



CABINET

6 January 2016

A meeting of the CABINET will be held on Thursday, 14th January, 2016, 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 Minutes of the Previous Meeting (Pages 1 - 2)

3 Declarations of Interest

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

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

4 Question Time:

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

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

None

6 Draft Budget & Medium Term Financial Strategy 2016/17 (To Follow)
(The Report of the Leader of the Council)

7 Corporate Review of Strategic Framework (Pages 3 - 32)
(The Report of the Leader of the Council and Chief Executive)

- 8 Business Rates Income Forecast 2016/17 (To Follow)**
(The Report of the Portfolio Holder for Operations and Assets)
- 9 Agile Working Stage II (To Follow)**
(The Report of the Portfolio Holder for Operations and Assets)
- 10 Creative Quarter Progress Report (Pages 33 - 44)**
(The Report of the Portfolio Holder for Economy and Education)
- 11 Counter Terrorism And Security Act 2015 (Pages 45 - 58)**
(The Report of the Portfolio Holder for Communities and Public Health)

Yours faithfully

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

Chief Executive

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

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



**MINUTES OF A MEETING OF THE
CABINET
HELD ON 10th DECEMBER 2015**

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

The following officers were present: Anthony E Goodwin (Chief Executive), Rob Barnes (Director - Housing and Health), Andrew Barratt (Director - Assets and Environment) and Tina Mustafa (Head of Landlord Services)

90 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor R Pritchard

91 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 26 November 2015 were approved and signed as a correct record.

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

92 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

93 QUESTION TIME:

None

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

None

**95 STAFFORDSHIRE WASTE PARTNERSHIP MEMORANDUM OF
UNDERSTANDING**

The Portfolio Holder for Housing and Waste Management advised Cabinet of a pan-Staffordshire agreement to collaborate on all waste management matters with a common aim of producing efficiencies.

RESOLVED: That Cabinet authorised the Chief Executive and Leader to sign the Memorandum of Understanding without specifying any fixed policy exemptions; and

agreed in the spirit of the MoU, there will be no fundamental service changes implemented while the county wide review process is underway, minor necessary operational changes excepted

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

96 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)

97 SERVICE CHARGE POLICY UPDATE

The Portfolio Holder for Housing and Waste Management updated Cabinet on progress with implementation of communal service charging, in particular details concerning tenant consultation and outcomes from the statutory consultation process in relation to the tenancy agreement and service charging and methodology for apportionment as detailed in the proposed service charge policy

RESOLVED: That Cabinet approved the recommendations as contained in the report

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

Leader

CABINET

14th JANUARY 2016

Report of the Leader of the Council & Chief Executive Officer

“Corporate Review of Strategic Framework” (Route Map from Surviving to Thriving)

EXEMPT INFORMATION

Not applicable.

PURPOSE

For members of Cabinet to endorse the revisions to the strategic framework prior to their subsequent recommended adoption by Council together with the Annual Budget and MTFS.

RECOMMENDATIONS

That Cabinet:

1. Endorse the revised strategic framework including the **Vision, Priority Themes, Corporate Objectives and Outcomes;**
2. Endorse their inclusion in the emerging **Corporate Plan; Corporate Support Plan and Medium Term Financial Strategy;**
3. Recommend the revised strategic framework to Council together with the draft Budget and MTFS.

EXECUTIVE SUMMARY

1. As a relatively small and primarily urban local authority, Tamworth Borough Council has planned and managed its journey through the recession and austerity period with considerable credit to date. Accurate forecasting, strong leadership and an innovative, risk aware approach have resulted in the organisation being able, in the main, to sustain a full suite of essential services albeit not without implications for the public, local politicians and the entire workforce.
2. Significantly, this is as much a testament to the skills and commitment of our workforce and our partner’s collaboration as it is to the actions and decisions of the joint executive management team. This period, considered one of the most challenging in post war times, coincided with the Council recording one of its most successful periods of achievement in terms of Customer Satisfaction; measured

performance; project delivery and financial management.

What makes these achievements 'special' is that they were delivered in parallel with the largest and most complex **Transformation** programme which in itself, resulted in multi-million pound efficiencies. The **Sustainability Strategy** delivered more than just 'big ticket' efficiencies as detailed in **Appendix A**, it brought about changes to working models, cultures and processes – **Agile Working; Demand Management; Joint Working; Shared Services; Locality Delivery/Commissioning** all contributed to our journey.

This was achieved through: “**strong and clear leadership, political support, financial planning and the resilience, passion and professionalism of staff** (Statement drawn from the 2014 LGA Peer review).

All that said, the plans, processes and strategies that have guided the organisation to date will require review and refreshing if elected members are to respond to the feedback from local people and shift the trajectory from sustainability towards sustained viability. This requires a fundamental review of the **Corporate Strategic Framework**.

Attached as **Appendix B** to this report is the detailed outcomes from the review. It sets out the following:

- **The Review – Purpose & Process**
- **The 3 'R's Principles – Review/Remodel/Realign**
- **The Key Outcomes from the Review**
- **The proposed Strategic Framework**
- **The draft Corporate Plan and Support Services Plan**

OPTIONS CONSIDERED

None. The review was considered 'Business Critical' given the proximity and corporate implications of the Autumn Statement; CSR and the Local Government settlement on this organisation and its key strategic partners.

RESOURCE IMPLICATIONS

None directly relating to this report however; subject to the resolution, the revised Strategic Framework will form the basis for future investment and spend.

LEGAL/RISK IMPLICATIONS

- a) **Legal** – None directly relating to this report.
- b) **Risk** – Failure to revise the CSF would result in the risk of misalignment between the strategic intentions, political and public

ambitions/expectations and damage to financial, reputational and political reputation and credibility.

BACKGROUND INFORMATION

The review has been informed by data, insight and information relating to national, regional and local influences; public engagement and customer insight.

REPORT AUTHOR

Anthony E. Goodwin
Chief Executive & Executive Director
Corporate Services

LIST OF BACKGROUND PAPERS

Sustainability Strategy
MTFS
Autumn Statement/CSR/Settlement
WMCA Files
WM Devolution Deal
SSoTLEP & GBSLEP files

APPENDICES

Appendix A – Headline Outcomes

Appendix B – Corporate Review of Strategic Framework

SUSTAINABILITY STRATEGY

HEADLINE OUTCOMES

• Review of Corporate Management Team	£338,000
• Review of Support Services/Options Appraisal	£180,000
• Voluntary Redundancy/Staff Reduction exercise	£2,000,000
• Design & implementation of Joint Waste Management Arrangement	£500,000
• Revenue savings arising from Leisure Futures * Excluding capital receipts	£1,000,000
More recently and as part of a planned response to Governments continued austerity measures, further savings consequent of the Sustainability Strategy Work Streams have been identified. These include:	
• Adoption of Agile Working	£488,000
• Revisions to working practices (Wardens/CCTV)	£456,000
• Revisions to organic waste collection and disposal arrangements	£421,000
• Proactive management and collection of Business Rates	£728,000
• Recharges for services delivered for HRA Account	£501,000

CORPORATE REVIEW OF STRATEGIC FRAMEWORK

1. Introduction

In an attempt to provide a clear 'route map' for the transition from surviving to thriving, the Council has designed and adopted a series of strategic plans, policies and processes. The overarching document being the **Sustainability Strategy** which, through the achievement of targets and outcomes associated with the work streams, enabled the organisation to generate significant efficiencies without there being any large scale impact upon the delivery of essential services.

The adoption of 'Demand Management' as the primary operating model and the targeting of resources via locality based commissioning and delivery has enabled greater effectiveness in service delivery as evidenced by customer satisfaction, award winning services and of course, the management of the Council's finances.

Whilst this is an extremely positive series of events, for the Council to sustain this favourable trajectory, it must review and monitor the various factors, influences and information that impact upon its direction of travel – key to this is the **Strategic Framework** – the foundation upon which its policies, plans and processes are based.

2. Review – Key Drivers

As alluded to earlier in this report, the Council's relatively successful navigation of the recession and more recently, the extended period of austerity owes much to the commitment to and delivery of the **Sustainability Strategy** through the collaboration between employees at all levels, partners, politicians and management.

Almost five years into the strategic timeframe, the Leader of the Council commissioned a review of the strategic and policy frameworks.

Further to this, ongoing policy reforms and legislative changes continued to have a profound impact upon local government. It was the ongoing imposition of austerity measures that had the most acute and limiting effect upon how this Council operates, a fact clearly reflected in the wide ranging consequential remedies employed over this period.

