

TAMWORTH BOROUGH COUNCIL

CORPORATE PLAN 2025-2030



CONTENTS

Tamworth Borough Council Corporate Plan 2025 to 2030	1
Foreword by Councillor Carol Dean, Leader of Tamworth Borough Council and Stephen Gabriel, Chief Executive	3
Introduction	4
Purpose of the corporate plan	5
Our vision and priorities	6
Our priorities in detail	7
How we will work	8
Our values and behaviours.....	9
Supporting strategies and plans.....	10
Shared services – collaborating with other local councils	11
Key statistics about Tamworth	12
Glossary of terms.....	13
Acknowledgements	14



FOREWORD

BY COUNCILLOR CAROL DEAN, LEADER OF TAMWORTH BOROUGH COUNCIL
AND STEPHEN GABRIEL, CHIEF EXECUTIVE

We are proud to present our corporate plan for 2025 to 2030; the plan which sets out the strategic goals and key priorities to achieve our vision of 'Building a Better Tamworth'.

With a new Chief Executive and recently formed Cabinet and cohort of councillors elected in May 2024, this is our first opportunity to share our long term aims and ambitions for the borough. Over the next five years we face some significant challenges but also some great opportunities to make Tamworth better. In that time, we aim to create and maintain a community that embraces change, welcomes diversity, and seek ways to bring communities together.

We have engaged as broadly as possible to develop our corporate plan, holding surveys and drop-in sessions to help us to identify and prioritise the outcomes, seeking feedback from specific groups and communities. In setting our budget to deliver this plan we also undertake an annual resident survey to ensure we involve you in determining where to invest our resources to achieve our priorities. The most recent one, carried out in October 2024, helped to set the budget for the coming year and our medium-term financial strategy, which helps us plan our finances over the life of the plan.



**Councillor
Carol Dean,**
Leader of
the Council



**Stephen
Gabriel,**
Chief Executive

Residents have consistently told us that they want neighbourhoods to be cleaner and safer, for us to operate efficiently and actively respond to their needs. Greater prosperity for our communities and local businesses is a universal aspiration. Alongside our statutory obligations to collect council tax, manage development and administer key government regulations, other local priorities, like protecting the environment, community cohesion, developing skills and affordable housing are important to improving life in Tamworth. Whilst we may not be in control of many of these outcomes, our role in providing clear leadership and support to all those working in our borough is key to ensuring they are delivered for our residents and communities.

Due to reductions in central government funding and increasing inflationary pressures, difficult decisions must be taken around what services beyond our statutory minimum we continue to fund with the limited money we have available. While these decisions will be hard, we are committed to engaging with residents and partners on how we can mitigate their impact. We want to ensure long-term financial sustainability for the council, address the inequalities and disparities that exist across neighbourhoods and continue to create the opportunities for our communities and residents to thrive. This will mean working differently to how we have in the past.

This plan will drive the council to address the priorities identified within it as well as work closely with partner organisations who may be better placed to achieve them. We have worked hard to ensure this plan reflects the priorities of our community, so together we can build a better Tamworth.

INTRODUCTION

Set in the beautiful county of Staffordshire, Tamworth is a vibrant town with a rich heritage. Located in the centre of Britain, with a growing population of over 81,000 people, Tamworth is a borough with much to be proud of. Our transport links, developing town centre, leisure facilities, including our cultural and heritage offer, all help make it a great place to live, work, study and visit.

In addition to all that Tamworth already has to offer, exciting times are ahead as we embark on a period of significant transformation. Multi-million-pound projects, such as the Future High Street Fund development will help to bring about lasting change and improvements in the future. This will assist with our mission to restore Tamworth town centre as the beating heart of the community, a place that people want to visit.

As a council we continue to face significant challenges to remain financially stable and resilient for the future. Demand for our services to support the most vulnerable continues to rise and cost pressures are increasing weekly, with UK inflation remaining at high levels. Like many councils across the country, we will be required to be brave and make difficult financial decisions, transform the services we must provide and lead the council through these challenging times. Councillors and officers will work closely together to find a better, more cost-effective way forward. We will also continue to listen to residents and businesses,

as we work to do things differently as a more co-operative council and work alongside our stakeholders, including central government, the local MP, neighbouring councils and local partnerships to address local need.

Tamworth has much going for it, but some areas of our borough face serious inequality and deprivation. Together, we need to give people in these areas skills and confidence and ensure we work co-operatively to support businesses to create good quality local jobs and opportunities. We will work with our partners to deliver a vision for the borough focused on aspiration, community cohesion, social value and creating an environment for success.

We will also engage our partners to ensure the wellbeing for our residents and communities. In addition, we will maintain a clean and safe environment for our residents and visitors and play our part in ensuring the town remains an attractive area to live, visit and invest in.



