



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

MONDAY 17TH JANUARY 2022, AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

SUPPLEMENTARY DOCUMENTATION

The attached papers were specified as "to follow" on the Agenda previously distributed relating to the above mentioned meeting.

3. Bromsgrove District Council Car Parks - Adoption of Cashless Payments and Operational Procedures for Recreation Road South Car Park and Churchfields Multi-Storey Car Park - pre-scrutiny (Pages 1 - 24)
4. Levelling Up Fund - former Market Hall and Windsor St sites - pre-scrutiny (Pages 25 - 50)

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

11th January 2022

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**CABINET
2022**

19 January

BROMSGROVE DISTRICT COUNCIL CAR PARKS – ADOPTION OF CASHLESS PAYMENTS OPTION AND OPERATIONAL PROCEDURES FOR RECREATION ROAD SOUTH CAR PARK AND CHURCHFIELDS MULTI-STOREY CAR PARK

Relevant Portfolio Holder	Councillor Karen May
Portfolio Holder Consulted	Yes
Relevant Head of Service	Guy Revans - Head of Environmental and Housing Property Services
Report Author	Job Title: Engineering Team Leader Contact email: pete.liddington@bromsgroveandredditch.gov.uk Contact Tel: 534108
Wards Affected	All Wards
Ward Councillor(s) consulted	No
Relevant Strategic Purpose	Communities which are safe, well maintained and green
Key Decision	

1. RECOMMENDATIONS

1.1 The Cabinet RESOLVE that: -

- 1) A Cashless Payment System (CPS) option be adopted for all Pay & Display car parks within the District, to be operational as soon as possible. Every car park, except Churchfields Multi-storey Car Park, will retain one ticket machine which will accept cash payments;**
- 2) A 'Pay & Display' system be installed in Recreation Road South Car Park, with CPS option, to replace the current outdated and failing 'Pay on Foot' system, again to be operational as soon as possible;**
- 3) Churchfields Multi-storey Car Park be used as a long stay car park only. This will be accessible by a Virtual Permit or Parking app only (refer to 2.4), with no cash payment being acceptable.**

1.2 The Cabinet RECOMMEND that: -

A reduced Budget, as shown in 3.1 - Budget Comparisons Table, to be amended as part of the medium-term financial plan review.

CABINET 2022

19 January

2. BACKGROUND

- 2.1 The implementation of a CPS option for all 'Pay & Display' car parks is considered an important necessary step forward, particularly as these facilities provides the Authority with a significant amount of income. Other Local Authorities, such as Stratford-on-Avon District Council have converted to a total use of a CPS. In a society where people increasingly do not carry cash, the ability to pay for parking by a mobile phone app or direct with a credit/debit card will ensure that we are providing modern payment facilities for users of Council car parks (refer to 4.1).
- 2.2 To assess car park users' views on this Council adopting CPS, a comprehensive survey has recently been undertaken by the Council's Engagement and Equalities Advisor, utilising their knowledge in inviting as many participants as possible to hopefully provide comprehensive reactions. Results of the survey can be found in Appendix 4. In general terms, the results indicate that the majority of car park users, have no objection to the introduction of a CPS, but there are still many users who would wish to see a cash payment facility being retained. Consequently, the retainment of one cash payment ticket machine in every car park, except Churchfields Multi-storey, should produce a satisfactory solution. Obviously, it is envisaged that over time, as the general public relies less on cash transactions, a full CPS will be more acceptable to users.
- 2.3 Members will recall that at Cabinet on 25 November 2020, approval was given to give delegated powers to Head of Environmental and Housing Property Services, Head of Finance and Customer Services and the Portfolio Holder, to explore, negotiate and agree the final lease details with the third party, to take over the running and maintenance of the Recreation Road South Car Park. Regrettably, negotiations have proved unsuccessful, and consequently the car park remains as part of the Council's assets. With the necessity to replace the failing 'Pay on Foot' payment system, Members are requested to approve a normal 'Pay & Display' format with a CPS option. One ticket machine will be made available to accept cash payments.
- 2.4 It is also considered appropriate that the use of Churchfields Multi-storey Car Park be designated as a long stay car park only, which will continue to be our best value for all day parking. This will be accessible by a Virtual Permit or Parking app only, thereby avoiding the need to install 'Pay & Display' machines within the car park, which would

CABINET 2022

19 January

unfortunately present themselves vulnerable to vandalism, despite costly adequate protection measures being provided.

3. FINANCIAL IMPLICATIONS

3.1

Capital Budget Comparisons		
Year	Previously approved Budget (Cabinet – 25 November 2020) (£k)	Replacement Budget (£k)
2021/2022	267.0 or 307.0 or 432.0 <i>(depending on accepting or rejecting third party offer)</i>	250.0
2022/2023	136.0	253.0
2023/2024	116.0	96.0
2024/2025	121.0 or 441.0 <i>(depending on accepting or rejecting third party offer)</i>	421.0

3.2

Expected Revenue Budget Savings		
	Existing costs (£k)	Expected costs (£k)
Cash collection from ticket machines	20.0	10.0
Ticket supplies	9.0	4.5

3.3 At present across the District, £20k a year is paid for a cash collection service from ticket machines, which obviously becomes a saving with the introduction of a CPS. Since the introduction of the MiPermit app, less than 12 months ago, already 20% of car parking charges are paid by this method. We believe this would increase exponentially, even if a CPS was not adopted. Cash collection will obviously still be necessary, but for a reduced number of ticket machines, so therefore a saving will still be made on this service (refer to 3.2 – Expected revenue budget savings).

3.4 Cabinet, at their meeting on 25 November 2020, recommended approval of a decrease in the 2020/2021 Capital Programme of £34.5k, to provide a total budget of £85.5k for replacement of parking

CABINET 2022

19 January

machines. This amount of £85.5k included other improvement works to various 'Pay & Display' car parks, in addition to renewal/upgrading existing ticket machines (refer to Appendix 2 for the original Capital Programme spreadsheet presented at the meeting). However, as we discovered when we came to place the appropriate order, the existing ticket machine manufacturer was at that time upgrading their payment transfer software within these machines, and it was therefore considered prudent to delay our renewal/upgrading for the interim period. Consequently, there is a saving of £32.0k from last years' budget, which will be carried forward.

