action plan, which is based on detailed analysis of local labour markets and skills need, will see the recruitment of local industry champions for growth sectors and education. These champions will lead on the requirements for change and the delivery of skills for growth compact committing employers, colleges and schools to build a best in class skills service to correctly link pupils and learners with real world job opportunities.

Economic growth comes hand in hand with land requirements for commercial and residential sites and this has been compounded by the lack of build prior to and during the recession years. To this end our Tamworth Local Plan sets out how best we can achieve our requirements and, after considerable work and consultation, our Local Plan is now starting the process of examination by the planning inspectorate.

Our Strategic Housing Service is continuing with a programme of exciting town-wide developments and schemes:

- ◆ Regeneration of Tinkers Green and Kerria estates is progressing to project timeline. Extensive consultation was undertaken on preferred option master plans for each site and an outline planning application is to be submitted in late February,
- ◆ Redevelopment of garage sites; 43 units of new affordable housing delivered in Coton Green / Leyfields areas of the town in partnership with Waterloo Housing Group and Bromford Housing Group,
- ◆ A further three sites have been granted planning permission with start on site anticipated for March to deliver a further 12 units of affordable housing,
- ◆ Work is underway to develop additional sites that will be utilised to deliver a programme of new build council homes,
- ◆ Belgrave gas project; major project completed to schedule in October to install mains gas supply to homes in Belgrave,
- ◆ Bringing empty properties back into use; activity has continued in partnership with Waterloo Housing including

bringing three empty flats in the town centre back into use as affordable housing,

- ◆ Tamworth Homelessness Education Programme (THEP) has been recognised nationally by homelessness charity Shelter as best practice.

I was delighted to be invited to attend the handover of several of the new-built homes on the old garage sites, not only to see the very high-quality design and build of these properties but also how well they blend into, complement and uplift the surrounding areas. It remains our ambition to see the same high quality and impact for the development of the Kerria and Tinkers Green sites; affordable housing that not only this Council can be proud of, but housing that is sustainable and which our tenants can be proud to call home.

Our plans for the regeneration of the town centre was recently given a massive boost with announcement that we have been awarded £2.9m from the Government's Single Local Growth Fund towards the development of the Enterprise Quarter. I look forward to seeing this strategic town centre regeneration work, conserve and financially protect Tamworth Assembly Rooms for generations to come, create the much-needed wider public realm enhancements, allow the offer of incubation business premises to stimulate commerce within the town centre and act as a catalyst for further town centre regeneration in the future.

We will also see the continuation of a major part of the Gateways project starting within the next few weeks, with the public realm work over Ladybridge and along Fazeley Road. This is an integral part of the project, linking the town centre with Ventura Retail Park.

Achievements within Economic Development and Strategic Housing have been considerable this past year and these achievements will now allow us to continue delivering and sustaining this growth through this year and in the future.



Cllr Steven Doyle

PORTFOLIO: COMMUNITIES AND PUBLIC HEALTH

The portfolio for Communities and Public Health is wide ranging, covering a number of key areas.

Part of the portfolio includes safeguarding children and vulnerable adults. This is of upmost importance to me and the team that work in this area, working with all agencies like the Police and Social Services to minimise the risk and any potential threats there may be to the most vulnerable members of society.

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Under community safety there are a number of aspects; safer and stronger communities and crime and anti-social behaviour reduction. This involves the use of community wardens, CCTV and working with partners and residents to help reduce the level of crime in our community, not just make it safer but make people feel safer about where they live – dealing with the fear of crime.

The Tamworth Borough Community Safety Profile for 2014 shows that there is a continued reduction in crime and anti-social behaviour, however these reductions are increasingly hard to maintain and further improvements will need community support.

Ensuring that Tamworth is represented at the Staffordshire Police and Crime Commissioner’s Panel is an important part of understanding the future of policing in Staffordshire and even more so in Tamworth. In the coming months we can look forward to the introduction of police cadets to Tamworth which have proved successful in other areas of Staffordshire.

The community development aspect of the portfolio provides the focus on improving the lifestyles of residents through initiatives and funding to promote healthier lifestyles and, in turn, healthier communities. This involves developing the community around us and encouraging individuals to become involved with projects like the nature reserves conservation.

Housing and Health runs the ‘Healthy Tamworth’ initiative. Last year, £78,000 was devolved from Public Health Staffordshire to Tamworth Borough Council to commission ‘Healthy Tamworth’ projects based on local priority needs.

The portfolio has provided funding to local arts projects, sports and voluntary groups through the provision of grants and advice. Over the last 12 months, considerable sums have been awarded to individuals and groups covering a range of projects that have helped people of all ages.

The Licensing, Environmental Health and the Street Scene teams continue to have a proactive manner supporting and carrying out many of the day to day functions across the town, delivering a highly efficient service that is flexible and customer focused.

They continue to be a prime example of what is possible through co-operation and imagination and instil the pride of Tamworth Borough Council. They work hard to meet the demands of a busy community.

Work at the cemeteries provides positive examples of volunteers making valued contributions to their local communities with the cooperation of Tamworth Borough Council and Street Scene teams. The restoration of the Amington War Memorial by local volunteers through Heritage Lottery funding has restored the memorial in time for the centenary of the start of WWI and The Friends of Wilnecote continue to open and close the gates at Wilnecote Cemetery.

The Council continues to promote services for young and old alike and is constantly looking to find new ways to fund those services in difficult times.





Cllr Michelle Thurgood

PORTFOLIO: HOUSING & WASTE MANAGEMENT

The year 2014 to Tamworth Borough Council was one of 'business as usual', albeit in a climate of financial challenges and changes.

It was my first year as a Portfolio Holder and I personally got to experience the commitment, dedication and adaptability of so many of our employees in delivering and exceeding expectations.

Protecting vulnerable residents and ensuring people get appropriate support is at the heart of our strategy. In 2014, we have moved quickly to protect those affected by external changes and are doing all we can to maintain these services going forward.

For those affected by the withdrawal of Supporting People funding we are:

- ◆ Reviewing our own services in a measured way to ensure the continued delivery of services (including Sheltered Housing);
- ◆ Supporting residents affected by the changes, including helping 13 households with mental health problems find suitable alternative accommodation within Tamworth.

We have also successfully responded to the challenges of Welfare Benefit reform by supporting residents to make the transition to the new system. Rent arrears collection for the Council's Housing Service is 99.4% compared to top quartile nationally of 98.8%.

We have made changes within our Supported and Strategic Housing teams to ensure that resources are aligned with our priorities. This has enabled the teams to adapt to changing circumstances and provide the best support possible to our residents.

Tamworth, like most towns and cities, has a long waiting list for social housing. Therefore, we have implemented a new Housing Allocations Policy, following consultation with applicants and partners. This ensures that social housing is allocated to those who have the greatest need. This will be supported by our commitment to acquire new properties going forward. I also look forward to working with my colleagues on progressing the redevelopment of Kerria and Tinkers Green, providing accommodation which is fit for 21st century living.

We have a high standard for our council properties and expect that private sector landlords adopt the same standard too. Therefore, we have and will prosecute private sector landlords who have failed to properly maintain their properties.

Working with external partners is an essential and beneficial part of our work. The Joint Waste Management Service between Tamworth and Lichfield continues to deliver an excellent service to our residents. One identified change was the removal of food waste from green bins, which will save Tamworth residents in excess of £378,000 by 2017.

We have also worked with Bright Futures to provide support to households with complex needs and HEAT to provide residents access to high quality advice about energy efficiency.

We continue to invest in our assets, including more than £1m in environmental works including:

- ◆ refurbishment of garage sites and sheltered housing communal gardens, and
- ◆ providing gas supply and new heating systems to residents in Belgrave.

Finally, for the last five years we have become used to hearing the news that the Tamworth In Bloom team had won a Gold Award for the 'Heart of England' Category and 2014 was no different. However, in the National Finals, Tamworth as a first time entrant won a Silver Gilt. Not only did the team exceed all expectations, they truly made the town look fantastic!

I look forward to 2015 being another year to continue delivering our service priorities, protecting our residents, adapting to unknown challenges and striving to exceed our customers' expectations.



WHAT WE WILL DO IN 2015/16

“To Aspire and Prosper in Tamworth”

Key projects

- ◆ Continuation of the regeneration of Tinkers Green and Kerria will include the agreement of the developer procurement methodology, the appointment of consultants to support the bidding process and the appointment of developers,
- ◆ The commencement, in April 2015, of the development of new affordable housing on the second tranche of former garage sites in Hockley, Glascote and Gillway will result in 12 units of accommodation,
- ◆ Following the award of £2.95m from the Single Local Growth Fund, work on the establishment of the Creative Quarter will include further external funding bids, application for appropriate planning permissions, the award of the contract to carry out the works and the commencement of those works in early 2016.
- ◆ Agreement on the affordable housing development programme for Tamworth,
- ◆ Continuing work on the Local Plan will see its submission, examination and adoption,
- ◆ Improving the ‘green’ environment. In particular, the achievement of the following:
 - ◆ Town Wall gaining designation as a Local Nature Reserve subject to land registration constraints,
 - ◆ Achieving a gold award in the ‘Heart of England in Bloom’ competition.
 - ◆ The waste collection service delivering its planned financial efficiency throughout the year, and still maintaining a recycling rate above 50%.

“To be Healthier and Safer in Tamworth”

Key projects

- ◆ Ensuring that all regulatory functions provided by the Council are delivered in a transparent, consistent and fair manner to promote public safety and to minimise the burden to businesses resulting in the following:
 - ◆ All planned food and health and safety inspections completed,
 - ◆ Air Quality improved,
 - ◆ All licensing applications processed in a timely fashion, with any appeals dealt with in a professional manner,
 - ◆ A reduction in workplace accident investigations,
 - ◆ Statutory nuisance investigations/actions completed within acceptable timescales.
- ◆ The ‘Healthy Tamworth’ project will focus on key themes including housing and health and the development of a better understanding of the health and wellbeing needs of local people.
- ◆ To support older people, the remodeled sheltered housing review will be implemented by April 2016,
- ◆ £550k funding provided by the Tamworth Strategic Partnership to private, public and voluntary sector groups to fund projects over the next two years to improve wellbeing for Tamworth residents in these areas,
 - ◆ Living Well, for projects which promote healthy living,
 - ◆ Community Empowerment, for projects which engage with and empower communities to take control,
 - ◆ Increasing Aspiration, for projects which make positive changes through raising aspiration,
 - ◆ Early interventions for vulnerable groups, including homelessness prevention, drug and alcohol projects, help for older people to remain independent and reoffending reduction programmes



“Approachable, Accountable and Visible”

Value for money and accountability will underpin the delivery of all corporate priorities. Working with others, the Council will deliver services that are well-governed, ethical, effective, efficient and economically viable.

Key projects

- ◆ The newly-developed Customer Services Strategy will see a corporate focus on the further development of the Customer Service Centre in order to bring about transformation from the customers' perspective including customer services that offer value for money, are accessible, digital by default and designed to meet customer needs,
- ◆ Undertake both Parliamentary and Local Elections
- ◆ The first steps of an electoral review will include an examination of current arrangements and alteration to achieve the best operating model for Tamworth Borough Council,
- ◆ Further develop an organisational development strategy that supports the transformational change of Tamworth Borough Council,
- ◆ The corporate change programme will support the next phase of the agile working project through:
 - ◆ The implementation of corporate telephony,
 - ◆ The implementation of a corporate desktop environment,
 - ◆ The corporate roll-out of electronic document and records management (EDRM),
 - ◆ The continued development of the customer relationship management system (CRM),
 - ◆ Delivery of services digitally by default (i.e. via website, email and telephone),
 - ◆ Digitisation of data.



LEADERSHIP & RESOURCES

Political Arrangements

The council currently has 30 members (16 Conservative, 12 Labour, 1 UKIP and 1 Independent) representing its ten wards.

The Council's Cabinet is made up of:

- ◆ The Leader of the Council
- ◆ Portfolio Holders for:
 - ◆ Operations & Assets
 - ◆ Economy & Education
 - ◆ Housing & Waste Management
 - ◆ Communities & Public Health

There are two scrutiny committees, a number of regulatory committees and some ancillary committees.



ORGANISATION



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THE MEDIUM TERM FINANCIAL STRATEGY

The 2015/16 budget and Medium Term Financial Strategy (MTFS) ensures that appropriate resources are focused on the single vision and strategic priorities.

'One Tamworth, Perfectly Placed' and the strategic priorities are clear by stating what we are aiming to achieve, how we will do it and the resources we will use to support these. The Council has been proactive in the design and implementation of innovative and effective measures for driving efficiency and reducing costs within the MTFS.

The Council's Executive Management Team has recognised 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 more than 45% since 2010/11 and indications from the 2014 Autumn Statement that austerity measures will continue, with indications that further grant reductions for District Councils will be as severe as they have been since 2010/11).

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.

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

At their meeting on 19th February 2015, Cabinet approved 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" and therefore costs within the MTFS into the future.

The primary change will see a shift away from trying to sustain a full suite of services at high standards with in excess of 45% budget reductions to understanding the needs of our customers and working with them to co-design how we meet those demands.

At their meeting on 24th February 2015, Council approved a three-year Medium Term Financial Strategy for the General Fund with Council Tax increases lower than the Government referendum limits – in order to continue to deliver those services essential to the Local Community. Challenging savings targets have been included which need to be achieved over

the next three years. However, in the longer term, the Council faces on-going grant reductions and income uncertainties which mean that substantial additional savings will need to be made into the future to deliver a balanced budget in the longer term.

Capital spending for the General Fund is extremely limited by resource constraints – each project is robustly challenged through a business case, return on investment assessment.

With regard to the Housing Revenue Account, a five-year MTFS was approved by Council, including significant investment in regeneration projects to meet future housing needs and sustain the HRA in the longer term. Following HRA self-financing, the majority of the capital funding is made through revenue contributions.

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 three 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.

The delivery of a balanced Medium Term Financial Strategy (three years for the General Fund & five years for the HRA) is a major achievement and shows we are in a good position – better than most. Like many others, our budget planning process had to be carried out in light of ongoing unprecedented adverse economic conditions. This included a great deal of uncertainty over future investment and income levels. 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.

An important part of our budget process is identifying areas of our work where we can make savings by reviewing the way we deliver services to make them more efficient.

In addition, the future economic prosperity of the Borough will also rely on increased housing provision, as in the future under the current funding arrangements, financial resilience is strongly linked to future growth in council tax and business rates income. Opportunities for identifying, promoting and supporting economic growth are actively being pursued.



CELEBRATING SUCCESSES 2014/15 – A QUICK LOOK BACK

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APRIL-JUNE

St George's Day celebrations in the Castle Grounds,

£170k awarded to Tamworth organisations to provide vital services to residents and businesses across the borough,

£68k funding provided by the Healthy Tamworth Initiative.



JULY-SEPTEMBER

Gold award for the fifth year running in the Heart of England in Bloom competition,
 Second outdoor cinema in the Castle Grounds,
 'We Love Tamworth' event in the Castle Grounds,
 Changes to bin collection saving £400k pa,
 National charity Shelter gave a Tamworth Borough Council homelessness education programme its seal of approval.



OCTOBER-DECEMBER

Castle Grounds Fireworks Event,
 43 new affordable homes completed in Leyfields,
 Assembly Rooms celebrated its 125th birthday,
 Second Tamworth Listens Question Time Event,
 Christmas lights switch-on in St Editha's Square,
 Tamworth Castle awarded Full Accreditation status by Arts Council England,
 Tamworth Information Centre awarded gold at the Staffordshire Excellence in Tourism Awards.



JANUARY-MARCH

£2.95m grant awarded to regenerate Tamworth town centre with the development of a new creative quarter,
 'I am Tamworth' art project launched,
 Master plan proposals for Tinkers Green & Kerria approved by Cabinet.



WHAT WE DID IN 2014/15

Shown below, against our objectives, are some of our achievements in 2014/15. All that has been achieved is not included but we have identified those achievements which we feel will be of most community interest due to their impact and benefits.

“To Aspire and Prosper in Tamworth”

Raise the aspiration and attainment levels of young people

- ◆ Through the **Education and Skills Board** for Tamworth continued to develop a culture of collaboration and co-operation with our education providers,
- ◆ The **Supported Housing scheme** assisted 20 families (18-25 year olds) in achieving key life skills around budgeting, healthy eating and steps into work,
- ◆ Successful intergenerational **‘Cook ‘n’ Eat’** schemes with young people working alongside older people on budgeting and preparing healthy and nutritional meals resulted in NVQs in hygiene,
- ◆ The **‘Rent First’** campaign involved educating local primary school children on the importance of budgeting and financial management and included their involvement in designing publicity literature for the campaign,
- ◆ Investment from the councils repairs contractor(s) in **apprenticeship and work skilling schemes** resulted in nationally accredited qualifications,
- ◆ The Mayor held tours of the **Town Hall** with schools and young persons groups to enlighten them on the history of the town.
- ◆ The **Tamworth Homeless Education Programme** (THEP) which, through schools and colleges, raises awareness of homelessness and its prevention for young people and provides advice on budgeting was given a seal of approval by the national charity Shelter

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

- ◆ The Castle Grounds hosted the popular **St George’s Day** celebrations attracting more than 8,000 visitors,
- ◆ More than 28,000 visitors attended the **Castle Grounds Firework Display**,
- ◆ More than 9,000 people saw the **Christmas lights switch-on** in St Editha’s Square,
- ◆ **Heritage Open day** attracted 8,000 visitors,
- ◆ **‘We Love Tamworth’** event in the Castle Grounds attracted 9,500 visitors,
- ◆ The **Tamworth Information Centre** was awarded gold for the second year running in the Visitor Information Provider category at the Staffordshire Excellence in Tourism Award
- ◆ Tamworth achieved a gold award for the fifth year running in the **Heart of England in Bloom competition**. Tamworth also competed in the national In Bloom campaign and was awarded silver gilt,
- ◆ **Tamworth Castle** was awarded Full Accreditation status by Arts Council England,
- ◆ **‘I am Tamworth’** 12-month art project launched to encourage people of all ages to attend arts events and take part in creative activities such as dance, drama, visual arts, music and writing.

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

- ◆ The demolition of under used garages and subsequent redevelopment resulted in the completion of **43 affordable units of accommodation** in the Leyfields and Coton Green areas involving more than £5m inward investment,
- ◆ The **‘Empty Homes’** HCA funded scheme resulted in three empty flats in the town centre being brought back into use as affordable housing,
- ◆ Master plan proposals for **Tinkers Green and Kerria** regeneration were completed and will result in the provision of 152 new homes,,
- ◆ Held extensive consultation on the **Local Plan** and other potential housing sites,
- ◆ Work commenced on the first phase in the **Gateways Project** with the route between Ladybridge and Ventura Park being improved with footpath and cycleway resurfacing, installation of new benches, bins, signposts, interpretation boards and lighting,
- ◆ The £5.5m project to regenerate Tamworth town centre with the development of a new **Creative Quarter** by 2017 based around and including key assets like the Assembly Rooms, the Library, Carnegie and Philip Dix centres was boosted by the award of £2.95m in grant funding from the Single Local Growth Fund,
- ◆ Changes to **organic waste collection** introduced that will achieve savings of £400k per annum,

Create opportunities for business growth through developing and using skills and talent and promote private sector growth and create quality employment locally

- ◆ **Tamworth’s Town Team** - which supports small local businesses and helps them to grow and develop was highly commended in the ‘Best All-Round Small Business Friendliness’ category at an event run by the Federation of Small Businesses Staffordshire and West Midlands Region,
- ◆ In support of the Small Business Initiative, **free car parking** was made available in all of Tamworth Borough Council’s car parks on two Saturdays leading up to Christmas,
- ◆ The **Think Local 4 Business show** was held for the 11th consecutive year. This attracted many delegates, 30 exhibitors and provided free seminars on business advice.



