



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 2ND NOVEMBER 2016 AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

MEMBERS: Councillors G. N. Denaro (Leader), K.J. May (Deputy Leader),
C. B. Taylor, R. D. Smith 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 5th October 2016 and 13th October 2016 (Pages 1 - 6)
4. Minutes of the meeting of the Worcestershire Regulatory Services Board held on 6th October 2016 (Pages 7 - 28)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
(the WRS report and the accompanying Enforcement Policy are attached as background information to the recommendation at Minute 15/16)
5. Nomination of an Asset of Community Value - The Greyhound Public House, Worcester Road, Bromsgrove (Pages 29 - 72)
6. Medium Term Financial Plan 2017/2018 - 2020/2021 Budget Assumptions (Pages 73 - 78)

7. Council Tax Support Scheme 2017/2018 (Pages 79 - 84)
8. The Council Plan (Pages 85 - 122)
9. 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
10. 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>	
11	4	"

11. Development Management Shared Services Business Case (Pages 123 - 146)

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

25th October 2016

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

5TH OCTOBER 2016 AT 6.00 P.M.

PRESENT: Councillors G. N. Denaro (Leader), K.J. May, R. D. Smith and P. J. Whittaker

Observers: Councillor C. J. Bloore and Councillor L. C. R. Mallett

Officers: Mr. K. Dicks, Mrs. S. Hanley, Mrs. C. Felton, Ms. J. Bayley and Ms. A. Scarce

33/15 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor C. B. Taylor.

34/15 **DECLARATIONS OF INTEREST**

Councillor R. D. Smith declared an other disclosable interest in respect of Minute Item no. 37/16 as a former Member of the Preventing Homelessness Task Group. Members were advised that, as detailed in the report, he had resigned from the group when he had been appointed to Cabinet and had not been involved in the group's discussions of their final recommendations.

35/15 **MINUTES**

The minutes of the meeting of the Cabinet held on 7th September 2016 were submitted.

RESOLVED that the minutes of the meeting of Cabinet held on 7th September 2016 be approved as a correct record.

36/15 **OVERVIEW AND SCRUTINY BOARD**

The Leader welcomed the Chairman of the Overview and Scrutiny Board, Councillor L. C. R. Mallett, to the meeting.

The minutes of the meeting of the Overview and Scrutiny Board held on 19th September 2016 were submitted.

RESOLVED that the minutes of the meeting of the Overview and Scrutiny Board held on 19th September 2016 be noted.

37/15

REPORT OF THE TASK GROUP ON PREVENTING HOMELESSNESS IN BROMSGROVE

The Leader welcomed Councillor C. J. Bloore, Chairman of the Preventing Homelessness Task Group, to the meeting and invited him to deliver a presentation in respect of the review findings and the group's final recommendations.

Councillor Bloore explained that the review had been launched following the Overview and Scrutiny Board's consideration of a request from Councillor S. Shannon to investigate future changes to Burcot Lodge. Initially a Short, Sharp Review had been established to consider the levels of homelessness within Bromsgrove district but this had been extended into a Task Group investigation once it had been established that the subject was suitable for more detailed scrutiny.

During the course of the investigation Members had gathered evidence from a variety of sources. This included reviewing Council policies, interviews with Council staff and relevant Portfolio Holders, interviewing representatives of key organisations such as Bromsgrove District Housing Trust (BDHT), the CAB and Fry Housing Trust, and visiting Voluntary and Community Sector (VCS) bodies that supported young people at risk of homelessness, including St Basils and the Basement Project. The group had analysed a significant amount of information about welfare changes in the country and had discussed the potential impact of these changes on local residents as well as the ways in which Council services could be adapted to best meet the needs of residents who would be affected by these changes.

At the end of the investigation the group had proposed four recommendations. The first of these recommendations, in respect of the introduction of a local authority lettings scheme, addressed the increasing reliance of many people on accommodation within the private rented sector. Cabinet was informed that whilst many residents might be able to afford the monthly rent they could struggle to raise a deposit and meet additional costs required to secure a private tenancy. In some cases residents found it difficult to secure suitable accommodation within the private rented sector due to concerns amongst landlords about their circumstances. A local authority lettings agency could help residents to address these costs and secure accommodation. The group had concluded that further investigation was required from Officers into this matter to ensure that the most appropriate model was adopted in the district.

The second recommendation proposed that the Homelessness Grant should be used for purposes of priority homelessness support. The Cabinet was advised that the grant was not ring fenced. In the past unspent funding from the grant had been returned to balances and the group was keen to avoid this in future.

The third recommendation proposed that the Council should continue to prioritise funding from the Homelessness Grant for offender rehabilitation work and emergency accommodation for young people. Members had considered suggesting that funding should be allocated to particular VCS groups but had concluded that this would not be appropriate due to the challenges facing the sector moving forward.

The final recommendation referred to use of £15,000 which had been set aside at the start of the review in case the group identified any areas requiring funding that could help to address homelessness in the district. The group had concluded that it would be appropriate to allocate this funding to the Essential Living Fund (ELF) as it provided useful assistance to residents who were experiencing financial difficulties that could place them at risk of becoming homeless.

At the end of the presentation Cabinet discussed the content of the report and the group's recommendations. In response to questions from Cabinet Members Councillor Bloore confirmed that the group had considered information about a number of local authority lettings agencies in the country, including schemes managed by Ashford Borough Council and Birmingham City Council.

Cabinet noted that the review had been conducted by a cross party group of Councillors who had investigated the subject of homelessness in extensive detail. Members of the Task Group and the Democratic Services Officers who had supported the review were thanked for their hard work.

The Leader explained that an Executive Response to the report and recommendations would be produced, together with a timeline for the implementation of the recommendations, following consultation with the relevant lead Portfolio Holder. This would be reported for the consideration of the Overview and Scrutiny Board in due course.

RESOLVED that

- (1) Officers should investigate the introduction of a local authority lettings scheme that would help customers to access private rented accommodation. This investigation should take into account working in partnership with Redditch Borough Council. The outcomes of this investigation should be reported for the consideration of the Overview and Scrutiny Board and Cabinet;**
- (2) The Council should commit to use all of the Homeless Grant for the purposes of priority homelessness support;**
- (3) Subject to the Council continuing to receive the Homeless Grant, it should continue to prioritise funding in respect of offender rehabilitation and emergency accommodation for young people, in order for services to remain sustainable within the district; and**

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- (4) **The £15,000 of funding allocated by the Portfolio Holder be allocated to the Essential Living Fund (ELF) and any surplus be ring fenced for use in the next financial year.**

The meeting closed at 6.20 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

13TH OCTOBER 2016 AT 5.00 P.M.

PRESENT: Councillors G. N. Denaro (Leader), K.J. May, R. D. Smith and C. B. Taylor

Observers: Councillor S Colella

Officers: Mr K. Dicks, Ms J. Pickering and Mrs S. Sellers

38/16 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor P. Whittaker.

39/16 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

40/16 **EFFICIENCY PLAN**

Ms J. Pickering, Executive Director Finance and Resources, introduced the report which set out the proposed Efficiency Plan for the Council. The Plan had been deferred from the meeting of the Council on 21st September. The Council's approach had subsequently been discussed at a meeting of the Budget Scrutiny Task Group.

The Cabinet noted that the Government required a high level plan. However, since deferral of the item by Council and in response to Councillor feedback, the following changes had been made:

- the risk assumption had been reviewed;
- some details had been included for each proposed efficiency item;
- savings had been identified once rather than against each year of the Plan.

Councillor G Denaro proposed, Councillor R. Smith seconded and it was

RECOMMENDED

That the Efficiency Plan 2016/17 – 2019/20 as detailed in Appendix 1 to the report be approved for submission to Central Government to enable a 4 year financial settlement to be secured.

The meeting closed at 5.15 p.m.

Chairman

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WORCESTERSHIRE DISTRICT COUNCILS

MEETING OF THE WORCESTERSHIRE REGULATORY SERVICES BOARD

THURSDAY, 6TH OCTOBER 2016 AT 4.35 P.M.

PRESENT: Councillors K.J. May (Substituting for R. J. Laight), B. Behan (Chairman), B. Clayton, Y. Smith (Substituting for J. Fisher, during Minute No's 13/16 to 17/16), S. Chambers, L. Denham, J. Riaz, E. Stokes (Vice-Chairman) and M. King (During Minute No's part of 13/16 to 17/16)

Partner Officers: Mr. D. Sutton, Worcester City Council, Mr. V. Allison, Wychavon District Council, Mr. M. Parker, Wyre Forest District Council and Ms. J. Pickering, Bromsgrove District Council and Redditch Borough Council

Officers: Ms. J. Pickering, Mr. S. Wilkes, Mrs. C. Flanagan, Mr. M. Cox, Mrs. S. Garratt, Ms. K. Lahel and Mrs. P. Ross

10/16 **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

Apologies for absence were received from Councillors R. J. Laight and P. Whittaker, Bromsgrove District Council, D. Chambers, Malvern Hills District Council, J. Fisher, Redditch Borough Council, and J. Hart, Wyre Forest District Council.

It was noted that Councillors K. May, Bromsgrove District Council was in attendance as substitute Member for R. J. Laight, and Y. Smith, Redditch Borough Council substitute Member for J. Fisher.

Apologies for absence were also received from Mr. P. Merrick, Malvern Hills District Council.

