Tamworth Borough Council

TAMWORTH BOROUGH COUNCIL CORPORATE PLAN 2019-2022

OUR VISION: To put Tamworth, its people and the local economy at the heart of everything we do

PEOPLE & PLACE

ORGANISATION

CORPORATE PLAN **2019-2022**

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WELCOME

Welcome to Tamworth Borough Council's Corporate Plan for the years 2019 – 2022. The document sets out what we want to achieve in the coming years.

INTRODUCTION

In February 2019, Council approved our new vision: '**To put Tamworth, its people and the local economy at the heart of everything we do'**. This continues to ensure we can take full advantage of every opportunity that leads to Tamworth being a better place and its people having better lives or the Council being a better organisation.

Our Strategic Priorities remain centred on 'people and place' and 'organisation' and this plan details these, why they are important and the things we want to achieve over the plan period 2019 to 2022.

The Council remains committed to promoting and stimulating economic growth, meeting our housing needs, creating a vibrant town centre and protecting those most vulnerable in our communities.

Creating a thriving, competitive and sustainable economy is central to delivering improvements in people's lives. Therefore, regeneration and economic growth remain high priorities for us and we will continue to champion the interests of Tamworth at all levels. We will work hard to ensure that local people and businesses are ready to take advantage of planned and future developments to secure the long term prosperity of Tamworth.

The medium term financial planning process is being challenged by the Government's continuing efforts to get the country free of the national deficit to ensure services for future generations can be financed, this leaves us continued uncertainty locally. The accomplishment of a balanced three year Medium Term Financial Strategy for the General Fund is a major achievement as the Council, like others, has planned to deliver its budget process in light of unprecedented adverse economic conditions with a great deal of uncertainty over future investment and income levels such as car parking, land charges and corporate property rents.

The Council has responded to these challenges by considering the opportunities to grow its income. Consequently, we are ambitious with our commercial view, have established a trading company and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.

The basic belief within Tamworth Borough Council is to grow the economy to generate funds to help those less fortunate in our society.

Our focus will be on putting our energy and resources into supporting 'our people' and 'our place' to ensure that we achieve our new vision;
'To put Tamworth, its people and the local economy at the heart of everything we do.'

Andrew Barratt
Chief Executive

Daniel Cook
Leader of the Council

OUR VISION, PURPOSE & PRIORITIES

Shown below is our **'Corporate Plan – On a Page'**. Appendix A gives more detail, explains why these are a priority and the things we will deliver over the plan period to 2022.

TAMWORTH BOROUGH COUNCIL: VISION

To put Tamworth, its people and the local economy at the heart of everything we do

OUR PURPOSE IS TO:

- help tackle causes and effects of poverty and financial hardship
- increase all residents' resilience and access to information
- engage with our residents to promote community involvement and civic pride
- support the development of Tamworth now, and in the future
- help the local economy to grow in a way which benefits our residents and businesses
- utilise Council resources effectively
- help tackle the causes of inequality and increase opportunities for all residents and businesses
- help protect, nurture and celebrate our local heritage
- help prevent homelessness and help people access suitable housing
- help build resilient communities
- help develop and safeguard our environment and open spaces

OUR STRATEGIC PRIORITIES FOR 2019-2022

People and Place

- To meet housing needs through a variety of approaches and interventions
- To facilitate sustainable growth and economic prosperity
- To work collaboratively and flexibly to meet the needs of our communities
- To create a new and developing vision for the continued evolution of Tamworth, including a town centre fit for the 21st century

Organisation

- To be financially stable
- To ensure our employees have the right skills and culture to help our residents, visitors and businesses
- To ensure our service delivery is consistent, clear, and focused
- To ensure our decisions are driven by evidence and knowledge

PORTFOLIO HOLDER STATEMENTS
PORTFOLIO: ASSETS & FINANCE

CLLR ROBERT PRITCHARD
DEPUTY LEADER OF THE COUNCIL

Our journey of change and improvement continues.

The Council has responded well to the financial challenges facing local government and has a balanced three year budget that continues to protects front line services for the public.

