



# CABINET

8 June 2016

A meeting of the CABINET will be held on Thursday, 16th June, 2016, 6.00 pm in Committee Room 1 Marmion House, Lichfield Street, Tamworth

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## A G E N D A

### NON CONFIDENTIAL

**1 Apologies for Absence**

**2 Minutes of the Previous Meeting** (Pages 1 - 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 Quarter Four 2015/16 Performance Report** (Pages 3 - 48)  
(The Report of the Leader of the Council)

**7 Write Offs from 01/04/15 - 31/03/16** (Pages 49 - 54)  
(The Report of the Portfolio Holder for Assets and Finance)

- 8 Capital Outturn Report 2015/16** (Pages 55 - 76)  
(The Report of the Portfolio Holder for Assets and Finance)
- 9 Conservation Grant - 102 - 105 Lichfield Street, Tamworth** (Pages 77 - 80)  
(The Report of the Portfolio Holder for Regeneration)
- 10 GBSLEP – Planning Guidance Notes** (Pages 81 - 110)  
(The Report of the Portfolio Holder for Regeneration)
- 11 Working Towards Tamworth Becoming A Dementia Friendly Community**  
(Pages 111 - 138)  
(The Report of the Chief Executive)
- 12 Tamworth Commercial Investment Strategy to Promote Growth and Regeneration** (To Follow)  
(The Report of the Leader of the Council and the Chief Executive)

**13 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.

- 14 Combined Repairs & Investment Contractual Arrangements for Council Housing Stock** (Pages 139 - 172)  
(The Report of the Portfolio Holder for Housing Services)

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](mailto:committees@tamworth.gov.uk) preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.*

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

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**MINUTES OF A MEETING OF THE  
CABINET  
HELD ON 28th APRIL 2016**

**PRESENT:** Councillors D Cook (Chair), R Pritchard (Vice-Chair), S Claymore, S Doyle and M Thurgood

The following officers were present: John Wheatley (Executive Director Corporate Services) and Stefan Garner (Director of Finance)

**125 APOLOGIES FOR ABSENCE**

None

**126 MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 17 March 2016 were approved and signed as a correct record.

*(Moved by Councillor R Pritchard and seconded by Councillor S Claymore)*

**127 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

**128 QUESTION TIME:**

None

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

None

**130 TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS**

The Portfolio Holder for Operations and Assets requesting Members approval for the establishment or retention of Temporary Reserves, Retained Funds and Provisions, to write back to balances those reserves that have been identified as no longer being required.

**RESOLVED:** That Cabinet approved

- 1** in principal the creation/retention of Temporary Reserves, Retained Funds and Provisions as detailed in the report and considered whether a spending plan against each of the individual reserves would be required;
- 2** that should the actual outturn level adversely vary from the predicted outturn, adjustments will be made and Members may be asked to review the creation of these reserves; and
- 3** the write-back of reserves identified at as no longer being required in the sum of £33k to Balances as detailed above, to support the Medium-Term Financial strategy.

*(Moved by Councillor R Pritchard and seconded by Councillor D Cook)*

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Leader

THURSDAY, 16 JUNE 2016

**REPORT OF THE LEADER OF THE COUNCIL  
QUARTER FOUR 2015/16 PERFORMANCE REPORT**

**EXEMPT INFORMATION**

Not applicable

**PURPOSE**

To provide Cabinet with a performance and financial health-check.

**RECOMMENDATIONS**

That Cabinet endorse the contents of this report.

**EXECUTIVE SUMMARY**

This report provides information on:

1. High level corporate plan actions, key service performance Indicators and corporate risks,
2. Impact of welfare benefit reform,
3. Performance management framework,
4. Sustainability Strategy,
5. Financial health check

**OPTIONS CONSIDERED**

Not applicable.

**RESOURCE IMPLICATIONS**

There are none

**LEGAL/RISK IMPLICATIONS BACKGROUND**

There are none

**SUSTAINABILITY IMPLICATIONS**

There are none

**BACKGROUND INFORMATION**

**REPORT AUTHOR**

John Day

**APPENDICES**

Quarter four 2015/16 performance report

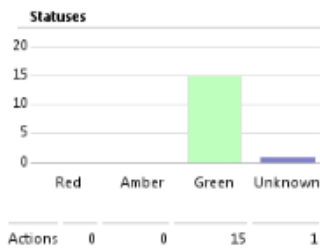
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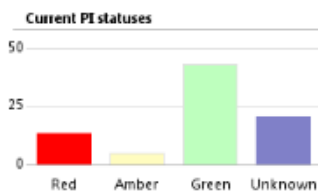
## 1. Overview of High level corporate plan actions, key service performance indicators and corporate risks

The current status of high level corporate plan actions, key service performance indicators and corporate risks is shown below; detail is available in the appendices.

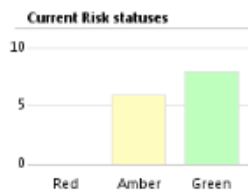
### 2015/16 Corporate Plan Actions



### 2015/16 Key Service Performance Indicators



### 2015/16 - Corporate Risk Register



Further details are available in the appendices:

- Corporate Plan Actions: **Appendix C**
- Key Service Performance Indicators: **Appendix D**
- Corporate Risks: **Appendix E**

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

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

### Benefits

A reduction in DHP claims is reported - DHP claims are underspent by £1k with 268 successful claims from 359 applications (compared to 350 successful claims from 524 applications at March 2015).

Live caseload figures are 323 lower than 2015/16 – currently 6,475 (6,798 at March 2015).

### NNDR

Reminders (715 at March 2016) are lower than 2014/15 levels (754 at March 2015) with summons & liability orders at similar levels to 2014/15.

An outstanding performance for the year is reported – exceeding the outturn for last year and the targets set for this year. At the end of quarter 4, the collection rate was 98.9% against a target of 98.5% - ahead of target by 0.4%. Court costs income of £8k is below target of £10k.

Arrears for 2014/15 are ahead of target at 52.7% compared to a target of 40%.

### Council Tax

Reminders are 1,121 lower than 2014/15 levels (12,159 at March 2016 compared to 13,280 at March 2015).

An outstanding performance for the year is reported – exceeding the outturn for last year and the targets set for this year. At the end of quarter 4, the collection rate was 97.9% against a target of 97.5% - ahead of target by 0.4%.

Court cost income is also ahead of target by £32k at £277k.

Arrears for 2014/15 are slightly behind target at 49.3% compared to target of 53% - work has commenced on further approaches to realise more Council Tax revenue including recycling/debts and pro-active recovery work.

Collection Fund – the estimated surplus is £25k for the year with a LCTS projected underspend of £46k (total £71k).

## Customer Services

Visits to Marmion House / Council Tax, Housing Benefit & Rent enquiries were 10,678 lower (16,388 by February 2016 compared to 27,066 by February 2015).

Council tax enquiries & payments were 2,613 lower (970 by February 2016 compared to 3,583 by February 2015).

Housing Benefit enquiries 2,892 lower (5,501 by February 2016 compared to 8,393 by February 2015).

Rent enquiries & payments were 1,442 lower (510 by February 2016 compared to 1,952 by February 2015).

## Housing

The Housing Income team continue to perform exceptionally well - Total **Rent** arrears (excluding former tenants) at 31 March 2016 was £338k compared to £358k at 31 March 2015 – a reduction of £20k (compared to a £54k reduction as at 31 March 2015).

Total arrears (including garages etc.) are £1.46m at 31 March 2016, compared to £1.35m at 31 March 2015, an increase of £106k (compared to a £44k increase between 31 March 2014 and 31 March 2015).

Total arrears (including garages etc.) were £1.35m at 31 March 2015 compared to 31 March 2014 - £1.31m (£44k higher).

There were 18 evictions during 2015/16 compared to 28 during 2014/15.

### **3. Performance Management Framework**

Activity in quarter four 2015/16:

- Performance and financial healthcheck report at Cabinet,
- Approval of the budget by Council,
- Corporate Plan/ Annual Review approval by Cabinet

## 4. Sustainability Strategy

### Medium Term Financial Strategy 2015-2020 Monitoring, March 2016

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. Cabinet, on 22<sup>nd</sup> August 2013, endorsed the overarching document '**Planning for a Sustainable Future**' as the strategy for meeting the challenges forecast for the Council's Medium Term Financial Strategy (MTFS) 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 **Sustainability Strategy** delivered more than just 'big ticket' efficiencies detailed below, 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.

The adoption of a Demand Management operating model was approved by Cabinet in February 2015. This signifies a shift away from trying to sustain a full suite of services at high standards with continuing budget reductions, to understanding the needs of our customers and working with them to co-design how we meet those demands. It will also involve the application of existing and new technology to capture, collate and analyse customer insight, intelligence and data so as to understand not just the 'need' but the cause, behaviours or decisions creating the need.

Linked with this, a major transformation project 'Delivering Quality Services' has commenced which will include all customer-facing departments, and will incorporate a review of processes and demand, with the aim of re-designing processes to meet changing customer expectations and making the best use of technology to deliver efficient and effective services to the customer, including self-service and digital functionality

Corporate Management Team (CMT) review the most up-to-date budget forecasts on a quarterly basis, and discuss the delivery of the Sustainability Strategy and our Medium Term Financial Strategy (MTFS) – as outlined below.

#### General Fund

GENERAL FUND MTFS 2015/16-2019/20	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Projected Balances per MTFS Council February 2015	(3,831)	(3,685)	(2,544)	(505)	1,420	3,673	-
Revised Stress Tested:							
Forecast - November 2015	(4,911)	(4,791)	(2,812)	(1,702)	(446)	1,034	3,280
Draft MTFS - January 2016	(4,911)	(4,793)	(3,192)	(2,453)	(1,501)	(93)	2,193
MTFS - February 2016	(4,911)	(5,330)	(3,605)	(2,334)	(608)	1,066	4,032

The forecast has been updated to include:

- a) the projected outturn contained within the MTFS (as at Period 9);
- b) Policy changes approved by Council in February 2015 as part of the MTFS;
- c) Finalised Local Government Finance Settlement grant indications following release of final allocations in February 2016;
- d) Revenue implications of the capital programme – including potential prudential borrowing for the Creative Quarter;
- e) any known changes to the savings targets included within the current MTFS;
- f) Estimated Council Tax surplus and updated Business Rates income forecasts;

When the 3 year MTFS for the General Fund was approved by Council in February 2015, the forecast MTFS shortfall in balances was c. £1.4m for 2018/19 increasing to £3.7m in 2019/20. Following the updates the forecast now identifies balances of £0.6m over the 3 years to 2018/19 with a shortfall of c. £1.6m for 2019/20.

The shortfall over the next 5 years has been revised to £4m (£4.5m including the approved minimum balances level of £0.5m). Achievement of further savings is dependent on the outcomes of ongoing service reviews or workstream actions.

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

HRA MTFS 2015/16- 2019/20	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
<b>Projected Balances per MTFS Council February 2015</b>	<b>(£4,847)</b>	<b>(£1,775)</b>	<b>(£1,304)</b>	<b>(£1,229)</b>	<b>(£1,403)</b>	<b>(£1,403)</b>	<b>(£1,403)</b>
Revised:							
<b>Forecast - November 2015</b>	<b>(5,957)</b>	<b>(3,040)</b>	<b>(2,699)</b>	<b>(2,065)</b>	<b>(823)</b>	<b>1,163</b>	<b>3,304</b>
<b>Draft MTFS - January 2016</b>	<b>(5,957)</b>	<b>(3,040)</b>	<b>(2,679)</b>	<b>(2,025)</b>	<b>(762)</b>	<b>(756)</b>	<b>(594)</b>
<b>MTFS - February 2016</b>	<b>(5,957)</b>	<b>(3,359)</b>	<b>(2,992)</b>	<b>(2,330)</b>	<b>(1,059)</b>	<b>(1,045)</b>	<b>(875)</b>

When the 3 year MTFS for the HRA was approved by Council in February 2015, the forecast MTFS balances were c. £1.4m by 2019/20. Following the updates the forecast now identifies balances of c. £1m for 2019/20 with balances over the next 5 years of £0.9m by 2020/21.

## 5. Financial Healthcheck

### Executive Summary

This section of the report summarises the main issues identified at the end of March and is the 'best estimate' of the projected outturn at this time though subject to the final account audit procedures.

The information included in some cases is based on the likely estimated outturn for 2015/16.

These are subject to final confirmation as guidance and information becomes available and could potentially vary significantly from the estimates included – by up to £200k.

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy.

### General Fund

#### Revenue

<b>GENERAL FUND</b>	<b>Budget £000</b>	<b>Predicted Outturn £000</b>	<b>Variance £000</b>
Chief Executive	-	9	9
Executive Director Corporate Services	518	451	(67)
Director of Finance	(328)	(1,113)	(785)
Director of Technology & Corporate Programmes	57	56	(1)
Solicitor to the Council	712	628	(84)
Director of Transformation & Corporate Performance	278	352	74
Director of Communities, Planning & Partnerships	2,629	2,364	(265)
Director of Housing & Health	1,047	1,051	4
Director of Assets & Environment	3,549	3,113	(436)
<b>Total</b>	<b>8,462</b>	<b>6,911</b>	<b>(1,551)</b>

- The projected full year position identifies a projected favourable variance against budget of £1.55m or an 18.33% (£1.06m or 12.47% reported at period 11).
- This projection has highlighted several budget areas for concern (detailed at **Appendix A**).
- There was a balance of £65k remaining in the General Contingency Budget at the end of March 2016.

The Main Variances for the year were:

**Additional Income**

Development Control	£(116)k
Outside Car Parks	£(86)k
Government Grants	£(138)k (Business Rates £71k, Land Charges £67k)
Renegotiated Lease	£(100)k

**Underspends**

Contingency	£(65)k
Vacancy allowance	£(50)k
Capitalisation Reversal	£(344)k
Contribution to/from Reserves	£(153)k
Joint Waste Contingency	£(50)k

**Under Recovered Income**

Commercial Property Rents	£57k
Benefits	£88k

**Capital**

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Technology & Corporate Programmes	149	33	(116)	116	149
Director of Transformation & Corporate Performance	25	26	1	1	27
Director of Communities, Planning & Partnerships	877	215	(662)	381	596
Director of Housing & Health	122	2	(120)	120	122
Director of Assets & Environment	1,089	355	(734)	727	1,082
<b>Contingency</b>	1,340	-	(1,340)	1,310	1,310
<b>TOTAL GENERAL FUND</b>	<b>3,602</b>	<b>631</b>	<b>(2,971)</b>	<b>2,655</b>	<b>3,286</b>

- The provisional outturn on capital schemes spend is £631k (£808k projected at period 11) compared to a full year budget of £3.602m (this budget includes re-profiled schemes from 2014/15 of £1.65m).
- At this point it is proposed that £2.655m should be re-profiled into 2016/17 (£2.458m projected at period 11) which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

## Balances

Balances on General Fund are projected to be in the region of £6.317m at the year-end from normal revenue operations (£5.82m projected at Period 11) compared to £5.33m projected within the 2016/17 budget report – additional balances of £0.99m. The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £497k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Members should be aware that any unplanned call on the above balance could adversely affect our ability to resource activity within the current medium term financial plan.

## Housing Revenue Account

### Revenue

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000
Director of Housing & Health	4,057	3,810	(247)
Director of Assets & Environment	-	-	-
HRA Summary	(985)	(1,839)	(854)
Housing Repairs	-	(867)	(867)
<b>Total</b>	<b>3,072</b>	<b>1,104</b>	<b>(1,968)</b>

- The projected full year position identifies a favourable variance against budget of £1.968m (£1.72m reported at period 11). Individual significant budget areas reflecting the variance are detailed at **Appendix A**.
- The information included, in some cases, is based on the likely estimated outturn for 2015/16.

The Main Variances for the year were:

Provision for Bad Debts	£(328)k
Contingency	£(100)k
Interest payable	£(98)k
Rent income	£(362)k
Repairs Contract	£(867)k



## Capital

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000
Director of Housing & Health	6,792	2,235	(4,557)	4,477	6,712
Director of Assets & Environment	5,790	3,281	(2,509)	2,266	5,547
HRA Contingency	100	-	(100)	100	100
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>12,682</b>	<b>5,516</b>	<b>(7,166)</b>	<b>6,843</b>	<b>12,359</b>
<b>TOTAL</b>	<b>16,284</b>	<b>6,147</b>	<b>(10,137)</b>	<b>9,498</b>	<b>15,645</b>

- The provisional outturn on programmed capital schemes is projected to be £5.516m (£5.77m projected at period 11) compared to a budget of £12.682m. It is also proposed that £6.843m be re-profiled into 2016/17 (£6.69m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

### Total Capital Programme

- The provisional outturn on programmed capital schemes is projected to be £6.147m (£6.576m projected at period 11) compared to a budget of £16.284m. It is also proposed that £9.498m be re-profiled into 2016/17 (£9.149m at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

### Balances

- Balances on the Housing Revenue Account are projected to be in the region of £4.853m at the year-end (£4.604m projected at period 11) compared to £3.359m projected within the 2016/17 budget report – additional balances of £1.494m.

The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £249k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

The additional balances will be required to provide additional funds for uncertainties that could affect the Council in the forthcoming years.

## General Fund – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Pr And Consultation	Salaries	99,333	135,890	(36,557)	Vacant post
Customer Services	Salaries - Overtime	37,454	3,580	33,874	Sickness/maternity cover re casuals/overtime
	Franking Machine Charges	84,009	47,880	36,129	Franking machine retained until November/increasing use of i-Mail
Community Development	Salaries	69,985	110,010	(40,025)	Underspend due to a vacant post.
Ad Partnership & Community Development	Salaries	15,787	61,760	(45,973)	This post has been vacant since 1st June. Interim arrangements are in place pending a review.
Development Control	Fees & Charges Planning App	(248,612)	(133,000)	(115,612)	Income received is well above the annual budget due to the receipt of several major applications.
Outside Car Parks	Short Stay Car Parking	(956,310)	(870,000)	(86,310)	Increased income expected based on current increased usage of both machine and cashless parking and as a result of change in new parking enforcement arrangements. The situation will be closely monitored throughout the year.
Civil Parking Enforcement	Standard Charges	(78,094)	(120,820)	42,726	New staff involved in the process coupled with a change in the statutory observation period has resulted in less tickets issued. Compliance in car parks generally high and new technology enabling staff to use discretion and educate and address regular concerns.
Community Safety	Salaries	86,357	121,880	(35,523)	Savings have accrued during the year due to vacancies which are, in part, offset by loss of income as part of the posts were externally funded.
Commercial Property Management	Rents	(780,040)	(837,250)	57,210	Based on current estimated usage. The situation will be closely monitored throughout the year.
Public Spaces	Equipment Hire	96,294	129,530	(33,236)	Savings from the procurement process for purchase of new equipment
Joint Waste Arrangement	Specific Contingency	-	50,000	(50,000)	Specific contingency budget not expected to be used - budgets will be monitored closely throughout the year.