11/16 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

12/16 **MINUTES**

The minutes of the meeting of the Worcestershire Regulatory Services Board held on 22nd June 2016 were submitted.

RESOLVED that the minutes be approved as a correct record.

13/16

AIR QUALITY - UPDATE

The Board were asked to consider a report that provided an update summary for each partner authority on Local Air Quality Management work undertaken by Worcestershire Regulatory Services (WRS) for each district.

The Technical Services Manager, WRS, introduced the report and in doing so informed Members that, the monitoring of Nitrogen Dioxide was undertaken using diffusion tubes to establish an annual average in many locations across the County.

The purpose of Local Air Quality Management was to establish if there were any breaches of National Objectives for specified pollutants and to declare an Air Quality Management Area (AQMA) if identified.

Members were informed that recently the Department for Environment, Food and Rural Affairs (Defra) guidance had changed the emphasis from monitoring and identification to resolution of air quality concerns. In response, WRS have identified priority actions for all established AQMAs and were working with steering group members to resolve any issues.

In addition WRS has produced an Air Quality Action Plan Update for 2016 on the work undertaken. The Action Plan Update formed part of each District Council's reporting requirements on air quality and provided an update on progress made with actions to address poor air quality in AQMAs. Members were asked to note that there was not a requirement to produce such a plan for Redditch Borough Council and Malvern Hills District Council as they currently had no AQMAs in their areas.

The Technical Services Manager, WRS, drew Members' attention to each of the partner authorities updates as detailed on pages 10, 11 and 12 in the report. The updates also detailed the areas, that due to improved conditions, WRS would be recommending to those partner authorities that the AQMAs be revoked. The Technical Services Manager, WRS, stressed that no AQMAs would be revoked prematurely.

At this stage in the meeting, the Head of WRS explained that one of the reasons the report had been brought before the Board was in order to provide Members with detailed information on what WRS as a service delivered on behalf of each partner authority. The Technical Services Manager's Team, WRS, were a highly skilled team and undertook work to liaise, push forward and deliver a high standard of work on behalf of WRS and each partner authority.

The Technical Services Manager, WRS, responded to several questions from Board Members and in doing so, informed Members that Defra had recognised that their previous guidance was report heavy. The revised format required an annual status report, an action plan and progress

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report. The action plan concentrated on 'priority' actions and things that could be achieved in order to progress these particular 'priority' actions.

With regard to engaging with local Ward Members, the Technical Services Manager, WRS, explained that there was a County wide steering group with local Members involved where there were AQMAs. Moving forward there would be one steering group with sub-groups formed for particular AQMAs.

WRS officers had a good dialogue with Worcestershire County Council (WCC), strategic highways. There were a lot of different schemes being undertaken and those who had to deliver the projects were somewhat removed, but WRS continued to work towards achieving further dialogue with WCC, Highways.

Members congratulated the Technical Services Manager, WRS and his team on producing an informative and comprehensive report. Members realised the benefits of the work carried out by WRS and that even the smallest of actions taken by WRS could make a difference.

Members asked for it to be noted that the Technical Services Manager, WRS and his team ensured that they kept themselves updated with regard to local Ward Members, to ensure that the correct local Ward Members were updated with regard to progress or any issues in respect of AQMAs in their ward area.

The Chairman thanked the Technical Services Manager, WRS, for a worthwhile report.

RESOLVED:

- (a) that the Local Air Quality update report for each District be noted; and
- (b) that the Technical Services Manager, Worcestershire Regulatory Services (WRS) to provide Board Members with the website link to the WRS Air Quality Action Plan Progress Report for Worcestershire April 2015 to March 2016.

14/16

WRS REVENUE MONITORING 2015/2016 - QUARTER 1

The Board were asked to consider a report which detailed the financial position for Quarter 1, 1st April 2016 to 30th June 2016.

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council (BDC), introduced the report and in doing so informed the Board that the report presented the final financial position for Worcestershire Regulatory Services (WRS) for Quarter 1, 1st April 2016 to 30th June 2016.

The robust financial management arrangements ensured that the priorities of the service could be delivered effectively.

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The Executive Director, Finance and Corporate Resources, BDC, drew Members' attention to the detailed revenue report as attached at Appendix 1 to the report. This showed a projected outturn overspend of £7,000, it was appreciated that this was estimation to the yearend based on the current level of expenditure.

The Executive Director, Finance and Corporate Resources, BDC, informed the Board, that with regard to the underspend as detailed at Appendix 1 to the report, part of the underspend was offset by the costs associated with additional agency staff being used to cover vacancies. During the next three to six months officers would look to reduce the reliance on agency staff to ensure that the projected outturn was as minimal as possible.

Based on the spend from April to June 2016 with regard to Pest Control, there would be an estimated overspend of £34,000. Appendix 1 to the report detailed the costs recovered from each partner authority. Officers would continue to monitor and analyse the impact on each partner authority.

Two months of costs which related to Trading Standards and Animal Health and Welfare were included in the expenditure. Trading Standards and Animal Health and Welfare services were transferred back to Worcestershire County Council (WCC) as of 1st June 2016. WCC paid WRS £110,000 to run these services for the two months and this income has been included in the income projected outturn of £312,000 as detailed at Appendix 1 to the report.

The Executive Director, Finance and Corporate Resources, BDC, further drew Members' attention to page 16 of the report and in doing so, highlighted that the requirement for pension back funding for 2016/2017 would need to be funded by each partner authority. This was allocated on the 2015/2016 percentage split. Worcestershire County Council would continue to pay for the pension deficit. The cost to each Council was detailed on page 16 in the report. The agreed percentages would be used for the IAS19 / Pensions adjustment for the statement of accounts for 2016/2017.

RESOLVED:

- (a) that the final financial position for the period 1st April to 30th June 2016, Quarter 1 be noted; and
- (b) that at the Treasurers Meeting to be held on 7th October 2016, the Section 151 discuss the costs associated with the pension backfunding for 2016/2017 and the implications for 2017/2018 in light of the transfer of staff back to Worcestershire County Council. This will then be informed to partner councils.

15/16

ENFORCEMENT POLICY

The Board was asked to consider a report which detailed the amendments to the Worcestershire Regulatory Services Enforcement Policy.

The Head of Regulatory Services (WRS) reminded Members of the background to the introduction of a single WRS Enforcement Policy, as agreed and adopted in 2011 by the Worcestershire Shared Services Joint Committee and each partner authority.

Local authorities were encouraged to produce Enforcement Policies for many years so that those they regulated knew and understood what to expect with regard to enforcement. The first thing to be challenged by any company undergoing enforcement would be the enforcement policy.

The initial WRS Enforcement Policy was based on the requirements of the then Regulator's Compliance Code, the policy would not have contradicted any approach taken by each partner authority in other areas of enforcement.

With the recent changes to the partnership, the replacement of the supporting Regulator's Compliance Code and the time that had elapsed since the original policy was adopted in 2011, the Head of Regulatory Services, WRS, thought it was timely to have the policy revised and re-ratified by the newly formed Worcestershire Regulatory Services Board.

Members were informed that the Regulator's Compliance Code had been replaced with the Regulator's Code, which remained under the control of the Department for Business, Energy and Industrial Policy. There had been little change to the core of the new Regulator's Code, but some aspects had been clarified and tidied up, which therefore required some minor amendments to be incorporated into the existing WRS Enforcement Policy. The amended WRS Enforcement Policy was detailed at Appendix 1 to the report.

Members were advised that the amended WRS Enforcement Policy would be a useful adjunct to other enforcement policies that each partner authority had for its remaining enforcement activities.

In response to Councillor L. Denham, Worcester City Council, the Head of Regulatory Services, WRS, agreed to amend the 'Factors which would mitigate against the need for a prosecution' and remove the word 'elderly'.

Members agreed that the document was well drafted.

RECOMMENDATION: that, subject to the minor amendment, as detailed in the preamble above, the Worcestershire Regulatory Services Enforcement Policy, be adopted by each Member Authority.

16/16

ACTIVITY AND PERFORMANCE DATA QUARTER 1

The Board were asked to consider a report that detailed the Activity and Performance Data for Quarter 1, 2016/2017. Members were asked to note that due to the departure of the Trading Standards team on 1st June 2016, back to direct control by Worcestershire County Council, the usual tables for Trading Standards and Animal Health and Welfare activity were no longer included.

The Technical Services Manager, Worcestershire Regulatory Services (WRS) introduced the report and in doing so informed Members that, the report detailed Worcestershire Regulatory Services Activity and Performance Data for Quarter 1, but the presentation of the data enabled comparison with previous quarters and previous years. The layout of the report had been changed to line graphs. Officers had hoped that the new layout would assist in showing some of the trends in workload for the different activities undertaken by WRS.

The Technical Services Manager, WRS, highlighted that, as usual licensing and environmental health nuisances continued to make the most impact in terms of demand, which was understandable given their direct impact on the public.

Food inspections were slightly down on the same quarter last year but up on the previous year. This reflected in the resources involved in conducting the complex enforcement activities being carried out, with two premises formally closed during the period and several prosecutions pending. Officers would continue to closely monitor progress against the full inspection programme for the year to ensure that it remained on track.

The number of stray dogs had fallen for many years as owners realised that it was not acceptable to allow their dog to stray and that there were financial consequences to retrieving their dog from kennels. It was expected that the benefits of this would be felt across the three Gloucestershire Districts that WRS covered, due to the consistent approach taken by WRS. WRS expected the overall number of reported stray, lost and found dogs to fall.