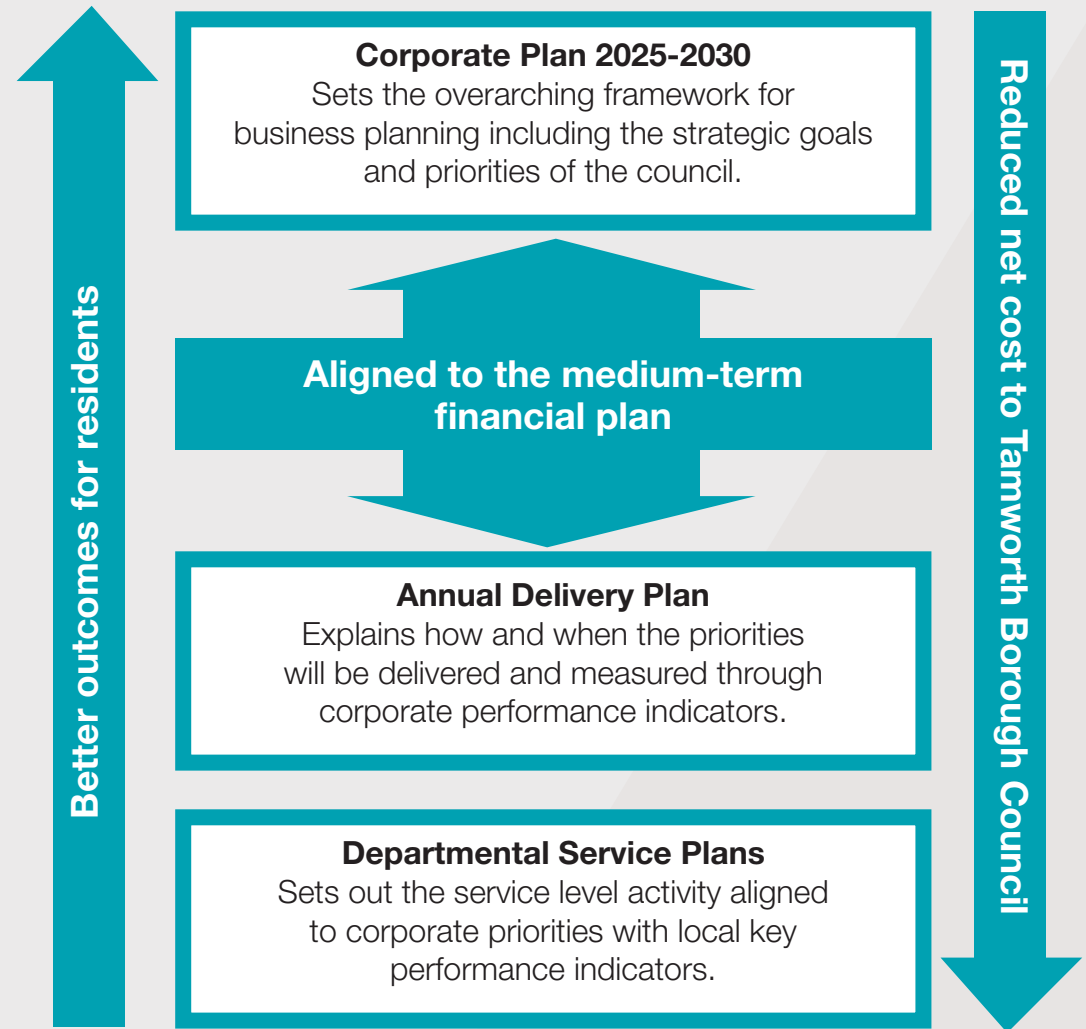
PURPOSE OF THE CORPORATE PLAN

Every well-run council needs a plan to enable staff, residents and partners to understand what the organisation is trying to achieve and how it plans to do that. It helps everyone prioritise and pull together around common priorities, so we deliver what we have promised.

This plan sets out our most important priorities and the aspirations for change that have been identified based on your feedback. These will be delivered alongside our day-to-day activities, ongoing projects and with support from our key partners.

Whilst set out as a five-year plan, it will be reviewed every year and supported by an annual delivery plan. This will explain how and when the priorities will be delivered and measured through key performance indicators. Robust monitoring arrangements will be put in place including senior officers and members which will help us to be open and honest about our progress and how well we are performing.

It will also track our transformation to drive improvement in our services, digital opportunities and how we connect and engage with our residents, communities and partners to make Tamworth better.



OUR VISION AND PRIORITIES

Our vision is to Build a Better Tamworth which we will achieve by delivering our key priorities over five years.