Joint Working & Shared Services; Service reviews, staffing reductions and service standards. Efficiency models and Demand Management techniques have resulted in the Council becoming a multi-economy or hybrid organisation as opposed to its aspiration – An 'outcome focused', efficient corporate entity where customers are key.

The revised strategic framework is designed to address this issue through the refocusing of the public, political and professional perspectives upon an evidence based, informed set of **Thematic Priorities** based around the broad topics of **People; Place and Performance**.

For the benefit of this review and using the language of the day, these are hitherto referred to as:

- i) **Living a quality life in Tamworth**
- ii) **Growing strong together in Tamworth**
- iii) **Delivering quality services in Tamworth**

3. **Review – Methodology**

In very simple terms, the approach was based upon the collection, collation and analysis of a range of data; an understanding of local issues and an awareness of key influences. In summary:

- Data, Customer/User insight and intelligence;
- Public consultation and wider engagement outcomes;
- A detailed understanding of our partners plans;
- Political intentions and ambitions across the parties;
- Our strategic plans – eg., Local Plan; Housing & Health Strategies, Growth & Regeneration;
- Detailed knowledge of local and regional growth through devolution plans/intentions;
- Financial constraints and opportunities.

The detailed analysis, consideration and engagement on these key areas led to the proposals set out in this report under the following headings:

- **Vision Statement**
- **Thematic Priorities**
- **Corporate Priorities**
- **Key Objectives**
- **Intended Outcomes**

4. **Review – Outcomes**

a) **VISION STATEMENT**

Public recognition and awareness of the current strapline was evident from both feedback and the fact that it is now featured in literature relating to Tamworth as a destination. In order to incorporate a reference to growth and regeneration going forward and the Town's rich heritage, the vision statement has been revised as follows:

“One Tamworth, Perfectly Placed”

Open for business since the 7th Century A.D.

b) THEMATIC PRIORITIES

As stated earlier, the generic areas of significance for all stakeholders related to people, place and performance. These are now referred to throughout the strategic planning process as:

SP1 “Living a quality life in Tamworth”

SP2 “Growing strong together in Tamworth”

SP3 “Delivering quality services in Tamworth”

c) CORPORATE PRIORITIES

Having assessed and evaluated the issues comprising the high level, strategic considerations and then triangulated the results with the outcomes arising from the 2016 Budget Consultation process, the following considerations have been factored in to the proposed revisions:

- The priorities identified by the public are consistent with what our data and insight is telling us
- A number of the service areas where the public endorse less spending are consistent with agreed plans for reviews/efficiency plans
- The primary ‘place’ related priorities identified by the public reflect the plans and ambitions of the organisation eg., more quality housing options; a revitalised town centre; improved connectivity
- The fact that our funding, resources and capacity are collectively reducing will inevitably have a significant impact upon how we manage demand and expectations. The proposals reflect a change in focus away from the topics – **Prosperity – Health – Safety – Aspiration** and more towards being clear about our role, our relationship with customers and how we will support them. The focus will primarily be upon **People, Place and Performance**. In order to personalise the relationship the corporate priorities are aligned under each theme.

These, together with the intended outcomes/success factors are set out in the draft **Corporate Plan** attached as **Appendix C**.

In effect, these are the major actions that will be undertaken by the Council in addition to and in conjunction with each **Directorate Plan** which captures the statutory and discretionary functions and obligations of each service area ie., the Day Job.

These plans rely heavily upon the support of high quality support services without which, past, current and future achievements would not be possible. A **Support Service Plan** will be produced and form part of the report to Council seeking approval for the Vision, Corporate Plan, budget and MTFs.

d) **CORE PURPOSE**

This aspect of the strategic framework has never been as significant as it is currently. Historically, traditional hierarchal, monolithic organisations have had the time, capacity and funding to largely meet the needs of local people and operate a range of statutory and discretionary services..... not any longer.

For the past seven or so years, local government has borne the brunt of the current austerity policy and there are no indications that this situation will change within the period covered by this review. Suffice to say, the organisation, what it does, how it does it and what it can afford to do have had a telling and lasting effect upon it and us.

Consequently; it is only honest and fair that we clarify and articulate our purpose and intentions to the public, our partners and ourselves. This section simply 'bullet points' the functions and delivery mechanisms that the Council will employ over the ensuing period with the intention of managing public and wider expectations.

STATEMENT OF PURPOSE

- **Provide the democratic leadership and high ethical and professional standards necessary to support the communities of Tamworth.**
- **Work with our communities and agencies to address the priority issues facing the borough and its communities.**
- **Offer a range of services and advice focused upon the needs of our communities ensuring that those in greatest need are supported and protected.**

- **Work together to support individuals and communities to improve their lives.**
- **To work hard to understand the needs of our communities and support growth, cohesion and pride.**
- **To ensure the values and actions of the organisation are founded on fairness, equality and honesty.**

e) **CUSTOMER SERVICE STANDARDS & CORPORATE VALUES**

Both are key strands of the 'golden thread' that links and binds together the component parts of the strategic framework namely; the vision, priorities, objectives and outcomes.

Customer Services Standards will represent our commitment to all our customers and the wider public who rely upon our advice and support. They will be co-designed with service users and once agreed, publicised and implemented across every service with a customer access channel. They will form the basis for measuring customer satisfaction with effect from 1st April, 2016 and incorporate the professional standards and behaviours offered consistently by Tamworth Borough Council.

Corporate Values will represent our commitment to each other and our various colleagues. They will be co-designed by employees from across the organisation and reflect their views and opinions on the type of culture and environment that would motivate and encourage them. They will form the basis of our working culture, our behaviours and the manner in which all employees will go about their business. They too will be effective from 1st April, 2016.

SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ001	Support and protect individuals, communities that are or may become vulnerable	<ul style="list-style-type: none"> Adoption of the Tamworth Prevent Strategy 	Successful implementation of the Prevent Strategy evidenced by completed awareness training of Staff, Members and partners	DoA&E
		<ul style="list-style-type: none"> Implement changes to Sheltered Housing Services following withdrawal of supporting people funding 	Housing Management Plus services embedded and outcomes achieved	DoH&H
		<ul style="list-style-type: none"> Develop and deliver Homelessness Prevention services in line with – DCLG gold standard 	Achievement of DCLG Gold Standard	DoH&H
		<ul style="list-style-type: none"> Provision/Development of multi agency Digital Sharepoint 	<ul style="list-style-type: none"> Improve communication, ensure robust and consistent delivery 	DoT&CP

SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ002	Enable residents to improve their health and quality of life	<ul style="list-style-type: none"> Enable access to high quality leisure facilities through our partners 	Ensure mechanisms for the provision of sports related activities are robust and meet the needs of the community	DoA&E
			Ensure the services/facilities provided match the demand within the indoor/outdoor Sports Strategy	DoA&E
		<ul style="list-style-type: none"> Enable the provision of leisure activities targeted at identified sectors of the community Support the provision of health interventions for vulnerable people 	Deliver currently commissioned services and develop proposals for future third sector provision	DoH&H
		<ul style="list-style-type: none"> To secure and develop the scope of Locality Commissioning opportunities and mechanisms with strategic partners 	Development of pooled budgets and integrated systems of working. Explore opportunities for Double Devolution	DoH&H
			Agreement of shared priorities and objectives with partners	DoH&H

SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ003	Work together with partners and residents to tackle the causes of inequality in Tamworth	<ul style="list-style-type: none"> Explore options and mechanisms for developing self-help opportunities at a neighbourhood level 	Managed transition from current scale of state support to self-help at a neighbourhood level	DoH&H
		<ul style="list-style-type: none"> Engage collaboratively in the review of VCSE support and Development Models 	Skilled VCSE ‘provider’ organisations forming a local ‘offer’ to the market	CEO
		<ul style="list-style-type: none"> Facilitate review of strategic purpose and processes of the TSP 	Aligned locality based multi-agency collaboration	CEO

SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ004	Work together with residents to maintain and improve a safe, clean and green environment	<ul style="list-style-type: none"> Ensure all green spaces and nature reserves are accessible by residents and are maintained to a standard that is conducive for use. 	Continued use of the Wild about Tamworth project to provide support and guidance to both the volunteer groups and the Council	DoA&E
		<ul style="list-style-type: none"> Continued commitment to a Community Safety Partnership that is responsive to locality, and reflects the needs of the community and partners 	Public feedback on how safe the community feels in Tamworth	DoA&E
		<ul style="list-style-type: none"> Review and implement options for Council housing repairs and investment services 	Strategic decisions regarding the future of repairs and investment services and implementation planning complete	DoH&H/ DoA&E
		<ul style="list-style-type: none"> Develop a unified neighbourhood offer 		DoH&H

SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ005	Work together to improve housing quality in Tamworth	<ul style="list-style-type: none"> Explore and develop proposals for an asset backed vehicle for the delivery of new housing/deliver of services 	Options understood and decisions regarding the future informed	DoH&H
		<ul style="list-style-type: none"> Develop and deliver a programme of housing development on Council owned sites including exploration of asset backed vehicles to deliver prs 	New Council homes and neighbourhood regeneration	DoH&H
		<ul style="list-style-type: none"> Deliver regeneration at Tinkers Green and Kerria 	New Council homes and Neighbourhood regeneration	DoH&H
		<ul style="list-style-type: none"> Review and update the Council’s HRA Business Plan including reviewing the impact of Government policies 	HRA Plan updated to inform strategic investment decisions	DoH&H
		<ul style="list-style-type: none"> Review of Council’s Private Sector housing offer 	Review informs strategic investment decision and service development	DoH&H
		<ul style="list-style-type: none"> Complete the review of Healthy Housing Strategy and Action Plan 	Updated strategic approach and Action Plan	DoH&H

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS001	<p>Develop and support the local economy, together with local businesses and partners through our regional influence</p>	<ul style="list-style-type: none"> • Actively engage in the WMCA work stream for Innovation and Inward Investment • Sustain support for GBSLEP Growth Hub 	<p>Fair and equitable access to Inward Investment</p> <p>Proactive stance on managing referrals</p>	DoA&E

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS002	Work with businesses and developers to create a vibrant and sustainable town centre	<ul style="list-style-type: none"> To support local businesses with their submission for B.I.D. status 	The formation of a Tamworth BID	DoA&E
		<ul style="list-style-type: none"> Use our regulatory powers within Licensing, Planning, and Environmental Health to be proactive with support and advice to enable business development 	An increase in early intervention with a corresponding reduction in sanction.	DoA&E
		<ul style="list-style-type: none"> The provision of accurate and timely advice, support, guidance and signpost town centre business to relevant information, business support programmes, training and funding opportunities. 	Increase in businesses staying for longer in the tow centre. Increased footfall and dwell time in the town centre	DoA&E
		<ul style="list-style-type: none"> Collection of the levy arising from the planned Business Improvement District 	Maximise the collection level for investment in local infrastructure	DoF

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS003a	Work together to strengthen the relationships between schools/FE & HE/Employers	<ul style="list-style-type: none"> Actively engage with the GBSLEP & SSoTLEP in their respective programmes targeting young people Engage as appropriate in Area Review processes 	<p>Increased opportunities for young people in job market</p> <p>Skilled & Employment ready workforce</p>	<p>DoA&E</p> <p>HoPR</p>
GS003b	Champion higher skilled and better paid jobs in Tamworth	<ul style="list-style-type: none"> Actively engage in and influence key strategic work streams namely: WMCA Skills & Productivity Commission & SSoTLEP Employment & Skills work streams 	<p>Economic growth through prosperity</p> <p>Impact upon causes of deprivation and reduced reliance on State support</p>	<p>DoA&E</p> <p>HoPR</p>
GS003	Use our regional influence to support an environment where business and enterprise can flourish and grow	<ul style="list-style-type: none"> Working with GBSLEP Finance Directors to maximise retention of business rates to improve the economy and infrastructure of the region Working with GBSLEP Legal Directors to ensure Scrutiny and 	<p>Maximise collection of business rates within the GBS rate retention pool</p> <p>Use of insight data to identify additional business rate collection opportunities in order to maximise local business rate collection levels</p> <p>Probity of decision making</p> <p>Robust scrutiny of proposals and</p>	<p>EDCS</p> <p>StC&MO</p>

		governance compliance	decisions	
		<ul style="list-style-type: none"> • Engage as necessary in order to benefit from Non-Constituent Membership of WMCA • Maintain ongoing commitment to GBSLEP via Board and Executive membership • Maintain ongoing commitment to SSoTLEP and countywide collaborations 	<p>Seek opportunities to enhance key growth, skills regeneration outcomes</p> <p>Influence major decisions that impact upon economic growth</p> <p>Further enhance growth opportunities</p>	

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS004	Work together to strengthen the connections between schools/FE & HE/Employment to create opportunities for higher skilled and better paid jobs	<ul style="list-style-type: none"> Engage in the WMCA <u>and</u> SSoTLEP Skills and Productivity work streams 	Improved links between main education providers and businesses	CEO

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS005	Adopt a commercial approach to managing Council assets in order to enhance the viability of the Borough Council	<ul style="list-style-type: none"> • To commission a review of the Town Centre Master plan • To facilitate progress by developers/landowners of sites identified in the local plan for housing and / or commercial activity • To facilitate progress by developers/landowners of the regeneration of the Gungate Site 	<p>Refreshed masterplan giving a focused view</p> <p>Additional homes and floor space</p> <p>Robust and Proactive approach to facilitating development of land</p>	<p>DoA&E</p> <p>DoA&E</p> <p>CEO/ DoA&E/ DoH&H</p>

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS006	Work together to preserve and promote Tamworth’s heritage, leisure and natural environment	<ul style="list-style-type: none"> Explore opportunities that will ensure all Council investment assets produce a revenue stream to support corporate priorities 	The production of a planned sustainable income stream based upon investment assets	DoA&E
		<ul style="list-style-type: none"> To ensure consideration of commercial opportunities in business decision making 	<p>A risk/reward based return on investment requirement within planned projects</p> <p>Producing options appraisals, business cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council</p> <p>Increase income through adopted commercial approach</p>	EDCS

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS007	Work together to preserve our culture; preserve our heritage and sustain our natural environment	<ul style="list-style-type: none"> To project manage the delivery of the Creative Quarter regeneration 	Project completed on time and within budget	DoA&E

SP3: “Delivering quality services in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ001	Provide accurate information via a fully integrated Customer Services Centre	<ul style="list-style-type: none"> • Undertake fundamental review of customer services functions across every service • Remodel service functions, standards and systems having regard for: <ul style="list-style-type: none"> ○ Demand Management ○ Current inconsistencies of service delivery/ standards ○ Customer feedback/ demand ○ Digital & Technology ○ Efficiency & Added Value • Co-design Customer Service standards with user groups 	<p>Enhanced, consistent and accessible customer services</p> <p>Improved customer experience and satisfaction ratings</p> <p>Increased efficiency and capacity</p> <p>Reduced demand and waste</p> <p>Agreed, measureable standards</p> <p>Availability of data and customer insight to aid future planning</p> <p>Streamlined, efficient corporate services</p>	ALL
		<ul style="list-style-type: none"> • To provide support for the integrated Customer Services Centre • Full and robust implementation of 	<ul style="list-style-type: none"> • To enable first time resolution and reduction in waste • Promotion of digital channels to reduce demand • Technical support from back office including appropriately trained staff • Provision of digital data and 	

		Corporate Change Programme	information, enablement of automation and self service, consistent and robust service provision	
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SP3: “Delivering quality services in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ002	<p>Work with customers to improve their access to council services</p>	<ul style="list-style-type: none"> • Seek customer feedback consistently across all service areas • Explore and develop new channels of access • Deliver services that are digital by default 	<p>24/7 access for a full range of council services</p> <p>New technology exploited</p> <p>Improved efficiency of access channels</p> <p>Improved customer satisfaction with access to Council Services</p> <p>Increased number of services available on line</p> <p>Cost of delivery/transaction costs reduced</p>	All

SP3: “Delivering quality services in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ003	Enable and support Tamworth residents and businesses using our statutory and regulatory powers	<ul style="list-style-type: none"> Implementation of the Crime and Police Act 2014 Delivery of a Community Safety Partnership that is responsive to locality, and reflects the needs of the community and partners 	<p>Appropriate use of the new legislation to ensure public concerns over ASB are dealt with swiftly</p> <p>Positive public feedback on how safe the community feels in Tamworth.</p>	DoA&E DoA&E
		<ul style="list-style-type: none"> Proactive Business Continuity information sharing with businesses 	Enablement of a full business and community response in the event of an incident	DoT&CP

SP3: “Delivering quality services in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ004	Enabling greater public engagement in local decision making	<ul style="list-style-type: none"> • Explore new methods of ways in which the community can engage with the delivery of council services using data and intelligence • Continue to develop democratic community leadership • local ownership and delivery of services measured by percentage of local public assets & facilities run by Voluntary Bodies, SMEs, etc 	<p>Services shaped by users</p> <p>Inspirational informed community leaders</p> <p>Increased number of people who feel they can influence decisions in their locality</p> <p>Increase customer capability/capacity to self-manage</p>	
		<ul style="list-style-type: none"> • Budget Consultation • Local Council Tax Reduction Scheme consultation • State of Tamworth Debate 	<p>Carry out annual consultation process to inform local priorities for the MTFS</p> <p>Consultation on scheme proposals needed to balance cost of scheme to council taxpayers against needs of the vulnerable</p> <p>Encourage through media sources public involvement in</p>	<p>DoT&CP/ DoF</p> <p>DoCTP/ EDCS</p>