In response to questions from Members, the Technical Services Manager, WRS, informed the Board that with regard to "The Microchipping of Dogs (England) Regulations 2014", which became a legal requirement from April 2016, for all dogs to be microchipped and contact details kept up-to-date; he was of the opinion that it was too early to say if this had had an impact. WRS were still picking up dogs that had not been microchipped and microchipped dogs where the contact details were not up-to-date. The keeper of a dog which was not microchipped would be served with a notice that required them to have

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the dog microchipped within 21 days. It would involve a lot of work for WRS to follow up all notices served.

With regard to performance, Members were informed that the proportion of people who feel better equipped to deal with problems for themselves in future was slightly up on last year's outturn at 81.4%, but was still in line with previous performance.

The Technical Services Manager, WRS, further responded to questions from Members with regard to the increase in requests related to gull queries. Members were informed that WRS had commissioned a recent survey on gull activity. The details of the survey would be presented to a future meeting of the Board.

The Licensing and Support Manager, WRS, responded to questions from Members in respect of Scrap Metal Collectors and Dealers. Members were informed that the number of noise nuisance complaints with regard to Scrap Metal Collectors was lower. Since the introduction of the Scrap Metal Dealers Act 2013, and the requirement to be licensed, WRS had noticed a downtrend. Also the price of scrap metal had dropped. The first year renewal process was about to commence and it would be interesting to see the responses received for renewal applications.

The Chairman drew Members' attention to the Healthier Choices Food Award scheme and details of those in receipt of the award, as detailed on page 48 in the report. The Chairman asked Board Members to consider referring any potential companies or premises they may be aware of to WRS to be considered for the award.

17/16

ANY OTHER BUSINESS

CHAIRMAN'S ANNOUNCEMENTS

The Chairman took the opportunity to inform the Board that she had recently had the pleasure of being invited to attend the APSE (Association for Public Service Excellence) awards in Londonderry. These prestigious awards were designed to recognise excellence in local government frontline services.

Worcestershire Regulatory Services (WRS) were nominated for the Best Service Team: Environmental Health Service award. The award was won by Derby City Council with WRS as runners up. The Chairman stated that this showed commitment from WRS towards the work they undertook for each local authority.

The Chairman asked the Board to be mindful of promoting WRS on both Twitter and Facebook.

The Chairman also took the opportunity to inform Members that she would have to submit her apologies for the WRS Board meeting

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scheduled for Thursday 24th November 2016 and to clarify with the Vice-Chairman if she would be in a position to attend and chair the meeting. The Vice-Chairman confirmed that she would be available to chair the meeting.

The meeting closed at 5.40 p.m.

Chairman

Worcestershire Regulatory Services

Supporting and protecting you

WRS Joint Board: 6th October 2016

Title: Enforcement Policy 2016

Recommendation

That members recommend the adoption of this amended policy by the individual partner authorities.

Background

In 2011, the then Joint Committee agreed to support the adoption of a single WRS Enforcement Policy that the service would use in relation to all of its activities. This policy would be an adjunct to other enforcement policies that each partner authority had for its remaining enforcement activities. Being based on the requirements of the then Regulator's Compliance Code, the policy would not have contradicted any approach being taken by partners in other areas of enforcement. With the amendments made recently to the partnership, the changes to the supporting Code and the time elapsed since the original policy was approved by members, the Head of Regulatory Services felt it was timely to have this policy revised and re-ratified by the new Joint Board. It is appended to the report as a separate document.

Report

Local authorities have been encouraged to produce Enforcement Policies for many years so that those they regulate know and understand what to expect. This was originally driven by the introduction of the Enforcement Concordat, created by LACORS, the Local Government Association's Regulatory Policy support framework for member authorities, and built upon by the Regulator's Compliance Code, issued by the Better Regulation Executive, under the Legislative and Regulatory Reform Act 2006, and maintained by the Local Better Regulation Office. The concordat and the code provided businesses with a clear framework within which regulation would take place and provided this community with an outline of the kind of responses they might face should they be identified as being non-compliant.

This Regulators Compliance Code has itself now been replaced with the Regulator's Code, which remains under the control of the the Department for Business, Energy and Industrial Policy. The core of the new Code has changed little from the original Regulators Compliance Code, but some aspects were clarified and tidied up, requiring some minor amendments to the WRS policy document, which have very limited impact. The Head of

Service feels that the changes to the partnership probably warrant a further request for ratification of the policy by members to ensure its standing.

Before putting a case before the Courts, local authorities also need to have regard to the Code for Crown Prosecutors, which lays down the very basic provisions for evidential sufficiency and public interest before a case can be considered a sound candidate to be taken to Court. The attached policy meets the criteria of both of these documents, which should allow it to easily integrate with existing policies within the partner authorities and it will allow the service to operate in a consistent way across the county in relation to all enforcement matters.

Improved consistency is something that businesses crave, so there is a level playing field for all of those in competition. Businesses have complained for a number of years about the alleged inconsistencies in enforcement between local authorities, although the LGA has always challenged this and the responses containing real evidence have been limited. By adopting a common approach to enforcing the functions discharged by WRS, partners will directly address these concerns of the business community and show that WRS remains a tool that local authorities can use to support their economies in a positive way.

Contact

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Background Papers

Enforcement Policy document attached as Appendix 1

Worcestershire Regulatory Services **Enforcement Policy**

1. Introduction

In June 2010, the seven Local Authorities in Worcestershire set up a Joint Committee under Section 101 of the Local Government Act 1972, comprising Members of all of the Authorities, to oversee the delivery of regulatory services across the County on their behalf, by a single body called “Worcestershire Regulatory Services” (WRS.) Between April and June 2016, Worcestershire County Council changed its relationship with the partnership, initially by moving from a partner to a customer of WRS, and then by taking back control of its functions to discharge them directly. Hence WRS no longer delivers Trading Standards and Animal Health functions for this authority.

WRS continues to deliver Environmental Health functions, including Food Safety, Health and Safety, many aspects of Pollution Control, and Licensing administration on behalf of Bromsgrove District Council, Malvern Hills District Council, Redditch Borough Council, Worcester City Council, Wychavon District Council and Wyre Forest District Council

This Enforcement Policy will be applied by Worcestershire Regulatory Services in relation to the functions it discharges on behalf of these Authorities and it has been adopted by each of them. It is distinct from the general Enforcement Policy of the individual Local Authorities, which apply to any other regulatory function provided by them, for example planning.

The primary aim of Worcestershire Regulatory Services is to ensure businesses comply with the legislative framework within which they operate so that, consumers, businesses, employees, individuals and the environment are protected, and transactions are fair and equitable. Fair proportionate and effective enforcement is essential to protecting the health, safety and economic interests of all concerned, and there is a range of tools available to the Service to achieve this.

Generally we will provide advice and support those seeking to comply and at the same time tackle those who choose not to comply, using proportionate action. The detail on how and when action may be taken is outlined in the body of this policy.

The Service must also have regard to the various general duties imposed on the partner authorities e.g. section 17 of the Crime and Disorder Act, and the general powers given to local government for the promotion of well being under the Local Government Acts. We are obliged to comply with the Human Rights Act 1998, so we will take its provisions into account when taking decisions relating to enforcement action.

This enforcement policy is a statement of how the Service will carry out its enforcement duties and, in addition, what business and citizens in Worcestershire can expect from our enforcement staff.

2. Policy Scope

We are committed to providing an effective service with officers carrying out their duties in an equitable, practical and consistent manner. To achieve this we have adopted the principles of the following:

- The Regulators Code (BIS)
- Local Government Regulation's Home Authority Principle,
- Better Regulation Delivery Office's Primary Authority Principle
- The Crown Prosecution Service Code for Crown Prosecutors (as amended.)
- The Food Safety Act 1990 Code of Practice
- Human Rights Act 1998 and the European Convention on Human Rights.

We will also comply with any statutory requirement placed upon us and seek to align our procedures with best practice.

The Policy applies to actions in relation to all of the legislation enforced by the Service. Enforcement action includes any action taken by officers aimed at ensuring that individuals or businesses comply with the law and goes beyond just formal enforcement action such as prosecution.

3. General Principles

Prevention is better than cure and our role therefore involves actively working with businesses to advise on and assist with compliance. Where we consider that formal action is necessary, each case will be considered on its own merits. However, there are general principles that apply to the way each case must be approached. These are set out in this Policy.

The majority of cases involving regulatory matters will relate to businesses, however, there will be some cases put before the Courts that relate to individuals, particularly those involving noise nuisance. These cases will be treated in the same way as those involving businesses and the general principles outlined around proportionality of action, for example trying informal approaches before resorting to formal action and the Courts, will be followed.

Enforcement decisions will be fair, independent and objective and will not be influenced by issues such as ethnicity or national origin, gender, religious beliefs, political views or the sexual orientation of the suspect, victim, witness or offender. Such decisions will not be affected by improper or undue pressure from any source. We will take into account the views of any victim, injured party or relevant person to establish the nature and extent of any harm or loss, and its significance, in making the decision to take formal action.

This enforcement policy helps to promote efficient and effective approaches to regulatory inspection and enforcement, which improve regulatory outcomes without imposing

unnecessary burdens on business. We recognise the positive impact that the service can have on economic progress and growth in the local economy and see it as part of our role to encourage and support the growth of legitimate business activity within the legal framework provided by central government.

