



## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE CABINET**

**WEDNESDAY 6TH SEPTEMBER 2017 AT 6.00 P.M.**

### **PARKSIDE SUITE - PARKSIDE**

**MEMBERS:** Councillors G. N. Denaro (Leader), K.J. May (Deputy Leader),  
B. T. Cooper, M. A. Sherrey, C. B. Taylor and P. J. Whittaker

### **AGENDA**

1. To receive apologies for absence
2. Declarations of Interest  
  
To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
3. To confirm the accuracy of the minutes of the meeting of the Cabinet held on 12th July 2017 (Pages 1 - 6)
4. Minutes of the meeting of the Overview and Scrutiny Board held on 26th June 2017 (Pages 7 - 14)
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes
5. Police and Crime Commissioner Consultation on Hereford and Worcestershire Fire and Rescue Service Governance Arrangements (Verbal Update)
6. New Homes Bonus Community Grants Scheme (Pages 15 - 24)
7. Staff Survey Joint Scrutiny Task Group (Pages 25 - 42)
8. Consultation Responses to Wyre Forest DC Preferred Option Plan and Worcestershire Rail Investment Strategy (Pages 43 - 54)

9. Provision by Bromsgrove District Council of a Garden Waste Service on behalf of Redditch Borough Council (Pages 55 - 58)
10. Acquisition and Investment Strategy (Pages 59 - 70)
11. Treasury Management - Updated Borrowing Limits 2017/18 to 2020/21 (Pages 71 - 74)
12. Confidential Reporting Code (Whistleblowing) (Pages 75 - 88)
13. Human Resources and Organisational Development Policy (Pages 89 - 102)
14. Finance Monitoring 2017/18 Quarter 1 (Pages 103 - 114)
15. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting
16. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-

**"RESOLVED:** that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, as amended, the relevant paragraph of that part, in each case, being as set out below, and that it is in the public interest to do so:-

<u>Item No</u>	<u>Paragraph</u>
17	3 (information relating to financial or business affairs)
18	3 ( " " " " " )

17. Overview and Scrutiny Board Minute Extract (Burcot Lane Pre-scrutiny) 22nd August 2017  
  
(Minute Extract to follow)
18. Burcot Lane Site Redevelopment Update (Pages 115 - 138)

K. DICKS  
Chief Executive

Parkside  
Market Street  
BROMSGROVE  
Worcestershire  
B61 8DA

29th August 2017

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## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE CABINET**

**12TH JULY 2017, AT 6.00 P.M.**

PRESENT: Councillors G. N. Denaro (Leader), K.J. May (Deputy Leader),  
B. T. Cooper, C. B. Taylor and P. J. Whittaker

Observers: Councillor S. R. Colella

Officers: Mr K. Dicks, Ms J. Pickering, Ms C. Flanagan and Ms R. Cole.

14/17 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor M. A. Sherrey.

15/17 **DECLARATIONS OF INTEREST**

Councillors K. J. May and C. B. Taylor each declared an Other Disclosable Interest in Agenda item 5 relating to Fairfield Village Stores as they both used the premises regularly and were acquainted with the owners.

Councillor May and Councillor Taylor left the meeting whilst the item was considered.

16/17 **MINUTES**

The minutes of the meeting of the Cabinet held on 14th June 2017 were submitted.

**RESOLVED** that the minutes of the meeting of the cabinet held on 14th June 2017 be approved as a correct record.

17/17 **WORCESTERSHIRE REGULATORY SERVICE BOARD**

The minutes of the meeting of the Worcestershire Regulatory Services Board held on 22nd June 2017 were submitted.

**RESOLVED** that the minutes of the meeting of the Worcestershire Regulatory Services Board held on 22nd June 2017 be noted.

18/17

## **APPLICATION FOR REGISTRATION AS AN ASSET OF COMMUNITY VALUE - FAIRFIELD STORES, STOURBRIDGE ROAD, FAIRFIELD**

The Cabinet considered a report on an application to list Fairfield Post Office and General Stores, Stourbridge Road, Fairfield as an Asset of Community Value.

Officers outlined the details of the application received from Belbroughton and Fairfield Parish Council in respect of Fairfield Post Office and General Stores, Fairfield. It was reported that the local Ward Members were in support of the application to list the premises and that any views from the owners of the premises were awaited. Any such views received before the deadline would be taken into account by the Head of Planning and Regeneration when making a decision on the application.

Reference was made to the information set out at section B4 of the application form which provided details of why the premises were considered to be of community value. These included the role played in the enhancement of social wellbeing of residents and the provision of a local point of community contact which it was stated assisted with the maintenance of social cohesion.

Members considered the application on its merits and in the light of the test contained within Section 88(1) of the Localism Act 2011 which was set out in section 3.9 of the report.

Following consideration it was

**RESOLVED** that the application for the listing of Fairfield Post Office and General Stores, Stourbridge Road, Fairfield as an Asset of Community Value be supported.

19/17

## **FINANCIAL OUTTURN 2016/17 AND RESERVES**

The Leader welcomed Councillor S. R. Colella to the meeting of the Cabinet to put forward comments on behalf of the Independent Alliance Group on this item.

The Cabinet considered a report on the Council's financial position for Revenue and Capital for the Financial Year 2016/17.

The Executive Director Finance and Corporate Resources reported that the Council's External Auditors had commenced work and to date had not raised any concerns.

Members' attention was drawn to the Revenue Budget summary table which indicated savings/additional income of £238k to be transferred to balances. This figure was following the proposed addition of a number of new or additional reserves totalling £899k.

It was noted that a number of services had generated additional income including cesspool emptying, garden waste, bulky collections and planning applications. Whilst there was a shortfall on car parking income this was likely to be partly due to a reduction in the number of spaces available due to redevelopment work.

In relation to the Capital Budget it was noted that the significant projected saving within “keep my place safe and looking good” was due mainly to the fleet replacement programme and a delay in receiving vehicles from suppliers. Within “help me to live my life independently” the saving was due to the Disabled Facilities Grants. The funding received from Worcestershire County Council had been ring fenced for this.

It was reported that the proposed new reserves included significant increased funding for Economic Regeneration to fund Economic Development schemes across the District, additional funding to support the feasibility and implementation of housing schemes across the District and a new reserve to fund support for a review of Transport, Highways and Infrastructure implications.

Officers reported that it was intended that the format of the finance monitoring report in future would change and would focus more on “exceptions.” The report had been considered by the Finance and Budget Working Group.

Councillor Colella thanked Members for the opportunity to contribute to the consideration of the report and raised a number of points for clarification/discussion including:

- The total sum for savings/income generation of £1.137m which had increased significantly from the end of Quarter 3 - it was accepted that further improvements were needed in financial forecasting;
- The intended use of the proposed additional Economic Regeneration reserve of £500k - it was reported the intention was to use this in particular to create on - going income streams for the Authority to support future services. In addition the Council’s Economic Priorities and the Council Plan actions would be supported;
- Potential to utilise additional income generated through the Lifeline Scheme to support improved CCTV facilities;
- Whether the New Homes Bonus Scheme available funding was the final figure - it was confirmed this had not changed;
- Whether the budgets which had been “underspent” would be reduced to a lower base in future – the Chief Executive

responded that urgent work was to be undertaken with Heads of Service and Senior Managers to understand fully the significant change in figures between Quarter 3 and Quarter 4.

The Leader thanked Councillor Colella for his input to the discussion.

Following discussion it was

**RECOMMENDED:**

- (a) that the outturn financial position on Revenue and Capital and the transfer to balances of £238k as detailed in the report be noted;
- (b) that the movements of £549k in existing reserves as set out in Appendix 3 to the report, which reflects the approval required for April 2016 – March 2017 be approved;
- (c) that the addition of new reserves of £899k as set out in Appendix 3 to the report, which reflects the approval required for April 2016 – March 2017 be approved.

20/17

**LOCAL GOVERNMENT ACT 1972**

That under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the items of business the subject of the following minutes on the grounds that they involve the disclosure of “Exempt Information” as defined in Part 1 of Schedule 12A to the Act, the relevant part being as set out below and that it is in the public interest to do so.

<u>Minute No</u>	<u>Paragraph</u>
21 /17	4
22 /17	4

21/17

**SHARED SERVICES BOARD**

The minutes and recommendations of the meeting of the Shared Services Board held on 6th July 2017 were considered in conjunction with the item the subject of Minute 22/17 – Planning Policy and Conservation Shared Service Business Case.

**RESOLVED** that the minutes of the Shared Services Board held on 6th July 2017 be noted.

22/17

**PLANNING POLICY AND CONSERVATION SHARED SERVICE BUSINESS CASE**

The Cabinet considered the Business Case for a shared Planning Policy Service between Bromsgrove District Council and Redditch Borough Council including in house Conservation advice. The proposal had been recommended for approval by the Shared Services Board at its meeting on 6th July 2017.



# Agenda Item 3

Cabinet  
12th July 2017

The Portfolio Holder outlined the basis of the Business Case and some of the anticipated benefits including an increase in the resilience of the service and increased access to Conservation advice and support.

Members considered the proposals and

Following discussion it was

**RECOMMENDED:**

- (1) that approval be requested from Council to endorse the Shared Service Business Case for Planning Policy including Conservation advice (as set out in Appendix 1 to the report);
- (2) that the new Planning Policy Service be charged to both Councils on the percentage share as defined by the 2016/17 budget allocations:
  - (a) Bromsgrove 60%
  - (b) Redditch 40%(with 2(a) and 2(b) to be reviewed in 12 months' time after the introduction of the shared service)
- (c) the financial split for the Conservation element is proposed as 75% Bromsgrove and 25% Redditch to reflect the greater number of Listed Buildings and Conservation Areas within the administrative area of Bromsgrove
- (3) that the service be hosted by Bromsgrove District Council due to the larger geographical area, complexity of planning issues and the higher number of Listed Buildings and Conservation Areas.

The meeting closed at 6.50 p.m.

Chairman

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## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE OVERVIEW AND SCRUTINY BOARD**

**26TH JUNE 2017, AT 6.00 P.M.**

PRESENT: Councillors L. C. R. Mallett (Chairman), S. A. Webb (Vice-Chairman), C. Allen-Jones, S. R. Colella, M. Glass, C.A. Hotham, R. J. Laight, C. J. Spencer, P.L. Thomas and M. Thompson

Observers: Councillor C. B. Taylor

Officers: Ms. J. Pickering, Ms. A. Scarce and Ms. J. Bayley

10/17 **APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES**

The Board was advised that Councillors C. Allen-Jones and M. Thompson had advised in advance of the meeting that they would be arriving late due to other commitments.

The Chairman informed the Board that Councillor J. M. L. A. Griffiths had stood down from the Board due to the change in Committee places following the by-election in June 2017. There remained a vacancy on the Board which would be filled in due course.

11/17 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

There were no declarations of interest nor of any whipping arrangements.

12/17 **TO CONFIRM THE ACCURACY OF THE MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 24TH APRIL 2017**

Members noted that the minutes of the meeting of the Board held on 13th June, and not 24th April 2017 as recorded in the agenda, had been submitted. There was general consensus that the minutes from the April meeting of the Board should therefore be considered at the next meeting.

**RESOLVED** that the minutes of the meeting of the Overview and Scrutiny Board held on 13th June 2017 be approved as a correct record.

13/17 **SCRUTINY TOPIC PROPOSAL - PARKING ENFORCEMENT REPORT**

The Board considered a proposal that had been received for there to be a scrutiny review of parking enforcement in the district. The subject had originally been raised in a Notice of Motion at a Council meeting held on

# Agenda Item 4

Overview and Scrutiny Board  
26th June 2017

26<sup>th</sup> April 2017. During the Council meeting Members had concluded that the Board should be asked to consider whether this would be a suitable topic for further scrutiny.

The following points were discussed whilst Members were debating this proposal:

- The costs involved in undertaking parking enforcement work and the extent to which income from fines covered these costs. Officers advised that this income did not always cover the costs of preventative work.
- The extent to which parking problems were greater in parts of the district outside Bromsgrove. Members noted that parking problems were especially acute in some of the other towns in the district and within the vicinity of local schools.
- The number of Parking Enforcement Officers in the district and the extent to which this was sufficient to meet local needs.
- The areas in which the Parking Enforcement Officers were deployed and the frequency with which they visited different areas within the district.
- The time taken by Parking Enforcement Officers to respond to reports about parking violations.
- The extent to which Parking Enforcement Officers focused on patrolling hot spots.
- The potential for a Task Group to investigate the safeguarding implications of parking around schools and whether this should more appropriately be addressed by ward Councillors.
- The extent to which drivers were flouting existing Parking Enforcement Regulations and the action that could be taken to address this.
- The impact of the introduction of new double yellow lines on parking problems in surrounding areas.
- The extent to which parking problems were taken into account by the County Highways Department when considering planning applications for new housing developments.
- The objectives of the Parking Enforcement Service.
- The challenges created by the urban design of many of the streets within the district in respect of parking.
- The problems residents reported with cars parking on pavements.
- The role of the Police in terms of parking enforcement.

The Board noted that there were a number of scrutiny reviews ongoing and that there would be limited capacity to facilitate another review until some of these had been completed. However, Members concurred that it would be helpful to receive further information on the subject in relation to many of the points and concerns that had been raised by Members during the course of the meeting. For these reasons Members concluded that relevant Officers should be invited to attend a future meeting of the Board to discuss the subject of planning enforcement at

which stage a decision would be taken as to whether the matter should be investigated further.

**RESOLVED** that Officers be invited to attend a future meeting of the Board to discuss Parking Enforcement arrangements in the district and to respond to some of the concerns raised by Members during the course of the meeting.

14/17

## **FINANCE AND BUDGET WORKING GROUP - UPDATE**

The Chairman of the Finance and Budget Working Group, Councillor L. C. R. Mallett, explained that the group's terms of reference had been attached to enable Members to reflect on the group's role at the start of the municipal year. There were only 4 Members on the group and this number was not considered to be ideal when considering budgetary matters from a strategic perspective. The Board therefore welcomed Councillor Laight's offer to join the group.

15/17

## **MEASURES DASHBOARD WORKING GROUP - UPDATE**

The Chairman of the Measures Dashboard Working Group, Councillor S. A. Webb, explained that the group had been holding regular meetings during which Members had scrutinised the measures associated with each of the strategic purposes in turn. In some cases the group had highlighted where the detail provided for the measures was out of date. In other cases Members had suggested that the style in which the measures were being presented could be changed.

Members were reminded that at the April 2017 meeting of the Board a decision had been taken to participate in informal meetings with Members of Redditch Borough Council's Performance Scrutiny Working Group. An invitation had subsequently been sent to the Chairman of the Redditch group to attend one of the Measures Dashboard Working Group's meetings later in the year.

The Board noted that at a recent meeting of the Audit, Standards and Governance Committee it had been reported that the internal auditors had commented on the reliability of the dashboard. Officers noted that the level of assurance for the dashboard would continue to be addressed by Internal Audit and Officers could take into account the findings of the Measures Dashboard Working Group as part of this process.

16/17

## **TASK GROUP UPDATES**

The Board received verbal updates in respect of the following scrutiny reviews:

- a) CCTV Short Sharp Review

The Chairman of the CCTV Short Sharp Review, Councillor S. R. Colella, advised that the group had held a meeting on 7<sup>th</sup> June 2017. The Head of Community Services and the CCTV and Telecare Manager had attended this meeting to discuss the service with Members. Various issues had been addressed during this meeting including the history of the service, funding arrangements, the performance of the service and the extent to which Members could influence the locations in which CCTV cameras were installed.

A number of further meeting dates had been agreed and the group would report back to the Board later in the year.

b) Staff Survey Joint Scrutiny Task Group

The Chairman of the Staff Survey Joint Scrutiny Task Group, Councillor Colella, explained that a meeting of the group was due to take place on 27<sup>th</sup> June. During this meeting Members would consider a draft report which outlined the group's findings. In particular the group had found that many of the issues arising from the staff survey had already or were in the process of being addressed by the Programme Board. As such the Chairman suggested that it would be appropriate to draw the review to a conclusion. A number of draft recommendations had been identified and these focused on taking constructive action that would have a positive impact in the future. The group's report would be presented for Members' consideration at the following meeting of the Board.

c) Social Media Task Group

The Chairman of the Social Media Task Group, Councillor R. J. Laight, informed Members that a meeting of the group had taken place the previous week. During this meeting the feedback received from Members in completed surveys had been considered and this had revealed that a number were not confident about using social media and required training. The Council's Communications Manager had been invited to attend a future meeting to discuss the group's findings and potential uses of social media. The group was aiming to complete their review by October 2017.

17/17

**WORCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE - UPDATE**

Councillor S. A. Webb, the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC), explained that there had not yet been a meeting of the Committee. The first meeting of the Committee in 2017/18 would take place in July.

18/17

**CABINET WORK PROGRAMME**

Members were advised that there had been no further editions of the Cabinet Leader's Work Programme published since the last meeting of the Board.

A number of items had been selected for pre-decision scrutiny during the previous meeting including; Burcot Lane Site Redevelopment, Industrial Units Outline Business Case and the update report in respect of the Council's economic priorities. However, none of these items were scheduled for the consideration of Cabinet until September 2017 and this meeting would take place before the meeting of the Board that month creating difficulties in terms of scheduling the items for pre-scrutiny. As there were other items due to be considered at the Board's September meeting Members concurred that this should not be rescheduled. Instead there was general agreement that the meeting of the Board that had been due to take place on 31<sup>st</sup> July should be postponed to provide Members with an opportunity to pre-scrutinise the relevant items. The proposed date for this meeting would be Tuesday 22<sup>nd</sup> August, subject to the availability of relevant Officers. Members were advised that the meeting of the Measures Dashboard Working Group that had been scheduled to take place that evening could be postponed to start once the meeting of the Board had finished.

19/17

## **OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME**

Members considered the Board's work programme and noted that the items scheduled for consideration at the 31<sup>st</sup> July meeting would now be considered in August, as agreed earlier in the meeting.

20/17

## **PLANNING BACKLOG DATA**

The Board received a report detailing the determination times for major planning applications in the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2017 and in so doing noted the following:

- Improvements continued to be made in the processing of major applications by the Council.
- Highways issues presented a challenge in respect of the planning process and this had been discussed at recent Council meetings.
- The Portfolio Holder for Planning Services and Strategic Housing advised that he would shortly be attending a meeting with the Leader of Worcestershire County Council, together with the relevant Cabinet member for Highways at the County Council and the Leader and Deputy Leader of Bromsgrove District Council, to discuss these highways issues further.
- The time taken by the Council to process minor planning applications was not due to be scrutinised at a national level and there were no plans to add data for these applications to the update report.

21/17

## **PLANNING POLICY REVIEW BUSINESS CASE - PRESENTATION**

The Board considered the draft Planning Policy Review Business Case and received a presentation from the Portfolio Holder for Planning and Strategic Housing Services about the proposed structure for the team. Following prior agreement of the Chairman, the Head of Planning and Regeneration called in to the meeting and participated in the presentation and debate on this item through telephone communication.

