



ANNUAL REVIEW 2015/16

Pages 9

& CORPORATE PLAN 2016-2020

Tamworth  
Borough Council

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# WELCOME

WELCOME TO TAMWORTH BOROUGH COUNCIL'S ANNUAL REVIEW FOR 2015/16 AND CORPORATE PLAN FOR THE YEARS 2016 - 2020. LIKE PREVIOUS YEARS, WE HAVE COMBINED THE TWO DOCUMENTS TO MAKE THE INFORMATION EASIER TO USE AND UNDERSTAND. THE DOCUMENT SETS OUT WHAT WE WANT TO ACHIEVE IN THE COMING YEARS AND WHAT WE ACCOMPLISHED LAST YEAR.



# FOREWORD

FROM THE LEADER & CHIEF EXECUTIVE OF TAMWORTH BOROUGH COUNCIL



**Anthony E. Goodwin**  
Chief Executive



**Cllr Daniel Cook**  
Leader of the Council

As a relatively small, and primarily 'urban' local authority, Tamworth Borough Council has planned and managed its journey through the recession and austerity period with considerable credit to date. A combination of strong political and executive leadership, accurate forecasting, innovation and forward planning has resulted in the organisation being able, in the main, to sustain a full suite of essential services. That said, it has not been without implications for the public, local politicians and the entire workforce.

Again, as with previous years, this has been as much a testament to the skills, commitment and resilience of the workforce and the collaboration of our partners as it is to the actions and decisions of the executive management team. In truth, what was without doubt one of the most challenging periods for the Council was also one of its most successful periods of achievement in terms of customer satisfaction; measured performance; project delivery and financial management. This really has been a special time and an incredibly tough act to follow... but follow it we will.

In February 2016, the Council made three major decisions that will pave the way for the Council's direction of travel for the coming years:

- Approval of the Annual Budget and Medium Term Financial Strategy (MTFS)
- Adoption of the Vision, Priority Themes and Corporate Objectives for 2016 – 2020; and
- Adoption of the Local Plan

These documents are key to the long-term sustainability and improved quality of life for our communities and the managed growth and regeneration of our place. Furthermore, they will serve to secure this organisation's ability and capacity to support those most vulnerable in our society and to fulfil our role as "A force for good!"



In doing so, and using the democratic mandate from Council, we shall focus our energy and resources on supporting our “people” and our “place” in

We can guarantee that this will be as challenging as it is rewarding but, at the end of it our destination will be ever closer...

Living a quality life in Tamworth  
and  
Growing stronger together in Tamworth  
by  
Delivering quality services in Tamworth

By investing and supporting growth, regeneration, employment and skills we shall boost and improve the local economy and benefit from the opportunities they provide. Furthermore, we shall support those already vulnerable and those who may become vulnerable by working hard to tackle the causes of social, financial and health inequalities. This is the biggest political and corporate driver of the Council. Finally, in doing so, we will improve residents' and visitors' access to and satisfaction in our services by undertaking a fundamental **Review, Remodelling and Realignment** of our customer services.

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“One Tamworth,  
Perfectly Placed”

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



Anthony E. Goodwin  
Chief Executive



Cllr Daniel Cook  
Leader of the Council

# WHO WE ARE AND WHAT WE DO

Tamworth Borough Council is located in the south east corner of Staffordshire. The district covers 11.91 square miles, is the smallest of the seven Staffordshire districts and has a population of 77,100.

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

We provide a range of services to residents, businesses and visitors. These include waste collection and recycling, collection of council tax and business rates, local council tax discount, housing, support for the homeless, parks and open spaces, planning and building control, street cleaning, promoting economic growth and regeneration, environmental health, leisure services, community safety and election administration.

# STRATEGIC FRAMEWORK

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

Almost five years into the strategic timeframe, the Leader of the Council commissioned a review of the strategic and policy frameworks. Further to this, ongoing policy reforms and legislative changes continued to have a profound impact upon local government. It was the ongoing imposition of austerity measures that had the most acute and limiting affect upon how this Council operates, a fact clearly reflected in the wide ranging consequential remedies employed over this period.

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

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

Our revised strategic framework also gives us direction and focus. It sets out our vision 'One Tamworth, Perfectly Placed' – Open for business since 7th Century A.D. and three strategic priorities aligned under 'Living, Growing and Delivering in Tamworth'

- Living a quality life in Tamworth,
- Growing strong together in Tamworth,
- Delivering quality services in Tamworth

These priorities are underpinned by specific objectives, our core purpose, customer service standards and corporate values.

# VISION, CORPORATE PRIORITIES AND CORPORATE OBJECTIVES

Our Vision: **'One Tamworth, Perfectly Placed'**  
– **Open for business since the 7th Century A.D**

## Corporate Priorities and Objectives

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### 1. "Living a quality life in Tamworth"

To achieve this we will:

- Support and protect individuals and communities that are or may become vulnerable,
- Enable residents to improve their health and quality of life,
- Work together with partners and residents to tackle the causes of inequality in Tamworth,
- Work together with residents to maintain and improve a safe, clean and green environment,
- Work together to improve housing quality in Tamworth.

### 2. "Growing strong together in Tamworth"

To achieve this we will:

- Develop and support the local economy, together with local businesses and partners through our regional influence,
- Work with businesses and developers to create a vibrant and sustainable town centre,
- Work together to strengthen the connections between schools/FE & HE/Employment to create opportunities for higher skilled and better paid jobs,
- Work together to strengthen the relationships between schools/FE & HE/Employers,
- Champion higher skilled and better paid jobs in Tamworth,
- Use our regional influence to support an environment where business and enterprise can flourish and grow,
- Adopt a commercial approach to managing Council assets in order to enhance the viability of the Borough Council,
- Work together to preserve and promote Tamworth's heritage, leisure and natural environment,
- Work together to preserve our culture; preserve our heritage and sustain our natural environment.

### 3. "Delivering quality services in Tamworth"

To achieve this we will:

- Provide accurate information via a fully integrated Customer Services Centre,
- Work with customers to improve their access to council services,
- Enable and support Tamworth residents and businesses using our statutory and regulatory powers,
- Enable greater public engagement in local decision making,
- Demonstrate value for money.

The actions that will be undertaken to achieve these are aligned to these priorities and are shown at **Appendix A**.

# CORE PURPOSE

For the past few years, local government has borne the brunt of the current austerity policy and there are no indications that this situation will change. What the organisation does, how it does it and what it can afford to do have had a telling and lasting effect upon it and us.