4. Risk

We will ensure that our resources are targeted where they will be most effective. We will ensure that intelligence and risk assessment inform all aspects of our approach to regulatory activity, including:

- Data collection and other information requirements;
- Inspection programmes;
- Advice and support programmes;
- Enforcement activity and sanctions.

We will normally use the appropriate Government risk assessment scheme to inform any inspection programme, but, where these do not exist, we will consult and involve businesses and other interested parties in designing any risk methodologies that are created within the Authority, and publish the details. In the absence of other factors, when determining risk, we will consider:

- Compliance history and potential future risks
- The existence of effective management systems
- Evidence of recognised external accreditation
- Management competence and willingness to comply

We will also use intelligence to direct inspection based projects, targeting goods or business where there are known issues. Obviously, a complaint may also trigger a visit if that is the most appropriate response. We will review our approach to regulatory activities from time to time, in order to remove any unnecessary burdens from businesses.

5. Advice and Guidance

We will provide general information, advice and guidance to make it easier for businesses to understand and meet their obligations. This will be provided promptly, in clear, concise and accessible language, using a range of appropriate formats and media. Information will cover all legal requirements relating to our regulatory activities, as well as changes to legal requirements. Where changes are of great significance, we will look at the best ways of informing businesses of the changes e.g. through newsletters, mail-shots or seminars.

We will provide targeted and practical advice through personal visits, telephone and promote self service via our website. We will try to maximise the accessibility and effectiveness of advice to ensure efficient use of resources and we will involve businesses in developing both the content and style of regulatory guidance to help ensure that it meets their needs.

When offering advice, we will clearly distinguish between statutory requirements and advice or guidance aimed at improvements above minimum legal standards. We seek to

provide proportionate advice, the content of which will help achieve compliance but impose the minimum burden required on the business concerned. Advice will be confirmed in writing, if requested.

Where a business knows it has a problem and seeks advice to remedy the situation, it will not normally trigger enforcement action. Where appropriate we will seek to support the remedial action to prevent future problems, however, we must reserve the right to take enforcement action in serious cases.

We provide most of our advisory services free of charge; however we reserve the right to charge a reasonable fee for services beyond the basic advice and guidance necessary to help ensure compliance. We would take account of the needs and circumstances of smaller businesses and others in need of help and support in deciding whether or not to charge. Charging will be in line with any guidance issued by the Better Regulation Delivery Office in relation to the Primary Authority principle.

We will engage with local businesses to assess the effectiveness of our information and advice services by asking them how effective our work is in raising businesses' awareness and helping them to understand legal requirements, including the extent to which they incur additional costs from obtaining external advice in order to understand and comply with legal requirements.

6. Inspection

We will ensure inspections and other visits to businesses only occur in accordance with a risk assessment methodology, except where visits are requested by businesses, or where we act on relevant intelligence. We will focus our efforts on businesses where intelligence and risk assessment shows there is a higher likelihood of non-compliance or which pose a more serious risk to regulatory outcomes. Some processes by their nature present a greater risk to health or the environment, or due to their complexity, may make it more difficult to ensure compliance. These are the areas where we will focus our inspection resources.

Where appropriate, and where required by legislation, including the Protection of Freedoms Act, we will give a minimum of 48 hours notice prior to a routine inspection unless to do so would undermine the purpose of the visit. It should be noted, however, that there is a general requirement in some Codes of Practice e.g. Food Law Code of Practice, that notice is not provided prior to a routine inspection. Where this is the case, notice will not be given unless it is necessary to achieve the services ends, for example, if the presence of a particular manager is essential.

When we visit or carry out inspections, we will give feedback to businesses to encourage and reinforce good practice. We will also share information about good practice amongst businesses, and with other regulators.

Where we and another regulator have a shared interest in a business we will work together to ensure that our activities can be rationalised to minimise the burden on the business, where such action is both of benefit to the business and does not harm the standard of enforcement for either regulator.

We will also take account of the circumstances of small, businesses, including any difficulties they may have in achieving compliance.

7. Information Requirements

Worcestershire Regulatory Services do not require large quantities of information from businesses on a routine basis. When determining what data we may require, we will consider the costs and benefits of data requests to businesses and,

- Limit the data that we request to that which is either appropriate, or required by statute e.g. food registration, licensing applications, etc,
- Minimise the frequency of collection and seek the information from other sources where relevant and possible.

We will work with our fellow local regulators to minimise the information we request from businesses, and we will seek to maximise our data sharing within the provisions of the Data Protection Act. We will seek to use compatible collection methods to give consistency.

We will involve businesses in vetting data requirements and form design for clarity and simplification. We will also ensure that, where possible, data can be returned electronically.

8.0 Enforcement Action

In accordance with good practice, we will:

- Publish our Enforcement Policy;
- Report on our enforcement activities year on year to interested parties through an Annual Report;
- Follow-up enforcement actions where appropriate;
- Be transparent in the way in which we enforce requirements and, apply and determine penalties (when such powers are made available.)

When considering what action should be taken, we will look to:

- Be proportionate to the nature of the offence and the harm caused,
- Change the behaviour of the offender;
- Eliminate any financial gain or benefit from non-compliance;
- Address the harm caused by regulatory non-compliance, where appropriate;
- Deter future non-compliance,
- Be responsive and consider what is appropriate for the particular offender and regulatory issue, and

- Avoid perverse incentives that might influence the choice of sanctioning response.

When considering formal enforcement action, we will, when appropriate, discuss the circumstances with those suspected of a breach (usually by way of formal interview,) and take these comments into account when deciding on the best approach, (unless immediate action is required to prevent or respond to a serious breach or where to do so would be likely to defeat the purpose of the proposed enforcement action.)

We will ensure that clear reasons for any formal enforcement action are given to the person or entity at the time the action is taken. These reasons will be confirmed in writing at the earliest opportunity. Complaints and relevant appeals procedures for redress will also be explained at the same time.

8.1 Deciding what enforcement action is appropriate

In assessing what enforcement action is necessary and proportionate, consideration will be given to:

- The seriousness of compliance failure;
- The business's past performance and its current practice;
- The risks being controlled;
- Legal, official or professional guidance;

There are a large number of potential enforcement options. The level of the action taken varies from no action through to proceedings in Court. Examples of the main types of action that can be considered are shown below:

- No action/ verbal advice or assistance;
- Informal Action and Advice;
- Fixed penalty Notices;
- Penalty Charge Notices;
- Statutory Notice;
- Formal closure
- Seizure of goods/equipment;
- Injunctive Actions;
- Refusal/revocation of a licence;
- Simple Caution;
- Prosecution.

8.2 No Action/ Verbal Advice or assistance

There will be circumstances where a contravention may not warrant action, or it may be inappropriate. Many minor contraventions can be dealt with via advice and/ or assistance. Domestic nuisance issues may be best resolved by the neighbours entering into dialogue without the direct intervention of officers. Where this is not appropriate, due to the behaviour of one party or where the complainant is from a vulnerable group, the service will consider the best option for intervention depending on the circumstances.

8.3 Informal Action and Advice

For minor breaches of the law we will give advice on how to put them right, including a deadline by which this must be done. The time allowed will be reasonable, and take into account the seriousness of the contravention and the implications of the non-compliance. Where the advice required is detailed, or there are potentially serious implications from the failure, the advice will be provided in writing. Failure to comply could result in an escalation of enforcement action.

Where ever possible we will advise offenders about 'good practice', but we will clearly distinguish between what they *must do* to comply with the law and what is recommended best practice.

8.4 Statutory Notices

Officers of the Service have the power under various pieces of legislation to issue notices that:

- Prohibit the sale or distribution of goods where relevant provisions may have been breached,
- Require a business to take specific actions to remedy an identified problem,
- Require a business to desist from particular activities that may not comply with legal requirements.
- Require any person to take action to ameliorate or stop nuisances being caused by their actions

Notices may require immediate action where, for example, there are risks to public health or safety, or an immediate risk of environmental damage or serious nuisance. In other circumstances, a reasonable amount of time will be given, depending on the circumstances, to rectify the problem.

Certain types of notice allow works to be carried out in default. This means that if a notice is not complied with (a breach of the notice) we may carry out any necessary works to satisfy the requirements of the notice ourselves. Where the law allows, we may then charge the person/business served with the notice for any cost we incur in carrying out the work.

In certain limited circumstances e.g. under the provisions of food safety legislation, where an authorised officer is satisfied that there is an imminent risk of injury to health from the condition of the premises, the officer may serve notice to close the premises. This would be immediately followed by an application to a Magistrates Court to confirm the closure.

All notices issued will contain details of any Appeals process that may be available to the recipient.

8.5 Fixed Penalty Notices

Certain offences are subject to fixed penalty notices where prescribed by legislation. These notices are recognised as a low-level enforcement tool and avoid the defendant obtaining a criminal record. Where legislation permits an offence to be dealt with by way of a Fixed Penalty Notice (FPN), we may choose to administer a FPN on a first occasion, without issuing a warning. They will be used in appropriate circumstances to give a fast and measured response to the situation.