- 3.5 The existing ticket machines when replaced with new CPS machines, have a second-hand value. The disposal can be facilitated via the British Parking Association (BPA).
- 3.6 With CPS, no tickets will be issued if the MiPermit app is used, for display within the vehicle, the Civil Enforcement Officers (CEOs) being able to check vehicles electronically as they undertake their patrols. If the app is not used, payments can be easily made by credit/debit card, but in such cases a ticket will be issued for display. As a consequence, ticket supply requirements are drastically reduced, both for normal 'Pay & Display' and 'Pay on Foot,' the latter requiring significantly more expensive tickets (refer to 3.8 and 3.2 – Expected revenue budget savings).
- 3.7 There is an obvious assumption that a small number of customers when previously paying with cash, would not have on occasions the correct change, and as a consequence, as no change is made available to them, our income is very slightly increased over time. It is impossible to accurately calculate what this increase amounts to, but it is envisaged that it is fairly insignificant. Obviously, with CPS, this 'extra' income ceases.
- 3.8 With the failure of the negotiations with the third party to take over the running and maintenance of the Recreation Road South Car Park, we therefore must quickly resolve the continual problems we have been experiencing with the 'Pay on Foot' payment system. However, with the introduction of the MiPermit app, a normal 'Pay & Display' system can be introduced, as it provides the ability for the customer to extend their stay period from their mobile phone should the need arise, as their shopping experience is taking longer than first anticipated. This being the main reason why a 'Pay on Foot' format was used in the first instance. The cost of replacing the existing 'Pay on Foot' facility was estimated to be £200k, whereas to install a normal 'Pay & Display'

CABINET 2022

19 January

facility with a CPS is estimated to be only £45k. This saving is reflected within the recommendations.

- 3.9 The new 'Pay & Display' machines installed for Recreation Road South Car Park will be solar powered as the first choice, which will not only make a saving on electricity usage but will also reduce the carbon footprint of the Parking Service. Unfortunately, from consultation with other Local Authorities operating solar powered machines, it appears that when card payments are made, power is used quite rapidly for that process, whereas a cash process is more adequately catered for. As a consequence, additional stand-by batteries have to be utilised on occasions and can be readily replaced. Therefore, to avoid the need for new costly electricity connections having to be provided for the new 'Pay & Display' machines in Recreational Road South car park, the provision of solar powered machines is considered acceptable in just such locations. However, when machines are upgraded in this, and all other car parks, they will be located in the same position as the replaced units with the electricity connection merely to be reconnected. Replacement with solar power is obviously a future consideration, but at a time when a more reliable unit is available.
- 3.10 With the demise of 'Pay on Foot' facility there will be no requirement for a CEO to be present all day, until 10.00 pm, within the nearby Office, to cater for incidents involving Pay Station/exit barrier faults, lost tickets etc. The CEO can therefore undertake their normal enforcement duties. Wychavon District Council have confirmed that with this increase in CEO manpower, the change to the inspection operation whereby CEOs refer to their electronic equipment to check on the viability of each vehicles' parking period, rather than visually inspect tickets, the additional patrol of Recreation Road South car park, and the ability to increase evening/late night patrols, will not result in any increased costs being requested from them.
- 3.11 The funding options for either balances or borrowing costs will be addressed going forward into future years in the Authority's budget process.

4. LEGAL IMPLICATIONS

- 4.1 As owners of the sites, the Authority has a responsibility to ensure that the facilities conform in all respects to current Health & Safety requirements. The recent Covid-19 restrictions has placed a great emphasis on the need for reducing unnecessary contact with facilities

CABINET 2022

19 January

that are used on a continual basis by many individuals, so the introduction of a CPS drastically reduces such a risk.

5. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

- 5.1 *Communities which are Safe, Well Maintained and Green* – with adoption of the proposals included within this report, all 'Pay & Display' car parks will be improved and maintained to a high standard, with added modern payment facilities, thereby welcoming to residents and visitors alike, with drivers being happy to leave their vehicles parked and unattended.

Climate Change Implications

- 5.2 Refer to 3.9, installation of solar powered ticket machines.
- 5.3 Electronic money transfer will reduce the carbon emissions of the service as the need for physical cash collection reduces.

6. OTHER IMPLICATIONS

Equalities and Diversity Implications

- 6.1 Following the consultation and completion of the Equality Impact Assessment (Appendix 5), the introduction of the new payment methods and keeping one machine in each car park that accepts cash (except Churchfields Multi-story) will allow patrons the ability to select the method that is beneficial to them for payment and eliminate any potential discrimination for certain groups.

Operational Implications

- 6.2 With CPS a cash collection service is reduced (refer to 3.3), and the use of tickets is also drastically reduced. The 'freeing' up of a CEO from 'Pay on Foot' supervision duties (refer to 3.10), will allow increased patrols to be undertaken.
- 6.3 With the proposed arrangement of having only one cash machine and one cashless machine in the car parks, this obviously will have an impact on income should either machine develop a fault. Unlike existing arrangements where users would utilise the 'spare' machine to

CABINET 2022

19 January

make payments, we could not issue Penalty Charge Notices (PCNs), as users would merely appeal, stating that they had used the car park on the basis that it would accept cash/card payments and their preferred facility was unavailable at no fault of their own. However, as all machines will be new, the likelihood of a breakdown is considerably reduced, and they do have a proven track record. The maintenance agreement for the machines, ensures that there is a minimum of 2 No. annual services undertaken, and in the event of a fault, a maximum of 16 hours is allowed to attend and fix the relevant fault. In addition, the CEOs are so familiar with these machines, that they have received training on fixing minor faults, when necessary.

7. RISK MANAGEMENT

- 7.1 This 5-year Capital Programme will ensure that the car parks are maintained to a standard which will satisfy all Health & Safety requirements.
- 7.2 The works themselves will be undertaken in a way to minimise inconvenience to users wherever possible.

8. APPENDICES and BACKGROUND PAPERS

- i) Appendix 1 - Capital Works Programme spread sheet (revised 30 December 2021).
- ii) Appendix 2 - Capital Works Programme spread sheet (25 November 2020).
- iii) Appendix 3 - Explanatory Notes.
- iv) Appendix 4 - Consultation Survey Results.
- v) Appendix 5 - Equality Assessment Record.
- vi) Cabinet minutes for meeting on 25 November 2020.