		<ul style="list-style-type: none"> • Registration of Electors/Individual Elector Registration/Elections • Council, Cabinet, Planning Committee 	<p>the democratic process to add and facilitate the shape of Tamworth the place</p> <p>Provision of information to citizens through digital channels</p>	
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SP3: “Delivering quality services in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ005	Demonstrate value for money	<ul style="list-style-type: none"> • Review, remodel and realign services and resources by aligning them to our vision, purpose and priorities • Implement organisational transformation to ensure the Councils workforce is equipped and positioned for change • Challenge statutory need and reduce demand for services • Deliver a training plan that focuses on behaviours, culture and leadership 	<p>Unified back office functions</p> <p>Services aligned to customer needs</p> <p>Creation of an environment that enables people to be the best they can be</p> <p>Reviewed senior management structure to ensure positive, transformational and courageous leadership</p> <p>Delivery of facilitated leadership development programme to create consistent leadership culture</p> <p>Organisation fit for 21st Century</p>	

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
		<ul style="list-style-type: none"> • Proper Governance advice for officers and Members • Business case approach to investment decisions • To provide appropriate professional support • Consideration of commercial opportunities in business decision making 	<ul style="list-style-type: none"> • Development of e-learning modules to enhance governance awareness • A risk/reward based return on investment requirement with planned projects • Provision of financial, legal, ICT and procurement support for the decision making process • Producing options appraisals, businesses cases and review opportunities for setting up local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council 	<p>EDCS</p> <p>DoF</p> <p>DoF/ StC&MO DTCP</p> <p>EDCS/ DoF</p>

THURSDAY, 14 JANUARY 2016

REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION

ENTERPRISE QUARTER PROGRESS REPORT

EXEMPT INFORMATION

None

PURPOSE

To update Members on progress on the Enterprise Quarter project and seek relevant approvals to progress the project

RECOMMENDATIONS

- 1) **Cabinet, as part of the budget setting process, consider:**
 - a. **the movement of £124.3k from the capital project budget to the revenue budget to meet the costs of the community activities**
 - b. **allocating £510.8k additional capital monies to the project through the Capital programme**
- 2) **Cabinet approves the project programme in Appendix A and notes that hirers and tenants of the Philip Dix Centre will be given notice to vacate the building**
- 3) **Cabinet endorses an options appraisal to consider future short and long term delivery of Tourist Information and gives authority to the Portfolio Holder for Operations and Assets, the Portfolio Holder for Economy and Education, the Director for Assets and Environment and the Director for Transformation and Corporate Performance to conclude and implement the options appraisal**
- 4) **Cabinet give authority to the Portfolio Holder for Operations and Assets in consultation with the Portfolio Holder for Economy and Education to tender for professional services and contractors and enter into relevant contracts**
- 5) **Cabinet give authority to make use of the County Councils existing arrangements for professional services and contractors for the detailed design and construction of the Philip Dix Centre.**

EXECUTIVE SUMMARY

In February 2015 Cabinet considered a report which provided an update to the funding and implementation of the Creative Quarter project (now known as the Enterprise Quarter project). The project aims to transform an important part of the town centre, injecting much needed economic vibrancy and helping to re-define Tamworth as a place to work, do business, visit and live. The project includes improvements to Tamworth Assembly Rooms to reinvigorate it as a major cultural, social and economic asset; the transformation of the Philip Dix building into a Business Enterprise Centre; realising the potential of the Carnegie Centre; improved access to the library, and enhancement of the surrounding public realm that connects all four buildings and connections in to the town centre.

1) Progress to date

Cabinet approved six recommendations. An update on each recommendation and any associated issues is considered below:

- 1) *Approval of the Capital Appraisal form for inclusion into the Medium Term Financial*

The capital appraisal considered the project costs from 2015/16 to 2018/19 would amount to £5,568,400 and that income would amount to £4,574,400 leaving a shortfall of £994,000 to be funded by Tamworth Borough Council from capital receipts (including £674k earmarked from the potential sale of the former Golf Course). This appraisal included an element of works which are no longer considered to be part of the capital works and related to community engagement activities (£124.3k). The appraisal also did not take account of £63k of TBC revenue match funding that has been identified from existing projects to support these activities. The £63k had been included in the revenue base budget. Furthermore, as part of regular monitoring of the project it is now estimated that the project capital costs will amount to £5,954,911, an increase of £386,511. In Feb 15 the cost of the public realm works was included in the costs for the library works. These works have now been separated out and the total cost of these two elements has increased by £281.8k. The other significant additional cost, £229k is an inclusion of a risk contingency of 4%. This has been included over and above individual contingencies for each of the projects to reflect any major delays or unforeseen cost increases. This has been included on the advice of the governance group. Furthermore, due to the delay in LGF funding being achieved, the programme start date has slipped and construction price inflation has also impacted on estimated build costs. A comparison of estimated costs from February 2015 and the latest estimate is included below.

Project costs (£000's):

	Feb 15	Dec 15	Difference
Capital Works			
Assembly Rooms	4,470.9	4,346.6	-124.3
Phil Dix Centre	575.9	575.9	0
Carnegie Centre	110.0	110.0	0
Library	411.6	354.7	-56.9
Public Realm		338.7	+338.7
Sub-Total	5,568.4	5,725.9	+157.5
Risk Contingency @4%		229.0	+229.0
Capital works Total	5,568.4	5,954.9	+386.5
Revenue Works			
Community activities	63.4	187.7	+124.3
Revenue Total	63.4	187.7	+124.3
Grand Total	5,631.8	6,142.6	+510.8

The estimated capital funding available is now £5,444.1 a reduction of £124.3. This reflects the amount that was previously attributed to capital which is now allocated to revenue activities. The overall project income remains the same. The February Cabinet figures for the HLF included an allowance for community engagement activities. Whilst this has been awarded it can not be spent on the capital works and therefore the most recent budget estimate removes this (£124.3k) from the capital income to the revenue income. At the time of writing the February Cabinet report a bid for Single Local Growth Fund monies had yet to be confirmed and we are still awaiting final confirmation from SSLEP which is expected in February. A comparison of estimated project income from February 2015 and the latest estimate is included below.

Estimated Project Income (£000's):

	Feb 15	Dec 15	
Capital Works			
Heritage Lottery Funding	903.4	779.1	-124.3
Staffordshire County Council	567.5	567.5	0
Single Local growth Fund	2,953.5	2,953.5	0
Donations, sponsors and small grants	50.0	50.0	0
Private sector investment	100.0	100.0	0
Tamworth Borough Council	994.0	994.0	0
Total Income for Capital works	5,568.4	5,444.1	-124.3
Revenue			
Heritage Lottery fund	0	124.3	+124.3
Tamworth Borough Council	63.4	63.4	0
Revenue Total	63.4	187.7	+124.3
Grand Total	5,631.8	5,631.8	0

The latest budget estimate compared to that in February 2015 sees a reduction in estimated funding for the capital works and the projected increased costs for the project leads to a gap between estimated income and estimated expenditure of £510.8k.

	Feb 15	Dec 15	Difference
Capital Costs	5,568.4	5,954.9	+386.5
Capital Income	5,568.4	5,444.1	-124.3
Net Capital	0	510.8	+510.8
Gap	0	510.8	+510.8
Revenue Costs	63.4	187.7	+124.3
Revenue Income	63.4	187.7	+124.3
Net revenue		0	0
Gap		0	0
Total Costs	5,631.8	6,142.6	+510.8
Total Income and allocation	5,631.8	5,631.8	0
Total Gap	0	510.8	+510.8

Officers from the Planning and Regeneration Service have sought to minimise the funding gap and have identified options for further external funding. A submission was made to Government via Stoke on Trent and Staffordshire Local Enterprise Partnership (SSLEP) for European funding over the summer. Whilst the bid gained gateway approval for the principle, it became clear through discussions with Government officials that the bid would not ultimately be successful due to the fundable elements not being of sufficient value to get over the minimum bid value and the bid was withdrawn. Officers have held discussions with SSLEP about the possibility of further SLGF funding and have already submitted a draft bid for discussion for further funding to cover the gap. However, it is unlikely that a decision will

be made before February 2016.