8.6 Penalty Charge Notices

Penalty Charge Notices (PCNs) are prescribed by certain legislation as a method of enforcement by which the offender pays an amount of money in recognition of the breach. Failure to pay the PCN will result in the offender being pursued in the County Court for non-payment of the debt. A PCN does not create a criminal record and we may choose to issue a PCN without first issuing a warning in appropriate circumstances.

8.7 Institution of Legal Proceedings

Once an officer has completed his/ her enquiries, they will submit a case report to a senior officer, independent of the investigation, who will decide, using the criteria below, the most appropriate course of action.

Where the law has been broken, there is a range of enforcement options available to seek compliance with the law. Under normal circumstances, a process of escalation will be used until either compliance is reached or there is no option other than to instigate proceedings. Exceptions would be where there is a serious risk to public safety or the environment, or the offences have been committed deliberately or negligently or involve deception, or where there is significant economic detriment. Each case is unique and will be considered on its own facts and merits.

The senior officer will take into consideration the requirements of the Code for Crown Prosecutors and other relevant codes before deciding whether or not to pass the file to the relevant legal officer to authorise the institution of legal proceedings.

Firstly the senior officer will have to be satisfied that there is sufficient evidence to provide a realistic prospect of conviction against each defendant on each charge (i.e. that a jury or bench of Magistrates, properly directed in accordance with the law, is more likely than not to convict the defendant of the charge alleged). To this end, the senior officer will look at all the available evidence, reliability of witnesses, supporting documentation and any other matters relating to the investigation. Only when this evidential test has been satisfied will the public interest to proceed with the prosecution be considered.

In deciding whether a prosecution will serve the public interest, the senior officer will balance factors for and against the prosecution carefully, fairly and impartially. Some factors may increase the justification to prosecute whereas others may militate against. Below are some of the matters to be taken into consideration for and against criminal proceedings. This is not an exhaustive list and, as such, each case is taken strictly on its own individual merits:

Factors in Favour of Prosecution

- The offender was in a position of control within the business,
- The offender acted dishonestly, wilfully or negligently.
- The product or service was aimed at a vulnerable group or person.
- The product or service has caused or had the potential to cause physical or mental injury or suffering, significant harm or loss.
- The offender has received advice or a warning concerning the circumstances of the offence or similar matters.
- The offender has previous convictions that are relevant.
- The offence, though not serious in its self, is widespread in the area where it was committed.
- There are grounds to believe that the offence is likely to be continued or repeated, for example by a history of recurring conduct.
- The outcome of a prosecution might serve an important, informative purpose or establish a legal precedent.

Factors which would mitigate against the need for a prosecution

- The offence was minor in nature and as a result of a genuine mistake or misunderstanding, which did not involve significant negligence.
- The offender is vulnerable, for example through age-related issues, or was at the time of the offence suffering from significant mental or physical ill health, which contributed to the commission of the offence, and the offence was neither serious nor likely to be repeated.
- The loss or harm could be described as minor and was as a result of a single incident, particularly if it was caused by a failure of judgment.
- The offender put right the loss or harm caused prior to the intervention of the Service.
- Prior to the Service's intervention, the offender had introduced adequate steps to prevent further similar offences.
- The defendant was a youth at the time of the offence.
- There has been a long delay between the offence and any potential court action, unless either:
 - (i) The offence is serious,
 - (ii) The delay has been caused by the defendant or his/ her legal representatives,
 - (iii) The offence has only recently come to light, or
 - (iv) The complexity of the offence meant that there has been a long investigation.

8.8 Proceeds of Crime Applications

Some cases taken by the service can lead to applications being made under the Proceeds of Crime Act 2002 (POCA) for confiscation of assets. These are the most serious cases or where there is persistence of offending over a long period of time or where the offences are deemed to be "lifestyle crime" under POCA. Their purpose is to recover the financial benefit that the offender has obtained from his criminal conduct. WRS will look to use these provisions in an appropriate manner.

8.9 The use of Simple Cautions

Where the public interest justifies it, we will consider offering a Simple Caution (or Reprimand/ Final Written Warning if the offender is below the age of 18.) In offering a Simple Caution, we will take account of the Home Office Guidelines in relation to the cautioning of offenders, and the Code for Crown Prosecutors. Where the offender is under 18 and a formal approach is being considered, appropriate bodies such as the Youth Offending Team will be consulted.

A Simple Caution requires an admission of guilt on behalf of the offender, however there is no sentence and there is no recorded conviction. A caution will remain on record for a period of 2 years and may be cited in Court should a further offence be committed and prosecuted during that time.

8.10 Injunctions

Injunctive action is a civil law process that may be used to ensure that person or business desists from a particular pattern of behaviour or action. Whilst these are not the norm in dealing with regulatory matters, seeking an injunction may be the most appropriate method of disposal for an issue. We will work with the relevant partner legal team to develop such cases and support them being taken through the Court process.

8.11 Other Orders available

There are a range of orders available in law under various provisions that can be used to tackle what is widely described as “anti-social behaviour.” Where these provisions offer a suitable way of dealing with an issue, the service will take them forward with the support of the relevant partner legal service.

8.12 Refusal, Suspension and Revocation of Licence

Where there is a requirement for a business to be licensed by the local authority, the licence may be granted unless representations or objections are received against the application. In such cases the Licensing Committee or Sub-Committee will hear the case and decide to grant, grant with conditions, or refuse the licence application. In addition, in relation to the Gambling Act 2005, applications for premises Licence, the Licensing Committee can exclude a condition of licence.

In most circumstances, a licence may be considered for suspension, revocation, or the application of further conditions, where officers become aware of either the commission of offences relating to the conduct of the business, or breaches of existing conditions or similar controls. These matters will be heard before the Licensing Committee (or a Sub-Committee,) of the relevant partner Authority, and the elected members will determine what action should be taken.

9.0 Additional Information

The Senior Managers involved in making the more serious decisions will also have regard to legal advice from the relevant partner Head of Legal Services. Once the Regulatory Service reaches a decision to prosecute, or to instigate civil proceedings, the relevant Partner Authority's Legal Services Department must authorise the action before implementation.

9.1 Standards and Accountability

We will, in consultation with businesses and other interested parties, set and publish clear standards and targets for our service and performance. These will include:

- Regulatory outcomes (e.g. proportions of businesses that comply,)
- Performance standards for contact with businesses;
- A commitment to ensuring costs to businesses of regulatory interventions are proportionate; and
- A commitment to dealing with any negative perceptions of businesses and other interested parties relating to these issues.

We will create effective consultation and feedback opportunities to ensure we have continuing cooperative relationships with businesses and other interested parties. We will ensure our officers provide courteous and efficient services to businesses. We will enable them to interpret and apply relevant legal requirements and ensure that they enforce requirements fairly and consistently between like-businesses in similar situations. We will take account of comments from businesses and other interested parties regarding the behaviour and activity of our staff.

9.2 Liaison with other regulatory bodies and enforcement agencies

Where appropriate, enforcement activities within Worcestershire Regulatory Services will be coordinated with other regulatory bodies and enforcement agencies to maximise the effectiveness of any enforcement.

Where an enforcement matter affects a wide geographical area beyond the County boundaries, or involves enforcement by one or more other local authorities or organisations; where appropriate all relevant authorities and organisations will be informed of the matter as soon as possible and all enforcement activity coordinated with them.

Worcestershire Regulatory Services will share intelligence relating to wider regulatory matters with other regulatory bodies and enforcement agencies, and examples include:

- Government Agencies
- Police Forces
- Fire Authorities
- Other Statutory Bodies
- Local Authorities

9.3 Further Information

Anyone requiring further information on this policy should contact Worcestershire Regulatory Services by writing to:

Worcestershire Regulatory Services
Wyre Forest House
Finepoint Way,
Kidderminster,
Worcestershire
DY11 7WF

Or by e-mail to:

wrsenquiries@worcsregservices.gov.uk



Worcestershire
Local Enterprise Partnership

BACKGROUNND

Cabinet

02 November 2016

NOMINATION OF AN ASSET OF COMMUNITY VALUE : THE GREYHOUND PUBLIC HOUSE

Relevant Portfolio Holder	Cllr Taylor
Portfolio Holder Consulted	Yes
Relevant Head of Service	Ruth Bamford – Head of Housing and Regeneration
Wards Affected	
Ward Councillor Consulted	Yes

1. SUMMARY OF PROPOSALS

- 1.1 To consider a request to list the Greyhound Public House, Worcester Road, Bromsgrove as an Asset of Community Value.

2. RECOMMENDATIONS

That Cabinet consider the contents of the report and decides to either:-

- (a) Support the listing of the Greyhound Pub Worcester Road Bromsgrove as an Asset of Community Value; or
- (b) Not support the listing of the Greyhound Pub Worcester Road Bromsgrove as an Asset of Community Value

3. KEY ISSUES

Financial Implications

- 3.1 Property owners who believe that they have incurred costs as a result of complying with these procedures can apply for compensation from the Council. As previously reported to Council, Government recognises this as a potential risk to local authorities and will provide a safety net whereby any claims over £20,000 will be met by the Government. The owners also have a right to appeal the decision made by the council where it is minded to determine that the building be included on the list of Assets of Community Value

Legal Implications

- 3.2 The Localism Act 2011 made provision for a new system of listing of Assets of Community Value, giving community groups the right to make nominations, and requiring the local authority to maintain local registers. Further more detailed rules detailing the operation of this process are set out in the Assets of Community Value Regulations 2012.