CABINET 2022

19 January

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Karen May Leader of Bromsgrove District Council	26.11.2021
Lead Director/Head of Service	Guy Revans Head of Environmental and Housing Property Services	29.11.2021
Financial Services	James Howse Executive Director of Resources	07.12.2021
Legal Services	Clare Flanagan Principal Solicitor	01.12.2021
Policy Team (if equalities implications apply)	Emily Payne Engagement and Equalities Advisor	01.12.2021
Climate Change Officer (if climate change implications apply)	Anna Wardell-Hill Environmental Policy and Awareness Officer	29.11.2021

Bromsgrove District Council Car Parks - Capital Works Programme - Appendix 1

Ref No.	Car Park Name	Numbers of Spaces	2021/2022		2022/2023		2023/2024		2024/2025	
			Description	Cost (£k)	Description	Cost (£k)	Description	Cost (£k)	Description	Cost (£k)
1.	Recreation Road South	312	Replacement of 'Pay on Foot' system with 'Pay & Display' machines for Cashless Payments (1 No. Cash machine)	45.0					Resurfacing and ancillary works	300.0
			Renew lighting	20.0						
2.	North Bromsgrove	190	Convert machines to Cashless Payment (1 No. Cash machine)	15.0						
3.	Churchfields Multi-story	318	Convert to 'long stay only' for Virtual Permit holders or Parking app	5.0	Extension to Shopmobility office	35.0				
					Lifts - life extending works	127.0				
4.	Parkside	95	Resurfacing and ancillary works	70.0						
			Convert machines to Cashless Payment (1 No. Cash machine)	10.0						
5.	New Road	60	Resurfacing and ancillary works	35.0						
			Convert machines to Cashless Payment (1 No. Cash machine)	10.0						
6.	School Drive	128	Convert machines to Cashless Payment (1 No. Cash machine)	10.0	Resurfacing and ancillary works	80.0				
					Renew lighting	11.0				
7.	Windsor Street	67	Convert machines to Cashless Payment (1 No. Cash machine)	10.0			Resurfacing and ancillary works	35.0		
							Renew lighting	5.0		
8.	Stourbridge Road	87	Convert machines to Cashless Payment (1 No. Cash machine)	10.0			Resurfacing and ancillary works	45.0		
							Renew lighting	11.0		
9.	Tanyard Lane Alvechurch	44							Resurfacing and ancillary works	45.0
									Renew lighting	7.0
10.	St John Street	81	Convert machines to Cashless Payment (1 No. Cash machine)	10.0						
11.	Golden Cross Lane	15							Renew lighting	4.0
12.	Aston Fields	44							Resurfacing and ancillary works	55.0
									Renew lighting	10.0
Totals (£k)				250.0		253.0		96.0		421.0

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Bromsgrove District Council Car Parks - Capital Works Programme - Appendix 2

Ref No.	Car Park Name	Numbers of Spaces	2020/2021		2021/2022		2022/2023		2023/2024		2024/2025	
			Description	Cost (£k)	Description	Cost (£k)	Description	Cost (£k)	Description	Cost (£k)	Description	Cost (£k)
1.	All	1,527	Virtual Permit system	8.0								
2.	Recreation Road South	312			Replacement Pay on Foot system	200.0						
	Recreation Road South				OR					Resurfacing and ancillary works	300.0	
	Recreation Road South				Provision of Ticket Machines	75.0				Renew lighting	20.0	
3.	North Bromsgrove	190	Install CCTV (£7k for alternative scheme - see Explanatory Notes)	14.0								
	North Bromsgrove		Upgrade ticket machines	7.0								
4.	Churchfields Multi-story	318			Lifts - life extending works	127.0						
	Churchfields Multi-story		Replace top story lights with LED	8.0								
	Churchfields Multi-story				Provision of Ticket Machines	35.0	Extension to Shopmobility office	35.0				
5.	Parkside	95			Resurfacing and ancillary works	70.0						
	Parkside		Renew ticket machines	10.0								
	Parkside		Renew lights to LED - Historic appearance	7.0								
	Parkside		Railing replacement	3.5								
6.	New Road	60			Resurfacing and ancillary works	35.0						
	New Road		Renew ticket machines	10.0								
	New Road		Renew lighting	13.0								
7.	School Drive	128					Resurfacing and ancillary works	80.0				
	School Drive						Renew ticket machines	10.0				
	School Drive						Renew lighting	11.0				
8.	Windsor Street	67							Resurfacing and ancillary works	35.0		
	Windsor Street								Renew ticket machines	10.0		
	Windsor Street								Renew lighting	5.0		
9.	Stourbridge Road	87							Resurfacing and ancillary works	45.0		
	Stourbridge Road								Renew ticket machines	10.0		
	Stourbridge Road								Renew lighting	11.0		
10.	Tanyard Lane Alvechurch	44									Resurfacing and ancillary works	45.0
	Tanyard Lane Alvechurch											Renew lighting
11.	St John Street	81	Upgrade ticket machines	5.0								
12.	Golden Cross Lane	15									Renew lighting	4.0
13.	Aston Fields	44									Resurfacing and ancillary works	55.0
	Aston Fields											Renew lighting
	Totals			85.5	Acceptance of third party offer and use of Ticket Machines for Churchfields MS only	267.0	136.0		116.0	Acceptance of third party offer	121.0	
					Refusal of third party offer but use of Ticket Machines	307.0				Refusal of third party offer	441.0	
					Refusal of third party offer but use of Pay on Foot	432.0						

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Bromsgrove District Council Car Parks

Explanatory Notes for Cashless Payments System (CPS) – Appendix 3

1. Cashless Payments System (CPS)

The CPS operates in conjunction with MiPermit and users can pay for their car parking stay by one of two methods, these being:

i) MiPermit app

The user can download the app at any time and add their vehicle details, together with their appropriate credit/debit card. Once saved, there is no requirement to add such details again. By accessing the MiPermit when they park in the car park of their choice, or even well in advance, they merely have to choose their length of stay. Once completed, they are then able to leave their vehicle with no further action on their part required. There is no need to queue at a ticket machine to obtain a ticket, as this has been undertaken electronically, and can be checked again, electronically by the Civil Enforcement Officer's (CEO) handheld devices when undertaking their patrols. Should the user wish to extend their stay, they can merely undertake this simple process from their mobile phone, without the need to return to their vehicle. A small payment of a few pence is added to each parking fee, which is apportioned directly to MiPermit for their costs.

ii) Direct payment without the use of MiPermit

The user can make a direct cashless payment using their credit/debit card by visiting a ticket machine within the car park, and choosing the length of their stay. The card can then be 'swiped' and the appropriate ticket will be issued. This must be then correctly displayed within the relevant vehicle in order that the CEOs can make a visual inspection. Unlike with the use of the MiPermit if the user wishes to extend their stay, they must return to the car park to purchase another ticket. There is of course a transaction fee for each card payment, which is a normal procedure, which will result in a minor reduction to this Council's income.

iii) Virtual Permits

The user may consider the purchase of an electronic virtual permit for a season ticket, as this facility is now available. In addition, residents' permits, staff permits and dispensations are also available through this method.








A virtual permit again provides the facility for no visual identification permit being necessary to be available within the vehicle, as the handheld devices used by the CEOs electronically perform this operation.