“To be Healthier and Safer in Tamworth”

Improve the health and wellbeing of older people by supporting them to live active, independent lives

- ◆ Under the **Healthy Tamworth initiative**, £68,000 of funding was provided by Public Health Staffordshire and Tamworth Borough Council to five voluntary and community sector groups for projects which improve health outcomes for residents of Tamworth,
- ◆ The **Hospital to Home** scheme developed in partnership with Brighter Futures targeted support to households with multiple needs to access the services they required.

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Implement ‘Total Place’ solutions to tackling crime and ASB in designated localities and develop innovative early interventions to tackle youth crime and ASB

- ◆ A **community safety day** held by the Tamworth Community Safety Partnership to give vital help, advice and information to Tamworth residents attracted more than 200 visitors,
- ◆ £85k awarded to the Tamworth Community Safety Partnership by the Police and Crime Commissioner for the following:
 - ◆ **Pathway Project**, an early intervention service tackling domestic abuse
 - ◆ **T3**, an outreach service for young people using drugs and alcohol,
 - ◆ a project to tackle **anti-social behaviour** caused by the misuse of motorbikes, mopeds and cycles on footpaths and public open spaces,

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

- ◆ By the end of December, more than £19,000 was shared among 32 organisations and charities from the **Voluntary and Community Grants, Arts Grants and Sports Grants** schemes to help them develop and provide services for the residents of Tamworth,
- ◆ Tamworth has led the way in the **Building Resilient Families and Communities initiative** (Troubled Families). Progress here has given other local authorities the confidence and belief to engage more fully in the process,
- ◆ New **Housing Allocations** policy implemented ensuring the allocation of housing to those in greatest need,
- ◆ After its launch in January 2014, **The Healthy Tamworth Project** undertook a pledge campaign which saw more than 200 members of the public signing up to do one thing that would improve their health and wellbeing.

Address the causes of poor health in children and young people

- ◆ New equipment was installed at the play area in the **Castle Grounds**,
- ◆ Tamworth Borough Council's **Home Energy Advice Tamworth (HEAT)** scheme offered Tamworth residents the chance to get their lofts and cavity walls insulated – completely free of charge,
- ◆ The Council's Sports Development team joined forces with the charity **'Kids Run Free'** putting on organised running events for children,
- ◆ The **'Keeping Safe'** project, funded by Tamworth Borough Council and Staffordshire Public Health Team, was introduced to empower young people with the knowledge and skills to combat child sexual exploitation and encourage positive relationships,

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

- ◆ **Operation Safer Nights Plus** saw staff from organisations - including Tamworth Borough Council, police, fire service, domestic abuse groups and drug & alcohol counselling services - patrolling the streets of Tamworth town centre to inform and educate revellers about how to stay safe, while at the same time supporting the town's night-time economy by making Tamworth a much safer place to be at night,
- ◆ Around 500 people attended a drop-in event to promote **'It's Never Ok'**; a Tamworth Community Safety Partnership initiative to tackle domestic abuse.

“Approachable, Accountable and Visible”

Value for money and accountability underpinned the delivery of all corporate priorities. Working with others, the Council will deliver services that are well-governed, ethical, effective, efficient and economically viable.

- ◆ As part of the Tamworth Listens initiative, a second **Question Time event** was held at the Assembly Rooms attracting 100 residents. This gave residents the opportunity to ask a panel of public sector representatives questions about regeneration and growth, health and community safety issues,
- ◆ The **Annual State of Tamworth Debate** was held,
- ◆ Reduced the **Cabinet structure** to a maximum of five members,
- ◆ Developed a **customer portal and app** to make accessing services easier for our customers,
- ◆ Implemented Individual **Electoral Registration**,
- ◆ Generated financial savings and improved capacity through the **Legal Spend Review**.

RECOMMENDATIONS FROM THE STATE OF TAMWORTH DEBATE

At the State of Tamworth Debate in November 2014, the following recommendations were made:

- ◆ That the Scrutiny Committees meet to discuss the report before this Council and decide if any issues are calling out for review by scrutiny given that statistics within the report,
- ◆ That the Leader and the Chief Executive Officer meet to create a report to Cabinet defining where we need to take this Council, what sort of Council do we need to be going forward to ensure the vulnerable are the priority and share it with all Councillors.

SUMMARY ACCOUNTS 2014/15

Due to the early publication of this combined document the draft summary accounts for 2014/15 are not yet available. As soon as they are (approximately end of June 2015) they will be posted on the Council's website.

ANNUAL GOVERNANCE STATEMENT

The Annual Governance Statement is a statutory document published following a review of the effectiveness of the Authority's system of internal control. It explains the governance framework (systems and processes, culture and values) that the Authority has in place, and includes an action plan to address any significant governance issues identified.

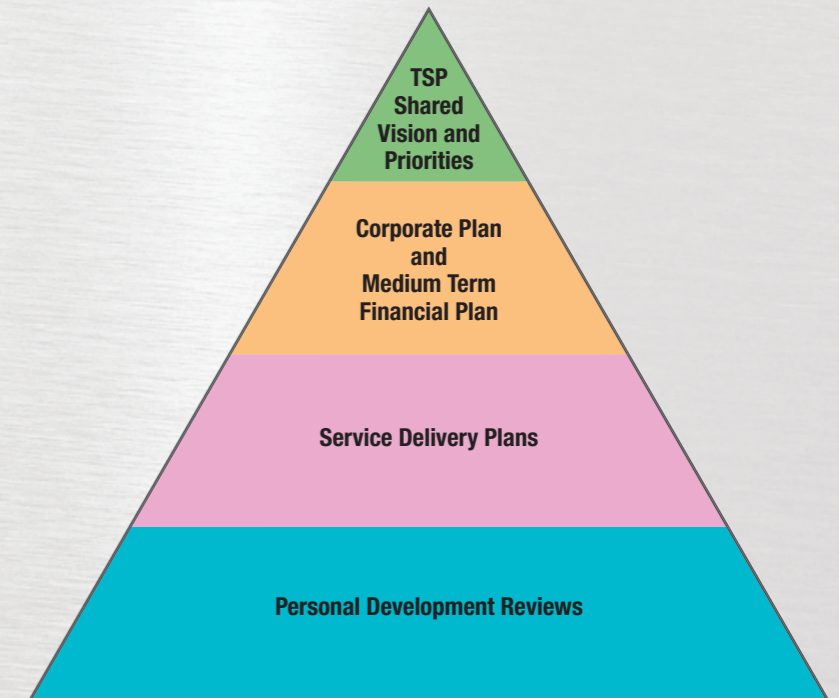
Due to the early publication of this combined document, the annual governance statement for 2014/15 is not yet available. The Annual Governance Statement is published with the Annual Statement of Accounts and will be available later in the year.

CORPORATE PLANNING PROCESS

The corporate planning process forms a fundamental part of the successful management of the Council. Our corporate planning framework sits within a wider planning hierarchy that has the Tamworth Strategic Partnership shared vision and priorities at the top. The Council's corporate plan and medium term financial strategy focuses on how the Council will deliver its contribution to these while the service delivery

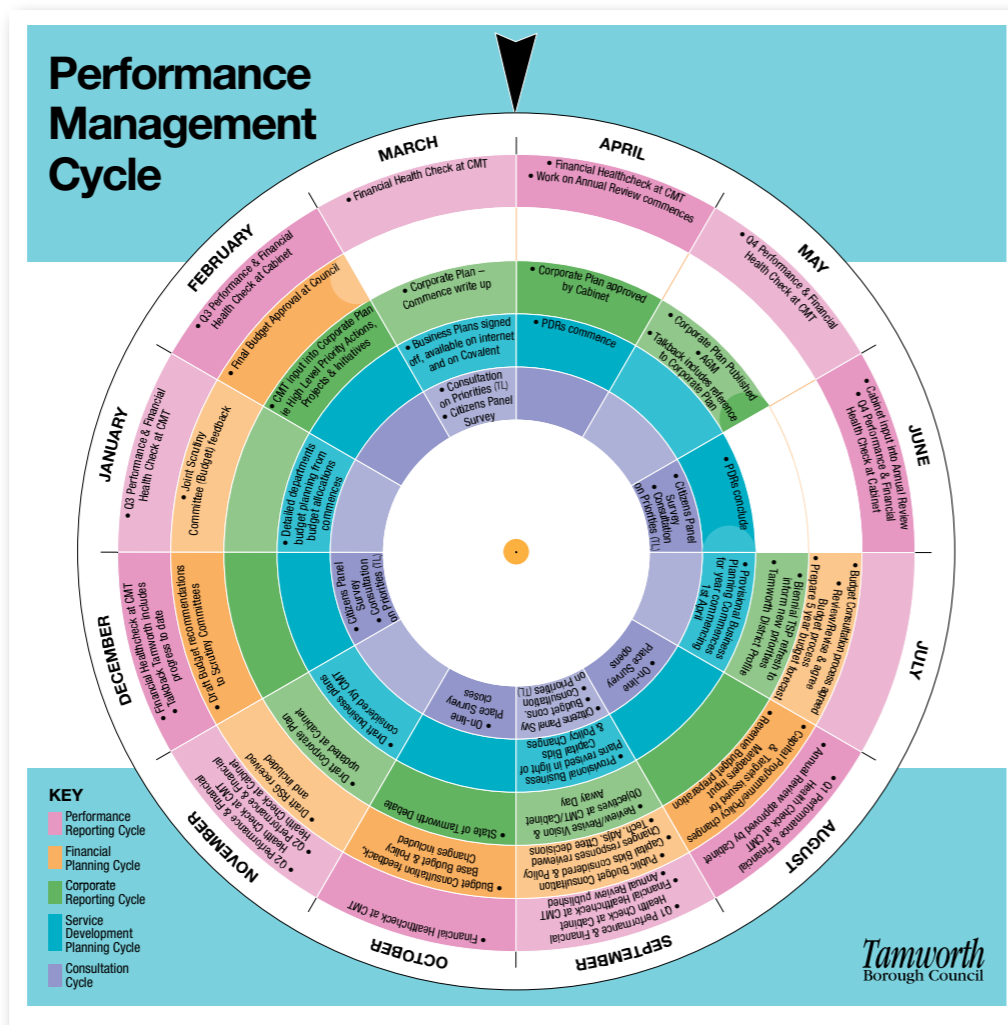
plans show how the services will also contribute. Below this are the personal developments plans for each employee. The links between the plans form the "golden thread" that ensures everyone in the organisation is working towards the same goals and that the priorities will be achieved.

CORPORATE PLANNING PYRAMID



PERFORMANCE MANAGEMENT FRAMEWORK

Performance management is a process not an event. It operates as a continuous cycle. All elements of Tamworth Borough Council's performance management framework are built around the annual performance cycle as shown in this diagram.



HOW WE WILL ASSURE WHAT WE DO

Performance Scorecard

Tamworth Borough Council balances its attention across its priorities. Summary performance of service activities and projects is indicated by the status of business and service plan actions, indicators and identified risks.

Performance Monitoring & Reporting Arrangements

The Performance Scorecard is monitored by:

- ◆ Individual officers and members assigned to or with a particular interest in an action, indicator or risk,
- ◆ Corporate and Directorate Management Teams,
- ◆ Cabinet,
- ◆ Scrutiny Committees.

A link to our current and past performance is available on the council's website: www.tamworth.gov.uk/performance



CONTACT US

To provide feedback specifically on the form and content of this Annual Review and Corporate Plan, email john-day@tamworth.gov.uk

For more information about Tamworth Borough Council, visit our website at www.tamworth.gov.uk

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Tamworth
Borough Council

If you would like this document in an alternative format or language please contact us 01827 709709 or email enquiries@tamworth.gov.uk

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12TH MARCH 2015

REPORT OF THE LEADER OF THE COUNCIL

2015 PAY POLICY

EXEMPT INFORMATION

No

PURPOSE

This report details Tamworth Borough Council's Pay Policy Statement so that statutory guidance as set out in S38 of the Localism Act is adhered to.

RECOMMENDATIONS

That the committee approve the Pay Policy Statement to go forward to Cabinet and full Council for formal adoption in line with the Localism Act 2011.

That the Leader recommend to full council that the Chief Executive's Pay is increased by 2% from 1st January 2015 in line with all other Chief Officer grades.

EXECUTIVE SUMMARY

Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as authority thinks fit". This Pay Policy Statement (the 'statement') sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011.

The purpose of the statement is to provide transparency with regard to the Council's approach to setting the pay of its employees by identifying;

- the methods by which salaries of all TBC employees are determined;
- the detail and level of remuneration of TBC's most senior staff i.e. 'chief officers', as defined by the relevant legislation;
- the Committees responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

Once approved by full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time

Following recent National Joint Council (NJC for all employees) and Joint Negotiating Committee (JNC for chief officers) a pay settlement has been reached from 1st January 2015 to 31st March 2016.

The Leader has discretion to determine that the pay settlement will also apply to the Chief Executive pay band as to all other staff. And the recommendation of this report is that the 2% increase will also apply to the Chief Executive pay band from 1st January 2015. This will also impact on the responsibility allowance payable to the Deputy Chief Executive.

RESOURCE IMPLICATIONS

There are no resource implications associated with this report. All pay is accounted for with the Council Budget.

LEGAL/RISK IMPLICATIONS BACKGROUND

Section 38 of the Localism Act must be complied with by 1st April 2015. Therefore, so as to minimise risk this report must be approved by full Council before that date

SUSTAINABILITY IMPLICATIONS

BACKGROUND INFORMATION

The Council's first pay policy was introduced in 2012 and has been updated annually.

REPORT AUTHOR

Anica Goodwin, Director of Transformation and Corporate Performance x 225 and Christie Tims Head of Organisational Development x 215

LIST OF BACKGROUND PAPERS

Pay Policy 2014

APPENDICES

Appendix 1 Pay Policy 2015

Appendix2 NJC Circular

Appendix 3 JNC Circular

Appendix 4 TBC Pay rates and bands 2015



PAY POLICY 2015

Document Status: Final

Document Ref: HRPP2015

Originator: Christie Tims

Owner: Anica Goodwin

Version: 01.01.05

Date: 04.03.15

Approved by Appointments and Staffing / Cabinet / Full Council

Classification: SEC1 - Routine

Document Location

This document is held by Tamworth Borough Council, and the document owner is Anica Goodwin.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
17.01.13	2013	Update figures and spinal column points
09.01.14	2014	Reviewed & updated with 2013 pay settlement
10.02.15	2015	Updated following 2015 settlement
04.03.15	2015	Finalised figures based on recommendations of Leader & Appointments & Staffing Committee 26.2.15

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved
Appointments & Staffing	Director of Transformation and Corporate Performance	26.02.15
Cabinet	Director of Transformation and Corporate Performance	12.03.15
Full Council	Leader of the Council	17.03.15

Approval Path

Major Change

Anica Goodwin

Tony Goodwin

Trade Union Liaison Group

Appointments & Staffing

CMT / Cabinet

Full Council

Action

Submission

Sponsor

Consultative Group

Approval

Corporate Approval

Council Approval

Document Review Plans

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

Distribution

The document will be available on the Intranet and published on our internet site.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

PAY POLICY STATEMENT

Tamworth Borough Council

March 2015

Introduction and Purpose

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;

- the methods by which salaries of all employees are determined;
- the detail and level of remuneration of its most senior staff i.e. ‘chief officers’, as defined by the relevant legislation;
- the Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

Once approved by the full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

Legislative Framework

In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the Equal Pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role. These are Hay for Chief Officer and Gauge for all other staffing groups.

We also need to take account of recent rulings and case law, including the recent ruling on Holiday Pay, which ensures all employees receive their regular earnings whilst on annual leave.

Pay Structure

Based on the application of the Job Evaluation process (Pay and Conditions Review); the Council uses the nationally negotiated pay spine (Appendix 2 - National Joint Council for Local Government Services, 2014-16 Pay Scales &

Allowances, Appendix 3 – Joint Negotiating Committee for Chief Officers & Local Authorities, Chief Officers Pay agreement 2014-16) as the basis for its local grading structure (Appendix 4). This determines the salaries of all of its employees. The Council remains committed to adherence with national pay bargaining in respect of the national pay spine and any annual cost of living increases negotiated in the pay spine.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. Additional Payments Policy and Other Payments Policy specify such payments that may be made.

In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. From 1st April 2015 the Council intends that no employee will be subject to such a payment, but retains the right within the Pay Policy to justify such a payment where necessary. The Council will ensure the requirement for such a payment (taking into account whole package comparisons) is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector in line with the Council's Market Supplement Policy.

Recruitment of Chief Officers

The Council's policy and procedures with regard to recruitment of chief officers is set out within the Officer Employment Procedure Rules as detailed in Part 4 / D55 of the Constitution. When recruiting to all posts the Council will take full and proper account of its own Equal Opportunities, Recruitment and Selection, Employment Stability and Re-engagement Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements in accordance with its relevant policies where this is appropriate.

Where the Council remains unable to recruit chief officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and

utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any chief officers engaged under such arrangements.

Senior Management Remuneration

For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary and allowances as at 1st April 2015

Job Type / Allowance	Scale Pt	Salary	Car Allowance	Health Shield
Chief Executive	100	107,188.40	1,239.00	99.24
Deputy Register of Electors Allowance		1,336.00		
Deputy Head of Paid Service Responsibility		1,836.00		
Executive Director	CD4	82,399.00	1,239.00	99.24
Returning Officer		2,671.00		
Director	D9	73,578.00	1,239.00	99.24
Director	D9	73,578.00	1,239.00	99.24
"O" Licence Allowance		3,679.00	1,239.00	99.24
Director	D9	73,578.00	1,239.00	99.24
Director	D9	73,578.00	1,239.00	99.24
Director	D9	73,578.00	1,239.00	99.24
Director	D5	67,334.00	963.00	99.24
Solicitor & Monitoring Officer	D5	65,373.00	1,239.00	99.24
Head of Landlord Services	SM4	58,014.00	963.00	99.24

Additions to Salary of Chief Officers

The Council does not apply any bonuses or performance related pay to its chief officers.

In addition to basic salary, set out in the above table are details of other elements of 'additional pay' which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfillment of duties.

In terms of additional statutory appointments the Representation of the People Act 1983 requires the Council to appoint an Electoral Registration Officer and

a Returning Officer in order to fulfil the authority's duties carrying out the electoral registration and elections process. The appointed officer receives an annual remuneration calculated according to the number of registered electors. For the year commencing 1 April 2015 the annual payment will be £890.00. The payment is subject to income tax, national insurance and superannuation. In addition, the aforesaid officer can appoint in terms of the legislation Deputy Returning Officer(s) to assist with the election process, any payments made to such deputies are at the discretion of the statutory appointee, such payments are not superannuable.