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- 3.3 The test for listing an Asset of Community Value as set out in Section 88 (1) of the Localism Act 2011 is as follows:-

“A building or other land in a Local Authority’s area is land of community value if in the opinion of the authority:-

- (a) An actual current use of the building or other land that is not an ancillary use furthers the social well-being or social interests of the local community, and
- (b) It is realistic to think that there can continue to be non-ancillary use of the building or other land which will further (whether or not in the same way) the social well-being or social interests of the local

- 3.4 In this case the building is no longer in use, and therefore it is necessary to consider how the definition applies to buildings that are no longer in use. Sub-section 2 of Section 88 goes on to state that such land can be listed if in the Local Authority’s opinion:-

(a) there is a time in the recent past when an actual use of the building or other land that was not an ancillary use furthered the social well-being or interests of the local community, and

(b) it is realistic to think that there is a time in the next five years when there could be a non-ancillary use of the building or other land that would further (whether or not in the same way as before) the social wellbeing or social interests of the local community.

- 3.5 There is no definition of “recent past”. However, in applying the definitions set out in the Act the general approach of most Local Authorities has been to give the definitions a wide interpretation. Officers are of the opinion that having closed in April 2016 and since then not having been used for any other purpose, it would not be unreasonable to reach the view that the pub building does meet the test under Section 88 (2)(a).

- 3.6 The second limb of the test under subsection (b) looks at likelihood of the land being used again for the social well-being of the community within the next five years. In this regard, Members are referred to the comments of the current owners of the pub, Greyhounds Inn Developments Limited which are attached at Appendix 2.

- 3.7 The recent history of Greyhound public house is that it has not been viable from a commercial point of view, which ultimately led to its closure. Members will need to consider whether it could be a venue that could further the social well-being of the community in the future,

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either as a commercial entity, or as a non-commercial project. It should be noted that a sale of the building has already taken place so this is not a case where the listing would trigger an immediate community right to buy. That aside, the current owners comment that there is no viable community body that could raise the monies required to purchase the pub, and that its history shows that it is not viable as a pub. Member's considerations however are not limited to whether the building could continue as a pub; section 88 (2) (b) refers to the possibility of community use for a different purpose.

- 3.8 The current position is that the owners of the building have applied under permitted development rights to demolish it under the procedure set out in Part 11 of the GPDO Regulations 2015. The regulations make specific provision for applications relating to the demolition of drinking establishments. The effect of this is that if an ACV application is made the ability of owner to demolish the building is placed on hold pending the decision of the Council either to list the building as an Asset of Community Value or not to list it. Under the same regulations, were the pub to be listed as an ACV this would not mean that the building could no longer be demolished; if listed the owners could pursue the option of demolition but would have to do so under a full planning application as opposed to being able to rely on permitted development rights under Part 11 of the GPDO.

Service / Operational Implications

- 3.9 As Members are aware the Localism Act introduced the 'Community Right to Bid' which gave communities a right to identify a building or other land that they believe to be of importance to their community's social well-being so that where that building or land is for sale there will be a six month period within which the community can prepare their bid to buy the asset. The building or land can then be sold on the open market. The Community Group are then afforded the same rights as any other bidder with no preference given to the community bid.
- 3.10 As set out at 3.8, the proposed demolition of a drinking establishment gives rise to the ability for a community group to pause the process and apply for the building to be listed as an Asset of Community Value. Where a building proposed for demolition has been nominated as an Asset of Community Value the developer cannot exercise its permitted development rights to demolish ahead of a Council's decision with regard to the listing or otherwise of the building as an asset of community value.
- 3.11 Following public notification of receipt of the application to demolish the Greyhound Public House, the Council received a nomination submitted by CAMRA (Campaign for Real Ale), Bromsgrove and

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Redditch for the building to be listed as an Asset of Community Value. The nomination is attached at Appendix 1.

- 3.12 Members will therefore note that it is within this context (as opposed to the context of sale) that they are being asked to determine the application but that for the purposes of establishing whether the building should or should not be listed as an asset of community value, the same process applies as does the same test under section 88 (2) of the Localism Act.
- 3.13 The owner of the building as listed at HM Land Registry together with the Developer who has made the application for demolition and Local Ward Councillors have been notified in respect of the nomination.
- 3.14 Both Councillor Mallett and Thompson have been consulted in relation to the proposed nomination. Both Councillors have raised their concerns as to the loss of the asset in the locality and would support the nomination.

They have advised that The Greyhound was the hub of the local community with numerous vehicles parked at weekends and over 100 covers being provided at a sitting. It is further advised that the viability of the pub has been detrimentally affected by the costs associated with the increasing rents and the proposed reduction in car parking spaces.

The community value of the pub goes beyond a commercial remit. It was used for community meetings including the Breakback Road residents association. It acted as a hub for the Charford and Rock Hill communities - both Super Output areas, supporting social cohesion and well being. There are a number of older residents in the immediate surrounding area - Breakback Rd bungalows and Charford and this pub provided a key social space during the day within easy reach.

The pub also offers a fine garden for families to use as well as the more traditional bar and restaurant. The building itself is highly prominent in the local area and they believe has historic connections to the quarrying history of Rock Hill, including a physical sandstone retaining wall quarried from local stone.

Therefore both Members are fully supportive of the nomination and would encourage Cabinet to consider their comments and recommend approval.

- 3.15 Members are advised that the Council has received a letter of objection to the nomination from the developers/owners and this is attached at

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Appendix 2. A copy of the procedure for listing of ACVs is attached at Appendix 3.

Customer / Equalities and Diversity Implications

- 3.16 There are no specific issues identified other than those supporting the application.

4. RISK MANAGEMENT

- 4.1 The register will be maintained by the Council to ensure that all assets nominated are listed accordingly. Each application is assessed in accordance with the Statutory Guidance to ensure that a consistent approach is taken to applications received.

5. APPENDICES

Appendix 1 – Application Form

Appendix 2 – Letter dated 28 September 2016 from Eversheds on behalf of Greyhound Inn Developments Limited

Appendix 3 – Procedure for listing ACV applications

6. BACKGROUND PAPERS

None

7. KEY

N/a

AUTHOR OF REPORT

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Tel: 01527 881202

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BROMSGROVE DISTRICT COUNCIL
**ASSETS OF COMMUNITY VALUE – THE COMMUNITY
RIGHT TO BID**
NOMINATION FORM

Section A: About your organisation

A1 Organisation's name and address

Name of organisation* Redditch & Bromsgrove CAMRA Branch
Address including postcode

**full name as written in your constitution or rules (if appropriate)*

A2 Contact details

Name Mr Gerard Quinn
Position in organisation Chairman
Address including postcode
Daytime telephone no.
Email address gez@rb.camra.org.uk
How and when can we contact you?*
By email or phone, no preference for time.

**by email or phone, and days of the week and/or times of day you would prefer*

A3 Type of organisation

Description	Put a cross against all those that apply	Registration number of charity and/or company (if applicable)
Neighbourhood forum		
Parish Council		
Charity		
Community interest company		
Unincorporated body		
Company limited by guarantee	X	1270286
Industrial and provident society		

A4 Number of members registered to vote locally (unincorporated bodies only)

In the case of an unincorporated body, at least 21 of its members must be registered to vote in the Bromsgrove District . If relevant, please confirm the number of such members. If they are registered to vote in the area of a neighbouring local authority, rather than in Bromsgrove , please confirm which area that is.

A5 Local connection

The Redditch & Bromsgrove CAMRA branch has a local connection as demonstrated by the following activities which are run and funded by the branch within the local authority district:

- The Redditch & Bromsgrove CAMRA Branch hosts a beer festival in the local area
- The Branch hosts meetings in the local pub and the local area
- The Branch nominates a local pub of the year in this area
- The Branch presents awards to pubs in the area
- The Branch runs campaigns to save local pubs in the area
- The Branch writes a local newsletter about pubs and campaigns in the area

A6 Distribution of surplus funds (certain types of organisation only)

CAMRA is a company limited by guarantee, registered in England with company number 1270286. CAMRA's national surplus is not distributed to its members and the individual CAMRA Branch activity where the pub is nominated is wholly or partly applied to the local authority area. The local Redditch & Bromsgrove CAMRA Branch submitting this nomination does not distribute any surplus it makes to its members in line with Section 5 of the regulations.

A7 More about your organisation

What are the main aims and activities of your organisation?

CAMRA, the Campaign for Real Ale, is an independent consumer organisation campaigning for real ale, community pubs and consumer rights.

The Redditch & Bromsgrove CAMRA Branch: hosts meetings in the local pub and the local area; nominates a local pub of the year in this area; presents awards to pubs in the area; runs campaigns to save local pubs in the area; writes a local newsletter about pubs and campaigns in the area; hosts a beer festival in the local area.

A8 Your organisation's rules

Please send us a copy of the relevant type of document for your organisation, and put a cross in the next column to indicate which one this is	X
Memorandum and Articles of Association (for a company)	X
Trust Deed (for a trust)	
Constitution and/or rules (for other organisations)	

Part B: About the land or building(s) you are nominating

B1 Description and address

What it is (eg. pub, local shop) Pub.
Name of premises (eg. Post office , Community Centre) The Greyhound Inn
Address including postcode (if known) 30 Rock Hill Bromsgrove B61 7LR

B2 Sketch plan

The nominated asset is a public house. Please see attached the Title Plan and Register from the Land Registry which confirm the boundaries of the property.