PTL/P2230
24 June 2021





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Appendix 4 – Consultation Survey Results



Bromsgrove District Council - Cashless Car Park Payment Survey

1. How often do you park in Bromsgrove District Council car parks?				
Answer Choices			Response Percent	Response Total
1	Daily		4.20%	23
2	2-3 times each week		29.93%	164
3	Weekly		31.75%	174
4	Every other week		9.67%	53
5	Monthly		12.23%	67
6	Less often		9.85%	54
7	Never		2.37%	13
			answered	548
			skipped	6

2. Currently, the only two payment methods at Bromsgrove District Council car parks are coins and MiPermit App. Which method do you use most often?				
Answer Choices			Response Percent	Response Total
1	Coins		86.36%	462
2	MiPermit App		13.64%	73
			answered	535
			skipped	19

3. Have you experienced any of the following issues when using the current payment methods?				
Answer Choices			Response Percent	Response Total
1	Lack of change		47.13%	246
2	Not being able to access the MiPermit App		19.73%	103
3	No issues		41.76%	218
4	Other (please specify):		6.13%	32
			answered	522
			skipped	32

4. If card payment was accepted, would you use this method?				
Answer Choices			Response Percent	Response Total
1	Yes		62.48%	333
2	No		37.52%	200
			answered	533
			skipped	21
			skipped	361

6. Are you aware of our long stay season tickets for Bromsgrove District Council car parks?				
Answer Choices			Response Percent	Response Total
1	Yes		47.73%	252
2	No		52.27%	276
			answered	528
			skipped	26

Appendix 5 - Equality Assessment Record



Title of Service, Policy, Procedure, Spending Review being Proposed	Adoption of cashless payments option and operational procedures for recreation road south car park and Churchfields multi-storey car park
Name of Service Area	Environmental and Housing Property Services
Name of Officer completing this assessment	Emily Payne, Engagement and Equalities Advisor Pete Liddington, Engineering Team Leader Matthew Mead, Senior Engineering Technician
Date Assessment Started	6/5/2021
Name of Decision Maker (in relation to the change)	Bromsgrove District Council Cabinet
Date Decision Made	TBC

Page 17

Please ensure the following:

- That the document is understandable to a reader who has not read any other documents and explains (on its own) how the Public Sector Equality Duty is met. This does not need to be lengthy but must be complete.
- That available support information and data is identified and where it can be found. Also be clear about highlighting gaps in existing data or evidence that you hold, and how you have sought to address these knowledge gaps.
- That the equality impacts are capable of aggregation with those of other EIAs to identify the cumulative impact of all service changes made by the council on different groups of people.

Overview

Provide a clear overview of the aims of the service/policy/procedure and the proposed changes being made. Will the current service users' needs continue to be met? Why is the change being proposed? What needs or duties is it designed to meet?

Bromsgrove District Council are reviewing the current payment options in their Pay and Display car parks. The implementation of a Cashless Payment System (CPS) option for all 'Pay & Display' car parks is considered an important necessary step forward, particularly as these facilities provides the Authority with a significant amount of income. In a society where people increasingly do not carry cash and the recent Covid-19 restrictions, the ability to pay for parking by a mobile phone app or direct with a credit/debit card will ensure that we are providing modern payment facilities for users of Council car parks. We believe existing users' needs will still be met as we already have 20% of our transaction made by the Parking App Mi Permit. This

service is available via the app or telephone. It is proposed that the current coin only machines are replaced with debit/credit card machines which will also accept contactless transactions.

Who is the proposal likely to affect?	Yes	No
All residents	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Specific group(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
All Council employees	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Specific group(s) of employees	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other – Provide more details below	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Details

Outline who could be affected and how they could be affected by the proposal/service change. Include current service users and those who could benefit from but do not currently access the service.

The proposals are –

- 1) A Cashless Payment System (CPS) option be adopted for all Pay & Display car parks within the District, to be operational as soon as possible. Every car park, except Churchfields Multi-storey Car Park, will retain one ticket machine which will accept cash payments.
- 2) A 'Pay & Display' system be installed in Recreation Road South Car Park, with CPS option, to replace the current outdated and failing 'Pay on Foot' system, again to be operational as soon as possible.
- 3) Churchfields Multi-storey Car Park be used as a long stay car park only. This will be accessible by a Virtual Permit or Parking app only, with no cash payment being acceptable.

These changes would affect any user of Council Pay and Display car parks. There are likely to be some people for whom the existing payment machines are currently considered inaccessible, either in distance or in operation. A cashless alternative may be particularly beneficial for this group of users.

Although it is recognised that removing the option of cash could adversely affect certain groups, like older people, who may not have a smart mobile phone or access to the internet or ability to set up an online account. The Ofcom 'Adult's media use and attitudes report 2018' indicates that 78% of 65–74-year-olds use a mobile phone with 72% of the over 74's. Whilst only 39% of the over 65's uses a smartphone (up from 28% in 2016) it should be remembered that payments can be made via a phone call. A smartphone is not an essential requirement for using this service.

A bank account is an essential requirement for using the service. We believe it could negatively affect is a small group without access to a bank account who pay everything by cash, but this group is very small now at most 2% of the population. However, it should be noted that the UK government has helped launch fee-free bank accounts for people on low incomes, including the elderly. Most wages and state benefits are now paid directly into recipients' bank accounts which makes living without one and being able to run a vehicle most unlikely. Parking machines will still be available for card payments under the

phased scheme and most car owners pay insurance through bank accounts. For those with mobility issues or consider the pay machines difficult to access or use, phone payments can be made easier and safer from the comfort and convenience of a vehicle.

Evidence and data used to inform your equality impact assessment

What data, research, or trend analysis have you used? Describe how you have got your information and what it tells you.

We have looked at what other local authorities have done including Stratford-on-Avon District Council that have converted to a total use of a CPS.

One of the UK's largest hearing loss charities 'Action on Hearing Loss' states the following: -

"The increasing availability of smartphone apps for parking payments has been beneficial and helps to avoid situations where people with hearing loss are disadvantaged by not being able to make use of voice call payment systems"

The themes around parking comments received in the 2020 Bromsgrove Community Survey include the need to update parking machines to include other payment methods, payment should be when you leave, payment by card as an option.

Page 19

Engagement and Consultation

What engagement and consultation have you undertaken about the proposal with current service users, potential users and other stakeholders? What is important to them regarding the current service? How does (or could) the service meet their needs? How will they be affected by the proposal? What potential impacts did they identify because of their protected characteristic(s)? Did they identify any potential barriers they may face in accessing services/other opportunities that meet their needs?

To assess car park users' views, a comprehensive survey was undertaken. The survey opened on 7 October 2021 for 4 weeks closing on 12 November 2021. There was a total of 554 responses and the survey was promoted on social media, the councils website and in the local newspaper. The survey was online and paper copies were available at Parkside.

In general terms, the results indicate that most car park users, have no objection to the introduction of a CPS, but there are still many users who would wish to see a cash payment facility being retained.

The results were shared with Senior Managers, and it was suggested whether certain car parks had only the CPS system. However, as feedback from across the district shows, people want to still have cash as an option. It is recommended that the retainment of one cash payment ticket machine in every car park, except Churchfields Multi-storey, is now proposed and should produce a satisfactory solution.