Returning Officer/Registration of Electors duties are determined by Electoral Registration Officer Section 8 Representation of the People Act 1983 and Returning Officer Section 35 Representation of the People Act 1983. They are based on the size of the electorate multiplied by a figure set by County Council on an annual basis.

Deputy Head of Paid Service Responsibility Allowance is payable for duties undertaken in the absence of the Head of Paid Service. These are set by members on an annual basis.

Essential Car User Allowances as determined by the Council's Travel and Subsistence Policy and reviewed and updated in line with NJC rates.

License Payments are made in line with the Council's Additional Payments Policy – License Holder Payments approved as part of the Pay & Conditions Review 2007. The "O" License is for Vehicle Certificate of General Competence.

With the exception of progression through the incremental scale of the relevant grade being subject to satisfactory performance, which is assessed on an annual basis, the level of remuneration is not variable dependent upon the achievement of defined targets.

Payments on Termination

The Council's approach to statutory and discretionary payments on termination of employment of chief officers, prior to reaching normal retirement age, is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006. We have chosen not to adopt Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.

Any other payments falling outside the provisions (such as Settlement Agreements) or the relevant periods of contractual notice shall be subject to a formal decision made by the Head of Paid Service and Directors with delegated authority to approve such payments. These must be notified to members.

Publication

Upon approval by the full Council, this statement will be published on the Council's Website. In addition, for senior employee* posts where the full time equivalent salary is at least £50,000, the Council's Annual Statement of Accounts will include a note setting out the total amount of

- salary, fees or allowances paid to or receivable by the person in the current and previous year;
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination;
- any benefits received that do not fall within the above – including contribution to the person's pension

* As defined by in the Accounts & Audit (England) Regulations 2011

Lowest Paid Employees

The lowest paid persons employed under a contract of employment with the Council are employed on full time 37 hours equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 1st January 2015, this is spinal column point 5, **£13,500** per annum until 1st October 2015, when the lowest spinal column point will be spinal column point 6 **£13,614**. The Council employs Apprentices or other such categories of workers who are not included within the definition of 'lowest paid employees' as they are employed under the National Minimum Wage for Apprentices.

The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the authority's workforce, which for Tamworth is currently **£20,253.00 (£24,472 excluding casual employees)**.

The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee and the Chief Executive as **1:7.9** (excluding allowances) and; between the lowest paid employee and average chief officer as **1:5.3**. The multiple between the median average full time

equivalent earnings and the Chief Executive is **1:5.3 (1:4.4 excluding casual employees)** and; between the median average full time equivalent earnings and average chief officer as **1:3.5** (this excludes the Chief Executive and is 1:2.9 excluding casual employees) .

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

Accountability and Decision Making

In accordance with the Constitution of the Council, the Appointments and Staffing Committee are responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

Where appropriate these may be delegated to the Head of Paid Service and Directors under the scheme of delegation.

Amendments to the Policy

This statement may be amended during the course of a financial year to reflect changes or developments in the authority's pay policy. However, section 39(5) of the Act requires that amendments can only be made by resolution of the full council and that any amended statement must be published as soon as is reasonably practicable.

Equality Impact Assessment

Is this a new or existing policy?	Existing		
1. Briefly describe the aims, objectives and purpose of the policy?	To provide clear and transparent guidance of how TBC Pay Policies interrelate and are formally approved by the full Council		
2. Are there any associated policy/ procedure/ practice which should be considered whilst carrying out this equality impact assessment?	All TBC Pay & Conditions Policies, NJC pay spines, Council Constitution		
3. Who is intended to benefit from this policy and in what way?	The general public in having clear visibility on how Local Government Pay is determined		
4. What are the desired outcomes from this policy?	Transparency		
5. What factors/ forces could contribute/ detract from the outcomes?	Ability to make payments to staff and chief officers		
6. Who are the main stakeholders in relation to the policy?	Trades unions all employees and Chief Officers		
7. Which individuals/ groups have been/ will be consulted with on this policy?	TULG, CMT, Members		
8. Are there concerns that the policy <u>could</u> have a differential impact on racial groups?	Y		Biennial review to assess any adverse impact on this group.
9. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to gender?	Y		Biennial review to assess any adverse impact on this group.
10. Are there concerns that the policy <u>could</u> have a differential impact due to them being transgender or transsexual?		N	Please explain
11. Are there concerns that the policy <u>could</u> have a differential impact due to disability?	Y		Biennial review to assess any adverse impact on this group.
12. Are there concerns that the policy <u>could</u> have a differential impact due to sexual orientation?		N	Please explain
13. Are there concerns that the policy <u>could</u> have a differential impact due to age?	Y		Biennial review to assess any adverse impact on this group.
14. Are there concerns that the policy <u>could</u> have a differential impact due to religious belief?		N	Please explain
15. Are there concerns that the policy <u>could</u> have a differential impact on Gypsies/ Travellers?		N	Please explain
16. Are there concerns that the policy <u>could</u> have a differential impact due to dependant/caring responsibilities?		N	Please explain
17. Are there concerns that the policy <u>could</u> have a differential impact due to them having an		N	Please explain

offending past?			
18. Are there concerns that the policy could have an impact on children or vulnerable adults?		N	Please explain
19. Does any of the differential impact identified cut across the equality strands (e.g. elder BME groups)?		N	Please explain
20. Could the differential impact identified in 8 – 19 amount to there being the potential for adverse impact in this policy/ procedure/ practice?		N	Please explain
21. Can this adverse impact be justified: <ul style="list-style-type: none"> • on the grounds of promoting equality of opportunity for one group? • For any other reason? 			Please explain
22. As a result of carrying out the equality impact assessment is there a requirement for further consultation?		N	Please explain
23. As a result of this EIA should this policy be recommended for implementation in its current state?	Y		Please explain

PLEASE COMPLETE THE FOLLOWING ACTION PLAN FOR ALL IMPACT ASSESSMENTS
Equality Impact Assessment Action Plan

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

ACTION/ ACTIVITY	RESPONSIBILITY	TARGET	PROGRESS
Pay Review	Head of Organisational Development	31 st December 2013	Completed as part of Workforce Development Plan
	Head of Organisational Development	31 st December 2014	Equal Pay Review carried out
		31 st January 2016	
Monitoring arrangements:		Data collected 6 monthly	reports and updates to CMT/ Appts & Staffing Committee
Publication:		Internet and Intranet	
Review Period:		Reviewed annually	

End of Document

Classified: SEC1 Routine

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National Joint Council for Local Government Services

Employers' Secretary:

Sarah Messenger
Local Government House, Smith Square
London, SW1P 3HZ
Tel: 020 7187 7373 Fax: 020 7664 3030

Trade Union Secretaries

Fiona Farmer, Unite
Brian Strutton, GMB
Heather Wakefield, UNISON

Address for correspondence:

UNISON Centre
130 Euston Road
London NW1 2AY
Tel: 0845 3550845
Fax: 020 7551 1195

**To: Chief Executives in England, Wales and N Ireland
(copies for the Finance Director and HR Director)
Members of the National Joint Council**

14 November 2014

Dear Chief Executive,

2014-16 PAYSCALES & ALLOWANCES

Agreement has now been reached on rates of pay applicable from **1 January 2015**.

The new pay rates are attached at **Annex 1**.

Details of the non-consolidated payments to be paid in December 2014 (SCPs 5-49 only) and in April 2015 (SCPs 26-49 only) are attached at **Annex 2**.

The new rates for allowances up-rated in line with the pay increase of 2.20% are also set out at **Annex 3**.

It has been agreed that Spinal Column Point 5 (SCP5) will be deleted with effect from 1 October 2015. Therefore, employees on SCP5 shall progress to SCP6 on 1 October 2015.

NJC future work

Both Sides recognise that local government is undergoing a period of unprecedented change. The way that public services are designed and delivered is evolving at a rapid pace and against this background the NJC agrees that councils and their workforce need collective agreements that:

- reward employees fairly and recognise the diverse needs of the workforce
- attract, retain and train people with the skills needed for the future
- enable local service providers to react more quickly to changing circumstances
- facilitate effective partnership working and collaboration across organisations
- remove or modify existing barriers to ensure employees can move more easily between different public sector employers

The NJC remains committed to national collective bargaining and aims to ensure that the bargaining machinery can reflect and support new ways of working. The NJC will focus on

producing outputs that are relevant, fair and beneficial to both employers and those employed to provide public services.

Yours sincerely



Sarah
Messenger



Fiona
Farmer

Brian Strutton

Brian
Strutton



Heather
Wakefield

Joint Secretaries

NJC PAY SPINE 2014-16

SCP	1 Apr 13	1 Jan 15
5 (until 1 Oct 15)	£12,435	£13,500
6	£12,614	£13,614
7	£12,915	£13,715
8	£13,321	£13,871
9	£13,725	£14,075
10	£14,013	£14,338
11	£14,880	£15,207
12	£15,189	£15,523
13	£15,598	£15,941
14	£15,882	£16,231
15	£16,215	£16,572
16	£16,604	£16,969
17	£16,998	£17,372
18	£17,333	£17,714
19	£17,980	£18,376
20	£18,638	£19,048
21	£19,317	£19,742
22	£19,817	£20,253
23	£20,400	£20,849
24	£21,067	£21,530
25	£21,734	£22,212
26	£22,443	£22,937
27	£23,188	£23,698
28	£23,945	£24,472
29	£24,892	£25,440
30	£25,727	£26,293
31	£26,539	£27,123
32	£27,323	£27,924
33	£28,127	£28,746
34	£28,922	£29,558
35	£29,528	£30,178
36	£30,311	£30,978
37	£31,160	£31,846
38	£32,072	£32,778
39	£33,128	£33,857
40	£33,998	£34,746
41	£34,894	£35,662
42	£35,784	£36,571
43	£36,676	£37,483
44	£37,578	£38,405
45	£38,422	£39,267
46	£39,351	£40,217
47	£40,254	£41,140
48	£41,148	£42,053
49	£42,032	£42,957

NON-CONSOLIDATED PAYMENTS (see also Appendix)

SCP	December 14	April 15
5	£325	
6	£325	
7	£325	
8	£150	
9	£150	
10	£150	
11	£100	
12	£100	
13	£100	
14	£100	
15	£100	
16	£100	
17	£100	
18	£100	
19	£100	
20	£100	
21	£100	
22	£100	
23	£100	
24	£100	
25	£100	
26	£100	£3
27	£100	£7
28	£100	£10
29	£100	£14
30	£100	£18
31	£100	£22
32	£100	£26
33	£100	£29
34	£100	£33
35	£100	£36
36	£100	£39
37	£100	£43
38	£100	£47
39	£100	£52
40	£100	£56
41	£100	£60
42	£100	£65
43	£100	£69
44	£100	£73
45	£100	£77
46	£100	£81
47	£100	£85
48	£100	£89
49	£100	£93

Part 3 Paragraph 2.6(e) Sleeping-in Duty Payment

1 Jan 15
£34.00

**RATES OF PROTECTED ALLOWANCES AT 1 JAN 15
(FORMER APT&C AGREEMENT (PURPLE BOOK))**

Paragraph 28(3) Nursery Staffs in Educational Establishments - Special Educational Needs Allowance

1 Jan 15
£1,215

Paragraph 28(14) Laboratory / Workshop Technicians

City and Guilds Science Laboratory Technician's Certificate Allowance

1 Jan 15
£197

City and Guilds Laboratory Technician's Advanced Certificate Allowance

1 Jan 15
£144

Paragraph 32 London Weighting and Fringe Area Allowances £ Per Annum

Inner Fringe Area

1 Jan 15
£824

Outer Fringe Area

1 Jan 15
£573

Paragraph 35 Standby Duty Allowance - Social Workers (1)(a)(i) Allowance - Per Session

1 Jan 15
£27.35

FORMER MANUAL WORKER AGREEMENT (WHITE BOOK)

Section 1 Paragraph 3 London and Fringe Area Allowances £ Per Annum

Inner Fringe Area

1 Jan 15
£824

Outer Fringe Area

1 Jan 15
£573

Technical issues related to the non-consolidated payments

1. The payments are subject to the normal tax and national insurance requirements and are pensionable
2. The payments should be paid only to those employees who are in post on 1 December 2014. The payments are not 'back pay', so should not be paid to any employees who leave employment before 1 December
3. The payments should be paid on a pro-rated basis according to each council's established procedure for remunerating part-time employees
4. The payments should be paid to employees on SCPs 5, 6, 7, 8, 9 and 10 as indicated regardless of whether councils are already applying some form of Living Wage supplement
5. The payments should be paid to those on maternity leave whether in the paid or unpaid period at full rate (subject to appropriate pro-rating)
6. The payments should be paid to those on long-term sickness absence (even if on nil pay)
7. The payments should be paid at the relevant rate based on the current SCP at 1 December 2014, eg. an employee on SCP7 acting up to SCP12 should get the payment that applies to SCP12
8. The payments should be paid to those on adoption leave and parental leave
9. The payments should not be paid to employees on a career break at 1 December 2014
10. The payments do not apply to employees who are being paid above SCP49
11. If an employee has more than one contract, the payments should be paid pro-rata on each contract
12. Subject to any other exclusions, the payments should be paid to all employees whose pay is set in accordance with NJC for Local Government Services pay arrangements, regardless of whether they are on permanent or temporary contracts

Joint Negotiating Committee for Chief Officers of Local Authorities

**To: Chief Executives in England and Wales (N Ireland for information)
(copies for the Finance Director and HR Director)
Regional Directors
Members of the Joint Negotiating Committee**

2 February 2015

Dear Chief Executive,

CHIEF OFFICERS' PAY AGREEMENT 2014-16

Agreement has now been reached on rates of pay applicable from **1 January 2015**.

The individual salaries and salary scales of all officers within scope of the JNC for Chief Officers of Local Authorities should be increased by two per cent on guaranteed FTE basic salary¹ of £99,999² or less [as at 31 December 2014].

This pay agreement covers the period to 31 March 2016.

Yours faithfully,

Sarah Messenger
Brian Strutton

Joint Secretaries

cc Mike Short, UNISON

¹ 'Guaranteed FTE basic salary' should exclude other separately identified payments such as London area / fringe allowances or Returning Officer fees etc.

² The pay award applies only to those employees whose guaranteed FTE basic salary was £99,999 or less at 31 December 2014. The pay award should not be applied to the first £99,999 of salaries of £100,000 or more.

Employers' Secretary: Sarah Messenger Local Government Association Local Government House Smith Square London SW1P 3HZ info@local.gov.uk	Officers' Secretary: Brian Strutton GMB 22-24 Worples Road London SW19 4DD brian.strutton@gmb.org.uk
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TBC Grade Structure 2015			Appendix 3
Grade	S.C.P.	<u>2.2% Increase</u> effective Jan 2015	
1	5	£13,500	<i>deleted 01/10/15</i>
	6	£13,614	
2	7	£13,715	
	8	£13,871	
	9	£14,075	
	10	£14,338	
	11	£15,207	
3	12	£15,523	
	13	£15,941	
	14	£16,231	
	15	£16,572	
	16	£16,969	
	17	£17,372	
4	18	£17,714	
	19	£18,376	
	20	£19,048	
	21	£19,742	
	22	£20,253	
5	23	£20,849	
	24	£21,530	
	25	£22,212	
	26	£22,937	
	27	£23,698	
	28	£24,472	
6	29	£25,440	
	30	£26,293	
	31	£27,123	
	32	£27,924	
	33	£28,746	
	34	£29,558	
7	35	£30,178	
	36	£30,978	
	37	£31,846	
	38	£32,778	
8	39	£33,857	
	40	£34,746	
	41	£35,662	
	42	£36,571	
9	45	£39,267	
	46	£40,217	
	47	£41,140	
	48	£42,053	
	49	£42,957	
	50	£44,030	
10	51	£45,148	
	52	£46,259	
Snr Mgt	ADE1	£52,437	
	ADE2	£54,111	
	ADE3	£55,784	
	ADE4	£58,015	
DIR1	D1	£57,346	
	D2	£59,014	
	D3	£61,243	
	D4	£63,469	
DIR2	D4	£63,469	
	D5	£65,373	
	D6	£67,334	
DIR3	D7	£69,354	
	D8	£71,435	
	D9	£73,578	
Exec Dir	CD2	£77,944	
	CD3	£80,170	
	CD4	£82,400	
Chief Exec	100	£107,188	

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12 March 2015

REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS

CABINET REPORT FOR WRITE OFFS 01/04/14 - 31/12/14

EXEMPT INFORMATION

None

PURPOSE

To provide Members with details of write offs from 1st April 2014 to 31st December 2014 and to seek approval to write off irrecoverable debt in line with policy re Business Rates and Sundry Income in excess of £10k.

RECOMMENDATIONS

That Members

- 1) endorse the amount of debt written off for the period of 1st April 2014 to 31st December 2014 – **Appendix A-D**, and:
- 2) approve the write off of irrecoverable debt for Business Rates of £141,830.25 – **Appendix E** and Sundry Income £24,159.67 – **Appendix F** respectively.

EXECUTIVE SUMMARY

The Heads of Service are responsible for the regular review of debts and consider the need for write off and authorise where necessary appropriate write offs in line with the Corporate Credit Policy. The first part of this report shows the position for the current financial year – **Appendix A- D**. Further updates will continue to be produced on a quarterly basis.

Type	01/04/14-31/12/14
Council Tax	£7,544.58
Business Rates	£37,827.64
Sundry Income	£0.00
Housing Benefit Overpayments	£37,686.57

The second part of the report is in respect of debts which are in excess of £10k.

Under Financial Regulations, debts for write off greater than £10k require Cabinet authorisation and this report details such accounts. The amounts for Business Rates are attached in **Appendix E** and Sundry Income in **Appendix F**.

OPTIONS CONSIDERED

Not applicable

RESOURCE IMPLICATIONS

The write offs detailed are subject to approval in line with the Corporate Credit

LEGAL/RISK IMPLICATIONS BACKGROUND

Not applicable

SUSTAINABILITY IMPLICATIONS

Not applicable

BACKGROUND INFORMATION

This forms part of the Council's Corporate Credit Policy and effective management of debt.

The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt recovery process fails to recover some or all of the debt and they will need to be considered for write off in accordance with the schemes of delegation prescribed in the Corporate Credit Policy.

The Council views such cases very much as exceptions. Before writing off debt, the Council will satisfy itself that all reasonable steps have been taken to collect it and that no further recovery action is possible or practicable. It will take into account the age, size and types of debt together with any factors that it feels are relevant to the individual case.

Authority Account Value	
Head of Revenues	Up to £1,000
Chief Officer(or authorised delegated officer)	£1,001 to £5,000
Executive Director Corporate Services	£5,001 to £10,000
Cabinet	Over £10,000

These limits apply to each transaction.

Bad Debt Provision

The level of the provision must be reviewed jointly by the unit and Accountancy on at least a quarterly basis as part of the management performance review, and the table below gives the mandatory calculation.

Where the debt is less than 6 months old it will be written back to the service unit.

Debt Outstanding	Provision (Net of VAT)
Between 6 and 12 months old	50%
Between 12 and 24 months old	75%
Over 24 months old	100%

The financial effects of providing for Bad Debts will be reflected in the Council's accounts at Service Unit level.