The Council has strong financial management which has helped to ensure continued delivery of frontline services without the need for major service reductions – and the achievement of a balanced Medium Term Financial Strategy. At a time when many councils across the country are cutting frontline services and support to vulnerable residents we have continued to protect vulnerable people in our community who are in greatest need. We will continue to review every service at the council to ensure maximum efficiency. We will also focus our investment strategy to drive local economic growth and council financial stability.

During the year, the Council's external auditors confirmed that the Council prepared a very good set of accounts and has a track record for delivering budgeted savings. Going forward, the preparation and provision of high quality financial management information will assist in enabling and informing the decision making process of the Council.

The Council's Revenues Team has once again performed to very high standards and has been proactively increasing the authority's income and its preceptors – to assist in financing the balanced Medium Term Financial Strategy again ensuring continued frontline service provision.

The organisational structure of senior management underwent a fundamental review resulting in significant savings being achieved and the delivery of a management structure that is flexible and focussed to meet future needs. This change has provided the council with a further opportunity to subsequently realign services so that teams are aligned and able to work more closely together. To achieve this we have continued to work collaboratively with trade unions to ensure employee relations remain productive.

The council will be taking the opportunity to develop a comprehensive Asset Management Plan for both the Housing Revenue Account and General Fund assets in support of a revised Capital Strategy.

PORTFOLIO: ASSETS & FINANCE cont.

The new Data Protection Regulations, which came into force May 2018, has meant that every member of staff and every elected member underwent compulsory training on the new regulations so as to ensure that the Council was compliant with requirements of the Act.

Our customer services continue to promote 'digital by default' with the purchase of a new customer portal currently being developed for roll out over the next few months.

In addition, we will be developing our operating model to further strengthen our service delivery and strategic approaches. In particular we will further reinforce our use of knowledge and evidence in decision making to ensure that we are clear in our service offer and accountable to residents.

We continue to work with County Council colleagues to ensure that the needs of Tamworth residents are fully understood in relation to the delivery of Disability Facilities Grants.

Over the next twelve months we will be investing in elected members and employees to equip them with the skills, knowledge and information they need in order to achieve our new revised vision and priorities.

PORTFOLIO: CULTURE & OPERATIONAL SERVICES

CLLR JOHN CHESWORTH

Our shared waste collection service with Lichfield District Council continues to provide a quality service that delivers value for money and assists in meeting the challenging recycling targets set. This has become more challenging due to the import ban in China of some recycling plastics and paper, however the percentage of recycling collected against waste sent for incineration (energy from waste) is holding firm in the high 40 percent bracket. The sign up rates for our Green Waste collection service again look promising, and we are currently delivering an education program aimed at reminding residents what can, and can't, be recycled in our blue bins. This is already showing signs of reducing the number of rejected loads of recycling waste.

The Street Scene team have again proven to be invaluable and are proactive in their approach. They deliver the day to day functions necessary to keep our town looking clean and tidy, and this is recognised in the number of positive comments received about their work. To help them going forwards, a new fleet of mowers and sweepers has been procured. The team, along with community groups from across the town, have again achieved a Gold Award in the Heart of England 'In Bloom' competition, which was a fantastic effort. They are also responsible for maintaining our open spaces, ensuring that they are safe, attractive and fit for purpose for our residents and visitors.

We continued to make improvements in Information Communication Technology (ICT), including a much needed upgrade of a number of our business applications and operating systems, a new web based application for Sheltered Housing Scheme Managers, and prepared the organisation for General Data Protection Regulation (GDPR) compliance. It was pleasing to see that 95.21% of 815 Freedom of Information requests were completed within 20 days, in the 12 months from January 2018. This year we will continue to review our ICT strategy, including our telecommunications, our network security, and aim to create a 'Knowledge Hub' to make best use of customer insight.

The outdoor events program has again been an overwhelming success, with incredible crowds attending our fireworks night and sell out performances for the open air cinema in the summer. We again offered something for everyone, with additional events such as the creation of the Mercian Mosaic Arts in Unusual Spaces and the Christmas lights switch-on. We also supported events celebrating the 1100th anniversary of the death of Lady of the Mercians Aethelflaed. In 2019 we will develop and deliver an events programme that offers a wide range of educational and entertaining experiences. We will also re-open the Assembly Rooms, our 130-year-old theatre, following a multi-million pound regeneration project, offering theatre shows and new conference facilities. The leisure and culture offer in Tamworth continues to be strong.