Consequently, the functions and delivery mechanisms that the Council will employ are:

- Provide the democratic leadership and high ethical and professional standards necessary to support the communities of Tamworth,
- Work with our communities and agencies to address the priority issues facing the borough and its communities,
- Offer a range of services and advice focused upon the needs of our communities, ensuring that those in greatest need are supported and protected,
- Work together to support individuals and communities to improve their lives,
- To work hard to understand the needs of our communities and support growth, cohesion and pride,
- To ensure the values and actions of the organisation are founded on fairness, equality and honesty.

# CUSTOMER SERVICE STANDARDS

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

# CORPORATE VALUES

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

# YOU SAID, WE WILL...

The outcomes from the annual budget consultation process carried out in the summer of 2015 involving residents, community groups, local businesses and voluntary organisations revealed that:

- The priorities identified as important by the public are consistent with what our data and insight reveal,
- A number of the service areas where the public feel there should be reduced spending are consistent with agreed plans for review/efficiency plans,
- The primary place-related priorities identified by the public reflect our plans and ambitions such as more quality housing, a revitalised town centre and improved connectivity.

The things the Council will do, influence and work with partners on to achieve these are aligned to the revised priorities and shown at **Appendix A**.



# PORTFOLIO HOLDER STATEMENTS



**Cllr Robert Pritchard, Deputy Leader of the Council**  
**PORTFOLIO: OPERATIONS AND ASSETS**

Tamworth Borough Council has had a very good year. We have risen to the financial challenges facing local government well and again have a balanced three-year budget that protects frontline services for the public.

At a time when many councils across the country are cutting frontline services and support to vulnerable residents, thanks to our hard work over many years, we have protected our services for the vulnerable. We have still had to make difficult decisions, such as selling the golf course, but essential services like street cleaning, outdoor events, our historic castle and many other services are still being protected and fully funded.

In order to ensure this continues, we will continue to review every service at the council to ensure maximum efficiency. We will squeeze every penny of value we can from each service and back office function to ensure value for money. For example, we are trialling cashless pay and display parking, offering better flexibility for car park users and lower running costs. The redevelopment of our website completely in-house has been a success and saved many thousands of pounds and we are placing more resources and making as many services accessible online as possible.

Marmion House is being used as an income generation asset, with many parts rented out to other public services. This brings more public services to our front reception, making life easier for local residents. We have also pushed our other assets, such as land and buildings, to help create new businesses and homes in Tamworth.

£6.1 million is being invested in the Creative Quarter and there is also investment in the pedestrian routes in town. Employment is at its lowest level for decades, with 250 people on Jobseekers Allowance. We have a strong local economy that is growing.

Tourism has also grown in Tamworth; we have focused heavily on attracting visitors, providing a boost to our local economy.

The Council has recently launched its Delivering Quality Services project which will transform customer service delivery to ensure that services are unified and designed to meet customer needs. We will further develop digital access to all of our services so that customers can access them when they need to.

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



**Cllr Michelle Thurgood**  
**PORTFOLIO: HOUSING & WASTE MANAGEMENT**

The opportunity to re-read the previous year's Annual Review is, I find, a good way to recap on some of the achievements and challenges that we have faced.

I personally, rarely look back in time, but when it comes to being the Portfolio Holder for Housing and Waste Management, I find it essential to know where we have come from to ensure we stay on track going forward.

As we continue to finalise our 2016 plans, I am working to ensure our strategic aims are at the heart of what we are trying to do. This includes taking the time to do the best we can, striving to improve people's lives and sometimes, taking difficult decisions which may not prove popular, but are fundamentally and morally right.

Protecting vulnerable residents and ensuring people get appropriate support remains at the heart of our strategy.

In 2015, we finalised our service offer for those within Sheltered Housing, who were impacted by the withdrawal in 2014 of Supporting People funding. The outcome is one which will lead to an improved service for users and is cost effective.

Following significant consultation and support from our Tenant's Consultative Committee, we announced plans to introduce a Service Charge for those in flatted accommodation. I know this has not been universally supported, however it is something I am passionate about for the long-term

sustainability of our housing stock. It is only right that people pay for what they use and therefore, this charge will cover more than £700,000 of existing spending within our Housing Revenue Account. I will make this my priority to ensure this money is invested back into our housing stock and continue to provide for those who need it most.

I am delighted to see that Tamworth has seen a decrease in homeless applications in 2015 and hope to see this continue in 2016. I am concerned to see that we have received an increase in referrals to our services, however this does mean we are solving more problems before they become critical. We will continue to work with partners and users to give people the right help and advice at the most appropriate time.

The waste collection service continues to provide a quality service that delivers value for money and meets the challenging recycling targets set out. Of particular note this year is the implementation of the first major review of the service since it went live in 2010, which resulted in day changes for about 12,000 of our customers. These changes have assisted in creating additional capacity for future collections. Current projects include the replacement of the aged vehicle fleet with new, more environmentally-efficient vehicles, fitted with state-of-the-art electronics to ensure service data is able to be sent to and from the crews.



**Cllr Steve Claymore**  
**PORTFOLIO: ECONOMY & EDUCATION**

Last year saw the start of some exciting projects and certainly one of the most exciting was the opportunity to join the proposed West Midland Combined Authority (WMCA). The philosophy of a combined authority is quite simply that local authorities work together to move powers and money from Whitehall to the local combined authority area. Then, its locally elected politicians, who know their areas best, will make decisions and spend money for the benefit of their own region. The proposed WMCA devolution deal will see £40 million per year over 30 years to unlock an overall investment of £8 billion and could create up to half a million jobs.

Big part of the WMCA does not mean we relinquish any of our sovereignty in Tamworth; all councils will continue to deliver their own services and retain their individual identities, but we will have the pooled resources to work together on bigger issues such as economic growth, skills, transport, mental health and productivity.

Over the past few years we have seen how, by working in partnership with both the Greater Birmingham and Solihull and the Stoke and Staffordshire Local Enterprise Partnerships, our unemployment figures drop to an all-time low, along with millions of pounds worth of investment coming into Tamworth and the wider Local Enterprise Partnership area. The Greater Birmingham and Solihull Local Enterprise Partnership's initial Strategic Economic Plan (SEP) gave a commitment to create 100,000 new jobs by 2020, and already this stands at more than 85,000. The SEP is at present being updated and

refreshed to take into account the achievements so far and to set new ways forward. This updated SEP will be included as part of a 'family' of plans from each of the three Local Enterprise Partnerships areas within the new Combined Authority and will join with the Combined Authority's own overarching super SEP.