REPORT AUTHOR

Michael Buckland, Head of Revenues, Tel 709523
e-mail michael-buckland@tamworth.gov.uk

LIST OF BACKGROUND PAPERS

Corporate Credit Policy - effective management of debt

APPENDICES

Appendices A to D give details of write offs completed for Revenues and Benefits Services for 01 April 2014 to 31 December 2014

Appendix E gives details of Business Rates write offs for approval

Appendix F gives details of Sundry Income write offs for approval

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Appendix A- Council Tax

Summary of Council Tax Write Offs 01/04/2014-31/12/2014													
Date of Write Off	Director of Finance (to 30/11/13) Head of Revenues (from 01/12/13)			Director of Finance	Executive Director Corporate Services		Remitted	Credit Write Off	Reversed Write Off	Total	No. of Accounts (Write Off Only)	Reason(s)	
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)										(£1,000.01-£5,000)
03/10/2014									(£58.00)	(£58.00)		Payment received	
21/10/2014	£5,230.17									£5,230.17	33	Absconded/ overseas	
19/11/2014	£7.61									£7.61	1	Uneconomic to pursue	
19/11/2014	£68.37									£68.37	1	Statute barred	
19/11/2014		£190.35								£190.35	2	Uneconomic to pursue	
19/11/2014		£320.00								£320.00	1	Statute barred	
25/11/2014	£39.57									£39.57	6	Small balances	
27/11/2014	£72.20									£72.20	5	Small balances	
27/11/2014		£517.05								£517.05	3	Uneconomic to pursue	
27/11/2014			£1,253.02							£1,253.02	2	Absconded	
28/11/2014									(£13.94)	(£13.94)		Transfer from linked account	
30/12/2014									(£49.50)	(£49.50)		Payment received	
Q3 Totals	£5,417.92	£1,027.40	£1,253.02	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£121.44)	£7,576.90	54	
Q1 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£32.32)	(£32.32)	0	
Q2 Totals (B/F)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0	
Overall Total	£5,417.92	£1,027.40	£1,253.02	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	(£153.76)	£7,544.58	54	

Appendix D- Housing Benefit Overpayments

Summary of Benefit Overpayment Write Offs 01/04/2014-31/12/2014									
Date of Write Off	Head of Benefits				Executive Director Corporate Services (£2,000.01-£10,000.00)	Cabinet (£10,000.01 and Over)	Total	No. of Accounts	Reason(s)
	(£0.00-£75.00)	(£75.01-£500.00)	(£500.01-£1,000.00)	(£1,000.01-£2,000)					
						£12,753.33	£12,753.33	1	Deceased no estate
31.10.2014	£228.38	£370.45					£598.83	7	not financially viable
"	£122.07						£122.07	5	<£40 o/s
"	£11.23						£11.23	5	uneconomical to pursue
"	£1.32						£1.32	1	departmental error (LA)
"	£221.13	£346.95					£568.08	6	less than 2 weeks o/s due to death
"	£113.00	£414.58					£527.58	6	discretionary housing payment
30.11.2014	£100.00						£100.00	2	statute barred
"	£75.00						£75.00	2	court costs
"	£6.60						£6.60	3	uneconomical to pursue
"	£104.95	£174.14					£279.09	4	less than 2 weeks o/s due to death
"	£111.82						£111.82	3	discretionary housing payment
"		£724.28					£724.28	5	not financially viable
"				£1,205.74			£1,205.74	1	uneconomical to pursue
31.12.2014	£63.50	£523.01					£586.51	3	not financially viable
"	£77.51						£77.51	2	discretionary housing payment
"	£11.63						£11.63	1	<£40 o/s
"	£0.68						£0.68	1	uneconomical to pursue
"		£312.50					£312.50	1	abscond
"		£511.19					£511.19	4	less than 2 weeks o/s due to death
"		£689.49					£689.49	2	departmental error (LA)
Q3 Totals	£1,248.82	£4,066.59	£0.00	£1,205.74	£0.00	£12,753.33	£19,274.48	65	
Q1 Totals (B/F)	£1,793.79	£2,980.46	£1,236.91	£1,835.13	£0.00	£0.00	£7,846.29	230	
Q2 Totals (B/F)	£1,026.97	£2,326.47	£5,873.00	£1,339.36	£0.00	£0.00	£10,565.80	117	
Overall Total	£4,069.58	£9,373.52	£7,109.91	£4,380.23	£0.00	£12,753.33	£37,686.57	412	

Appendix E- Business Rates over £10,000

Account No	Name	200809	200910	201011	201112	201213	201314	Total	Comments
200130407	TUFALL LTD						£ 12,031.30	£ 12,031.30	Company dissolved 06/05/2015
200128762	NTM (TAMWORTH) PROPERTIES LTD				£ 2,643.90	£ 6,975.00	£ 5,316.80	£ 14,935.70	Company dissolved 20/05/2014
200126369	SUPER-FLY CLOTHING LIMITED					£ 1,106.50	£ 20,135.67	£ 21,242.17	Company dissolved 23/09/2014
200125407	LIRIC LTD					£ 19,951.23		£ 19,951.23	Liquidation 20/12/2013
20012485X	STOREWAREHOUSE LTD					£ 16,516.53		£ 16,516.53	Company dissolved 05/11/2013
200123943	TOTAL TIME LTD					£ 15,890.39		£ 15,890.39	Company dissolved 25/02/2014
200116165	Z3852Y LTD			£ 1,237.44	£ 4,904.04	£ 4,827.70	£ 1,728.25	£ 12,697.43	Liquidation 01/07/2013
200102077					£ 8,391.23	£ 1,949.95		£ 10,341.18	Bankruptcy 05/07/2013
200110574			£ 16,441.91	£ 1,782.41				£ 18,224.32	Bankruptcy 22/08/2013
	Total for Write Off							£ 141,830.25	

Appendix F- Sundry Income over £10,000

Name	Cust no.	Earliest Invoice	Latest Invoice	Description	Balance (overall)	Comments
Petsintime Ltd	21466	10/03/2012	10/09/2013	Commercial rent & insurance	£ 13,610.62	Proposal to Strike Off per Companies House, debts greatly outweigh assets, write off paperwork reviewed & authorised by A Barrett 21/11/2014
Tamworth African Caribbean Association	17822	30/03/2012	29/05/2014	Commercial rent & insurance	£ 10,549.05	Ceased operating, no assets, write off paperwork reviewed & authorised by A Barrett 21/11/2014
Total for Write Off					£ 24,159.67	

THURSDAY, 12 MARCH 2015

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION

NORTH WARWICKSHIRE BC MEANINGFUL GAP CONSULTATION

EXEMPT INFORMATION

PURPOSE

To consider the councils proposed consultation response to North Warwickshire Borough Council on their "Meaningful Gap"

RECOMMENDATIONS

- 1) Tamworth Borough Council do not support the Assessment because
 - a. it is likely to create uncertainty for Tamworth residents about the scale and location of future development in the area between Tamworth and Polesworth;
 - b. of the unclear purpose and assessment of the 'meaningful gap';
 - c. it is not clear whether a designation is proportionate or necessary in advance of allocating sites for development;
 - d. of concerns about whether the Assessment is legally compliant and therefore the weight that can be attributed to it in decision making;
 - e. of the lack of joint working or prior consultation on the Assessment in conflict with the signed Memorandum of Understanding and the Duty to Cooperate.
- 2) The completed response sheet in Appendix A is sent with this Cabinet paper as the Councils formal response to the consultation; and
- 3) Tamworth Borough Council continues to commit officer time and appropriate resources on collaborative working, including undertaking joint pieces of evidence, with North Warwickshire and Lichfield Councils on addressing meeting Tamworth's needs and identifying the required infrastructure to mitigate its impact on Tamworth in line with the Duty to Cooperate and the signed Memorandum of Understanding.

EXECUTIVE SUMMARY

North Warwickshire Borough Council (NWBC) has informed Tamworth Borough Council that it has prepared a "meaningful Gap" document for public consultation between the 29th January and 12th March 2015. NWBC have confirmed that Tamworth Borough Council can submit its response to the consultation after the end date of the consultation to allow Cabinet to consider a formal Council response.

The consultation is relevant to Tamworth as it concerns the introduction of additional planning policies which would affect development proposals over a large area of land adjacent to Tamworth stretching eastwards to Polesworth.

Purpose of Consultation

The purpose of the document is not clear although the covering letter states that the "consultation draws upon existing policy and other background information for evaluating the

requirement and justification for what constitutes a “meaningful gap” policy in the Councils Core Strategy”. However, the document does not seem to evaluate any requirement for a “meaningful gap” and neither does it justify if there is or isn’t a requirement for the policy. Given that the NWBC Adopted Core Strategy already contains a Policy on a “Meaningful Gap” (Policy NW19) it is not clear what this document will add. Furthermore, when NWBC Local Development Framework Sub Committee resolved that the document was consulted upon and the responses brought back for them to consider, they also resolved to designate some areas under the policy, to exclude others and to adopt the gap identified in the consultation as Policy “and to start using it for planning purposes from the date of this Committee” (21st January 2015). The 2012 Local Plan Regulations governing SPDs make it clear that this ‘policy document’ has not been prepared in conformity with them, nor does the ‘policy document’ conform to the remit of an SPD as set out in the regulations. Furthermore the recently adopted LDS lists the meaningful gap as only ‘policy advice’. Therefore, it is not clear what status this document has and if it has been adopted as policy prior to the consultation taking place it has to be questioned if this consultation is meaningful in itself.

Officers infer from the consultation documents that NWBC seek to add stricter policy constraints over and above those contained within their recently adopted Core Strategy and the National Planning Policy Framework to restrict development and to direct development to certain areas (area 5 which abuts the southern part of the former golf course and extends to Robeys Lane taking in the go-kart track and area 7 which covers the area of land stretching to the M42 and south of the B5000).

Comment

Communities often aspire to avoid coalescence between settlements to ensure they maintain their distinct identities and to avoid urban sprawl. There is no specific policy in the NPPF on this, other than Green Belt policy, which doesn’t apply to this area of land which is outside of Green Belt designation. Notwithstanding this, at the heart of the NPPF is “a **presumption in favour of sustainable development**” (para 14) and the core planning principles in the NPPF aim to “encourage the effective use of land by reusing land that has been previously developed (brownfield land)”, “actively manage patterns of growth to make the fullest possible use of public transport, walking and cycling, and focus significant development in locations which are or can be made sustainable”. Whilst preparing a Plan to meet the needs of an area, an LPA may well consider the environmental and landscape qualities of an area which may be worth retention. Therefore, the retention of some form of gap may be retained between settlements but it would need to be justified and not just for the sake of it.

Tamworth as the majority of other places in the country have development needs that require planning for, be that housing or employment land. Tamworth is a small Local Authority which is constrained by its administrative boundary, environmental designations, Green Belt and areas of flood risk which means it is unable to meet all of its development needs within its boundary. There is therefore an accepted requirement that neighbouring Districts (Lichfield and North Warwickshire) will have to plan to accommodate unmet need. Indeed, there is a Memorandum of Understanding in place between the three authorities and both Lichfield and North Warwickshire have policies in their recently adopted Local Plans which state they will work collaboratively with Tamworth Borough Council to plan for these unmet needs. The location of this unmet need is the focus of future work between the three authorities and clearly there will be a need to ensure development planned for Tamworth’s needs is well related to Tamworth and that the supporting infrastructure (schools, roads, open space etc) is provided in both Tamworth and the local authority area where it takes place. There is therefore a question as to how this consultation will impact on that future work.

The proposed response to the consultation questions is attached in Appendix A. Officers have a number of concerns about this consultation exercise relating to the unclear purpose and assessment of the ‘meaningful gap’, whether a designation is proportionate or necessary in advance of allocating sites for development and the way the piece of work has been undertaken in the context of the Duty to Cooperate.

It is important that communities as well as developers and land owners have clarity and certainty on the policy position and unfortunately we do not feel that the process or the document itself gives either of those. Officers believe that very little weight can be given to the policy / document in decision making and there is a risk that if it is used for determining planning applications made in the area between Tamworth and Polesworth it is likely to lead to successful appeals. This would not give confidence, clarity or certainty to Tamworth residents. It is in this context that it is proposed that Tamworth Borough Council **does not** support the Assessment, expresses reservations about the way it has been undertaken and questions the authenticity of the consultation given that the North Warwickshire LDF sub-Committee has already resolved to “apply the meaningful gap area identified as policy and to start using it for planning purposes from the date of the committee”.

OPTIONS CONSIDERED

The Council could chose not to respond to the consultation, however this would be counterproductive and inadvisable given the importance of the issue.

RESOURCE IMPLICATIONS

There are no resource implications arising from this report. A budget is already established to progress Local Plan evidence base and Development Plan Documents. Any work commissioned by the three authorities will be funded through this budget.

LEGAL/RISK IMPLICATIONS BACKGROUND

The concerns regarding the legality of the policy position and the potential uncertainty this creates are outlined in the report and consultation response.

SUSTAINABILITY IMPLICATIONS

At the heart of the NPPF is “a **presumption in favour of sustainable development**”. Tamworth Borough Council has committed to work with North Warwickshire and Lichfield Councils on addressing its development needs. The consultation raises concerns about whether these future needs will be met in a sustainable way, including providing the necessary infrastructure to mitigate the impact of development.

BACKGROUND INFORMATION

The report is set against the context of our emerging Local Plan and the Duty to Cooperate including the Memorandum of Understanding between the local authorities as previously reported to cabinet.

REPORT AUTHOR

Matthew Bowers x276

LIST OF BACKGROUND PAPERS

Meaningful Gap Assessment Consultation Document
Memorandum of Understanding between Tamworth Borough Council, North Warwickshire Borough Council and Lichfield District Council, 2014
North Warwickshire Local Plan : Core Strategy (adopted October 2014)
North Warwickshire Local Plan : Core Strategy Inspectors Report

APPENDICES

Appendix A – Response to consultation

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NORTH WARWICKSHIRE BOROUGH COUNCIL

MEANINGFUL GAP CONSULTATION RESPONSE FORM

Please send us your comments on the consultation named above by completing this form and returning it to the address below.

All comments must be received by the Borough Council, no later than Thursday 12th March 2015

Name:

Responding as an Organisation/ Community Group/ Individual etc (please state)

Address:

Email:

Do you support the Meaningful Gap Assessment

YES

NO

If yes, why? If no, please tell us which parts you do not support and why, explaining what changes you would like to see made and how you think the assessment can be improved. If you would like to suggest an alternative approach please tell us:

Tamworth Borough Council (TBC) have a number of concerns about this consultation exercise relating to the unclear purpose and assessment of the 'meaningful gap', whether a designation is proportionate or necessary in advance of allocating sites for development, the Duty to Cooperate and how the document will be used in determining planning applications.

The Council is concerned that this will lead to uncertainty and confusion for Tamworth residents about the long term plans for development around Tamworth.

Purpose of the 'meaningful gap'

Contradictory positions in different parts of the report leave the assessment unclear about the purpose of the meaningful gap.

Section 2 sets out the intention that the gap should not be a countryside or landscape designation or green belt and confirms no exceptional circumstances were established at the core strategy examination last year to designate new green belt. It goes on to presume the Inspector's term of 'meaningful gap' refers to an approach to gaps and green wedges from deleted national guidance.

In Section 3 however, core strategy policy NW19 is quoted and although the policy requires development to maintain a meaningful gap between

settlements, it does not state that the council would or should designate a specific protected area in advance.

The NWBC inspector's report states with regard to this gap:

It is not necessary, in my view, to modify Policy NW4 to identify an area of search between Tamworth and Polesworth and Dordon. The modifications will enable options to be explored through the Site Allocations DPD taking into account the need to maintain a gap and landscape considerations.

The Inspector is quite clear that

- a) The Core Strategy should **not** place a blanket restriction on development in this gap and that it should not do this to provide flexibility. This meaningful gap consultation is doing just that, placing a blanket restriction on areas within the gap
- b) That the Site Allocations DPD should be used to explore options for development in this gap and that the gap and landscape considerations should be taken into account. The publication of this consultation does not take into account the main factors in site selection and by doing so places far greater weight on landscape and maintaining the gap than is necessary.

In Section 8, the criteria for assessment (Landscape, Heritage, Infrastructure, Properties, Environmental Constraints) do not appear to be concerned with the separate identities of settlements or preventing their coalescence. Great weight is given to cursory landscape comments for instance that do not reflect on that purpose.

In the concluding paragraph 10.1, although referring to the purpose of policy NW19, the assessment recommends designation of a very large area of land to be kept open, where development is restricted. Again, it is not clear that this is necessary to fulfil the purpose accepted by the Inspector for the core strategy examination.

Assessment

Perhaps inevitably given the confusion about the purpose of the assessment, it is unclear whether it is fit for purpose. As already mentioned, none of the criteria in Section 8 relate to the purpose of the gap stated in the core strategy. There is also no rationale for the division of land parcels in the gap for assessment and no consideration of whether constraints within each parcel apply to the whole area or just part of it.

Paragraph 6.3 suggests that the landscape character of the overall assessment area is not broadly sensitive but this character becomes a key consideration in the recommendation to include various areas in the proposed gap. Paragraph 6.1 refers to a landscape character assessment Appendix 8 which is not included with the report published for consultation.

A landscape character assessment should be prepared as part of the

evidence base for the Site Allocations DPD and it should be used in conjunction with the rest of the evidence base to make a proportionate and evidence based driven assessment of all potential land use allocations in this gap.

Is a designation necessary or proportionate?

The assessment does not effectively justify why a designation is required in order to have a meaningful gap between Polesworth/Dordon and Tamworth or why it should be of a scale that precludes the majority of land between them. Other options would be to make sufficient allocations to meet the level of development expected in North Warwickshire or to provide guidance on the application of the principle in core strategy policy NW19 to planning applications.

The proposed designation would not be green belt but the assessment sets out in paragraph 2.5 that it would be something similar. As exceptional circumstances have not been demonstrated there is no justification for the designation under the NPPF. If the intention is to create a landscape policy, then this should be criteria-based, not a blanket restriction.

There is no explanation for the size of assessment areas in section 8. They are insufficient to define a designation boundary as they are not sufficiently subdivided according to physical features on the ground. A more detailed assessment would be required to justify a definitive line on a map to allocate more and less appropriate areas for development.

The assessment does not appear to have been informed by a Sustainability Appraisal, which would look at a broader range of sustainability criteria than those in this assessment. The national Planning Practice Guidance makes it clear that appraisal should be carried out at the same time as evidence gathering and engagement. There is a risk that the outcomes of this consultation could prejudice the ability of NWBC to take into account the findings of the appraisal required as part of the preparation of the Site Allocations DPD.

Section 9 summarises the consideration of the assessed areas and why development would not be supported on the majority of the total area considered. No explanation is given for extent of area proposed for designation and why this amount is required to maintain the identity of settlements.

Duty to Cooperate

TBC were not invited to discuss this evidence in advance of this consultation. The TBC Duty to Cooperate statement makes it clear that this relates to a strategic cross boundary issue: meeting Tamworth's development needs and the options for future growth of Tamworth as a settlement. Therefore, we suggest that this piece of evidence should be discussed further in a meeting between officers. TBC have repeatedly proposed to undertake joint evidence base preparation to deal with the unmet need to be delivered in North

Warwickshire and Lichfield.