PORTFOLIO: HERITAGE & GROWTH

CLLR DANIEL COOK

WITH CREDIT TO FORMER COUNCILLOR STEVE CLAYMORE

In June 2017 we saw the opening of our new 'Tamworth Enterprise Centre' offering high quality, fully serviced offices with easy 'in and out' affordable rent to 'start-up' and fledgling businesses. Since then we have maintained 100% occupancy, seen several businesses outgrow the facility and been immediately replaced by new businesses locating there. There has also been an increase in the use of the flexible meeting space available, as businesses recognise the value of using this facility.

As part of the Council's business growth agenda we have directly supported 21 businesses with small business grants, and have been successful in our bid to deliver Growth Hub advisory support on behalf of both the Greater Birmingham Local Enterprise Partnership, and the Greater Birmingham Chamber of Commerce & Industry for the Southern Staffordshire Area. The aim of this programme is to provide a diagnostic interview with at least 110 businesses over the next year.

As part of the wider Enterprise Quarter Project in the town, the redevelopment and extension to the Assembly Rooms is now well under way, with a formal opening planned in the autumn of this year. The project has not been without its challenges as you would expect with such a historic building but is progressing well

In April the Council agreed to acquire the vacant Gungate site in the town centre, and work has started on a master planning exercise to look at what options are viable, necessary, and will act as a catalyst to encourage regeneration within our town. This is coupled with our town centre 'What's Next' consultation programme where we are seeking views of the town's future aspirations from residents and businesses to help inform this options appraisal.

Our adopted Local Plan continues to allow us to control the necessary growth and development required within Tamworth. Our Local Plan covers the period from 2006 to 2031; consequently, all development carried out within the last twelve years contribute to our total requirement. The Council continue to pursue and actively engage with our neighbouring authorities to ensure that any proposals to develop around our boundaries do so with proper consideration to our highways network and infrastructure needs. It is encouraging to note that many of our strategic housing sites identified within this plan are now coming forward, with activity on many of them started this year.

The Council will also be developing a new Community Woodland project on part of our open space network, consisting of eight hectares of the former golf course, set aside for the creation of a new public open space. The project will design and create a green space with a mosaic of habitats to increase biodiversity and green connectivity in the area as well as space for informal recreation, health and wellbeing. Existing woodland areas will be improved, new woodland planted, meadows

created as well as other biodiversity improvements such as bulb planting, bat and bird boxes. Access will also be improved through the site with a network of footpaths, connecting with the new housing development.

Our non-constituent membership of the West Midlands Combined Authority (WMCA) continues to be a wise move, and I am sure will reap benefit in the long term. 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 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.

Being 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 updated Strategic Economic Plan (SEP) gave a commitment to create 250,000 new jobs by 2030, and already this stands in excess of 134,200.

Along with job creation also comes the requirement 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.

Our programme to provide around 140 new homes in the Tinkers Green and Kerria areas continues to progress well. This ambitious project involves the demolition and replacement of outdated and unsuitable housing with new homes for those in need. The scheme is being supported by grant funding from Homes England as part of the national affordable housing development programme. During 2019 we anticipate the first completed homes will be let via nominations from the Housing Register. This scheme forms part of the Council's ambitious plans to deliver new affordable homes across the borough through a variety of means including acquisition, Council new build and by working in partnership with other registered housing providers.

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.

PORTFOLIO: COMMUNITIES & PARTNERSHIPS

CLLR STEPHEN DOYLE

Tamworth Borough Council continues to play a strong and vital role in ensuring funding for community groups and looking to address the needs of those most vulnerable.

This is assisted through a number of projects such as the Tamworth Advice Centre, TAC, advising on debt issues and general advice for local Residents.

We also work with and seek funding for a number of voluntary groups such as the Samaritans, Tamworth Dementia Action Alliance and Communities Together CIC.