During consideration of this item the following points were discussed:

- The Planning Policy team dealt with strategic planning documentation and planning policies.
- The proposals in the business case would help both Councils to achieve budgetary savings.
- Under the proposals the assistance provided by the team in relation to conservation issues would be enhanced helping the Council to better meet local demand.
- The proposal would be for Bromsgrove District Council to host the service due to the higher number of listed buildings and conservation areas in the district compared to the Borough of Redditch.
- The structure would enable Officers to represent both Councils in relation Planning Policy issues where the local authorities had differing views.
- The benefits of the shared service would be the enhanced opportunities to share resources and expertise. The service would also be more flexible than existing structures.
- The shared service proposals followed the implementation of the shared Development Control Service across the 2 Councils.
- The introduction of a shared Planning Policy team would not impact on the Planning Officers who presented planning applications at meetings of the Planning Committee.
- The proposals in the business case had been reviewed by the HR team to ensure compliance with legal requirements and Council policies.
- The Council needed to ensure that all roles in the new structure and the financial implications for both Councils were properly assessed.
- The Board suggested that there was a need in all business cases to provided junior staff with an opportunity to achieve career progression.
- The Board also discussed the value of a review of pay grades and the uniformity of job roles within shared services as a whole in future.

**RESOLVED** that the Planning Policy Review Business Case be noted.

(During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore



# Agenda Item 4

Overview and Scrutiny Board  
26th June 2017

agreed to exclude the press and public prior to any debate on the grounds that information would be revealed relating to labour relations matters. However, there is nothing exempt in this record of proceedings).

The meeting closed at 7.25 p.m.

Chairman

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### **CABINET**

6<sup>th</sup> September 2017

#### **NHB COMMUNITY GRANTS PANEL**

Relevant Portfolio Holder	Cllr Geoff Denaro
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering, Executive Director Finance & Resources
Wards Affected	<b>All</b>
Ward Councillor Consulted	N/A
Key Decision / Non-Key Decision	

#### **1. SUMMARY OF PROPOSALS**

- 1.1 The purpose of this report is to allow Cabinet to consider the findings and recommendations of the NHB Community Grants Panel for 2017/18.

#### **2. RECOMMENDATIONS**

- 2.1 **That Cabinet agree the grants, as detailed in the Summary of NHB Grants Panel Recommendations attached at appendix 1.**

#### **3. KEY ISSUES**

- 3.1 This is the third year of the NHB Community Grants Scheme. Following the 2016/17 applications and a full review of the scheme took place in January 2017 with a report being considered at Cabinet on 5<sup>th</sup> April 2017.
- 3.2 It was agreed that the amount of £27k which was brought forward from the previous year, would be added to the £144k available for £2017/18 and a deduction of £2k made for administrative costs, leaving a total of £169k available for grants.
- 3.3 Following the full and comprehensive review of the scheme a number of changes were made, including returning to the original format in respect of allocation of funds. A project needed to be able to provide clear evidence how the community had been affected by growth and that that growth would be met by the project.
- 3.4 More detailed involvement from Ward Councillors was also encouraged, with two drop in sessions being held whereby Ward

### **CABINET**

6<sup>th</sup> September 2017

Members could seek advice in respect of potential projects and how the process would work.

- 3.4 Applications were broken down into two categories, Lower (up to £2,880) and Higher (between £2,881 and £28,800). A “checking” service was also provided for any potential applications prior to the closing date. This gave applicants an opportunity to amend where necessary their applications to ensure that it would at least be considered by the Panel.
- 3.5 Applications were invited over the period from 8<sup>th</sup> May 2017 to 16<sup>th</sup> June 2017, with the NHB Community Grants Panel meeting on 20<sup>th</sup> and 25<sup>th</sup> July 2017 to consider the applications at public meetings.
- 3.6 Following each meeting the Panel considered the merits of each application and the recommendations are attached at Appendix 1. This provides details of all applications, together with any conditions attached to those which the Panel recommend receive a grant and the methodology behind those which have been refused.

#### **Financial Implications**

- 3.7 As detailed in Appendix 1 £168,975 grants have been recommended by the Panel to be approved by Members.

#### **Legal Implications**

- 3.8 There are no direct legal implications as a result of the grants being approved.

#### **Service / Operational Implications**

- 3.9 The allocation of funding will support the provision of projects within local communities and do not impact on the operational services provided by the Council.

#### **Customer / Equalities and Diversity Implications**

- 3.10 The scheme allows all communities that are affected by growth to apply for a grant.

### **4. RISK MANAGEMENT**

- 4.1 The annual scheme based on the additional funding received from NHB for each financial year mitigates the impact on the Medium Term Financial Plan and ensures that should NHB be revised in the future there is no future commitment from the Council.

## **CABINET**

6<sup>th</sup> September 2017

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5. **APPENDICES**

Appendix 1 – Summary of NHB Grants Panel Recommendations

6. **BACKGROUND PAPERS**

NHB Grants Scheme and FAQs

7. **KEY**

None

**AUTHOR OF REPORT**

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**NEW HOMES BONUS COMMUNITY GRANTS PANEL - APPLICATIONS 2017/18**

**Between £2,881 and £28,800**

<b>App No</b>	<b>Applicant</b>	<b>Application Details</b>	<b>Amount Requested</b>	<b>Amount Awarded</b>	<b>If declined reason why / Any conditions on awarding the grant</b>
H1	Haybridge High School	Haybridge Community Sports Centre – equipment upgrade and replacement	£22,710	£22,710	Yes – subject to sight of the Community Use Agreement for the site and business case that underpins this to show it is a sustainable investment.
H2	Avoncroft Museum	Enabling Schools to visit Avoncroft Museum	£25,000	NIL	No – This does not fall within the scope of the scheme.
H3	Romsley Parish Council	Romsley Defibrillator	£3,750	£3,750	Yes
H4	Clent Parish Council	Table Tennis Table	£3,000	£3,000	Yes
H5	Belbroughton Recreation Centre	Belbroughton Playground Redevelopment	£25,000	NIL	No – funding should be sought from the Centre itself and the Parish Council.
H6	Primrose Hospice	Hospice Van Replacement	£19,710	£19,710	Yes – with the condition that it is stated on the van that it was funded through BDC's Grants Scheme.
H7	Kings Norton Rugby Football Club	Replacement of commercial boiler to improve shower facilities	£7,200	NIL	No – consideration to this should have been included within the general repairs and maintenance budget of the Club.

H8	Hagley Primary School PTA	All Weather Multi Sports Court	£28,800	£28,800	Yes – subject to sight of a Community Use Agreement for the site to show peak time community use.
H9	The Lounge, Alvechurch (t/a Alvechurch Communities Together ACT Ltd)	Friendship Matters – a service for older people in and around Alvechurch.	£21,615	NIL	NO – no financial breakdown and concerns around the project's sustainability. Concerns were also raised as a previous grants have either not yet been claimed or the project amended.
H10	Hagley Ramblers Scout Group	New Headquarters Project	£28,800	NIL	NO – include within the Capital bid
H11	Bromsgrove Cricket, Hockey and Tennis Club	Improvement to car parking and site infrastructure	£28,000	NIL	NO – growth within the area would not necessitate this work and improvements to infrastructure should be considered as part of general repairs and maintenance.
H12	Belbroughton & Fairfield Parish Council	Fairfield Recreation Ground Car Park Extension for 12 spaces	£20,000	NIL	NO – The Panel do not believe that this would have a material impact on car parking in the area.
H13	Barnt Green Cricket Club	Installation of electronic scoreboard at the main cricket ground	£5,000	£5,000	Yes
H14	6 <sup>th</sup> Bromsgrove Scout Group	Kitchen Refurbishment	£3,240	£3,250	Yes
H15	Wythall & District Neighbourhood Watch Scheme	Wythall Smart Water Project	£10,000	NIL	NO - This does not fall within the scope of the scheme.



H16	North West Ward Association	The Outside Gym in the Meadow	£11,994	NIL	NO – the Panel do not believe this sum would provide a quality and sustainable facility.
H17	Bromsgrove Baptist Church	Bromsgrove Youth and Community Hub Project	£28,800	£28,000	Whilst the Group supported the concept and asked for the funds to be provisionally allocated this was with the condition that further discussion take place around the provision of youth service as a whole in the district.
H18	Wythall Tennis Club	Expanding Community Tennis throughout the whole year	£17,970	£17,970	Yes
H19	Wythall Community Association	Upgrade Existing Changing Room/Shower/Toilet facilities	£27,500	£27,500	Yes
			£309,289	£159,990	

**£2,880 and Under**

<b>App No</b>	<b>Applicant</b>	<b>Application Details</b>	<b>Amount Requested</b>	<b>Amount Awarded</b>	<b>If declined reason why / Any conditions on awarding the grant</b>
L1	South Bromsgrove Academy	3G Sports Pitch Enhancement	£2,785	£2,785	Yes
L2	Finstall First School	Defibrillator	£1,100	£1,100	Yes
L3	St Peter's Community Centre	Community Centre Refurbishment	£2,600	£2,600	Yes
L4	1st Alvechurch Guides	Set up a new Ranger Unit in Alvechurch	£2,695	NIL	NO – The Panel do not believe that this project is sustainable or that it falls within the scope of the scheme.
L5	1st Barnt Green Guides	Brownsea Island Camping Trip for 2017 and equipment	£2,880	NIL	NO – The Panel do not believe that this project is sustainable or that it falls within the scope of the scheme.
L6	2nd Hagley Guide Unit	In Tents in Hagley Project	£2,880	NIL	NO – The Panel do not believe that this project is sustainable or that it falls within the scope of the scheme.
L7	Alvechurch Picnic In the Park	Purchase of 12 Walkie Talkies	£375	NIL	NO – The Panel do not believe that this project falls within the scope of the scheme, as growth does not necessitate the need for walkie talkies.
L8	Hagley Cricket Club	Refurbishment of the Changing Rooms	£2,880	NIL	NO – significant funds have been previously granted to the Cricket Club and the Panel feel that this work should fall within the general repairs and maintenance budget.

L9	Hagley Theatre Group	Aligning for Growth Project	£2,750	NIL	NO – the Community Hub to which this related has not yet been built and therefore Members felt that it was not appropriate for the purpose of this scheme.
L10	Bentley Pouncefoot Parish Council	Cur Lane and Pumphouse Lane Safety Assessment	£2,880	NIL	NO – this did not fall within the scope of the Grants Scheme.
L11	Belbroughton & Fairfield Parish Council	Traffic Calming Gateway Entrances to the Village of Belbroughton	£1,523	NIL	NO – this did not fall within the scope of the Grants Scheme and could be funded through the Parish Council.
L12	Clent Cricket Club	Provision of ladies and gents toilets and ladies changing facilities at the Cricket Pavilion	£2,500	£2,500	Yes
TOTAL			£27,848	£8,985	

<b>Lower Applications total</b>	<b>£27,848</b>	<b>Actual amounts allocated</b>	<b>£8,985</b>
<b>Higher Applications total</b>	<b>£309,289</b>	<b>Actual amounts allocated</b>	<b>£159,990</b>
<b>TOTAL</b>	<b><u>£337,137</u></b>	<b>TOTAL</b>	<b><u>£168,975</u></b>
<b>2017/18 Funds</b>	<b>£144,000</b>		
<b>2016/17 b/f</b>	<b>£27,000</b>		
<b>Less admin costs</b>	<b>£2,025</b>		
<b>TOTAL Available</b>	<b><u>£168,975</u></b>		

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### CABINET

6<sup>th</sup> September 2017

#### STAFF SURVEY JOINT SCRUTINY TASK GROUP

Relevant Portfolio Holder	Councillor Geoff Denaro
Portfolio Holder Consulted	Yes
Relevant Head of Service for Overview and Scrutiny	Claire Felton – Head of Legal, Equalities and Democratic Services
Wards Affected	N/A
Ward Councillor Consulted	All Ward Councillors were invited to join the Task Group.
Non-Key Decision	

#### 1. SUMMARY OF PROPOSALS

- 1.1 The purpose of this report is to allow Cabinet to consider the findings and recommendations of the attached Overview and Scrutiny Board report.

#### 2. RECOMMENDATIONS

##### 2.1 The Cabinet is requested to:

- (a) consider and note the attached Overview and Scrutiny Board report (Appendix 1) and the recommendations contained within it; and
- (b) to either agree, amend or reject recommendation (b) contained in the report (Appendix 1).

#### 3. KEY ISSUES

##### Financial Implications

- 3.1 There are no financial implications relating to this report.

##### Legal Implications

- 3.2 There are no direct legal implications relating to this report.

##### Service/Operation Implications

- 3.3 Following the submission of an Overview and Scrutiny Topic Proposal form, by Councillor S. Colella, at the Overview and Scrutiny Board meeting held on 31<sup>st</sup> October 2016 it was agreed that a Joint Task Group would be established with Redditch Borough Council to scrutinise the results of the Council's 2016 Staff Survey. Full details of the Task Group's investigations are detailed in the attached report.

### **CABINET**

6<sup>th</sup> September 2017

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- 3.4 The report and recommendations were agreed/resolved by the Overview and Scrutiny Board at its meeting on 22<sup>nd</sup> August and referred to Cabinet for consideration. They will also be considered by the Redditch Borough Council Overview and Scrutiny Committee at its meeting on 26<sup>th</sup> October 2017 and if agreed by the Executive Committee at its meeting on 31<sup>st</sup> October 2017.

#### **Customer / Equalities and Diversity Implications**

- 3.5 N/A

#### **4. RISK MANAGEMENT**

- 4.1 N/A

#### **5. APPENDICES**

Appendix 1 – Staff Survey Joint Scrutiny Task Group Report

#### **6. BACKGROUND PAPERS**

See attached report for details.

#### **7. KEY**

None

#### **AUTHOR OF REPORT**

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Tel: 01527 881443

## **STAFF SURVEY JOINT SCRUTINY TASK GROUP REPORT**

**JUNE/JULY 2017**

**Membership:**        **Bromsgrove District Council –**  
Councillor Steve Colella (Chairman)  
Councillor Caroline Spencer  
Councillor Shirley Webb

**Redditch Borough Council –**  
Councillor Jane Potter (Vice Chairman)  
Councillor Tom Baker-Price  
Councillor Jenny Wheeler

### **1. Executive Summary**

The purpose of this report is to confirm the findings of the Staff Survey Task Group to date and to redefine the scope in view of the suggested recommendations.

The Group must now change its focus and needs to move on from its assessment of the 2016 Staff Survey and the Performance Board's work programme. The Task Group has made every effort to drill down to get to the bottom of why there was a perceived low response to completing the survey but feels that this has now become outdated and overtaken by new Performance Board work streams.

The Task Group needs to now concentrate its work on ensuring that the next survey is fit for purpose, well defined, focused and that the outputs are robust in order that clear corporate and performance indicators can be developed. This in turn will ensure that the two authorities are performing efficiently and effectively to the highest levels of service. To support this outcome it must support initiatives that will ensure staff are supported, motivated and focused and that their wellbeing is a major contribution to making both Bromsgrove District and Redditch Borough Councils amongst the best performing authorities in the country.

The recommendations made by this Task Group are focused on ensuring that the preparation for the next survey (scheduled for autumn 2017) is designed and delivered based on the areas of improvement established from the work of this group.

It is proposed that a Lead Councillor for Supporting Staff be appointed to attend staff briefings with the Chief Executive Officer to show that Members are there to support staff and want to hear their views as well as ensuring that 'lessons learnt' from previous surveys are not ignored.

Through this recommendation it will reinforce the point that staff had a key role to play in supporting the Council to become more efficient, especially in the light of the challenging targets set in the Council's Financial Efficiency Plans.

The outcomes from the next and subsequent surveys must help support the most effective use of resources as well as being the platform from which staff morale and wellbeing become an integral part of improved performance across the authority.

The role of the Chief Executive and Performance Board will be a primary focus for change, building on the emerging corporate work streams. The enhanced and Member supported staff surveys will add value and focus to corporate actions.

During the life of this Task Group a number of important issues were identified that will also form additional recommendations from this interim report. These include the identified need to establish a well-founded and regular two-way performance management system that incorporates targets and objectives; a review of the quality of management information and the quality and purpose of the Dashboard system.

I would like to thank the Democratic Services' officers for their hard work and dedication to this task group and to officers and Executive Team for their support and help over the last year. I would like also to thank fellow Bromsgrove Councillors as well as Redditch Borough Councillors in what has been the first joint Overview and Scrutiny Task and Finish Group across both authorities.

Cllr Steve Colella  
Chairman

## **2. Recommendations**

The Overview and Scrutiny Board/Committee is asked to recommend:

- a) That a member of the Overview and Scrutiny function be appointed to the role of Lead Councillor for Supporting Staff.
- b) The Lead Councillor for Supporting Staff and the relevant Portfolio Holder from each Council assist in the formulation of all future staff surveys and attend staff briefings.
- c) A quarterly update on the Programme Board's Action Plan be received by the Overview and Scrutiny Board/Committee.
- d) The Performance Scrutiny (RBC) and Measures Dashboard (BDC) Working Groups' terms of reference are updated to include an area covering performance management processes, performance target and objective setting across both authorities. (It is envisaged that this would be achieved through joint meetings being held on a regular basis.)



### **3. Introduction, and Background Information**

For the first time, Bromsgrove and Redditch Councils have worked together to carry out a joint scrutiny task group. The Staff Survey was an area which Bromsgrove Members had considered on a number of occasions in previous years, with it first considering it back in 2013. Following receipt of the results of the second survey at its meeting in 19<sup>th</sup> September 2016 Members agreed, that as little progress appeared to have been made on a number of areas of concern, it was something which needed further investigation and would be suitable for joint scrutiny as the majority of staff were part of a shared service.

A topic proposal and a brief joint scrutiny protocol were considered by the Bromsgrove Overview and Scrutiny Board at its 31<sup>st</sup> October 2016 meeting. Following the agreement of the Board the Chairman, Vice Chairman and Cllr Colella attended the Redditch Overview and Scrutiny Committee meeting putting forward its proposals. The Redditch Committee supported the proposal and the joint Scrutiny Task Group was formed. As it was the first time joint working had been carried out both Overview and Scrutiny functions agreed that the membership would be taken from the main committees on this occasion. The first meeting of the Staff Survey Joint Scrutiny Task Group took place on 22<sup>nd</sup> November 2016.

### **4. Observations**

A number of observations have been made by the Group which they would like to note. The Group acknowledge the importance of carrying out joint scrutiny, but are concerned that in this case due to the nature of the subject being scrutinised and the timescale for setting up the Group itself (from when the subject was considered by the Bromsgrove Overview and Scrutiny Board to the first meeting of the Group over 8 weeks had elapsed), together with the work that was being put in place to address the issues raised in the staff survey have not made it an easy subject to consider.

As is highlighted in the detail within various points in section 4 below, the work of the Programme Board, which was set up to address those issues, has progressed at such a pace that the Task Group Members were unable to have significant influence or input into that work, although it should be noted its concerns over a number of the actions being taken were raised with the Chief Executive and supporting officers. It has also made it clear to those officers for the need to increase the number of respondents to any future staff surveys. After much deliberation the Task Group feel that little can be gained from continuing to look at the previous results, but can make recommendations which will ensure Members involvement in any future surveys at the earliest stage, that being at the creation of the survey through to the completion and analysis stages of it.

### **5. Terms of Reference**

For ease of reference, this report will comment on different areas within the Terms of Reference (attached at Appendix 1) in order to show that the Group has considered and addressed, where possible, those areas which were initially highlighted by Members as in need of a more detailed investigation.