Two points of inaccuracy are also relevant in paragraph 3.3 of the assessment. Regarding the 2000 homes to be delivered outside Tamworth: in calculating this shortfall all deliverable/developable sites in Tamworth were taken into account, including the Golf Course. Development of that site will not reduce the amount of housing to be delivered in North Warwickshire. Secondly, it is stated that NWBC do not accept the Tamworth Future Development and Infrastructure Study 2009, commissioned by themselves with TBC and Lichfield District Council. At the time of completion of this piece of work officers from the three authorities 'signed it off' but we are not aware of any Council decision to 'not accept' the Study from North Warwickshire or what specific issues with the Study are. Furthermore, despite offers from TBC to review and update this work or a similar piece jointly, no more recent evidence of the comparative suitability or achievability of the options for Tamworth's growth across authority boundaries exists.

It is not clear how this consultation will feed into the Site Allocations DPD, or how it will be used in the site selection process.

Furthermore paragraph 15 of the Inspector's report states "The Council has proposed a main modification which commits it to continue working collaboratively with its neighbours and to an early review of the Plan should it be demonstrated that any unmet need should be accommodated in the Borough." This work has not been carried out in a collaborative manner.

Determining Planning Applications

The report to the Sub-Committee recommended:

c) To apply the meaningful gap area identified as policy and to start using it for planning purposes from the date of this committee...

It is not clear what status the 'policy document' has, and how it will be used when determining planning applications. The 2012 Local Plan Regulations governing SPDs make it clear that this 'policy document' has not been prepared in conformity with them, nor does the 'policy document' conform to the remit of an SPD as set out in the regulations. Furthermore the recently adopted LDS lists the meaningful gap as only 'policy advice'. It should not be left to a document which has no formal status in North Warwickshire's adopted or emerging development plan to set a strategy or identify preferred sites within this area. Such decisions should be made through the preparation of a development plan document, in North Warwickshire's case: a review of the Local Plan or through the emerging Site Allocations Local Plan.

Please return the form to the following address:

Forward Planning Team, North Warwickshire Borough Council, The Council

House, South Street, Atherstone, Warwickshire, CV9 1DE, or by e-mail to:
planningpolicy@northwarks.gov.uk

Any representation received will be a public document, all details of which will be stored on a database, and may be made available for inspection and on the council's website.

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THURSDAY 12th MARCH 2015**REPORT OF THE PORTFOLIO HOLDER FOR HOUSING & WASTE MANAGEMENT****SERVICE PROVISION FOR CUSTOMERS WITH COMPLEX NEEDS****PURPOSE**

To update Cabinet regarding the approach that has been developed to prevent delayed discharge from hospital that is related to housing issues and to provide housing support to vulnerable households. To seek Cabinet approval to further develop and widen this approach by engaging a suitably qualified partner organisation to deliver a comprehensive crisis intervention and support service for customers with complex needs who are homeless or at risk of becoming homeless.

RECOMMENDATIONS

That Cabinet agrees to a tender exercise being undertaken to engage a suitably qualified organisation to deliver a comprehensive crisis intervention and support service for customers with complex needs.

That Cabinet agrees to the use of £30k Homelessness Prevention funding and £15K HRA resources to support the delivery of the scheme for an initial 12 month period

EXECUTIVE SUMMARY

In line with the Council's ambitions contained within its Healthier Housing Strategy, the Council is actively working with partner organisations to ensure housing activity is aligned to the health agenda and contributes to improved health outcomes for local people.

As part of this approach, the Council's Strategic Housing Service has worked with health colleagues including the CCG to explore how residents might be effectively supported to return to their own accommodation and prevent expensive delayed discharge and unnecessary pressure on acute care hospital beds where the delay to returning home is due to housing related issues.

Cabinet received a report July 2014 outlining the impact of the withdrawal of Supporting People funding by the County Council. The withdrawal of Supporting People funding has resulted in a reduction in important services to support households with complex needs. The Council has been pro-active in responding to the needs of these households and has worked with partners to mitigate the impact.

As per the Cabinet Report of 3rd April 2014, the pilot "Hospital to Home" scheme was developed and delivered to seek to reduce the risk that Tamworth residents are discharged from Good Hope Hospital or the George Bryan Centre without their housing needs being addressed aiming to improve overall outcomes and reduce readmissions to hospital. . Additional funding received from the Department of Health enabled further development of the pilot scheme to add a Complex Needs Worker element to the evolving "Hospital to Home" approach.

This strengthened the approach being developed and ensured service coverage for residents

with more complex needs that would otherwise not have been incorporated into the scheme due to the specialist nature of this type of work.

As the “Hospital to Home” approach was developed, it became evident via a review of the pilot project that the potential to further develop the approach into a permanent, comprehensive crisis intervention and support service for customers with complex needs should be taken forward. Recent cuts in Supporting People funding and the resultant loss of services in Tamworth designed to support vulnerable residents has reinforced the need to establish permanent service provision and support for vulnerable customers with a range of needs.

The pilot “Hospital to Home” project comes to an end in March 2015. It is therefore proposed that £30k Homelessness Prevention funding and £15K HRA resources are utilised to support the delivery of the scheme for an initial 12 month period. On approval of this report, a tender exercise will be undertaken to engage a suitably qualified organisation to work with the Council and other partners to ensure gaps in service provision as a result of Supporting People cuts are re-established and a comprehensive crisis intervention and support service for customers with complex needs who are homeless or at risk of becoming homeless is effectively delivered.

This will enhance other services now emerging within Tamworth including those commissioned through the Locality Commissioning Prospectus and featured elsewhere on the Cabinet agenda.

It is anticipated that future commissioning of these services will form part of a locality and joint commissioning approach currently developing in Tamworth and discussed elsewhere in the Cabinet agenda. As the scheme has benefits in reducing demand across a number of sectors including social care and health, a locality commissioning approach will provide a potential opportunity for other partners to offer financial support to the scheme in support of prevention and demand management approaches.

This scheme provides an important step in rebuilding the capacity lost through the withdrawal of Supporting People funding. Further programmes and initiatives are currently being developed which will strengthen the range of support available to the most vulnerable residents.

OPTIONS CONSIDERED

Option	Benefits	Risks
Do nothing	No expenditure	Lack of support for vulnerable households leading to poor outcomes resulting in increased demand, risks to individuals and organisations.

Deliver services in house	Increased capacity within TBC	Support services are specialist services It is beneficial for there to be third party involvement to ensure no loss of focus Third party provider will bring potential to attract further resource and potential for other partners to fund in the future Increased TBC exposure with staffing risks
Commission Service as described	Ensures third party expertise and neutral approaches Reduced risks for TBC Demand management from prevention benefits Potential for for partner funding in the future	Poor response from tender- mitigated by market development undertaken

RESOURCE IMPLICATIONS

In order to take this work forward beyond the “Hospital to Home” pilot stage, it is proposed that £30K of Homelessness Prevention funding and £15K HRA resources be utilised to develop a fully formed, effective and value for money service as highlighted above. The HRA element can be met from existing budgets and future resource requirements can be scoped when the outcome to the initial appointment has been evaluated.

The use of these existing resources will enable the appointment of a suitably qualified organisation to deliver these services in partnership with the Council and other stakeholders. A formal tendering process will commence on approval of this report with the anticipated appointment of a delivery agent expected in April 2015.

This arrangement will cover an initial 12 month period. It is intended the organisation delivering the service will further refine the approach and consider the wider implications of Supporting People cuts in meeting needs into the future, which could include additional resource requirements where there is added value to the Councils core business.

Provision for the delivery of these services beyond the initial 12 month period will be incorporated into the next round of commissioning in early 2016. In time, it is intended this approach to meeting the needs of customers with a range of complex needs will facilitate the pooling of resources across organisations with the intended outcome being to better deploy ever decreasing public resources to generate positive, value for money outcomes in line with Government, CCG, Social Care and the Council’s aims and objectives.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are no identified legal risks within the proposed approach.

The service will be subject to a formal tendering process in line with the Council’s agreed policies and procedures. It is important to note that a transparent tendering process will be essential so as not to put the current provider of the “Hospital to Home” pilot at an unfair advantage against other potential service providers. This should subsequently mitigate the risk of legal challenge relating to this matter.

A key risk is that those residents who have been affected by the withdrawal of Supporting People funding and the resultant loss of services and support will not have adequate support

in place. This risk can be addressed by having support in place via the proposed service. Similarly, those residents who have received assistance under the “Hospital to Home” pilot or come into contact with the Council because they are homeless / threatened with homelessness will receive specialist support that will ultimately enhance their health and wellbeing and reduce demand on services in dealing with the negative outcomes and unresolved cases.

Additionally, reputational risk to the Council may occur if services to support vulnerable residents with complex needs are reduced further and in effect reinforces the negative impact already made by the withdrawal of services previously delivered under the Supporting People programme.

SUSTAINABILITY IMPLICATIONS

Demand Management

The Council has for many years taken a prevention approach to tackling homelessness seeking to offer support to households in meeting their own housing needs wherever possible. The proposal within this report offer an opportunity for the Council to manage future demand in a number of ways:

By working with health colleagues to ensure a successful return to home from hospital the project has value in preventing further admissions for those households. This helps to reduce demand on NHS services and provides best outcomes for the households involved

Households with multiple and complex need place a disproportionate burden on a range of services. It is challenging for the Council to seek to deal with housing issues for individuals who have a range of other problems. By ensuring that a flexible and expert service is available to support such households to navigate the range of services required the Council will be able to focus on its own role. This will help to reduce demand on already overstretched services.

Some households, once re-housed, require on ongoing support to ensure that they are able to successfully sustain their accommodation. This support helps to ensure that households are able to budget properly, avoid problems of anti-social behaviour and are able to contribute to their communities in a sustainable way. This reduces demand in dealing with the negative outcomes for the above including rent arrears and other debts, neighbour disputes and harassment and social isolation leading to poor health and wellbeing.

BACKGROUND INFORMATION

In line with the Council’s ambitions contained within its Healthier Housing Strategy, the Council is actively working with partner organisations to ensure housing activity is aligned to the health agenda and contributes to improved health outcomes for local people.

As part of this approach, the Council’s Strategic Housing Service has worked with health colleagues including the CCG to explore how residents might be effectively supported to return to their own accommodation and prevent expensive delayed discharge and unnecessary pressure on acute care hospital beds where the delay to returning home is due to housing related issues.

Cabinet received a report on July 2014 outlining the impact of the withdrawal of Supporting People funding by the County Council. The withdrawal of Supporting People funding has resulted in a reduction in important services to support households with complex needs. The Council has been pro-active in responding to the needs of these households and has worked with partners to mitigate the impact.

For example, the Council worked with partners and utilised Homelessness Prevention Grant

to ensure residents at Metropolitan Support Trust's Summerfield Close scheme were not made homeless as a result of the planned closure of the scheme following cuts in Supporting People funding. As residents of the scheme were vulnerable due to various issues affecting their mental health and wellbeing, they were supported throughout the process of them moving out of Summerfield Close into new accommodation, with many of them moving into Council owned housing. Consequently, these types of scenario will in all likelihood necessitate further support is required and it is envisaged the proposed service will contribute to addressing the void left by the withdrawal of Supporting People funded services by ensuring ongoing support solutions to residents are available to prevent further crisis situations arising and the potential threat of homelessness and worsening health and well being outcomes.

As per the Cabinet Report of 3rd April 2014, the pilot "Hospital to Home" scheme was developed and delivered to ensure that no Tamworth residents are discharged from Good Hope Hospital or the George Bryan Centre without their housing needs being addressed and to ensure a noticeable reduction in delayed discharges resulting from housing issues, shorter inpatient stays, reduced admissions due to housing related issues and prevention of 'revolving door' re-admissions to hospital.

A successful bid to the Department of Health (DoH) Homelessness Hospital Discharge Fund enabled further development of the pilot scheme to add a Complex Needs Worker element to the evolving "Hospital to Home" approach.

This strengthened the approach being developed and ensured service coverage for residents with more complex needs that would otherwise not have been incorporated into the scheme due to the specialist nature of this type of work.

As the "Hospital to Home" approach was developed, it became evident via a review of the pilot project that the potential to further develop the approach into a permanent, comprehensive crisis intervention and support service for customers with complex needs should be taken forward. Recent cuts in Supporting People funding and the resultant loss of services in Tamworth designed to support vulnerable residents has reinforced the need to establish permanent service provision and support for vulnerable customers with a range of needs.

The pilot "Hospital to Home" project comes to an end in March 2015. It is therefore proposed that £30k Homelessness Prevention funding and £15K HRA resources are utilised to support the delivery of the scheme for an initial 12 month period. On approval of this report, a tender exercise will be undertaken to engage a suitably qualified organisation to work with the Council and other partners to ensure gaps in service provision as a result of Supporting People cuts are re-established and a comprehensive crisis intervention and support service for customers with complex needs who are homeless or at risk of becoming homeless is effectively delivered.

The services commissioned will seek to meet the needs of customers with a range of needs utilising the following criteria with the main focus being on those who are homeless and chronically excluded from services. A customer is defined as falling into the cohort of 'Complex and Multiple Need' (CMN) if they are:

- Homeless or insecurely housed (including living in hostels or temporary accommodation or in settled accommodation but at risk of eviction)
- At risk of coming to serious harm and / or at risk of perpetrating serious harm on others
- Suffering from mental ill health or Personality Disorder

Plus one or more of the following:

- Physical ill health, socially isolated, learning disability, problematic substance misuse, history of chaotic or anti-social behaviour, history of criminal activity, poor personal

care, history of sex working, background in care or have had their own children removed by social services.

Additionally, clear outcomes, aims and objectives for the service have been identified as follows:

Project outcomes

- To deliver a multi tiered approach to supporting individuals who have complex needs and require crisis intervention and ongoing support to prevent them from going back into crisis
- To deliver an advice and support service for those who do not meet the definition of complex needs but may require some support to prevent them from getting into a crisis situation
- Improve the lives of those living with severe and complex needs
- Enable people to maintain an independent and healthy lifestyle
- To develop a strategic partnership with the service provider to ensure a co-ordinated, value for money approach to the provision of support services for vulnerable customers in Tamworth

Project aims

- To offer a comprehensive flexible tiered approach to support and advice for those who may have complex needs and be facing a crisis situation and support and advice to individuals to allow them to remain in their own homes and prevent crisis situations arising
- Prevent homelessness and improve health in the Borough

Project objectives

- Ensuring good quality services, which are delivered as efficiently and effectively as possible across agencies to offer a joined up approach to support for individuals
- Establish a better understanding of key partners agendas and delivery constraints to facilitate joint working

To contribute and deliver against key partners agendas such as Tamworth Borough Councils Healthier Housing Strategy and the Healthy Tamworth Project

REPORT AUTHOR

Steve Pointon, Head of Strategic Housing

THURSDAY, 12 MARCH 2015

REPORT OF THE PORTFOLIO HOLDER FOR COMMUNITIES AND PUBLIC HEALTH**ANTI-SOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 - POLICIES AND PROCEDURES****EXEMPT INFORMATION**

n/a

PURPOSE

To inform Cabinet as to the Corporate Impact on Tamworth Borough Council of the Anti-social Behaviour, Crime and Policing Act 2014.

RECOMMENDATIONS

It is recommended that;

- The Council takes a corporate approach to the new Act and the current working group (consisting of the Tamworth Borough Council Officers and Staffordshire Police Officers listed in the Report Author Section), or where appropriate sub working groups from within the main working group, be tasked with producing the policies and procedures necessary for such a corporate wide implementation.
- That the authority to implement those policies and procedures be delegated to appropriate officers (at Director Level).
- That once the policies and procedures are in place the authority to implement the Act is delegated to appropriate officers (at Director Level).
- That until the policies and procedures are in place the power to implement the Act rests with appropriate officers (at Director Level) on a case by case basis and where possible in line with current appropriate procedures.

EXECUTIVE SUMMARY**Background**

In 2010, the Home Office carried out a review of the measures available to practitioners for responding to anti-social behaviour (ASB) which concluded that:

- there are too many tools, and practitioners stick to the ones that provide the best outcomes;
- some of the formal tools, particularly the Anti-Social Behaviour Order (or ASBO), are bureaucratic, slow and expensive, which puts people off using them;
- the growing number of people who breach their ASBO suggests the potential consequences are not deterring a persistent minority from continuing their anti-social or criminal behaviour;
- the tools that were designed to help perpetrators deal with underlying causes of their anti-social behaviour are rarely used; and
- there is now more emphasis on tenancy sustainment (running enforcement

alongside support) and possession should be a last resort

The Home Office subsequently consulted on proposals to reform the policy framework for dealing with ASB in 2011; leading to the publication of a White Paper, Putting Victims First – More Effective Responses to Anti-Social Behaviour, in 2012.

The Home Office indicated that the intention of its proposals was to "*move away from having a tool for every different problem*" to a new approach designed to ensure that local authorities, the police and partners have "*faster, more flexible tools*" to respond to problems with "*victims at the heart of the response*". The message of putting victims first, can clearly be seen as a 'golden thread' running throughout the Act and is clearly a focus for many of the new powers.

The Anti-Social Behaviour, Crime and Policing Bill subsequently progressed through Parliament and the resulting Act received Royal Assent on 13th March 2014. The majority of the new measures for tackling ASB were implemented on 20 October 2014 via a Commencement Order with the exception of late decision to delay the introduction of the ASB Civil Injunction until 23 March 2015.

New powers for District and Borough Councils, as well as the Police, are introduced by way of the Act. Many of these powers overlap with Nuisance and Licensing laws, whilst other Parts replace existing Dog Control Orders and Alcohol Orders. The Act has been introduced to speed up the powers for the most serious offenders.

This report is intended to provide an overview of these new measures for tackling anti-social behaviour and to consider the corporate and organisational implications for Tamworth Borough Council.

1. Response to Complaints about Anti-Social Behaviour (“Community Trigger”)

Overview

The White Paper, Putting Victims First, stated that the aim of the 'community trigger' was to give victims and communities the right to demand that agencies who had ignored repeated complaints about anti-social behaviour take action.

The relevant bodies in an area (police, district council, Clinical Commissioning Group and providers of social housing) must carry out an ASB case review if someone makes an application for a review and the local threshold for a review is met. For Staffordshire the local threshold is the national standard which is three qualifying incidents within a six month period. The incidents are required to amount to "behaviour causing harassment, alarm or distress to members or any member of the public" The report of any community triggers will be reported to Staffordshire police via 101 and any relevant partners in the area concerned will be notified.

Investigations based on the report made will be taken to the Tamworth Vulnerability Partnership (TVP), who meet weekly with all relevant partners. The TVP would then assess the report and decide whether the threshold has been met. The harm, or the potential for harm to be caused to the victim, is an important consideration in determining whether the threshold is met because those who are vulnerable are likely to be less resilient to anti-social behaviour.

Where the TVP decides that the threshold has not been met the complainant(s) must be informed within five days of the decision being made who should also be told of their right of appeal. The appeal will be heard by the Staffordshire police lead for

ASB. The fact that the threshold has not been met will not preclude the TVP from case managing and to appropriately action agencies to resolve the issues.

Where the TVP decides that the threshold has been met they will act as the case review forum. The TVP may make recommendations to other agencies. The legislation places a duty on a person who carries out public functions to have regard to those recommendations. This means that they are not obliged to carry out the recommendations, but that they should acknowledge them and may be challenged if they choose not to carry them out without good reason. The recommendations are likely to take the form of an action plan to resolve the anti-social behaviour. Whenever possible, the TVP should involve the victim in devising the action plan to help ensure it meets the needs of the victim.