The Community Wardens and Close Circuit Television (CCTV) services continue to provide important services to both the Council and our partners and with changing times and demands we look to further develop the services to meet those new demands.

The Council's Community Wardens continue to engage with residents, particularly the younger members of the community, on issues such as internet safety and anti-social behaviour as well as working with our partners in maintaining Community Safety.

The CCTV service plays an important role in the partnership and operates a 24/7 monitoring service at strategic locations around the town and borough, helping to increase public confidence. The upgrade of the system is currently under review as we look at what service we should provide to the town.

The Community Safety Partnership continues to provide a high level of confidence within the community, particularly those who are the most vulnerable in our society, providing an environment where partners can share information and avoid duplication of effort.

In line with the Council's key priorities, there is a strong theme of seeking to protect the most vulnerable within our communities, by providing training and guidance to partners, working with neighbouring Councils and, recently, upgrading the Gambling Policy within Tamworth to reflect concerns over the young and vulnerable.

In an effort to tackle the causes of anti-social behaviour there has been the move to introduce further public space protection notices; these are aimed at further empowering the Police and Community Wardens.

Also domestic violence remains a high priority for the Council and has recently secured funding to protect the work being done by Pathway in this area. Early intervention will remain key to much of the work carried out by Tamworth Borough Council and the partnership.

PORTFOLIO: HOUSING

CLLR MICHELLE COOK

The Housing portfolio has had a very busy but exciting year, with lots of achievements made. I am delighted to share a few highlights:

Our long term housing strategy, the Housing Revenue Account (HRA) business plan, was signed off during the year, which covers 2018 to 2048. This sets out our wider strategic ambitions and established a community investment fund of £250,000 per annum. This will be influenced by our tenants and communities to directly enhance local areas.

Our long term aspiration to enhance the number of homes available and the overall quality of our accommodation continued in year. The Kerria and Tinkers Green developments are fully underway, with the first homes due to be occupied in summer 2019. We added 54 homes to our books in 2018, which was accompanied by an Affordable Rent Policy, which will help build future opportunities to acquire additional units.

Tamworth Borough Council remains committed to investing in our council owned stock; works in our high rise blocks, including new lifts, balconies and internal decoration, were a highlight of 2018. These works will continue into 2019 where we will also see sprinklers being installed across the six high rise blocks and also at Eringden. Lovells, our installation contractor, are currently engaging with residents and will soon be opening a show flat to help alleviate fears of internal visual intrusion.

Homelessness reduction remains a top priority of the Council. There has been a 25% reduction in rough sleeping in Tamworth and we have had periods of no bed and breakfast usage. This shows that the early prevention activities which were so heavily invested in during 2017 has worked. The extension of temporary accommodation options, including private sector leases and working with the third sector, has helped ensure people do not get to the 'final' stage of being homeless. We are very proud of this and we will continue to invest in 2019, including supporting the Starfish winter night shelter campaign once again.

2019 will see us launch our new allocation policy, go out to the market for a new enhanced repairs contract and see the completion of the first phase of the largest council house rebuilding programme in Tamworth in a generation. It will be an exciting year for all involved, especially our tenants.

Finally, I wanted to finish on how we have been capitalising on our social value. My personal favourite has been the construction employability programme run in conjunction with our repairs contractor, Wates. This saw eight care leavers find employment after completing a course to gain employment experience and skills - well done all!

THE MEDIUM TERM FINANCIAL STRATEGY
STEFAN GARNER, EXECUTIVE DIRECTOR (FINANCE)

The medium term financial planning process is being challenged by Government austerity measures as well as continued uncertainty. The accomplishment of a balanced three Year Medium Term Financial Strategy for the General Fund is a major achievement as the Council, like others, has planned to deliver its budget process in light of unprecedented adverse economic conditions – with a great deal of uncertainty over future investment and income levels such as car parking, land charges and corporate property rents.

There is also a high degree of uncertainty arising from the work progressing with regard to Business Rates retention (and the associated impact on the Council's Business Rates income and associated baseline and tariff levels), the 'Fair Funding Review,' as well as the planned Business Rates Reset which will also take effect from 2020/21.