It is envisaged that over time, as the public relies less on cash transactions, a full CPS will be more acceptable to users, but further consultation would be carried out and equality impacts consider. A summary of all the results accompany the report to Members.

Once the final decision has been agreed, a press release, social media, and poster campaign at key locations like the Council Office and library and in car parks, will take place to inform car park users about all the payment options available to them at each carpark.

Public Sector Equality Duty

Due regard must be given to the three aims of the Equality Duty. This means that you must consciously think about the three aims as part of the process of decision-making. Consider the current service and any proposed changes, thinking about what issues may arise.

Page 20

Equality Duty Aims	Evidence
<p>Eliminate unlawful discrimination, harassment and victimisation How does the proposal/service ensure that there is no barrier or disproportionate impact for anyone with a particular protected characteristic</p>	<p>We are aiming to make parking easier to access for all groups by providing a range of payment options. Following the consultation, the recommendation is now to keep a cash payment option at one machine in each car park, except the Churchfields Multi-storey.</p>
<p>Advance equality of opportunity between different groups How does the proposal/service ensure that its intended outcomes promote equality of opportunity for users? Identify inequalities faced by those with specific protected characteristic(s).</p>	<p>N/A</p>
<p>Foster good relations between different groups Does the service contribute to good relations or to broader community</p>	<p>N/A</p>

cohesion objectives? How does it achieve this aim?	
--	--

Is there evidence of actual or potential unfairness for the following equality groups?

- Does the proposal target or exclude a specific equality group or community?
 - Does it affect some equality groups or communities differently and can this be justified?
 - Is the proposal likely to be equally accessed by all equality groups and communities? If not, can this be justified?
- (It may be useful to consider other groups, not included in the Equality Act, especially if the proposal is specifically for them e.g. lone parents, refugees, unemployed people, carers)

Impact of proposal

Describe the likely impact of the proposal on people because of their protected characteristic and how they may be affected. How likely is it that people with this protected characteristic will be negatively affected? What are the barriers that might make access difficult or stop different groups or communities accessing the proposal? How great will that impact be on their well-being? Could the proposal promote equality and good relations between different groups? How?

Page 21

If you have identified any area of actual or potential unfairness that cannot be justified, can you eliminate or minimise this?

What mitigating actions can be taken to reduce or remove this impact? (Include these in the action plan at the end of the assessment) Equal treatment does not always produce equal outcomes; sometimes you will have to take specific steps for particular groups to address an existing disadvantage or to meet differing needs.

Protected Group	Impact of proposal	Justification for any actual or potential unfairness identified	If you have identified any area of actual or potential unfairness that cannot be justified, can you eliminate or minimise this?
Age	No bank account No Smartphone		Following the consultation where many expressed maintaining a cash payment option, the proposal is to have one machine in every carpark, except Churchfields multi-storey, accepting cash. By keeping this option, the council is listening to public view, ensuring accessibility, and has meant we have eliminated the actual or potential unfairness this change could have had for some customers.
Disability	No bank account No Smartphone Difficulty using phone booking		
Transgender	none		
Marriage and Civil Partnership	none		

Pregnancy and Maternity	Would negate the need for pregnant women and those with small children, to locate and walk to a payment machine with cash or a bank card and enable payment top-ups without the need to return to the vehicle		
Race	none		
Religion or Belief	none		
Sex (Male/ Female)	none		
Sexual Orientation	none		

Page 22

How will you monitor any changes identified?
By regularly monitoring the use of all payment methods, feedback, and any complaints the impact of the change will be assessed.

The actions required to address these findings are set out below.

Action Required	By Whom	By When	Completion Date
Regularly monitor the use of all payment methods, feedback, and any complaints	TBC	TBC	TBC

Sign off on completion	Name	Signature	Date
Lead Officer completing assessment	Pete Liddington	P.Liddington	01.12.2021
Equalities Officer	Emily Payne	E.Payne	01.12.2021

When you have completed this assessment, retain a copy and send an electronic copy to the Policy Team (Equalities) attaching any supporting evidence used to carry out the assessment.

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Cabinet
2022

19 January

Levelling Up Fund: former Market Hall and Windsor Street sites

Relevant Portfolio Holder	Councillor Karen May, Leader of the Council and Portfolio Holder for Economic Development, Town Centre and Strategic Partnerships
Portfolio Holder Consulted	Yes
Relevant Head of Service	Ostap Paparega, Head of North Worcestershire Economic Development and Regeneration (NWEDR)
Report Author	Job Title: Ostap Paparega, Head of NWEDR Contact email: ostap.paparega@nwedr.org.uk Contact Tel: 01562732192
Wards Affected	Bromsgrove Central Sanders Park
Ward Councillor(s) consulted	Yes
Relevant Strategic Purpose(s)	Run and Grow a Successful Business
Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. RECOMMENDATIONS

The Cabinet RESOLVE that:

- 1) Authority is delegated to the Head of North Worcestershire Economic Development and Regeneration (NWEDR), in consultation with the Section 151 Officer, the Head of Legal, Democratic and Property Services and the Portfolio Holder for Economic Development, Town Centre and Strategic Partnerships to purchase the former Fire Station site at Windsor Street, Bromsgrove.**
- 2) The LUF programme governance and delivery arrangements are approved, as shown in Appendix 3.**
- 3) A new Programme Manager post is created in the NWEDR service to manage the delivery of the LUF programme.**

2. BACKGROUND

- 2.1 In March 2021, the government had launched the Levelling Up Fund (LUF), whose aim was to support high value local investment priorities, including local transport schemes, urban regeneration projects and cultural assets. The amount of funding that each area receives was 'determined on a competitive basis to ensure value for money' (HM Treasury, MHCLG, DfT, *Levelling Up Fund: Prospectus*, 2021).
- 2.2 The LUF Prospectus included an index that placed local authorities into category 1, 2 and 3, with category 1 representing places with the highest levels of need identified by the government. Bromsgrove was designated a category 2 area. While preference was given to bids from higher priority areas, bids from categories 2 and 3 were still considered for funding 'on their merits of deliverability, value for money and strategic fit, and could still be successful if they were of exceptionally high value' (HM Treasury, MHCLG, DfT, 2021).
- 2.3 In June 2021, North Worcestershire Economic Development and Regeneration (NWEDR) submitted a bid on behalf of Bromsgrove District Council (BDC) for a £14.5m Levelling UP Fund grant. In total, 305 bids competed for the hundred places available for funding in Round 1.
- 2.4 In November 2021, the government approved the Bromsgrove LUF bid. This brings the total external grant funding (Future High Street Fund, Towns Fund and Levelling Up Fund) secured by NWEDR for North Worcestershire projects since 2019 to £70m. NWEDR leads the delivery of these projects on behalf of Bromsgrove DC, Redditch BC and Wyre Forest DC.
- 2.5 The Bromsgrove LUF grant will fund the regeneration of two prime town centre brownfield sites which have been vacant/stalled for 17 years collectively and will not come forward without public sector intervention.
- 2.5.1 *Project One: former Market Hall Site* – redevelopment of the site to create a vibrant new commercial and cultural hub for the town centre and regenerate a key brownfield site in the heart of Bromsgrove that has been vacant for over a decade before the BirdBox meanwhile use project was delivered on the site in 2020. Appendix 1 shows the site development red line.
- 2.5.2 *Project Two: Windsor Street Site* – acquisition, demolition, remediation and site clearance of this brownfield site, which has been vacant for six years. The proposals will remove the existing derelict buildings to make way for a new development that could deliver a key town centre residential-led mixed use development. Appendix 2 shows the site development red line.