## Scrutiny of the Survey Results

The Task Group found it difficult to come to many firm conclusions from the outputs of the survey. The Group were informed that these outputs had been grouped to form 3 main work streams (Organisational Culture, People Management and Meeting our Customers' Needs) led by the Performance Board (which had been set up following the Staff Survey to address the outcomes of it) made up of Kevin Dicks, Sue Hanley, Deb Poole and Amanda Singleton. The Group looked at the results of the survey and also the Performance Board's work stream and discussed with officers the actions that were being taken.

The Group felt that it can make a positive contribution to future surveys taking a 'lessons learnt approach' and through the creation of a Lead Councillor for Supporting Staff role. This would be a member of the Overview and Scrutiny function, who would be seen to support staff by supporting the Chief Executive at staff briefings and being available to talk to staff who may wish to share their views. By providing a more "hands on" approach this would enable Members to see and hear at first hand the views of staff and also take part in discussions around issues which may be identified within future surveys.

## Scrutiny of the survey process and quality of the survey and the low response rate and implications

The Task Group felt that the process was widely promoted giving staff time to complete the survey, sending regular reminders and offering support where necessary. However, it was agreed that the quality and quantity of the questions was too broad and lacked the necessary range and type of responses that would allow robust analysis and give a true picture of staff views.

Whilst the Group felt that the 25% response rate was low, based on own work life experiences, Officers felt that it was a reasonable return. The Group remained unhappy with the low response rate and the implications that certain groups will have been over represented and others under represented, thus, resulting in biased results. Equally the Group thought Performance Board Work streams were therefore being put in place in response to issues raised by a minority of staff rather than the majority.

The Group therefore agreed that it was imperative that the Overview and Scrutiny function be involved in the creation of any future surveys, which would allow for a different perspective to be given. This also shows that the Group's views have been heard and officers understand that Members are keen to ensure that the staff are both listened to and understood. Officers are aware of the concerns raised around the response rate and will work with Members to increase the participation rate in future surveys.

Whilst the Group were unhappy with the low response rate and the implications from this (Members were concerned that actions were being put in place in response to issues raised by a minority of staff rather than the majority) after lengthy discussions it was agreed that their efforts would be better spent in ensuring that future surveys received a much higher return rate.

## Investigation into model surveys and consider the criteria of the previous survey and lessons learnt

It was found to be difficult to do comparisons with other Councils in respect of the survey content. Members acknowledged that it was important to have some comparative data and therefore understood the need for the most recent survey to be along the same lines as those issued in 2013.

However, with such a variety of services being provided it was difficult to ask the same questions of everyone, as these were not always relevant to some areas and therefore it was suggested that future surveys may be better placed if they were tailored to particular areas e.g. separating frontline and customer facing services from enabling services.

The questions for each of these services would be more effective if they were specific to each of those areas. There should also be an opportunity to either add a note or to say “sometimes” rather than having to give a clear “yes” or “no”.

## Consider how to increase the response rates in future

The Task Group found that because the Programme Board had already started to introduce work streams from the survey it was difficult for the Group to also pinpoint actions from it.

It was therefore agreed that it was essential for the Group to concentrate its efforts in supporting officers to ensure that the response rate to future surveys was increased, the range and quality of questions were conducive to extracting a balanced view across the service and ensuring that the questions were been tailored to meet the roles and responsibilities of each service provision.

The Programme Board Action Plan had already considered how to move this forward and individual Heads of Service had put forward suggestions on how to encourage and support staff in completing the next survey. The role of the Lead Councillor for Supporting Staff and the involvement of the Overview and Scrutiny functions will also play an important role in reassuring staff that they are listened to and actions are taken and ensure that there is an increase in both the number of surveys completed and the quality of the responses.

## Consider the merits of the questions both in terms of desired outputs and the number of questions

The resulting work streams were discussed and the Group agreed that both the Cultural Referendum and the Meeting Customer Need survey appeared to be a knee jerk reaction to some of the results in the original survey. Members were not clear as to how the two surveys linked back to the findings of the original survey and were again concerned that this reaction was to responses from a minority of staff and may not represent the general view of the staff.

As detailed in the relevant section of the topic proposal headings, Officers need to ensure that any future survey content is formulated to get the maximum information that can be used in a constructive way and that does not necessitate further surveys being sent out. The Group agreed that both the Cultural Referendum and the Meeting Customer Need survey appeared to be a knee jerk reaction to some of the results in the original survey.

## Bench mark survey with other similar organisations and marque organisation

As detailed and discussed, in several earlier sections, it is equally difficult to bench mark the survey against that of any other authority due to the individual needs of residents in different parts of the country and the different ways in which services are being provided these days. Whilst other authorities will discuss such a survey in general terms there is a reluctance to share any detail around staff responses.

## Establish reasons for the low response rates

Without speaking to members of staff as to why they had not completed the survey the Group had made the assumption that this was due to a number of issues; there was apathy amongst staff based on no visible actions being taken from previous surveys, the delay in receiving published survey results, a feeling that the survey “does not apply to them” or staff did not have time to complete the surveys.

Anecdotally the Group established that the low response rates were also caused by the length of the survey, the structure of the response options as well as having few staff low literacy and IT skills.

Members were advised that all these issues would be addressed through each Head of Service creating an Action Plan on how they would deal with the low response rates for their individual teams in the future. Again, the Group agreed that it was the responsibility of the Overview and Scrutiny functions to ensure that these are addressed for any future surveys, through support and monitoring.

## **6. Lead Member for Staff**

Following its final meeting when the recommendations and content of this report were discussed the Task Group agreed that it may be useful to include a little more detail around how they envisaged the Lead Councillor for Supporting Staff role working as it was not a type of role which had been considered before. Officers reminded Members that within the Audit, Governance and Standards function there were a number of roles to which Members were appointed as “champions” risk management been one in particular. Members envisaged that the main role of the Lead Councillor for Supporting Staff would be to attend staff briefings and assist officers with the formulation of future staff surveys. They could potentially act as a feedback mechanism in respect of the monitoring of the Performance Board Action Plan by the Overview and Scrutiny Board/Committee. The aim would be to show staff that Members whose role it was to act as a critical friend were ensuring that staff surveys were being responded to in an appropriate manner.

## **7. Conclusions and Future Plans**

As the Programme Board and the three supporting work streams appear to have addressed the main issues raised in the most recent staff survey, the Group believe it is now the role of the Overview and Scrutiny functions to ensure that these actions are monitored through their meetings and those responsible are held to account, in order to ensure that staff morale is improved and support is put in place where needed and that the actions do not slip.

Through the Lead Councillor for Supporting Staff role Members will support the Chief Executive in reassuring staff that management want to hear their view and are there to support them. Staff had a key role to play in supporting the Council to become efficient. Moving forward the Councils face a number of challenges and need staff to be on board in order to tackle these. There are a number of areas which the Group feel need further discussion, work or clarification to ensure that the Councils move forward.

### Staff

- Targets/Measures – clarity over what format these will take. It is acknowledged that the aim remains the same; to achieve the goals of the Councils.
- Ensure that 1-2-1s and Team meetings are taking place and that the communication and aim of a team is clear at all levels. There must be interaction within each team to ensure that the Councils' key messages are clear to everyone.
- Performance –v- Attendance. If people have a clear aim of what they need to achieve they will be more focused and positive in their outlook.

### Council

- Corporate Dashboard – Both Dashboard Working Groups and the External Auditors (at BDC's most recent Audit, Standards and Governance Committee meeting) have raised this as not being up to date or accessible, particularly to Members. This needs to be addressed and fit for purpose.
- Strategic Purposes – Members questioned whether these were still fit for purpose. It was noted that each Council had very different demographics and Members felt that this needed to be recognised within those strategic purposes. Do these need to be realigned with each Council?
- Both the Strategic Purposes and the Council Plans for each Council need to have targets and deliverables clearly set out within them, with a strategic vision being underpinned by portfolio targets.

## **8. Supporting Documentation**

Appendix 1 – Topic Proposals

Appendix 2 – Summary of Meetings

## APPENDIX 1



**Bromsgrove**  
District Council  
www.bromsgrove.gov.uk

### OVERVIEW & SCRUTINY TOPIC PROPOSAL

This form can be used for either a Task Group or a Short Sharp Review topic proposal.

Completed forms should be returned to [scrutiny@bromsgrove.gov.uk](mailto:scrutiny@bromsgrove.gov.uk) – Democratic Services, Bromsgrove District Council.

<b>Name of Proposer: Cllr Steve Colella</b>	
Tel No: 07758 739901	Email: <a href="mailto:s.colella@bromsgrove.gov.uk">s.colella@bromsgrove.gov.uk</a>
Date: 21 <sup>st</sup> September 2016	

<p><b>Title of Proposed Topic</b></p> <p>(including specific subject areas to be investigate)</p>	<p>Scrutiny into the Bromsgrove District and Redditch Borough Council 2016 staff survey.</p> <ul style="list-style-type: none"> <li>• Scrutiny of the survey results (Qualitative and Quantitative) and the underlying issues identified.</li> <li>• Scrutiny of the survey process and quality of survey</li> <li>• Investigations into the low response rate and implications</li> <li>• Investigation in to model surveys</li> <li>• Consider the criteria of the previous survey and lesson learned for future surveys.</li> <li>• The work of the Programme Board which is to be chaired by the Chief Executive.</li> <li>• The work to be carried out in respect of the three corporate work streams which have been established and headed up by key officers.</li> </ul>
<p><b>Background to the Proposal</b></p> <p>(Including reasons why this topic should be investigated)</p>	<p>Following a presentation of the 2016 Staff survey to the Overview and Scrutiny Board (19<sup>th</sup> September 2016) concerns were raised in respect of the low response rate, the implications and possible reasons for such a disappointing outcome.</p>

# Agenda Item 7

<p>and evidence to support the need for the investigation.)</p>	<p>As this was a shared survey and the majority of services are shared with Redditch Borough Council it was suggested that it would be an ideal opportunity to carry out a piece of joint working with the RBC Overview &amp; Scrutiny Committee, as the findings of the review could have implications for both Councils.</p>			
<p><b>Links to national, regional and local priorities</b></p> <p>(including the Council's strategic purposes)</p>	<p>The importance of conducting robust and regular staff surveys is to demonstrate that the organisation values the voice of its employees, at every level and is responsive to any changes that the results may highlight.</p> <p>Therefore the links are directly related to efficiency of the organisation, staff moral and effective service delivery.</p> <p>In order to achieve the Councils' strategic purposes we need to ensure that staff are motivated and operating in the appropriate culture to meet these objectives.</p>			
<p><b>Possible Key Objectives</b></p> <p>(these should be SMART – specific, measurable, achievable, relevant and timely)</p>	<ul style="list-style-type: none"> <li>• Consider how to increase the response rates in future.</li> <li>• Consider the merits of the questions both in terms of desired outputs and number of questions.</li> <li>• Establish reason for the low response rates</li> <li>• Bench mark survey with other similar organisations and marque organisations</li> <li>• To make Recommendations to the Bromsgrove Overview and Scrutiny Board and Redditch Overview and Scrutiny Committee.</li> </ul>			
<p>Anticipated Timescale for completion of the work.</p>	<p>November 2016 – February 2017</p>			
<p>Would it be appropriate to hold a Short Sharp Inquiry or a Task Group? (please tick relevant box)</p>	<p><b><u>Task Group</u></b></p>	<p>yes</p>	<p>Short Sharp Inquiry</p>	

**OFFICE USE ONLY - TO BE COMPLETED WHEN THE TOPIC PROPOSAL IS ACCEPTED**

<b>Evidence</b>	
Key documents, data, reports	
Possible Site Visits	
Is a general press release required asking for general comments/suggestions from the public?	
Is a period of public consultation required?	
<b>Witnesses</b>	
Officers	
Councillors (including Portfolio Holder)	
Any External Witnesses	



## **Potential Joint Working Arrangements**

**Membership:** To be chaired by a Member of the Overview and Scrutiny function from the Council that proposed the topic.

Appoint a Vice Chairman (from the other Council).

6 Members made up of three from each Council. Each Member should be a Member of the Overview and Scrutiny Board/ Committee on this occasion.

A Quorum of three be in place with at least one Member from each Council present.

**Venue:** alternate between each Council.

1. Verbal updates be given to the respective Overview and Scrutiny functions by the lead member with the final report being considered by both prior to it being considered at Cabinet / Executive.
2. Consultation with Portfolio Holders – both relevant Portfolio Holders should be invited to attend if considered appropriate.
3. The meetings will be private informal meetings as standard practice at both venues.

### **Summary of Meetings**

#### **Meeting 1 (22/11/16)**

This initial meeting was used as an introduction into how the Group would work together as it was the first time that Bromsgrove District and Redditch Borough Councils had carried out joint scrutiny. The group looked at the terms of reference and discussed how best to approach its investigation.

#### **Meeting 2 (07/12/16)**

The Group interviewed the Head of Business Transformation and Organisational Development together with the Human Resources and Development Manager, looking in more detail at the results of the Staff Survey and the Cultural Referendum which was due to take place on 16<sup>th</sup> December, together with details around how the survey had been promoted, who decided the questions which were asked, whether the responses had provided the information that officers expected and actions which had arisen from the results. Members were keen to ensure that the Action Plan provided was monitored and the actions carried through to completion in a timely manner.

Members had also asked for additional information in respect of shared services as a number of Members had highlighted at the previous meeting that they were not clear on the arrangements and which areas were and were not shared.

#### **Meeting 3 (06/02/17)**

Members had been informed that a Programme Board had been established to ensure that the results of the Staff Survey were appropriately considered. Following analysis and discussion of the survey results the Programme Board agreed that the data would be considered at both Corporate and Service level. Three corporate work streams were established and headed up by key officers -, organisational culture, people management and meeting our customers' needs. (It was noted that Representatives from Human Resources, Organisational Development and the Trade Unions (Unison, GMB and UCATT) were also members of the Programme Board.)

At this meeting the Group interviewed the key officers involved in all of this work, the Chief Executive, Deputy Chief Executive, Head of Business Transformation and Organisational Development and the Head of Customer Access and Financial Support.

It was noted that at a service level Heads of Service had been provided with data for their own areas and had analysed this data and developed action plans with clear timescales to specifically address the three areas of greatest improvement/decline compared to the previous survey, whilst also focusing on any areas that they felt needed to be addressed within their services.

Detailed information was provided in respect of the thinking behind the Cultural Referendum (and the work of the Organisational Culture Work Stream) which had taken place, together with an update on the results and how and when these would be shared with staff and Members.

Members were also provided with the action plans which had been set up to ensure a number of areas picked up within the results of the Staff Survey were addressed in an appropriate and timely manner. Members were keen to ensure that this was monitored and feedback given regularly to both Members and staff to demonstrate that their concerns had been taken seriously and were being addressed.

## Meeting 4 (22/02/17)

Members had asked, at the previous meeting, for information in respect of staff sickness absence and whilst this had been provided. There were a number of discrepancies which it was agreed would be addressed at the next meeting when the relevant officers would be invited.

The group took the opportunity to look at the Meeting Customer Needs survey, which was shortly to be issued to staff. Whilst Members understood the need to resolve some of the concerns raised by staff within the original survey, they were keen to ensure that staff were not inundated with different consultations which could lead to survey fatigue and an inclination not to continue to participate. Again, Members were also concerned that yet another survey would lead to further actions needing to be taken in addition to those which had been highlighted within the original survey.

Members discussed the detailed information which had been provided in respect of the Organisational Culture Work Stream which had been tabled at the previous meeting. The Group believed the papers provided were very academic and found it difficult to see how this could relate to the culture within the Council, being mindful of such a variety of areas within it. Members also questioned how the Council could make this work and measure it successfully. Members discussed whether the culture could be regarded as a result of current “management” practices and processes, for example target setting, task orientated objectives, rewards and recognition, budget costs and public perceptions. It was noted that culture within the work place was a matter which had been subject to extensive academic research and Members made reference to Kurt Lewin’s Change Model in particular. This model uses a principle of identifying the current culture, “unfreezing” it and “refreezing” it in order to make the changes necessary.

## Meeting 5 (22/03/17)

The Head of Business Transformation and Organisational Development and the Human Resources and Development Manager attended this meeting to go through the staff sickness data. The Group were keen to explore whether there was any correlation between this and the results of the staff survey. It was agreed that it was difficult to make any link between the two and Members discussed in detail with officers the system of recording sickness and annual leave. The group was informed that this would be done in future through the introduction of a new HR21 system, which would also be able to draw down specific data on a “real time” basis. Although

it was acknowledged this would only be accurate if the system was used correctly and the data inputted regularly.

Members were also provided with details of actions being taken to increase the responses to future staff surveys. This was broken down into individual teams and showed Members that officers had considered a number of ways of address this and tailoring these to the needs of individuals where necessary.

## Chairman's Meeting with Chief Executive (06/04/17)

The Task Group were keen not to duplicate any work which was already been undertaken by the Programme Board (or the supporting Work Streams) or to make recommendations or suggestions which related to work which was already underway. It was therefore agreed that it would be useful for the Chairman to meet with the Chief Executive (as lead officer of the Programme Board) to discuss the progress of the Task Group and to receive an update in respect of the Programme Board and the Work Streams, as it was clear from the information the Group had received most recently that a significant amount of work was already being carried out.

During those discussions it was established that a further staff survey needed to be done later in 2017 and would not follow the same format as the previous ones. It was further acknowledged that different areas had different needs and as such a standard, across the board approach would not be appropriate for all staff, as some areas would clearly have different objectives to work towards; one area of the Council was wholly customer focused and customer facing whilst the other was classed as enabling services, which supported those front facing services. For these reasons future surveys would need to recognise the objectives and aims of each service.

It was clear from speaking to the Chief Executive that the Performance Board had a lot of on-going work to do but had made a start. It was clear from the information provided that much of the Task Group's investigations were becoming out of date and superseded by further actions. For example, time has been spent by the Performance Board in looking at reasons why staff had not completed the survey.

From the information provided it was clear that the role of the Task Group was changing and that it could help support increasing the number of surveys completed, and move its focus from trying to find out why 75% didn't fill it in to ensuring that the numbers that completed the next one were increased. The Group could also take a role in monitoring the work of the Performance Board and the Work Streams to ensure that the work that has been discussed had actually been carried through.

The role of Lead Councillor for Supporting Staff was discussed which would include involvement in the preparation of the next survey and attend staff briefings with the Chief Executive to show that Members are there to support staff and want to hear their views.

## Meeting 6 (26/06/17)

Members held one final meeting at which they discussed the report and recommendations and made a number of tweaks to the recommendations and report content. The Lead Councillor for Supporting Staff role was also discussed at some length as some Members' raised concerns around whether this was in fact something which should be picked up by the relevant Portfolio Holder rather than a member of the Overview and Scrutiny function.

It was agreed that the report would firstly be presented at the Overview and Scrutiny Board meeting at Bromsgrove due to be held on 22th August followed by the Redditch Overview and Scrutiny Committee at its September meeting.