The Council is responding to these challenges by considering the opportunities to grow our income. We are ambitious with our commercial view and will continue to work hard to identify income streams that enable us to continue to meet the needs of our residents.

More than ever, we recognise that our financial capacity will be less than in previous years which means that we will need to maintain our approach to innovation, collaboration and transformation. So, not only will the Council seek investment from businesses and developers, but the Council itself will explore viable and sustainable investment opportunities using all returns to support public services.

We continue to invest in our teams, transform our processes and ensure our technology infrastructure is fit for purpose. We have identified a number of opportunities to improve customer access to information and services as well as our engagement with our citizens and the way in which we manage our data and information.

Despite the impact of continuing austerity and significant reductions in Government funding, Tamworth Borough Council has, in the main, continued to sustain a full suite of essential services, and has recorded one of its most successful periods in terms of customer satisfaction; measured performance; project delivery and financial management.

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 'Delivering Quality Services' project 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.

Work is continuing on a number of actions to address the financial position in future years:

- Recruitment freeze – there is a robust challenge / re-justification process in place for all vacant posts with a requirement to investigate alternative options including restructuring to fill vacancies / looking at what we can stop doing
- Spend freeze – A review of the underspend position has been undertaken with a view to drive out as many savings as possible – and has identified annual savings of c.£450k p.a. from 2019/20
- Alternative investment options arising from the Commercial Investment Strategy (as well as the Treasury Management Investment Strategy) to generate improved returns of c. 4% to 5% p.a. (plus asset growth)
- Review of reserves (including ensuring adequate provision for the funding uncertainties) and creation of fund for transformation costs (if needed)
- Targeted Savings – to identify potential areas for review in future years
- Review and rationalisation of IT systems.

Council, on 26th February 2019, approved a three year Medium Term Financial Strategy for the General Fund with a Council Tax increase within 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 and additional income will need to be made into the future to deliver a balanced budget in the longer term.

With regard to the Housing Revenue Account, a five year MTFS was approved by Council, despite significant funding reductions over the four years from 2016/17, given 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.

The headline figures for 2019/20 are:

- a General Fund Net Cost of Services of **£9,403,410** a reduction of 8.4% compared to 2018/19;
- the Band D Council Tax would be set at **£176.89** an increase of **£5.14** (2.99% - c.£0.10 per week) on the level from 2018/19 of **£171.75**;
- a General Fund Capital Programme of **£5.297m** for five years;
- a Housing Revenue Account (HRA) Expenditure level of **£13,164,850** for 2019/20 (excluding interest & similar charges);
- an average rent of **£85.52** set in line with the approved Rent Setting Policy including a 1% reduction in average rent, in line with the Government's requirement to reduce rents by 1% p.a. for the 4 years from 2016/17 (based on a 49 week rent year) which represents a reduction of **£0.98** (on the current average rent of **£86.50**) and equates to **£79.09** on an annualised 52 week basis;
- a Housing Capital Programme of **£44.496m** for 5 years.

SUMMARY ACCOUNTS 2018/19

Due to the earlier publication of this combined document the draft summary accounts for 2018/19 are not yet available. As soon as they are (approximately end of June 2019) 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 2018/19 is not yet available. The Annual Governance Statement is published with the Annual Statement of Accounts and will be available later in the year.

WHAT WE DID IN 2018/19

Shown below, under the headings People, Place and Organisation, are some of our achievements in 2018/19. 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.

PEOPLE

- An improved and more user friendly website was launched 'Finding a home; choice based letting service' to make it easier for applicants to apply for a Council house in Tamworth,
- Tamworth Borough Council's Sports Development Team unveiled their programme of sporting events, 'Playscheme 2018', in July last year and have reported record numbers of over 3,000 children and young people attending the daily programme throughout the school summer holiday,
- Four Syrian refugee families were placed in Tamworth and settled into their homes,
- Tamworth Borough Council, in partnership with Lichfield District Council and East Staffordshire Borough Council, has secured almost £100,000 in Government funding to continue the provision of vital services for victims of domestic abuse,
- Public Space Protection Orders (PSPOs) were adopted at Warwickshire Moor and Kettlebrook/Borrowpit Lakes,
- Tamworth was a finalist for the Alzheimer's Society's Dementia Friendly Community of the Year award in the rural area, village, or town category for 'leading and inspiring a change that will transform the lives of people living with dementia forever.'