It should also be highlighted that the £50k estimated as income from donations, sponsors and small grants may not be fully realised and any shortfall may be required to be met from either the project risk contingency or, following a further report to Cabinet should the situation arise, to release general capital contingency.

For these reasons Cabinet is asked to consider, as part of the budget setting process, underwriting the gap in funding of a total of £510.8k which would need to be met from the potential capital receipt from the sale of the former golf course or from prudential borrowing. Should borrowing be required then this will impact on the revenue budget relating to interest and debt repayment costs (c.£86k p.a.). This includes an amount for the estimated increase in costs (which includes a 4% contingency) of £510.8k to ensure that the Council can fulfil any contractual obligations with consultants and contractors and other funding streams. Officers will continue to seek any and all opportunities for external funding to reduce the amount that the Council needs to allocate. It should also be recognised that the costs are estimated at this stage and until final tenders have been received for professional services and build then these costs could go up or down.

2) Endorsement of the current funding position in regards to external funding bids;

The HLF and SLGF bids were both successful. However, the SSLEP have not received confirmation from the Treasury of their total LGF award and until this is confirmed (expected in February 2016) they will confirm formally the award to Tamworth Borough Council. In recognition of a possible budget income shortfall a bid for funding for European monies through ERDF programme was made. Whilst the bid was accepted in terms of meeting the objectives of the fund, the fundable elements were below the threshold for the minimum bid, i.e. it was not of sufficient value, and the bid was therefore withdrawn.

As described above a further bid for SLGF monies has been made to SSLEP. Other funding opportunities are also being sought including the possible bid to GBSLEP for SLGF.

3) Delegated authority was 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;

The HLF bid was submitted in March 2015 and in June 2015 the HLF confirmed that the project had been awarded £903,400.

4) Agreement that the Leader writes formally to Staffordshire County Council (SCC) to secure the agreed £500k financial contribution from SCC;

Staffordshire County Council were asked to formalise their offer of support and the County Councils Property Board took a delegated decision to authorise the £500k cash contribution in addition to the £67.5k land value they are contributing.

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;

A governance structure has been established that brings together officers and Members from Tamworth Borough Council and Staffordshire County Council. A quarterly meeting of the respective portfolio holders from each organisation and senior officers has been established to receive reports on progress and sign off key milestones. There is a meeting of senior officers from both councils every two months to guide the integration and delivery of the different project elements. There are monthly meetings of the two project management teams: one team for the Assembly Rooms element; the other team for the other elements of the Enterprise Quarter.

6) *Approved the temporary closure dates for Tamworth Assembly Rooms and initial closure plans.*

The Assembly Rooms will close on 8/2/16. Work has taken place to assist groups who use the Assembly Rooms to find alternative premises.

Given the closure of the Phil Dix Centre and the closure of the Assembly Rooms, consideration will need to be given to the delivery of tourist information in both the short term and longer term. An officer sub group will be established to work on an options appraisal.

2) Timetable

The report to Cabinet in February estimated that redevelopment of the Assembly Rooms would begin in the 4th quarter 2015/16 and be completed in 2017/18. The Phil Dix, Library and public realm elements were envisaged to follow and be completed in 2018/19. Due to the delays in receiving confirmation of funding and the cashflow of some of the funding streams a revised project plan has been drafted and is included within Appendix A. It still envisages a finish date in 2018/2019 but work on site at the Assembly Rooms is unlikely to begin until September 2016 although this does not impact on the planned closure. However, works to the Phil Dix and Library can commence earlier than envisaged in 2016. The library works will be undertaken by Staffordshire County Council utilising their existing partnerships with professional teams and contractors. There is a need to spend SLGF money in 2016/17 and therefore it would be sensible to progress the Phil Dix element of the project as soon as possible. This will require notice to be given to current users and tenants of the centre. They have been made aware that they will need to vacate the building and officers from the Council have been working with groups to identify alternative accommodation, including Marmion House. If groups do wish to take space at Marmion House it is expected that only minor works will need to be undertaken to accommodate them which will be funded from existing budgets. Cabinet are asked to authorise the timetable in appendix A and as such notice will be given to the users and tenants of the Phil Dix Centre in January 2016. The works to the Carnegie Centre are currently timetabled towards the end of the programme in the second half of 2017. However, marketing work will take place before then to identify a potential occupier and they may wish to take the building earlier. In any event, 6months notice will be given to users and current tenants at the appropriate time.

In order to undertake the works to the Philip Dix Centre the TIC will need to close. A sub group of officers will draft an options appraisal to consider the future delivery of the provision of Tourist Information in both the short term during the implementation of the project and in the longer term beyond. Cabinet are asked to endorse this approach and give delegated authority to the relevant Directors and Portfolio Holders to conclude and implement the options appraisal.

At present the professional team (architects, QS etc) for the Assembly Rooms is being procured and in due course the contractor procurement will begin. The works to the library and the public realm will be undertaken by Staffordshire County Council and the works to the Carnegie Centre are envisaged to be undertaken by the end user. This leaves the Philip Dix Centre element. To date, design work has been commissioned by the County Council using their joint venture vehicle Entrust. Given that this has been established through a competitive process and the work done to date, officers believe best value would be achieved by continuing to use SCC / Entrust on the professional services and Cabinet are asked to authorise their appointment. Similarly, SCC will be using a term contractor to undertake the build works on the public realm and library. Again, given that this appointment has followed a competitive process then officers feel best value would be achieved by asking SCC to deliver the build out of the Philip Dix using their term contractors. This will enable them to work on both elements at a similar time, minimising site set up costs and offering economies of scale.

OPTIONS CONSIDERED

The Council could decide not to underwrite the budget shortfall. This would put at risk external funding of £4.5m. It would also be difficult to procure any professional services or contractors without certainty over funding.

The Council could delay elements of the project. This would likely increase costs due to construction price inflation.

RESOURCE IMPLICATIONS

These are considered above. The grant funding has been confirmed as outlined above.

Projected capital costs (net of grant income) have now increased from £994k to £1.504.8m (including £1.0778m to be met from potential contributions from the sale of the former Golf course or from prudential borrowing).

Cabinet is to consider, as part of the budget setting process, underwriting the gap in funding of a total of £510.8k which would need to be met from the potential capital receipt from the sale of the former golf course or from prudential borrowing. Should borrowing be required then this will impact on the revenue budget relating to interest and debt repayment costs (c.£86k p.a.).

The estimated Capital and Revenue costs for the Council will be included in the 2016/17 Budget Report considered by Council in February 2016.

LEGAL/RISK IMPLICATIONS BACKGROUND

The project has an overall risk assessment that is attached in Appendix B.

It should be noted that the financial position described above is estimated and real costs will not be known until tenders are returned. The contingencies included above will help to mitigate any costs over and above those estimated. It should also be noted that the LGF award has not been formally confirmed.

SUSTAINABILITY IMPLICATIONS

The project seeks to restore and ensure the long term future of historic buildings.

BACKGROUND INFORMATION

None

REPORT AUTHOR

Matt Bowers, Head of Planning and Regeneration, x276

Neil Mason, Head of Community Leisure, x568

Lynne Pugh, Chief Accountant, x272

LIST OF BACKGROUND PAPERS

Report to Cabinet, 19th February 2015 "Creative Quarter Update"