Along with job creation also comes the requirements for skills to fill these jobs and we continue to engage with stakeholders to ensure we deliver enough of the required skills and at the right time. This has to be a medium to long-term investment and commitment by all concerned. This is especially highlighted around the delivery of HS2, where the recently approved college will provide apprenticeship training in the brand-new skills required to maintain and run high speed rail.

Our local economic team continues to work, support and engage with local businesses and the recent business survey that is being carried out to enable us to benchmark how businesses are faring at this time revealed some quite positive responses;

- More than 50% saw an increase in turnover in 2015 and more than 70% expect this to increase,
- 85% expect staffing levels to stay the same or increase in the next 12 months,
- 92% are confident their business will survive the next 12 months,

- 88 % are confident they will survive the next three years,
- 25 % have formal growth plans in place, with 51 % having informal plans,
- Growth is primarily focused on local markets.

I am delighted to be able to say that work on Tamworth's proposed Creative Quarter has now begun. Not only will this provide a business incubation centre, new restaurants and a new and attractive look to this area, it will also bring back Tamworth Assembly Rooms to its former glory and provide it with all the necessary updates to allow it to compete and provide an even better offer for performers, patrons and visitors in the future.

The first phase of the Gateway project over Ladybridge now nears completion, with just the Tamworth timeline stones yet to be put in place. I am sure that this will encourage even more people to make that crossing backward and forwards between our main visitor and shopping centres. This year will also see the start of the important next phase of this project, which is to open up the gateway from the railway station to the town centre.

Another project excellently delivered town-wide was 'I am Tamworth'. The outcome of this project saw more than 100,000 people attend the many and varying events and workshops staged and which allowed more than 7,300 people to actively take part. As a consequence, many people have gone on to form their own groups and will continue to enjoy these new-found interests. I am sure that the success of this project will go on to inform us for similar events in the near future.

I was proud to be one of the representatives for Tamworth who were invited to the ceremony for the Great British High Street Awards at Admiralty House in London. Although we unfortunately didn't win, we came a very proud close runner-up.

We are again fortunate to have won Heritage Lottery Funding to allow us to produce a main bid for funding to redevelop part

of the Castle for the display of the Staffordshire Hoard and our Saxon heritage. If successful, this will certainly add to the conservation work already carried out and our subsequent visitor offer.

The regeneration projects at Tinkers Green and Kerria estates continue to progress on schedule, with virtually all occupants of Tinkers Green now being re-housed. Following this, additional surveys will take place which will accompany the tender for a demolition contractor, due to go out in March 2016. The Kerria estate decant is due to start in April 2016.

We are now in the second stage of a three stage procurement process to appoint a developer. Five developers have submitted a response to our sifting brief and we are in the process of evaluating the responses, with a view to inviting our preferred developers to submit a full tender at the end of March 2016.

The redevelopment of garage sites for affordable housing continues, with 42 being completed within the first phase, with a further 12 near completion. Work is underway to develop additional sites that will be utilised to deliver further new-build council homes.

After considerable work and consultation and, following the examination process, we have now received confirmation from the planning inspector that our Local Plan has been found sound. Now it has been adopted, it will allow us to control the necessary growth and development required within Tamworth. This local plan covers the period from 2006 to 2031 consequently, all development carried out within the last ten years contributes to our total requirement.

We have seen many achievements over the past year and the start of the delivery phase of other important projects and I look forward seeing these all through to completion and the benefits these will bring to Tamworth.



## Cllr Steven Doyle PORTFOLIO: COMMUNITIES AND PUBLIC HEALTH

The portfolio for Communities and Public Health continues to be wide-ranging, covering a number of key areas.

One of the words that has come to mean a great deal through out last year and will be increasingly important is the term 'partners'. We have been involved in a number of ventures that have seen us work closely with the voluntary sector and with other organisations such as the Police, Staffordshire County Council, the Fire and Rescue Service and Social Services. As we move forward we will look for and find new partners.

Throughout last year and, as we continue into this year and beyond, we will look to support and build safer and stronger communities, continue to focus on crime and anti-social behaviour reduction. We have seen great improvements but cannot stand still and for this we will need greater engagement and support from the public.

We will continue to focus on safeguarding children and vulnerable adults; recently we embarked on educating taxi drivers and raising their awareness by providing the same training and information which Councillors and Council employees are given. More than 70 taxi drivers are taking part as part of a wider education programme that will see them attaining NVQs.

The Tamworth Community Safety Partnership, which is made up of Staffordshire Police, Staffordshire Fire & Rescue Service, Tamworth Borough Council, Staffordshire County Council and the Clinical Commissioning Group, has been a great example of partnership working. Recent initiatives included the Christmas Crackdown and the 'It's Never OK' campaign targeting domestic abuse with a pop-up safety event in the town centre to raise awareness of domestic abuse and the help which is available to both victims and perpetrators.

The Community Wardens and CCTV service have played an important role in the partnership and they continue to contribute their own ideas such as educating the younger members of the community on internet safety in striving for a safer environment and community.

We continue to support the Staffordshire Police and Crime Commissioner as a member of the Scrutiny panel and have seen the introduction of Police Cadets in Tamworth, providing new opportunities for our younger residents.

The Licensing and Environmental Health team continue to work hard and protect us, also sharing their experience and knowledge with other Councils; they are a very dedicated and hardworking team.

The Street Scene team continues to provide a valuable service and work in a proactive manner, supporting and carrying out many of the day-to-day functions across the town, delivering a highly efficient service that is flexible and customer-focused.

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

Not forgetting the Tamworth Borough Council Voluntary Community Sector which co-ordinates the Locality Commissioning of and funding of contracts providing the focus on improving the lifestyles of residents through initiatives and funding to promote healthier lifestyles and, in turn, healthier residents.

It has been a busy time and as we move forward, we will need to change to meet the demands of the future with the strengths that exist within the team.





# LEADERSHIP & RESOURCES

## Political Arrangements

The council currently has 30 members (18 Conservative, 10 Labour, 1 UKIP and 1 Independent) representing its ten wards.



## The Council's Cabinet is made up of:

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

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

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# ORGANISATION - Corporate Management Team



## THE MEDIUM TERM FINANCIAL STRATEGY

**John Wheatley, Executive Director (Corporate Services)**

The 2016/17 budget and Medium Term Financial Strategy (MTFS) ensures that appropriate resources are focused on the Vision Statement, Priority Themes, Corporate Priorities and Outcomes.

The Council has been proactive in the design and implementation of innovative and effective measures for driving efficiency and reducing cost within the MTFS.