PLACE

- The 'Your Business, Your Voice' event was organised by Tamworth & Lichfield for business,
- Since its launch in April 2017, a total of 40 businesses to the value of nearly £35,000 have so far been supported under the Start-up Business Grant Scheme,
- Thousands of visitors were attracted to the town for events including; St George's Day, Outdoor Cinema, Fireworks Evening, Christmas Lights Switch On and We Love Tamworth,
- The statue of Anglo-Saxon warrior queen Aethelflaed was unveiled for the first time,
- The Council purchased the Gungate and Spinning School Lane car park site for investment purposes and to masterplan significant regeneration in the area over the coming years,
- Work commenced on the extension to The Assembly Rooms,
- Internal improvements were carried out at the Town Hall,
- One year on from its official opening in July 2017 the Tamworth Enterprise Centre continues to flourish, as do the businesses which use it. All 16 offices are fully let to 14 businesses and around 45 people work from the hub each day,
- Tamworth had another successful year in the Heart of England in Bloom competition – striking GOLD for the ninth year in a row, as well as picking up a special award for the Moor Street Island display and Wigginton Park was awarded Gold in the Parks and Open Spaces category,
- Work commenced at Tinkers Green and Kerria to build 140 modern Council homes.

ORGANISATION

- A customer portal was procured that, when implemented, will enable customers to manage their business with the Council online 24/7,
- The Web Access channel for customers was further developed,
- Cyber security training was undertaken throughout the Council,
- A senior management review was undertaken that contributed in excess of £1m over the period of the Medium Term Financial Strategy,
- A 'Gender Pay Gap' was published to comply with equal pay legislation,
- A new back-up information technology solution was implemented,
- All employees and councillors undertook General Data Protection Regulation (GDPR) awareness training,
- Borough Council elections were undertaken.

APPENDIX A
OUR PRIORITIES: PEOPLE & PLACE PRIORITIES

Priority	Why is this a Priority	Key Actions/Deliverables
To meet housing need through a variety of approaches and intervention	Access to safe and suitable accommodation is a key issue for Tamworth residents and continues to be the highest area of demand for Council services overall. The Council places a high priority on its role in supporting people to access the housing they need, seeking to improve standards across all tenures and working to ensure that neighbourhoods can thrive.	▸ Completion of new council housing at Tinkers Green and Kerria to deadline and budget ▸ Implementation of the Homelessness Reduction Act and associated actions ▸ Reviewing our local plan to ensure it is fit for purpose and reflective of housing needs ▸ Working with landlords to ensure relevant standards for rented accommodation are achieved by offering advice, guidance and where necessary by taking enforcement to ensure compliance.
To facilitate sustainable growth and economic prosperity	Tamworth is well placed to benefit from the economic prosperity of the West Midlands as a whole and the Council recognises the importance of its role in ensuring that this increased prosperity benefits all residents and enhances our town. We welcome continued infrastructure growth including increased housing. However, we believe that the Council has a pivotal role to play in ensuring that this growth is manged in a way which enhances the lives of our residents, protects our environment and supports a balanced economy.	▸ Development of a Place Investment Strategy ▸ Production of a viable and deliverable masterplan to encompass the Gungate site that is both reflective of the town's needs and fiscal requirements ▸ Delivery of sound business advice through locally engaged Growth Hub advisors.
To work collaboratively and flexibly to meet the needs of our communities	The Council has invested strongly in the development of innovative and proactive collaboration across agencies and sectors and has a well-earned reputation for placing partnership at the heart of our approach. We consider that our ability to deliver positive outcomes for residents is enhanced by working with others and as a result we will continue to invest in the development of purposeful and meaningful partnerships. In particular we will focus on enhancing the work that we do with others to protect vulnerable people and enhance neighbourhoods.	▸ Review of Tamworth Strategic Partnership ▸ Promotion of the Councils role in community leadership and member involvement ▸ Engage with residents to shape our services, test customer satisfaction and empower communities ▸ Ensuring early help and intervention is at the heart of service delivery.
To create a new and developing vision for the continued evolution of Tamworth, including a Town Centre fit for the 21st century	As is the case across the UK, the nature and use of our town centre is changing, with a reduction in the viability of the retail offer in its traditional form. However, the town centre remains an important resource for the town as a whole, with the potential to greatly enhance Tamworth's already enviable leisure offer. We believe that the Council is well placed to lead the development of a clear and inclusive vision for the town centre which provides the framework for future sustainability. This will link to our own plans for regeneration including the re-development of the Gungate Area.	▸ Develop a master plan for the town centre ▸ Delivery of a co-ordinated town centre programme ▸ Relocation of Tamworth Information Centre ▸ Delivery of the HLF funded "Battle and Tribute" project at the Castle ▸ Timely opening of the refurbished Assembly Rooms ▸ Develop a masterplan for new community green space and the delivery of a local centre at Amington.