Please include (here or on a separate sheet) a sketch plan of the land. This should show:-

- The boundaries of the land that you are nominating
- The approximate size and position of any building(s) on the land.
- Any roads bordering the site.

B3 Owners and others with an interest in the building or land

You should supply the following information, if possible. If any information is not known to you, please say so.

	Name(s)	Address(es)
Names of all current occupants of the land	Please see attached Land Registry documentation which confirms this information.	Please see attached Land Registry documentation which confirms this information.
Names and current or last known addresses of all those owning the freehold of the land (ie. owner, head landlord, head lessor)	Please see attached Land Registry documentation which confirms this information.	Please see attached Land Registry documentation which confirms this information.
Names and current or last known addresses of all those having a leasehold interest in the land (ie. tenant, intermediate landlord, intermediate lessor)	Please see attached Land Registry documentation which confirms this information.	Please see attached Land Registry documentation which confirms this information.

B4 Why you think the building or land is of community value

Note that the following are not able to be assets of community value:-

- *A building wholly used as a residence, together with land "connected with" that residence. This means adjoining land in the same ownership. Land is treated as adjoining if it is separated only by a road, railway, river or canal.*
- *A caravan site.*
- *Operational land. This is generally land belonging to the former utilities and other statutory operators.*

Does it currently further the social wellbeing or social interests* of the local community, or has it done so in the recent past? If so, how?

The pub was very popular and famous for serving good quality beer; the Redditch & Bromsgrove CAMRA Branch presented the pub with an award for its good quality beer in 2013. The pub upgraded its kitchen then introduced an affordable food menu, at this time the pub was popular it was difficult to get a table most evenings. However, in the last two years the pub has not been supported well and has been allowed to deteriorate under a succession of tenants. This resulting in the pub closing on 13th April 2016; it is not under threat of demolition.

When open, and within the last 6 months, the pub provided the following services which further the social wellbeing and interests of the local community:

- The pub enabled local people to enjoy a range of drinks (and food) in a pleasant, convivial atmosphere, which furthers their individual well-being
- The pub enabled local people to enjoy a range of drinks (and food) in a pleasant, convivial atmosphere, which furthers their individual well-being
- The pub enabled local people to meet and socialise in a welcoming environment which, individually, they find rewarding and enjoyable. Such social interaction is also in the interests of the locality as a whole as it encourages community cohesion and a collective sense of well-being.
- New research from Oxford University shows that people who have a 'local' pub are happier, are more satisfied with their life and have a wider network of friends. The research is available at: <http://www.camra.org.uk/pubs-wellbeing>
- The pub hosted advertising for local events
- There is a beer garden attached to the pub which was used and enjoyed by local people
- The pub had a great food menu enjoyed by the local community
- The pub hosted regular quiz nights which brought the community together
- There was free parking available which was accessed by the wider community
- The Pub has been included in a tourist or local pub guide
- There is good access for disabled people at the pub
- The pub offers: A Dart Board; Pool Tables; Board Games.
- When open the pub hosted local darts and pool teams as well as being a venue for the local Samba Band and Morris dancing.

Could it in future further the social wellbeing or social interests* of the local community? If so, how? (This could be different from its current or past use.)

With its upgraded kitchen facilities, its excellent reputation and the fact that the pub serves a large community and is one of very few pubs in the area means that the pub has great prospects if reopened. The amount of new housing being built in the local area will also mean that the need for a local pub will only increase further in future years.

As a result of this, when reopened, the pub can further the social wellbeing and interests of the local community in the future by once again providing the above mentioned services.

**These could be cultural, recreational and/or sporting interests, so please say which one(s) apply.*

Section C: Submitting this nomination

C1 What to include

- The rules of your organisation (question A8).
- Your sketch plan (question B2).

C2 Signature

By signing your name here (if submitting by post) or typing it (if submitting by email) you are confirming that the contents of this form are correct, to the best of your knowledge.

Signature

G E Quinn

C3 Where to send this form

You can submit this nomination:-

- **By post to:** Jayne Pickering , Executive Director Finance and Resources, Bromsgrove District Council , Council House , Bromsgrove B60 1AA
- **By email to:** j.pickering@bromsgroveandredditch.gov.uk

These are the notes referred to on the following official copy

The electronic official copy of the title plan follows this message.

Please note that this is the only official copy we will issue. We will not issue a paper official copy.

This official copy was delivered electronically and when printed will not be to scale. You can obtain a paper official copy by ordering one from Land Registry.

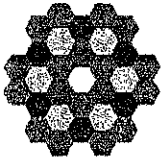
This official copy is issued on 08 September 2016 shows the state of this title plan on 08 September 2016 at 15:04:21. It is admissible in evidence to the same extent as the original (s.67 Land Registration Act 2002).

This title plan shows the general position, not the exact line, of the boundaries. It may be subject to distortions in scale. Measurements scaled from this plan may not match measurements between the same points on the ground.

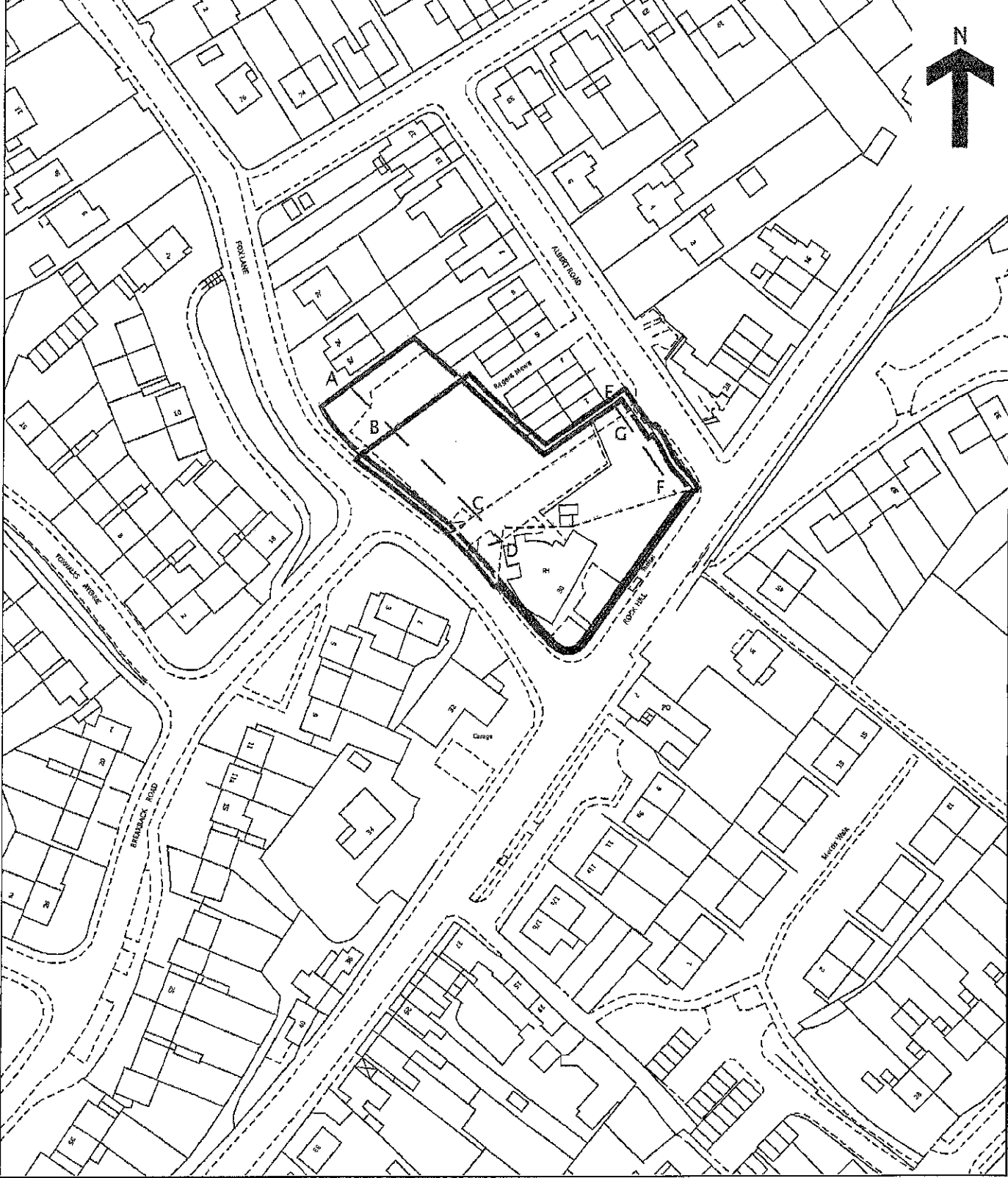
This title is dealt with by the Land Registry, Coventry Office .

Land Registry
Official copy of
title plan

Title number HW153384
Ordnance Survey map reference SO9569NW
Scale 1:1250
Administrative area **Worcestershire :**
Bromsgrove



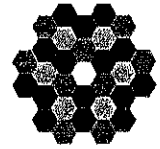
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Agenda Item 5

The electronic official copy of the register follows this message.

Please note that this is the only official copy we will issue. We will not issue a paper official copy.