The complainant(s) have a right of appeal against how the case review was carried out and any of the recommendations. It is recommended that the chair of the community safety partnership undertakes this role.

The community trigger is not a complaints process and is not intended to replace organisations' own complaints procedures. It should be made clear to victims of ASB that they will still have the opportunity to complain to organisations such as the Ombudsman or Independent Police Complaints Commission if they are unhappy about the service they have received from an individual officer or agency.

There is a requirement to produce "review procedures" for carrying out any ASB case reviews and ensure that the current review procedures are published. The number of applications received, the number of times the threshold was met, the number of reviews carried out and the number of reviews that resulted in recommendations being made must also be published.

Impact and Considerations for TBC

This part of the law could impact on many Departments across the Council. For example, the response to noise complaints, irresponsible dog owners, planning enforcement, open spaces management and housing matters, could all come under scrutiny. All Departments will need to be aware of the tight statutory deadline (decision whether to allow a 'Trigger' is required within 10 working days).

TBC along with the Police and other Community Safety Partners will need to produce a Community Trigger Policy outlining the process to follow, which will include identifying a 'Single Point of Contact' and 'Responsible Persons' as defined by the Act.

Where possible current Community Safety meetings/processes would be utilised to 'hear' and respond to cases, but measures may need to be implemented to facilitate this.

Staff training will need to be considered for all staff on the possible impact of the 'Trigger' and additional training may be required to those staff who will have more involvement in the process.

2. Community Remedy

Overview

The Act requires each Police and Crime Commissioner to prepare a community remedy document for its area with a list of actions to be carried out by a person who

has a) engaged in anti-social behaviour or has committed an offence and b) is to be dealt with for that behaviour or offence without court proceedings.

An action is considered appropriate to be carried out by a person only if it has one or more of the following objects:

- assisting in the person's rehabilitation;
- ensuring that the person makes reparation for the behaviour or offence in question;
- punishing the person.

In preparing the document, the local police must consult with the local community and carry out whatever other public consultation that it considers appropriate.

The Act also sets out rules for out-of-court disposals for anti-social behaviour and conditional cautions. This includes a duty to consult victims before deciding what conditions to attach to a conditional caution. For example, if graffiti was the offence, the victim and offender may agree that they clean up the damage etc, rather than being prosecuted.

The Community Remedy is intended to give victims more say in the punishment of perpetrators out of court. However, the victim's involvement is voluntary and the victim must not be made to feel they should take part in a process they are not comfortable with, that they think may put them at risk, or that they do not believe will be of benefit to them.

Staffordshire Community Remedies:

In all cases, the offender should apologise to the victim(s) and show remorse. Whilst reparation should be the normal minimum, additional sanctions could be included in the Community Remedy in order to reassure the victim that the action will have lasting impact and prevent reoffending.

Option A The offender should repair any damage which they have caused to the victim or community. This may include paying for repairs or replacements if they can afford to, undertaking unpaid work to compensate the victim or community, and/or taking action to help relieve any distress caused.

Option B The offender should sign an Acceptable Behaviour Contract and agree not to behave anti socially in the future. If they do they will face more formal consequences. These should where possible include positive requirements.

Option C The offender should meet with people from the local community so that they understand the consequences of their behaviour. In addition, the offender may talk directly to the victim in a mediated environment, for example to solve a neighbour dispute.

Impact and Considerations for TBC

This part of the Act has, up until now, been perceived solely as a Police duty and the Staffordshire Police and Crime Commissioner has published his report to suggest that the remedies are to be used at discretion of the officers, scrutiny will be via local policing panels.

TBC should liaise with the Police to look at any impact the use of the remedies may have on the Community Safety Partnership and on Environmental management / Probation Service who may be asked to accommodate and monitor offenders on

community duties. This will also need to be monitored and consideration given to resources such as staff time and costs.

It is envisaged that this will have minimum impact on Tamworth Borough Council and is more for the Police and Crime Commissioner than the Local Authority and is included more for completeness and to give an overall picture.

3. ASB Civil Injunction (comes into force 23 March 2015)

Overview

The ASB Civil injunction is an enhancement of a current civil power already in place which can be applied for by a range of agencies to deal with anti-social individuals. Housing departments have been using injunctions successfully for years and have found them to be a very effective way of dealing with anti social behaviour, especially when combined with exclusion and arrest and that is why these powers have been extended in the Act. Agencies that can apply for these injunctions include district councils, housing providers and police. Applications must be made to a youth court for those aged under 18 and to the county court or High Court in all other cases. The injunction can prohibit the offender from doing proscribed things (prohibitions) and/or require them to do certain things (requirements). The requirements should aim to tackle the underlying causes of the anti-social behaviour and could include such things as attending an anger management course, participating in substance misuse awareness sessions, or attending a job readiness course. There is also the option to request committal upon breach.

For non housing applications the test is conduct that has caused, or is likely to cause, harassment, alarm or distress to any person. For housing related applications the conduct is capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises or the conduct is capable of causing housing-related nuisance or annoyance to any person.

Breach of an injunction is not a criminal offence. For adults, a breach is dealt with by a civil contempt of court and breach proceedings for under 18s are dealt with in the youth court.

This power would most likely be used instead of ASBOS, which have been repealed, it is not expected that this will mean an increase in the use of this new power. Issues such as bullying, drug and alcohol misuse, irresponsible dog owners and noise issues etc, could also be addressed by using these injunctions.

Impact and Considerations for TBC

Much of the case work leading up to corrective action will remain within the originating team. It may, however, prove to be a more streamlined process to get cases to court.

TBC will need to identify advocates (potentially Revenues Team who currently take environmental offences, Housing and Community Safety Teams) and ensure they are permitted to appear on behalf of the Community Safety Partnership instead of or as well as the Council's Legal Department, on a case to case basis. Resources will have to be monitored.

That the collation of all injunction evidence and the issuing of such cases, be undertaken by the originating team for each action on behalf of the Council, but with assistance and collaboration with the Community Safety Hub.

A sharing of information protocol is already in place, and the best method of keeping all agencies updated and informed of persons subject to an injunction, will need to be decided.

Consideration will need to be given to the types of positive requirements we will use and where the funding will come from, especially when they benefit a number of departments within Tamworth Borough Council or other agencies.

It is not currently envisaged that this new power will lead to a high increase in usage over the previous powers, however the effect on resources such as staff time and costs should be considered and monitored and consideration should be given to identifying or putting into place a shared legal budget for such actions.

4. Criminal Behaviour Orders (CBO) and Police Dispersal Powers

Overview

The CBO is available on conviction for any criminal offence in any criminal court. It is similar to the civil injunction and can include prohibitions and requirements. The prosecution, usually the Crown Prosecution Service (CPS), but in some cases it could be a local council, may apply for the CBO after the offender has been convicted of a criminal offence. The prosecution can apply for a CBO at its own initiative or following a request from a council or the police. The CBO hearing will occur after, or at the same time as, the sentencing for the criminal conviction.

However, unlike the injunction, it is a criminal offence to fail to comply with an order without reasonable excuse. Breaches of CBO by those aged under 18 will be dealt with in the youth court. In all other cases, the offence will be considered by the Magistrates' court or Crown Court.

The dispersal power can be used by the police to disperse anti-social individuals and provide immediate short-term respite to the local community. Police officers can also confiscate any item that they believe has been used, or is likely to be used, in anti-social behaviour. Failure to comply with the direction is an offence, which can result in imprisonment or a fine. If used in a specific locality authorised by police inspector, the authorisation can last for 48 hours. There is no requirement for the police to consult the council.

Impact and Considerations for TBC

Both of these new powers are not expected to be an added burden on the Council and are provided simply for information purposes.

5. Community Protection Notice

Overview

A Community Protection Notice can be issued, following written warning when we have reasonable grounds that an individual's or business's 'behaviour' is having a detrimental effect on the area, having been satisfied that :-

1. It has a detrimental effect on quality of life of those in locality
2. It is persistent
3. It is unreasonable

These notices can be used to oblige action to be taken to prevent the problem such as graffiti, rubbish, noise etc. Breach of Notice can be dealt with by a variety of sanctions, fixed penalties or prosecution, but not both. On conviction, a court order

can be obtained for remedial action, remedial orders or forfeiture orders. Failure to comply with any of the requirements of the court order constitutes contempt of court and could lead to a custodial sentence. Conviction of an offence of breach of CPN can lead to a level 4 fine (up to £20,000 fine in a case of business or organisation). As well as individuals' behaviours, such notices could be issued to late night refreshment premises, pubs, and other businesses and the Police are also able to issue notices.

Impact and Considerations for TBC

Community Protection Notices will be an extremely useful tool for the Council and amongst other things warnings could be used by Housing and Neighbourhood Services for low level persistent ASB such as garden nuisance, vehicle nuisance, animal nuisance and the cost benefits could be substantial, estimated to be at least 50% of the cost of a current injunction. It would also have the added bonus of allowing officers to deal with ongoing nuisance issues out of hours, which is difficult under current powers.

TBC needs to put in place a clear and robust process for notification of warnings issued by all departments to Environmental Management Business Support. The collation of all evidence for Community Protection Notices can be undertaken by Neighbourhood Services for the Council and Police (should they issue warnings). Neighbourhood Services should inform all partners of intention to issue a CPN and a central budget should be established for the receipt of them.

Neighbourhood Services should inform all partners of intention to issue a CPN after failure to comply with the requirements of a warning and a central budget should be established for the receipt of any fixed penalty income and expenditure on any associated legal fees.

Accessing current communication channels and the sharing information protocols between agencies that are already in place, will need to be used wherever possible, with co-ordination through the Community Safety Hub.

The increased level of work will need to be monitored and any resource implications be reported back to senior managers and a process established to report back to victims.

Community Protection Notices could also be used to manage some planning enforcement matters inclusive of untidy buildings and land (formally dealt with under S.215) and businesses from home which have dramatically increased in recent years. Providing officers with the ability to deal with these types of complaints in a more effective and efficient manner than is currently available through the planning system.

Consultation will need to be undertaken with Staffordshire Police to determine how these powers will be utilised by them in conjunction with the Council (especially with due regard to noise issues).

This is an area where it is envisaged that a separate sub working group would be of benefit.

6. Public Spaces Protection Order (PSPOs)

Overview

The Council will be able to make an Order on any public space to control activity that may have a 'detrimental effect on the quality of life of those in the locality'. Tamworth Borough Council own a lot of public spaces, these Orders apply to any area of land where there is an implied public access. This can include privately owned areas.

Obvious examples include Dog Control Orders, alcohol bans etc and such existing Orders will be replaced by PSPOs within 3 years. However, other uses for such Orders appear to be endless.

The use of these Orders may become a favourite to replace Byelaws or to introduce new controls. Cycling and ball games are examples of possible activities that could be controlled in parks etc using these orders.

One Order could therefore cover a multitude of controlled activities.

The law requires such Orders to be reviewed every three years and includes a consultation procedure. Over a period of time therefore, as requests for such Orders increase, the required administration could impact considerably on resources.

Impact and Considerations for TBC

It will have an impact on certain Orders already in place, such as Dog Control Orders and it may be an opportunity to replace Byelaws (often considered ineffective) and also to consider new applications going forward. Any proposals will need to be made with consultation with chief officers, Councillors, Police and communities.

TBC should set up a working party be set up to look into areas which may benefit from the use of PSPOs in conjunction with the Police/Councillors/Housing and establish robust assessment criteria based on levels of ASB and ability to enforce the order.

The collation of all evidence and consultation processes etc required for Public Space Protection Orders be undertaken by Environmental Management / Neighbourhood Services in conjunction with Corporate PR and the Police.

Workloads and budgets will also need to be considered including a budget for any relevant signage.

Existing dog control, Gating Orders and alcohol zones should be renewed as PSPOs before 20th October 2017 in accordance with the statutory regulations in place.

A democratic process will need to be identified to approve new PSPOs and receive consultation for debate in response to any increased ASB and a review process of existing PSPOs every three years or as required.

7. Closure Powers

Overview

The Council and Police will have the power to close premises (which includes licensed premises, those enclosed or open, residential and businesses) where the legal test is met. Approval to close premises for up to 48 hours can be given by a designate of the Chief Executive. The new powers allow closure to take place up to 48 hours without Court involvement. This could be used to stop music nuisance from residential premises, for example, as well as for disorder problems in pubs and clubs

etc.

Impact and Considerations for TBC

A lot will depend on subsequent case law defining what is meant by 'nuisance'. If it takes on a lower threshold to that of a 'statutory nuisance', then it is possible that Closure Powers may be used more often than may have been first thought.

TBC should define an officer(s) at Director level who is authorised to close premises both up to 24 hours, and 48 hours, as the designate of the Chief Executive, as required to be stipulated under the Act.

8. Enforcement Issues

Overview

Enforcement is a major issue that needs clarification of roles. Some of the Orders will cover issues that Local Government has not previously had powers to issue Fixed Penalty Notices for.

The Act is one of primarily taking action to prevent anti-social behaviour. The Council and Community Safety Partners should be aware from the outset that agreeing to making Orders and issuing Notices and Injunctions is a requirement to enforce the laws.

The Act empowers both the police and Councils to enforce the laws and it is already clear that Staffordshire Police will use the new powers as standard procedure.

Whilst it appears fair to assume that the vast majority of enforcement of this new Act will therefore rest with the Council, there nevertheless is a need to clarify the differing enforcement roles between Councils and Police.

Impact and Considerations for TBC

TBC should consider setting out in a memorandum of understanding how the matter of enforcement of the new Act will be dealt with either locally or across Staffordshire, to formally clarify the parameters of each agencies' enforcement roles.

The impact on the need to enforce the various new powers should be monitored and any resource implications be reported back to CMT.

9. Recovery of Possession of Dwelling-Houses: Anti-Social Behaviour Grounds

Overview

The Act introduced additional discretionary grounds for possession in May 2014 and absolute grounds for possession in October 2014. The discretionary grounds are related to rioting and causing nuisance or annoyance to the landlord or their employees while they are carrying out their housing function.

The absolute grounds of possession are;

That the tenant, a member of the tenant's household, or a person living in the property met one of the following conditions:

- Convicted of a serious offence (as specified by Schedule 2A to the Housing Act 1985);
- Found by a Court to have breached a civil injunction;

- Convicted for breaching a Criminal Behaviour Order (CBO);
- Convicted for breaching a noise abatement notice; or
- The tenant's property has been closed for more than 48 hours under a closure order for anti-social behaviour.

Unlike the existing discretionary grounds for possession, the landlord will not be required to prove to the Court that it is reasonable to grant possession. If the above conditions have been met, the Court must grant possession (subject to any available Human Rights defence raised by the tenant, including proportionality) where the correct procedure has been followed. This is aimed at reducing the time taken to deal with such proceedings and free up Court resources and time.

Impact and Considerations for TBC

Tamworth Borough Council, will need to look at the impact this will have on the level of possession proceedings and any effects should be monitored and any resource implications be reported back to CMT.

A review process will need to be implemented to deal with appeals.

All cases being considered under this mandatory ground should be considered under the Eviction Consultation Protocol with the Tamworth Vulnerability Partnership.

OPTIONS CONSIDERED

Do Nothing

Practically this is not applicable, while the Act does not specify any specific required actions, it replaces many of the powers the Council already has and the powers are in areas where the Council does have duties.

Implement the Act Department by Department

This would lead to inconsistent treatment if one department dealt with similar issues in a different way to another department. It would lead to criticism, potential bad publicity and could open up avenues to appeal or review decisions.

Corporate Wide Approach

This is the favoured approach, it allows for a consistent approach across the Council and a level of certainty regarding how issues will be dealt with.

LEGAL/RISK/RESOURCE AND SUSTAINABILITY IMPLICATIONS

Individual implications for each part of the Act has been discussed above in the relevant section, broadly these can be summarised as;

Corporate Plan & Council Objectives;

- The Act will have implications primarily on Healthier Safer Tamworth.

Legal;

- The Act impacts on statutory obligations of the Council.
- The risk of not meeting statutory obligations could be challenged by way of Judicial Review.

Environmental;

- Most parts of the new Act have environmental implications e.g. noise, litter, graffiti

Finance;

- The risk of not meeting statutory obligations could be challenged by way of Judicial Review.
- Proposal to, where possible, consider clarifying and sharing budgets, this will not have an immediate financial risk, but would need to be re-considered when any future procedures are implemented.
- As plans develop the financial and budget implications will be reported back to cabinet.

Reputation;

- The management of expectations of both the public and members needs to be addressed when developing processes to ensure enforcement can be done within resource and in the public interest in line with current enforcement policy

Equalities;

- All complaints will be processed without discrimination.

Resources;

- All new polices and procedures will need to take into account resources, including work loads/officer time, training and pure financial resources.

Partnerships;

- The majority of the Act contains either requirements or opportunities for partnership working, which we will look to encourage, but will need to be monitored.

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Reports compiled by;

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LIST OF BACKGROUND PAPERS

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final__2_.pdf

APPENDICES
n/a

THURSDAY, 12 MARCH 2015

REPORT OF THE PORTFOLIO HOLDER FOR COMMUNITIES AND PUBLIC HEALTH**ACTIVE TAMWORTH - PHYSICAL ACTIVITY STRATEGY****EXEMPT INFORMATION - None****PURPOSE**

To update members on Active Tamworth and to seek endorsement for the leisure department to consult with partners on Tamworth's Physical Activity Strategy

RECOMMENDATIONS

1. That Members endorse the update on Active Tamworth and give approval for consultation on Tamworth Borough Councils Physical Activity Strategy
2. That Members authorise the Director Communities Planning and Partnerships in conjunction with the Portfolio Holder Communities and Public Health to make formatting and minor revisions to the document following consultation prior to publication on the Councils website

EXECUTIVE SUMMARY

Health and wellbeing is important to everyone enabling us to enjoy a full and active life. Physical activity and life choices play an important role and provide a good foundation for a healthy lifestyle, reducing the risk of certain cancers, cardiovascular disease, stroke and type 2 diabetes. However too few of the residents in Tamworth are active enough to benefit their health and wellbeing.

The purpose of Active Tamworth is to increase coordination between organisations and driving higher levels of physical activity and improving the life choices people make. It also provides an opportunity for residents to access information enabling them to help themselves. This supports our emerging business model around demand management.

By taking this approach Tamworth Borough Councils leisure service can contribute to early intervention in peoples life choices. Intervention early on can set people on a healthier lifestyle changing behaviour that in turn will reduce pressure and financial burden on our and in particular partner's services in the future.

Tamworth Borough council is in the process of defining the direction and nature of operational services to ensure that vulnerable people in our community are our priority. This exercise will assess the local needs and demands and aspirations of our community. In turn Active Tamworth underwritten by the Physical Activity Strategy will be able to act upon these findings influencing people's life choices and contributing to developing healthier more confident communities.