OUR PRIORITIES: ORGANISATION PRIORITIES

Priority	Why is this a Priority	Key Actions/Deliverables
To be financially stable 	Along with much of the public sector Tamworth is facing an uncertain financial future. The Council has a proven track record as a trusted custodian of public finances and we will continue to emphasise the importance of sound financial management linked to effective risk management and governance. We further believe that by adopting commercial approaches and critically evaluating commercial opportunities we can significantly increase our financial sustainability and increase our ability to offer VFM for residents.	▸ Delivery of a 3 year Medium Term Financial Strategy ▸ Review of Corporate Capital Strategy ▸ Asset Management Strategy for Housing Revenue Account and General Fund assets ▸ Complete a commercialisation review and implement measures identified ▸ Invest in commercial activities including: Development of the Council's trading company and associated income stream Maximise returns of cash flow through property fund investments Prepare a viable deliverable plan for the regeneration of Gungate ▸ Continue with channel shift to digital across all departments: Implement Corporate customer portals ▸ Complete phase 2 of Senior Management Review
To ensure our employees have the right skills and culture to help our residents, visitors and businesses 	We consider that our teams and our elected members constitute our greatest asset and that by ensuring that every individual has the necessary skills, competencies and knowledge to fulfil their roles we can work most effectively for the benefit of residents. Ensuring that front-line staff and elected members have access to useful and up to date information regarding service delivery and community issues also greatly increases effectiveness and we will prioritise the development of resources which maximise the accessibility of information.	▸ Develop an Organisational and People Strategy that ensures the organisation is focussed on the future ▸ Undertake a Peer Review ▸ Develop a training and development programme that focusses on generic skills as well as the technical skills required for the 21st century public servant ▸ Develop a member training portal to equip elected members with the necessary skills and knowledge to allow them to act as public advocates.
To ensure our service delivery is consistent, clear, and focused 	Ensuring that residents are able to easily access clear information about the standards of service they can expect from us will greatly help to reduce waste demand and promote confidence in the Council. Of equal importance is ensuring that the right tools are in place to deliver consistently to the expected standard. We will prioritise the development of clear standards of service across the organisation and will further develop our approaches to measure and respond quickly to customer intelligence and levels of satisfaction.	▸ Development of a Communication Strategy that reinforces public expectation of transparency and accountability from the Council ▸ Delivery and approval of the Tamworth Community Offer ▸ Work collaboratively with our partners to maximise our effectiveness and support vulnerable people and communities.
To ensure our decisions are driven by evidence and knowledge 	The Council receives a considerable amount of useful information though customer feedback along with statistical information from a variety of sources. We believe that by ensuring we are making the maximum of use of all available information and knowledge we can create insight to inform decision making at every level. We will work to further develop the means by which we collect, collate and analyse all available information for the purpose of enhancing our ability to support evidence based decision making.	▸ Review our data sets and collate into one data repository ▸ Creation of a data/insight resource ▸ Make full use of available customer insight and resident feedback to inform our decisions.

Tamworth Borough Council

TAMWORTH BOROUGH COUNCIL CORPORATE PLAN 2019-2022

CONTACT US

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

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

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