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### Response of BDC to consultations on Wyre Forest Local Plan Review Preferred Option and Draft Worcestershire Rail Investment Strategy

Relevant Portfolio Holder	Councillor Kit Taylor
Portfolio Holder Consulted	Yes
Relevant Head of Service	Ruth Bamford
Wards Affected	All Wards
Ward Councillor Consulted	Yes
Non-Key Decision	Yes

#### **1. SUMMARY OF PROPOSALS**

- 1.1 Wyre Forest District Council (WFDC) have been consulting on the Wyre Forest Local Plan Review Preferred Option (WFPO), consultation on this plan and its supporting evidence took place between 14<sup>th</sup> June and the 14<sup>th</sup> August.
- 1.2 Worcestershire County Council (WCC), as the Local Transport Authority, has produced a Worcestershire Draft Rail Investment Strategy (WDRIS). Consultation on the proposals took place in late July and early August over recent weeks. The consultation closed on 11<sup>th</sup> August 2017.
- 1.3 The appendices A and B are the informal officer responses submitted to both consultations, due to the scheduling of meetings it has not been possible to have these responses considered by members in advance of the deadline for comments. These consultations are both non statutory, and should further responses need to be submitted it should be possible to do this through the ongoing engagement the Council has with both WFDC and WCC.

#### **2. RECOMMENDATION**

- 2.1 That Members note the contents of the report.
- 2.2 That Cabinet recommends to Council that the draft officer response to Wyre Forest Local Plan Review Preferred Option (as attached at Appendix A) be approved by Council, and submitted to Wyre Forest District Council as the formal consultation response.
- 2.3 That Cabinet recommends to Council that the draft officer response to Worcestershire Draft Rail Investment Strategy (as attached at Appendix B) be approved by Council, and submitted to Worcestershire County Council as the formal consultation response.

#### 3. KEY ISSUES

##### Financial Implications

- 3.1 There are no direct financial implications associated with this report.

##### Legal Implications

- 3.2 WFDC is carrying out the consultation in accordance with Regulation 18 of the Town & Country Planning (Local Planning) (England) Regulations 2012. It is important that the Bromsgrove District Council engages at the appropriate stages in planning process, although previous responses and discussions have taken place at officer level with WFDC, this is the first substantive opportunity to respond to the proposals.
- 3.3 There are no legal implications associated with the WDRIS response, although the strategy is being developed to support the Worcestershire Local Transport Plan 4. Worcestershire County Council, as the Local Transport Authority, is legally required to produce, deliver and maintain a Local Transport Plan under the Transport Act (2000) and the Local Transport Act (2008).

##### Service / Operational Implications

#### **Summary of Response - Wyre Forest Plan Review Preferred Option**

- 3.4 The WFPO is the first full draft of the planning strategy for the Wyre Forest District up to 2034, this plan once adopted will replace the extant Wyre Forest Local plan which was adopted in 2013. The plan has much in common with many local plans and is split up as follows; Part A context and Strategic policies, Part B development Management Policies and Part C Proposed allocations. It is Part A and to a lesser extent Part C which present possible concerns for BDC.
- 3.5 Within Part A the plan identifies a housing requirement of 5400 dwellings, 540 care home beds and 40 hectares of employment land. The levels of development being identified are not something to dispute. It is the location of this development which could give rise to concern if further information and evidence is not provided.
- 3.6 The preferred option presented in this plan, does in fact have some options within the preferred option, specifically in relation to future housing sites. Some of these sites are locations that are being proposed to be removed from the green belt. There are a number of sites being proposed which are presented as core sites, and which



appear in all options. There are then two options, Option A and Option B, of which one would be developed alongside the core sites. These two options have different sites contained within them, which would result in a different spatial distribution of development depending on which one is implemented. The one consistent feature of both the core sites and the options, is that the focus for development is predominantly to the east of Kidderminster, and adjacent to transport routes that flow towards Bromsgrove.

- 3.7 As members are aware from recent discussions infrastructure and particularly transport infrastructure is a key issue going forward, this is a feature which is not just local to Bromsgrove. For any plan to be successful understanding the impacts of development on existing infrastructure, and then providing new additional infrastructure is key. This is where the major concern with the WFPO presents itself at the moment. Some very early stage assessment work has been undertaken to attempt establish the transport infrastructure required. No detailed assessment or modelling has been undertaken to fully understand the implications of the locations chosen for development. The modelling and other transport related evidence should have ideally been more developed at this point. This would mean it would play a bigger role in determining the options, and not as is being proposed in this instance to be developed once the preferred option is chosen.
- 3.8 The full representation in relation to the transport evidence is contained in the response at appendix A. The implication of this is that, at this stage and until more is known about the transport implications of the proposed options, BDC cannot express any preference for option A or B, and further to that unfortunately cannot even support the core sites chosen by WFDC. It is envisaged that as WFDC begin to respond to the comments received on the WFPO, discussions will take place as to the requirements for the transport evidence base, and work will begin to address the issues highlighted in BDCs response.

#### **Summary of Response - Draft Worcestershire Rail Investment Strategy**

- 3.9 The Draft Worcestershire Rail investment Strategy has been published by WCC, the focus of the strategy is the existing and some proposed new rail infrastructure across the County. It is envisaged that the strategy will help support LPT4 and also be used to lobby for rail investment up to 2043. The WDRIS is split up into 5 stages as follows.

Stage 1 – Current Travel Markets, Train Services & Accessibility  
 Stage 2 – Review of Worcestershire’s Development Proposals  
 Stage 3 – Rail Industry Plans & Gap Analysis  
 Stage 4 – Economic Testing Of Connectivity Options  
 Stage 5 – The Prioritised Conditional Outputs  
 Stage 6 – Making It Happen

- 3.10 The strategy itself goes into great detail on the current position of the rail infrastructure across the county, and also the factors which will influence investment going forward. Much of the analysis and discussion understandably is very rail industry centric. Of the 6 stages it is stage 5 where the outputs of the strategy are presented. These outputs are far reaching and appear to be ambitious, which is to be welcomed. The outputs are a mixture of the providing additional services on existing lines calling at more places across the County, and physical infrastructure improvements such as the electrification of lines and new parking facilities.
- 3.11 The full officer response can be seen at appendix B, whilst there is much to support and commend about the WDRIS, the key issues remains as per previous responses submitted by BDC on LTP4, the lack of an overall strategy for transport. There are no complimentary strategies for other forms of transport investment, meaning it is difficult to see how / if the improvements being identified in this strategy will maximise the potential of the whole transport network. It is also unclear how this strategy has and in future can directly respond to the development that is allocated in development plans drawn up at district level. Whilst the strategy does acknowledge that there is currently, and will be in future land released for development. It is difficult to see how these decisions about land releases have currently and will in future affect the quantum of where rail investment takes place.
- 3.12 As with the comments in previous reports on LTP4 and also those contained in this report on the WFPO, the response expresses the need for a comprehensive transport strategy to be developed. This strategy should then help inform land use decisions, and also be used to secure the funding needed for the right investment to take place, at the right time across all forms of transport.

#### **Customer / Equalities and Diversity Implications**

- 3.13 There are no Customer / Equalities and Diversity Implications associated with this report.

#### **4. RISK MANAGEMENT**

- 4.1 The risks associated with not responding to these consultations is that BDCs views will not be taken into account by WFDC and WCC. Specifically in relation to the WFPO, if further responses and attendance at future examinations are required, it is essential that the Council's views are expressed as clearly and early as possible.

#### **5. APPENDICES**

Appendix A – BDC response to WFPO  
Appendix B – BDC response to the WDRIS

**6. BACKGROUND PAPERS**

- WFPO Document
- WFPO Infrastructure Delivery Plan
  
- Worcestershire Draft Rail Investment Strategy

**7. KEY**

WFDC - Wyre Forest District Council  
WFPO - Wyre Forest Plan Review preferred Option

WCC - Worcestershire County Council  
WDRIS - Worcestershire Draft Rail Investment Strategy  
LTP4 - Local Transport Plan 4

**AUTHOR OF REPORT**

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## **Bromsgrove District Council Response to Wyre Forest Local Plan Review Preferred option - August 2017**

1 Thank you for the opportunity to comment on the Wyre Forest Local Plan Review Preferred option, the below comments at this stage represents an officer response. Due to the timescales for consultation, there have not been any appropriate Council meetings for this response to be considered formally. This process will take place in September and should any amendments be required as a result of the formal consideration by Bromsgrove District Council we will advise you in due course.

2 The Council supports the aims and objectives of the plan and think that it has the potential to provide a strong base for planning in Wyre Forest once adopted, although a number of reservations do exist where clarity needs to be provided in order to the Councils concerns to be allayed. It must be stressed at this stage the Council wish to see all areas thrive and develop sustainably, and do not have an in-principal objection to Wyre Forest District Council allocating land for future growth, or developing policies to improve the quality of the environment across the District for its residents and visitors.

3 Our comments are restricted to the elements of the plan where possible issues arise for Bromsgrove as a result of the draft plan, whilst we have read and considered the remaining sections we do not feel it is appropriate or necessary for the Council to comment on policies developed to address local issues to Wyre Forest District only.

4 The Plan identifies a housing requirement of 5400 dwellings, 540 care home beds and 40 hectares of employment land, BDC has no reason to dispute those figures. The Council is also pleased to see in para 6.8 that under the duty to cooperate WFDC will continue to liaise with all adjoining authorities. It will be important for WFDC to continue this liaison as the plan progresses, it is acknowledged that Wyre Forest District does not form part of the wider Birmingham Housing Market Area (BHMA) and as such should not directly need to accommodate any additional growth needs arising from the BHMA. The continued liaison will be important to ensure that if all the needs of the BHMA cannot be met within the currently identified geographic area, then it could be that those areas on the periphery may need to assist in meeting those needs if it can be done sustainably. It is important the review of the Wyre Forest Local Plan has sufficient mechanisms in place to be able to respond appropriately to any requests to meet the needs of the wider BHMA should a request be forthcoming.

4 The main concern of the Council is the location of the larger core housing sites, the fact that a preferred option is not specified, and that we are requested to make a choice of option A or option B in relation to significant development. The core housing sites, and also the majority of the option A and B sites are all situated towards the eastern / north eastern extent of the urban area of Kidderminster. As the principal town the logic of allocating significant levels of development to the most sustainable settlement is understood and accepted.

5 Where the Council have concerns is the evidence which support these allocations, in particular the transport evidence which is required to support allocations of this size. It is clear from the Infrastructure Delivery Plan (IDP) that some consideration has been given to transport issues. What is concerning is that a preference for a preferred option is being sought without all the

identified evidence i.e. the modelling through the Wyre Forest Transport Model (WFTM), and the transport background paper being available.

The IDP states at 3.1.4

*It should also be noted that local impacts of individual potential development sites can be more easily identified; however, the cumulative impact of development on both the local and wider strategic network is difficult to quantify without undertaking modelling. As detailed above, the WFTM will be used to fully assess all development sites, both individually and cumulatively, to ensure a robust assessment of the likely transport related infrastructure is identified and all appropriate multimodal infrastructure identified to support the preferred option.*

6 Attempts have clearly been made to establish the infrastructure requirements for both the core option, and also options A and B. A comparison of the different highways impacts of options A and B has also been provided, unfortunately, this level of analysis does not allow for a sufficiently informed decision on the merits of the various options to be reached at this stage. Similarly whilst it is welcomed that a list of schemes has been developed to identify possible mitigation, what is not clear is exactly what these schemes entail, when and how they will be delivered, and how much impact their introduction will have on both mitigating the impacts of development or addressing existing infrastructure concerns.

7 Option A appears to offer the prospect of an eastern relief road which amongst other things could reduce the congestion and improve the air quality within Kidderminster town centre, both of these results would undoubtedly be beneficial. What needs to be established is the impact of such a significant piece of infrastructure on areas outside of the District. Of particular concern would be what additional traffic as a result of significant development and improved infrastructure around the eastern edge of Kidderminster would then permeate to areas further east into Bromsgrove. The same point applies if option A does not become the preferred option, it is still likely that additional traffic could use the infrastructure in Bromsgrove as a result of option B although without the bypass, again this needs to be established for an informed decision to be made on the pros and cons of the options.

8 The Council's principal concerns in terms of specific locations which may be affected would be, along the A456 through Hagley in order to access the Black Country / Birmingham conurbation, and then further along this route to the M5 Junction 4 in order to access the motorway network or the southern areas of Birmingham. Similarly the Council has concerns on the impacts on the A448 if additional trips are made into and through Bromsgrove to access the motorway network south of the town, or through the town to access Redditch beyond. As WFDC and WCC are aware both these locations within Bromsgrove suffer from congestion and both have AQMAs, the impacts of the various options on these key locations need to be established as well as any impacts in other areas related to the development sites. This is particularly important to understand the impacts in more rural areas where 'rat running' may occur in an attempt to avoid more congested routes, and also the impact on the strategic motorway network which places pressure on all routes across the area.

9 The Council would have hoped that the transport evidence would have been further developed, and made available to inform a preferred option, and not produced afterwards to

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support / justify a preferred option chosen in isolation of the evidence. This is a position that the Council through its officers has expressed a number of times in response to both the draft IDP, and also in person at a meeting convened specifically to discuss the issue of transportation. Bearing this in mind the Councils position expressed in this response should not be a surprise, but unfortunately without this evidence being available the Council is not in a position to express a preference for option A or B, or even support the core option at this stage. This concern also arises albeit to a lesser extent on allocation of land for employment uses.

10 In order to address this concern and in line with the Councils response the recently published Draft LPT4. We would like to continue to engage with both WFDC and WCC to develop a wider transport strategy for north Worcestershire. The development of this strategy should help inform the production of local and district plans which have fully evidenced and coordinated transport information. The strategy alongside these local and district plans will then deliver the infrastructure required to allow the authorities to continue to grow and thrive in a coordinated and sustainable way.

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### Bromsgrove District Council – Worcestershire Draft Rail investment Strategy Response

1 Thank you for the opportunity to comment on the Worcestershire Draft Rail Investment Strategy (WDRIS), the below comments at this stage represents an officer response. Due to the tight timescale for consultation, there have not been any appropriate Council meetings for this response to be considered formally. This process will take place in September and should any amendments be required as a result of the formal consideration process we will advise you in due course.

2 The Council welcomes the ambitious plan for investment in rail infrastructure, and acknowledges the investment already made in the district in the form of the new Bromsgrove Station. It has long been recognised in many forums and documents including the infrastructure delivery plan, which accompanies the Councils recently adopted Bromsgrove District Plan (BDP), that significant investment in all types of physical and social infrastructure are needed to support the development planned for across the District

3 It is acknowledged that the WDRIS supports the development of the Worcestershire LTP4, these comments have been made with previously submitted comments on the LTP4 in mind, and in some instances cover some of the same concerns. As it is supporting the LTP4 it would have been beneficial if the WDRIS was published for consultation at the same time as the LTP4, in order to provide a full and more coherent response to both documents.

4 As expressed in the Councils response to LTP4 a significant issue is the lack of an overall transport strategy for Worcestershire and in particular concern to BDC, north Worcestershire. The production of the WDRIS in isolation from an overall strategy or complimentary strategies for other forms of transport highlights this point further. It is difficult to judge what the impacts of the improvements for rail provision will actually make, bearing in mind that rail transport in all cases also relies on other forms of transport, walk/cycle/bus/car to access the rail services in the first instance. Without similar complimentary strategies and investment in these other forms of transport, there is a concern that the impacts of the investment in rail provision will not be fully realised.

5 With these factors in mind we would echo previous comments submitted in relation to the LTP4 consultation, that an overall transport strategy for North Worcestershire is an essential project going forward. We would also reiterate the Council is committed to working with WCC and other stakeholders, to prepare and implement a strategy which helps inform future land use choices and subsequently then delivers the infrastructure required.

6 An additional concern with the rail investment strategy is it is to internally focused on the rail network and not does not sufficiently link to other key influences. This is not just the other modes of transport as mentioned above, but also the wider development that is planned for across the District. It is acknowledged in chapter 4 that reference is made to the adopted BDP as well as many other plans, which is welcomed. Para 4.3.5 identifies the South Worcestershire Development plan see rail as being an important enabler of development. BDC would also contend that the BDP

has a similar focus with multiple references to the importance of rail, and strategies to help enhanced access and therefore usage of Bromsgrove Station, we would respectfully request that this fact is reflected in any further versions of this strategy. What is not clear is, if/how this information has directly informed the conditional outputs in the later chapters of the plan. Whilst it is safe to assume that new development should place further pressure on the rail network, what is unclear is if the decisions for investment has clearly been linked to the location and quantum of further development.

7 Another important point to note it that future planning decisions will be made on new locations and quanta for growth which is acknowledged at various points within the strategy, these decisions will have an impact on the need for future rail infrastructure. It is important that an element of flexibility is built into the strategy in order for future land use decisions to be adequately supported by appropriate infrastructure. This further strengthens the needs for an overall transport strategy.

8 Parking improvements at railway stations have been included as a conditional output it is assumed this includes the 243 specified for Bromsgrove, 32 for Hagley, 58 for Barnt Green and 68 for Alvechurch in table 3.15. Wythall is referred to as having no need for any new spaces even though there is currently no parking provision at this station, and it has been an longstanding issue to attempt to address this. Reference is made to a draft WRIS2 car parking study, we have been advised that this study is not yet available which is disappointing. In order to comment further on the likelihood of any parking improvements being made, this study should be provided as soon as possible and we would request a similar amount of time to respond to it. The WDRIS also refers to the aspirational enhancement schemes contained in LTP4 for the stations at Hagley, Alvechurch and Wythall, all of these enhancement schemes refer to the possibility of parking improvements. It is important that WDRIS and its associated car parking study, fully inform the final version of the LTP4 to ensure that a clear picture is provided for future parking improvements / additions likely to be required.

Other minor comments are

9 Section 4 also incorrectly includes the Kidderminster / Bewdley area in the greater Birmingham HMA, para 2.48, 4.52 and then 5.4 of the Peter Brett Associates phase 2 report identifies Wyre Forest as being outside the Greater Birmingham HMA.

10 The bottom of para 4.4.2 the document incorrectly states the Bromsgrove plan is still in the planning process.

BDC Strategic Planning

10.8.17

**The Operation by Bromsgrove District Council of a Garden Waste Service on behalf of Redditch Borough Council**

Relevant Portfolio Holder	Cllr Peter Whittaker
Portfolio Holder Consulted	Yes
Relevant Head of Service	Guy Revans
Ward(s) Affected	All
Ward Councillor(s) Consulted	NA
Key Decision / Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 The proposal is for Bromsgrove District Council (BDC) to administer and operate a garden waste service on behalf of Redditch Borough Council (RBC) under the existing shared services arrangement. The service will fully mirror the existing BDC garden waste service in all aspects.
- 1.2 RBC will cover all operating and overhead costs in return for a fully managed service from marketing the service through to collection of garden waste. These changes will ensure Redditch Borough Council (RBC) residents can choose to dispose of green garden waste in a way that is both environmentally sustainable and convenient. A full business case has been undertaken to identify the preferred option for a garden waste collection service for Redditch.

**2. RECOMMENDATIONS**

- 2.1 The Executive is asked to RECOMMEND to the Council that:
- i. From March 2018 Bromsgrove DC will operate a seasonal (March to November inclusive) garden waste service on behalf on Redditch BC as part of the existing shared service agreement.
  - ii. Bromsgrove DC will recoup operating and overhead costs from Redditch BC at an agreed amount per subscription.