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Miscellaneous Contributions	(37,212)	-	(37,212)	Income from bulky waste - figure provided by LDC but not known till year end.
Homelessness Strategy	Cont To Reserves	47,311	-	47,311	Request submitted to transfer unspent homelessness prevention funding to an existing retained fund to meet future priorities
Corporate Finance	Specific Contingency	-	65,000	(65,000)	Remaining budget not required
	Vacancy Allowance	-	50,000	(50,000)	Offsetting salaries overspends in service cost centres
	Contribution To Reserves	30,000	150,000	(120,000)	Increased levy payment means no funds available for transfer to reserve
	NNDR Levy Payments	557,690	498,000	59,690	Increased levy forecast due to higher business rates income levels & change in appeals provision
	Government Grants	(438,398)	(366,990)	(71,408)	Increased S31 grant forecast
	Contribution From Reserves	(33,000)	-	(33,000)	Write back from reserves
	Fees & Charges	(100,000)	-	(100,000)	Income re renegotiated lease
Treasury Management	External Interest Payable	2,828,359	2,908,270	(79,911)	Ext Interest Payable less than budgeted due to low interest rates/borrowing
	Minimum Revenue Provision Gf	20,951	68,840	(47,889)	MRP Year End adjustment due to Icelandic capitalisation reversal
	FX Rate Adjustment	(89,763)	-	(89,763)	Exchange rate Movement for escrow funds in Iceland
	Impairment Reversal	219,587	-	219,587	Reversal of capitalisation following additional receipts
	Treasury Man. Recharge To HRA	(2,887,236)	(2,984,880)	97,644	Recharge to HRA less than budgeted
	Contribution From Reserves	(473,726)	-	(473,726)	Contribution from reserve funds held for capitalisation reversal
Council Tax	Court Costs	(277,165)	(245,000)	(32,165)	Court costs recovered above budgetary provision
NNDR	Consultants Fees	32,100	-	32,100	Inform CPI - Analyse Local costs - will be offset by increased NNDR income in collection fund
Land Charges	Government Grants	(67,221)	-	(67,221)	New Burdens re Land Charges legal action
Benefits	Provision For Bad Debts	242,667	130,000	112,667	Increase in bad debt provision required
	Rent Allowances	10,189,313	10,734,610	(545,297)	Expenditure/Claims below budget

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
	Non-HRA Rent Rebates	196,171	131,110	65,061	Increased use of B & B
	Council Tenant Rent Rebates	10,665,687	11,285,340	(619,653)	Expenditure/claims below budget
	Council Tenant Grant	(10,389,779)	(11,100,290)	710,511	As per initial estimate DWP Claim
	Private Tenant Grant	(9,854,990)	(10,443,000)	588,010	As per initial estimate DWP claim
Benefits	Discretionary Housing Payment Grant	(92,771)	-	(92,771)	DHP Grant due for 2015/16
	Overpayment Private Tenant	(673,396)	(455,260)	(218,136)	Private tenant overpayments in excess of budgeted amount
	Overpayment Council Tenant	(458,854)	(285,040)	(173,814)	
	Pt Overpayment Recovery	187,550	-	187,550	OVP recovery
	Ct Overpayment Recovery	125,777	-	125,777	
Benefits Administration	Salaries	540,926	584,150	(43,224)	Due to vacant post & transfer of member of staff to DWP
	Vacancy Allowance	-	(31,030)	31,030	Vacancy allowance
	Contribution To Reserves	36,361	-	36,361	Contribution to reserves
	Government Grants	(70,934)	(19,270)	(51,664)	Income not budgeted
	Fees & Charges	(47,246)	-	(47,246)	Income from DWP re partnership working

## Significant variances identified resulting in the increase in net under-spend of £497k

Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
Tbc Highways Maintenance	Maintenance Of Water Courses	(37,544)	-	(37,544.45)	Costs from SCC less than anticipated - struggled all year to get any figures from them
	Maintenance Of Roads (HRA)	(47,480)	-	(47,480.00)	
Joint Waste Arrangement	Miscellaneous Contributions	(37,212)	-	(37,212.42)	Joint Waste FAWP - no income from bulky waste previously anticipated as figures are only known by LDC throughout the year
Corporate Finance	Contribution To Reserves	(120,000)	(150,000.00)	30,000.00	Contribution to GF Property Insurance & Third Party Excess Retained Funds re FAWP
	NNDR Levy Payments	59,690	(2,030.00)	61,720.00	Increased levy forecast due to higher business rates income levels & change in appeals provision
	Contribution From Reserves	(33,000)	-	(33,000.00)	Write back from reserves approved Cabinet 28th April
Treasury Management	Minimum Revenue Provision Gf	(47,889)	-	(47,889.04)	MRP Year End adjustment
	FX Rate Adjustment	(89,763)	-	(89,763.18)	Exchange rate Movement for escrow funds in Iceland
	Impairment Reversal	219,587	-	219,587.20	Reversal of capitalisation following additional receipts
	Treasury Man. Recharge To HRA	97,644	-	97,644.08	Recharge to HRA less than budgeted
	Contribution From Reserves	(473,726)	-	(473,726.26)	Reserve funds held for capitalisation reversal
Benefits	Rent Allowances	(545,297)	(488,970.00)	(56,327.28)	Expenditure re rent allowances benefit payments outturn for final claim less than predicted
	Council Tenant Rent Rebates	(619,653)	(468,030.00)	(151,622.89)	Expenditure re council tenant rent rebates less than predicted
	Council Tenant Grant	710,511	500,740.00	209,770.52	DWP Subsidy due in respect of council tenant rent rebates less than predicted as per final claim
	Private Tenant Grant	588,010	547,690.00	40,319.82	DWP Subsidy due in respect of rent allowances benefit payments re final claim less than predicted

## Housing Revenue Account – Main Variances

Cost Centre	Account Code	Year To Date Position Sub Total	Year To Date Position Budget	Year To Date Position Variance	Comment
Housing Advice	Salaries	240,434	283,480	(43,046)	Underspend due to vacant posts but this is offset by the cost of temporary agency staff.
Regeneration Project	Council Tax Payments	34,434	-	34,434	Void properties due to preparation for regeneration scheme
Caretakers	Electricity	44,413	84,520	(40,107)	Multiple sites
R A Summary	Provision For Bad Debts	141,888	470,000	(328,112)	Budget reflects potential impact of welfare reforms and escalation of arrears but presently bad debt is being contained by robust and effective arrears recovery management
	Specific Contingency	-	100,000	(100,000)	No issues currently identified that would require a call on this budget
	Contingency-Supporting People	249,970	200,000	49,970	Subsidy for loss of SP grant funding ends March 2016
	Item 8 Debit	2,887,236	2,984,880	(97,644)	Recharge lower than budget as actual interest rate payable on the HRA's internal borrowing is lower than originally estimated.
	Rents	(18,483,917)	(18,121,600)	(362,317)	Rent income is currently exceeding budget due to void levels being lower than budgeted but this is offset by right to buy sales and properties being vacated pending demolition prior to regeneration.
Repairs Contract	Responsive Repairs	1,268,054	1,562,700	(294,646)	Issues with Mears not invoicing works against individual budget codes
	Voids	749,690	848,000	(98,310)	Issues with Mears not invoicing works against individual budget codes
	Major Works	-	55,500	(55,500)	Mears miscoding of works to responsive repairs
	Stairlift Maintenance	-	33,500	(33,500)	
	Rechargeable Works	(76,908)	-	(76,908)	Recharges to tenants for works outside repairs policy
Repairs - General	Transfer To Repairs Fund	368,868	337,080	31,788	Additional costs due to Investment and Repairs service options review
	Misc. (Non Specific)	11,184	76,500	(65,316)	Budget for unforeseen expenditure and demand led
	Planned Maintenance	364,002	450,000	(85,998)	£85,000 relates to a scheme at the high-rise delayed pending the outcome of the structural report.

**Significant variances identified resulting in the increase in net under-spend of £249k**

Cost Centre	Account Code	Year To Date Position Variance	Period 11 Predicted Outturn	Change In Predicted Outturn P11 To P13	Comment
H R A Summary	Item 8 Debit	(97,640)	-	(97,644.08)	Reduction in interest payable

## Capital Programme Monitoring

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
<b>Director of Technology &amp; Corporate Programmes</b>						
Replacement It Technology	62	21	(41)	41	62	To be utilised on replacement technology and budget requested to be re-profiled to 2016/17
EDRMS (Electronic Document Records Management System)	63	-	(63)	63	63	EDRM project to be re-commenced following server upgrades in 2016/17
Gazetteer Development	24	12	(12)	12	24	Contract has now been awarded for Data Manipulation Tool, and project has commenced, with remaining budget required to be re-profiled to 2016/17
<b>Directorate Total</b>	<b>149</b>	<b>33</b>	<b>(116)</b>	<b>116</b>	<b>149</b>	
<b>Director of Transformation &amp; Corporate Performance</b>						
Digital/Self-Service	20	22	2	-	22	Additional cost of computer equipment
HR / Payroll System	5	4	(1)	1	5	Budget for one day consultancy to be c/f to 2016/17
<b>Directorate Total</b>	<b>25</b>	<b>26</b>	<b>1</b>	<b>1</b>	<b>27</b>	
<b>Director of Communities, Planning &amp; Partnerships</b>						



GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Assembly Rooms Development	200	20	(180)	180	200	Project successful in funding bids and moving forward with tenders currently out for Project Management; Structural Engineers; Archaeology and Architects however, unlikely to be in a position to appoint till 2016/17 so will need to reprofile significant budgets to 2016/17
Castle Mercian Trail	350	-	(350)	69	69	HLF have requested further information and revisions to the bid have been made and resubmitted. Spend was expected to be limited to development phase only in 2015/16 estimated at £69k but this will now need to be reprofiled into 2016/17. The 2016/17 Capital Programme includes additional budgets for the delivery phase as a new scheme.
Gateways	327	195	(132)	132	327	The County Council are progressing the works to the Ladybridge. Phase two between the Station and the town is also being designed for spend later in the programme - works to start in 2016/17 so will need to reprofile remaining budgets.
<b>Directorate Total</b>	<b>877</b>	<b>215</b>	<b>(662)</b>	<b>381</b>	<b>596</b>	
<b>Director of Housing &amp; Health</b>						
Private Sector Coalfields Fund	122	2	(120)	120	122	Approach to Empty Homes to be reviewed January 2016 in light of both the Waterloo Housing / HCA Programme ending and the need to utilise these resources to enable expansion of PSL scheme as part of the plan to reduce the use of B&B. No spend expected in 2015/16 so underspend will need to be reprofiled into 2016/17.

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
<b>Directorate Total</b>	<b>122</b>	<b>2</b>	<b>(120)</b>	<b>120</b>	<b>122</b>	
<b>Director of Assets &amp; Environment</b>						
Disabled Facilities Grant	471	291	(180)	180	471	Current backlog of work with the Home Improvement Agency exceeds the budget available for the full year and new cases are being referred all the time. This position confirms the current budget allocation is significantly insufficient to meet demand.
Page 22 Cctv Camera Renewals	20	6	(14)	14	20	Ongoing enhancements to current system - delays due to line of sight issues and storm damage issues currently being reviewed with Council Tree Officer.
Streetscene Service Delivery Enhancements	30	-	(30)	30	30	Delays in the project due to the delays in the full implementation of the CRM system - future agile service delivery dependant on delivery of scheme. No spend expected so any underspend in 2015/16 will be reprofiled to 2016/17 Capital Programme.
Wigginton Park Section Section 106	54	12	(42)	42	54	Plans ongoing to deliver items from the Wigginton Park Management Plan, however likely that significant works will need to be reprofiled into 2016/17.
Broadmeadow Nature Reserve	58	6	(52)	52	58	Work ongoing to complete works from the management plan and HLS agreement, however likely that some works will need to be reprofiled into 2016/17.

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Public Open Space Section 106	123	24	(99)	99	123	Project group established - list of works currently be considered, however likely that some works will need to be reprofiled into 2016/17.
Agile Working Phase 2	326	16	(310)	310	326	Contingency budgets released by Cabinet Jan 2016. Works currently out to tender with a closing date of 25/03/16 so will not be in a position to spend in 2015/16 - will need to be reprofiled to 2016/17. Minor spend in year on furniture to enable DQS to progress.
mx Track	7	-	(7)	-	-	Balance of external funding will be held for future works.
<b>Directorate Total</b>	<b>1,089</b>	<b>355</b>	<b>(734)</b>	<b>727</b>	<b>1,082</b>	
<b>Contingency</b>						
Gf Contingency	50	-	(50)	50	50	Funding to be released by Cabinet once a report detailing any new project has been approved. No spend expected so any underspend in 2015/16 will be reprofiled to the 2016/17 Capital Programme.
Cont-Return On Investment	160	-	(160)	160	160	Provisional project - funding cannot be released until detailed scheme approved by Cabinet. No spend expected so any underspend in 2015/16 will be reprofiled to the 2016/17 Capital Programme.

GENERAL FUND	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
GF Contingency Plant and Equipment	1,000	-	(1,000)	1,000	1,000	Funding to be used to provide most financially advantageous replacement of plant and equipment. Business case to be provided for any potential schemes. No spend expected so any underspend in 2015/16 will be reprofiled to the 2016/17 Capital Programme.
Private Sector Improvement Grants (Coalfields Funding)	130	-	(130)	100	100	£30k to be used to match fund. Warm Zone funding for Energy Efficiency Scheme. No further spend expected and any underspend will be reprofiled to the 2016/17 Capital Programme.
<b>Directorate Total</b>	<b>1,340</b>	<b>-</b>	<b>(1,340)</b>	<b>1,310</b>	<b>1,310</b>	
<b>GENERAL FUND TOTAL</b>	<b>3,602</b>	<b>631</b>	<b>(2,971)</b>	<b>2,655</b>	<b>3,286</b>	

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
<b>Director of Housing &amp; Health</b>						
Gas Cent Heating Upgrade & Ren 2012	711	589	(122)	122	711	Morison reporting limited capacity to fully complete programme - likely to need to reprofile £120k in to 2016/17
Gas Heating Belgrave	205	160	(45)	-	160	Morrison reporting high level of refusals for fuel swop - likely to be underspent

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Carbon Monoxide Detectors	89	55	(34)	-	55	Predict £40k underspend due to number of properties that already have CO detector fitted when surveyed.
Tinkers Green Project	1,314	590	(724)	762	1,352	Decant of phase 3 tenants underway and work on CPO progressing however unlikely that any further significant spend will be made in the current year. Estimate that £800,000 will need reprofiling in to 2016/17.
Perria Estate Project	717	84	(633)	646	730	CPO Process ongoing. Currently anticipate a significant reprofiling of funds into 2016/17 as unlikely land acquisition and any further CPO's will complete before year end.
Regeneration General	2,956	9	(2,947)	2,947	2,956	Options for this scheme being reconsidered in light of the 1% Rent Reduction announced in July 2015 by the DCLG. No further spend expected so any underspend in 2015/16 will be reprofiled into 2016/17 Capital Programme.
Other Acquisitions	800	748	(52)	-	748	All properties purchased however 2 properties still need works finishing. Insufficient budget available to buy any further properties
<b>Directorate Total</b>	<b>6,792</b>	<b>2,235</b>	<b>(4,557)</b>	<b>4,477</b>	<b>6,712</b>	
<b>Director of Assets &amp; Environment</b>						
Structural Works	231	238	7	-	238	Works completed with small overspend





HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Bathroom Renewals 2012	798	792	(6)	-	792	All identified works have been completed with a minor underspend against budget.
Kitchen Renewals 2012	947	944	(3)	-	944	All identified works have been completed with a minor underspend against budget.
High Rise Lift Renewals 2012	713	-	(713)	712	712	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be reprofiled into 206/17
Fire Upgrades To Flats 2012	453	-	(453)	453	453	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be reprofiled into 206/17
Sheltered Schemes	250	15	(235)	235	250	Schemes being identified by Housing, to follow on from Cabinet report.
Thomas Hardy Court Heating Replacement	24	28	4	-	28	Works completed
Energy Efficiency Improvements	50	-	(50)	50	50	ERDF funding withdrawn - new scheme being prepared with Housing Solutions but will not be ready to deliver in current financial year.

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
Glenfield and Oakendale Heating System Replacements	400	105	(295)	95	200	New scheme created by August Cabinet - replacement system required during routine gas inspections. Glenfield scheme now complete and indications re costs for Oakendale substantially lower than originally thought. Budget for reprofiling represents expenditure on Oakendale scheme.
Roofing High-Rise 2012	43	-	(43)	43	43	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be reprofiled into 206/17
Roofing Overhaul & Renewal 2012	153	145	(8)	-	145	All identified works complete with minor underspend.
Fencing/Boundary Walls 2012	30	14	(16)	-	14	All works identified by the repairs team has been completed.
Window & Door Renewals 2012	292	289	(3)	-	289	All identified works complete with minor underspend.
High Rise Balconies	585	8	(577)	577	585	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be reprofiled into 206/17

HOUSING REVENUE ACCOUNT	Budget £000	Predicted Outturn £000	Variance £000	Reprofile £000	Outturn £000	Comments
External and Environmental Works	292	237	(55)	55	292	Sufficient work to take up full budget but unlikely to be completed before year end - need to reprofile into 2016/17.
Disabled Adaptations	353	307	(46)	46	353	All identified works have been completed; funds are to be held back for an ongoing case that is with the LGO; commitment has been given to retain funds..
Capital Salaries 2012	166	149	(17)	-	149	Costs and provisional outturn based on latest estimates of staffing costs
Cdm Fees 2012	10	10	-	-	10	Changes in CDM regulations have resulted in reduced costs; no further costs expected in 15/16.
HRA Agile Working	-	-	-	-	-	-
<b>Directorate Total</b>	<b>5,790</b>	<b>3,281</b>	<b>(2,509)</b>	<b>2,266</b>	<b>5,547</b>	
HRA Contingency						
HRA Contingency	100	-	(100)	100	100	Funding to be released by Cabinet once a report detailing any new project has been approved. No spend expected in 2015/16 so will be reprofiled to the 2016/17 Capital Programme.
HRA Contingency Agile Working - Furniture	-	-	-	-	-	Report to Cabinet on 14/01/16 released funding for stage 2 of Agile Working Project new scheme CP284
<b>Directorate Total</b>	<b>100</b>	<b>-</b>	<b>(100)</b>	<b>100</b>	<b>100</b>	
<b>HOUSING REVENUE ACCOUNT TOTAL</b>	<b>12,682</b>	<b>5,516</b>	<b>(7,166)</b>	<b>6,843</b>	<b>12,359</b>	





## 2015/16 High Level Corporate Plan Projects/Programmes

Corporate Priority			
1.To Aspire and Prosper in Tamworth			
Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
Creative Quarter	1. External funding	External funding has been completed. Outlying planning permission granted; an application for the public realm was received in April 2016.	
	2. Planning permissions		
	3. Contract		
	4. Delivery		
	5. Evaluation		
Development of new affordable housing	Tranche Two Garage site development - Start on site	Phase One of the garage sites development is now agreed for the provision of council housing at various locations across the borough. Waterloo Housing Group is engaged in the process.	
	Partnership with WHG agreed		
	Tamworth Affordable Homes Development Programme agreed		
Tinkers Green and Kerria Centre Regeneration	Agreement of developer procurement methodology	The agreement of the developer procurement methodology is completed and consultants were appointed to support the bidding process. The appointment of a developer has been rescheduled to June 2016.	
	Appointment of consultants to support bidding process		
	Appoint developer		
To improve the green environment including management and maintenance	Achieving a gold award in the "Heart of England in Bloom" competition.	Tamworth achieved a gold award for the sixth year running in the Heart of England in Bloom competition.	
	Continue to improve accessibility and use of all open		

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
of local nature reserves, open spaces and parks, and to provide an efficient waste collection service	space and nature reserves	The work on the Broad Meadow site culminated in Local Nature Reserve designation in April 2015.  At the end of quarter four the recycling rate was 48.8%. The fall in recycling was anticipated following the cessation of waste food collection.  Town Wall: Designation process now completed. Awaiting sealing in order to finally designate the site as a Local Nature Reserve.	
	The waste collection service delivers its planned financial efficiency throughout the year and still maintains a recycling rate above 50%.		
	Town Wall gaining designation as a Local Nature Reserve subject to land registration constraints		



## Corporate Priority


## 2. To be healthier and safer in Tamworth





Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
Sheltered Housing Review Implementation	Agreement of approach for remodelling the service	The new scheme was implemented in April 2016.	
	Formal consultation with Staff commences		
	Implementation of remodelled service		
To ensure all regulatory functions provided by the Council are delivered in a transparent, consistent and fair manner to promote public safety and to minimise the burden to businesses.	A reduction in workplace accident investigations	2015 - 63 workplace incidents/reports 2014 - 62 workplace incidents/reports	
	Air Quality Improved		
	All Licensing applications processed in a timely fashion, with any appeals dealt with in a professional manner	Diffusions tubes submitted to laboratory; currently awaiting analysis. Once this is received the annual report will be compiled.	
	All planned food and health and safety inspections completed	All licensing applications dealt with.	
	Statutory nuisance investigations/actions completed within acceptable timescales	All food and health and safety inspections have been completed.  98% of statutory nuisance investigations/actions completed within timescales.	




Corporate Priority

3. Approachable, Accountable and Visible

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
Budget / Council Tax Setting Key Budget milestones completed in line with the agreed timetable	Executive Board (additional) meetings timetabled	All the milestones were achieved to timescale throughout the year.	
	Budget Consultation Process reviewed		
	Budget Process approval		
	Budget Consultation results to CMT / EB		
	Circulation of Revised recharges to CMT/ADs/Managers for review/challenge		
	Consideration of Initial Capital Programme proposals by CMT/EB		
	Consideration of Initial Policy Changes by CMT/EB		
	Approval of Council Taxbase		
	Base Budget forecast to CMT/EB		
	Council Members Budget Workshop (instead of 1 Joint Budget Scrutiny Committee)		
	Joint Budget Scrutiny Committee		
	Approval of Budget by Council		
	Council Tax Leaflet published		
	Treasury Management Policy & Prudential Indicators / Limits reported & set		
Completion of Statutory Returns to DCLG (Revenue Estimates / Budget Requirement / capital estimates			
Corporate Change Programme		Continued development of Customer Relationship Management (CRM) System  This project is currently being realigned into the wider Delivering Quality Services project and continues to run to	

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
		<p>target. See updates in 2016 - 2020 Corporate Plan for progress against the Delivering Quality Services project.</p> <p><u>Corporate roll out of Electronic Document and Records Management (EDRM)</u></p> <p>The roll out is still suspended as work was being carried out by the supplier investigating slow response times on the server. This has now been completed and some members of staff are carrying out testing. The results of this testing will determine the further action plan. Subject to the storage implementation being completed by July 2016, the project will be relaunched in September 2016 with a 12-18 month timescale. Dates to be confirmed on relaunch.</p> <p><u>Delivery of services digitally by default (i.e. via website, email and telephone)</u></p> <p>Contract awarded for refurbishment of sixth floor. Revenues &amp; Benefits staff have moved to Customer Services to carry out demand capture. Housing Services has been put back to commence in September 2016 and the project plan has been amended accordingly.</p> <p><u>Implementation of corporate telephony</u></p> <p>One porting event remains which, when complete, will result in all services being covered. Integration with Lagan CRM is still to be done. Currently awaiting confirmation of final porting date. Following that training will be required to be completed before project sign off.</p> <p><u>Implementation of corporate virtual desktop environment</u></p> <p>All 340 thin clients have now been installed.</p>	
Deliver customer services that	Establish position re: Customer Insight	Work against the milestones is complete.	






Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
offer the customer value for money, accessible, digital by default and designed to meet customer needs	Devise action plan to support customer services strategy	With regard to the delivery of the CRM Project, the actions for 2015/16 are complete and this now forms part of the 'Delivering Quality Services in Tamworth' project.	
	Report to CMT on Customer Services Strategy Action Plan including Organisational Development Plan and Impact		
	Review of Customer Services		
	Delivery of the CRM project plan		
Electoral Review	1. Assess and examine current arrangements	This item has been postponed as part of the budget process.	
	2. consult stakeholders		
	3. Assess demands		
	4. Alter current arrangements to achieve best operating model for Tamworth. Alter: Wards by numbers; members elected and timing of elections.		
	5. Continual reporting consultation followed by delivery of the outcomes in the public arena through the democratic process.		
Further develop an Organisational Development Strategy that supports the transformational change of TBC	Performance Management Framework designed to underpin Demand Management	Following approval of stage two of the Agile Working Project by Cabinet in January 2016, the tender to complete the work has been awarded and work is scheduled to commence in May 2016.	
	Delivery of Performance & Corporate Relations Service Review as per the plan		
	Stage Two of the Agile Working Project approved by Cabinet		
Local Election 2015		Local and Parliamentary Elections held on 7th May 2015.	
Maximisation of income/collection Council Tax, Non-Domestic Rates, Debtors and Mortgages. Improved cash flow and local collection targets achieved – including monitoring of the impact of Welfare Benefit Reform and Business Rates	In year % collection of Debtors - Target 95%	Debtors At the end of quarter 4, the collection rate was 98.3% compared to the target of 97% - ahead of target by 1.3%. An outstanding performance for the year – exceeding the outturn for last year and the targets set for this year.  Debts over 6 months old are £93k - compared to target of £85k by year end	
	In year % collection of Council Tax - Annual Target 97.5%		
	In year % collection of Non-Domestic Rates – Annual Target 98%		

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
retention.		<p>Council Tax At the end of quarter 4, the collection rate was 97.9% against a target of 97.5% - ahead of target by 0.4%. An outstanding performance for the year – exceeding the outturn for last year and the targets set for this year Court costs income is ahead of target by £32k at £277k Arrears for 2014/15 slightly behind target at 49.3% compared to target of 53% - work has commenced on further approaches to realise more Council Tax revenue including recycling/debts and pro-active recovery work</p> <p>NNDR At the end of quarter 4, the collection rate was 98.9% against a target of 98.5% - ahead of target by 0.4%. An outstanding performance for the year – exceeding the outturn for last year and the targets set for this year Court costs income of £8k is below target of £10k Arrears for 2014/15 are ahead target at 52.7% compared to target of 40%</p>	
Parliamentary Election 2015		Local and Parliamentary Elections held on 7th May 2015.	
Provision of financial advice, assistance and business support for Directorates & budget managers & preparation of monthly financial performance management reports for CMT & Quarterly for Cabinet	Spending maintained within approved budget and without significant underspends – target range of up to 5% underspend	Monthly bank reconciliation completed on average within 12 days (General Account) for 2015/16 and on average within 5 days (Payments Account) for 2015/16.	
	Bank Reconciliation completed within 10days (Payments Account) / 15 days (General Account) of period end	Monthly financial ledger (efinancials) closed down on average within 1 day for 2015/16.	
	Ledgers closed down within 5 working days of period end	Quarter four financial healthcheck reported to CMT on 16th May 2016 and then Cabinet on 16th June 2016.	
To complete the Final Accounts process with an unqualified audit opinion	Preparation of Draft Accounts	Draft Statement of Accounts prepared and circulated to Members of the Audit & Governance Committee (& to the External Auditors, Grant Thornton) on 29th May 2015. Draft Statement of Accounts reported to Audit & Governance Committee on 25 June 2015	
	Completion of Statutory Returns to DCLG (Revenue Out-turn / Capital Out-turn / WGA return		
	Approval by Audit & Governance Committee by statutory deadline		

Corporate Project/Programme	Milestone/Measure of Success	Latest Update	Status
	Publication by statutory deadline	<p>Whole of Government Accounts return (WGA) completed 16 July, Revenue Outturn forms completed 13 July, Capital Outturn forms completed 1 July</p> <p>Audited Statement of Accounts approved by the Audit &amp; Governance Committee on 24 September 2015</p> <p>Audited Statement of Accounts published on website 24 September 2015</p>	

**Key to symbols**

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Action Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed

2015/16 Key Service Performance Indicators – End of year

Assets & Environment

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Monitor the local air quality in Tamworth, taking any necessary action as dictated by the results	Yes	Yes			Yes
Deliver 100% of the Housing Capital Programme	100%	100%			100%

Community Leisure

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Overall Satisfaction rated good/excellent - Assembly Rooms	99%	96%			96%
Visitor Numbers (Outdoor Events)	102,275	73,149			74,000
Total Number of visits/usages - Tamworth Castle	42,114	41,625			42,114
Trip Advisor Rating - Tamworth Castle	4.5	4.5			4.5

Community Safety

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Burglary Dwelling	207	103 (Oct 2015)			205
Incidents of Anti-Social Behaviour	2,049	1,575 (Oct 2015)			2,031
Serious Violence	49	32 (Oct 2015)			48
Less Serious Violence	555	399			558



Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
		(Oct 2015)			
Serious Acquisitive Crime	557	296 (Oct 2015)			540
Violence with injury	604	428 (Oct 2015)			604

### Development Control

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Processing of planning applications: Major applications (Tamworth)	58.25%	47.25%			60.00%
Processing of planning applications: Minor applications (Tamworth)	80.20%	87.92%			65.00%
Processing of planning applications: Other applications (Tamworth)	95.79%	96.53%			80.00%

### Economic Development

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Percentage of working age population claiming out of work benefits	0.7%	0.8%			1.5%
Percentage of total rateable value of commercial floorspace that is unoccupied	4.71%	5.64% (Q3 2015/16)			8.25%
Percentage change in rateable value of commercial buildings	0.4%	-0.64% (Q3 2015/16)			1%

### Environmental Health & Regulatory Services

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of food businesses that are 0 and 2 star rated	53	46			
The percentage of planned interventions undertaken	100%	100%			100%

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
Satisfaction of business with local authority regulation services (Tamworth)	90%	85%			80%

#### Environmental Management

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
Percentage of fly tipping reported in Tamworth compared to the average reported in Staffordshire	9.4%	9.51%			10%
Percentage of reported fly tipping in Tamworth that is investigated.	100%	100%			100%
Percentage of Tamworth streets that are above the required national cleansing standard	97.78%	92.98%			90%
Percentage of all wards that are patrolled by a Community Warden Service	100%	100%			100%


#### Partnerships Support & Development

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
20 new jobs created in existing organisations per annum directly attributable to interventions under the Contract (BDS – Infrastructure Support for business and third sector)	17	81			20
10 first-time business start ups over two years with information broken down by sector and level of support provided (BDS – Infrastructure Support for business and third sector)	4	5			6













#### Planning and Regeneration

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
The occupancy levels of Town Centre retail outlets	N/A	90%			91%
Net additional homes provided (Tamworth)	61	66			170
Number of affordable homes delivered (gross) (Tamworth)	42	18			34







#### Waste Management

Performance Indicator	2014/15	2015/16			Annual Target
	Value	Value	Status	Short Trend	2015/16
Percentage of household waste sent for reuse, recycling and composting (Tamworth)	51.80%	48.80%			52.00%

## Corporate Finance

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Percentage of Invoices paid within 30 days	96.28%	98.28%			97.00%
Percentage of Invoices paid within 10 days	83.42%	86.92%			85%
Achievement of an unqualified audit opinion on the financial statements	Yes				Yes
Spending maintained within approved budget and without significant underspends	-16.81%	-18.33%			-5%
Number of material final account audit adjustments	0	TBA			0
Ledgers closed down within 5 working days of period end	1.08	1.08			3
Bank Reconciliation completed within 10 days (Payments Account)	5	5			10
Bank Reconciliation completed within 15 days (General Account) of period end	14.75	12.67			15

## Revenues Services

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Percentage of Non-domestic Rates Collected	98.70%	98.90%			98.50%
Percentage of Council Tax collected	97.70%	97.90%			97.50%
Debtors current year collection	98%	98.3%			97%

## Housing and Health

### Community Development

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of partners delivering services in response to agreed issues - Amington	32	27			27
The number of partners delivering services in response to agreed issues - Belgrave	31	31			30
The number of partners delivering services in response to agreed issues- Glascote	30	32			30
The number of partners delivering services in response to agreed issues - Stonydelph	32	31			30







### Housing Empty Property Management

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Average number of days taken to re-let local authority housing (Standard Empty Homes)	16.33	14.17			16

### Housing Maintenance

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Percentage of properties with a valid Gas Safety Certificate	99.66%	99.99%			100%
Percentage of all responsive repairs completed within target	98.02%	97.92%			97%
Percentage of appointments kept as a percentage of appointments made	98.06%	95.99%			96%
Percentage of responsive repairs completed on the first visit to the tenants home (glazing and external doors not included)	90.45%	90.13%			80%

## Housing Rent Income Management









Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Current tenants arrears as a percentage of the annual debit (excluding h/b adjustments)	1.96%	1.82%			1.9%
Number of closed resolved anti-social behaviour cases	840%	1057%			
Number of closed unresolved anti-social behaviour cases	37	18			

## Legal & Democratic Services





















### Children & Families Safeguarding

Performance Indicator	2014/15	2015/16	Status	Short Trend
	Value	Value		
The number of reported concerns - Children	29	26		
The number of reported concerns - Adults	40	47		

### Solicitor and Monitoring Officer

Performance Indicator	2014/15	2015/16	Status	Short Trend
	Value	Value		
Number of Standard Searches carried out	1,410	1,454		
The number of exempt items presented to meetings	36	35		
Percentage of Household Enquiry Forms returned	N/A	99%		
Percentage of Individual Elector Registration Forms returned	N/A	93.34%		
The number of Ombudsman complaints received	10	TBA		
The number of Ombudsman decisions made	7	TBA		

## Technology & Corporate Programmes

Performance Indicator	2014/15 Value	2015/16 Value	Status	Short Trend	Annual Target 2015/16
Percentage of incidents fixed by ICT	90.34%	91.88% (Jan 2016)			70%
Incidents Responded within SLA	92.95%	93.29% (Jan 2016)			90%
Incidents Resolved within SLA	97.06%	96.29% (Jan 2016)			90%
ICT Backups	89.96%	88.15%			100%
Service Availability	99.28%	99.89%			99%
Freedom of Information Requests Responded To Within legislative timescales	95.95%	96.42%			100%
Support Desk - Percentage of calls answered within 15 seconds	90.51%	92.08%			92%
Support Desk - Percentage of calls abandoned	3.59%	1.74%			3%
Service Desk - Outstanding Incidents	132	75 (Jan 2016)			
LLPG Quality	5	5			5

## Transformation & Corporate Performance

### Customer Services

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of face to face enquiries	28,855	9,937 (Q2 2015/16)			
The number of telephone calls into the Customer Services Centre	23,495	15,991 (Q3 2015/16)			
The number of self-serve processes available for customers		6 Q2 2015/16)			

### Health and Safety

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Number of accidents to employees reported	34	26			
Number of accidents to non-employees reported	13	6			
Number of HSE notifications/interactions	4	5			
Number of violent/threatening incidents	12	3			

### Human Resources

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
Working Days Lost Due to Sickness Absence	8.64	9.29			8.50



Payroll

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of payroll errors	30	2			

Transformation and Corporate Performance

Performance Indicator	2014/15	2015/16	Status	Short Trend	Annual Target 2015/16
	Value	Value			
The number of hits on the website	1,133,618	1,039,803			
Average time spent on the website	3.37	2.87			




Key to symbols

PI Status		Performance compared 2015/16 to 2014/15	
	Not at target		Improving
	Close to target		No Change
	At, or above, target		Getting Worse
	Unknown		
	Data Only PI (No target set)		




2015/16 Corporate Risk Register



Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Medium Term Financial Planning & Sustainability Strategy	Loss of Funding and Financial Stability.	27-Apr-2016	4	2	8	
Reputation	Damage to Reputation	27-Apr-2016	2	2	4	
Governance & Regulatory Failure	Failure to achieve adequate Governance Standards and statutory responsibilities	27-Apr-2016	2	2	4	
Partnership Working and Supply Chain Challenges	Failure in partnership working, shared services or supply chain	27-Apr-2016	2	2	4	
Emergency & Crisis Response Threats	Failure to manage an external or internal emergency/disaster situation	27-Apr-2016	2	2	4	
Economic Changes	Failure to plan and adapt services to economic changes within the community	27-Apr-2016	3	1	3	
Information Management & Information Technology	Failure to secure and manage data and IT infrastructure	27-Apr-2016	3	2	6	
Loss of Community Cohesion	Failure to achieve community cohesion	27-Apr-2016	3	3	9	
Workforce Planning Challenges	Failure to manage workforce planning challenges	27-Apr-2016	2	2	4	
Health & Safety	Failure to manage Health & Safety	27-Apr-2016	3	2	6	
Corporate Change	Failure to manage corporate change	27-Apr-2016	2	2	4	

Risk	Description of Risk	Date Last Reviewed	Severity	Likelihood	Current Risk Rating	Current Risk Status
Safeguarding Children & Vulnerable Adults	Failure to safeguard children and vulnerable adults	27-Apr-2016	3	3	9	
Inability to manage the impact corporately of the Government Austerity measures and new legislative requirements	Inability to manage the impact corporately of the Government Austerity measures and new legislative requirements	27-Apr-2016	4	2	8	
Elections	Parliamentary & Local Elections 2016	27-Apr-2016	2	2	4	

**Key to symbols**

Risk Status	
	High
	Medium
	Low



16 June 2016

## REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS

## WRITE OFFS REPORT

**EXEMPT INFORMATION**

None

**PURPOSE**

To provide Members with details of write offs from 1st April 2015 to 31st March 2016.

**RECOMMENDATIONS**

That Members endorse the amount of debt written off for the previous financial year.

**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 last financial year. Further updates will continue to be produced on a quarterly basis.

<b>Type</b>	<b>01/04/15 – 31/03/16</b> <b>£ p</b>
Council Tax	£93,404.06
Business Rates	£38,924.62
Sundry Income	£23,467.84
Housing Benefit Overpayments	£103,840.95

A revised approach to the calculation of Business Rates bad debt has been developed which involves a review of all of the outstanding debts to ascertain whether they are likely to be collectable. This has then been used to determine the balance to apply the usual aged debtor percentage.

<b>Business Rates</b>	<b>01/04/15 – 31/03/16</b> <b>£ p</b>
Bad Debt provision	£817,680.26
Less, amount written off to date under delegated powers	£38,924.62
Amount remaining	£778,755.64

**OPTIONS CONSIDERED**

Not applicable

**RESOURCE IMPLICATIONS**

There are no new financial implications arising from this report. As the write offs detailed have already been approved in line with the Corporate Credit Policy/Financial regulations and have been reported to members where appropriate.

**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 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.

### Debt Write Off

Authorisations are needed to write off debt:

Authority	Account Value
Head of Revenues	Up to £1,000
Chief Officer (or authorised delegated officer)	£1,001 - £5,000
Executive Director Corporate Services	£5,001 - £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 Period	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](mailto: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 1st April 2015 to 31st March 2016.

## Appendix A

Summary of Council Tax Write Offs 01/04/2015-31/03/2016												
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)									
21/01/2016		£5,845.57	£9,154.28							£14,999.85	34	Unable to trace
29/01/2016									(£21.98)	(£21.98)		Dividend received
30/03/2016		£2,224.37	£3,158.18							£5,382.55	12	Insolvency
"		£302.63	£742.86							£1,045.49	2	Uneconomic to pursue
"		£3,837.02	£4,738.21							£8,575.23	20	Unable to trace
"		£187.67								£187.67	1	Prison
31/03/2016		£1,195.23	£6,621.89							£7,817.12	14	Insolvency
<b>Q4 Totals</b>	<b>£0.00</b>	<b>£13,592.49</b>	<b>£24,415.42</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£21.98)</b>	<b>£37,985.93</b>	<b>83</b>	
<b>Q1 Totals (B/F)</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£5,406.51</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£5,406.51</b>	<b>2</b>	
<b>Q2 Totals (B/F)</b>	<b>£367.02</b>	<b>£1,467.98</b>	<b>£2,470.43</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£356.46)</b>	<b>£3,948.97</b>	<b>109</b>	
<b>Q3 Totals (B/F)</b>	<b>£5,904.47</b>	<b>£13,747.87</b>	<b>£25,675.66</b>	<b>£1,045.78</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>(£307.00)</b>	<b>(£4.13)</b>	<b>£46,062.65</b>	<b>288</b>	
<b>Overall Total</b>	<b>£6,271.49</b>	<b>£28,808.34</b>	<b>£52,561.51</b>	<b>£1,045.78</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£5,406.51</b>	<b>(£307.00)</b>	<b>(£382.57)</b>	<b>£93,404.06</b>	<b>482</b>	





## Appendix C

Summary of Sundry Income Write Offs 01/04/2015-31/03/2016												
Date of Write Off	Director of Assets & Environment (£0.00-£999.99) (£1,000.00-£5,000.00)		Director of Transformation & Corporate Finance (up to £5,000.00)	Head of Revenues (£0.00-£999.99)	Director of Finance (£0.00-£999.99)	Director Communities, Planning & Partnerships (up to £5,000.00)	Director Housing & Health (up to £5,000.00)	Executive Director Corporate Services (£5,000.01-£10,000.00)	Cabinet (£10,000.01 +)	Total	No. of Accounts	Reason(s)
26/02/2016			£1,004.65	£114.40						£1,004.65 £114.40	2	1 Unable to pursue- absconded 2 Uneconomic to pursue
11/03/2016							£1,868.73			£1,868.73	3	3 Unable to pursue- absconded
22/03/2016		£1,374.99								£1,374.99	1	1 Liquidation
<b>Q4 Totals</b>	<b>£0.00</b>	<b>£1,374.99</b>	<b>£1,004.65</b>	<b>£114.40</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£1,868.73</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£4,362.77</b>	<b>7</b>	
<b>Q1 Totals (B/F)</b>	<b>£624.99</b>	<b>£2,770.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£3,394.99</b>	<b>2</b>	
<b>Q2 Totals (B/F)</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£1,087.24</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£1,087.24</b>	<b>1</b>	
<b>Q3 Totals (B/F)</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£5,342.88</b>	<b>£9,279.96</b>	<b>£0.00</b>	<b>£14,622.84</b>	<b>4</b>	
<b>Overall Total</b>	<b>£624.99</b>	<b>£4,144.99</b>	<b>£1,004.65</b>	<b>£114.40</b>	<b>£1,087.24</b>	<b>£0.00</b>	<b>£7,211.61</b>	<b>£9,279.96</b>	<b>£0.00</b>	<b>£23,467.84</b>	<b>14</b>	

## Appendix D

Summary of Benefit Overpayment Write Offs 01/04/2015-31/03/2016									
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)					
31.01.2016	£8.41						£8.41	1	uneconomical to pursue (2015)
"	£816.05	£1,474.60	£4,429.39				£6,720.04	18	not financially viable (2015)
"	£84.82	£342.36					£427.18	6	less than 2 weeks o/s due to death (2015)
"	£285.00	£100.00					£385.00	7	Court costs (2007)
"	£90.00						£90.00	1	deceased (2015)
"	£62.38	£86.16					£148.54	3	HB Reg 100 compliant - not recoverable (15)
"			£622.27				£622.27	1	Bankrupt (2015)
29.02.2016	£140.00						£140.00	3	Court costs (2011)
"	£52.31	£90.90					£143.21	2	Absconded debtor (2015)
"	£2.62						£2.62	2	uneconomical to pursue (2016)
"	£89.59	£500.13		£1,011.72			£1,601.44	9	Not financially viable (2011)
"	£117.04						£117.04	4	Less than £40 o/s (2013)
"		£114.48					£114.48	1	Statute Barred (2010)
"		£263.13					£263.13	3	less than 2 weeks o/s due to death (2016)
"		£362.60	£790.89	£1,906.70			£3,060.19	3	Bankrupt (2012)
31.03.2016	£23.80	£121.94					£145.74	2	Not financially viable (2011)
"	£38.15	£767.84					£805.99	9	less than 2 weeks o/s due to death (2015)
"	£143.11						£143.11	6	Less than £40 o/s (2014)
"	£3.39						£3.39	4	uneconomical to pursue (2013)
"			£672.46	£1,177.65			£1,850.11	2	HB Reg 100 compliant - not recoverable (16)
<b>Q4 Totals</b>	<b>£1,866.67</b>	<b>£4,314.14</b>	<b>£6,515.01</b>	<b>£4,096.07</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£16,791.89</b>	<b>87</b>	
<b>Q1 Totals (B/F)</b>	<b>£1,399.79</b>	<b>£4,414.76</b>	<b>£2,286.64</b>	<b>£2,959.60</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£11,060.79</b>	<b>84</b>	
<b>Q2 Totals (B/F)</b>	<b>£1,136.26</b>	<b>£6,339.86</b>	<b>£9,686.66</b>	<b>£3,476.37</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£20,639.15</b>	<b>89</b>	
<b>Q3 Totals (B/F)</b>	<b>£1,478.97</b>	<b>£5,470.75</b>	<b>£2,022.66</b>	<b>£2,245.91</b>	<b>£15,142.17</b>	<b>£28,988.66</b>	<b>£55,349.12</b>	<b>80</b>	
<b>Overall Total</b>	<b>£5,881.69</b>	<b>£20,539.51</b>	<b>£20,510.97</b>	<b>£12,777.95</b>	<b>£15,142.17</b>	<b>£28,988.66</b>	<b>£103,840.95</b>	<b>340</b>	

## CABINET

16<sup>th</sup> June 2016

### Report of the Portfolio Holder for Assets and Finance

#### CAPITAL OUTTURN REPORT 2015/16

##### PURPOSE

To advise Members on the final outturn of the Authority's Capital Programme for 2015/16 (subject to audit confirmation) and to request formal approval to re-profile specific programme budgets into 2016/17.