2.6 The two projects will also deliver associated public realm improvements on the High Street South and Chapel Street, helping to improve accessibility and connectivity between the sites and within the town centre.

2.7 The projects complement each other and represent a coherent set of interventions, as part of a holistic approach illustrated in Figure 1, by addressing the following common objectives:

- regeneration and repurposing of two prime town centre sites by introducing new uses (commercial, residential and leisure) other than retail;
- increase town centre footfall by bringing more people to work, live and spend time in the centre;
- improve town centre accessibility for pedestrians through public realm improvements and better connectivity between the former Market Hall site, Windsor Street site and the High Street

Figure 1



2.8 The LUF projects must be delivered by 31 March 2024. If, for whatever reason, the projects are not completed by then, the council may lose the

Cabinet
2022

19 January

unspent grant and may have to cover the remaining works from its own funds or other external funding sources.

Project 1: Former Market Hall site – current status

2.9 The former Market Hall site is the flagship proposal in the LUF programme. A feasibility study for the site redevelopment was prepared in 2020 by A R Urbanism (A R Urbanism, 2020), which appraised several redevelopment options, including their financial viability. None of the options tested have proven to be commercially viable.

2.10 The A R Urbanism report formed the basis of the LUF proposal for the former Market Hall site, which will involve a full redevelopment of the site that will deliver a range of uses, including, but not limited to: flexible office space; start-up space (business incubation); office space; multi-purpose event space; art gallery & exhibition space and food & beverage. Currently, the site hosts the BirdBox.

2.11 The BirdBox is a meanwhile use project which was completed in July 2020 and launched in August 2020. The project objective was to create a multi-purpose *temporary* (meanwhile) destination that would attract large number of people to events and activities delivered on the site, as approved by the Cabinet on 15 January 2020. The Covid-19 pandemic has limited significantly the scope and extent of events and activities that were organised on the site. Nonetheless, the site has been used more in 2021, as the Covid-19 restrictions started to be relaxed.

2.12 The BirdBox won the Regeneration Project of the Year Award at the West Midlands Property Awards 2021 and was Highly Commended in the Conservation & Regeneration Award category at the Constructing Excellence Midlands Awards 2021.

Project 2: Windsor Street site – current status

2.13 The site has been empty and in a relative state of dereliction for the past six years. It is owned by the Herefordshire and Worcestershire Fire and Rescue Service (HWFRS) and Worcestershire County Council, as shown in Appendix 2: Windsor Street Site Redline Boundary).

2.14 Conversations with HWFRS regarding the potential purchase of the former Fire Station by BDC have been held pre-LUF submission with both parties agreeing to instruct site valuations and progress with the site sale/purchase once a decision on the LUF bid was made.

2.15 In June 2021, Savills prepared a valuation for the site, which was included in the LUF bid.

2.16 In October 2021, a multi-disciplinary professional team was appointed jointly by BDC and WCC to prepare a feasibility study (ground

investigations, RIBA Stage 2 designs, market assessment and viability appraisal) for the entire Windsor Street site (former Fire Station and WCC premises). Figure 2 shows the redline of the study area, which includes the former Fire Station site (0.98 acres) and former Worcestershire County Council offices and library (0.75 acres).

2.17 The feasibility study, which is funded by the One Public Estate (OPE) programme and is envisaged to be completed in March 2022, will inform the scope of the works (demolition, site clearance, pre-development works) that will be delivered a part of the LUF programme between 1 April 2022 and 31 March 2024.

2.18 In November 2021, Savills were appointed to act on behalf of BDC on the purchase of the former Fire Station site. As the purchase is funded by the LUF grant, it can only be completed after the first tranche of grant had been paid into BDC's account. This is likely to be February 2022.

Figure 2



2.17 Levelling Up Fund indicative timetable:

- LUF Project Management Update to DLUHC by 24 November 2021
- Inception meeting with DLUHC on 15 December 2021
- Memorandum of Understanding (MoU), the grant funding agreement, to be issued by DLUHC in January/February 2022

- Overview and Scrutiny Board (Levelling Up Fund – former Market Hall and Windsor St Cabinet report) – 11 January 2022
- Cabinet meeting (Levelling Up Fund – former Market Hall and Windsor St report) – 19 January 2022
- First tranche of grant funding paid to BDC – February 2022
- Purchase of former Fire Station completed – end of Feb/Mid-March 2022 (depending on when the grant is paid into BDC's account)
- Appoint contractor (former Market Hall site) – summer 2022
- Appoint contractor (Windsor Street site) – autumn 2022
- Project completion (both sites) – March 2024

3. FINANCIAL IMPLICATIONS

Match-funding

3.1 The council has committed to contribute £1.6m of its own funds as match funding. This is a LUF programme requirement.

Acquisition of former Fire Station site (Windsor Street)

3.2 The acquisition costs for this site are covered by the LUF grant. The council may incur maintenance and site security costs for the period of time after the purchase and before site demolition. These costs will be identified during the acquisition negotiation.

Programme Manager post

3.3 It is recommended that a Programme Manager (Delivery Manager) post is created within NWedR to manage the day-to-day delivery of the LUF programme and other projects, as necessary. The post will be line-managed by the Head of NWedR who is also the Senior Responsible Officer (SRO) for the LUF programme.

3.4 There is an option to capitalise the salary costs for this post between 1 March 2022 and 31 March 2024 and therefore fund them from the LUF programme, subject to LUF grant conditions and S151 Officer approval. However, post 31 March 2024, this post will have to be funded from other sources (i.e. council own funds or other external funds) should the council decide to retain the role.

Overall development risk

3.5 As the accountable body for the delivery of the LUF programme, the council holds the overall development risk, including the responsibility to cover project cost overruns to ensure the successful completion of the programme. This risk has been identified as a key risk in section 7 (Risk management).

Cabinet
2022

19 January

4. LEGAL IMPLICATIONS

Memorandum of Understanding (MoU)

4.1 There will be several legal implications arising from the MoU, which will set out the grant conditions, clawback clauses and council's obligations. The MoU will be issued in January 2022.