**3. KEY ISSUES**

**Financial Implications**

- 3.1 Budgeted Net Present Value (NPV) <sup>1</sup>income in the medium term financial strategy for 2018/19 is £9,000 and 2019/20 is £18,000 after operating costs have

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<sup>1</sup> NPV is the projected income minus spend.

been taken into account. In table 1 a cost benefit analysis shows these incomes are exceeded by BDC operating a garden waste service on behalf of RBC.

Income from RBC is the total amount payable to BDC in each year of service assuming growth of 1,000 customers per year. This will cover the vehicles and crews and enabling and operational support costs. Actual BDC Operational costs will consist of the additional vehicle and crews required marketing and administration. Due to an existing support team already involved in this work a reduction in overhead costs will therefore be realised and this will be the true income for BDC

Costs have been calculated to cover all operational costs assuming 1,000 customers in year one with a further increase of 1,000 each year.

Once operating costs are deducted from the income, BDC will benefit from a reduction in existing overhead costs.

**Table 1: Four Year Forecast Cost Benefit Analysis**

Item	Year 1	Year 2	Year 3	Year 4
Income from RBC	£27,524	£49,555	£71,246	£92,936
Operational Costs	£15,566	£26,706	£37,559	£48,411
BDC reduction in overhead costs	£11,959	£22,850	£33,687	£44,525

- 3.2 An agreed amount will be paid to BDC per subscription to cover operational activities undertaken on behalf of RBC. This amount will cover vehicles, fuel, crews, administration and overhead costs of the service.

Table 2 identified the operating cost per subscription according to the number of subscriptions being managed by BDC. The figures are derived from a full cost benefit analysis detailing all income and spend based on a four year period with customer growth at 1,000 per year. The total running cost for year each has been divided by the projected number of customers to establish a charge per customer. A single rate for all subscriptions will be applied in line with the relevant charging band of total subscriptions.

**Table 2: Cost of Service per Subscription for RBC to pay BDC**

Item	Charging Band <sup>2</sup>			
	<1,000	>1,000	> 2,000	> 3,000
Number of Subscriptions				
Charge per subscription	£27.52	£24.78	£23.75	£23.23

### **Legal Implications**

- 3.3 Under the Environmental Protection Act 1990, the Council has a duty to collect household waste. Garden waste is household waste for which a charge can be applied for collection under schedule 2.

### **Service / Operational Implications**

- 3.4 The service will form part of the current shared service arrangement currently in place between RBC and BDC. As such there will be an amendment to the current financial charging arrangements between RBC and BDC to reflect the number of customers the service is provided to in line with the .
- 3.5 BDC will administer and operate the garden waste collections to RBC residents as an extension of the current garden waste service already provided in Bromsgrove. Mirroring the BDC service, allows RBC to take opportunity of the spare capacity in the BDC service which has been created via optimisation of the routes.
- 3.6 BDC have the capacity within their current service to accommodate between 4,000-4,800 additional customers Tuesday to Friday on alternate weekly basis, without adversely affecting current service provision.
- 3.7 The operational workforce engaged in the service is managed by the Environmental Service shared service management team which covers both RBC and BDC operational services.

### **Customer / Equalities and Diversity Implications**

- 3.8 Due regard has been paid to the Equality Act 2010 and as such full equalities impact assessment has been carried out.

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<sup>2</sup> The charge applied will be for the overall quantity of subscriptions at the end of the service

**4. RISK MANAGEMENT**

- 4.1 If it is necessary to hire any additional agency staff to operate this service, BDC will be fully responsible these costs. Mitigation of this risk is through effective staff supervision particularly good management of annual and sick leave.
- 4.2 Any additional vehicle hire costs will also be the responsibility of BDC, therefore to mitigate this vehicle maintenance and repairs must be well planned to prevent hire costs.

**5. APPENDICES**

None

**6. BACKGROUND PAPERS**

None

**7. KEY**

None

**AUTHOR OF REPORT**

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### **CABINET**

6<sup>th</sup> September 2017

#### **ACQUISITION AND INVESTMENT STRATEGY**

Relevant Portfolio Holder	Councillor Karen May
Portfolio Holder Consulted	Yes
Relevant Head of Service	Kevin Dicks
Wards Affected	All
Ward Councillor Consulted	None specific
Non-Key Decision	

#### **1. SUMMARY OF PROPOSALS**

- 1.1 To present to Members an Acquisition and Investment Strategy which seeks to combine the priorities for economic development with the need for financial stability and income generation. The Strategy will provide a resource to promote economic development and a framework to ensure the resources are allocated prudently.

#### **2. RECOMMENDATIONS**

- 2.1 The Cabinet is asked to **RECOMMEND** to Full Council that:
- 2.1.1 the Acquisition and Investment Strategy be approved;
  - 2.1.2 the Executive Director of Finance and Resources together with the Head of Economic Development & Regeneration ( North Worcestershire) be responsible for identifying suitable opportunities and developing the viability appraisal and business case for the Council; and
  - 2.1.3 the Executive Director of Finance and Resources in conjunction with the Portfolio holders for Economic Development and Finance and Resources have delegated powers to approve business cases and complete acquisitions.

#### **3. KEY ISSUES**

##### **Financial Implications**

- 3.1 The Acquisitions and Investment Strategy seeks to combine the economic development and income generation to enhance business growth in the District and provide a source of income to help balance the budget. The approach is similar to that of other authorities that are active in this area.

### **CABINET**

6<sup>th</sup> September 2017

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- 3.2 There is a restriction in the Strategy to limit the investment portfolio to business cases within the District. Some local authorities have widened this to the Local Enterprise Partnership area and there may be merit in considering this in the future if there is evidence that the Council is missing opportunities.
- 3.3 The Strategy also provides criteria to ensure the Council takes a prudent approach to investment and provides limits based on risk on the amount that can be invested in different categories of investment (see table 1 of the Strategy).
- 3.4 In terms of rate of return the Strategy priorities economic development investment and investments with lower risk through a minimum net rate of return (after borrowing and other costs) of 1.25%. Other projects which would need to have a strong business case would require at least a 2% net rate of return. Table 2 of the Strategy illustrates the calculation behind these rates of return and shows a potential return of £250k (1.25% net rate of return) to £400k (2% net rate of return) based on a £20m Investment Portfolio Fund. The likelihood is that there will be a mix of business cases and some will exceed the minimum requirement.

#### **Legal Implications**

- 3.5 This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the CLG Guidance.
- 3.6 The use of the General Power of Competence for commercial purpose requires a business case to be developed and approved by the Council. This business case must be a comprehensive statement covering (at least):
- Business objectives;
  - Investment and other resources required to achieve the objectives;
  - Any risks the business might face and how significant these risks are; and
  - The expected financial results and other relevant outcomes the business is expected to achieve.

#### **Service/Operational Issues**

- 3.7 The Acquisition and Investment Strategy will complement the priority for business growth in Bromsgrove as well as seek income generation to help balance the Council budget.



## **CABINET**

6<sup>th</sup> September 2017

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### **Customer/ Equalities and Diversity**

3.8 None as a direct result of this report.

### **4. RISK MANAGEMENT**

4.1 The Strategy includes a section on the key risks and mitigations. The main risks being:-

- Recession
- Abortive Costs
- Interest Rate
- Knowledge of the market
- Operational
- Capacity
- Change of Government Policy

### **AUTHOR OF REPORT**

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## Acquisition and Investment Strategy

### Background

1. The Council Plan 2017-2020 identifies economic development within the District as one of six priorities the Council intend to focus on. Supporting business is incredibly important for Bromsgrove and through the North Worcestershire Economic Development and Regeneration the Council will continue to support new and established businesses to grow.
2. The Council Plan also includes a priority for the financial stability of the Council. At a time of reduced Government support it is essential to look for income generation as well as budget savings.
3. The Acquisition and Investment Strategy combines these two priorities to achieve economic development as well as generate income potential achieved through an Investment Portfolio Fund.

### The Acquisition and Investment Strategy

4. The purpose of the Acquisition and Investment Strategy is to guide the use of the Investment Portfolio Fund to make commercial property investments to support economic redevelopment or regeneration in the District, achieve income generation and in some cases may be complimentary to the delivery of Council services. An Investment Portfolio Fund of £20m has been designated for the years 2017/18 to 2019/20.
5. Commercial property investment opportunities often arise unexpectedly and it is important to be nimble in order to take advantage of opportunities when they arise. The Council's Executive Director of Finance and Resources will be responsible for identifying suitable opportunities and developing the viability appraisal and business case for the Council to invest; the Acquisition and Investment Strategy is important to provide a framework to guide the Council in identifying appropriate investment opportunities. Examples of where the Council may need to respond without delay include the traditional route of a selling agent and bidding process, through auctions and even "off market" through direct approaches from prospective sellers who want to circumnavigate the formal marketing process in order to save time and risk of abortive costs. Receivers or administrators of distressed sellers may also seek offers for commercial property assets quickly. The Acquisition and Investment Strategy will provides a systematic assessment investment opportunities so that it is able to move quickly when a compelling opportunity arises.
6. At this stage the Acquisition and Investment Strategy is **limited to investment propositions that are within the boundary of Bromsgrove District Council**. Other local authorities have widen the area to include the Local Enterprise Partnership (LEP) and there is merit in considering this option where the objective is purely income generation. As the Council becomes more experienced this may become an option.
7. There will projects where there will a strong business case and this will generate private investor interest. Although the Strategy will allow the Council to participate in these transactions it will have more economic development impact on projects that are unlikely to appeal to the private investor because the returns are lower. The principle principal consideration is to support economic regeneration with an essential

requirement that the business case cover the costs of the Council's borrowing and minimum revenue provision and generated a minimum revenue return.

10. Economic development is defined in its widest sense and will include investments in Bromsgrove that create retail, industrial, office and housing assets including working in partnership with other developers.

## The Criteria for Investing

11. It is necessary for the Council to take a prudent approach to the management of its financial affairs and when assessing investments the Council will need to carefully consider the balance of risk and reward and in doing so will consider such factors as the security against loss, the liquidity of the investment, the yield, affordability of the loan repayments, change in interest rates and property values, see table 1 below:-

**TABLE 1**

<b>Criteria</b>	<b>Excellent / very good</b>	<b>Good</b>	<b>Acceptable</b>	<b>Marginal</b>	<b>Unacceptable*</b>
Location	Major prime	Micro prime	Major secondary	Micro secondary	Tertiary
Tenancy strength	Single tenant with strong financial covenant	Single tenant with good financial covenant	Multiple tenants with strong financial covenant	Multiple tenants with good financial covenant	Tenants with poor financial covenant strength
Tenure	Freehold	Lease 125 years plus	Lease between 75 & 125 years	Lease between 10 & 75 years	Lease less than 10 years
Occupiers lease length	Greater than 15 years	Between 10 and 14 years	Between 9 & 6 years	Between 3 & 5 years	Less than 2 years or vacant
Repairing terms*	Full repairing & insuring	Internal repairing - 100% recoverable	Internal repairing - partially recoverable	Internal repairing - non recoverable	Landlord
Building Quality/ Obsolescence	Newly Built	Recently Refurbished	Average condition and likely to continue to be fit for current use for 25+ years	Aged property with redevelopment potential	Nearing end of useful life/ use unlikely to continue when lease expires
Investment size	Between £10m & £15m	Between £5m & £10m	Between £2m & £5m	Between £250k & £2m	Less than £250k

\* unless there is an overwhelming case for investment that exceeds the Council's expectations

12. The overall investment value and range of assets acquired needs to represent a good mix and spread of risk, size and location across differing sectors to ensure that the portfolio is resilient to change that might lie outside the Council's control. It is important that the Council maintains an adequate level of reserves and balances to ensure it can manage any down turn in the property market and limit the impact it will have on revenue income.

13. The investment size provides limits on each category with more being allocated to the lower risk categories and lower sums to higher risk categories (but potentially higher yield).

## **Rate of Return**

14. The experience of investment business case development elsewhere indicates that a gross yield of upwards of 5% on the value of the investment will be necessary for the investment to be of interest to the Council, taking into account its borrowing costs and other overheads.

15. The Acquisition and Investment Strategy will require an indicative minimum net return of 1.25%. The minimum rate of return would be limited to business cases meeting the excellent/very good investment criteria in table 1 or having strong economic development grounds and good/acceptable investment criteria. Business cases outside of this will require a net rate of 2% return. These indicative rates are similar to those achieved by the many other Councils with developed property portfolios and whilst modest are thought to be realistic. Officers will continue to modify them based on professional advice and prevailing market conditions. Table 2 illustrates that this could make a contribution towards closing the funding gap of between £250,000 to £400,000 per annum.

16. In considering its costs against a gross return the Council will need to consider some or all of the following when developing the business case for investing:

- Finders Fees approx. (0.75%)
- Legal Fees approx. (0.5%)
- Survey and Valuation and due diligence fees approx. (0.5%)
- Stamp Duty (5% on freehold purchases over £250K)
- Finance Costs including minimum revenue provision (circa 5%)
- Void Business Rates/Council Tax (tenants should be covering these in occupied units)
- Repairs and maintenance (depending on lease type (probably covered in a service charge)
- Running costs of building, including building management (depending on lease type again probably covered in a service charge)
- Opportunity cost of alternative use or sale of the asset
- Staff Costs to manage the portfolio (non-recoverable)

**TABLE 2**

Rate of Return Requirement	Minimum 1.25% net rate of return	2% rate of return
Basis Investment before Stamp Duty and costs	£18,735,000	£18,375,000
Acquisition Costs at 6.75%	£1,265,000	£1,265,000
<b>Total Investment Fund</b>	<b>£20,000,000</b>	<b>£20,000,000</b>
<b>Rate of Return Calculation</b>		
Financing Costs – PWLB @ 3%	£600,000	£600,000
Financing Costs – MRP over 50 years	£400,000	£400,000
Administration Costs	£60,000	£60,000
<b>Total Costs</b>	<b>£1,060,000</b>	<b>£1,060,000</b>
Net Rate of Return	£250,000	£400,000
Gross Rate of Return Required	£1,310,000	£1,460,000
Gross rate of return on £20m	6.55%	7.30%
Breakeven rate of return	5.30%	5.30%

17. The Council may hold property assets either directly or indirectly. Direct property investment gives the Council full control over the property and responsibility for its management and the business cases brought forward so far for investment are envisaged to be held in this way. Indirect property investment is where the asset is held through an arms length trading company and will be necessary where the Council holds investments solely for income generation or where that is the most effective way for the Council to act in the private rented housing market. This commercial activity can be authorised through the General Power of Competence under sections 1 and 4, Localism Act 2011. The power does require the Council to act through a company.

### **Selection of Investments**

18. The Council will select investments for the purpose of income generation, economic development (including housing) or a mixture of both. The Council may acquire and hold properties directly or through a trading company; all of these factors will be determined on a business case by case basis. The Council only invest in projects within Bromsgrove District Council. The Council may invest in the development of its own assets or acquire assets for development.

19. Investment property acquisitions need to be subject to the agreed parameters of the Council's Acquisition and Investment Strategy and will be led by the Council's Executive Director of Finance and Resources in consultation with the Corporate Management Team. The initial selection of an asset will be assessed on two main criteria on a pass or fail basis:

i. The Council will need to ensure a satisfactory level of return on its investments and may decide to evaluate purchases on a balance between income yield and economic redevelopment and regeneration. The minimum rate of return of 1.25% will be limited to business cases meeting the excellent/very good investment criteria in table 1 or having strong economic development grounds and good/acceptable investment criteria. Business cases outside of this will require a net rate of 2% return.

ii. Leases should be classified, for accounting purposes, as an operating lease rather than finance lease, to ensure that all rental income can be treated as revenue income (rather than a mix of capital receipt and revenue income). Operating leases are those where the risks and rewards of ownership are retained by the lessor (the Council) and

must meet certain criteria. The main criteria being that the lease term should not be for the major part of the property's economic life unless the price paid is underpinned by the sites redevelopment potential and at the start of the lease; the total value of minimum lease payments (rents) should not amount to a significant proportion of the value of the property.

20. Officers will continue to monitor prevailing market conditions to enable the Council to reserve discretion to acquire assets that may fall outside the investment criteria outlined above if a strong case can be made that the investment provides an exceptional opportunity to promote the Council's strategic priorities.

21. For investments that pass the first two criteria, further evaluation will then be undertaken against a comprehensive set of defined property specific criteria as set out in table 2. The Council will consider these criteria and seek to achieve the appropriate balance of risk and reward proportionate to the size of the investment being considered. The ideal property investment would be a freehold in the town centre, let to a tenant with a strong financial covenant for a long term on a full repairing and insuring lease.

22. It is also important that the Council actively manages the investment portfolio.. Such work will include issues include rent collection, service charge calculation and collection, building maintenance, security, dealing with tenants, re-letting empty units, negotiating terms of rent reviews, dilapidation claims and the general miscellany of property management. In terms of strategic management this will fall to the Executive Director of Finance and Resources to ensure that the portfolio is delivering the investment returns that were envisaged and to always act in the interests of the Council's financial interest which will also include appropriate disposal of investments that are underperforming or no longer meet the Council's objectives, as well as acquisition.

23. The Executive Director of Finance and Resources will also be responsible for providing regular reports on management issues and the performance of the Council's investment portfolio. The Council's Cabinet and Corporate Leadership Team will receive a report from the Executive Director of Finance and Resources bi-annually which will update on both the individual asset management plans as well as the overall asset investment portfolio against expectations at the time of purchase and performance against prevailing market conditions. These reports can be made available to other meetings of the Council as required.

## **Risk and Mitigation**

24. In terms of management of risk it is understood that there are inherent risks associated with investments and each business case will be required to identify the risks associated with that investment proposal and the Council will need to balance risk and reward proportionate to the scale of the investment proposed. It is to be expected that some of the risks the Council will be expected to consider will be:

### **Recession Risk**

25. There is a risk of the property market going into recession, capital values and rentals can fall as well as rise. Although this not seen as a significant risk at the moment it needs to be factored into long terms decisions. The Acquisitions and Investment Strategy criteria (table 1) will target low risk, low management investments that will

better withstand any downturn and remain occupied and attractive to tenants, landlords and investors.

24. Operating as a commercial function will entail making good decisions quickly in order to put offers forward. However, these can be made as conditional offers and contracts for sale need not be exchanged until the full due diligence and the necessary governance procedures have been completed.

### **Abortive Cost Risk**

25. Abortive costs will be incurred in making bids that do not succeed, or from choosing (as a result of due diligence) not to continue to exchange of contract. These costs may include feasibility studies, ground investigations, advisers' costs, legal costs, survey fees and Officer time.

26. This risk is inherent to property investment and the focus will be on ensuring that potential problems are identified at the earliest possible stage of each acquisition.

### **Interest Rate Risk**

27. The PWLB borrowing rates have been consistently below 3% for some time but the market can change. To mitigate the risk of interest rate change the borrowing required for a business case will be undertaken and fixed at the time the scheme is committed.

28. A change in interest rates would require an update of Table 2 on the gross rates of return.

### **Knowledge of the Market Risk**

29. Property investment involves clear risks due to wider economic conditions, which are beyond the control of the Council. However, other property related risks, such as those relating to the condition of the property or complications with leases, are more easy to assess and manage.