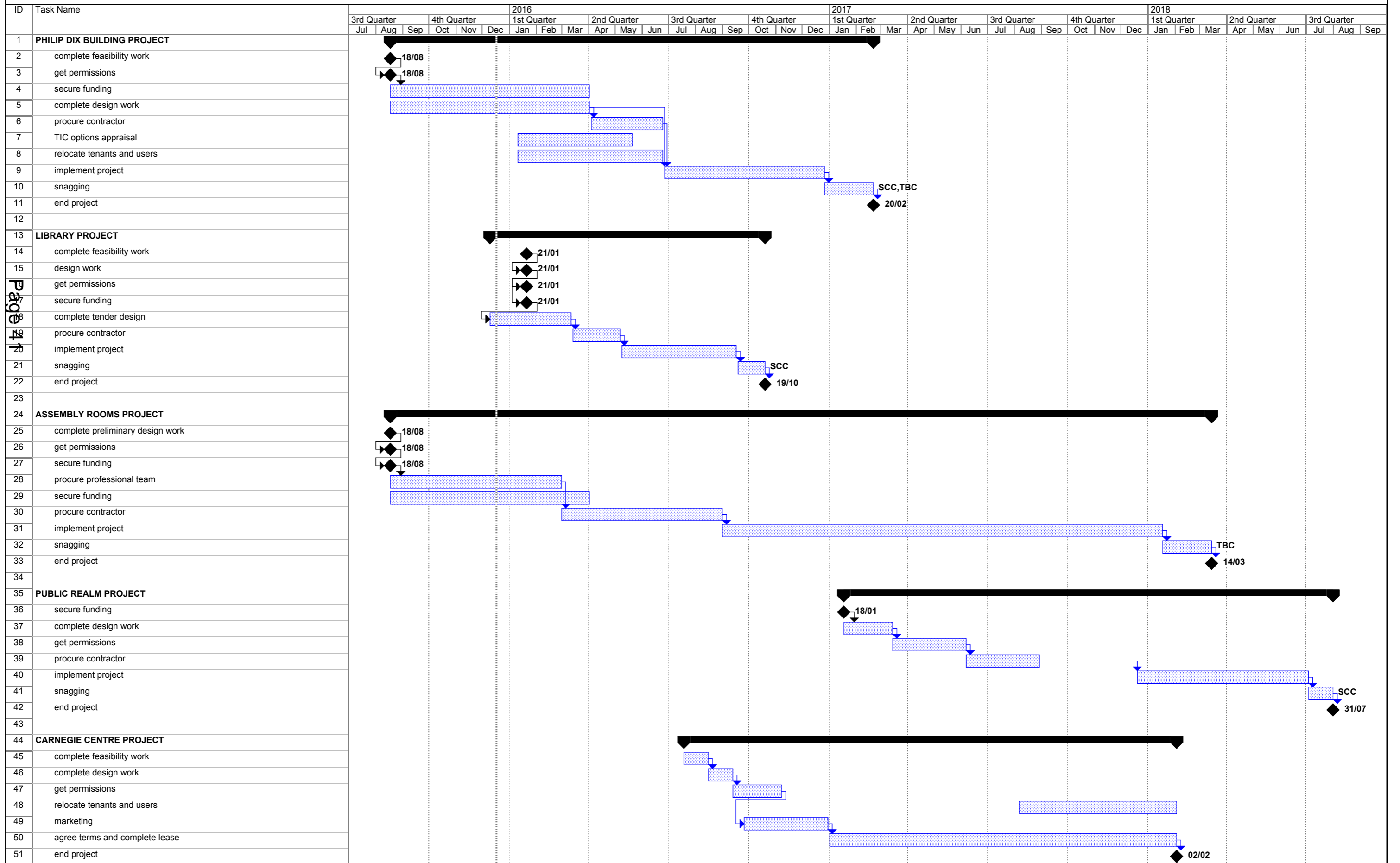
APPENDICES

Appendix A – Project Plan

Appendix B – Risk Assessment

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TAMWORTH ENTERPRISE QUARTER HIGH LEVEL PROJECT PLAN



Page 4

DAVID HUNTER TBC
Date: Thu 17/12/15

Task		Progress		Summary		External Tasks		Deadline	
Split		Milestone		Project Summary		External Milestone			

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RISK ASSESSMENT FORM



Organisation / project: SCC / TBC Creative Quarter Project

Business Objective: Corporate Priority 1

Completed by: DH

Date reviewed: 02 11 15

Risk & Impact (Threat/Opportunity to achievement of business objective)	Assessment of Gross Risk			Risk Treatment Measures Implemented	Assessment of Current Risk [With control measures implemented]			Further Possible Risk Mitigation
	Impact (Severity)	Likelihood (Probability)	Risk Score		Impact (Severity)	Likelihood (Probability)	Residual Risk Score	
Funding Gap	5	4	20	Make best Business Case to DCLG / underwrite risk with TBC capital funding / undertake cost-cutting exercise if LGF application for further funding unsuccessful	4	4	16	
Extended Project Timetable generating increased construction costs through inflation.	5	4	20	Minimise Project Timetable by providing Local Authority Cash Flow	4	3	12	
Extended Project Timetable through OJEU procurement for Assembly Rooms works increases construction costs through inflation.	5	4	20	Minimise OJEU Procurement procedure timescales.	4	3	12	
Impact on car parking inadequately assessed and dealt with	4	3	12	Communicate with current car park users and stakeholders. Disabled Car Parking Mitigation Strategy produced for inclusion in Public Realm planning application. Equality Impact Assessment carried out.	3	3	9	

Failure of partners to work together	4	2	8	Regular project steering groups meetings with all partners involved. Regular communication between partners.	4	1	5	
Design of an acceptable loading / unloading scheme for the Assembly Rooms	4	3	12	Acceptable design completed. Negotiation with neighbouring landowner commenced.	4	1	4	
Relocation of Philip Dix and Carnegie tenants and users not managed	4	3	12	Philip Dix and Carnegie Centre Management part of Project Steering Group. Engage and communicate with tenants and users appropriately. Develop a robust relocation timetable / strategy.	3	2	6	
Heritage Lottery funding not granted or forthcoming	4	4	16	Funding Secured	4	0	0	
SCC Local Growth Fund funding not granted or forthcoming	5	4	20	Funding Secured	5	0	0	

THURSDAY, 14 JANUARY 2016

REPORT OF THE PORTFOLIO HOLDER FOR COMMUNITIES AND PUBLIC HEALTH**COUNTER TERRORISM AND SECURITY ACT 2015****EXEMPT INFORMATION**

None

PURPOSE

To secure Cabinet approval to adopt the proposed Prevent Strategy 2015-2017 and the underpinning action plan please see appendices A and B, and recommend the same to Full Council on the 15th March 2016.

RECOMMENDATIONS

That members endorse the proposed draft Prevent Strategy and action plan and recommend approval of the policy by Council.

EXECUTIVE SUMMARY

The Counter-Terrorism and Security Act 2015 received Royal Assent on 12 February 2015.

The Act introduced a number of measures relating to terrorism:

Part 1 introduced D provisions to impose temporary restrictions on travel;
Part 2 covers measures related to the investigation and prevention of terrorism;
Part 3 relates to the retention of relevant internet data;
Part 4 introduced measures related to the aviation, shipping and rail networks;
Part 5 of the Act introduced measures that are intended to reduce the risk of an individual being drawn into terrorism.
Part 6 makes amendments to the Terrorism Act 2000 in relation to insurance against payments made in response to terrorist demands, and port and border controls;
Part 7 covers other general and miscellaneous provisions related to the introduction and operation of the Act.

This report focuses on Part 5 of the Act, which introduced a general duty on authorities to have due regard to the need to prevent people from being drawn into terrorism. It also requires County Councils, in two-tier areas, to form a panel to assess and support individuals who are vulnerable to being drawn into extremism. The District Council is required to co-operate with such panels (and the police) in the carrying out of their functions.

The National Prevent Strategy has three objectives:

1. respond to the ideological challenge of terrorism and the threat faced from those who promote it;
2. prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support ; and
3. work with sectors and institutions where there are risks of radicalisation which we need to address.

The new strategy also provides a definition of extremism in the context of Prevent.

“Extremism is vocal or active opposition to fundamental British values; including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. We also include in our definition of extremism calls for the death of members of our armed forces, whether in this country or overseas”

The Prevent strategy was explicitly changed in 2011 to deal with all forms of terrorism and with non-violent extremism, which can create an atmosphere conducive to terrorism and can popularise views which terrorists then exploit. It also made clear that preventing people becoming terrorists or supporting terrorism requires challenge to extremist ideas where they are used to legitimise terrorism and are shared by terrorist groups. And the strategy also means intervening to stop people moving from extremist (albeit legal) groups into terrorist-related activity.

Our Prevent work is intended to deal with all kinds of terrorist threats to Tamworth. The most significant of these threats nationally is currently from terrorist organisations in Syria and Iraq, and Al Qa’ida associated groups, but terrorists associated with the extreme right also pose a continued threat to our safety and security. The white supremacist ideology of extreme right-wing groups has also provided both the inspiration and justification for people who have committed extreme right-wing terrorist acts.

The Home Office has developed a DVD-based facilitated training package for delivery across the public sector to enable workers to recognise and refer those who are vulnerable to radicalisation. This training package is known as WRAP (Workshop Raising Awareness of Prevent). There is a requirement that this training be delivered by existing staff in partner agencies including the Council who have the requisite training themselves. Due to capacity issues both in the Council and with partner agencies this approach is not sustainable. The Home Office have provided a one off grant of £10K for this financial year to each local authority for local initiatives within the Prevent arena. The proposal is to develop an e learning package to provide the training which will also provide the necessary sustainability.

The Council is expected to adopt a risk-based approach to delivering the Prevent Duty. The Prevent Duty guidance issued by the Secretary of State suggests that local delivery should be underpinned by three key elements: effective leadership, working in partnership and appropriate capabilities.