Former Fire Station site

4.2 There may be legal implications following the acquisition of the former Fire Station site in terms of statutory land remediation requirements. These will be assessed as part of the feasibility work undertaken in January-March 2022.

5. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

5.1 This project supports the following Strategic Purposes and Priorities:

Strategic Purposes: Run & grow a successful business; Affordable & sustainable homes; Communities which are safe, well-maintained and green

Priorities: Economic development and regeneration; a balanced housing market

Climate Change Implications

5.2 Through the redevelopment of the sites, energy efficiency measures and Low and Zero Carbon technologies will be explored and may be introduced with a view to reduce operational energy consumption and the associated carbon emissions. Specific solutions and targets will be explored as the designs are progressed and a 'green premium' is included in the cost plan to account for any additional costs that may be incurred as a result.

6. OTHER IMPLICATIONS

Equalities and Diversity Implications

6.1 There are no equalities and diversity implications.

Operational Implications

6.2 The delivery of the LUF programme has significant operational implications in terms of project governance, delivery arrangements, capacity, resourcing and capabilities.

6.3 The delivery timescale is extremely challenging, particularly on the former Market Hall site. Ensuring that NWedR has the appropriate capacity and capabilities to deliver the scheme is a critical success factor. The Head of NWedR has previous experience of delivering major employment, residential, commercial and infrastructure projects and is the Senior Responsible Officer (SRO) for the LUF programme. In addition, it is proposed that a new Programme Manager (Delivery Manager) role is created to manage the delivery of the programme on a day-to-day basis. The role will be line-managed by the Head of NWedR.

6.4 The project governance and delivery arrangements are shown in Appendices 3 and 4. The delivery will be supported by a range of external appointments, including:

6.5.1 A development management firm, which will be procured to support the Programme Manager with the day to day project management of these schemes and act as the employer's agent/contract administrator.

6.5.2 A range of external professional support to be appointed through the appropriate procurement processes. This support may include, but is not limited to: design teams; planning consultants; cost consultants; structural and services engineers and commercial real estate consultants.

6.6A contractor procurement strategy for the former Market Hall site has been commissioned and will be completed by the end of January 2021.

Operational implications post March 2024

6.7 In parallel with the delivery of the physical development, the council will need to agree operational arrangements (management model) for the new facility (commercial and cultural hub) on the former Market Hall site post 31 March 2024. For example, the council may decide to outsource the management of the new facility to an established operator; form a joint venture with a partner to manage the new development (which could be for-profit or a social enterprise) or set-up an arms-length council owned company to run the new facility.

6.8 Initial research, which will be completed by the end of February 2022, has been commissioned to:

6.8.1 Produce a report on best practice examples of multi-use creative facilities to include the design, offer, programming and operational model.

6.8.2 Present/test these best practices to/with the local creative and entrepreneurial community via a stakeholder engagement process.

6.8.3 Analyse the outcomes of the engagement process and produce a top line vision based on the findings and intelligence gained from the local community.

6.9 The top line vision will then be developed into a comprehensive proposal together with a five-year business plan to be commissioned in summer 2022.

7. RISK MANAGEMENT

7.1 The key risks are outlined in Table 1. The risks assessment matrix is shown in Appendix 5.

Table 1

	Description	Probability	Impact	Severity	Mitigation
1	Project cost overruns Construction costs have increased by 23.5% in the year to September 2021 (BEIS,2021)	5	3	15 (intolerable)	Cost monitoring on a quarterly basis. Design & Build contract for the former Market Hall site redevelopment, which will transfer the cost and programme risk to the contractor. A project contingency to be created and accessed only as a last resort.
2	Remediation costs are higher than budget allocation	3	3	9 (tolerable)	Remediation costs have been budgeted for in the LUF programme. There is still a

	There is grant funding allocated for remediation and demolition costs. A more accurate figure will be provided by the feasibility study in February/March 2022.				<p>possibility that these costs could be covered by the grant on 100% basis.</p> <p>Set a cap on the council's contribution towards remediation costs.</p>
3	<p>Delivery risk (capacity/resource) NWedR does not have the required level of resources, capabilities and capacity to deliver the programme.</p>	3	5	15 (intolerable)	<p>Create new Programme Manager (Delivery Manager) post to manage the day-to-day delivery.</p> <p>Appoint relevant professional teams to support the Programme Manager.</p>
4	<p>Loss of grant funding. LUF grant funding must be spent by 31 March 2025. This means that all works that are being funded by the LUF grant must be completed by then. The cost of any works that will be completed after 31 March 2025 must be covered by the council or other external sources.</p>	2	5	10 (undesirable)	<p>Strict monitoring of programme delivery.</p> <p>Risk to be transferred to the contractor through the Design & Build contract. Given the extremely tight delivery timescale, the contractor may require that the council shares some of the risk.</p> <p>A project contingency to be created and accessed only as a last resort.</p>

Cabinet
2022

19 January

5	Full or partial grant clawback. Failure to complete the project by 31 March 2025 may trigger the full or partial grant clawback.	3	5	15 (intolerable)	Ensure NWedR has appropriate capacity, resources and capabilities to deliver the project on time.
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8. APPENDICES and BACKGROUND PAPERS

Appendices

- Appendix 1 – Former Market Hall Site Redline Boundary
- Appendix 2 – Windsor Street Site Redline Boundary
- Appendix 3 – LUF Programme governance
- Appendix 4 – LUF Programme Board and Delivery Team Terms of Reference
- Appendix 5 – Risk assessment matrix

Background papers

A R Urbanism (2020), *Bromsgrove Town Centre Regeneration Part B Options Report* [Online] Available at [A R Urbanism report](#)

HM Treasury, MHCLG, DfT (2021), *Levelling Up Fund: Prospectus*. [Online] Available at [Levelling Up Fund: prospectus - GOV.UK \(www.gov.uk\)](#)

UK Government (2021), *Levelling Up Fund – Technical note* [Online] Available at [Levelling Up Fund: additional documents - GOV.UK \(www.gov.uk\)](#)

UK Government (2021) *Levelling Up Fund: explanatory note on the assessment and decision-making process*. [Online] Available at [Levelling Up Fund: explanatory note on the assessment and decision-making process - GOV.UK \(www.gov.uk\)](#)

Cabinet
2022

19 January

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder		
Lead Director / Head of Service		
Financial Services		
Legal Services		
Policy Team (if equalities implications apply)		
Climate Change Officer (if climate change implications apply)		