Active Tamworth will sit alongside the strategic work of the leisure department and the Healthy Tamworth initiative being a tool to assist and develop the infrastructure and access to activity and life choices. It will become a vehicle of change that can offer advice /

commission activity / change behaviour and prevent future stresses on partners services

Active Tamworth will specifically contribute in the following areas

- Provide a reference point for all relevant organisations (Web Based) and residents to draw upon guiding their approach to physical activity and healthy lifestyles in a tailored manor for individuals /business alike. Raising the profile of physical activity
- Maximise the impact of current (and future) investment, funding and resources available for physical activity.
- Gain commitment from across sectors for an approach to physical activity that will reduce health inequalities and increase the quality of life for our residents.
- Help children and young people to migrate seamlessly from education to community sport.
- Contribute to Tamworth Borough Councils new operating model to address demand.

Active Tamworth has been informed by the Physical Activity Strategy (appendix 1) which will focus on the long term change of direction for activity among the residents of Tamworth and is firmly embedded in the Leisure departments' business plan.

The implementation of Active Tamworth and the utilisation of the Physical Activity Strategy as a working tool will enable more people that reside or work within Tamworth to enjoy the benefits of a physically active lifestyle as well as helping to

- provide a more coordinated approach to delivery and investment
- Increase skills and capacity within the public ,private and voluntary service sectors
- Provide a more strategic approach to the marketing and promotion of physical activity to ensure consistent messages and high levels of awareness
- Encourage increased participation in physical activity amongst people within key target group's
- Improve the recognition of the important role played by the sport and physical activity across the wider agenda and local corporate objectives .

The impact of Active Tamworth and the Physical Activity Strategy will be assessed by utilising recognised toolkits produced by Public Health and local Governments in association with Sport England and National Governing Bodies.

OPTIONS CONSIDERED

N/A

RESOURCE IMPLICATIONS

The implementation of Active Tamworth and the Physical Activity Strategy will be delivered by utilising existing Leisure staff who will play a strategic role enabling changes in activity and lifestyles by linking with partners and actively commissioning services across the Borough

LEGAL/RISK IMPLICATIONS BACKGROUND

N/a

SUSTAINABILITY IMPLICATIONS

The recommendations of Active Tamworth and the Physical Activity Strategy will align the service to Tamworth Borough Councils adopted operating model and sustainability plans whilst allowing direct influence on the Health of the community.

BACKGROUND INFORMATION

N/A

REPORT AUTHOR

Neil Mason Head of Community Leisure

LIST OF BACKGROUND PAPERS

N/a

APPENDICES

1. Physical Activity Strategy

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Physical Activity Strategy – Tamworth Borough Council

Tamworth's Residents

The mid 2011 population estimate for Tamworth is 76,800 with the health of its residents being varied when compared to the England average. Deprivation is lower than average but 3,200 children in the borough live in poverty. Over the past 10 years all cause mortality rates, early death rate from heart disease and stroke have all fallen. Priorities for Tamworth include focusing on improving healthy lifestyles by addressing obesity, alcohol consumption, physical activity and diet, supporting the ageing population in falls prevention and ensuring young people get a good start in life.

Health in Tamworth

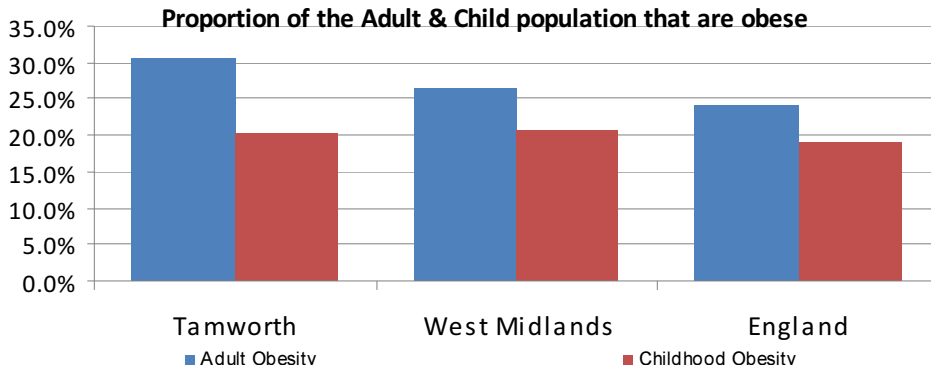
There are lower proportions of adults aged 20-24 and 30-34 years in Tamworth but larger proportion of adults aged 55-64 years. Population projections for Tamworth from 2010 to 2035 suggest there will be an overall growth in population (14%). There will be an increase in the number of children under 16 (7%) and no change in people aged 16-64. The population is however projected to see significant growth in people aged 65 and over (91%) and in particular those aged 75 and over (145%).

Overall life expectancy at birth has increased both nationally and locally. Men and women in Tamworth have similar life expectancy to the national average. However inequalities in the Borough exist. For both men and women, the gap between the ward with the lowest life expectancy and the ward with the highest life expectancy is six years. Men and women in Belgrave ward have shorter life expectancy than the England average. Women in Spital ward also have shorter life expectancy. Life expectancy is 8.9 years lower for men and 5.6 years lower for woman in the most deprived areas of Tamworth than in the least deprived areas.

Healthy life expectancy is estimated to be 68 years for men and 71 years for women in Tamworth. Both men and women live significantly more time in ill or poor health compared to the national average of 69 and 72 years respectively.

Using figures from the National Child Measurement Programme (NCMP), the proportion of obese children in Tamworth in Reception year remained at 10% in 2010/11. Levels of obesity are much higher (20%) for children in Year 6 and although the rise is not statistically significant, the rate has increased from the previous year. The percentage of obese children in Reception and Year 6 is similar to the England average.

Estimates suggest that 31% of Tamworth adults are obese, which is significantly higher than the England average of 24%. The prevalence of obesity across Tamworth varies with the percentage estimated to range between 28% and 34%.



Obesity in adults is defined for epidemiological purposes as body mass index (BMI) > 30 kg/m². There is an association between all cause mortality and obesity. A BMI of 30-35 reduces life expectancy by 2-4 years while severe obesity is estimated to reduce life expectancy by 10 years. Obesity causes insulin insensitivity, which is an important causal factor in diabetes, heart disease, hypertension and stroke. Obesity is associated with the development of hormone-sensitive cancers; the increased mechanical load increases liability to osteoarthritis and sleep apnoea. It is estimated that obesity costs the NHS over £1 billion per year and society as a whole up to £3.5 billion per year

Physical Activity in Tamworth

What is physical activity?

There are many technical definitions of physical activity. However, for the purposes of this document we will use the following terms in the following ways: Physical activity is any body movement that works muscles and uses more energy than when resting. Walking, running, cycling, dancing, swimming, yoga, gardening, DIY and housework are examples of physical activity.

Exercise is a type of physical activity that is planned and structured. Lifting weights, taking an aerobics class, and playing sports are examples of exercise. Moderate intensity physical activity is a level of activity which produces:

- Increased breathing rate
- Increase in heart rate and power of beat so that the pulse can be felt
- Increased warmth and sweating at least on warm days.

As a rough estimate, most people experience moderate intensity activity when they walk at 3mph, or walking uphill, or when they are carrying a lot of shopping. This also applies to cycling at 10mph or cycling uphill. However, the fitter you are, the more activity you have to do for it to be of moderate intensity, so fit individuals may want to engage in more vigorous activity as it brings extra health benefit and also allows the benefit to come from shorter sessions.

Why Physical Activity?

Despite the widely reported benefits of physical activity, the majority of adults and many children across the UK are insufficiently active to meet the recommendations. Physical inactivity is the fourth leading risk factor for global mortality (accounting for 6% of deaths globally). This follows high blood pressure (13%), tobacco use (9%) and high blood glucose (6%). Overweight and obesity are responsible for 5% of global mortality. There are clear and significant health inequalities in relation to physical inactivity according to income, gender, age, ethnicity and disability.

The benefits of regular physical activity are clearly set out across the lifecycle. In particular, for adults, doing 30 minutes of at least moderate intensity physical activity on at least 5 days a week is known to help to prevent and manage over 20 chronic conditions, including coronary heart disease, stroke, type 2 diabetes, cancer, obesity, mental health problems and musculoskeletal conditions. The strength of the relationship between physical activity and health outcomes persists throughout people's lives, highlighting the potential health gains that could be achieved if more people become more active throughout the lifecycle.

Where are we now?

Data from the Active People Survey (2009/10) shows that only 9% of men and women in Tamworth achieved the recommended levels of physical activity, which although similar to the national average is still too low and is the lowest in Staffordshire. In addition, over half (57%) of men and women were inactive, which is significantly higher than the national average.

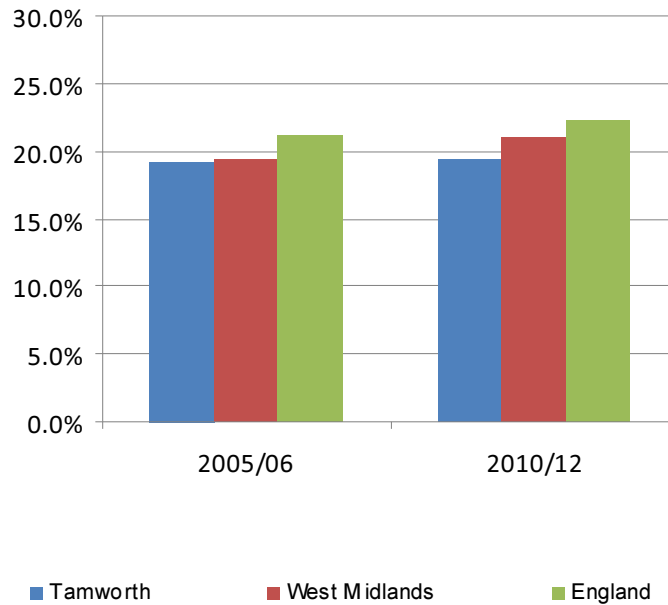
Adult (16+) Participation in Sport (at least once a week*), by year & demographic breakdown

Year	Tamworth		West Midlands		England	
	2005/06	2011/12	2005/06	2011/12	2005/06	2011/12
All	34.9%	35.6%	31.9%	33.5%	34.2%	36.0%
Male	40.4%	46.1%	36.3%	38.6%	38.9%	41.1%
Female	29.7%	25.6%	27.7%	28.6%	29.8%	31.1%
White	35.0%	36.2%	32.0%	33.5%	34.3%	36.2%
Non-White	*	*	31.2%	34.1%	33.2%	35.5%
Limiting Disability	*	*	13.5%	16.1%	15.1%	18.3%
No Limiting Disability	40.1%	39.8%	35.6%	37.1%	37.8%	39.4%
16-25	58.0%	*	53.4%	51.4%	55.7%	54.0%
26-34	48.4%	*	41.7%	45.0%	45.2%	47.1%
35-54	33.4%	41.2%	33.1%	34.6%	35.2%	37.6%
55+	18.5%	22.0%	17.3%	19.8%	18.8%	21.3%

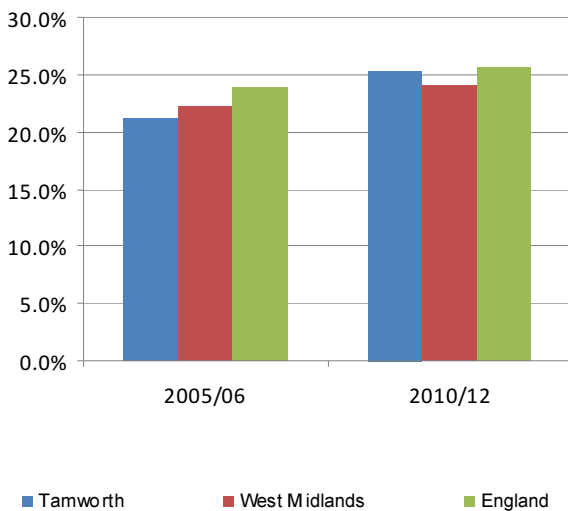
* 1 session a week (at least 4 session of at least moderate intensity for at least 30 mins in the previous 28 days)

Source: Active People Survey Sport England

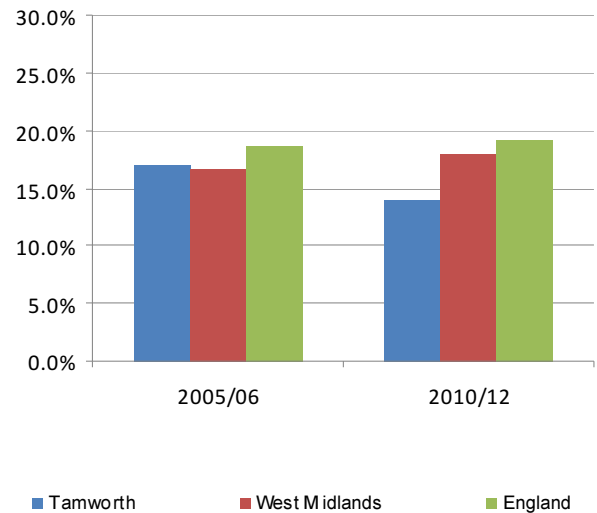
Total Participation (at least) 3x30



Male Participation (at least) 3x30



Female Participation (at least) 3x30



Adult (16+) Participation in Sport & Active Recreation (formerly NI 8) by year, frequency & gender

Indicator	Year	Tamworth			West Midlands			England		
		All	Male	Female	All	Male	Female	All	Male	Female
0 days / 0x30	2005/06	50.6%	44.5%	56.3%	53.3%	48.7%	57.6%	50.0%	45.1%	54.6%
	2010/12	49.9%	40.7%	58.6%	52.3%	46.8%	57.6%	49.1%	43.1%	54.7%
1-11 days / 1-2x30	2005/06	30.4%	34.2%	26.8%	27.2%	28.9%	25.6%	28.8%	30.9%	26.7%
	2010/12	30.7%	34.0%	27.4%	26.7%	29.1%	24.4%	28.6%	31.3%	26.1%
12+ days / 3x30 - NI8	2005/06	19.1%	21.2%	17.1%	19.5%	22.3%	16.8%	21.3%	24.0%	18.7%
	2010/12	19.5%	25.3%	13.9%	21.0%	24.1%	18.0%	22.3%	25.6%	19.2%
20+ days / 5x30	2005/06	11.0%	11.5%	10.4%	10.6%	12.2%	9.2%	11.7%	13.1%	10.3%
	2010/12	10.2%	12.5%	8.1%	11.5%	13.1%	9.9%	11.8%	13.6%	10.1%

Sport England has commissioned data from the British Heart Foundation to estimate the health costs of physical inactivity. It estimated that the health costs of physical inactivity in Tamworth were £2.014m per 100,000 population. This compared unfavourably with a West Midlands average of £1.923m and a national average for England of £1.817m.

The Health Costs of Physical Inactivity by disease category						The Health costs of Physical Inactivity	
Geography	Cancer Lower GI eg. bowel cancer	Breast Cancer	Diabetes	Coronary Heart Disease	Cerebrovascul ar Disease e.g. Stroke	Total Cost	Cost per 100,000 pop
Tamworth	£127,657	£93,535	£279, 823	£806,456	£181,894	£1,489,365	£2,014,108
West Midlands	£7,963,815	£7,124,341	£21,586,403	£53,599,4 84	£14,731,738	£105,005,780	£1,922,771
England	£67,819,189	£60,357,887	£190,660,420	£491,095, 943	£134,359,285	£944, 289,723	£1,817,285

What should Children & Young People be doing?

Early years (under 5s)

1. Physical activity should be encouraged from birth, particularly through floor-based play and water-based activities in safe environments.
2. Children of pre-school age who are capable of walking unaided should be physically active daily for at least 180 minutes (3 hours), spread throughout the day.
3. All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping).

Children and young people (5–18 years)

1. All children and young people should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours every day.
2. Vigorous intensity activities, including those that strengthen muscle and bone, should be incorporated at least three days a week.
3. All children and young people should minimise the amount of time spent being sedentary (sitting) for extended periods.

What counts as light activity for children?

Light activity for children includes a range of activities such as:

- standing up
- moving around
- walking at a slow pace
- less energetic play

What counts as energetic activity for children?

Examples of energetic activities suitable for most children who can walk on their own include:

- active play (such as hide and seek and stuck in the mud)
- fast walking
- riding a bike
- dancing

- swimming
- climbing
- skipping rope
- gymnastics

Physical activity benefits for children

- Healthy growth and development – muscle and bone
- Contributes to a healthy energy balance and helps manage weight
- Reduces the early development of risk factors such as hypertension, abnormal lipids, and insulin resistance
- Provides opportunities for friendship and fun
- Learning sports and life skills
- Helps to set positive attitudes and values
- Improves health as an adult

Physical activity for adults aged 19-64

To stay healthy, adults aged 19-64 should try to be active daily and should do:

At least 150 minutes (2 hours and 30 minutes) of moderate-intensity aerobic activity such as cycling or fast walking every week, **and** muscle-strengthening activities on 2 or more days a week that work all major muscle groups (legs, hips, back, abdomen, chest, shoulders and arms).

75 minutes (1 hour and 15 minutes) of vigorous-intensity aerobic activity such as running or a game of singles tennis every week, **and** muscle-strengthening activities on 2 or more days a week that work all major muscle groups (legs, hips, back, abdomen, chest, shoulders and arms).

An equivalent mix of moderate- and vigorous-intensity aerobic activity every week (for example 2 30-minute runs plus 30 minutes of fast walking), **and**

muscle-strengthening activities on 2 or more days a week that work all major muscle groups (legs, hips, back, abdomen, chest, shoulders and arms).

What counts as moderate-intensity aerobic activity?

Examples of activities that require moderate effort for most people include:

- walking fast
- water aerobics
- riding a bike on level ground or with few hills
- doubles tennis
- pushing a lawn mower
- hiking
- skateboarding
- rollerblading
- volleyball
- basketball

One way to do your recommended 150 minutes of weekly physical activity is to do 30 minutes on 5 days a week.

Moderate-intensity activity will raise your heart rate and make you breathe faster and feel warmer. One way to tell if you're working at a moderate intensity is if you can still talk, but you can't sing the words to a song.

Number of adults (16+) wanting to do more sport

	Tamworth		West Midlands		England	
	No. (000s)	Rate	No. (000s)	Rate	No. (000s)	Rate
Yes	32.8	52.7%	2,403.9	55.1%	23,335.6	55.4%
No	29.0	46.6%	1,912.9	43.9%	18,427.9	43.7%
Don't Know	0.5	0.7%	42.1	1.0%	390.5	0.9%

Specific Sport(s) that adults want to do most

Sport	Tamworth	
	No. (000s)	Rate
Swimming	5.6	8.9%
Cycling	4.6	7.4%

Source: Active People Survey 6

Population data: ONS Annual Population Survey 2012

Measure: Top sport(s) in latent demand by adults (16+) based on proportion

Older adults (65+ years)

1. Older adults who participate in any amount of physical activity gain some health benefits, including maintenance of good physical and cognitive function. Some physical activity is better than none, and more physical activity provides greater health benefits.
2. Older adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week.
3. For those who are already regularly active at moderate intensity, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or a combination of moderate and vigorous activity.
4. Older adults should also undertake physical activity to improve muscle strength on at least two days a week.
5. Older adults at risk of falls should incorporate physical activity to improve balance and co-ordination on at least two days a week.
6. All older adults should minimise the amount of time spent being sedentary (sitting) for extended periods.

Physical activity benefits for older people

- Improves physical mobility or delays its loss
- Contributes to a reduction in injuries and falls
- Improves cognitive function
- Prevents mental health disorders common in older age including depression, cognitive decline and dementia

- Assists with weight management
- Promotes social contact

What are the costs of inactivity?