30. The property market is driven by prompt responses to opportunities that may not be offered on the open market. The Council should be able to increase the potential to be offered access to such opportunities by engaging specialist external advisors. However, the ability to act quickly is critical and the Council will need to use its own knowledge of the District, combined with the wider market understanding of (external) specialists, to ensure that it adopts a proactive approach with property owners and specialist property investment agencies.

### **Operational Risk**

31. Property management has many inherent operational risks including:-

- Vacancies (voids) in the portfolio will reduce average yield. As well as lost rental income on vacant units, the Council could find itself liable for a share of on-going costs which a tenant would normally pay such as empty property rates.
- Disputes with tenants. Common disputes include ongoing maintenance and repair costs of buildings and the ability to recover those costs from tenants.
- Tenant default, and that financing costs could rise.

32. These risks will be mitigated through the quality of the property and tenant. The criteria in table 1 will allocate most funds to the excellent/very good category.



## **Capacity Risk**

Operating a dynamic property investment function calls on a knowledge base and skill set which the Council does not currently have. Although some relevant expertise does exist within the Council, existing workloads and ongoing projects make it unlikely that this could be released at the level required to support this type of commercial activity.

Nevertheless, in order for Bromsgrove to successfully implement its property investment strategy, it will need access to the type and level of expertise that can support robust and timely decision-making. It is likely that this will be best achieved by contracting with external property investment advisors who will do the following:

- Identify potential investment opportunities and evaluate values.
- Carry out necessary due diligence and advice on risks.
- Prepare individual business cases.
- Undertake commercial negotiations.
- Manage Freehold and leasing arrangements.
- Evaluate prospects for rental growth and capital appreciation.

This use of external advisors will need to be carefully and consistently managed by the Executive Director of Finance and Resources.

## **Change of Government Policy Risk**

The Council will use the General Power of Competence to undertake the acquisition and investment strategy. There is a risk that the Government could introduce limits to this power. If this was to happen it would restrict future investment, including business cases in progress but is unlikely to be retrospective.

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### **CABINET**

6<sup>th</sup> September 2017

#### **TREASURY MANAGEMENT – UPDATED BORROWING LIMITS 2017-18 TO 2020/21**

Relevant Portfolio Holder	Councillor Brian Cooper
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering
Wards Affected	All
Ward Councillor Consulted	None specific
Non-Key Decision	

#### **1. SUMMARY OF PROPOSALS**

- 1.1 To present to Members a recommendation to revise the operational and authorised limit for borrowing purposes as included within the Treasury Management Strategy to reflect the potential impact of the acquisitions and investments strategy as presented to this meeting. In addition the report explains the savings resulting from the advance payment of the pension contributions.

#### **2. RECOMMENDATIONS**

- 2.1 The Cabinet is asked to **RECOMMEND** to Full Council:

2.1.1 the Operational Limit for borrowing be increased as follows:-

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Operational Limit brought forward	12.0	20.0	23.0	26.0
Add Pension Advance Payment	6.0	-2.0	-2.0	4.0
Add Acquisitions and Investment Strategy	2.0	5.0	5.0	8.0
Revised Operational Limit for approval	20.0	23.0	26.0	38.0

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**6<sup>th</sup> September 2017**

2.1.2 the Authorised Limit for borrowing be increased as follows:-

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Authorised Limit brought forward	15.0	23.0	26.0	29.0
Add Pension Advance Payment	6.0	-2.0	-2.0	4.0
Add Acquisitions and Investment Strategy	2.0	5.0	5.0	8.0
Revised Authorised Limit for approval	23.0	26.0	29.0	41.0

### **3. KEY ISSUES**

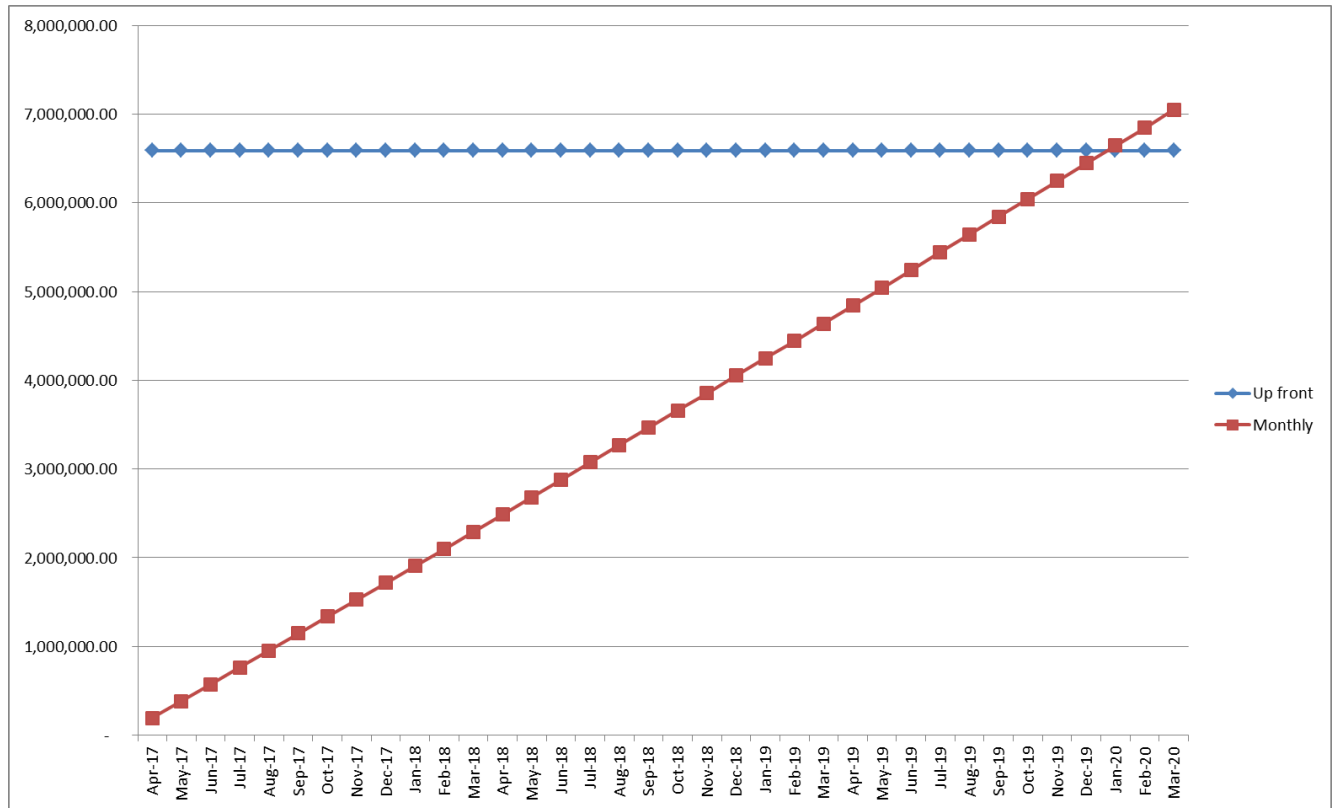
#### **Financial Implications**

#### **Pension Advance payment**

- 3.1 The authorised and operational borrowing limits for 2017/18 were approved by the Council in March 2017 as part of the Treasury Management Strategy Statement and Investment Strategy. The limits can be updated during the financial year if necessary.
- 3.2 The request to increase the borrowing limits in 2017/18 to reflect the potential increase in borrowing as a result of the pension advance payment made in April did not provide the details of the cashflow implications over the three financial years covered by the advance payment. The cashflow implications are presented in the diagram overleaf which show the comparison of an advance payment compared with the monthly payment of the pension obligations.
- 3.3 The table after the diagram shows the savings over the financial years allowing for borrowing costs. The average saving over the three years is £137k (£411k divided by 3). The discount provided by Worcestershire Pension Fund reflects the period of the advance payment so the highest discount is received for year 3 where the payment has been made three years early. The borrowing costs assumes interest rates of 0.25% 2017/18, 0.75% 2018/19 and 1.0% 2019/20. The increased interest cost in 2018/19 reflects the increased assumed interest rate.

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<b><i>Savings from advance payment of Pension Contributions</i></b>	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Discount received for advance payment	91	151	215	457
Cost of borrowing	-13	-23	-10	-46
<b>Net Saving</b>	<b>78</b>	<b>128</b>	<b>205</b>	<b>411</b>

### Acquisition and Investment Strategy

- 3.4 The request for increased borrowing limits are based on the Acquisition and Investment Strategy considered previously on this agenda. The value of the potential investments would be £20m by 2020/21. This is phased over the 4 years at 2.1.1.
- 3.5 The Strategy seeks to combine the economic development and income generation to enhance business growth in Bromsgrove and provide a

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6<sup>th</sup> September 2017

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source of income to help balance the budget. The approach is similar to that of other authorities that are active in this area.

### **Legal Implications**

- 3.9 This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the CLG Guidance.

### **Service/Operational Issues**

- 3.11 The forward funding of the Pension Fund payments has achieved a £411k saving over three years.
- 3.12 The Economic Development Investment Strategy will complement the priority for business growth in Bromsgrove as well as seek income generation to help balance the Council budget.

### **Customer/ Equalities and Diversity**

- 3.6 None as a direct result of this report.

## **4. RISK MANAGEMENT**

- 4.1 Failure to manage the Treasury Management function effectively to ensure the delivery of maximum return within a secure environment. Controls in place to mitigate these risks are as follows:
- Regular monitoring of the status of the organisations we invest with
  - Daily monitoring by internal officers of banking arrangements, borrowing limits and cash flow implications.

### **AUTHOR OF REPORT**

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**CONFIDENTIAL REPORTING CODE (Whistleblowing)**

Relevant Portfolio Holder	Councillor Brian Cooper
Portfolio Holder Consulted	Yes
Relevant Head of Service for Overview and Scrutiny	Jayne Pickering – Executive Director, Finance and Resources
Wards Affected	All wards
Ward Councillor Consulted	No – not at this stage
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

To present to Cabinet the updated Confidential Reporting Code for the Council.

**2. RECOMMENDATIONS**

2.1 That Cabinet approve the Confidential Reporting Code (Whistleblowing).

**3. KEY ISSUES**

3.1 Bromsgrove District Council, like every Local Authority, is committed to the highest possible standards of openness, probity and accountability. In line with that commitment the Council expects workers and others that it deals with, who have serious concerns about any aspect of the Council’s work to come forward and voice those concerns.

3.2 This code makes it clear that workers can do so without fear of victimisation, subsequent discrimination or disadvantage. It is intended to encourage and enable workers to raise concerns or make allegations within the Council rather than overlooking a problem or “blowing the whilst” outside.

3.3 This code is in addition to the Council’s Code of conduct, Local Disciplinary Procedure, Grievance Procedure, Harrassment Policy, Complaints Process and other policies and procedures.

**Legal Implications**

3.4 The Public Interest Disclosure Act 1998, called the “Whistleblowers Act” provies protection for workers who disclose information tht might otherwise be regarded as confidential. The Act provides that employers should not victimise any worker who blows the whilst in one fo the ways set out in the legislation.

**Service/Operational Implications**

3.5 The code will apply to concerns arising from any service undertaken by the Council.

**Customer / Equalities and Diversity Implications**

- 3.6 The code will ensure that an opportunity is available to all members of the community and staff to raise concerns regarding council activities.

**4. RISK MANAGEMENT**

- 4.1 The code ensures the council has a mechanism to address concerns and issues raised relating to service delivery.

**5. APPENDICES**

Appendix 1 – Confidential Report Code (Whistleblowing)

**AUTHORS OF REPORT**

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# **Confidential Reporting Code (Whistleblowing)**

## Confidential Reporting Code

### Contents

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## **Introduction**

This Policy relates to 'Whistleblowing', which is a popular term used when someone who works in or for an organisation raises concern over a possible fraud, crime, danger or other serious risk that could threaten customers, colleagues, the public or the organisations own reputation.

Whistleblowing can alert employers to:

- a danger in the workplace
- fraud in, on or by the organisation
- offering, selling or taking of bribes
- misreporting performance data

By taking such reports seriously, Bromsgrove District Council will be able to:

- deter wrongdoing
- pick up potential problems early
- address the issue
- demonstrate that it is accountable and well managed
- create a culture of openness and honesty
- minimise costs and compensation from accidents, investigations and inspections
- maintain and build on its reputation

This Code of Confidentiality applies to all staff working for the Council, full and part time, temporary and casual and it also covers agency and contractor staff. Reference to workers within this Code covers all of these categories.

Although not covered by the Public Interest Disclosure Act 1998, Members are also encouraged to use this Code to raise concerns to ensure a consistent protocol is applied.

Workers are often the first to realise that there may be something wrong within the Council. However, they may not express their concerns or make allegations because they feel that speaking up would be disloyal to their colleagues or to the Council. They may also fear harassment or victimisation. In these circumstances it may be easier to ignore the concern rather than report what may just be a suspicion of malpractice.

The Council is committed to the highest possible standards of openness, probity and accountability. In line with that commitment we expect workers and others that we deal with, who have serious concerns about any aspect of the Council's work to come forward and voice those concerns.

This Code makes it clear that workers can do so without fear of victimisation, subsequent discrimination or disadvantage. This Code is intended to encourage and enable workers to raise concerns or make allegations within the Council rather than

overlooking a problem or 'blowing the whistle' outside. Anyone responsible for victimising a worker who uses this Code will be subject to disciplinary action.

This Code, when applicable, also applies to suppliers and those providing services under a contract with the Council.

This Code is in addition to the Council's Code of Conduct, Local Disciplinary Procedure, Grievance Procedure, Harassment Policy, Complaints Process and other policies and procedures.

This Code has previously been discussed with the relevant trade unions and has their support.

## **Aims and Scope of the Code**

This Code aims to:

- encourage you to feel confident in raising serious concerns and to question and act upon concerns about practice;
- provide avenues for you to raise those concerns or make allegations and receive feedback on any action taken;
- ensure that you receive a response to your concerns or allegations and that you are aware of how to pursue them if you are not satisfied;
- reassure you that you will be protected from possible reprisals or victimisation if you have a reasonable belief that you have made any disclosure in good faith.

This Code is not intended to cover concerns that can be progressed under existing Human Resource procedures. There are existing procedures in place for workers to legitimately complain about harassment, violence and aggression, discrimination and instances where they feel they have a grievance. The Confidential Reporting Code is intended to cover concerns or allegations that fall outside the scope of other procedures. These concerns or allegations include:

- conduct which is an offence or a breach of law;
- disclosures related to miscarriages of justice;
- health and safety risks, including risks to the public as well as other workers;
- damage to the working environment;
- the unauthorised use of public funds;
- misappropriation of money, materials and equipment, or other irregularities;
- possible fraud and corruption;
- sexual or physical abuse of clients; or
- other unethical conduct.

The above does not represent an exhaustive list of areas covered by this Code.

Any serious concern that you have about any aspect of service provision or the conduct of officers or Members of the Council or others acting on behalf of the Council can be reported, together with any allegations that you may wish to make, under the Code. This may be about something that:

- makes you feel uncomfortable in terms of known standards, your experience, or the standards that you believe the Council subscribes to;
- is against the Council's Financial Standing Orders, Financial Regulations, Contracts Procedure Rules or general procurement procedures;
- falls below established standards of practice; or
- amounts to improper conduct.

This Code does not replace the Corporate Complaints Procedure.

## **The Public Interest Disclosure Act 1998**

The Public Interest Disclosure Act 1998, called the "Whistleblowers Act" provides protection for workers who disclose information that might otherwise be regarded as confidential. The Act provides that employers should not victimise any worker who blows the whistle in one of the ways set out in the legislation.

The Act makes it clear that where the nature of such a disclosure falls into one of six categories detailed below and the manner of the disclosure is one permitted by the Act; workers will have protection in law from detrimental action by the employer. The six categories are:

1. a criminal offence has been, is being, or is about to be committed;
2. the employer is failing to comply with legal obligations;
3. a miscarriage of justice has happened or is likely to happen;
4. an individual's health and safety is being jeopardised;
5. the environment is, or is likely to be damaged; or
6. information falling into one of the above categories which has been, is being or is likely to be, deliberately concealed.

A worker does not have to show that, for example, a criminal offence has been committed. He or she has to have a reasonable belief that this is the case. It will be for an employment tribunal to decide whether or not such a belief was reasonable.

The Act gives protection to workers who make disclosures to specified persons in various circumstances. Protection applies where a disclosure is made:

- to the employer or to another responsible person provided the worker acts in good faith;
- in the course of obtaining legal advice; or
- to a person or body prescribed by the Secretary of State, provided the worker acts in good faith and reasonably believes the information falls within the potentially protected categories and is substantially true.

The Act also gives protection to workers who make "external" disclosures to persons other than listed above. Workers however will only be protected under this general category if they have previously disclosed the matter to the employer or a prescribed body or have not done so because they reasonably believe they would have been victimised or evidence would have been concealed or destroyed. They must also:

- make the disclosure in good faith;

- reasonably believe that the information, and any associated allegation, are substantially true;
- not act for personal gain; and
- act reasonably.

In deciding whether a worker has acted reasonably, all the circumstances will be taken into account but in particular:

- the identity of the person to whom the disclosure is made;
- the seriousness of the relevant offence;
- whether the offence is continuing or is likely to occur in the future;
- whether the disclosure is made in breach of a duty of confidentiality owed by the employer to any other person;
- any action the employer or prescribed person might reasonably be expected to take as a result of a previous disclosure; and
- whether in making the disclosure to the employer the worker complied with any procedure approved by the employer.

In disclosing “exceptionally serious” breaches, i.e. where the subject of the disclosure is sufficiently serious to disclose it to persons other than detailed in paragraph 3.3, the worker will be protected as long as:

- the disclosure is made in good faith;
- the worker believes that the information disclosed and any associated allegation are substantially true;
- the disclosure is not made for personal gain;
- the matter disclosed is of an exceptionally serious nature; and
- in all the circumstances it is reasonable for the worker to make the disclosure.

## **Safeguards**

### **a) Harassment or Victimisation of Workers**

The Council is committed to good practice and high standards and wants to be supportive of workers.

The Council recognises that the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for the malpractice. The Council will not tolerate any harassment or victimisation (including informal pressures), and will take appropriate action, including the application of the Disciplinary Procedure, to protect a worker who raises a concern or makes an allegation in good faith.

In accordance with the Public Interest Disclosure Act 1998 a worker cannot be dismissed or selected for redundancy as a result of making a disclosure. In addition an employer cannot withhold a pay rise, object to a promotion or not give training.

This does not mean that if you are already the subject of disciplinary or redundancy procedures, that those procedures will be halted as a result of Whistleblowing.

## **b) Confidentiality**

All concerns will be treated in confidence and every effort will be made not to reveal your identity if you so wish.

At appropriate times, however, you may need to come forward as a witness. If whistleblowers are required to give evidence in criminal or disciplinary proceedings, the Council will arrange for them to receive advice and support.

## **c) Anonymous Allegations**

This Code encourages you to put your name to your allegation. Concerns expressed anonymously are much less powerful but will be considered at the discretion of the Council.

In exercising this discretion the factors to be taken into account would include the:

- seriousness of the issues raised;
- credibility of the concern or allegation; and
- likelihood of confirming them from attributable sources.