As a relatively small and primarily urban local authority, Tamworth Borough Council has planned and managed its journey through the recession and austerity period with considerable credit to date.

The budget setting process has faced significant constraints in Government funding in recent years - more than 40% in real terms since 2010 - and the last 12 months have been as challenging as previous years, if not more so. The recent announcements in the Summer Budget and Autumn Statement confirm that austerity measures are to continue and would suggest that the key challenges that the Council is currently addressing are likely to become greater.

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

Accurate forecasting, strong leadership and an innovative, risk aware approach have resulted in the organisation being able, in the main, to sustain a full suite of essential services, albeit not without implications for the public, local politicians and the entire workforce.

Significantly, this is as much a testament to the skills and commitment of our workforce and our partners' collaboration as it is to the actions and decisions of the Joint Executive Management Team. This period, considered one of the most challenging in post war times, coincided with the Council recording one of its most successful periods of achievement in terms of customer satisfaction; measured performance; project delivery and financial management.

What makes these achievements 'special' is that they were delivered in parallel with the largest and most complex **Transformation programme**, which in itself resulted in multi-million pound efficiencies.

## Efficiency Statement - Sustainability Strategy

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, in 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.

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

The Council's external auditors (Grant Thornton) also identified within their Annual Audit Letter for 2014/15, dated October 2015:

“On the basis of our work, and having regard to the guidance on the specified criteria published by the Audit Commission, we are satisfied that in all significant respects the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2015.”

Last year's budget report detailed a proactive approach to the challenge of ever-increasing demand. By adopting the guiding principles, tools, techniques and transformational approaches,

the Council can set about **managing demand** and thereby have greater control and the ability to align or target “supply” to managed 'demand'.

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

The adoption of a Demand Management operating model for the Council was approved by Cabinet in February 2015. Through its implementation, the Council will have far greater control upon the alignment of services or 'supply' to the increased needs and expectations of the public or 'demand'.

Council, on 23rd February 2016, approved a three-year Medium Term Financial Strategy for the General Fund with Council Tax increases lower than the Government referendum limits – in order to continue to deliver those services essential to the local community. Challenging savings targets have been included which need to be achieved over the next three years. However, in the longer term, the Council faces on-going grant reductions and income uncertainties which mean that substantial additional savings will need to be made into the future to deliver a balanced budget in the longer term.

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

With regard to the Housing Revenue Account, a five-year MTFS was approved by Council, despite significant funding reductions over the next four years from the Government requirement for Councils to reduce social housing rents by 1% per annum, including significant investment in regeneration projects to meet future housing needs and sustain the HRA in the longer term. Following HRA self financing, the majority of the capital funding is made through revenue contributions.

### The headline figures for 2016/17 are:

- A General Fund total cost of services of £8,459,820 a reduction of £3,820 compared to 2015/16;
- A transfer of £1,724,806 from General Fund balances;
- A Band D Council Tax set at £161.75, an increase of £3.15 (1.99% - £0.06 per week) on the level from 2015/16 of £158.60;
- A General Fund Capital Programme of £8.014m for three years;
- A Housing Revenue Account (HRA) Expenditure level of £14,884,180 for 2016/17 (excluding interest & similar charges);
- A transfer of £368,100 from HRA balances;
- An average rent of £87.38 (based on a 1% reduction in average rent for General Accommodation, as announced in the Summer Budget 2015, in line with the Government's requirement to reduce rents by 1% p.a. for the next four years), which represents a reduction of £0.88 (1% on the current average rent of £88.26) and equates to £80.69 on an annualised 52 week basis;
- Rents for Council House Tenants in Supported Accommodation for 2016/17 frozen at 2015/16 levels;
- A Housing Capital Programme of £52.734m (including c.£33.7m relating to the Regeneration Projects) for five years.

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

The delivery of a balanced Medium Term Financial Strategy (three years for the General Fund and five years for the HRA) is a major achievement and shows we are in a good position – better than most.

Like many others, our budget planning process had to be carried out in light of ongoing unprecedented adverse economic conditions. This included a great deal of uncertainty over future investment and income levels. It is also facing increased financial demands from central government for service improvements in areas such as local democracy and transparency – as well as substantial reductions in Government grant support in the future.

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

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



# CELEBRATING SUCCESSES 2015/16 – A QUICK LOOK BACK



## APRIL-JUNE

St George's Day celebrations in the Castle Grounds,  
Broadmeadow received Local Nature Reserve status,



## JULY-SEPTEMBER

Almost £4m funding awarded from Single Local Growth and Heritage Lottery funds towards cost of regenerating the Creative Quarter,  
Ladybridge enhancement completed,  
Gold award for the sixth year running in the Heart of England in Bloom competition,  
Plans approved for housing development at Tinkers Green, Kerria and former Golf Course,  
'We Love Tamworth' event and third outdoor cinema in the Castle Grounds,  
The Council joined the proposed West Midlands Combined Authority,



## OCTOBER-DECEMBER

Tamworth and Lichfield for Business held its first 'Your Business, Your Voice' event,  
Third Tamworth Listens Question Time Event,  
Castle Grounds Fireworks Event,  
Christmas lights switch-on in St Editha's Square,



## JANUARY-MARCH

Awards for Tamworth Castle and Tamworth Information Centre,  
Local Plan adopted by the Council





# WHAT WE DID IN 2015/16

Shown below, against our objectives, are some of our achievements in 2015/16. All that has been achieved is not included but we have identified those achievements which we feel will be of most community interest due to their impact and benefits.

## “To Aspire and Prosper in Tamworth”

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

- £55k Heritage Lottery Funding awarded for the creation of a **new gallery** devoted to Tamworth's Saxon history and the Staffordshire Hoard at Tamworth Castle,
- The varied outdoor events programme proved to be successful again this year; The **We Love Tamworth** event attracted 10,000 visitors, hundreds attended the **Outdoor Cinema, Heritage Open Day** attracted 6,000 visitors, around 8,000 people attended the **St George's Day Celebrations** at the Castle and Castle Grounds, more than 25,000 visitors were attracted to the **Castle Grounds Firework Display** and around 8,000 people attended the **Christmas lights switch-on** in St Editha's Square,
- **Tamworth Information Centre** was awarded gold for the third year running in the visitor information category at the Enjoy Staffordshire in Tourism Award and **Tamworth Castle** was highly commended in the best Small Visitor Attraction category,
- Tamworth achieved a gold award for the sixth year running in the **Heart of England in Bloom competition**,
- Tamworth finished a runner-up in the campaign to be crowned Britain's best town centre in the **2015 Great British High Street awards**,