This report is a key decision due to expenditure in excess of £100k requiring approval.

##### RECOMMENDATIONS

That Cabinet:

1. **receive the final outturn position of the 2015/16 capital programme as summarised in Appendix A;**
2. **approve for each of the projects detailed in Appendix B the re-profiling of the budget into the Authority's Capital Programme 2016/17 (total £9.530m);**

##### RESOURCE AND VALUE FOR MONEY IMPLICATIONS

There are no additional financial implications from this report as all scheme budgets detailed for re-profiling into 2016/17 have already been committed against available capital resources.

There is a medium risk associated with this report due to the level of requests for re-profiling of budgets into next financial year. For the majority of the projects requesting re-profiling approval, measures have been put in place to address ongoing issues, commitments have been placed with suppliers to provide the service/ goods, or the works have been completed since 31<sup>st</sup> March 2016.

As capital funding is very limited for 2016/17 the capital programme will also need to be closely monitored.

## EXECUTIVE SUMMARY

Progress on the capital programme is reported quarterly to Cabinet and monitored on a monthly basis by the Corporate Management Team with project managers providing project progress information and a predicted outturn. The outturn for the 2015/16 capital programme identifies an underspend of £10.141m against the approved budget of £16.283m (actual spend £6.142m - no change since Provisional Outturn). However, it has been requested that **£9.530m** (as detailed in Appendix B) of scheme spend be re-profiled into 2016/17 (£3.952m 2015/16). This will result in an overall underspend of £611k for the 2015/16 capital programme.

The outturn on General Fund capital schemes (including contingency) spend is £631k (£791k projected at period 11) compared to a full year budget of £3.602m resulting in an underspend of £2.971m with **£2.686m** to be re-profiled into 2016/17 (£30k variance from the provisional outturn) (£2.475m at period 11) (£1.651m 2015/16 meaning that the actual under spend is £285k. This relates mainly to the HLF grant funded Castle Mercian Trail scheme with funding committed for an updated scheme included in the 2016/17 capital programme.

The outturn on Housing Revenue Account (HRA) capital schemes (including contingency) spend is £5.511m (£5.768m projected at period 11) compared to a budget of £12.681m, resulting in an underspend of £7.170m with **£6.844m** to be re-profiled into 2016/17 (£6.691m at period 11) (£2.301m 2015/16) in relation to delayed schemes meaning that the actual underspend against budget is £326k. The underspend is due, in the main, to £200k on the Glenfield and Oakendale Heating System Replacement scheme, which can be returned to capital resources.

It should be noted that the following items to the value of **£142k** have been included in the balance sheet as capital items but have been financed from revenue:-

ICT Hardware Revenue	
Purchases	£67k
ICT Software Revenue	
Purchases	£39k
Play Equipment	£25k
Kubota – Grounds	
Maintenance Machinery	£11k

The request for budgets totalling £9.530m (£3.952m in 2015/16) to be re-profiled into 2016/17 is mainly due to the following schemes:

<b>General Fund</b>		
<b>Scheme/Area</b>	<b>£'000</b>	<b>Comment</b>
Assembly Rooms Development	180.4	Project successful in funding bids and moving forward with tenders currently out for Project Management; Structural Engineers; Archaeology and Architects however, unlikely to be in a position to appoint till 2016/17 so will need to re-profile significant budgets to 2016/17
Castle Mercian Trail	69.4	HLF have requested further information and revisions to the bid have been made and resubmitted. Spend was expected to be limited to development phase only in 2015/16 estimated at £69k but this will now need to be re-profiled into 2016/17. The 2016/17 Capital Programme includes additional budgets for the delivery phase as a new scheme.
Gateways	132.1	The County Council are progressing the works to the Ladybridge. Phase two between the Station and the town is also being designed for spend later in the programme - works to start in 2016/17 so will need to re-profile remaining budgets.
Private Sector Coalfields Fund	120.0	Approach to Empty Homes to be reviewed January 2016 in light of both the Waterloo Housing / HCA Programme ending and the need to utilise these resources to enable expansion of PSL scheme as part of the plan to reduce the use of B&B. No spend in 2015/16 so underspend will need to be re-profiled into 2016/17.
Disabled Facilities Grant	180.0	Current backlog of work with the Home Improvement Agency exceeds the budget available for the full year and new cases are being referred all the time. This position confirms the current budget allocation is significantly insufficient to meet demand.
Public Open Space Section 106	99.0	Project group established - list of works currently be considered, however likely that some works will need to be re-profiled into 2016/17.
Agile Working Phase 2	309.9	Contingency budgets released by Cabinet Jan 2016. Works currently out to tender with a closing date of 25/03/16 so will not be in a position to spend in 2015/16 - will need to be re-profiled to 2016/17. Minor spend in year on furniture to enable DQS to progress.
Cont-Return On Investment	160.0	Provisional project - funding cannot be released until detailed scheme approved by Cabinet. No spend incurred - underspend in 2015/16 will be re-profiled to the 2016/17 Capital Programme.

<b>General Fund</b>		
<b>Scheme/Area</b>	<b>£'000</b>	<b>Comment</b>
GF Contingency Plant and Equipment	1,000.0	Funding to be used to provide the most financially advantageous replacement of plant and equipment. Business case to be provided for any potential schemes. No spend incurred in 2015/16, contingency to be re-profiled to the 2016/17 Capital Programme.
Private Sector Improvement Grants (Coalfields Funding)	130.0	£30k to be used to match fund Warm Zone funding for Energy Efficiency Scheme. No spend incurred - underspend will be re-profiled to the 2016/17 Capital Programme.

<b>Housing Revenue Account</b>		
<b>Scheme</b>	<b>£'000</b>	<b>Comment</b>
Gas Central Heating Upgrade & Renewal	122.0	Morrison reporting limited capacity to fully complete programme - likely to need to re-profile c.£120k in to 2016/17
Tinkers Green Project	762.4	Decant of phase 3 tenants underway and work on CPO progressing however unlikely that any further significant spend will be made in the current year. Estimate that c.£800k will need re-profiling in to 2016/17.
Kerria Estate Project	646.4	CPO Process ongoing. Currently anticipate a significant re-profiling of funds into 2016/17 as unlikely land acquisition and any further CPO's will complete before year end.
Regeneration General	2,947.4	Options for this scheme being reconsidered in light of the 1% Rent Reduction announced in July 2015 by the DCLG. No spend in 2015/16 so any underspend in 2015/16 will be re-profiled into 2016/17 Capital Programme.
High Rise Lift Renewals	712.4	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 206/17
Fire Upgrades To Flats	452.9	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 206/17
Sheltered Schemes	234.6	Schemes being identified by Housing, to follow on from Cabinet report.

<b>Housing Revenue Account</b>		
<b>Scheme</b>	<b>£'000</b>	<b>Comment</b>
Glenfield and Oakendale Heating System Replacements	95.0	New scheme created by August Cabinet - replacement system required during routine gas inspections. Glenfield scheme now complete and indications re costs for Oakendale substantially lower than originally thought. Budget for re-profiling represents expenditure on Oakendale scheme.
High Rise Balconies	577.2	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 206/17
HRA Contingency	100.0	Funding to be released by Cabinet once a report detailing any new projects has been approved. No spend incurred in 2015/16 - to be re-profiled to the 2016/17 Capital Programme.

As detailed in the scheme comments, some measures have been put in place for the future – however, certain projects will require close monitoring during 2016/17.

**Appendix A** provides a summary of the capital programme outturn. Individual project information is provided in **Appendix B** (including specific project comments provided by project managers). Managers have highlighted that there have been issues which have delayed completion of certain projects. Cabinet are requested to review details of each project which requires approval in order for the budget to be carried forward for inclusion in the 2016/17 Capital Programme. A brief commentary on the outturn information has also been provided by managers and these are shown for your perusal in **Appendix C**.

**Capital Programme 2015/16 - Outturn Summary**

Activity	Total Approved Budget 2015/16	Actual Spend 2015/2016	Variance	Re-profile to 2016/17	Final Variance 2015/16
	£'000	£'000	£'000	£'000	£'000
<b>GENERAL FUND</b>					
Director of Technology & Corporate Programmes	149	33	(116)	116	-
Director of Transformation & Corporate Performance	25	26	1	1	2
Director of Communities, Planning & Partnerships	877	215	(662)	382	(280)
Director of Housing & Health	122	2	(120)	120	-
Director of Assets & Environment	1,089	355	(734)	727	(7)
Contingency	1,340	-	(1,340)	1,340	-
<b>TOTAL GENERAL FUND</b>	<b>3,602</b>	<b>631</b>	<b>(2,971)</b>	<b>2,686</b>	<b>(285)</b>
<b>HOUSING REVENUE ACCOUNT</b>					
Director of Housing & Health	6,792	2,235	(4,557)	4,478	(79)
Director of Assets & Environment	5,789	3,276	(2,513)	2,266	(247)
HRA Contingency	100	-	(100)	100	-
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>12,681</b>	<b>5,511</b>	<b>(7,170)</b>	<b>6,844</b>	<b>(326)</b>
<b>Grand Total</b>	<b>16,283</b>	<b>6,142</b>	<b>(10,141)</b>	<b>9,530</b>	<b>(611)</b>
Figures rounded to nearest £1k					



**Appendix B**

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
<b>GENERAL FUND</b>						
<b>Director of Technology &amp; Corporate Programmes</b>						
Replacement It Technology	61.6	21.0	(40.6)	40.6	-	Expenditure on air conditioning unit & server upgrades planned this year, with remaining budget to be requested to be re-profiled. To be spent on replacement technology/server upgrades
EDRMS (Electronic Document Records Management System)	63.0	-	(63.0)	63.0	-	EDRM project to be re-commenced following server upgrades in 2016/17
Gazetteer Development	24.0	12.0	(12.0)	12.0	-	Contract has now been awarded for Data Manipulation Tool, and project has commenced, with remaining budget required to be re-profiled to 2016/17
<b>Total</b>	<b>148.6</b>	<b>33.0</b>	<b>(115.6)</b>	<b>115.6</b>	<b>-</b>	
<b>Director of Transformation &amp; Corporate Performance</b>						
Digital/Self-Service	19.7	21.8	2.1	0.0	2.1	Additional cost of computer equipment
HR / Payroll System	4.8	3.9	(0.9)	0.9	-	Budget for one day consultancy to be c/f to 2016/17
<b>Total</b>	<b>24.5</b>	<b>25.7</b>	<b>1.2</b>	<b>0.9</b>	<b>2.1</b>	

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
<b>Director of Communities, Planning &amp; Partnerships</b>						
Assembly Rooms Development	200.0	19.6	(180.4)	180.4	-	Project successful in funding bids and moving forward with tenders currently out for Project Management; Structural Engineers; Archaeology and Architects however, unlikely to be in a position to appoint till 2016/17 so will need to re-profile significant budgets to 2016/17.
Castle Mercian Trail	350.0	-	(350.0)	69.4	(280.6)	HLF have requested further information and revisions to the bid have been made and resubmitted. Spend was expected to be limited to development phase only in 2015/16 estimated at £69k but this will now need to be re-profiled into 2016/17. The 2016/17 Capital Programme includes additional budgets for the delivery phase as a new scheme.
Gateways	327.4	195.3	(132.1)	132.1	-	The County Council are progressing the works to the Ladybridge. Phase two between the Station and the town is also being designed for spend later in the programme - works to start in 2016/17 so will need to re-profile remaining budgets.
<b>Total</b>	<b>877.4</b>	<b>214.9</b>	<b>(662.5)</b>	<b>381.9</b>	<b>(280.6)</b>	

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
<b>Director of Housing &amp; Health</b>						
Private Sector Coalfields Fund	121.9	1.9	(120.0)	120.0	-	Approach to Empty Homes to be reviewed January 2016 in light of both the Waterloo Housing / HCA Programme ending and the need to utilise these resources to enable expansion of PSL scheme as part of the plan to reduce the use of B&B. No spend in 2015/16 so underspend will need to be re-profiled into 2016/17.
<b>Total</b>	<b>121.9</b>	<b>1.9</b>	<b>(120.0)</b>	<b>120.0</b>	<b>-</b>	
<b>Director of Assets &amp; Environment</b>						
Disabled Facilities Grant	471.1	291.1	(180.0)	180.0	-	Current backlog of work with the Home Improvement Agency exceeds the budget available for the full year and new cases are being referred all the time. This position confirms the current budget allocation is significantly insufficient to meet demand.
Cctv Camera Renewals	20.1	6.1	(14.0)	14.0	-	Ongoing enhancements to current system - delays due to line of sight issues and storm damage issues currently being reviewed with Council Tree Officer.

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
Streetscene Service Delivery Enhancements	30.0	-	(30.0)	30.0	-	Delays in the project due to the delays in the full implementation of the CRM system - future agile service delivery dependant on delivery of scheme. No spend so any underspend in 2015/16 will be re-profiled to 2016/17.
Wigginton Park Section Section 106	54.3	11.9	(42.4)	42.4	-	Plans ongoing to deliver items from the Wigginton Park Management Plan, however likely that significant works will need to be re-profiled into 2016/17.
Broadmeadow Nature Reserve	57.9	5.9	(52.0)	52.0	-	Work ongoing to complete works from the management plan and HLS agreement, however likely that some works will need to be re-profiled into 2016/17.
Public Open Space Section 106	123.2	24.2	(99.0)	99.0	-	Project group established - list of works currently be considered, however likely that some works will need to be re-profiled into 2016/17.
Agile Working Phase 2	326.0	16.1	(309.9)	309.9	-	Contingency budgets released by Cabinet Jan 2016. Works currently out to tender with a closing date of 25/03/16 so will not be in a position to spend in 2015/16 - will need to be re-profiled to 2016/17. Minor spend in year on furniture to enable DQS to progress.

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
Bmx Track	6.6	-	(6.6)	-	(6.6)	Balance of external funding will be held in Capital Reserve pending commencement of the scheme
<b>Total</b>	<b>1,089.2</b>	<b>355.4</b>	<b>(733.8)</b>	<b>727.2</b>	<b>(6.6)</b>	
<b>Contingency</b>						
Gf Contingency	50.0	-	(50.0)	50.0	-	Funding to be released by Cabinet once a report detailing any new project has been approved. No spend incurred - underspend in 2015/16 will be re-profiled to the 2016/17 Capital Programme.
Cont-Return On Investment	160.0	-	(160.0)	160.0	-	Provisional project - funding cannot be released until detailed scheme approved by Cabinet. No spend incurred - underspend in 2015/16 will be re-profiled to the 2016/17 Capital Programme.
GF Contingency Plant and Equipment	1,000.0	-	(1,000.0)	1,000.0	-	Funding to be used to provide most financially advantageous replacement of plant and equipment. Business case to be provided for any potential schemes. No spend incurred - underspend in 2015/16 will be re-profiled to the 2016/17 Capital Programme.

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
Private Sector Improvement Grants (Coalfields Funding)	130.0	-	(130.0)	130.0	-	£30k to be used to match fund Warm Zone funding for Energy Efficiency Scheme. No spend incurred - underspend will be re-profiled to the 2016/17 Capital Programme.
<b>Total</b>	<b>1,340.0</b>	<b>-</b>	<b>(1,340.0)</b>	<b>1340.0</b>	<b>-</b>	
<b>TOTAL GENERAL FUND</b>	<b>3,601.6</b>	<b>630.8</b>	<b>(2,970.8)</b>	<b>2,685.7</b>	<b>(285.1)</b>	
<b>HOUSING REVENUE ACCOUNT</b>						
<b>Director of Housing &amp; Health</b>						
Gas Central Heating Upgrade & Renewal	711.3	589.3	(122.0)	122.0	-	Morrison reporting limited capacity to fully complete programme - likely to need to re-profile £120k in to 2016/17
Gas Heating Belgrave	204.8	160.1	(44.7)	-	(44.7)	Morrison reporting high level of refusals for fuel swap - likely to be underspent
Carbon Monoxide Detectors	89.1	55.1	(34.0)	-	(34.0)	Predict £40k underspend due to number of properties that already have CO detector fitted when surveyed.

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
Tinkers Green Project	1,314.3	590.4	(724.0)	762.4	38.4	Decant of phase 3 tenants underway and work on CPO progressing however unlikely that any further significant spend will be made in the current year. Estimate that £800,000 will need re-profiling in to 2016/17.
Kerria Estate Project	716.7	83.6	(633.1)	646.4	13.3	CPO Process ongoing. Currently anticipate a significant re-profiling of funds into 2016/17 as unlikely land acquisition and any further CPO's will complete before year end.
Regeneration General	2,956.0	8.6	(2,947.4)	2,947.4	-	Options for this scheme being reconsidered in light of the 1% Rent Reduction announced in July 2015 by the DCLG. No further spend so any underspend in 2015/16 will be re-profiled into 2016/17 Capital Programme.
Other Acquisitions	800.0	748.1	(51.9)	-	(51.9)	All properties purchased however 2 properties still need works finishing. Insufficient budget available to buy any further properties.
<b>Total</b>	<b>6,792.2</b>	<b>2,235.2</b>	<b>(4,557.1)</b>	<b>4,478.2</b>	<b>(78.9)</b>	

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
<b>Director of Assets &amp; Environment</b>						
Structural Works	231.3	237.8	6.5	-	6.5	Works completed with small overspend
Bathroom Renewals	797.7	791.7	(6.0)	-	(6.0)	All identified works have been completed with a minor underspend against budget.
Kitchen Renewals	947.0	944.0	(3.0)	-	(3.0)	All identified works have been completed with a minor underspend against budget.
High Rise Lift Renewals	712.8	0.4	(712.4)	712.4	-	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 206/17
Fire Upgrades To Flats	452.9	0.0	(452.9)	452.9	-	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 206/17



Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
Sheltered Schemes	250.0	15.4	(234.6)	234.6	-	Schemes being identified by Housing, to follow on from Cabinet report.
Thomas Hardy Court Heating Replacement	23.7	28.3	4.6	0.0	4.6	Works completed
Energy Efficiency Improvements	50.0	-	(50.0)	50.0	-	ERDF funding withdrawn - new scheme being prepared with Housing Solutions but will not be ready to deliver in current financial year.
Glenfield and Oakendale Heating System Replacements	400.0	105.0	(295.0)	95.0	(200.0)	Scheme created by August Cabinet - replacement system required during routine gas inspections. Glenfield scheme now complete. Indications re costs for Oakendale substantially lower than originally thought. Budget for re-profiling represents expenditure on Oakendale
Roofing High-Rise	43.0	-	(43.0)	43.0	-	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 2016/17

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
Roofing Overhaul & Renewal	153.0	144.6	(8.4)	-	(8.4)	All identified works complete with minor underspend.
Fencing/Boundary Walls	30.0	14.4	(15.6)	-	(15.6)	All works identified by the repairs team has been completed.
Window & Door Renewals	292.3	289.4	(2.9)	-	(2.9)	All identified works complete with minor underspend.
High Rise Balconies	585.0	7.8	(577.2)	577.2	-	All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 2016/17
External and Environmental Works	292.1	241.3	(50.8)	54.9	4.1	Sufficient work to take up full budget but unlikely to be completed before year end - need to re-profile into 2016/17.
Disabled Adaptations	353.1	312.7	(40.4)	46.1	5.7	All identified works have been completed; funds are to be held back for an ongoing case that is with the LGO; commitment has been given to retain funds.
Capital Salaries	165.7	141.5	(24.2)	-	(24.2)	Costs and provisional outturn based on latest estimates of staffing costs

Activity	Total Approved Budget 2015/16 £000	Actual Spend £000	Variance £000	Request to Re-profile to 2016/17 £000	Final Variance 2015/16	Comments
Construction, Design and Management (CDM) Fees	10.0	2.3	(7.7)	-	(7.7)	Changes in CDM regulations have resulted in reduced costs.
<b>Total</b>	<b>5,789.6</b>	<b>3,276.6</b>	<b>(2,513.0)</b>	<b>2,266.1</b>	<b>(246.9)</b>	
<b>HRA Contingency</b>						
HRA Contingency	100.0	-	(100.0)	100.0	-	Funding to be released by Cabinet once a report detailing any new project has been approved. No spend incurred in 2015/16 - to be re-profiled to the 2016/17 Capital Programme.
<b>Total</b>	<b>100.0</b>	<b>-</b>	<b>(100.0)</b>	<b>100.0</b>	<b>-</b>	
<b>TOTAL HOUSING REVENUE</b>	<b>12,681.8</b>	<b>5,511.8</b>	<b>(7,170.1)</b>	<b>6,844.3</b>	<b>(325.8)</b>	
<b>GRAND TOTAL</b>	<b>16,283.4</b>	<b>6,142.6</b>	<b>(10,140.9)</b>	<b>9,530.0</b>	<b>(610.9)</b>	

## Appendix C

Commentaries received from Managers as part of the outturn process are detailed below:

<b>General Fund</b>
<b>Director of Technology &amp; Corporate Programmes:</b>
<p>The outturn for the Directorate is total spend of £33k against a budget of £149k. Some schemes are still in progress and it is requested that £116k be re-profiled into 2016/17</p> <p>Significant re-profile requests are:- Replacement IT technology £41k, EDRMS £63k.</p>
<b>Director of Transformation &amp; Corporate Performance:</b>
<p>The outturn for the Directorate is total spend of £26k against a budget of £25k with a further £1k to be re-profiled to 2016/17.</p>
<b>Director Of Communities, Planning &amp; Partnerships:</b>
<p>The outturn for the Directorate is total spend of £215k against a budget of £877k. It is requested that £382k be re-profiled into 2016/17 leaving an underspend of £280k which relates to Castle Mercian Trail.</p> <p><b>Assembly Rooms Development - £180k</b> Project successful in funding bids and moving forward with tenders currently out for Project Management; Structural Engineers; Archaeology and Architects. Appointments are likely to be made in 2016/17 so will need to re-profile significant budgets to 2016/17.</p> <p><b>Castle Mercian Trail - £69k</b> The Heritage Lottery Fund have requested further information and revisions to the bid have been made and resubmitted. Spend was expected to be limited to development phase only in 2015/16 estimated at £69k but this will now need to be re-profiled into 2016/17. The 2016/17 Capital Programme includes additional budgets for the delivery phase as a new scheme.</p> <p><b>Gateways - £132k</b> The County Council are progressing the works to the Ladybridge. Phase two between the Station and the town is also being designed for spend later in the programme - works to start in 2016/17 so will need to re-profile remaining budgets.</p>
<b>Director of Housing &amp; Health:</b>
<p>The outturn for the Directorate is total spend of £2k against budgets of £122k. It is requested that the balance of £120k is re-profiled into 2016/17.</p>

**Private Sector Coalfields Fund - £120k**

Approach to Empty Homes was reviewed January 2016 in light of both the Waterloo Housing / HCA Programme ending and the need to utilise these resources to enable expansion of Private Sector Leasing scheme as part of the plan to reduce the use of Bed and Breakfast. Underspend will need to be re-profiled into 2016/17.