The Prevent Duty guidance states that those in leadership positions are expected to:

- Establish or use existing mechanisms for understanding the risk of radicalisation;
- Ensure staff understand the risk and build the capabilities to deal with it;
- Communicate and promote the importance of the duty; and
- Ensure staff implement the duty effectively.

The Local Authority already has a number of processes in place to make sure that it has an awareness and understanding of the risk of radicalisation in its area:

- The Chief Executive receives a copy of the Counter-Terrorism Local Profile (CTLP) and any specific risks relating to Tamworth will be shared directly with the Chief Executive.
- The Authority is represented on the Staffordshire Prevent Board by the Head of Community Safety and Development and receives updates through this forum.

Section 36 of the Act requires each upper tier local authority to ensure that a panel (known as the Channel Panel) is in place with the function of assessing the extent individuals are vulnerable to being drawn into terrorism.

Channel is a multi-agency approach, led by Staffordshire County Council and Stoke-on-Trent City Council with Staffordshire Police, to provide support to individuals who are at risk of being drawn into terrorist related activity.

Channel seeks to:

- Establish an effective multi-agency referral and intervention process to identify vulnerable individuals;
- Safeguard individuals who might be vulnerable to being radicalised, so that they are not at risk of being drawn into terrorist related activity;
- Provide early intervention to protect and divert people away from the risks they face and reduce vulnerability.

It is known that violent extremists exploit vulnerabilities in individuals to drive a wedge between them, their families and their communities. As a minimum there must be information evidencing a concern that the individual is either moving towards support for terrorism, or an attraction to terrorism or a vulnerability to radicalisation.

In line with other safeguarding processes Prevent is everyone 'business'. The process is, 'notice' a member of staff has concern about an individual in relation to radicalisation, 'check' are there any reasons for the change in behaviour, 'share' discuss with Prevent/safeguarding lead or other colleague, 'refer' , if staff still has concerns contact Staffordshire Police Prevent Team

OPTIONS CONSIDERED

Due to the legislative order the Council is restricted into any alternative methods of meeting our legal requirements under the Act.

RESOURCE IMPLICATIONS

A training programme for all members and staff can be met by the 'one off' Government grant of £10k received this financial year

LEGAL/RISK IMPLICATIONS BACKGROUND

The Prevent programme is a legal requirement under the Counter Terrorism and Security Act 2015.

Section 17 of the Crime and Disorder Act 1998 places a "duty" on the Council to exercise its various functions with due regard to the likely effect of the exercise of those functions on the need to do all that it reasonably can to prevent crime and disorder in its area.

SUSTAINABILITY IMPLICATIONS

The strategy will be subject to review 2017.

BACKGROUND INFORMATION

Included in executive summary

REPORT AUTHOR

Dave Fern Head of Community Safety and Development

LIST OF BACKGROUND PAPERS

Counter-terrorism strategy (CONTEST) (HM Government)

<https://www.gov.uk/government/publications/counterterrorism-strategy-contest>

CONTEST, UK strategy for countering terrorism: annual report for 2014 (HM Government)

<https://www.gov.uk/government/publications/contest-ukstrategy-for-counteringterrorism->

[annual-report-for-2014](#)

Prevent Strategy 2011 (HM Government)

<https://www.gov.uk/government/publications/preventstrategy-2011>

Counter-Terrorism and Security Act 2015

<http://www.legislation.gov.uk/ukpga/2015/6/contents>

Prevent Duty Guidance: for England and Wales (HM Government)

<https://www.gov.uk/government/publications/prevent-dutyguidance>

Channel guidance (HM Government)

<https://www.gov.uk/government/publications/channelguidance>

APPENDICES

Appendix A Prevent Strategy 2015-2017

Appendix B Prevent Delivery Plan 2015

Tamworth Prevent Strategy 2015 – 2017

Introduction

The threat from terrorism to the UK remains real and serious. An attack could take place at any time and any organisation could be directly or indirectly affected. Acts of terrorism vary in scale and purpose, some aim merely to inflict superficial damage or cause public distress to draw attention to a particular cause but others can be more violent and indiscriminate with far-reaching consequences.

The current threat level from international terrorism for the UK is assessed as SEVERE.

The Counter Terrorism and Security Act and National Prevent Strategy

The Counter Terrorism and Security (CTS) Bill was introduced in the Parliament on 26th November 2014 and received Royal Assent on 12th February 2015. The provisions of the new Act are wide ranging, covering security aspects to better reduce risks from those who may be suspected of terrorism-related activities. The new legislation strengthens the application of CONTEST, the government's counter-terrorism strategy. 'Prevent' is one of the four strands of CONTEST strategy the others being Prepare (for attack), Protect (the public) and Pursue (the attackers).

The National Prevent Strategy has three objectives:

1. respond to the ideological challenge of terrorism and the threat faced from those who promote it;
2. prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support ; and
3. work with sectors and institutions where there are risks of radicalisation which we need to address.

The Home Office works with local authorities, police, health plus other public sector agencies and community organisations to deliver the Prevent Strategy.

The new strategy also provides a definition of extremism in the context of Prevent.

“Extremism is vocal or active opposition to fundamental British values; including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. We also include in our definition of extremism calls for the death of members of our armed forces, whether in this country or overseas”

The Prevent strategy was explicitly changed in 2011 to deal with all forms of terrorism and with non-violent extremism, which can create an atmosphere conducive to terrorism and can popularise views which terrorists then exploit. It also made clear that preventing people becoming terrorists or supporting

terrorism requires challenge to extremist ideas where they are used to legitimise terrorism and are shared by terrorist groups. And the strategy also means intervening to stop people moving from extremist (albeit legal) groups into terrorist-related activity.

Our Prevent work is intended to deal with all kinds of terrorist threats to Tamworth. The most significant of these threats is currently from terrorist organisations in Syria and Iraq, and Al Qa'ida associated groups, but terrorists associated with the extreme right also pose a continued threat to our safety and security. The white supremacist ideology of extreme right-wing groups has also provided both the inspiration and justification for people who have committed extreme right-wing terrorist acts.

Training

There is a National Training programme available for all agencies to access which is currently being rolled out across the County to enable frontline staff to identify signs of an individual being drawn into extremism. WRAP (Workshop to Raise Awareness of Prevent) is a key hour long briefing tool used across all sectors and a counterterrorism e learning package will be available in the future.

The Channel Process

Section 36 of the Act requires each local authority to ensure that a panel (known as the Channel Panel) is in place in its area with the function of assessing the extent to which individuals are vulnerable to being drawn into terrorism, and

- to prepare a plan in respect of identified individuals who the panel considers should be offered support for the purpose of reducing their vulnerability to being drawn into terrorism;
- if the necessary consent is given, to make arrangements for support to be provided to those individuals in accordance with their support plan;
- to keep under review the giving of support to an identified individual under a support plan;
- to revise a support plan, or withdraw support under a plan, if at any time the panel considers it appropriate;
- to carry out further assessments, after such periods as the panel considers appropriate, of an individual's vulnerability to being drawn into terrorism in cases where the necessary consent is refused or withdrawn to the giving of support under a support plan, or the panel has determined that support under a plan should be withdrawn
- to prepare a further support plan in such cases if the panel considers it appropriate

The District Council is defined in the legislation as a partner of the local panel and is required to cooperate with the panel, and the police, in carrying out their functions.

Staffordshire has a Channel panel and complies with the legislation.

Safeguarding

Protecting people becoming radicalised and drawn into terrorism is a form of safeguarding and many of the factors that increase the risk of radicalisation are the same as for other safeguarding issues such as child sexual exploitation, neglect, involvement in risky, behaviours, etc.

The Council has a duty to ensure their functions (including any that are contracted out) have regard to the need to safeguard and promote the welfare of children under Section 11 of the Children Act 2004.

Similarly, the Care Act 2014 introduced a general duty on the Local Authority to promote individuals' well-being, that includes protection from abuse and physical, mental health and emotional well-being. The Authority, therefore, needs to ensure that its discharge of its functions under the Counter-Terrorism and Security Act 2015 dovetail with its broader safeguarding arrangements.

Use of local authority resources

Councils should ensure that publically owned venues and resources do not provide a platform for extremists and are not used to disseminate extremist views. This includes ensuring that IT equipment available to the general public uses filtering solutions which limits access to terrorist and extremist materials.

Where appropriate, when new contracts for the delivery of their services are being made, to ensure that the principles of the duty are written in to those contracts in a suitable form.