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

- The Council opted to join the proposed **West Midlands Combined Authority**, the creation of which will allow for integration and collaboration across member authorities working together on growth in key areas including employment and skills, health, housing and transport.
- The Council and Town Team 'Destination Tamworth' won the **Best All Round Small Business Friendliness** category at an event run by the Federation of Small Businesses Staffordshire and West Midlands Region, in recognition of its ongoing support for the town centre,
- More than 100 delegates attended the first Tamworth and Lichfield for Business 'Your Business, Your Voice' event designed to inspire and develop business growth in Tamworth and Lichfield,
- In support of the Small Business Initiative, **free car parking** was made available in all of Tamworth Borough Council's car parks on two Saturdays leading up to Christmas,

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

- The **Local Plan** was adopted by the Council, which forms the blueprint for housing and employment development in the borough up to 2031,
- Plans to redevelop the **Kerria Centre** in Amington by building 44 new homes, **Tinkers Green** by building 108 new homes and the outline planning application for up to 1,100 new homes on the **former Golf Course** were approved by Tamworth Borough Council's Planning Committee,
- The next phase of the disused **garage sites redevelopment** project was agreed. 19 homes for rent will be built across various sites in the Borough, representing the first new council housing development since the 1970's,
- The first phase of the £500k project to enhance **Ladybridge** between Tamworth Town Centre and Ventura Park was completed with footpath and cycleway resurfacing, installation of new benches, bins, signposts, interpretation boards and lighting,
- £2.95m was awarded by Central Government from the Single Local Growth Fund and £900k from the Heritage Lottery Fund towards the cost of regenerating the **Creative Quarter**,
- **Broadmeadow** received Local Nature Reserve Status, becoming Tamworth's sixth Local Nature Reserve,

### Raise the aspiration and attainment levels of young people

- More than 7,300 people took part in the **I am Tamworth** 12-month art project. This encouraged people of all ages to attend arts events and take part in creative activities such as dance, drama, visual arts, music and writing,
- Through the **Education and Skills Board for Tamworth**, we continued to develop a culture of collaboration and co-operation with our education providers,
- Worked with the **Prince's Trust at Belgrave Community Allotment & Garden**, providing opportunities for young people to gain new skills and build relationships with local residents,
- Facilitated **Tamworth Employment Action Group**, connecting partners to develop linked activities concerned with personal development, learning new skills and training; improving the chances of employment for young people,
- Under the **Improving Wellbeing in Tamworth Commissioning Prospectus**, contracts were awarded for the provision of therapeutic interventions to support young people with their emotional wellbeing and to support vulnerable families by establishing routines for children including attendance at school,
- The **Tamworth Homeless Education Programme (THEP)** continued to be delivered in schools with the aim of preventing homelessness through raising awareness.



# “To be Healthier and Safer in Tamworth”

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

- The **Healthy Cooking on a budget** course, run by Tamworth CIC in partnership with Tamworth Borough Council, gave tips to people of all ages on how to cook and eat healthily,
- Under the Improving Wellbeing in Tamworth Commissioning Prospectus a contract was awarded to the **Alzheimer's Society** to provide a dementia support service,
- The Council's Healthier and Safer Scrutiny Committee gave its support to working towards making Tamworth a 'dementia friendly community',

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

- **Operation Safer Nights Plus** saw staff from organisations - including Tamworth Borough Council, police, fire service, domestic abuse groups and drug & alcohol counselling services - patrolling the streets of Tamworth town centre to inform and educate revellers about how to stay safe, while at the same time supporting the town's night-time economy by making Tamworth a much safer place to be at night,
- The **Brighter Futures support scheme** provides a 'Safe and Well Service' to support people with complex needs,

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

- Under the **Voluntary and Community Grants, Arts and Sports Grants schemes** more than £22,000 was awarded to 28 organisations who carry out projects to make Tamworth a better place, to help them develop and provide services for the residents of Tamworth,
- The **Housing Management Plus** service was approved to protect tenants in sheltered housing schemes,
- Under a pilot of the **Council's new acquisition policy**, nine homes for rent to people on the housing register were bought by Tamworth Borough Council,
- Under the Improving Wellbeing in Tamworth Commissioning Prospectus contracts were awarded to **Cruse** for the delivery of bereavement support, **Brighter Futures** to provide a 'Safe and Well Service' to support people with complex needs, **Staffordshire Care Farming** to encourage participants on the WELLIES 4 Work programme to get closer to being able to work, **Support Staffordshire** to provide a volunteering service, **Communities Together CIC** for the 'Positive Steps for Change' project to take individuals through a whole life assessment and **Home Start** for the provision of a home visit support to families with wide ranging issues.

## Address the causes of poor health in children and young people

- The Sports Development Team worked with sports clubs and other organisations to offer a varied programme of events over the summer holiday under **Playscheme 2015**. More than 3,000 children took part in 111 free activities,
- Under the Improving Wellbeing in Tamworth Commissioning Prospectus, a contract was awarded to **'Sport @ ur door'** to provide children and young people a range of sport and physical activity options in their local communities,
- A healthy growing, cooking and eating project, which is supported by Tamworth Borough Council, won a national award. The **WELLIES Grow it, Cook it, Eat it** is run by Staffordshire Care Farming Development CIC to teach people how to grow their own food at home and then cook it. The sessions teach families about healthy eating and the importance of physical activity through practical, fun activities.

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

The **Tamworth Community Safety Partnership**, of which Tamworth Borough Council is a partner, undertook the following:

- a pop-up safety event in the town centre to raise awareness of **domestic abuse** and the help which is available to both victims and perpetrators,
- the **Christmas Crackdown** campaign to reduce crime and disorder during the festive period by tackling priority issues like shoplifting, drink driving, personal safety, burglary and purse snatching,
- launched **Operation Motocrush** to target hotspot areas where nuisance motorbikes are being illegally ridden on roads, footpaths and public spaces

# “Approachable, Accountable and Visible”

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

- As part of the Tamworth Listens initiative, a third **Question Time event** was held at the Assembly Rooms attracting 100 residents,
- The **Annual State of Tamworth Debate** was held,
- The **My Staffs App** was launched, providing people with another way to access council services on the move and at a time to suit them,
- A new **Webchat service** was launched. Anyone with an enquiry about a Tamworth Borough Council service can get in touch with the Council through the new ‘Chat’ window on our website,
- Six processes are available on our website for customers to **self serve**,
- External auditors gave an unqualified audit opinion on the **Council’s accounts**,
- Combined Local and General **Elections** were held with turnouts of 63% and 65% respectively.