**Director Of Assets & Environment:**

The outturn for the Directorate is total spend of £355k against budgets of £1.089m. It is requested that £727k is re-profiled into 2016/17 programme.

**Disabled Facilities Grant - £180k**

Current backlog of work with the Home Improvement Agency exceeds the budget available for the full year and new cases are being referred all the time. **This position confirms the current budget allocation is significantly insufficient to meet demand.**

**Broadmeadow Nature Reserve - £52k**

Work ongoing to complete works from the management plan and HLS agreement, however likely that some works will need to be re-profiled into 2016/17

**Public Open Space Section 106 - £99k**

Project group established - list of works currently being considered. Will need to profile to 2016/17

**Agile Working Phase 2 - £310k**

Contingency budgets released by Cabinet Jan 2016. Works currently out to tender with a closing date of 25/03/16 so will not be in a position to spend in 2015/16 - will need to be re-profiled to 2016/17. Minor spend in year on furniture to enable DQS to progress.

**Contingency**

There has been no spend against the General Fund Contingency budgets of £1.340m and it is requested that this is re-profiled into 2016/17.

Commentaries with regard to re-profile requests are:-

**General Fund Contingency - £50k**

No spend anticipated - to be re-profiled and included in 2016/17 Capital Programme.

**Return on Investment - £160k**

Provisional project - funding cannot be released until detailed scheme approved by Cabinet. No spend incurred - underspend in 2015/16 will be re-profiled to the 2016/17 Capital Programme.

**General Fund Contingency Plant & Equipment - £1m**

Funding to be used to provide most financially advantageous replacement of plant and equipment. Business case to be provided for any potential schemes. No spend incurred - underspend in 2015/16 will be re-profiled to the 2016/17 Capital Programme.

**Private Sector Improvement Grant - £130k**

£30k to be used to match fund Warm Zone funding for Energy Efficiency Scheme. No further spend incurred - underspend will be re-profiled to the 2016/17 Capital Programme.

**Housing Revenue Account****Director of Housing & Health:**

The outturn for the Directorate is total spend of £2.235m against budgets of £6.792m. It is requested that £4.478m is re-profiled into 2016/17.

**Gas Cent Heating Upgrade & Renewals - £122k**

Morrison reporting limited capacity to fully complete programme - likely to need to re-profile £120k in to 2016/17

**Tinkers Green Project - £762k**

Decant of phase 3 tenants underway and work on CPO progressing however unlikely that any further significant spend will be made in the current year. Estimate that £800k will need re-profiling in to 2016/17.

**Kerria Estate Project - £646k**

CPO Process ongoing. Currently anticipate a significant re-profiling of funds into 2016/17 as unlikely land acquisition and any further CPO's will complete before year end.

**Regeneration General - £2.947m**

Options for this scheme being reconsidered in light of the 1% Rent Reduction announced in July 2015 by the DCLG. No further spend incurred - underspend in 2015/16 will be re-profiled into 2016/17 Capital Programme.

**Director Of Assets & Environment:**

The outturn for the Directorate is total spend of £3.276m against budgets of £5.789m. It is requested that £2.266m is re-profiled to 2016/17 resulting in an underspend of £247k. The underspend is due, in the main, to £200k on Glenfied and Oakendale Heating System Replacement.

**High Rise Lift Renewals - £712k**

All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 206/17

**Fire Upgrades To Flats - £453k**

All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 206/17

**Sheltered Schemes - £235k**

Schemes being identified by Housing, to follow on from Cabinet report.

**Glenfield & Oakendale Heating System Replacements £95k**

New scheme created by August Cabinet - replacement system required during routine gas inspections. Glenfield scheme now complete and indications re costs for Oakendale substantially lower than originally thought. Budget for re-profiling represents expenditure on Oakendale scheme.

**High Rise Balconies - £577k**

All works have been deferred pending the outcome of a structural survey which was received in February 2016. The survey results suggested no significant defects which mean that planned investment can now continue but due to timing of the report will mean that it will not be practical to commence until 2016/17. Budgets will therefore need to be re-profiled into 2016/17.

**External and Environmental Works - £55k**

Sufficient work to take up full budget but unlikely to be completed before year end - need to re-profile into 2016/17.

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**Contingency**

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**HRA Contingency - £100k**

Funding to be released by Cabinet once a report detailing any new project has been approved. Therefore will need to be re-profiled to the 2016/17 Capital Programme.

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JUNE 2016

**REPORT OF THE PORTFOLIO HOLDER FOR REGENERATION****CONSERVATION GRANT - 102-105 LICHFIELD STREET, TAMWORTH****EXEMPT INFORMATION****PURPOSE**

For members to consider an application for a conservation grant for roof repairs to 102-105 Lichfield Street.

**RECOMMENDATIONS**

It is recommended that the following grant offer be made subject to the normal grant conditions:

1. A grant of £7,500 be made in respect of 102-105 Lichfield Street from the 2015-2016 conservation grant budget.

**EXECUTIVE SUMMARY**

An application has been made for grant assistance towards essential roof repair works to 102-105 Lichfield Street.

The application relates to a group of Grade II listed buildings which are prominently located on the northern side of Lichfield Street, within the Town Centre Conservation Area. Numbers 103-104 have been identified in the 2013 Heritage at Risk Survey as “vulnerable” and will feature as priority buildings in the emerging Town Centre Conservation Area Management Plan.

An application has been submitted for comprehensive re-roofing of 102-105 Lichfield Street. The roof is in a poor condition and water ingress is an issue. The work will involve stripping the roof, replacing any rotten timber battens, re-felting and replacing tiles/slates that are still of a usable condition. It is estimated that approximately 25% of the roof will need to be replaced and the applicant has stated that additional tiles will be sourced from reclamation suppliers to match the originals. Lead flashing will also be replaced and the join of the roof and the building re-pointed in lime mortar.

There are other works that are required to address the condition of the building, including the shop fronts and windows, however, the roof is a substantial item and essential to keep the building weather-tight. It is hoped that the grant aided works will be the start of a programme of improvement works to these buildings which will be

prevent the building falling into an 'at risk' status.

The total cost of the proposed works (excluding scaffolding) based on the lowest of three quotations is £43,075. The normal grant rate for roof works to a listed building is 40%, however, the maximum grant per project per financial year is £10,000. All grants for which the Council's contribution will be greater than £5000 must be referred to Cabinet for decision.

## **OPTIONS CONSIDERED**

Not applicable

## **RESOURCE IMPLICATIONS**

The capital works will be dependent on finance from the conservation grant budget. The total available budget is £37,087 for the 2016-2017 financial year.(2016/17 annual revenue budget of £24,130 and a retained fund of £12,957) Committing a further £7,500 would leave a balance of £29,587 for other projects to be considered in the remainder of the financial year.

## **LEGAL/RISK IMPLICATIONS BACKGROUND**

In accepting a conservation grant the applicant would be bound by the terms and conditions set out in the conservation grant scheme which provides for the repayment of the grant in the event that the building is sold within 3 years. All works would be inspected prior to payment of the grant to ensure delivery of the works in accordance with the schedule of works and to a good standard of workmanship. Failure to comply with the terms and conditions of the conservation grant conditions may result in the grant being withheld either in part or in total.

## **SUSTAINABILITY IMPLICATIONS**

The conservation grant scheme supports works and enhancements to historic buildings so that they can be appreciated by future generations. 102-105 Lichfield Street is a group of prominent listed buildings within the Town Centre Conservation Area and the proposed works would safeguard the roof structure and make a positive contribution to the conservation area.

## **BACKGROUND INFORMATION**

None

## **REPORT AUTHOR**

John Gunn

## **LIST OF BACKGROUND PAPERS**

None

## **APPENDICES**

None

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THURSDAY, 16 JUNE 2016

## REPORT OF THE PORTFOLIO HOLDER FOR REGENERATION

## GBSLEP – PLANNING GUIDANCE NOTES

## EXEMPT INFORMATION

None

## PURPOSE

To consider a set of guidance notes prepared by the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) that they wish each Local Planning Authority in the GBSLEP area to adopt.

## RECOMMENDATIONS

- 1. That the report, the suggestions of officers, together with the views of the Planning Committee, are endorsed by Cabinet and formally submitted to the GBSLEP working party.**

## EXECUTIVE SUMMARY

Guidance notes (see Appendices 1, 2, 3 and 4) relating to 1) Planning Conditions; 2) Member Involvement in the Planning Application Process; 3) The Pre-Application Process; and 4) Planning Obligations, have been produced by sub groups within the development management working party of the GBSLEP. Input into the guidance has been provided by a range of the interested parties with the aim of making a simpler and more unified development management experience for applicants in the GBSLEP area.

This work has been shared with Lord Taylor of Goss Moor, who chaired the group that led to the introduction of the on-line National Planning Practice Guidance, who was supportive of the approach and commented that:

*“These guidance notes are an innovative collaboration between local authorities and the LEP to support better, quicker planning. ‘Joined up thinking’ is easy to say but too often not delivered in practice – but this approach helps deliver just that, with a best practice agenda in which both planners and developers are signing up to play their part. I thoroughly commend it.”*

It was hoped that this work could then be taken to the member councils for agreement and adoption.

Officers agree that the general principles embodied within the Guidance Notes are sound, but have some concerns over some specific details. These details were reported to the Planning Committee on 29<sup>th</sup> March 2016 (see attached appendix 5).

Members of the Planning Committee indicated their general support for the officer's comments and added the following comments in respect of the Member Involvement Paper.

1. Members supported and would welcome greater opportunities to review completed schemes.
2. There were differing views on the objectors/supporters "right of reply" to clarify points of fact that they have raised. The majority seemed to think that in principle a "right to reply" is attractive, but there could be difficulties in the management of the process. In particular there is concern that the right to reply may generate a debate with toing and froing between the speaker and members. The comment was made that the Chair has the discretion to, if needed, seek clarification on matters raised by any speaker.
3. Members have interpreted "local engagement" differently to officers. They want a clear distinction made between formal pre-application enquiries and discussions relating to local issues/circumstances

## **OPTIONS CONSIDERED**

None

## **RESOURCE IMPLICATIONS**

This would not result in work other than that already contained within the service area budget.

## **LEGAL/RISK IMPLICATIONS BACKGROUND**

The Government expects local planning authorities to perform in an effective and efficient manner to accord with the requirements of the National Planning Policy Framework. In particular paragraph 186 and 187 require authorities to adopt a positive approach to that foster the delivery of sustainable development. Local planning authorities should look for solutions rather than problems, and decision-takers at every level should seek to approve applications for sustainable development where possible. Local planning authorities should work proactively with applicants to secure developments that improve the economic, social and environmental conditions of the area. Failure to comply with this requirement could result in the Borough Council not meeting performance targets set by the Government with the consequence that they could become a standards authority and lose control of determining planning applications.

## **SUSTAINABILITY IMPLICATIONS**

If best practice, as advocated by the guidance notes, is not adopted sustainable development may not result

## **BACKGROUND INFORMATION**

None

## **REPORT AUTHOR**

## **LIST OF BACKGROUND PAPERS**

None

## **APPENDICES**

1. Planning Guidance Note – Planning Conditions
2. Planning Guidance Note – Member Involvement in the Planning Application Process
3. Planning Guidance Note – The Pre-Application Process
4. Planning Guidance Note – Planning Obligations
5. Planning Committee report 29<sup>th</sup> March 2016 (officer comments)

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# Appendix 1

## Planning Guidance Note Planning Conditions

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### Policy Overview

Government guidance on the use of planning conditions is contained within the National Planning Policy Framework (NPPF) and the Planning Practice Guidance.

[Paragraph 206 of the NPPF](#) states planning conditions should only be imposed where they meet the following six tests:

1. necessary;
2. relevant to planning and;
3. to the development to be permitted;
4. enforceable;
5. precise and;
6. reasonable in all other respects.

### The Benefits of Effective Planning Conditions

If used properly, conditions can enhance the quality of development and enable development proposals to proceed where it would otherwise have been necessary to refuse planning permission, by mitigating the adverse effects of the development.

### Key Tasks for the Local Planning Authority to Ensure the Use of Effective Conditions

1. The following six tests are taken directly from the Government's on-line Planning Practice Guidance ([www.planningguidance.communities.gov.uk/](http://www.planningguidance.communities.gov.uk/)) and must be applied by the Local Authority in drawing up/approving conditions:
  - a. *A condition must not be imposed unless there is a definite planning reason for it, i.e. it is needed to make the development acceptable in planning terms. If a condition is wider in scope than is necessary to achieve the desired objective it will fail the test of necessity.*
  - b. *A condition must not be used to control matters that are subject to specific control elsewhere in planning legislation (for example, advertisement control, listed building consents, or tree preservation). Specific controls outside planning legislation may provide an alternative means of managing certain matters (for example, works on public highways often require highways' consent).*
  - c. *It is not sufficient that a condition is related to planning objectives: it must also be justified by the nature/impact of the development. A condition cannot be imposed to remedy a pre-existing problem or issue not created by the proposed development.*
  - d. *Unenforceable conditions include those for which it would, in practice, be impossible to detect a contravention or remedy any breach of the condition, or those concerned with matters over which the applicant has no control.*

- e. *A condition should be written in a way that makes it clear to the applicant and others what must be done to comply with it. Poorly worded conditions are those that do not clearly state what is required and when, must not be used.*
- f. *Conditions which place unjustifiable and disproportionate burdens on an applicant will fail the test of reasonableness. Unreasonable conditions cannot be used to make development that is unacceptable in planning terms acceptable.*
2. Planning Officers should similarly question consultee requirements against the six tests - and if they do not meet the tests they should be omitted or reworded.
  3. At the pre-application stage there should be clear guidance regarding what information is required to ensure that the development can be implemented quickly and with the minimum of conditions.
  4. Conditions that require the resubmission and approval of details that have already been submitted as a part of the planning application are unlikely to pass the test of necessity and should not be applied. Prescriptive or compliance conditions should be preferred to restrictive conditions that require the submission and approval of further details.
  5. The format, content and structure of conditions should be discussed during the Application process and prior to the decision being made to minimise or avoid the use of restrictive and other conditions.
  6. For clarity, the Decision Notice should set out conditions in the following order:-
    - I. Pre-commencement of development (thus allowing works, demolition etc.)

Contamination could be dealt with in this way. However, the condition may be structured for large schemes to enable development to be implemented in phases.
    - II. Pre-Commencement of Principal Supporting Infrastructure

Details of drainage or highway works may typically fall within this section.
    - III. Pre-Commencement of Buildings and other Structures

This could include details such as landscaping and external materials.
    - IV. Pre-Occupation of Building

Details such as BREEAM compliance, travel plans etc.
    - V. Compliance Conditions, Post Completion

This may include conditions that place restrictions on the occupancy of a building or the hours of use.



## APPENDIX 5

### 1) Planning Conditions

The note sets out the statutory test for conditions, and the guidance on the proper use of planning conditions. It also advocates working with the applicant to minimise the number of required conditions through a robust initial submission, and setting an order of conditions. These are all sensible points and should be supported and reflect existing practice at Tamworth.

### 2) Member Involvement in the Planning Process

The suggestions in this paper raise most concern as they depart from our normal practice which has evolved over many years to deliver the speed and efficiency that we currently deliver and which work well.

The note refers to effective Member involvement helping them to better represent their constituents and enrich local democratic debate, but also advocates that Members should be involved in pre-application discussions. There are occasions when it is entirely appropriate for Members to be involved at the pre application stage and this already takes place in Tamworth through briefing papers to Planning Committee. However, circumstances will vary dependent on the wishes of the potential applicant and the specific proposals. Officers are concerned that by imposing a process which brings all pre-application proposals to Planning Committee that it will slow down the pre-app process, may put potential applicants off engaging with us and clog up Planning Committee business. Therefore, it is suggested that pre-application discussion with members only takes place through Planning Committee and where the potential applicant has asked for this to happen. Officers will recommend that potential applicants allow officers to seek views of Planning Committee when it is considered appropriate. In all instances where members become involved in pre application discussions they should be aware of potential pre determination issues. Therefore the recommended response is that locally set thresholds and procedures should be put in place by each Council.

Point 2 advocates at least 4 training sessions per year for all Planning Committee members, and that these should ideally be facilitated by an outside body and again this is inline with existing practice in Tamworth. Our local protocol for councillors and officers dealing with planning matters sets out sets out the training requirements. It requires Members dealing with planning issues to attend training sessions each year to receive guidance in relation to planning regulations and procedures and on declarations of personal or prejudicial interests. This training should include a balance of the following:-

- Organised visits to review permissions granted, with evaluation and lessons learned presented as a paper;
- Short (half day) sessions on special topics of interest or where overturns have indicated problems with planning policy;
- Special topic groups to consider difficult and challenging issues in depth;
- Formal training by internal and external speakers;
- Visits to other authorities who have received good inspection / audit feedback;
- Quick presentations by officers on hot topics, e.g. new legislation, white papers and there impact, followed by a brief question and answer session;
- Attendance at inquiries where officers have identified that there is something specific to learn which will benefit members.

The report of the Audit Commission 'Building in Quality' recommend that Councillors should revisit a sample of implemented planning permissions to assess the quality of the decisions. Such a review should improve the quality and consistency of decision making, thereby strengthening public, confidence in the planning system, and can help with reviews of planning policies. Such reviews are best undertaken at least annually. They should include examples from a broad range of categories such as major and minor development; permitted departures; upheld appeals; listed building works and enforcement cases. Briefing notes

should be prepared on each case. The Planning Committee should formally consider the review and decide whether it gives rise to the need to reconsider any policies or practices.

Point 3 suggests that it would be appropriate for Members to undertake site visits to permitted developments to see their impact and use the knowledge to inform future decisions. This is covered in the training.

Point 4 suggests that committees should consider introducing a “right to reply” whereby committee members have the ability to question the applicant or objector/supporter to clarify points they have raised. It is suggested that this can help to reduce the need to defer an application or avoid determinations based on a misunderstanding. Officers consider that the committee procedure in Tamworth has evolved into a streamlined process that successfully balances the proper debate around proposals with the need for timely efficient decision making, and would therefore not support this proposal. Supporters, Objectors and local ward members all have opportunity to speak on applications. A “right to reply” would be difficult to manage and may lead to confusion on what is being applied for. It is therefore suggested that the GBSLEP omit this from the guidance notes.

The paper also suggests that Members should be informed of updates to legislation, policy or case law. This is agreed, and forms part of our current procedures.