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Scale 1: 1250

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BROMSGROVE LEVELLING UP FUND PROGRAMME GOVERNANCE

KEY
 ——— direct reporting
 - - - - - engaging / informing

PROGRAMME BOARD
 Chair – Cllr Karen May, Leader of the Council and Portfolio Holder for Economic Development, Town Centre and Strategic Partnerships
 Kevin Dicks, BDC CEO
 James Howse, BDC Executive Director Resources
 Ruth Bamford, BDC Head of Planning, Regeneration and Leisure Services
 Claire Felton, BDC Head of Legal and Property Delivery Manager, DLUHC
 Greater Birmingham and Solihull LEP rep
 Worcestershire LEP rep
 Worcestershire CC rep
 Ostap Paparega, Head of NWedR, SRO

Bromsgrove DC Cabinet

Cllr Karen May
 Leader of the Council and Portfolio Holder for Economic Development, Town Centre and Strategic Partnerships

Corporate Management Team
 Chair - Kevin Dicks, CEO

PROGRAMME DELIVERY TEAM
 Ostap Paparega, Head of NWedR, SRO
 Programme Manager NWedR

DLUHC
 Delivery Manager

One Public Estate (OPE)
 Programme Manager

STAKEHOLDER FORUM
 High Street businesses
 Independent 'Indie' Club
 Resident associations / groups
 Other stakeholders

LUF DELIVERY
 Development management consultancy

Windsor St Feasibility - OPE
 One Creative Ltd team

 Feasibility study, ground investigations report, remediation strategy, RIBA 2 designs, viability appraisals

Windsor Street – LUF
 Site acquisition
 Planning consultant
 Land remediation contractor
 Demolition & site clearance contractor

Former Market Hall - LUF
 Design & Build Contractor
 New development management model consultant
 New Development operator

Windsor Street Development (post March 2024)

 Delivery model
 Design team / planning application
 Contractor / developer

School Drive Development (former Dolphin Centre site)

 Design team / planning application
 Contractor / developer

Input from BDC services (to attend project meetings if and when required):

Planning Legal Finance Property Procurement Comms

Page 43

Agenda Item 4

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BROMSGROVE LUF PROGRAMME BOARD

Terms of Reference

Draft v. 01

The Programme Board has a strategic role that includes several responsibilities / accountabilities:

- Provides overall strategic direction and guidance, ensuring that wider factors beyond the scope of the project (such as synergies with other council or partners' projects / interventions) are taken into account
- Ensures appropriate programme and project management systems, processes and procedures are implemented
- Is responsible for the overall success of the programme (i.e. delivery of programme and project outputs and outcomes)
- Approves the scope of the overall programme and projects
- Approves the programme and project budgets
- Makes key decisions and is responsible for the commitment of resources to the projects
- Signs off the overall programme plan and the project plans
- Signs off the completion of each project stage and authorises the start of the next stage (gateway approval)
- Resolves escalated issues from the Programme Delivery Team (i.e. which cannot be resolved by the Programme Manager)
- Sets project tolerance levels
- Approves major changes to the project scope, budget and duration
- Approves the key stakeholder and public engagement strategy and programme
- Approves the Project End Reports

The Programme Board meets every six weeks.

BROMSGROVE LUF PROGRAMME DELIVERY TEAM

Terms of Reference

Draft v. 01

The Programme Delivery Team manages the delivery at the operational level, which includes the following responsibilities:

- Develops and maintains relevant programme and project management documentation:
 - Programme and project plans (tasks, milestones and dependencies)
 - Programme and project budgets and spend profiles / cashflows
 - Action logs
 - Instruction forms
 - Issues logs
 - Risk logs
 - Request for change forms
 - Highlight Reports
 - Evaluation reports
- Manages the delivery of the programme, projects according to the scope agreed by the Board
- Monitors and controls any change to the scope, budget and time at programme and project level and submits requests for change accordingly to the Programme Board / SRO
- Refers any issues to the Programme Board / SRO – an issue is a threat to the project objectives that has happened and cannot be resolved by the Programme Manager/Project Manager
- Ensures risks are being tracked and mitigated as effectively as possible
- Ensures effective communication between project leads, delivery partners and key stakeholders
- Submits Quarterly Programme Progress Reports to the Board
- Submits six-monthly progress reports to MHCLG

The Programme Team is composed of:

- Ostap Paparega, Head of NWedR
- Programme Manager (Delivery Manager), NWedR
- Jane Doyle, NWedR Communications Officer
- BDC input:

Agenda Item 4

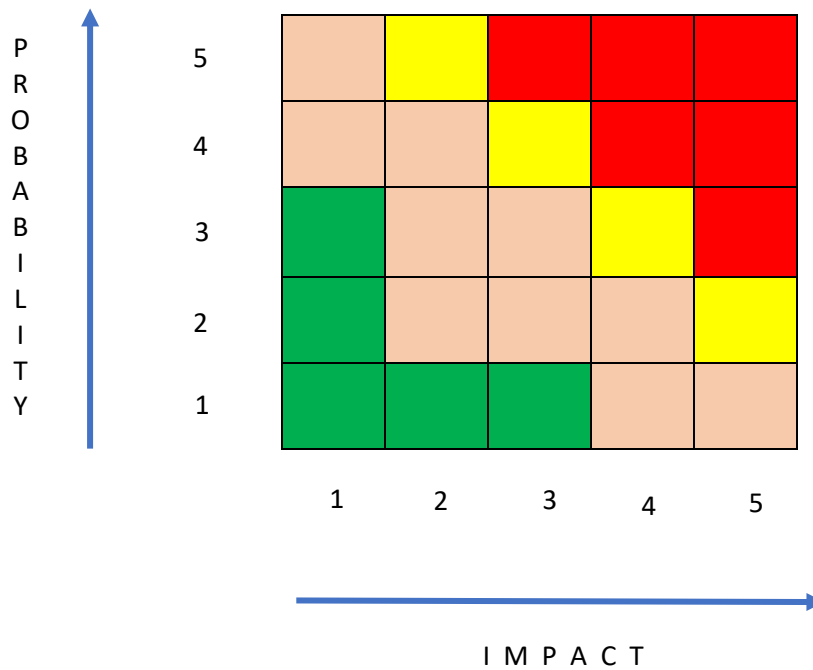
- Finance department
- Legal department
- Planning / Development Management
- Procurement
- Worcestershire Highways
- Professional Team lead / planning applications
- Consultants (attending meetings when necessary / relevant)
- Contractors

The Programme Team meets monthly. Project specific meetings may take place more frequently.

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Appendix 5

Risk Assessment matrix



KEY

- Intolerable
- Undesirable
- Tolerable
- Acceptable

Assessment:

PROBABILITY (P)
1. Highly unlikely
2. Unlikely
3. Even likelihood
4. Probable
5. Highly likely

IMPACT (I)
1. Insignificant
2. Marginal
3. Serious
4. Critical
5. Catastrophic

Risk Severity (S): $S = P \times I$

$S > 15$ - intolerable

$S = 10-14$ – undesirable

$S = 4 - 9$ – tolerable

$S = 1 - 3$ – acceptable

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