# SUMMARY ACCOUNTS 2015/16

Due to the earlier publication of this combined document the draft summary accounts for 2015/16 are not yet available. As soon as they are (approximately end of June 2016) they will be posted on the Council’s website..

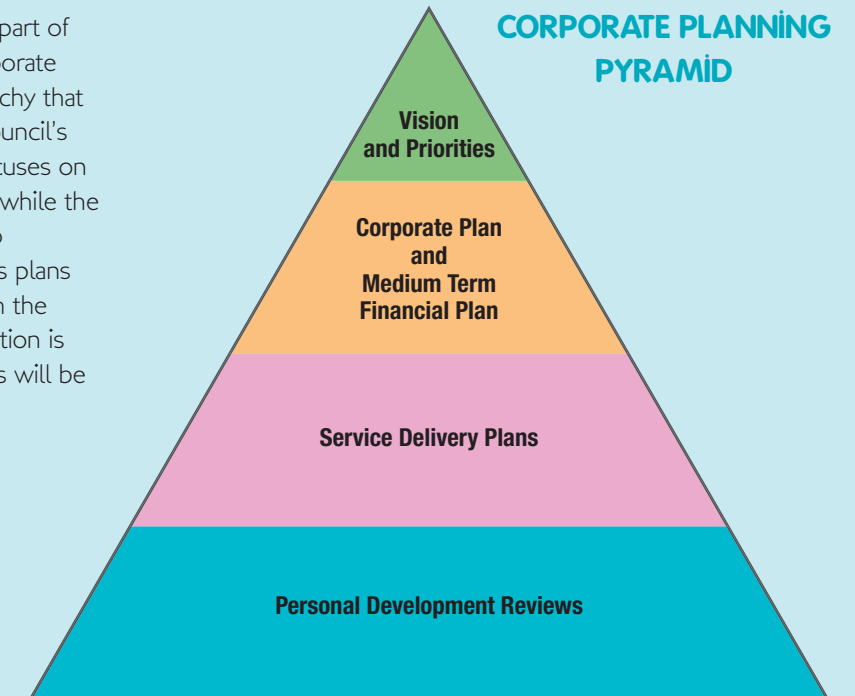
# ANNUAL GOVERNANCE STATEMENT

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

Due to the earlier publication of this combined document, the annual governance statement for 2015/16 is not yet available. The Annual Governance Statement is published with the Annual Statement of Accounts and will be available later in the year.

# CORPORATE PLANNING PROCESS

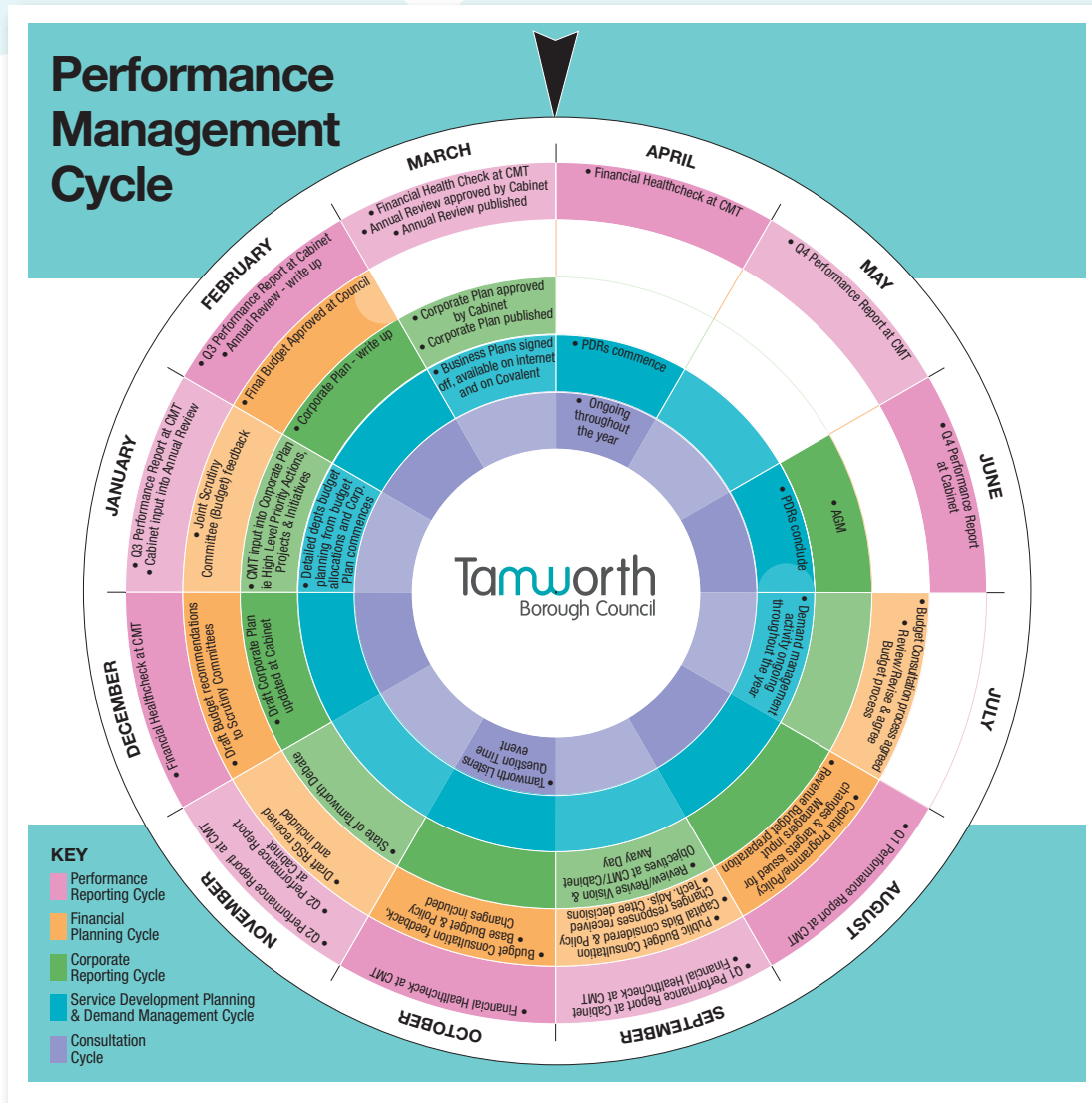
The corporate planning process forms a fundamental part of the successful management of the Council. Our corporate planning framework sits within a wider planning hierarchy that has the shared vision and priorities at the top. The Council’s corporate plan and medium-term financial strategy focuses on how the Council will deliver its contribution to these while the service delivery plans show how the services will also contribute. Below this are the personal development plans for each employee. The links between the plans form the “golden thread” that ensures everyone in the organisation is working towards the same goals and that the priorities will be achieved.