Apart from the obvious costs to individuals and their families in terms of ill health and reduced life expectancy, there are other costs associated with physical inactivity. These include:

- treatment of disease (such as heart disease, diabetes, cancer , obesity, depression and dementia)
- injuries from falls
- social care arising from loss of functional capacity and mobility in the community
- sickness absence from work and school
- loss of work skills through premature death or incapacity
- lower quality of life and mental wellbeing for individuals and carers

(Department of Health, 2011)

Active Tamworth Aims:

- Improved health outcomes for residents
- Improvement in the position of Tamworth as related to national indicators of health and wellbeing
- Improved health in the workforce

Tamworth Borough Council Leisure Services will:

- Provide clear information about the positive effects of being active, what works best for different people and different settings, and use an evidence based approach to the development of policy and practice.
- Develop and maintain easily accessible resources about what's available across the borough, taking into account a wide range of interests and preferences.
- Promote physical activity as part of everyday life
- Create the environment for key organisations to work effectively together to build a healthier borough with a reduced incidence of disease
- Support, enable & influence sustainable and affordable access to quality, cost effective sport and physical activity services
- Bring additional resources into the borough to drive an increase in sport and physical activity participation
- Promote opportunities for stakeholders and partners to develop and deliver the strategy
- Increase opportunities for physical activity for all ages and abilities on a borough wide and neighbourhood level.
- Work with local employers to create healthy, active workplaces which improve the health of the working age population.
- Encourage active travel as a means of getting to school and work and as part of everyday life.
- Tamworth Borough Council Leisure Services will take the strategic lead in enabling and influencing physical activity across the Borough.

Physical Activity Charter

The Physical Activity Charter highlights key areas of implementation which Tamworth Borough Council feel will help make its residents more active, more often. The charter will be used to pledge our support and commitment to its residents and physical activity deliverers in the Borough to enable them to make a difference to current activity levels.

1. Increase Physical Activity

Increase opportunities for physical activity for all ages and abilities on a borough wide and community level by implementing sustainable actions in partnerships at national, regional and local level to create a Healthy Tamworth.

2. Resources

Develop and maintain easily accessible resources on physical activity & health regarding what's available across the borough that are accessible to all sectors of the community and their wide range of interests and preferences.

3. Develop Partnerships for Action

Physical activity planned and implemented through partnerships and collaborations involving different sectors and communities themselves at national, regional and local level through identified common values, program activities sharing responsibilities, accountabilities and information.

We will do this by focussing our work on the following work strands:

1. Active Early Years
2. Active Children & Young People
3. Active Nutrition
4. Active Travel
5. Active Places & Communities
6. Active Clubs
7. Active Employment
8. Active Retirement
9. Active Families
10. Active Recovery

1. Active Early Years

A healthy start in life matters. Investment in the early years can lay the foundations for health and well-being, ensuring that children are able to achieve their full potential and grow up into healthy and stable adults. As well as leading to better outcomes for children and families, there is good evidence that money invested in prevention and early intervention can lead to

substantial savings to the NHS and other public services, by avoiding the need for specific interventions or reducing the intensity of the intervention required.

During the early years, young children undergo rapid and wide ranging physical and psychological developments that lay the foundations for their future health and well being.

Physical activity is central to optimal growth and development in the under 5's. Evidence from observational research and experimental studies indicates that regular physical activity is valuable in developing motor skills, promoting healthy weight, enhancing bone and muscular development and the learning of social skills. Physically active children are more likely to maintain healthy levels of activity later in life, which can help mediate the effects of health inequalities.

How will this be achieved?

Active Tamworth will highlight the essential role of physical activity in promoting physical and psychological development during these years and contributing towards establishing patterns of behaviour that may persist into later childhood and adulthood. We will help achieve this through our community based services & activities. We will provide support to other partners and deliverers including Staffordshire County Council through their Early Years provision.

Impact

- Promotes social and emotional development
- Promotes healthy eating
- Promotes breastfeeding
- Increases physical activity in children aged 0-5 years.

2. Active Children and Young People

This section applies to children and young people aged between 5 and 18. During this period children and young people establish behaviour patterns that have important implications for their immediate and long term health and well being. However it is often the case that during this period of a persons life there are many emotional and institutional transitions that take place which will often lead to reductions in physical activity due to an increase in certain sedentary behaviours which go on to have a huge impact on public health.

Active Tamworth wants to help children and young people to establish and maintain high volumes of physical activity into adulthood. By doing this we will be able to reduce the risk of morbidity and mortality from chronic diseases later in life.

How will this be achieved?

- **Free/subsidised public swimming** – providing opportunities for Tamworth residents to access swimming at an affordable cost at Wilnecote Leisure Centre & Snowdome Fitness. An extensive public access recreation swim programme is in place at both of these venues allowing children and young people to access water based physical activity. Performance indicators are collected on a quarterly basis from these venues to assess the impact the scheme is having.
- **Community Exercise Classes** – A range of group exercise classes including Zumba, Kettlebells & outdoor fitness are available at an affordable £2 per class, from April 2014 we are expanding the class programme to include dance and box-fit opportunities for

children & young people. In April 2014 we will be carrying out a consultation exercise with other local providers to see how we can extend these opportunities while making them more cost effective.

- **Holiday Activity Programme** – Throughout the school half term breaks we will provide a wide range of sessional sporting opportunities for children and young people, the sports with reflect seasonality but will include athletics, tennis, boxing, cricket, rugby, orienteering, climbing, stand up paddleboarding, fit camps, archery and many more. The sessions will be run by local providers that are based in existing clubs in the borough so that there is a clear exit route for individuals that wish to take up the activity/sport on a long term basis. This will also help support the local clubs in constantly increasing their membership base where capacity allows.
- **Club Development** - We support existing clubs in the borough and help them to gain new members through various initiatives including sports festivals and holiday activity sessions. We guide and support clubs through the cross sport accreditation, Club Mark, which ensures that the club has the correct policies, procedures and framework in place to enable them to be a safe and effective organisation which has the skills and tools to continually develop and expand where appropriate. Clubs and their athletes and coaches are also supported through our sports grants scheme which allows them to access funding for development or equipment.
- **Afterschool activities** – Facilitate a diverse range of quality afterschool sessions to local schools to enhance their afterschool programme. This will be in partnership with local clubs and activity providers to ensure that a comprehensive exit route is available to all those taking part but also helping to grow the clubs in the area.
- **Sports Grants** – there are 3 types of grant available: sport development, coach education & talent support. We support young people that wish to gain and expand their coaching knowledge and qualifications so they can volunteer in their local club which helps the club to develop and expand. Talent support grants financially help athletes at county, area or national level to meet the costs of training equipment and accessories.
- **Increased secondary school intervention** – intervention on a 1-1 basis during physical activity lessons to educate, guide and signpost teenage pupils to make positive health choices and enable them to choose a life of health and well being.
- **Kids Run Free** – Launch of a Kids Run free initiative in the Castle Grounds where children and young people can come and take part in an organised run once a month free of charge with exit routes to Tamworth Athletics Club.

Impact

- Helps prevents weight gain & can promote weight loss helping to impact on obesity levels (currently 20%)
- Aids co-ordination, balance and flexibility
- Improves stamina and concentration
- Increases the proportion and frequency of physically active children & young people
- Increases social well-being, self esteem, self confidence and body image
- Increases volunteer opportunities
- Encouragement of a healthy lifestyle
- Combating of obesity
- Promotes on healthy eating / habit breaking advice smoking drugs etc
- Helps prevent, hyperlipidemia, & helps protect against forming certain types of cancer e.g colon, breast, lung and endometrial. This has a positive impact on mortality rates from cardiovascular disease, cancer & respiratory disease.
- Prevents weight gain & can promote weight loss helping to impact on obesity levels.
- Improves bone density & helps prevent osteoporosis.
- Improves mental health relieving the symptoms of depression & anxiety & improves mood.

3. Active Nutrition

Eating a healthy, balanced diet plays an essential role in maintaining a healthy weight, which is an important part of overall good health. There is good evidence that eating a healthy diet can reduce your risk of obesity and illnesses such as diabetes, heart disease, stroke, osteoporosis and some types of cancer. Obesity is not the only nutrition-related cause of disease onset and progression. Too much or too little of certain nutrients can also contribute to health issues. For instance, a lack of calcium in your diet can predispose you to developing osteoporosis, or weakening of your bones, while too much saturated fat can cause cardiovascular disease, and too few fruits and vegetables in your nutrition plan is associated with an increased incidence of cancer. Consuming foods from a wide variety of sources helps ensure your body has the nutrients it needs to avoid these health problems.

How will this be achieved?

- Facilitate & signpost healthy eating workshops for families, including cook and eat sessions.
- Produce literature to inform people of appropriate healthy eating options, affordable healthy meal and lunchbox recipes.
- Work with external partners such as weight management providers to highlight options available to people to help them achieve a healthy weight.

Impact

- Improves self confidence & body image
- Promotes weight loss helping to impact on obesity levels.
- Reduces body fat
- Promotes healthy eating

4. Active Travel

Walking and cycling have great benefits for health and accessibility. They can also reduce congestion and emissions when replacing short car journeys. Creating environments that are favourable to walking and cycling can improve overall quality of life in Tamworth. Our aim is to achieve these benefits by enabling and encouraging more people in Tamworth to cycle and walk, more often and in a safer environment.

How will this be achieved?

- Promote the current established walking and cycling routes
- Expand current walking and cycling route options
- Work in partnership with Staffordshire County Council to promote and distribute Active Travel toolkits & promote sustainable travel.

Impact

- Better health
- Better road safety

- A better environment - active travel can replace many short car journeys reducing traffic, air pollution, noise pollution as well as making a positive contribution towards the reduction of greenhouse gas emissions.
- Benefits to businesses – people who travel on foot or by bike tend to be healthier, be absent less often and be more productive in the workplace
- Wider economic benefits – walking and cycling make very efficient use of road space so help reduce congestion. Research by the UK Department for Transport has found that investment in cycling shows economic returns of around £3 for every £1 invested.
- Social benefits – when people walk and cycle around their neighbourhood they are much more likely to meet and interact, creating community cohesion. People walking and cycling provide ‘social supervision’ helping make our streets a safer place to be.
- Improved quality of life – the combined benefits of more people getting about on foot and by bike add together to give a better overall quality of urban life.

5. Active Communities

A healthy community is one that embraces the belief that health is more than merely an absence of disease; a healthy community includes elements that enable residents to maintain a high quality of life and productivity. We will work with partners to look to combat a number of health concerns around the borough such as lack of physical activity, obesity, tobacco and substance abuse through a number of community based health care systems.

Physical activity and sport can help build strong communities in a number of ways, Sport and physical activity produce a healthier population, both physically and mentally, which in turn places less stress on the health care system. International research shows that increasing community participation in organized sport and recreation contributes to what is known as "social capital", which is the ‘social fabric, or glue’ that ties members together in a given locality. Generally, places with high levels of social capital are safer, better governed and more prosperous, compared to places with low levels of social capital.

Through participation, sport helps address anti-social behavior and can support education. Sport can provide a safe environment, the opportunity to develop skill and demonstrate competence, opportunities to create networks, deliver specific moral and economic support, give participants autonomy and control through taking part. Physical activities have the advantage of both creating a diversion from boredom and providing an engaging setting in which to work on improving the other risk factors relating to crime and antisocial behaviour. In addition, long term activities and programmes can lend themselves to progression as a volunteer or coach, which can increase an individual’s confidence, self-esteem, sense of community and belonging and enhance employment prospects (Centre for Social Justice 2011; Audit Commission, 2009). Sport is ideally placed to engage young people at risk of committing crime and acts of antisocial behaviour because it lends itself to informal, short-term activities and create a natural environment for interaction between different generations

How will this be achieved?

- Community events
- Care homes
- Targeted activities
- Community exercise classes
- Dietary/smoking cessation workshops
- Increase skills base and volunteering opportunities through coaching qualifications
- Promotion of sports clubs

Impact

- Enhanced confidence and self-esteem
- Empowering disadvantaged groups
- Improving the capacity of the community to take initiatives
- Reduction in crime, vandalism and delinquency
- Increased social integration and co-operation
- Encouraging pride in the community, improving employment prospects
- Generating employment and income
- Increasing productivity through a fit and healthy workforce
- Improving health
- Improving the environment.

6. Active Clubs

Active Tamworth runs a grant scheme to support local sports clubs as well as providing talented individuals the chance to obtain funding towards competing, equipment and training opportunities. It is envisaged that this funding will help clubs in a number of ways including club coaches gaining further NGB qualifications, improving club facilities, reaching club mark accreditation and gaining safeguarding certificates.

- Ensures capacity to involve all sectors of the community in physical activity/sport
- Promotes physical activity/sport to all sectors of the community
- Reduces body fat
- Strengthens bones
- Aids co-ordination, balance and flexibility
- Improves stamina and concentration
- Fights depression and anxiety
- Increases social well-being, self esteem and self confidence
- Increases the proportion and frequency of physically active children & young people

7. Active Employment

Working age people spend 60% of their waking hours at work. This makes the workplace an important setting to support and encourage people to increase their physical activity levels and to lead healthy lifestyles. Developing Active Travel plans, providing facilities to support activities and bringing fitness initiatives (such as Change4Life, British Heart Foundation's Think Fit Challenge and public and private health promotional activities) into the workplace are a few measures that help to increase physical activity in the workplace. Supporting an increase in physical activity can have a beneficial effect on not only the health and wellbeing of the workforce, but through reducing sickness absence, benefit the employer. In addition, there is a larger benefit to society as a result of the positive effect that physical activity has on reducing and preventing illness. This, in turn, reduces the demand placed on our health care services.

Common mental health problems and musculoskeletal disorders are the major causes of sickness absence. This is compounded by a lack of appropriate and timely diagnosis and intervention. Small workplace interventions can make big differences.

The average cost of absence per employee in the UK is estimated at £692 per year and on average there are 7.4 days lost per employee per year to sickness absence (CIPD 2009).

The annual economic costs of sickness absence and worklessness associated with working age ill-health is estimated to be over £100 billion (Dame Carol Black Report 2008).

A healthy workforce is a sustainable workforce; it makes common sense to ensure that, wherever possible, the people who make up organizations' are in good health and feel good about themselves and their work environment.

Alcohol is estimated to cause 3-5% of all absences from work; about 8 to 14 million lost working days in the UK each year (HSE).

Levels of obesity are increasing dramatically and, if current trends continue, around 90% of men and 80% of women will be overweight or obese by 2050 (Dame Carol Black, 2008). What implications will this have on business productivity, staff sickness and the energy and motivation levels of staff.

Back pain alone accounts for 119 million days of certified incapacity each year, consuming 12 million GP consultations and 800,000 in-patient days of hospital care, at an annual cost to the nation of nearly half a billion pounds (*Black, 2008*). 1 in 5 people report feeling extremely stressed at work, and approximately 90 million working days are lost across the UK as a result of stress-related absence.

How will this be achieved?

- Help local business to work towards and achieve the Staffordshire Workplace Health Framework as devised by Staffordshire County Council
- Offer employee wellbeing packages formulated in conjunction with other local health and leisure providers.
- Offer effective lunchtime physical activity opportunities for workforces.

Impact

- Reducing absenteeism & presenteeism
- Reducing staff turn over increasing productivity
- Improving corporate image improving staff morale and loyalty
- Improving health of the workforce

8. Active Retirement

Retirees who take part in regular physical activity are privy to countless health benefits, including lower body weight, greater strength and endurance, increased flexibility and balance, and better mental health. In fact, you'd be hard-pressed to find any research suggesting the older you get, the less active you should be. Engaging in physical activity carries very low health and safety risks for older adults. In contrast, the risk of poor health as a result of inactivity is very high. There are also many social benefits to be had for this specific age range.

How will this be achieved?

- Offer opportunities for older individuals to get involved in bowls by providing free taster session throughout the summer period in conjunction with Tame Anker Bowls Club

- We offer 2 free walking sessions per week for individuals to socialise and take a gentle walk of varying difficulties led by a qualified walk leader.
- In 2014 we will make an addition to our activity offer by introducing a weekly Tea Dance for older individuals with the aim of obtaining external funding to be able to take this into the care home setting around the Borough.

Impact

- Active seniors have better balance, agility and strength, and are less prone to falling therefore helping to reduce hospital admissions for falls.
- Older adults can even increase muscle and bone strength through using their major muscle groups twice per week
- 150 minutes of moderate physical activity a week decreases the risk of CHD by 14% (13)
- 300 minutes of moderate physical activity a week decreases the risk of CHD by 20% (13).
- Older adults who participate in high levels of physical activity have a 38% reduced risk of cognitive decline and those with low-to-moderate levels of physical activity have a 35% reduced risk of cognitive decline compared to sedentary individuals.
- Physical activity can reduce the decline in functional status by enabling older adults to continue performing tasks of daily living, delaying the decline in cognitive function and providing a medium for social interaction

9. Active Families

Engaging in physical activity as a family can be a fun way to get everyone moving. Studies show that kids who believe they are competent and have the skills to be physically active are more likely to be active. And those who feel supported by friends and families to become active, or surrounded by others interested in physical activity, are more likely to participate.

How will this be achieved?

- Produce literature promoting health, nutrition, and physical activity
- Work in partnership with Staffordshire & Stoke on Trent Partnership NHS Trust to establish a Fit Family targeted intervention for overweight & obese families to encourage them to be more physically active and reinforce healthy eating through structured advice and cook and eat sessions.
- Promote physical activity and healthy eating with 0-6 years through our education stay and play sessions taking part in community venues across the borough, linking in with Sure Starts service offer for family service and activities.
- Promote Change 4 Life initiatives through promotional literature.

Impact

- Children's and parents' physical activity participation helps increase levels of self esteem and confidence.
- Children will gain a greater understanding of the benefits in leading a healthy active lifestyle.
- Parents will gain a greater understanding of why it is important for their children to be physically active.
- Parents can have a greater understanding of the capabilities and achievement of their child, including where they may need additional support.

- Learning through physical activity and sport can be an enjoyable way for parents and children to spend time together and having fun.

10. Active Recovery

Active Tamworth work in partnership with a number of external agencies to provide a Structured Exercise programme. The scheme is available to residents who suffer a number of health issues such as physical inactivity, hypertension, obesity, osteoporosis, mild depression and type 2 diabetes. This scheme runs for 12 weeks and is free of charge to the participant once referred by their GP or the Waistlines Service. The service user has vital health measurements taken at the start and the end of the scheme so that improvements can be quantified and referred back to their GP.

We also work in conjunction with the Heart of England NHS Foundation Trust to provide Phase III and Phase IV cardiac rehabilitation. Individuals receive 8-10 weeks of physical activity and health education to help them make positive lifestyle changes following a cardiac event.

How will this be achieved?

- Delivery of the Structured Exercise Programme in partnership with Staffordshire and Stoke on Trent Partnership NHS Trust
- Delivery of Phase III and Phase IV Cardiac Rehabilitation in conjunction with Good Hope Hospital

Impact

- Reduces the likelihood of future cardiac events
- Reduces the risk of dying from coronary heart disease
- Reduces blood pressure
- Helps patient recover from surgery
- Encourage positive changes to patients lifestyle that will help them improve their heart health

The above work strands will be delivered across the Borough under the banner of Active /Healthy Tamworth

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