PROSPERITY & PLACE

Growth in the local economy by creating jobs and a Tamworth we are all proud of, ensuring financial stability for all.



ENVIRONMENT

Achieve net-zero carbon emissions, protect the environment and enhance local biodiversity.



COMMUNITY WELLBEING

Residents live safe, healthy and happy lives in communities that are cohesive, where diversity is celebrated.



COUNCIL

Being a caring, accessible and effective council that is financially resilient.

Building a BETTER Tamworth

OUR PRIORITIES IN DETAIL



Prosperity & Place - We want growth in the local economy by creating jobs and a Tamworth we are all proud of, ensuring financial stability for all.
We will;

1. Work with businesses to help them grow and create jobs
2. Identify and address skills shortages
3. Make the town centre more vibrant and accessible
4. Regenerate and create spaces for people to use and enjoy
5. Promote tourism and nightlife by using our culture and heritage sites



Environment - We want to achieve net-zero carbon emissions, protect the environment and enhance local biodiversity.
We will;

6. Keep Tamworth's local areas clean
7. Tackle fly tipping, littering and environmental offences
8. Cut down on using carbon in our operations
9. Collaborate with partners to protect the environment
10. Provide eco-friendly housing options



Community Wellbeing - We want residents to lead safe, healthy and happy lives in communities that are cohesive, where diversity is celebrated.
We will;

11. Work with our partners to support children and vulnerable individuals' wellbeing
12. Ensure our active health and wellbeing offer supports the improvement in residents physical and mental health

HOW WE WILL WORK

13. Improve our offer to provide suitable homes and make good quality, eco-friendly and affordable housing available
14. Work with our partners to reduce homelessness and rough sleeping
15. Work with our partners to reduce crime and help our residents feel safe

To build a better Tamworth, we all need to work together and do our part. By working as a team, we can make a real difference. As a council, we aim to be more cooperative, collaborating with our residents and key partners, ensuring financial stability, and focusing on how to best serve our communities while working with others in the Better Together Partnership.

Our new equality, diversity and inclusion strategy, ensures that council services meet the needs of individuals, with a strong focus on community unity and social inclusion. We want to create a welcoming environment where everyone feels respected and valued and put residents at the heart of all we do. This strategy ensures our services comply with equality laws and addresses important issues like intersectionality, fairness, and gender-based discrimination.

We have also updated our council's values and behaviours to help achieve our vision.



Council - We're focused on being a caring, accessible and effective council that is financially resilient.

We will;

16. Being visible, accessible, approachable and accountable to the community
17. Learn and work with communities to provide broader social benefits
18. Maintain balanced budgets in our financial strategies

OUR VALUES AND BEHAVIOURS



SUPPORTING STRATEGIES AND PLANS

The corporate plan will consider several important existing strategies and plans, including:

- Medium-Term Financial Strategy (MTFS)
- Local Plan
- Asset Management Strategy
- Future High Streets Fund (FHSF) Programme
- Financial Resilience Plan
- Housing Revenue Account (HRA) Business Plan
- Net Zero commitments
- Biodiversity and nature recovery
- Social Housing Regulatory Programme (SHRP)
- Equality & Diversity Strategy
- Digital and Technology Strategy
- People and Organisational Development Strategy
- Customer Service & Access Strategy
- Community Safety Partnership Plan
- Corporate Peer Challenge Action Plan

In October 2024, we asked the Local Government Association to help us identify key issues and challenge our approach, especially around communication and community engagement. The actions from this review will run alongside the corporate plan.

We are also working on several new or updated strategies and plans to help achieve our corporate goals, including:

- Asset Management Plans
- Communications & Engagement Strategy
- Town Centre Regeneration Strategy
- Local Development Scheme and updated Local Plan
- Community Cohesion Strategy
- Succession Planning Policy
- Review of the Constitution
- Government's plans for devolution and local government changes

We have a huge opportunity to challenge the status quo, to find new ways of doing things, to look outside the borough and learn from others, and to genuinely work with our communities to co-design solutions to the things that matter most and that will work in our local context.

SHARED SERVICES

COLLABORATING WITH OTHER LOCAL COUNCILS

We work closely with nearby councils, including sharing an internal audit service with Lichfield District Council. Lichfield also hosts our shared health and safety team, building control service, and joint waste service, which covers both areas for waste and recycling.

Additionally, we work with South Staffordshire District Council, which provides the South Staffordshire Legal Service for Tamworth and Lichfield, giving us access to specialised lawyers we couldn't afford on our own. We also receive support from Nuneaton & Bedworth Council on conservation issues.

At a regional level, we are in discussions with other Staffordshire councils to explore government plans for local government devolution. Working together on shared services could help address longer-term budget challenges and staff retention issues faced by many councils.