Finally, this paper advocates that for larger schemes, applicants should engage with local Members prior to submitting a planning application. Whilst this may be appropriate, our current procedure for very significant schemes is to produce an early Issues Report, which ensures that committee Members are aware of the proposal and that they have an opportunity to comment prior to the application coming before them for determination. This ensures a consistent Member view from elected Members with an understanding of the planning considerations, and is a valuable input to the overall assessment of such proposals. It also removes any question of pre-determination as the process is managed in an open transparent manner through the Committee process. Officers would endorse maintaining this current process.

### The Pre-Application Process

This note sets out the benefits of early engagement, setting out the potential to improve the efficiency and effectiveness of the planning application system for all parties, and the likelihood of achieving improved outcomes. The paper is welcomed and agreed.

### Planning Obligations

The note sets out when it is appropriate to enter in to a legal agreement, and that it is best to seek early agreement on Heads of Terms, and to simplify such agreements as much as possible. It also suggests that LPA’s within the LEP should consider some joint working to produce and maintain a library of “standard” draft planning obligations. Officers welcome the note, and have no objection to “shared” practice provided that it met with the approval and agreement of our legal advisors.

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## Appendix 2

### **Planning Guidance Note Member Involvement in the Planning Application Process**

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#### **Policy/ Legislative Overview**

The 2011 Localism Act makes it clear that it is proper for councillors to play an active part in local discussions, and that they should not be liable to legal challenge as a result.

#### **The Benefits of Effective Member Involvement in the Planning Application Process**

The effective involvement of members in the planning application process helps them better represent their constituents and enrich local democratic debate. People can therefore elect their councillor confident in the knowledge that they will be able to act on the issues they care about and have campaigned on.

With regard to pre-application discussions, Members bring their local knowledge and expertise, along with an understanding of community views. Involving councillors can therefore help identify issues early on and reduce the likelihood that issues come to light for the first time at committee that may slow down the determination of an application or lead to its refusal.

The following key principles can help maximise the contribution that members can make to the planning application process

#### Key Tasks for Local Planning Authorities

1. Planning Committee Members and the relevant ward members should be involved in pre-application discussions for any proposal that is likely to be presented to the Planning Committee for determination. The level of involvement should ensure that members are fully aware of any such proposals and their comments can be taken into account when the application is being prepared.
2. There should be at least four training sessions per year for all planning committee members to ensure that they are conversant with all relevant planning legislation, policies, case law and other relevant information. Training Sessions should ideally be facilitated by an outside body to ensure a fresh perspective is given on planning matters. This would also help ensure that interpretations of planning legislation and practice that are no longer up to date do not become entrenched. New members must receive training before they are able to sit on the planning committee. Such training could be organised on a regional wide basis to share costs and resources between the local planning authorities and ensure a level of consistency with the advice given.
3. Regular (for example, on an annual basis) site visits to recently permitted developments should be arranged for Planning Committee members and Officers to enable them to see first-hand their impact and then use this knowledge to inform future decisions. Such site visits do not necessarily need

to be within their own particular authority area, particularly if there are examples of good, innovative development outside their area.

4. Planning Committees should consider introducing a 'right to reply' whereby committee members have the ability to question the applicant or objector/supporter to clarify points of fact that they have raised. This can help reduce the need to defer an application or avoid it being determined on the basis of a misunderstanding that could lead to future challenges or unnecessary appeals.
5. Planning Committee members should be issued with regular papers that update them on any relevant changes in legislation, policy or case law. Again, this could be done on a region wide basis to share costs and resources between the local planning authorities and ensure consistent advice given.

#### Key Task for Applicants

1. When appropriate, for example on larger schemes or schemes that will be determined by the Planning Committee, applicants should engage properly with local members prior to submitting a planning application. This will ensure that when the application is determined members are fully aware of the proposal and their comments have been taken into account when the application was prepared.



## Appendix 3

### Planning Guidance Note The Pre-Application Process

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#### Policy Overview

Government policy within the National Planning Policy Framework (NPPF) states that Local Planning Authorities (LPA) should approach decision-making in a positive way, they should look for solutions and not problems and that they should encourage applicants to engage with them through voluntary pre-application discussions. This obligation also extends to statutory planning consultees.

#### What are the Benefits of an Effective Pre-Application Process?

Paragraph 188 of the NPPF states that:-

*“Early engagement has significant potential to improve the efficiency and effectiveness of the planning application system for all parties. Good quality pre-application discussion enables better coordination between public and private resources and improved outcomes for the community.”*

For the applicant / developer pre-application advice should enable the following:

1. To obtain as much information as possible about likely LPA requests such as technical requirements or Section 106 expectations and community issues. This is especially helpful in revealing potential costs and local concerns
2. To obtain an indication re whether a proposal is likely to be favourably received or not or whether there are extremely significant challenges to overcome. This is useful in aiding a developer to decide whether or not to continue to incur further costs on more supporting work and agent/ specialist fees. However the purpose of the Pre app process is not to (and cannot) pre judge an application
3. To establish a positive working relationship with the Local Planning Authority.
4. To help smaller builders/ developers avoid and resolve issues without the need for access to specialist professional expertise.

For the LPA it has the following benefits:

1. It identifies issues early on in the process which the developer can then address to enable the formal application process to be a more positive and a simpler / quicker process.
2. It can help avoid conflict further down the line with applications which really should not have been pursued or could have been presented in a more acceptable form.
3. It can provide the LPA with an indication of the scale and type of developer interest in a particular site.

#### Key Tasks

In order to ensure that the pre-application process works as effectively as possible, applicants and the Local Planning Authority should adopt the following principles:-

### Key Tasks for the Local Planning Authority

1. The planning application process should adopt a strong customer focus, where the client can expect a quality service. It should be welcoming – with an ‘open for business’ approach.
2. The pre-application procedure should form an essential and integral part of the ‘end to end’ planning application ‘pipeline’ designed to save time and cut red tape.
3. Larger and more complex applications should have access to an Application Panel comprising consultees and specialist staff where the progress towards submitting an application is steered by the case officer. This could either be a bespoke session for a specific project or a monthly ‘speed dating’ (surgery type) session where developers are able to meet the panel, by appointment, to discuss their schemes.
4. LPA’s should encourage the use of Design Review Panels for sensitive schemes which can improve the output of planning applications, raise standards and add value.
5. Planning Officers should be clear about the positive approach to pre-application engagement and be fully aware of the protocol for achieving a customer focus, with terms of reference to explain the purpose of a pre-application advice and what to expect.
6. LPA’s should provide a simple ‘information service’ on-line to provide easily accessible help on procedures; and contact points for key consultees, local authority departments and Planning Aid.

### Key Tasks for the Applicant

1. Applicants should make use of the pre-application process if they wish to expedite the decision making process, particularly for more complex planning applications.
2. Applicants should ensure that the maximum amount of information is submitted at the pre-application stage in order to ensure that the LPA can offer well informed advice.
3. Applicants should ensure that all advice given at the pre-application stage is reflected in the resultant planning application and all necessary information is submitted to ensure that it can be validated and determined without the need for further information.

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## Appendix 4

### Planning Guidance Note Planning Obligations

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#### Policy Overview

The National Planning Policy Framework states that planning obligations should only be used when it is not possible to address unacceptable impacts through a planning condition and they should only be used when all the following tests are met:-

- It is necessary to make the development acceptable in planning terms;
- It is directly related to the development; and
- It is fairly and reasonably related in scale and kind to the development.

#### The Benefits of Effective Planning Obligations

A simple and effective approach to delivering planning obligations ensures that the momentum created by improving the front end of the planning application process is maintained through to the end of the process when the decision notice is issued. The following key principles help to ensure that this can be achieved.

#### Key Tasks for the Local Planning Authority

1. Pre-application discussions should identify likely areas of contribution that will be required, and explore the possibility of avoiding the need for a planning obligation by the use of compliance Conditions.
2. Following the conclusion of the 21 day consultation period or an agreed timescale and assuming there are no in-principle objections to the application, the planning officer should begin negotiations to agree the form and contents of the planning obligation in accordance with an agreed programme which includes a deadline for engrossment.
3. To reduce delays tripartite S106 Agreements should be avoided where possible. Instead, the planning obligation should either be between the applicant and the local planning authority or completed by the applicant alone (a unilateral undertaking).
4. Local Planning Authorities within the Greater Birmingham and Solihull LEP should consider working together to produce and maintain a library of 'standard' draft planning obligations. This should speed up the decision making process, ensure a consistent approach and save resources currently spent preparing new planning obligations for each individual planning application.

#### Key Tasks for the Applicant

1. The applicant should submit a draft planning obligation with the planning application or at the least detailed Heads of Terms identifying anticipated parties, contributions in name if not actual figures and trigger dates for payments together with an agreement that commits the applicant to paying the costs of preparing the obligation.

## PLANNING COMMITTEE

### DATE OF COMMITTEE

29<sup>th</sup> March 2016

## REPORT OF HEAD OF PLANNING AND REGENERATION

### GBSLEP – GUIDANCE NOTES

#### EXEMPT INFORMATION

None

#### PURPOSE

The purpose of the report is to consider a set of guidance notes prepared by the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) that they wish each Local Planning Authority in the GBSLEP area to adopt. Comments made by the Planning Committee will then be reported to Cabinet to aid the official Council response.

#### RECOMMENDATIONS

- 1. That the report and the suggested response to the GBSLEP working party contained within are endorsed and recommended to Cabinet to inform the Councils official response, along with the views of Planning Committee.**

#### EXECUTIVE SUMMARY

Guidance notes (see Appendices) relating to 1) Planning Conditions; 2) Member Involvement in the Planning Application Process; 3) The Pre-Application Process; and 4) Planning Obligations, have been produced by sub groups within the development management working party of the GBSLEP, each with input from a range of the interested parties with the aim of making a simpler and more unified development management experience for applicants in the GBSLEP area.

This work has been shared with Lord Taylor of Goss Moor, who chaired the group that led to the introduction of the on-line National Planning Practice Guidance, who was supportive of the approach and commented that:

*“These guidance notes are an innovative collaboration between local authorities and the LEP to support better, quicker planning. ‘Joined up thinking’ is easy to say but too often not delivered in practice – but this approach helps deliver just that, with a best practice agenda in which both planners and developers are signing up to play their part. I thoroughly commend it.”*

It was hoped that this work could then be taken to the member councils for agreement and adoption.

Whilst it is agreed that the general principles are sound, and well intentioned, officers have some concerns over some specific details,. Officers comments on each note are as follows:

#### 1) Planning Conditions

The note sets out the statutory test for conditions, and the guidance on the proper use of planning conditions. It also advocates working with the applicant to minimise the number of required conditions through a robust initial submission, and setting an order of conditions. These are all sensible points and should be supported and reflect existing practice at Tamworth.

## 2) Member Involvement in the Planning Process

The suggestions in this paper raise most concern as they depart from our normal practice which has evolved over many years to deliver the speed and efficiency that we currently deliver and which work well.

The note refers to effective Member involvement helping them to better represent their constituents and enrich local democratic debate, but also advocates that Members should be involved in pre-application discussions. There are occasions when it is entirely appropriate for Members to be involved at the pre application stage and this already takes place in Tamworth through briefing papers to Planning Committee. However, circumstances will vary dependent on the wishes of the potential applicant and the specific proposals. Officers are concerned that by imposing a process which brings all pre-application proposals to Planning Committee that it will slow down the pre-app process, may put potential applicants off engaging with us and clog up Planning Committee business. Therefore, it is suggested that pre-application discussion with members only takes place through Planning Committee and where the potential applicant has asked for this to happen. Officers will recommend that potential applicants allow officers to seek views of Planning Committee when it is considered appropriate. In all instances where members become involved in pre application discussions they should be aware of potential pre determination issues. Therefore the recommended response is that locally set thresholds and procedures should be put in place by each Council.

Point 2 advocates at least 4 training sessions per year for all Planning Committee members, and that these should ideally be facilitated by an outside body and again this is inline with existing practice in Tamworth. Our local protocol for councillors and officers dealing with planning matters sets out sets out the training requirements. It requires Members dealing with planning issues to attend training sessions each year to receive guidance in relation to planning regulations and procedures and on declarations of personal or prejudicial interests. This training should include a balance of the following:-

- Organised visits to review permissions granted, with evaluation and lessons learned presented as a paper;
- Short (half day) sessions on special topics of interest or where overturns have indicated problems with planning policy;
- Special topic groups to consider difficult and challenging issues in depth;
- Formal training by internal and external speakers;
- Visits to other authorities who have received good inspection / audit feedback;
- Quick presentations by officers on hot topics, e.g. new legislation, white papers and there impact, followed by a brief question and answer session;
- Attendance at inquiries where officers have identified that there is something specific to learn which will benefit members.

The report of the Audit Commission 'Building in Quality' recommend that Councillors should revisit a sample of implemented planning permissions to assess the quality of the decisions. Such a review should improve the quality and consistency of decision making, thereby strengthening public, confidence in the planning system, and can help with reviews of planning policies. Such reviews are best undertaken at least annually. They should include examples from a broad range of categories such as major and minor development; permitted departures; upheld appeals; listed building works and enforcement cases. Briefing notes should be prepared on each case. The Planning Committee should formally consider the review and decide whether it gives rise to the need to reconsider any policies or practices.



Point 3 suggests that it would be appropriate for Members to undertake site visits to permitted developments to see their impact and use the knowledge to inform future decisions. This is covered in the training.

Point 4 suggests that committees should consider introducing a “right to reply” whereby committee members have the ability to question the applicant or objector/supporter to clarify points they have raised. It is suggested that this can help to reduce the need to defer an application or avoid determinations based on a misunderstanding. Officers consider that the committee procedure in Tamworth has evolved into a streamlined process that successfully balances the proper debate around proposals with the need for timely efficient decision making, and would therefore not support this proposal. Supporters, Objectors and local ward members all have opportunity to speak on applications. A “right to reply” would be difficult to manage and may lead to confusion on what is being applied for. It is therefore suggested that the GBSLEP omit this from the guidance notes.

The paper also suggests that Members should be informed of updates to legislation, policy or case law. This is agreed, and forms part of our current procedures.

Finally, this paper advocates that for larger schemes, applicants should engage with local Members prior to submitting a planning application. Whilst this may be appropriate, our current procedure for very significant schemes is to produce an early Issues Report, which ensures that committee Members are aware of the proposal and that they have an opportunity to comment prior to the application coming before them for determination. This ensures a consistent Member view from elected Members with an understanding of the planning considerations, and is a valuable input to the overall assessment of such proposals. It also removes any question of pre-determination as the process is managed in an open transparent manner through the Committee process. Officers would endorse maintaining this current process.

#### The Pre-Application Process

This note sets out the benefits of early engagement, setting out the potential to improve the efficiency and effectiveness of the planning application system for all parties, and the likelihood of achieving improved outcomes. The paper is welcomed and agreed.

#### Planning Obligations

The note sets out when it is appropriate to enter in to a legal agreement, and that it is best to seek early agreement on Heads of Terms, and to simplify such agreements as much as possible. It also suggests that LPA's within the LEP should consider some joint working to produce and maintain a library of “standard” draft planning obligations. Officers welcome the note, and have no objection to “shared” practice provided that it met with the approval and agreement of our legal advisors.

### **RESOURCE IMPLICATIONS**

This would not result in work other than that already contained within the service area budget.

### **LEGAL/RISK IMPLICATIONS BACKGROUND**

The Government expects local planning authorities to perform in an effective and efficient manner to accord with the requirements of the National Planning Policy Framework. In particular paragraph 186 and 187 require authorities to adopt a positive approach to that foster the delivery of sustainable development. Local planning authorities should look for solutions rather than problems, and decision-takers at every level should seek to approve applications for sustainable development where possible. Local planning authorities should work proactively with applicants to secure developments that improve the economic, social

and environmental conditions of the area. Failure to comply with this requirement could result in the Borough Council not meeting performance targets set by the Government with the consequence that they could become a standards authority and lose control of determining planning applications.

### **SUSTAINABILITY IMPLICATIONS**

If best practice, as advocated by the guidance notes, is not adopted sustainable development may not result

### **BACKGROUND INFORMATION**

None

### **REPORT AUTHOR**

John Gunn – Development Manager x288

### **LIST OF BACKGROUND PAPERS**

None

### **APPENDICES**

Planning Guidance Note – Planning Conditions  
Planning Guidance Note – Member Involvement in the Planning Application Process  
Planning Guidance Note – The Pre-Application Process  
Planning Guidance Note – Planning Obligations

# Planning Guidance Note

## Planning Conditions

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### Policy Overview

Government guidance on the use of planning conditions is contained within the National Planning Policy Framework (NPPF) and the Planning Practice Guidance.

[Paragraph 206 of the NPPF](#) states planning conditions should only be imposed where they meet the following six tests:

1. necessary;
2. relevant to planning and;
3. to the development to be permitted;
4. enforceable;
5. precise and;
6. reasonable in all other respects.

### The Benefits of Effective Planning Conditions

If used properly, conditions can enhance the quality of development and enable development proposals to proceed where it would otherwise have been necessary to refuse planning permission, by mitigating the adverse effects of the development.

### Key Tasks for the Local Planning Authority to Ensure the Use of Effective Conditions

1. The following six tests are taken directly from the Government's on-line Planning Practice Guidance ([www.planningguidance.communities.gov.uk/](http://www.planningguidance.communities.gov.uk/)) and must be applied by the Local Authority in drawing up/approving conditions:
  - a. *A condition must not be imposed unless there is a definite planning reason for it, i.e. it is needed to make the development acceptable in planning terms. If a condition is wider in scope than is necessary to achieve the desired objective it will fail the test of necessity.*
  - b. *A condition must not be used to control matters that are subject to specific control elsewhere in planning legislation (for example, advertisement control, listed building consents, or tree preservation). Specific controls outside planning legislation may provide an alternative means of managing certain matters (for example, works on public highways often require highways' consent).*
  - c. *It is not sufficient that a condition is related to planning objectives: it must also be justified by the nature/impact of the development. A condition cannot be imposed to remedy a pre-existing problem or issue not created by the proposed development.*
  - d. *Unenforceable conditions include those for which it would, in practice, be impossible to detect a contravention or remedy any breach of the condition, or those concerned with matters over which the applicant has no control.*

- e. *A condition should be written in a way that makes it clear to the applicant and others what must be done to comply with it. Poorly worded conditions are those that do not clearly state what is required and when, must not be used.*
  - f. *Conditions which place unjustifiable and disproportionate burdens on an applicant will fail the test of reasonableness. Unreasonable conditions cannot be used to make development that is unacceptable in planning terms acceptable.*
2. Planning Officers should similarly question consultee requirements against the six tests - and if they do not meet the tests they should be omitted or reworded.
  3. At the pre-application stage there should be clear guidance regarding what information is required to ensure that the development can be implemented quickly and with the minimum of conditions.
  4. Conditions that require the resubmission and approval of details that have already been submitted as a part of the planning application are unlikely to pass the test of necessity and should not be applied. Prescriptive or compliance conditions should be preferred to restrictive conditions that require the submission and approval of further details.
  5. The format, content and structure of conditions should be discussed during the Application process and prior to the decision being made to minimise or avoid the use of restrictive and other conditions.
  6. For clarity, the Decision Notice should set out conditions in the following order:-
    - I. Pre-commencement of development (thus allowing works, demolition etc.)  
Contamination could be dealt with in this way. However, the condition may be structured for large schemes to enable development to be implemented in phases.
    - II. Pre-Commencement of Principal Supporting Infrastructure  
Details of drainage or highway works may typically fall within this section.
    - III. Pre-Commencement of Buildings and other Structures  
This could include details such as landscaping and external materials.
    - IV. Pre-Occupation of Building  
Details such as BREEAM compliance, travel plans etc.
    - V. Compliance Conditions, Post Completion  
This may include conditions that place restrictions on the occupancy of a building or the hours of use.

# **Planning Guidance Note**

## **Member Involvement in the Planning Application Process**

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### **Policy/ Legislative Overview**

The 2011 Localism Act makes it clear that it is proper for councillors to play an active part in local discussions, and that they should not be liable to legal challenge as a result.

### **The Benefits of Effective Member Involvement in the Planning Application Process**

The effective involvement of members in the planning application process helps them better represent their constituents and enrich local democratic debate. People can therefore elect their councillor confident in the knowledge that they will be able to act on the issues they care about and have campaigned on.

With regard to pre-application discussions, Members bring their local knowledge and expertise, along with an understanding of community views. Involving councillors can therefore help identify issues early on and reduce the likelihood that issues come to light for the first time at committee that may slow down the determination of an application or lead to its refusal.

The following key principles can help maximise the contribution that members can make to the planning application process

### **Key Tasks for Local Planning Authorities**

1. Planning Committee Members and the relevant ward members should be involved in pre-application discussions for any proposal that is likely to be presented to the Planning Committee for determination. The level of involvement should ensure that members are fully aware of any such proposals and their comments can be taken into account when the application is being prepared.
2. There should be at least four training sessions per year for all planning committee members to ensure that they are conversant with all relevant planning legislation, policies, case law and other relevant information. Training Sessions should ideally be facilitated by an outside body to ensure a fresh perspective is given on planning matters. This would also help ensure that interpretations of planning legislation and practice that are no longer up to date do not become entrenched. New members must receive training before they are able to sit on the planning committee. Such training could be organised on a regional wide basis to share costs and resources between the local planning authorities and ensure a level of consistency with the advice given.
3. Regular (for example, on an annual basis) site visits to recently permitted developments should be arranged for Planning Committee members and Officers to enable them to see first-hand their impact and then use this knowledge to inform future decisions. Such site visits do not necessarily need

to be within their own particular authority area, particularly if there are examples of good, innovative development outside their area.