## **d) Rights and Responsibilities of Workers**

All workers are required to report any issue of concern regarding the provision of services or management of those services. In the majority of cases, this will be done through the usual line management channels.

Workers are expected to report concerns as soon they arise and avoid any unnecessary delay in doing so.

Other than raising concerns in good faith, workers are not required to 'prove' the truth of any allegation. However, a complainant will need to demonstrate that there are reasonable grounds for the concern, and will be expected to co-operate with any investigation that takes place.

When any meeting or interview is arranged, workers may, if they so wish, be accompanied by a trade union official or a workplace colleague.

## **e) Untrue Allegations**

If you make an allegation in good faith, but it is not confirmed by the investigation, no action will be taken against you. However, if you make malicious or vexatious allegations, disciplinary action may be taken against you.

## **How to Raise a Concern**

As a first step, you should normally raise concerns with your immediate line manager or their superior. This depends, however, on the seriousness and sensitivity of the issues involved and who is thought to be involved in the malpractice. If you have any concerns about raising the issue with your line manager then you should initially approach:

- The Corporate Anti Fraud Team

Alternatively, you can approach:

- The Chief Executive;
- Section 151 Officer (Executive Director of Finance and Resources);
- Monitoring Officer (Head of Legal, Equality and Democratic Services);
- Internal Audit Section;

who will liaise with the Corporate Anti-Fraud Team as necessary.

Where concerns are raised with Line Management, Managers can get help or can refer such concerns to the Corporate Anti-Fraud Team. Managers should:

- listen carefully
- avoid pre-judging
- consider whether it is a Whistleblowing concern
- consider how serious and urgent the risk is
- consider whether it needs referring the Corporate Anti-Fraud Team for further investigation.
- Establish if the employee is anxious about reprisals
- Establish where the concern first arose and, where relevant, what is prompting the decision to speak up now
- Whether the information is first hand or hearsay
- Whether confidentiality is sought
- Is there is anything else relevant that the employee should mention?

These issues are guidance and should not be seen as a definitive list. However the Line Manager should not investigate the concern themselves unless it can be treated as information that could improve system weaknesses or practical procedures and can be resolved easily. If this is the case, the employee should be informed.

Where confidentiality has been requested, this should be respected. Where the concern needs to be referred to the Corporate Anti-Fraud Team, this should be done without undue delay. Additionally, the employee should be asked whether he/she wants to be in direct contact with the Corporate Anti-Fraud Team or would rather that communication is done through another designated officer or the internal hotline.

Where specific enquiries need to be made in an area in which the whistleblower works, they should be forewarned so that he/she is prepared to answer questions along with everyone else.

Concerns or allegations may be raised verbally or in writing. Staff who wish to make a written report are invited to use either the form held in the Corporate Anti-Fraud Team area (within Financial Services) on the intranet or using the online referral form on the Bromsgrove District Council website (Fraud area within 'Business' tab) providing:

- the background and history of the concern (giving relevant dates); and
- the reason why you are particularly concerned about the situation.

The earlier you express the concern, the easier it is to take action.



Although you are not expected to prove the truth of your concern or allegation, you will need to demonstrate to the person contacted that there are reasonable grounds for your concern or allegation.

You may invite your trade union representative, professional association representative or a friend to be present during any meetings or interviews in connection with the concerns you have raised or allegations that you have made.

Workers can obtain advice and guidance on how matters of concern may be pursued from:

- The Corporate Anti-Fraud Team
- Monitoring Officer (Head of Legal and Democratic Services);
- The Human Resources and Organisational Development section.

The Council has also introduced a telephone line for workers to report concerns. There are two options for workers:

- If you want to remain anonymous when reporting a concern, use the full external number 01527 881221; or
- If you are comfortable with your identify being known, use the short internal number on extension 1221

All calls go direct to the Council's Corporate Anti-Fraud Team for action.

## **How the Council Will Respond**

The action taken by the Council will depend on the nature of the concern. The matters raised may:

- be investigated internally;
- be referred to the Police;
- be referred to the Council's external auditor; or
- form the subject of an independent enquiry.

In order to protect individuals, the Council and those accused of misdeed or possible malpractice, initial enquiries will be made to decide whether an investigation is appropriate and, if so, what form it should take. The overriding principle that the Council will have in mind is the public interest. Concerns or allegations which fall within the scope of specific procedures will normally be referred for consideration under those procedures.

Some concerns or allegations may be resolved by agreed action without the need for investigation. If urgent action is required this will be taken before any investigation is conducted.

Once a concern or allegation has been received, the Council will write to you:

- acknowledging that the concern has been received;
- indicating how it proposes to deal with the matter;

- giving an estimate of how long it will take to provide a final response; and
- inform you whether any initial enquiries have been made and whether or not further investigations will take place.

The amount of contact between the officers considering the issues and you will depend on the nature of the matters raised, the potential difficulties involved and the clarity of the information provided. If necessary, the Council will seek further information from you.

Where any meeting is arranged, off-site if you so wish, you can be accompanied by a trade union or professional association representative or a friend.

The Council will take steps to minimise any difficulties that you may experience as a result of raising a concern. For instance, if you are required to give evidence in criminal or disciplinary proceedings, the Council will arrange for you to receive advice about the procedure.

The persons investigating the concerns will produce a written report that:

- outlines the concern / allegation;
- details the investigation process;
- gives the outcome of the investigation; and
- details recommendations where appropriate.

The Council accepts that the worker needs to be assured that the matter has been properly addressed. Thus, subject to legal constraints, they will be informed of the outcome of any investigation.

If the person who expressed the concern is not satisfied with the outcome then they have the right to take matters further as detailed below in Section 8.

Investigations will not discriminate or condone unacceptable behaviour, in relation to race, colour, nationality, national or ethnic origin, sexual orientation, gender, gender re-assignment, religion, age, disability, income group, marital status or geographical location.

## **The Responsible Officer**

The Council's Monitoring Officer (Head of Legal, Equality and Democratic Services) has overall responsibility for the maintenance and operation of this Code. The Head of Legal, Equality and Democratic Services will report as necessary on the operation of the Code, but not on individual cases, to the Council's Audit Board.

## **How the Matter Can Be Taken Further**

This Code is intended to provide you with an avenue to raise concerns within the Council and the Council hopes you will be satisfied. If you are not, and if you feel it is right to take the matter outside the Council, the list below shows possible contact points:

- The Council's External Auditor.

- Audit Commission (Public Interest Disclosure Line 0845 052 2646).
- Trade Unions;
- Professional Bodies; or
- Police.

If a worker is unsure whether or how to raise a concern or wants confidential and independent advice, contact can be made with the independent charity “Public Concern at Work”:

Public Concern at Work  
Suite 301  
16 Baldwins Gardens  
London  
EC1N 7RJ

Telephone (general enquiries and helpline): 020 7404 6609  
Fax: 020 7404 6576

E-mail: [helpline@pcaw.co.uk](mailto:helpline@pcaw.co.uk).

Their lawyers can provide free confidential advice on how to raise a concern about serious malpractice at work.

If concerns are raised through Trade Unions or Professional Bodies then it is expected that the Trade Union / Professional Body representative will act in accordance with this Code and with the Public Interest Disclosure Act 1998 with regard to the information disclosed. Such a disclosure made by a worker will not be treated as grounds for disciplinary action.

If workers do take the matter outside the Council, you should take into consideration the requirements in relation to the disclosure of confidential information as set out in this Code. Additionally, workers should be aware of the relevant Acts when reporting concerns, specifically:

- Public Interest Disclosure Act 1998.
- Human Rights Act 1998.
- Data Protection 1998.
- Fraud Act 2006
- Regulation of Investigatory Powers Act 2000 (RIPA)

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### Cabinet

6th September 2017

### Human Resources & Organisational Development Strategy

Relevant Portfolio Holder	Cllr Denaro
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole – Head of Transformation & Organisational Development
Ward(s) Affected	N/A
Ward Councillor(s) Consulted	N/A

#### **Introduction**

Employees of Bromsgrove District Council are our most valuable asset. Human Resources (HR) Management and Organisation Development (OD) makes a key contribution towards the strategic direction of the Council, Council Plan and Council Approach.

This HR and OD strategy sets out the approach that Bromsgrove District Council is going to take to ensure that we have employees with the right skills, in the right place, at the right time to enable the organisation to deliver our Strategic Purposes. To enable the authority to move forward and to continue to deliver services in the most effective way, it is essential that we continue to review and develop the way the organisation operates. This includes:

- ensuring that we have an appropriate organisation culture (“the way we do things around here”);
- better use of resources aligned to business needs;
- shared services structures which facilitate more flexible working;
- all underpinned by a focus on the wellbeing of our employees.

This corporate strategy should be read in conjunction with the Council Plan.

#### **1. SUMMARY OF PROPOSALS**

- 1.1.1 To agree for recommendation to Council the new Human Resources Organisational Development Strategy.

#### **2. RECOMMENDATIONS**

Executive is requested to **RECOMMEND** to Council

**That the Human Resources & Organisational Development Policy attached at Appendix 1 be approved and adopted.**

#### **3. KEY ISSUES**

##### Financial Implications

- 3.1 There are no direct financial implications arising from this report; however, having a robust Human Resources Organisational Development Strategy will help the Council to understand and ensure we have a workforce with the right skills, in the right place, at the right time to enable the organisation to deliver its strategic purposes

**Legal Implications**

- 3.2 There are no Legal Implications arising from this report

**Service / Operational Implications**

- 3.3 The strategy is a corporate strategy and therefore will support all parts of the Council to move forward and continue to deliver services in the most effective way, ensuring resources are aligned to business need both now and in the future.
- 3.4 The strategy has been seen and commented upon by the Trade Unions who are supportive of its contents.

**Customer / Equalities and Diversity Implications**

- 3.5 Indirectly the Human Resources & Organisational Development Strategy will have a positive impact on our customers, resources will be aligned to business need and the skills of our workforces will continue to be aligned to the changes needs of the business.

**4. RISK MANAGEMENT**

- 4.1 There are no risk management implications arising directly from this report.

**5. APPENDICES**

Appendix 1 - Human Resources & Organisational Development Strategy

**AUTHOR OF REPORT**

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## Bromsgrove District Council

### Human Resources and Organisation Development Strategy

#### 1 Introduction

Employees of Bromsgrove District Council are our most valuable asset. Human Resources (HR) Management and Organisation Development (OD) makes a key contribution towards the strategic direction of the Council, Council Plan and Council Approach.

This HR and OD strategy sets out the approach that Bromsgrove District Council is going to take to ensure that we have employees with the right skills, in the right place, at the right time to enable the organisation to deliver our Strategic Purposes. To enable the authority to move forward and to continue to deliver services in the most effective way, it is essential that we continue to review and develop the way the organisation operates. This includes:

- ensuring that we have an appropriate organisation culture (“the way we do things around here”);
- better use of resources aligned to business needs;
- shared services structures which facilitate more flexible working;
- underpinned by a focus on the wellbeing of our employees.

This corporate strategy should be read in conjunction with the Council Plan.

The role of Human Resources and Organisation Development (HR and OD) is to provide professional support and leadership around delivery of its component parts. It is recognised that ultimately line managers are responsible for the competence, performance, development and health and wellbeing of their employees.

HR and OD are pivotal in enabling the delivery of Strategic Purposes and developing the organisation to meet the needs of our customers. Working in partnership with strategic and operational management the HR and OD team can support the effective use of employee resources now and for the future. At a strategic level, by understanding the links between organisational success and the role that employees play, HR and OD can help improve performance. At an operational level the HR and OD team supports successful delivery of services by providing advice, information and guidance that is both practical and user friendly, to both employees and managers.

Building and maintaining good employee relationships through collaborative working with Trade Unions and other partners is essential for organisational effectiveness and the delivery of this strategy.

Underpinning many of the elements of this HR and OD strategy is a requirement for excellent communication throughout the organisation. Without this we are unlikely to achieve our aim of moving forward and being able to deliver our strategic purposes. To attain excellent communication we need to have in place:

- Communication that is open, honest, direct and all-encompassing.
- Employees who are encouraged to speak out about what is important to them and managers who actively listen without judgement.
- Communication channels that work for individuals as well as for the organisation and encourage employee participation.

Fundamental to achieving this it is that the organisation works in conjunction with the Communications Team to bring about the necessary changes.

We are committed to equality and value diversity within our workforce, including direct employees and volunteers. We aim to embed these commitments in our policies, procedures and working practices, and in all our relationships whether with colleagues, service users, communities or partner organisations. We will help our employees to understand and accept their personal responsibility, to recognise and value differences and the contribution that each person makes to the way we deliver our services.

We do not tolerate discrimination, nor do we tolerate either direct or indirect behaviours that are intended to bully, harass, isolate or victimise others for reasons connected to individual differences. We strive to ensure that no one will receive less favourable treatment and everyone will be given the opportunity to grow and flourish.

## **1.1 Our Approach**

The Council Plan states that our approach is to:

“... lead the way for the future of reshaped public services, enriching the lives of our citizens by providing high quality services to all, as well as radically improving outcomes for those most in need, by removing barriers and solving their underlying problems.

We will meet our challenging goals by designing all of our services from a customer perspective accepting that they differ from area to area, community to community. This approach will enable us to work with partners and towards organisational change. This includes posing questions around whether we are the right people to do what we determine is necessary.

We will treat our workforce fairly, with respect and honesty, engaging their passion and talent and growing leaders.”

## **1.2 Strategic Purposes**

The council has six outward facing Strategic Purposes. These are:

- Provide good things for me to do, see, visit
- Keep my place safe and looking good
- Help me run a successful business
- Help me (back) to be financially independent
- Help me live my life independently
- Help me find somewhere to live in my locality

These purposes drive what services we deliver to our customers. There is also one internal Strategic Purpose for enabling services which is:

- Enable others to work / do what they need to do (to meet their Purpose)

## 1.3 Corporate Principles

The Council Plan contains eight principles which underpin the work that we do going forward to deliver our Strategic Purposes. These are:

1. Design all our services from the customer's perspective to ensure we respond to the needs of our communities;
2. Help people to help themselves where appropriate;
3. Be corporately responsible by ensuring we meet our ethical, environmental and social responsibilities, and that services support our communities to develop;
4. Constantly innovate, to make the best use of our resources to ensure we deliver efficient, quality services and eliminate waste;
5. Make decisions and provide challenge based on data, evidence and learning;
6. Use the Council's unique position in the community to encourage and support change amongst partners and other agencies;
7. Put the customer at the heart of what we do, treating people and issues fairly, with respect and honesty;
8. Identify the best way to work, to satisfy customers' needs, by pushing departmental and organisational boundaries.

Together these principles form the basis of the organisational culture or "how we do business around here", and will impact on the styles of leadership and management adopted by the council.

## 2 HR and OD Strategy Framework

The HR and OD strategy is structured around the following framework:

- Leadership and Management Development
- HR Policies and Strategies
- Recruitment, Retention and Workforce Planning
- Reward and Recognition
- Health, Safety and Wellbeing
- Performance Management
- Skills Development
- Employee Relations

- Employee Engagement

## 2.1 Leadership and Management Development

Effective Leadership and Management are strongly valued and recognised as essential to all aspects of the Councils' success. Particularly in terms of enabling clear leadership and direction to take the council forward and to fully engage and support employees. It is therefore critical to the organisations' success that we:

- Enhance the leadership and management capability and skills to develop management styles which enable the organisation to meet the challenges ahead.
- Leaders and managers understand and fulfil their roles in enabling their departments to deliver successful outcomes.
- Fully embrace systems thinking principles and strengthen our managers' skills in this area.
- Strengthen systemic leadership capability to be able to respond to change in an agile and flexible way.
- Facilitate a collaborative, fair and transparent workplace culture where employees are actively engaged and work as one team across directorates and between authorities to deliver Strategic Purposes.
- Support managers to actively manage their teams and employees, taking responsibility and accountability for their role as managers, whilst ensuring that the contribution of employees is valued and appreciated.
- Ensure that there are mechanisms which a) allow employees to try new ways of working without fear of failure and b) encourage creativity in service delivery.

It is essential that the leadership style employed by the authority creates an environment in which managers are able to manage in the new way, supporting employee and encouraging them to try new things.

## 2.2 HR Policies and Strategies

Policies and strategies are essential to ensure that as an organisation we support and manage employees in a way that is fair, compliant and flexible to meet the needs of the business. To enable this to happen it is important to review policies and strategies to ensure that they are appropriate and necessary going forward.

It is important that these HR policies and strategies support the culture we want to develop and that our employees and managers have the required behaviours and skills to implement them.

## 2.3 Recruitment, Retention and Workforce Planning

Key to the success of the Council is ensuring that we recruit the right employees, with the right knowledge, skills and attitude to deliver excellent customer care and services to meet the needs of our customers. It is also crucial to plan for the future and retain employees with key skills and knowledge, whilst ensuring that these skills and knowledge are transferred to other employees. To enable us to do this we need to:

- Ensure that our recruitment processes enable us to attract, engage and retain a talented and motivated workforce that is responsive to change.
- Support our employees to fulfil their potential, and ensure that they possess the right skills to meet future needs through access to effective learning and development.
- Undertake succession and workforce planning to predict potential skills gaps, develop and improve the way we work and how we develop our ability to identify the right people, at the right cost with the right skills both for now and the future.

## 2.4 Reward and Recognition

Reward and recognition is a key issue for both employees and the Council if we are to attract high calibre candidates and motivate employees to deliver sustained high performance. We will work to ensure that we:

- Appreciate and value employees' contributions and achievements, recognising and celebrating successes.
- Continue to ensure our pay processes are fair and equitable across the organisation.
- Review National Terms and Conditions as appropriate in partnership with Trade Union Representatives and develop approaches to reward and recognition which are reflective of where we are going as a business.
- Actively pursue opportunities to provide benefits to employees that allow their salaries to stretch further by the means of a range of enhanced non-pay benefits while recognising the impact of the current economic climate.
- Promote the benefits of working in Local Government.

## 2.4 Health, Safety and Wellbeing

As an ethical employer, we will continue to provide a safe and healthy working environment that promotes employee well-being. This has the additional benefit of delivering increased job satisfaction, improved morale, employee retention, increased performance and reduced cost of employee absence. We will build on our current health and wellbeing activities by:

- Enhancing the opportunity, where possible, for employees to achieve appropriate work life balance.
- Reviewing relevant policies and processes to support employee wellbeing.
- Promote and deliver appropriate mental wellbeing support to employees. We will do this by using the most current thinking or schemes available to us such as the Five Ways to Wellbeing.
- Regularly monitoring the wellbeing of our employees.
- Continuing to participate in national and local wellbeing initiatives which benefit the wellbeing of our employees

## 2.5 Performance Management

It is essential that leaders and managers provide a clear sense of direction and purpose at both an organisational and employee level to ensure that employees understand what is expected of them.

It is then critical that performance management is in place as a means of gauging how the organisation is delivering against the strategic purposes at an individual level. As such it is essential and integral to ensuring service delivery. To enable this to happen we will have an agreed approach to short-term and longer-term performance management.