KEY STATISTICS ABOUT TAMWORTH

- Population – 81,000, 49% Male and 51% Female
- More children aged under 16 compared to England and less people aged 85 and over
- The rate of increase in the number of older people aged 85 and over in Tamworth is faster than the England average

Education and employment

- Educational attainment – 29% of adults have no or low educational qualifications
- Deprivation – 9 out of 51 neighbourhoods are in the 20% most deprived places in England
- Gross median pay is £615 per week
- Employment rate 83.1% against 76.8% National figures
- 2,440 active businesses
- New businesses registration is 121.5 against the ONS target of 135 a year

Waste and recycling

- Waste & recycling – the average household in Tamworth has around 45kg of dry recycling, 35 kg of organic waste and disposes of 125kg of refuse each quarter
- Waste service crews collect almost 30,000 tonnes of waste and recycling each year from homes in the borough

Households

- Number of homes – 34,868
- House price – average house price £237,000
- Ethnic minorities – 5% of residents are from a black or minority ethnic group (Census 2021)
- Most residents speak English as their first language (98.3%)
- Children in poverty – 1 in 5 children live below the poverty line, after housing costs covered

Wellbeing

- 11.4% of reception age children tend to have a higher rate of obesity than Staffordshire and England and 23.7% at year 6
- 62.6% of adults are physically active for 150 minutes or more each week

Council

- Council funding cuts – government funding for councils fell 21% from 2010 to 2021 (Institute for Government)
- The council employs 338 people directly



GLOSSARY OF TERMS

Affordable homes: this refers to homes at social rent, affordable rented, and intermediate housing (including shared ownership)

Allocations: how the council determines who to provide housing to based on their needs and what priority certain conditions and circumstances are given

Antisocial behaviour (ASB): this is behaviour that causes disruption and is contrary to social norms. This falls short of crime but can include noise, environmental damage and behaviour that reduces quality of life for those exposed to it

Aethelstan: the first king of England, who ruled the kingdom of Mercia from Tamworth when it was the capital of England

Best Value: a council must be able to show that it has arrangements to secure continuous improvement in how it carries out its work

Biodiversity Net Gain: biodiversity net gain is an approach to development, and/or land management, that aims to leave the natural environment in a measurably better state than it was beforehand

Community Cohesion: this is the relationship between individuals, their community and wider society. It enables a sense of belonging which in turn allows people to feel safe and secure in their community

Constitution: this is a key document that determines how decisions are made, what authority officers and committees have and how the council operates

Consumer Standards: these relate to the Social Housing Regulatory Programme and include standards for home, neighbourhood and community, tenancy, tenant involvement and empowerment.

Corporate Peer Challenge: a review carried out by the Local Government Association to provide assurance on our plans, governance and ability to deliver

Equality, Diversity and Inclusion: how we ensure we meet the requirements of the Equality Act and provide services and engage with residents and communities so everyone has a voice and their needs can be met

Future High Streets Fund: Government funding programme that ran from 2018 to 2024 to renew and reshape town centres and high streets in a way that drives growth, improves experience and ensures future sustainability. Tamworth was awarded £21.65m in 2022

Gateway: this development site covers the castle bridge and old Nationwide building site on Market Street

Gungate: the town centre development site running along Lower Gungate from Colehill to Spinning School Lane

Housing list: the waiting list of people registered for council housing

Housing Revenue Account (HRA): this is the separate account we must operate to support the provision of housing services, separate to the Council finances

Housing Stock: housing owned and operated by Tamworth Borough Council

Local Government devolution: this is a government plan for all district and borough councils to merge with other local councils to create new unitary authorities serving areas of at least 500,000 people in the next few years

Medium-Term Financial Strategy (MTFS): this is the council plan for funding our work over the next five years

Net zero: reducing carbon emissions and increasing carbon absorption and storage so that all the carbon emissions can be absorbed and stored

Place Shaping: how the council supports the development of the physical environment to create a Tamworth that meets resident needs

Prosperity: the financial health of the area and people who live and operate businesses within it

Rental income: income the council receives from housing rents

Service charges: charges the council makes to provide services to housing tenants for non-housing items, such as grounds maintenance, cleaning of communal areas etc

Social Housing Regulatory Programme: this new regime was launched on 1 April 2024 to ensure all social housing meets a decent standard and tenants have a say

Social rent: homes rented from the council or registered providers at controlled rates, typically 40% of renting a similar property privately

Acknowledgements

We want to thank everyone who helps make this work possible, including our councillors, employees, partners, and stakeholders. We look forward to working together to build a better Tamworth

www.tamworth.gov.uk