# PERFORMANCE MANAGEMENT CYCLE

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



# HOW WE WILL ASSURE WHAT WE DO

## Performance Scorecard

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

## Performance Monitoring & Reporting Arrangements

The Performance Scorecard is monitored by:

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

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



# Appendix A

## WHAT WE WILL DO 2016-2020

“Living a quality life in Tamworth”

CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR
<b>SUPPORT AND PROTECT INDIVIDUALS, COMMUNITIES THAT ARE OR MAY BECOME VULNERABLE</b> Page 24	Adoption of the Tamworth Prevent Strategy.	Successful implementation of the Prevent Strategy evidenced by completed awareness training of staff, members and partners.
	Implement changes to Sheltered Housing Services following withdrawal of supporting people funding.	Housing Management Plus services embedded and outcomes achieved.
	Develop and deliver Homelessness Prevention services in line with – DCLG gold standard.	Achievement of DCLG Gold Standard.
	Provision/Development of multi-agency Digital Sharepoint.	Improved communication, ensure robust and consistent delivery.
<b>ENABLE RESIDENTS TO IMPROVE THEIR HEALTH AND QUALITY OF LIFE</b>	Enable access to high-quality leisure facilities through our partners.	Mechanisms for the provision of sports-related activities are robust and meet the needs of the community.
	Enable the provision of leisure activities targeted at identified sectors of the community.	Services/facilities provided match the demand within the indoor/outdoor Sports Strategy.
	Support the provision of health interventions for vulnerable people.	Deliver currently commissioned services and develop proposals for future third sector provision.
	Secure and develop the scope of Locality Commissioning opportunities and mechanisms with strategic partners.	The development of pooled budgets and integrated systems of working. Opportunities for Double Devolution explored. The agreement of shared priorities and objectives with partners.

CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR
<b>WORK TOGETHER WITH PARTNERS AND RESIDENTS TO TACKLE THE CAUSES OF INEQUALITY IN TAMWORTH</b>	Explore options and mechanisms for developing self-help opportunities at a neighbourhood level.	Managed transition from current scale of state support to self-help at a neighbourhood level.
	Engage collaboratively in the review of VCSE support and Development Models.	Skilled VCSE ‘provider’ organisations forming a local ‘offer’ to the market.
	Facilitate review of strategic purpose and processes of the TSP.	Aligned locality-based multi-agency collaboration.
<b>WORK TOGETHER WITH RESIDENTS TO MAINTAIN AND IMPROVE A SAFE, CLEAN AND GREEN ENVIRONMENT</b>	Ensure all green spaces and nature reserves are accessible by residents and are maintained to a standard that is conducive for use.	Continued use of the Wild About Tamworth project to provide support and guidance to both the volunteer groups and the Council.
	Continued commitment to a Community Safety Partnership that is responsive to locality and reflects the needs of the community and partners.	Public feedback on how safe the community feels in Tamworth.
	Review and implement options for Council housing repairs and investment services.	Strategic decisions regarding the future of repairs and investment services and implementation planning complete.
	Develop a unified neighbourhood offer.	
<b>WORK TOGETHER TO IMPROVE HOUSING QUALITY IN TAMWORTH</b>	Explore and develop proposals for an asset-backed vehicle for the delivery of new housing/deliver of services.	Options understood and decisions regarding the future informed.
	Develop and deliver a programme of housing development on Council-owned sites including exploration of asset-backed vehicles to deliver private rented sector.	New Council homes and neighbourhood regeneration.
	Deliver regeneration at Tinkers Green and Kerria.	New Council homes and neighbourhood regeneration.
	Review and update the Council's HRA Business Plan.	HRA Plan updated to inform strategic investment decisions.
	Review of Council's Private Sector housing offer.	Review informs strategic investment decision and service development.
	Complete the review of the Healthy Housing Strategy and action plan.	Updated strategic approach and action plan.

# “Growing Strong Together in Tamworth”

CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR
DEVELOP AND SUPPORT THE LOCAL ECONOMY, TOGETHER WITH LOCAL BUSINESSES AND PARTNERS THROUGH OUR REGIONAL INFLUENCE	Actively engage in the WMCA work stream for Innovation and Inward Investment.	Fair and equitable access to Inward Investment.
	Sustain support for GBSLEP Growth Hub.	Proactive stance on managing referrals.
WORK WITH BUSINESSES AND DEVELOPERS TO CREATE A VIBRANT AND SUSTAINABLE TOWN CENTRE	To support local businesses with their submission for B.I.D. status.	The formation of a Tamworth B.I.D.
	Use our regulatory powers within Licensing, Planning, and Environmental Health to be proactive with support and advice to enable business development.	An increase in early intervention with a corresponding reduction in sanction.
	The provision of accurate and timely advice, support, guidance and signpost town centre business to relevant information, business support programmes, training and funding opportunities.	Increase in businesses staying for longer in the town centre. Increased footfall and dwell time in the town centre.
	Collection of the levy arising from the planned Business Improvement District.	Maximise the collection level for investment in local infrastructure.
WORK TOGETHER TO STRENGTHEN THE RELATIONSHIPS BETWEEN SCHOOLS/FE & HE/EMPLOYERS	Actively engage with the GBSLEP & SSoTLEP in their respective programmes targeting young people.	Increased opportunities for young people in job market.
	Engage as appropriate in Area Review processes.	Skilled and employment ready workforce Economic growth through prosperity.
CHAMPION HIGHER SKILLED AND BETTER PAID JOBS IN TAMWORTH	Actively engage in and influence key strategic work streams namely: WMCA Skills & Productivity Commission & SSoTLEP Employment & Skills work streams.	Impact upon causes of deprivation and reduced reliance on State support.