## 2.6 Skills Development

In order to deliver customer-focussed services both now and in the future, it is important to develop our employees to ensure that they have the skills, knowledge and experience needed. With this in mind it is essential that, with the on-going pressure on budgets and the need to work more flexibly, we find more creative ways to meet the demand for training and development. To achieve this we will:

- Identify current skills and the skills required for the future.
- Ensure that roles and skills are reviewed on a regular basis.
- Put in place flexible and robust training and development plans.
- Look at more sustainable models of training and development going forward.

## 2.7 Employee Relations

Employee Relations focuses on both individual and collective relationships in the workplace, with an increasing emphasis on helping line managers establish trust-based relationships with employees. Positive employee relations, with high levels of employee involvement, commitment and engagement will help improve the effective delivery of our Strategic Purposes as well as contributing to employees' wellbeing and levels of satisfaction.

In changing times we need to increase the focus on the individual relationships within the organisation. This is because organisational success is becoming increasingly dependent on delivery by employees. This focus is in addition to supporting the relationship that we have with the Trade Unions, and the benefits that this brings to successful employee relations. This will have implications for both HR and OD and for managers.

Skills will now be required within the organisation to carry out consultation and data collection, interpret employee attitudes, spotting early signs of conflict and reaching an early resolution of differences. Managers will need technical and softer skills to be the effective people managers essential to a successful employment relationship. By developing such skills in our managers, we will create greater levels of confidence and competence, enabling them to build a positive employee relations climate to enhance business performance.

The current positive relations with the Trade Unions remain a cornerstone of our employee relations approach and we will continue to work in partnership with the unions as we move the organisation forward.

As a result of the increased focus on individual relationships, employee engagement has become a key part of the employment relationship.

## 2.8 Employee Engagement

Employee engagement is important as it has a direct impact on the level of discretionary effort that employees are willing to put into their work. It is generally defined as an employee's willingness to go the extra mile, the extent to which they feel valued and the passion they have for their work.

The more our employees feel engaged, the more discretionary effort they will apply and the better their performance will be. This is particularly important giving the changing nature of the local government environment as budgetary restrictions and efficiencies require us to work in a more business-focused manner. Employees will be operating in a different environment which will therefore require them carry out their role in different ways which may require different skills, mind sets and behaviours. We therefore need to:

- Understand the thoughts and feelings of our employees.
- Ensure that there are appropriate mechanisms that are open and accessible to all employees.

- Share findings with employees and take action where appropriate.

### **3 Summary**

The successful delivery of the HR and OD strategy is reliant upon the commitment and engagement corporately of all employees and managers. Whilst all elements of the strategy are important, the order and timescales for moving them forward will vary depending on the needs of the business, and the impact of other changes, internal and external, to the council. The HR and OD Team will help to support and drive through organisational change whilst working collaboratively with Service Areas to bring about the best outcomes for the organisation and for our customers.

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**CABINET**

12<sup>th</sup> July 2017

**Finance Monitoring Quarter 1 2017/18**

<b>Relevant Portfolio Holder</b>	Councillor Brian Cooper
<b>Portfolio Holder Consulted</b>	Yes
<b>Relevant Head of Service</b>	Jayne Pickering
<b>Wards Affected</b>	All Wards
<b>Ward Councillor Consulted</b>	N/A
<b>Non Key Decision</b>	

**1. Purpose and Summary**

To report to Cabinet on the Council's financial position for Revenue and Capital for the Financial Year April – June 2017 (Quarter1 2017-18).

**2. Recommendations**

**The Cabinet is asked to**

**RESOLVE that**

- 2.1 That Cabinet note the current financial positions for the quarter April – June 2017 as detailed in the report.

**RECOMMEND to Council**

- 2.2 That the 2017-18 Capital Programme is increased by £414k to include Section 106 Projects as included in Appendix 3

**3. Revenue budgets**

- 3.1 This report provides details of the financial information across the Council. The aim is to ensure officers and members have relevant information to consider the overall financial position of the Council. The report reflects the finances across the Strategic Purposes to enable Members to be aware of the level of funding attributed to these areas and how this compares to budget. The summary at 3.4 shows the financial position for revenue funding for the period April – June 2017. A year end forecast is not presented for the first quarter as this commences from Quarter 2 to ensure budget holders can assess the financial position of their service areas with as much information as possible.

- 3.2 Financial reports are sent to budget holders on a monthly basis and a detailed review is undertaken with financial support to ensure that all issues are considered and significant savings or cost

**CABINET**

12<sup>th</sup> July 2017

pressures addressed. This report aims to focus on the key variances to budgets to ensure a focus is undertaken during the year on areas where there are significant savings or additional costs.

- 3.3 As Members are aware officers have recognised that there were savings in 2016/17 that had not been forecast in previous reports. As part of the monitoring during 2017/18 budget holders and Heads of Service are working with the finance team and portfolio holders to improve the quality of the future forecasting.
- 3.4 The table below shows the original budget as agreed by Council in February 2017. The original budget of £11.112m as approved is adusted in the table below to reflect capital charges and interest of £2.3m offset by transfers of reserves of £67k. in addition the Latest Budget which includes any transfers to/from reserves in the first quarter of £179k.

**Revenue Budget summary**  
**Financial Year 2017/18 – Overall Council**

Please note figures have been rounded

Strategic Purpose	Original Budget 2017/18 £'000	Latest budget 2017/18 £'000	Budget to date April – June 2017/18 £'000	Actuals to date April – June 2017/18 £'000	Variance to date April – June 2017/18 £'000
Keep my place safe and looking good	4,955	5,056	369	328	-41
Help me run a successful business	-593	-593	8	23	15
Help me be financially independent	245	245	102	104	2
Help me to live my life independently	573	573	-170	-171	-1
Help me find somewhere to live in my locality	1,099	1,123	200	174	-26
Provide Good things for me to see, do and visit	1,537	1,580	265	261	-4
Enable others to work/do what they need to do (to meet their purpose)	5,693	5,705	2,140	2,217	77
<b>Total</b>	<b>13,511</b>	<b>13,690</b>	<b>2,914</b>	<b>2,962</b>	<b>22</b>
Corporate Financing	-13,511	-13,690	-2,557	-2,551	5
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>357</b>	<b>411</b>	<b>27</b>

**Financial Commentary:**

**Keep my place safe and looking good**

These budgets include those relating mainly to environmental services, planning, lifeline, CCTV and other activities to deliver against the purpose to ensuring an area is a safe and attractive place for the community.

The variance in the first quarter of **£41k** is due to the following variances:

- Shortfall in income from Building control of **£30k**. Building control operates in an increasingly competitive marketplace and whilst all opportunities are explored it is clear that the number of competitors is rising. Unlike its competitors, LA Building control is required by law to operate solely on a cost neutral basis and its performance and charging regimes are publically accountable. The application-specific fees charged in the face of strong competition, and therefore the income received, accords with this requirement. In addition complications have arisen, with regard to undertaking consultancy work for other authorities and offering additional services, in being unable to obtain requisite levels of professional indemnity insurance. This is currently curtailing some of these activities but it is hoped the situation can be resolved in due course.. This is mainly due to lower fee generating applications being received.
- Shortfall in planning application income of **£70k**. The income budget is scheduled to be received on a quarterly basis as it would be difficult to predict the application fees that are due in a period. It is anticipated that the income will increase in to September
- These shortfalls are offset by vacancies across all services within the strategic purpose of **£55k**. This saving will be drawn down to meet agreed efficiency savings as part of the medium term financial plan.
- In addition there is additional income that has been generated of **£36k**. This income will contribute towards the income levels identified in the efficiency plan.
- Further savings on Repairs and Maintenance of vehicles of **£30k** and other general supplies have resulted in an overall saving to the budget.

**Help me run a successful business**

The budgets within the strategic purpose include economic development, car parking, all licenses and costs associated with the town and other centres within the District.

There are no major variances to report in the first quarter.

**Help me be financially independent**

The strategic purpose includes all costs relating to the support of benefits and the administration and delivery of Council Tax services in the District

There are no major variances to report in the first quarter. Officers are currently reviewing the monitoring of benefits income to ensure an informed financial position can be reported prior to year end.

**Help me to live my life independently**

There are a number of budgets relating to the delivery of the strategic purpose including ; Lifeline, Community Transport of Disabled facilities grants.

Over £230k has been received from Lifeline customers to reflect the annual budget . Additional income will be realised should further users take up the service.

There is an available budget of £563k to support Disabled Facility Grants which are monitored through the capital programme as included in this report. There are no significant variances to date within the revenue funding required.

**Help me find somewhere to live in my locality**

The costs associated with homeless prevention , housing strategy and land charges are all included in the strategic purpose.

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The majority of the budgets do not have any significant variances however there is an increase of **£9k** on search fees.

**Provide Good things for me to see, do and visit**

The majority of budgets within this purpose relate to Leisure and culture services.

There are no major variances to report in the first quarter.

**Enable others to work/do what they need to do (to meet their purpose)**

All support services and corporate overheads are held within the enabling purpose. These include; IT, HR , Finance, Management team and other support costs.

There are efficiency savings target to meet within enabling services which will be met by offsetting savings when realised going into quarter 2 and 3. There is a small underspend to date within ICT on software licences. The efficiency savings are **£90k** for the first quarter. As can be seen in the details of the savings and additional income above this will offset partially the efficiency saving required.

**Corporate Financing**

There is a saving realised already of **£27k** due to paying the pensions costs in advance. There are no significant variances to report for this quarter and officers are currently reviewing the process to identify the most appropriate method for monitoring capital financing and business rate information.

**4. Efficiency Plan**

4.1 The efficiency plan was presented to Council in October 2016. The table below details the savings proposed for 2017/18 as identified in the plan with comments on delivery for the first quarter.

<u>Area</u>	<u>Cost reduction / Additional income growth/ Alternative Service Delivery</u>	<u>2017/18</u>	<u>Qtr 1 Comments</u>
		<b>£'000</b>	
Leisure Services	Additional income from the redeveloped Leisure Centre	106	New provider recently appointed. Additional income not included until redeveloped site open in October 2017 therefore the efficiency plan did not include any income for this period
Cross Organisational	Alternative Models of Service Delivery - Reviewing the provision of services with the aim to redesign and work with other partners to deliver savings	140	Ongoing work with commercial groups to identify savings that are achievable in 2017/18.
Customer Access & Financial Support	Improved efficiencies by moving to a new system for Revenues and Benefits	80	Savings delivered as part of service review and new system implementation
Cross Organisational	Increases in income and growth ( including compliance in relation to Council Tax)	75	Agreement made with County to fund resource to enable further work to be undertaken on compliance - over £20k

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			additional income identified to date to meet efficiency plan
Cross Organisational	Organisational Management Review	135	Service reviews approved to include savings on 4 <sup>th</sup> tier posts. These will be delivered from quarter 3
Cross Organisational	Reduce waste in system	90	Identification of financial value of efficiencies being undertaken to report in quarter 2
Cross Organisational	Reset budget from baseline of 2015/16	50	Identification of financial value of resetting the baseline being undertaken to report in quarter 2
Additional Business Rate Growth	Based on assumptions of additional growth from sites across the District – regeneration of the town centre	50	Analysis of new business rate income being undertaken
<b>TOTAL 2017/18</b>		<b>726</b>	

**Risks of delivery**

4.2 There are a number of savings/ efficiencies that will be identified as part of the current work on analysing the 2016/17 outturn position. Heads of Service are working with the Directors as the strategic purpose leads to undertake a detailed review of all cost heads to understand the cost recovery on all areas and the nature of the savings from 2016/17 to enable these to be given up for 2017/18 to meet the efficiency plan targets. In addition savings from vacancies are to be released from individual service budgets and used to offset the savings plans for 2017/18.

**5. Cash Management / Borrowing**

5.1 The financial position in relation to borrowing at the start of the financial year and the expected end of year positions is shown in the table below. This shows the borrowing position at the end of quarter 1.

<b>Date</b>	<b>£m</b>	<b>Position</b>
As at 31 <sup>st</sup> March 2017 (Actual)	3.1	Borrowing
As at 30 <sup>th</sup> June 2017	12.0	Borrowing
As at 31 <sup>st</sup> March 2018 (Forecast)	14.0	Borrowing

**6. Interest and Investments**

6.1 An interest payable budget has been set of £54k for 2017/18 due to expenditure relating to current capital projects.

6.2 At 30<sup>th</sup> June 2017 there were no short term investments held.

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**7. Capital Budgets**

**Capital Budget summary  
Financial Year 2017/18 – Overall Council**

**7.1**

Please note figures have been rounded

Strategic Purpose	Original Budget £'000	Budget to date £'000	Actuals to date £'000	Variance to date £'000
<b>Keep my place safe and looking good</b>	2,283	928	915	-13
<b>Help me be financially independent</b>	6	1	0	-1
<b>Help me to live my life independently</b>	932	233	240	7
<b>Provide Good things for me to see, do and visit</b>	5,607	1,508	1,283	-225
<b>Enable others to work/do what they need to do (to meet their purpose)</b>	135	33	5	-27
<b>Totals</b>	<b>8,963</b>	<b>2,703</b>	<b>2,443</b>	<b>-260</b>

**Finance commentary:**

**Keep my place safe and looking good**

Projects are under way however the fleet replacements budget will be spent towards the later end of the 2017.

**Help me be financially independent**

There has been little activity on the remainder of the energy efficiency budget but it is expected it will be fully spent in 2017/18.

**Help me to live my life independently**

In this first quarter the projects are in progress and there are no significant variances.

**Provide Good things for me to see, do and visit**

There is a slight variance in this quarter on the budgets, however, the main project in this strategic purpose is the new Leisure centre and this is due for completion in the early autumn months. The existing Dolphin centre will be demolished before Christmas 2017 and the new car park opening in early February 2018.

**Enable others to work/do what they need to do (to meet their purpose)**



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There is a slight underspend with Enabling due to the projects expected to commence within the second quarter of the year.

**8. Earmarked Reserves**

8.1 The projected position at the start and end of next financial year is shown in Appendix 1. The balances on earmarked reserves are reviewed at the financial year end

**9. General Fund Balances**

9.1 The General Fund Balance as at the 31<sup>th</sup> March 2017 is £4.316m. A balanced budget was approved in February 2017 to include identified savings which have been built into individual budget allocations. This also included a planned return to balances for 2017-18 of £259k.

**10. Legal Implications**

10.1 No Legal implications have been identified.

**11. Service/Operational Implications**

11.1 Managers meet with finance officers on a monthly basis to consider the current financial position and to ensure actions are in place to mitigate any overspends.

**14. Risk Management**

14.1 The report includes the risks associated with the delivery of the savings within the efficiency plan

**APPENDICES**

Appendix 1 – Earmarked Reserves  
Appendix 2 – S106 Capital projects

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**FINANCIAL RESERVES STATEMENT 2017/18**

Appendix 1

Description	Balance b/fwd 1/4/2017	Transfers in existing reserve 2017/18	Transfers out existing reserve 2017/18	New Reserve 2017/18	C/fwd 31/3/2018	Comment
	£'000	£'000	£'000	£'000	£'000	
Building Control	-7	0	0	0	-7	To Fund the mobile working project
Building Control Partnership	-44	0	0	0	-44	Partnership income has to be reinvested in the service behalf of the shared service
Business Transformation	-11	0	0	0	-11	Towards organisational development following the staff survey
Commercialism	-50	0	0	0	-50	To help fund costs in relation to commercialism projects
Community Safety	-33	0	3	0	-30	Grant funding received to fund associated community projects
Community Services	-40	0	0	0	-40	To help towards a district network feasibility study
Economic Regeneration	-501	0	0	0	-501	To fund the Economic Development opportunities across the District
Election Services	-203	0	0	0	-203	To support the delivery of individual electoral registration and to set aside a reserve for potential refunds to government
Environmental Services	-15	0	0	0	-15	To help towards the unauthorised trespass prevention scheme and Tree works within the district
Financial Services	-586	0	0	0	-586	The reserve includes the small business rate relief grant that will offset the costs in future years. In addition a number of reserves / grants have been set aside to support residents through the changes to welfare reform
Housing Schemes	-367	0	36	0	-331	To support the feasibility and implementation of housing schemes across the district
ICT/Systems	-222	0	0	0	-222	To provide for replacement ICT systems
Leisure/Community Safety	-267	0	140	0	-127	Grant received and reserves set aside to support a number of leisure and well being schemes across the District
Litigation Reserve	-5	0	0	0	-5	To provide funding for any potential legal challenges
Local Development Framework	-142	0	0	0	-142	To fund the costs associated with the Core Strategy
Local Neighbourhood Partnerships	-16	0	0	0	-16	Grant received in relation to liveability schemes
Other	-99	0	0	0	-99	To support apprentices, set up costs and other general reserves
Planning & Regeneration	-100	0	0	0	-100	Support for a review of Transport, Highways & Infrastructure implications
Regulatory Services (Partner Share)	-33	0	0	0	-33	To fund WRS potential redundancy and other shared costs
Replacement Reserve	-556	0	0	0	-556	To fund replacement vehicles and plant
Shared Services Agenda incl Joint CE	-311	0	0	0	-311	To fund potential redundancy and other shared costs
<b>Grand Total</b>	<b>-3,608</b>	<b>0</b>	<b>179</b>	<b>0</b>	<b>-3,429</b>	

Agenda Item 14

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Cap Proj	Description	Cost Centre	Department	strategic purposes	Funding	2017/18 Total
						£
GC1347	Wiggin Memorial (Alvechurch) - Improvement to open space and teenage provision	CAPC	Leisure & Cultural Services	Provide Good Things to see, do and Visit	S106 - 13/0026 - Land fronting Birmingham Road, Alvechurch	73,000
GC1349	Woodrush Rugby Club - Enhancement/Investment Plan	CAPC	Leisure & Cultural Services	Provide Good Things to see, do and Visit	S106 B/2012/0912 - Bleakhouse Farm, Station Road, Wythall	110,000
GC1350	Wythall Park POS Improvement	CAPC	Leisure & Cultural Services	Provide Good Things to see, do and Visit	S106 B/2012/0912 - Bleakhouse Farm, Station Road, Wythall	24,000
GC1351	Hagley Park Playing Fields - Outdoor Fitness	CAPC	Leisure & Cultural Services	Provide Good Things to see, do and Visit	S106 13/0819 - Hagley	25,000
GC1352	Barnt Green Millenium Park - Toilet	CAPC	Leisure & Cultural Services	Provide Good Things to see, do and Visit	S106 B/2011/0741 -Land at Fiery Hill, Barnt Green / 18k balances	62,000
GC1354	Off Site Maintenance or improvements of POS facilities at Hagley Playing Fields	CAPC	Leisure & Cultural Services	Provide Good Things to see, do and Visit	S106 15/0054 Hagley	35,000
GC1344	Sanders Park dda play provision	CAPC	Leisure & Cultural Services	Provide Good Things to see, do and Visit	S106 14/0755 Kidderminster Road	56,080
GC1357	Outdoor fitness Sanders Park	CAPC	Leisure & Cultural Services	Provide Good Things to see, do and Visit	S106 13/0422 Former meadows first school	21,080
GC1356	Improvements of pos/play at Laurel Grove	CAPC	Leisure & Cultural Services	Provide Good Things to see, do and Visit	S106 15/0464 Bewell Head	7,610
	<b>TOTAL CURRENT CAPITAL PROGRAMME</b>					<b>413,770</b>

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