4. Planning Committees should consider introducing a 'right to reply' whereby committee members have the ability to question the applicant or objector/ supporter to clarify points of fact that they have raised. This can help reduce the need to defer an application or avoid it being determined on the basis of a misunderstanding that could lead to future challenges or unnecessary appeals.
5. Planning Committee members should be issued with regular papers that update them on any relevant changes in legislation, policy or case law. Again, this could be done on a region wide basis to share costs and resources between the local planning authorities and ensure consistent advice given.

### **Key Task for Applicants**

1. When appropriate, for example on larger schemes or schemes that will be determined by the Planning Committee, applicants should engage properly with local members prior to submitting a planning application. This will ensure that when the application is determined members are fully aware of the proposal and their comments have been taken into account when the application was prepared.

# Planning Guidance Note

## The Pre-Application Process

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### Policy Overview

Government policy within the National Planning Policy Framework (NPPF) states that Local Planning Authorities (LPA) should approach decision-making in a positive way, they should look for solutions and not problems and that they should encourage applicants to engage with them through voluntary pre-application discussions. This obligation also extends to statutory planning consultees.

### What are the Benefits of an Effective Pre-Application Process?

Paragraph 188 of the NPPF states that:-

*“Early engagement has significant potential to improve the efficiency and effectiveness of the planning application system for all parties. Good quality pre-application discussion enables better coordination between public and private resources and improved outcomes for the community.”*

For the applicant / developer pre-application advice should enable the following:

1. To obtain as much information as possible about likely LPA requests such as technical requirements or Section 106 expectations and community issues. This is especially helpful in revealing potential costs and local concerns
2. To obtain an indication re whether a proposal is likely to be favourably received or not or whether there are extremely significant challenges to overcome. This is useful in aiding a developer to decide whether or not to continue to incur further costs on more supporting work and agent/ specialist fees. However the purpose of the Pre app process is not to (and cannot) pre judge an application
3. To establish a positive working relationship with the Local Planning Authority.
4. To help smaller builders/ developers avoid and resolve issues without the need for access to specialist professional expertise.

For the LPA it has the following benefits:

1. It identifies issues early on in the process which the developer can then address to enable the formal application process to be a more positive and a simpler / quicker process.
2. It can help avoid conflict further down the line with applications which really should not have been pursued or could have been presented in a more acceptable form.
3. It can provide the LPA with an indication of the scale and type of developer interest in a particular site.

### Key Tasks

In order to ensure that the pre-application process works as effectively as possible, applicants and the Local Planning Authority should adopt the following principles:-

#### Key Tasks for the Local Planning Authority

1. The planning application process should adopt a strong customer focus, where the client can expect a quality service. It should be welcoming – with an ‘open for business’ approach.
2. The pre-application procedure should form an essential and integral part of the ‘end to end’ planning application ‘pipeline’ designed to save time and cut red tape.

3. Larger and more complex applications should have access to an Application Panel comprising consultees and specialist staff where the progress towards submitting an application is steered by the case officer. This could either be a bespoke session for a specific project or a monthly 'speed dating' (surgery type) session where developers are able to meet the panel, by appointment, to discuss their schemes.
4. LPA's should encourage the use of Design Review Panels for sensitive schemes which can improve the output of planning applications, raise standards and add value.
5. Planning Officers should be clear about the positive approach to pre-application engagement and be fully aware of the protocol for achieving a customer focus, with terms of reference to explain the purpose of a pre-application advice and what to expect.
6. LPA's should provide a simple 'information service' on-line to provide easily accessible help on procedures; and contact points for key consultees, local authority departments and Planning Aid.

#### Key Tasks for the Applicant

7. Applicants should make use of the pre-application process if they wish to expedite the decision making process, particularly for more complex planning applications.
8. Applicants should ensure that the maximum amount of information is submitted at the pre-application stage in order to ensure that the LPA can offer well informed advice.
9. Applicants should ensure that all advice given at the pre-application stage is reflected in the resultant planning application and all necessary information is submitted to ensure that it can be validated and determined without the need for further information.



# Planning Guidance Note

## Planning Obligations

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### Policy Overview

The National Planning Policy Framework states that planning obligations should only be used when it is not possible to address unacceptable impacts through a planning condition and they should only be used when all the following tests are met:-

- It is necessary to make the development acceptable in planning terms;
- It is directly related to the development; and
- It is fairly and reasonably related in scale and kind to the development.

### The Benefits of Effective Planning Obligations

A simple and effective approach to delivering planning obligations ensures that the momentum created by improving the front end of the planning application process is maintained through to the end of the process when the decision notice is issued. The following key principles help to ensure that this can be achieved.

### Key Tasks for the Local Planning Authority

10. Pre-application discussions should identify likely areas of contribution that will be required, and explore the possibility of avoiding the need for a planning obligation by the use of compliance Conditions.
11. Following the conclusion of the 21 day consultation period or an agreed timescale and assuming there are no in-principle objections to the application, the planning officer should begin negotiations to agree the form and contents of the planning obligation in accordance with an agreed programme which includes a deadline for engrossment.
12. To reduce delays tripartite S106 Agreements should be avoided where possible. Instead, the planning obligation should either be between the applicant and the local planning authority or completed by the applicant alone (a unilateral undertaking).
13. Local Planning Authorities within the Greater Birmingham and Solihull LEP should consider working together to produce and maintain a library of 'standard' draft planning obligations. This should speed up the decision making process, ensure a consistent approach and save resources currently spent preparing new planning obligations for each individual planning application.

### Key Tasks for the Applicant

1. The applicant should submit a draft planning obligation with the planning application or at the least detailed Heads of Terms identifying anticipated parties, contributions in name if not actual figures and trigger dates for payments together with an agreement that commits the applicant to paying the costs of preparing the obligation.

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16<sup>th</sup> June, 2016**Report of the Chief Executive Officer****Working Towards Tamworth Becoming A Dementia Friendly Community****EXEMPT INFORMATION**

Not Applicable.

**PURPOSE**

To seek Cabinet endorsement of the processes and plans necessary to achieve the Council's stated ambition **"To Work Towards Becoming a Dementia Friendly Community"**.

**RECOMMENDATIONS**

That Cabinet:

- a) Endorse the attached processes and plans designed to meet the requirements set out by the Dementia Action Alliance (DAA);
- b) Endorse the proposal to join the Staffordshire DAA and to establish a Local DAA;
- c) Consider the requirement to nominate an elected member lead for the project team; and
- d) Receive a progress report in December 2016.

**EXECUTIVE SUMMARY**

Tackling the causes and consequences of mental health issues across the age spectrum has become a stated priority at a local, county and sub-regional level.

At a local level, the South East Staffordshire Seisdon Peninsular CCG has identified Mental Health as a priority with specific reference to Emotional Wellbeing for young people, learning difficulties and dementia. It is difficult to accurately profile the implications of dementia locally as estimates suggest that less than half the residents of Tamworth living with dementia have been diagnosed. This is one of the stated priorities for the local CCG who have tasked GP practices with increasing the number of diagnoses. The latest figures suggest that around 390 had been diagnosed in 2013/2014 which, based upon the estimation of non-diagnosis could rise to nearer 1000.

At a county level, Staffordshire Health & Wellbeing Board have adopted a dedicated Mental Health Strategy – "Mental Health is Everybody's Business" which clearly identifies a range of ways district and borough councils can assist in achieving outcomes.

More recently, the West Midlands Combined Authority (WMCA) have established a 'Commission' for Mental Health with a dedicated workstream focusing upon the roles of district and borough councils; best practice and shared learning.

Dementia features in each and every one of these documents and its local relevance to Tamworth has been on the Healthier & Safer Tamworth Scrutiny Committee radar for some time. This Scrutiny culminated in a request recommending that the Council seek to achieve Dementia Friendly Community status together with a number of supplementary requests that form part of the initial request tabled by Councillor Andrew James, Chair of the aforementioned scrutiny committee.

Cabinet resolved to accept the recommendations in principle and that the CEO be asked to produce an “Action Plan” designed to achieve the stated outcomes and to report back to Cabinet (**Minute 121 refers**).

Attached therefore is an Action Plan; Application Process and key criteria necessary to become a member of the Staffordshire Dementia Action Alliance and the obligations associated with membership.

### **OPTIONS CONSIDERED**

Not applicable.

### **RESOURCE IMPLICATIONS**

There are none relating to this stage of the process. Subject to being granted membership of the Staffordshire DAA, it will be necessary to determine at that point whether the next phase sits within a Borough Council service, the Tamworth Strategic Partnership or a dedicated Locality Partnership with a remit to develop and support the Local Dementia Action Alliance.

### **LEGAL/RISK IMPLICATIONS BACKGROUND**

There are none relating to this report. Again, subject to being granted membership of the Staffordshire DAA, the terms and conditions relating to the Council’s Partnerships policy will apply.

### **SUSTAINABILITY IMPLICATIONS**

There are none relating to this report.

### **BACKGROUND INFORMATION**

There is clear evidence from both the eJSNA and the Health Intelligence Unit that the number of local people affected by Dementia is growing. These figures only relate to **diagnosed** cases; other evidence suggests that there is a significant and worrying failure to diagnose, a fact reflected in the CCG Operating Plan for 2016/2017 with plans to remedy the situation by GPs.

It is clear from recent studies that district and borough councils have a key role in protecting and improving the community’s health, not just those living with dementia, but the frail and elderly in general.

This represents an ‘action’ designed to support this process.

### **REPORT AUTHOR**

Anthony E. Goodwin  
Chief Executive &  
CEO Lead for Staffordshire & WMCA  
On Health & Wellbeing & Mental Health

### **LIST OF BACKGROUND PAPERS**

- Tamworth Borough Council - Annual Report & Corporate Plan 2016/2017
- Staffordshire Health & Wellbeing Strategy
- Staffordshire Mental Health Strategy - “Mental Health is Everybody’s Business”
- South East Staffs & Seisden Peninsula CCG - Operating Plan 2016/2017
- Public Health England – “Healthy Ageing in the West Midlands”
- Tamworth Borough Council – Healthier Housing Strategy (Revised 2016)

## **APPENDICES**

**A** – National Dementia Declaration Action Plan

**B** – Guide to Creating Local Dementia Action Alliance

## NATIONAL DEMENTIA DECLARATION ACTION PLAN

### 1) Details of Applicant/Applicant's Organisation

**Name:** ANTHONY E. GOODWIN  
CHIEF EXECUTIVE OFFICER

**Address:** Tamworth Borough Council  
Marmion House  
Lichfield Street  
Tamworth  
Staffordshire  
B79 7BZ

**Telephones:** **Direct Line** 01827 709211  
**Mobile** 07969 984821

**Email:** tony-goodwin@tamworth.gov.uk

**Website:** [www.tamworth.gov.uk](http://www.tamworth.gov.uk)

### 2) Summary of Organisation

A Borough Council located in the south east corner of Staffordshire with a population of around 78,000. The Council continues to provide a full suite of high quality services to local people: Waste Collection & Recycling; Environmental Heath & Streetscene, Planning & Building Control; Housing & Homeless Support; Economic Growth & Regeneration. The Council also supports Leisure & Cultural provision, community safety and Elections.

### 3) Better outcomes for people with dementia and their carers – A role for the Council

Having regard for the seven outcomes, the Council believes it is well placed to make a significant and sustainable contribution through its 3 thematic priorities:

#### a) Living a quality life in Tamworth

Priorities within this theme articulate the Council's commitment to supporting individuals and communities who are vulnerable or at risk of becoming so; to enabling residents to improve their health and quality of life and to tackle the causes of inequalities.

#### b) Growing stronger together in Tamworth

The focus here whilst primarily upon economic growth and skills, it is also about understanding the needs of all our residents in order to create a safe and supportive environment – both physically and culturally and through community engagement.

#### c) Delivering quality services in Tamworth

This theme presents an enormous opportunity for jointly reviewing and co-designing services; improving access to them and the quality of them and to raise awareness of the issues facing those living with dementia.

### 4) Potential Challenges

Had this initiative been isolated or independent from the Council's current core

business, then rolling out the action plan may have been more difficult. Given that the Council, HWBB, CCG and Public Health have all included references to improving services for or awareness of mental health issues locally, this is likely to assist the Council in its ambitions.

There may well be capacity and resource constraints across the various partnership networks however; the approach is viewed as a 'marathon' and not a 'sprint'. A further challenge from partners may relate to competing priorities again, this can be factored in to future planning.

In short, the Council is of the view that the outcome justifies the investment of capacity because of the clear links between the ambitions of the Council and the DAA.

**Anthony E. Goodwin**  
**Chief Executive Officer**  
**Tamworth Borough Council**

## **Purpose**

The overarching purpose of this Action Plan is to provide a route map designed to meet the ambitions of the Council specifically relating to Dementia; namely:

- To secure membership of the Staffordshire & Stoke on Trent Dementia Action Alliance;
- To establish a Local Dementia Action Alliance in Tamworth; and
- To work towards becoming a **Dementia Friendly Community**

## **Strategic & Policy Context**

The recently adopted Corporate Priorities focus upon 3 distinct yet connected themes:

<b>Living a quality life in Tamworth</b>	<b>- People -</b>
<b>Growing stronger together in Tamworth</b>	<b>- Place -</b>
<b>Delivering quality services in Tamworth</b>	<b>- Organisation -</b>

The ultimate aim of a Dementia Friendly Community is to create a "place" where people living with dementia are understood, respected and supported and are confident they can contribute to community life.

The "people" in this place will be aware of and understand dementia, and those "people" with dementia will feel included and involved, and have choice and control over their day to day lives.

As an "organisation", itself a microcosm of the communities it serves we will seek to ensure that our members, partners and employees demonstrate the same understanding and respect as they go about their daily business and also when planning services for the future.

The aims of the Dementia Action Alliance align seamlessly with the following corporate objectives:

- **Support and Protect individuals and communities that are or may become vulnerable;**
- **Enable residents to improve their health and quality of life;**
- **Work together to tackle the causes of inequality in Tamworth;**

- Work with customers to improve their access to services; and
- Enable greater public engagement in local decision making.

<b>Specific Actions</b>	
The following list of actions will, subject to Members endorsement, be submitted in support of the Council's application for membership of the <b>Staffordshire &amp; Stoke on Trent Dementia Action Alliance</b> .	
<b>DA1</b>	<b>Awareness</b>
	<b>DA1 a)</b> Seek to ensure that all key staff and elected members undertake to attend a <b>Dementia Friends</b> session delivered by an accredited person.
	<b>DA1 b)</b> Appoint a "Member Champion" and "Lead Officer" to support the wider role out of <b>Dementia Friends</b> sessions internally and externally.
	<b>DA1 c)</b> Extend awareness of and access to <b>Dementia Friends</b> sessions to our key partners (if not already engaged).
	<b>DA1 d)</b> Explore opportunities to support people living with dementia when reviewing or designing services, eg: <ul style="list-style-type: none"> <li>• Assisted bin collections</li> <li>• Text "Reminders" for appointments; payments; collections; elections etc</li> <li>• Access to cultural and heritage venues</li> </ul>
	<b>DA1 e)</b> The Council's communications team will be advised on the use of language using <b>DEEP's</b> .  <b>Dementia Engagement &amp; Empowerment Project</b> and the <b>Dementia Words Matter Guide</b> .
<b>DA2</b>	<b>Local/Community Engagement</b>
	<b>DA2 a)</b> Include local people affected by dementia in all engagement processes relating to decision making, service re-design; relevant policies and practices;
	<b>DA2 b)</b> Capture insight and information from those affected by dementia to support informed decision making;
	<b>DA2 c)</b> Incorporate "Dementia Awareness Week" into the events calendar for 2017 and to promote the event through current channels and networks.
<b>DA3</b>	<b>Council Staff</b>
	<b>DA3 a)</b> The Council will ensure that its current policies and procedures and any future reviews reflect the needs and support necessary for employees who may be caring for someone living with dementia or, working with a diagnosis of dementia;
	<b>DA3 b)</b> Information and advice literature will be displayed and available in all publicly accessibly buildings.
<b>DA4</b>	<b>Establishing a Local Dementia Action Alliance</b>



	<b>DA4 a)</b>	<p>The Council, through its extensive partnership and community networks will seek to promote wider awareness of dementia for the purpose of establishing a Local Dementia Action Alliance. These networks will include:</p> <ul style="list-style-type: none"> <li>• <b>Tamworth Strategic Partnership</b></li> <li>• <b>Tamworth &amp; Lichfield Business &amp; Economic Partnership</b></li> <li>• <b>Tamworth Headteachers Forum</b></li> <li>• <b>Local Housing &amp; Health Groups</b></li> <li>• <b>Town Team</b></li> <li>• <b>Locality Hubs</b></li> <li>• <b>Licensed Taxi Alliance</b></li> </ul>
<b>DA5</b>	<b>Access to Information &amp; Advice</b>	
	<b>DA5 a)</b>	Contact details of all relevant support organisations/groups will be incorporated onto the Council's website and internal Intranet.
	<b>DA5 b)</b>	Literature provided by both the Alzheimers Association and the Dementia Action Alliance will be displayed and available from Council Offices.
	<b>DA5 c)</b>	Customer facing staff will be briefed on how to signpost customers to the relevant professional support providers.
<b>DA6</b>	<b>Environmental &amp; Service Access Considerations</b>	
	<b>DA6 a)</b>	<p>The needs of people living with or affected by dementia will be considered alongside those of other groups requiring additional support; reasonable adjustments or specialist consideration. This will apply to:</p> <ul style="list-style-type: none"> <li>• Access to information, services and facilities;</li> <li>• Planning and designing outdoor public spaces/facilities;</li> <li>• Work place assessments</li> </ul> <p><b>*Future public information outlets to be developed to "Safe Place" standards eg., TIC.</b></p>
	<b>DA6 b)</b>	Incorporate the needs of people living with dementia


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# CREATING A LOCAL DEMENTIA ACTION ALLIANCE



A guide to getting started

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  - 20 Contact details

# INTRODUCTION

**There are over 820,000 people living with dementia in the UK and estimated to be 670,000 family and friends currently acting as primary carers.** Many people with dementia and their carers are still not living well with the condition, and quality of life remains extremely varied:

- 77% of people with dementia feel anxious or depressed
- 67% of people with dementia do not always feel a part of their community
- 44% of people with dementia feel they lost friends after being diagnosed

(Dementia Report 2012)

Understanding of dementia and how people are affected remains poor and a stigma attached with a diagnosis often causes people to withdraw from society and become isolated.

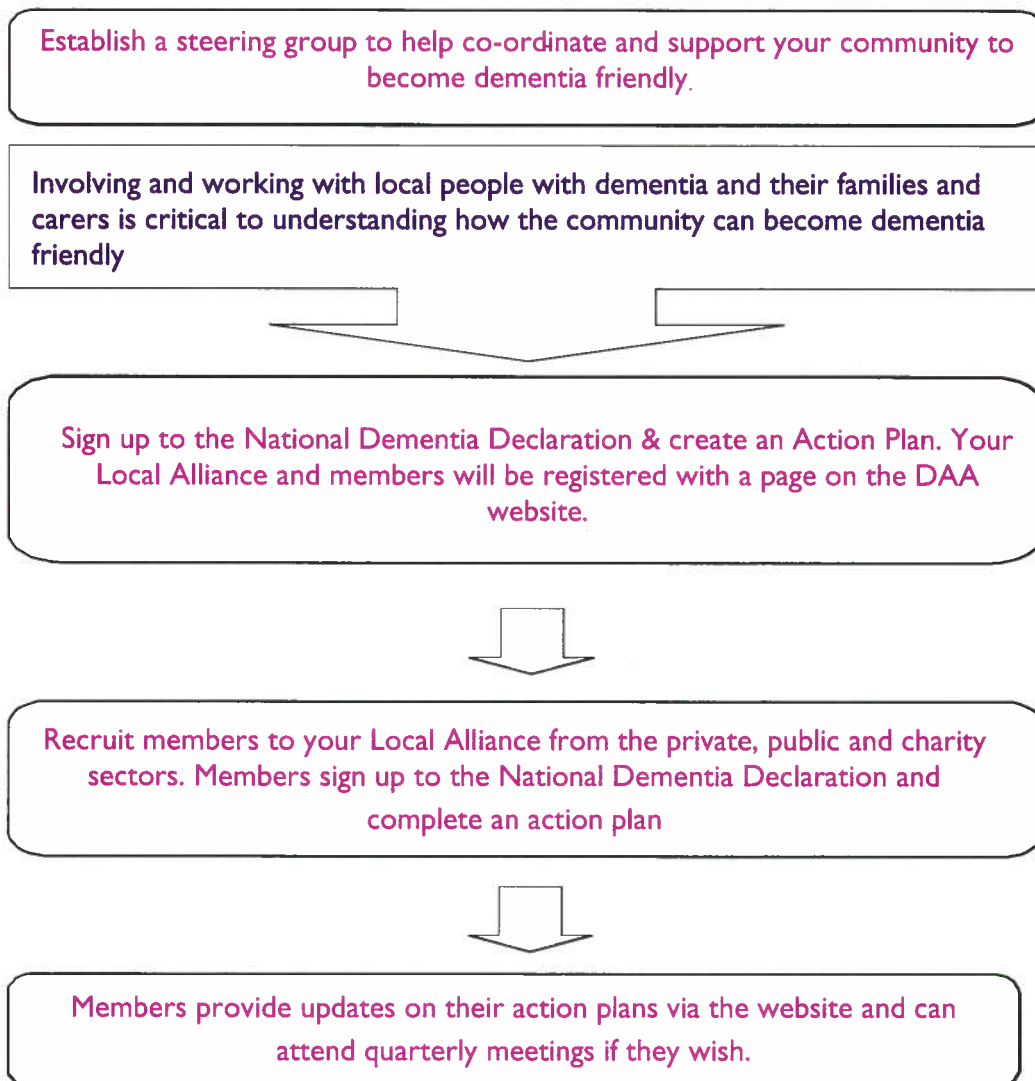
**In 2010, the National Dementia Action Alliance was formed to tackle these issues and radically change the way our society responds to dementia.** The work of the alliance is underpinned by the National Dementia Declaration, which describes seven outcomes that people with dementia, their family and carers would like to see in their lives. **Members sign up to the National Dementia Declaration and complete an action plan describing what they will do to meet these outcomes.**

Since 2010, the membership has grown to include not only health and social care providers but the voluntary, commercial and public sector and alliances are forming at a regional and local level, throughout the country.