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CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR
USE OUR REGIONAL INFLUENCE TO SUPPORT AN ENVIRONMENT WHERE BUSINESS AND ENTERPRISE CAN FLOURISH AND GROW	Working with GBSLEP Finance Directors to maximise retention of business rates to improve the economy and infrastructure of the region.	Maximise collection of business rates within the GBS rate retention pool. Use of insight data to identify additional business rate collection opportunities in order to maximise local business rate collection levels.
	Working with GBSLEP Legal Directors to ensure Scrutiny and governance compliance.	Probity of decision making. Robust scrutiny of proposals and decisions.
	Engage as necessary in order to benefit from Non-Constituent Membership of WMCA.	Seek opportunities to enhance key growth, skills regeneration outcomes.
	Maintain ongoing commitment to GBSLEP via Board and Executive membership.	Influence major decisions that impact upon economic growth.
	Maintain ongoing commitment to SSoTLEP and countywide collaborations.	Further enhance growth opportunities.
WORK TOGETHER TO STRENGTHEN THE CONNECTIONS BETWEEN SCHOOLS/FE & HE/EMPLOYMENT TO CREATE OPPORTUNITIES FOR HIGHER SKILLED & BETTER PAID JOBS	Engage in the WMCA and SSoTLEP Skills and Productivity work streams.	Improved links between main education providers and businesses.
ADOPT A COMMERCIAL APPROACH TO MANAGING COUNCIL ASSETS IN ORDER TO ENHANCE THE VIABILITY OF THE BOROUGH COUNCIL	Commission a review of the Town Centre Master plan.	Refreshed masterplan giving a focused view.
	To facilitate progress by developers/landowners of sites identified in the local plan for housing and / or commercial activity.	Additional homes and floor space.
	To facilitate progress by developers/landowners of the regeneration of the Gungate site.	Robust and proactive approach to facilitating development of land.
	Explore opportunities that will ensure all Council investment assets produce a revenue stream to support corporate priorities.	The production of a planned sustainable income stream based upon investment assets.
WORK TOGETHER TO PRESERVE AND PROMOTE TAMWORTH'S HERITAGE, LEISURE AND NATURAL ENVIRONMENT	To ensure consideration of commercial opportunities in business decision-making.	A risk/reward based return on investment requirement within planned projects. Producing options appraisals, business cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council. Increase income through adopted commercial approach.
WORK TOGETHER TO PRESERVE OUR CULTURE; PRESERVE OUR HERITAGE AND SUSTAIN OUR NATURAL ENVIRONMENT	To project manage the delivery of the Creative Quarter regeneration.	Project completed on time and within budget.



# “Delivering quality services in Tamworth”

CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR
<b>PROVIDE ACCURATE INFORMATION VIA A FULLY INTEGRATED CUSTOMER SERVICES CENTRE</b>	Undertake fundamental review of customer services functions across every service.	Enhanced, consistent and accessible customer services.
	Remodel service functions, standards and systems having regard for: <ul style="list-style-type: none"> <li>● Demand Management</li> <li>● Current inconsistencies of service delivery/ standards</li> <li>● Customer feedback/demand</li> <li>● Digital &amp; technology</li> <li>● Efficiency &amp; added value</li> </ul>	Improved customer experience and satisfaction ratings. Increased efficiency and capacity. Reduced demand and waste. Agreed, measureable standards. Availability of data and customer insight to aid future planning.
	Co-design Customer Service standards with user groups.	Streamlined, efficient corporate services.
	To provide support for the integrated Customer Services Centre.	To enable first time resolution and reduction in waste. Promotion of digital channels to reduce demand. Technical support from back office including appropriately-trained staff.
	Full and robust implementation of Corporate Change Programme.	Provision of digital data and information, enablement of automation and self-service, consistent and robust service provision.
	Seek customer feedback consistently across all service areas.	24/7 access for a full range of council services. New technology exploited. Improved efficiency of access channels.
<b>WORK WITH CUSTOMERS TO IMPROVE THEIR ACCESS TO COUNCIL SERVICES</b>	Explore and develop new channels of access.	Improved customer satisfaction with access to Council services.
	Deliver services that are digital by default.	Increased number of services available online. Cost of delivery/transaction costs reduced.
<b>ENABLE AND SUPPORT TAMWORTH RESIDENTS AND BUSINESSES USING OUR STATUTORY AND REGULATORY POWERS</b>	Implementation of the ASB Crime and Police Act 2014.	Appropriate use of the new legislation to ensure public concerns over ASB are dealt with swiftly.
	Delivery of a Community Safety Partnership that is responsive to locality, and reflects the needs of the community and partners.	Positive public feedback on how safe the community feels in Tamworth.
	Proactive business continuity information sharing with businesses.	Enablement of a full business and community response in the event of an incident.

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CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR
<b>ENABLING GREATER PUBLIC ENGAGEMENT IN LOCAL DECISION MAKING</b>	Explore new methods of ways in which the community can engage with the delivery of council services using data and intelligence.	Services shaped by users.
	Continue to develop democratic community leadership.	Inspirational informed community leaders. Increased number of people who feel they can influence decisions in their locality.
	Local ownership and delivery of services measured by percentage of local public assets & facilities run by voluntary bodies, S.M.E.s, etc	Increase customer capability/capacity to self-manage.
	Budget consultation.	Carry out annual consultation process to inform local priorities for the MTFS.
	Local Council Tax Reduction Scheme consultation.	Consultation on scheme proposals needed to balance cost of scheme to council taxpayers against needs of the vulnerable.
	State of Tamworth Debate	Encourage through media sources public involvement in the democratic process to add and facilitate the shape of Tamworth the place.
	Registration of electors/Individual elector registration/Elections.	
	Council, Cabinet, Planning Committee.	Provision of information to citizens through digital channels.
<b>DEMONSTRATE VALUE FOR MONEY</b>	Review, remodel and realign services and resources by aligning them to our vision, purpose and priorities.	Unified back office functions. Services aligned to customer needs.
	Implement organisational transformation to ensure the Council's workforce is equipped and positioned for change.	Creation of an environment that enables people to be the best they can be. Reviewed senior management structure to ensure positive, transformational and courageous leadership.
	Challenge statutory need and reduce demand for services.	
	Deliver a training plan that focuses on behaviours, culture and leadership.	Delivery of facilitated leadership development programme to create consistent leadership culture. Organisation fit for 21st century.
	Proper governance advice for officers and Members.	Development of e-learning modules to enhance governance awareness. A risk/reward based return on investment requirement with planned projects. Provision of financial, legal, ICT and procurement support for the decision making process
	Business case approach to investment decisions.	Producing options appraisals, businesses cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council.
	To provide appropriate professional support Consideration of commercial opportunities in business decision making.	

# CONTACT US

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

For more information about Tamworth Borough Council, visit our website at [www.tamworth.gov.uk](http://www.tamworth.gov.uk)

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Borough Council

**If you would like this document in an alternative format or language please contact us 01827 709709 or email [enquiries@tamworth.gov.uk](mailto:enquiries@tamworth.gov.uk)**

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