Governance Arrangements

Locally strategy and policy will be agreed by the Tamworth Strategic Partnership having due regard to the Staffordshire Prevent Board which has all district authority representation. On going monitoring and evaluation of the Prevent action plan will be undertaken by the community safety partnership joint operations group (JOG). More timely interventions to identified individuals can be heard at the weekly Tamworth Vulnerability Partnership (TVP) this being not withstanding any referral to the Channel process.

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Tamworth Prevent Delivery Plan 2015

This delivery plan outlines the key partnership activities that are intended to support the achievement of the three objectives of the Prevent strategy:

1. Respond to the ideological challenge of terrorism and the threat faced from those who promote it.
2. Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support.
3. Support sectors and institutions where there are risks of radicalisation.

The delivery plan reflects the requirements of the Prevent Duty (introduced by the Counter-Terrorism and Security Act 2015)

No.	Activity	Lead / Partners	Key Milestones	Timescale	Impact / Outcomes
1.	Partnership				
1.1	Develop and strengthen governance / communication channels between the Staffordshire Prevent Board, the Tamworth Strategic Partnership (TSP) and operational partnership arrangements (e.g. Joint Operations Group, CSP Hubs etc).	Head of Community Safety & Development	Clear communication / governance channels are agreed. Roles / responsibilities in relation to Prevent are agreed and implemented.	April 2016	Partnership is working collectively and consistently to address risk, duplication is avoided and outcomes within the delivery plan are being achieved.
1.2	Ensure that the Staffordshire Channel Panel constitution, terms of reference, arrangements, referral process and outcomes are fully understood by all partner agencies locally.	Head of Community Safety & Development	Awareness briefing delivered at local partnership meetings e.g. JOG. Partner organisations respond to requests for information and involvement in a timely manner.	April 2016	A wide range of agencies are making appropriate referrals to Prevent. Vulnerable individuals are appropriately supported and risks in relation to radicalisation / extremism are reduced.
1.3	To explore any links in reported hate crime	Head of Community	Liaise with CACH	Ongoing	Any links identified are

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No.	Activity	Lead / Partners	Key Milestones	Timescale	Impact / Outcomes
	and incidents to the Prevent agenda, any symptoms exhibited of extremism	Safety & Development	(local hate crime organisation) to identify any trends, patterns etc.		appropriately tasked and referred.
2. Community Engagement and Involvement					
2.1	Raise awareness in community-based organisations about Prevent. This includes awareness of: where to seek help and advice locally, how to raise concerns and challenge agreed undesirable behaviours and how to ensure that charitable donations are not inadvertently used to support extremism.	VAST ./ Community Development Officers	Use data to identify and prioritise key communities / community groups with which to engage. Production of communication plan.	Ongoing	Increased awareness and knowledge of Prevent. Increase in appropriate Prevent referrals, so that vulnerable individuals are appropriately supported and risks in relation to radicalisation / extremism are reduced.
2.2	Utilise ongoing engagement with communities in order for continued awareness of ideologies present in the Tamworth area, ensure awareness of key influencers on our community and further the understanding of charities involved and members who attend community fundraising events.	VAST / All agencies	Allocation of roles and responsibilities. Plan approved by participating partner organisations.	Ongoing	Reduction in fear of crime. Improved community reassurance.
2.3	Raise awareness of elected members about Prevent, how they can raise concerns and where they can seek advice and help locally and support them to utilise their role as community champions / mediators to effectively engage with the community about Prevent.	Tamworth Borough Council/ Staffordshire County Council	Delivery of communication plan.	Ongoing	Communities are resilient and are empowered to tackle radicalisation and extremism.
2.4	Offer support to families in the form of educating and challenging extreme views through ongoing work with families by Local Support Teams, the BRFC programme and the FIP.	Staffordshire County Council (Tamworth) District Commissioning Lead		Ongoing	

No.	Activity	Lead / Partners	Key Milestones	Timescale	Impact / Outcomes
2.5	Identify opportunities for shared communication and marketing across the partnership, including making use of social media as a forum to promote a balanced view when high profile cases are featuring heavily in the media.	Head of Community Safety & Development		Ongoing	
3. Risk Assessment / Risk Management					
3.1	<p>Develop and strengthen the communication of the (Counter Terrorism Local Profiles) CTLP to all key stakeholders, to allow risks to be identified and responded to.</p> <p>The Community Safety Partnership to review risk in their local areas and develop relevant and proportionate actions to address risk.</p>	Head of Community Safety & Development	<p>Brief relevant Partners on the CTLP</p> <p>Review risk and develop relevant and proportionate actions to address these risks.</p> <p>Actions in place which include relevant and proportionate response to risks identified in CTLP.</p>	April 2016	<p>Increased awareness, understanding and ownership of risk.</p> <p>Risks identified and are responded to appropriately.</p> <p>Partnership is working collectively and consistently to address risk, duplication is avoided and outcomes within the delivery plan are being achieved.</p>
3.2	Incorporate the Prevent Duty into existing policies and procedures, so that it becomes part of day-to-day work.	Head of Community Safety & Development	<p>Identify key policies / procedures which need to include reference to Prevent Duty.</p> <p>Shared, consistent wording for policies which can be utilised across the partnership is in</p>	April 2016	Improved and joined up policies and procedures are in place, which ensure that the local response to Prevent is being implemented effectively and desired outcomes are achieved.

No.	Activity	Lead / Partners	Key Milestones	Timescale	Impact / Outcomes
3.3	Embed referral process within operational practice to ensure that practitioners are aware of the systems that are in place to identify and refer people who may be at risk of radicalisation.	Head of Community Safety & Development/ Safeguarding Leads	Incorporate into local safeguarding training programme	December 2015	A wide range of agencies make appropriate referrals to Prevent, to ensure that vulnerable individuals are appropriately supported and risks in relation to radicalisation / extremism are reduced.
4.	Staff Training				
4.1	Establish a pool of multi-agency trained (Workshop to Raise Awareness of Prevent) WRAP facilitators who are Home Office accredited and able to deliver WRAP training.	Head of Community Safety & Development	Pool of trained, accredited WRAP facilitators in place.	April 2016	All agencies are able to access accredited, high quality training to ensure that the partnership workforce is equipped to recognise and respond to risk.
4.2	Develop Prevent Workforce Development / Training plan, which prioritises delivery based on risk and need and maximises opportunities for shared training across the partnership. Ensure this is linked with Safeguarding Board training strategies. Ensure training includes awareness of the risks and vulnerabilities associated with both international and domestic extremism and the undercurrent of Right Wing thinking particularly in the youth community.	Head of Community Safety & Development	Prevent Training Plan (which includes identification of partners in need of training and awareness) in place and being implemented. Agreed process in place for utilising WRAP facilitators.	April 2016	Frontline staff (including contractors) have a good understanding of Prevent, are trained to recognise vulnerability to being drawn into terrorism and are aware of available programmes to deal with this issue.
5.	Use of Resources				
5.1	Ensure that appropriate safeguards / conditions are included in standard hiring / funding agreements.	Head of Leisure/ Head of Assets	Standard hiring / funding agreements include appropriate conditions and	April 2016	Publicly owned venues and resources (including IT) do not provide a platform for extremists and are not used

No.	Activity	Lead / Partners	Key Milestones	Timescale	Impact / Outcomes
			monitoring frameworks in place to ensure that these are implemented.		to disseminate extremist views.
5.2	Ensure grants, including small grants applications, require reference to how group will prevent and / or report radicalisation.	Head of Partnerships	Shared, consistent wording for contracts which can be utilised across the partnership is in place.	April 2016	
5.3	Work in partnership to continue to assess venues of note and establish any activities of concern.	Head of Community Safety & Development	Open communication and referral process.	Ongoing	
5.4	Work to identify extremist activity on the internet and attempt to combat internet radicalisation, including the development of strategies to engage with vulnerable individuals to develop an understanding of the radicalising influence of online material, its scale and prevalence.	Head of Community Safety & Development	<p>Good practice on how to address issues of radicalisers using the internet to promote extremism is shared and implemented.</p> <p>Existing e-safety programmes reflect terrorism / radicalisation as a risk to users of the internet.</p> <p>Venues with public / service user IT access (e.g. schools, libraries etc) have explored their existing e-security</p>	March 2016	

No.	Activity	Lead / Partners	Key Milestones	Timescale	Impact / Outcomes
			mechanisms and processes and made any necessary changes.		
5.5	Support third sector organisations to ensure that their governance arrangements are robust and that they have clear processes in place to ensure that funds are not inadvertently used to support extremist activity or views.	VAST		Ongoing	Third sector venues and resources do not provide a platform or inadvertently support extremists and are not used to disseminate extremist views.

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