Through organisations and communities joining together to form **Local Dementia Action Alliances** we hope to **create dementia friendly communities**, where there is a **greater awareness and understanding** of dementia and individuals with dementia and their carers feel **supported** to remain **independent** and have **choice** and **control** over their lives.

# WHAT'S INVOLVED?

This guide sets out how to set up a Local Dementia Action Alliance. The flowchart below summarizes the process involved:



# GETTING STARTED

The existence and success of a Local Dementia Action Alliance relies on the people leading and co-ordinating the work, particularly in the early stages. Whether it is one person or a number of you, community members volunteering your time or professionals working in partnership, it is important to think about what role you can play.

## Initially, taking on this co-ordinating role may involve you:

- Being the main point of contact for your Local Dementia Action Alliance
- Recruiting members to a steering group (where other roles can be shared) or to get involved at some level
- Co-ordinating meetings
- Consulting with people with dementia and their carers
- Drawing together the LDAA Action Plan
- Registering with the National Dementia Action Alliance website

If you have not already had contact with someone from the Dementia Action Alliance and want to start a Local Alliance then **please contact the named person for your area**, on the contact list at the end of this document. Not only can they offer advice and support but they may be able to connect you with other people in your area who may also be involved or interested in joining an alliance.

# INVOLVING PEOPLE WITH DEMENTIA & THEIR CARERS

Involving people living with dementia, their carers and families in your Local Alliance is central to ensuring your Alliance meets the needs within that community and becomes dementia friendly.

It is essential to find out from people with dementia, their carers and families about their experiences of living in the community; where they feel supported and where improvements can be made. As this feedback often illustrates the importance of this work and specifically can help direct the actions of the Alliance it's useful to gather this information before or whilst a steering group is coming together.

As well as asking for feedback, you can invite people with dementia and carers, if they would like to, to support the Alliance in other ways, such as:

- Being a member of the steering group
- Helping to recruit members to join the Alliance
- Raising awareness of dementia
- Providing feedback on how the actions of the LDAA members are making differences.

There are a number of questionnaires that have been developed and used to gather people's experiences. Go to <http://www.innovationsindementia.org.uk/resources.htm> to find a template questionnaire and other useful information. Focus groups are also a good way to promote discussion and get ideas. If you would like more information about the best way to involve people with dementia and their carers please contact your named local contact found at the end of this document.



# FORMING A STEERING GROUP

Establishing a steering group is important to the success and sustainability of Dementia Friendly Communities. The aim of the group is to share the work, make decisions about, and prioritize the action of the Alliance, recruit members to join the Alliance through local networks, monitor and evaluate the work and manage the finances, if appropriate.

## **A Local Alliance steering group usually has a:**

- Chairperson – who runs the meetings
- Secretary – who looks after the administration
- Treasurer – who looks after the money

## **Members can include:**

- Local people with dementia, carers, people with an interest in supporting the alliance
- Local businesses leaders and retailers
- Local Authority, Public Services & Voluntary Organisations (eg Local Councillors, Police, Fire, Leisure Centre, Library, Age UK, Red Cross)
- Health and Social Care Providers (eg GP's, residential homes, memory clinics)

**Terms of Reference** are recommended, as this is a useful way of focusing the role of the steering group and aims of the Alliance. You can view an example [here](#).

Usually the Terms of Reference include:

1. The membership of the group (List names and organisations/roles)
2. The aims of the group meeting - you could include in here what the alliance is **not** used for, for example self-promotion or marketing of a business or service.
3. The objectives of the group – this could form the Action Plan and used to join the Dementia Action Alliance.
4. The frequency and time of the meetings

# MEETINGS

**It is important to stress that Local Dementia Action Alliances (although need co-ordination) are not intended to be about lots of meetings.**

Individuals and organisations take responsibility for their own actions and delivering these. The steering group is created to help connect the community and ensure the community is working together with the same aims.

## **The first meeting**

Don't worry about starting small. Think about getting together for your first meeting when you have five or more interested parties, more people can join later.

At the first meeting agree the roles and responsibilities for the group and draw up your Terms of Reference. This will start to shape your aims for the alliance and create your action plan so you can join the Dementia Action Alliance.

In subsequent meetings you may wish to decide on and plan:

- Submitting your action plan and creating content for the webpage
- How to involve people with dementia and their families and carers
- A launch of the alliance
- How to recruit members
- Options for raising awareness
- A legal structure to help with funding and fundraising
- Registering for the Dementia Friendly Communities logo
- Community events and publicity for the work
- Monitoring and reporting the good work
- Recognizing and celebrating actions
- Planning for the future

Resources, templates and ideas for meetings can be obtained through your local named contact.

# HAVE A LAUNCH



Many Alliances decide to have an event to launch the work of the alliance. This has a number of benefits:

1. Raising the profile of the alliance and it's work to create a dementia friendly community by inviting local media coverage
2. Raising awareness of dementia, inviting people with dementia and their carers to share their experiences
3. Recruiting more organizations to join the Local Alliance
4. Opportunities for organizations to network
5. Potential fundraising opportunities
6. Recruit volunteers to support the work, join the steering group etc.

A good time to think about a launch is when you already have a number of members who can contribute to the event and show how it works.

**Plan it with plenty of time ahead.** Think about who you want to reach, what you are going to do and where to hold it, so that you can make the maximum impact on the people attending and the local press.

**Invite key speakers** or even local celebrities who will be able to draw interest in from the wider community and be able to talk about the importance of this work. Ensure you have a clear message about what you'd like to happen as a result of the event eg organisations to join up, identify people who may like to support in other ways.

**Be creative.** Have activities for attendees to join in on, think about local services or groups that will be able to demonstrate what it is to be dementia friendly.

**Make it fun.** Several local alliances have baked, cut and eaten liveried cakes.

**Give clear examples** of what organisations are already doing, to inspire new organisations to join.

**Raise awareness** of dementia and present the different opportunities that are available to the community to gain a better understanding of dementia.

**Ask for commitment from the people attending** to either join the Local Alliance or think about what they can do themselves to support people with dementia in the community.

**Speak to other Local Alliances** found at [www.dementiaaction.org.uk/localalliances](http://www.dementiaaction.org.uk/localalliances) to find out what they did.

# SIGNING UP TO THE ALLIANCE

**Members of the Dementia Action Alliance sign up to the National Dementia Declaration** ([www.dementiaaction.org.uk/nationaldementiadeclaration](http://www.dementiaaction.org.uk/nationaldementiadeclaration)) and complete an action plan describing what they will do to meet these outcomes. **This ensures a common goal which unites** all the communities working to become dementia friendly. Alliances then have the freedom and creativity to achieve these outcomes in which ever way best suits them.

**Members wanting to join will be provided with a specific Action Plan template. Guidance notes are available to help members to complete their action plan.** They give ideas and examples for local action. There are currently guidance notes available for the following types of organisations/groups:

- Local Authorities
- Commissioners
- Hospitals and Healthcare Providers
- Emergency Services
- Housing Associations
- Care and Residential Homes
- Faith Groups
- Art, Cultural and Leisure Facilities/Groups
- Community Organisations
- Schools/Higher Education
- Banks, Retailers and Businesses

Members who complete the full action plan will be listed on a webpage dedicated for your Local Alliance ([www.dementiaaction.org.uk/localalliances](http://www.dementiaaction.org.uk/localalliances)) with details about their organisation (and any logo sent in) and their specific actions. By sharing these details you are more likely to fulfil your actions and inspire other members or similar organisations to take similar action in their communities.

## **Supporters of the DAA committing to Awareness Raising**

For small, independent local organisations who would like to support their Local Dementia Action Alliance by committing to awareness raising activity, can complete **very simple supporter form**. These members will be listed just by organisation name on the webpage as supporters. They can go onto complete a full action plan should they wish to at anytime.

# RECRUITING ALLIANCE MEMBERS

There are a number of ways to recruit members to the Local Dementia Action Alliance.

- If **steering group** members represent a sector or organisation working in their community, they can use their own contacts and networks to communicate and encourage other organisations to be involved
- There may be **willing volunteers** that come forward who would be happy to go out and visit local retailers or businesses, (letters alone often aren't successful) to talk about the work, with the aim of asking them to join. These individuals may be people with dementia or carers who have shown an interest in supporting from the initial consultation period.
- Certain **businesses and organisations may have been identified through the consultation** as being important to their customers with dementia and can be contacted directly with this feedback
- Hold a **public meeting** and invite members of the community to attend to explain what a dementia friendly community is all about and ask for their support.
- Publicise any activity through **local and social media**, particularly celebrating and recognizing positive outcomes, inviting more members of the community to join.



# SMALL CHANGES, BIG DIFFERENCES

The following gives a list of ideas that many communities are putting into action to help create dementia friendly communities.

- Raise awareness and understanding of dementia amongst the whole community
- A dedicated 'no hurry' checkout lane in supermarkets.
- Individual arrangements with local shops, services etc. between owners and people with dementia/families/carers to support them to continue to enjoy daily/weekly/monthly activities, eg arranging for family/carer to pay for hairdressers, newspaper at end of the week.
- Having a nominated dementia champion within a company that can be the point of contact for staff (and customers) on issues associated with dementia.
- Informing retailers about the use of chip and signature cards.
- Tours of theatres, galleries, public buildings etc. by people with dementia to offer suggestions for better customer care or environmental factors (signage, lighting, space). For example in the theatre having dedicated seating set aside that is near to exits or aisles so people can leave if necessary.
- Local branches of banks to go and give talks to local memory cafes about financial issues and what support the bank can offer, eg chip and signature cards.
- Local police to visit memory cafes to talk about community safety and support.
- Pharmacies holding a list of local support groups and information of where to get help on a notice board or in a folder
- Opticians & Dentists - awareness training and support
- Producing a very quick reference guide for local shops/businesses with details of where they can get help or advice if they meet someone who has dementia that needs support (eg local numbers for GP/Carers Organisations) in their community.
- People with dementia doing a 'walking tour' of town centres and offering suggestions about environmental issues, signage, accessibility.
- Schools including dementia throughout the curriculum and having opportunities to educate through creative arts, linking with local residential/nursing homes
- Local Parks/Leisure facilities - look at facilities, safety, walking routes.
- Working with local Chamber of Commerce or Business Improvement Districts (BIDS) to promote work of local alliances and raise awareness to its members.
- Providing a sticker/logo to businesses/retailers to show that they are dementia aware.
- Organisations working in partnership to promote services, eg Fire Service working with support organisations to get referrals for Home Safety Checks.

# RAISING AWARENESS

**The very minimum requirement, to be a member of the Local Dementia Action Alliance, is to commit to providing a better understanding of dementia in their organisation and what they can do to make life a little bit easier, or services a bit more accessible, to someone living with dementia.** There is obviously much more that is being done and some of these practical ideas and actions are provided in the guidance notes which accompany the action plan template.

Every community has access to different organisations, professionals and resources which can support awareness raising activity. As this will be the main action for most members of the Alliance it may be useful for the steering group to think about drawing up the various opportunities that their local members can access to understand more about dementia and how they can help.

**It is important to remember the level of information is appropriate to the audience.** Raising awareness is different to attending an accredited training course. An employee in a local supermarket will not need the same level or depth of knowledge as a healthcare professional working in a hospital or care home.

The following list gives the range of opportunities that alliances could investigate/use:

- Leaflets
- E-learning
- Local education and training providers
- Voluntary organisations which specialise in dementia
- Alzheimer's Society Dementia Friend Champions
- Healthcare professionals (including Care Providers)



# GETTING PUBLICITY

**Getting the word out about the Local Alliance can help recruit new members, promote existing ones and recognise successes and achievements.** Positive media coverage which will help motivate members to deliver their actions and hopefully this public recognition will help with the long term sustainability of the alliance.

**Local journalists are keen to hear about things that matter to local people,** so get it will be important to make contact as soon as possible so they can follow the journey. Wherever possible, link stories to national events or media coverage.

When talking to someone working in the media it may be useful to:

1. Have 3 key points/messages you would like to get across in any article/interview
2. Give interesting answers to questions, give examples, be specific
3. Not say anything to a journalist that you would not want repeated
4. Be original, find a new way to tell a story, think ahead, announce a date
5. Write your own press release
6. Have some good facts and figures ready to support your story
7. Get the contact of the journalist that covers health issues
8. Get some good pictures, but always ask permission of those pictured, to be used.
9. Be honest, if you don't know an answer say you will get back to them
10. If speaking to a journalist ask what they need, when by, if it is written or an interview

More help and advice is available from your local named contact, found at the end of this document.

# FUNDING

**Local Dementia Action Alliances are being funded in different ways.** Some are **self-funded** by local volunteers who organise fund raising events, some communities have received **government funding**, others are funded through **Clinical Commissioning Groups (CCGs), local authorities, parish councils and other organisations**. Irrespective of the source, Alliances are using funding to pay for anything from paper, printing costs and venue hire, to travel expenses and salaries for employed co-ordinators.

To sustain and further develop the work of the Alliance, the steering group will need to consider; its legal structure, how it will manage its' finances and where funding will come from.


There are various options available, from using an umbrella organisation to hold funds on behalf of the Alliance, to creating a separate organisation. The legal structure will dictate the type and amount of funding that the Alliance can apply for in the future, whether it is from community grants, to trusts, or government funding.

Local Alliances, through the steering group will need to seek their own advice and guidance on the best and most appropriate structure to adopt. One of the ways to seek this help in England, is through local organisations who are members of the National Association for Voluntary and Community Action (NAVCA). They can also signpost Alliances to potential sources of funding.

To find your local office go to: <http://data.navca.org.uk/members/directory>

**Recruiting members to the Alliance is about seeking a behavioural commitment not financial**, but support can sometimes be received through donations in kind, which can help. For example, offering to provide a venue for meetings, donating refreshments or helping with some photocopying or printing materials.

# IS IT WORKING?



**Alliance members are required to update on the progress of their action plan annually** (at least) – national members do it quarterly. Updates and new actions can be added to the website at anytime using your personalised login. Local Alliance members are invited to attend the National Dementia Action Alliance Annual Event held in London to meet other local members from across England.

Local Alliance members may also be asked once a year to complete **a short survey for evaluators**. This is used to assess the impact of the Dementia Action Alliance approach overall and improve the service provided to members.

The steering group is not expected to monitor the actions for every Alliance member. Much of **this work is based on goodwill and trust**. However, it is important to understand how and where the work of the Local Alliance is making a difference, so this information can be shared and hopefully adopted elsewhere. It may also help build a case for future funding of the Local Alliance. As such, the **steering group should collect any examples of work which had had a positive impact** in the community and where possible, give an indication of **the number of people**, through the Alliance, **that have received some form of dementia awareness**.

In order to help collect this information Alliances may wish to take time to recognize, celebrate and possibly look to reward members by:

- Inviting members to celebrate good news stories at your steering group meetings and if they are happy to, in the local press and on the DAA webpage.
- Ask local people with dementia and carers through memory cafes, community groups, organisations (eg Age UK) for feedback; if and where they are noticing improvements, where there are still areas for improvement
- Organise an annual event to showcase the work, share good practice, plan for the coming year.

# DEMENTIA FRIENDLY COMMUNITIES & USING A SYMBOL

**A Local Dementia Action Alliance is seen as a vehicle for a community to become dementia friendly.**

In 2012 the Prime Minister launched a Challenge on Dementia which set out the ambition to create 20 Dementia Friendly Communities by 2015. At the same time the Alzheimer's Society announced their intention to develop a Dementia Friendly Communities Programme, which would recognize local communities working to become dementia friendly. By meeting a set of common standards communities will be awarded the use of a logo with the aim of uniting the work nationally.

For more information go to: <http://dementiachallenge.dh.gov.uk/about-the-challenge/> or [www.alzheimers.org.uk/dementiafriendlycommunities](http://www.alzheimers.org.uk/dementiafriendlycommunities)

Logos are often made into stickers and given to members of the Local Alliance, particularly retailers and businesses, to put into their windows to identify them as having a level of awareness of dementia and working to become dementia friendly.

As the common standards used by the Alzheimer's Society allied to the National Dementia Declaration, by forming a Local Dementia Action Alliance and following this guide step by step you will be able to register for a dementia friendly communities logo by emailing: [dementiafriendlycommunities@alzheimers.org.uk](mailto:dementiafriendlycommunities@alzheimers.org.uk)

A community may decide to develop their own local logo. If they do it is recommended that any logo contains the year it was issued so members are always maintaining their commitment or working towards new actions. Any member of the Dementia Action Alliance can use the DAA logo (displayed below).

# RESOURCES

The following documents and resources referred to in this guide are available by calling **0207 423 5186** or emailing [dementiaactionalliance@alzheimers.org.uk](mailto:dementiaactionalliance@alzheimers.org.uk)

## Membership Forms

- **Guidance Notes and Action Plan Templates for:**
  - Local Authorities
  - Commissioners
  - Hospitals and Healthcare Providers
  - Emergency Services
  - Housing Associations
  - Care and Residential Homes
  - Banks, Retailers and Businesses
  - Faith Groups
  - Art, Cultural and Leisure Facilities/Groups
  - Community Organisations
  - Schools
- **Community Member Action Plan Template for**
  - local members involved mainly in raising awareness

## Local Dementia Action Alliance Webpage

- Allocated member access login code
- Instructions to upload and add content to site

## Information Leaflets – which can be personalised with local contact details:

- Creating dementia friendly community
- What is dementia and how can I help?

## Logo

- Branding guidelines

## Links to websites:

[www.dementiaaction.org.uk/localalliances](http://www.dementiaaction.org.uk/localalliances)

[www.innovationsindementia.org.uk](http://www.innovationsindementia.org.uk)

[http://www.local.gov.uk/web/guest/ageing-well/what-makes/-/journal\\_content/56/10171/3489459/ARTICLE-TEMPLATE](http://www.local.gov.uk/web/guest/ageing-well/what-makes/-/journal_content/56/10171/3489459/ARTICLE-TEMPLATE)

<http://www.jrf.org.uk/publications/creating-dementia-friendly-york>



# CONTACT DETAILS

For more information, support and advice on creating a Local Dementia Action Alliance please contact:

## National Office:

Dementia Action Alliance Secretariat  
Telephone: 0207 423 5186  
Email: [dementiaactionalliance@alzheimers.org.uk](mailto:dementiaactionalliance@alzheimers.org.uk)

## Regional Support

### York and Humber

Simon Wallace  
Telephone: 01904 633804  
Email: [simon.wallace@alzheimers.org.uk](mailto:simon.wallace@alzheimers.org.uk)

### North West

Jen Burgess  
Telephone: 01925 572 275  
Email: [jen.burgess@alzheimers.org.uk](mailto:jen.burgess@alzheimers.org.uk)

### East Midlands

Gill Collins  
Telephone: 01522 692681  
Email: [gill.collins@alzheimers.org.uk](mailto:gill.collins@alzheimers.org.uk)

### West Midlands

Kat Horner  
Telephone: 01543 255955  
Email: [kat.horner@alzheimers.org.uk](mailto:kat.horner@alzheimers.org.uk)

### South

Penny Ford  
Telephone: 07710 381679  
Email: [penny.ford@alzheimers.org.uk](mailto:penny.ford@alzheimers.org.uk)

### North East

DAA Secretariat (Interim)  
Telephone: 020 7423 5186  
Email: [dementiaactionalliance@alzheimers.org.uk](mailto:dementiaactionalliance@alzheimers.org.uk)

### London

Esther Watts  
Telephone: 01403 276649 EXT 201  
Email: [esther.watts@alzheimers.org.uk](mailto:esther.watts@alzheimers.org.uk)

### East of England

Geoff Moore  
Telephone: 01223 884031  
Email: [geoff.moore@alzheimers.org.uk](mailto:geoff.moore@alzheimers.org.uk)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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