**Official copy
of register of
title**

Title number: HW153384

Edition date: 11/05/2016

- This official copy shows the entries on the register of title on 08 SEP 2016 at 15:04:21.
- This date must be quoted as the "search from date" in any official search application based on this copy.
- The date at the beginning of an entry is the date on which the entry was made in the register.
- Issued on 08 Sep 2016.
- Under s.67 of the Land Registration Act 2002, this copy is admissible in evidence to the same extent as the original.
- This title is dealt with by Land Registry, Coventry Office.

A: Property Register

This register describes the land and estate comprised in the title.

WORCESTERSHIRE : BROMSGROVE

- 1 (12.04.1995) The Freehold land shown edged with red on the plan of the above Title filed at the Registry and being 30 Rock Hill, Bromsgrove (B61 7LR).

B: Proprietorship Register

This register specifies the class of title and identifies the owner. It contains any entries that affect the right of disposal.

Title absolute

- 1 (05.02.2003) PROPRIETOR: ENTERPRISE INNS PLC (Co. Regn. No. 2562808) of 3 Monkspath Hall Road, Solihull, West Midlands B90 4SJ.

C: Charges Register

This register contains any charges and other matters that affect the land.

- 1 (12.04.1995) The deeds and documents of title having been lost the land is subject to such restrictive covenants as may have been imposed thereon before 12 April 1995 and are still subsisting and capable of being enforced.
- 2 (12.04.1995) A Conveyance of the land edged and numbered 1 in yellow dated 19 June 1883 made between (1) The Trustees of the Bromsgrove Stoke Prior and District Benefit Building Society (Trustees) and (2) Henry William Lewis (Purchaser) contains the following covenants:-

"And the purchaser doth hereby for himself his heirs executors administrators and assigns covenant with the Trustees their heirs and assigns that he the purchaser his heirs or assigns will not erect or permit to be erected any building or erection on any part of the premises until a plan thereof has been submitted to and approved by the Committee for the time being of the said Society and except in accordance with such plan And that the purchasers his heirs or assigns will not erect any nailshop upon the said pieces of land And that all

Title number HW153384

C: Charges Register continued

erections and buildings to be erected on the Westerly sides of the said piece of land shall be set back from Fox Lane as shown by the Building line on the said plan and that all erections and buildings to be erected on the Easterly sides of the said pieces of land shall be set back from the said new Road, as shown by the Building line on the said plan And that all workshops and outbuildings to be erected upon the said pieces of land shall be placed at the back of any dwellinghouse erected or to be erected thereon And that it shall be lawful for the Surveyor for the time being of the said Society at any time during the construction of any such building or erection as aforesaid to enter upon the premises as often as occasion shall require for the purpose of viewing the said building or erection and ascertaining that the same is being carried out in conformity with the plan approved by the said Committee and that the purchaser his heirs or assigns shall carry out any directions which may be given by such surveyor after his having made such inspection as aforesaid

And also that the purchaser his heirs or assigns shall and will forthwith put up and forever thereafter maintain in respect of Lot 18 good and sufficient fences against Fox Lane aforesaid and the said new Road and also against the entire length of the Northerly side of Lot 17 shown on the said plan and will in like manner put up and maintain in respect of Lot 20 good and sufficient fences against Fox Lane aforesaid and the said New Road and also against the entire length of the Northerly sides of Lot 19 also shown on the said plan."

NOTE: The building line referred to above is shown by a blue broken line between points A and B on the filed plan.

- 3 (12.04.1995) A Conveyance of the land edged and numbered 2 in yellow dated 19 June 1883 made between (1) The Trustees of the Bromsgrove Stoke Prior and District Benefit Building Society (Trustees) and (2) Joseph Goddard (Purchaser) contains the following covenants:-

"And the purchaser doth hereby for himself his heirs executors administrators and assigns covenant with the Trustees their heirs and assigns that he the purchaser his heirs or assigns will not erect or permit to be erected any building or erection on any part of the premises until a plan thereof has been submitted to and approved by the Committee for the time being of the said Society and except in accordance with such plan And that the purchaser his heirs or assigns will not erect any nailshop upon the said piece of land And that all erections and buildings to be erected on the Westerly side of the said piece of land shall be set back from Fox Lane as shown by the Building line on the said plan And that all erections and buildings to be erected on the Easterly side of the said piece of land shall be set back from the said New Road as shown by the Building line on the said plan And that all workshops and outbuildings to be erected upon the said piece of land shall be placed at the back of any dwellinghouse erected or to be erected thereon And that it shall be lawful for the Surveyor for the time being of the said Society at any time during the construction of any such building or erection as aforesaid to enter upon the premises as often as occasion shall require for the purpose of viewing the said building or erection and ascertaining that the same is being carried out in conformity with the plan approved by the said Committee and that the purchaser his heirs or assigns shall carry out any directions which may be given by such Surveyor after his having made such inspection as aforesaid

And also that the purchaser his heirs or assigns shall and will forthwith put up and for ever thereafter maintain in respect of each of the said Lots good and sufficient fences against Fox Lane and the said new Road and will also maintain in respect of Lot 16 a good and sufficient fence against the entire length of the Northerly side of Lot 15 shown on the said plan."

NOTE: The building line referred to above is shown by a blue broken line between points B and C and E and G on the filed plan.

- 4 (12.04.1995) A Conveyance of the land edged and numbered 3 in yellow and other land dated 8 November 1882 made between (1) The Trustees of the Bromsgrove Stoke Prior and District Benefit Building Society (Trustees) and (2) Thomas Guest contains the following covenants:-

Title number HW153384

C: Charges Register continued

"the purchaser doth hereby for himself his heirs executors administrators and assigns covenant with the Trustees their heirs and assigns that he the purchaser his heirs or assigns will not erect or permit to be erected any building or erection on any part of the premises until a plan thereof has been submitted to and approved by the Committee for the time being of the said Society and except in accordance with such plan And that the purchaser his heirs or assigns will not erect any nailshop upon the said piece of land And that all erections and buildings to be erected thereon shall be set back from the new Road bounding the said piece of land on the Easterly side thereof and from Fox Lane (bounding the said piece of land on the South Westerly side thereof as shown by the Building line on the said plan And that all workshops and outbuildings to be erected upon the said piece of land shall be placed at the back of any dwellinghouse erected or to be erected thereon

And that it shall be lawful for the Surveyor for the time being of the said Society at anytime during the construction of any such building or erection as aforesaid to enter upon the premises as often as occasion shall require for the purpose of viewing the said building or erection and ascertaining that the same is being carried out in conformity with the plan approved by the said Committee and that the purchaser his heirs or assigns shall carry out any directions which may be given by such Surveyor after his having made such inspection as aforesaid And also that the purchaser his heirs or assigns shall and will forthwith put up and for ever thereafter maintain good and sufficient fences against the said new road and Fox Lane aforesaid."

NOTE: The building line referred to is shown by a blue broken line between points C and D and F and G on the filed plan.

- 5 (12.04.1995) A Conveyance of the land edged and numbered 1 in yellow and other land dated 29 September 1886 made between (1) The Trustees of the Bromsgrove Stoke Prior and District Benefit Building Society (Trustees) and (2) Joseph Goddard contains the following covenants:-

"And the purchaser hereby covenants with the Trustees their heirs and assigns that he the purchaser his heirs or assigns will not erect or permit to be erected any building or erection on any part of the premises until a plan thereof has been submitted to and approved by the Committee for the time being of the said Society and except in accordance with such plan And that the purchaser his heirs or assigns will not erect any nailshop upon the said piece of land And that the erections and buildings to be erected on the Westerly side of the said piece of land shall be set back from Fox Lane as shown by the building line on the said plan and that all erections and buildings to be erected on the Easterly side of the said piece of land shall be set back from the said New Road as shewn by the building line on the said plan And that all workshops and outbuildings to be erected upon the said piece of land shall be placed at the back of any dwellinghouse erected or to be erected thereon And that it shall be lawful for the Surveyor for the time being of the said Society at any time during the construction of any such building or erection as aforesaid to enter upon the premises as often as occasion shall require for the purpose of viewing the said building or erection and ascertaining that the same is being carried out in conformity with the plan approved by the said Committee and that the purchaser his heirs or assigns shall carry out any directions which may be given by such Surveyor after his having made such inspection as aforesaid AND ALSO that the purchaser his heirs or assigns shall and will forthwith put up and for ever thereafter maintain a good and sufficient fences against Fox Lane aforesaid and the said New Road and also against the entire length of the Northerly side of Lot 17 shown on the said plan.

NOTE: The building line referred to is shown by a blue broken line between points A and B on the filed plan.

End of register

THE COMPANIES ACT 2006

PRIVATE COMPANY LIMITED BY GUARANTEE

ARTICLES OF ASSOCIATION

OF

CAMPAIGN FOR REAL ALE LIMITED

1. In these articles:-

"Articles"	means these Articles of Association.
"The Act"	means the Companies Act 2006.
"The Seal"	means the Common Seal of the Company.
"Secretary"	means any person appointed to perform the duties of the Secretary of the Company.
"United Kingdom"	means Great Britain and Northern Ireland.
"CAMRA"	means The Campaign for Real Ale Limited.
"National Executive"	means the Directors of the Company.

Expressions referring to writing shall, unless the contrary intention appears, be construed as including references to printing, lithography, photography, and other modes of representing or reproducing words in visible form.

Unless the context otherwise requires, words or expressions contained in these articles shall bear the same meaning as in the Act or any Statutory modification thereof in force at the date at which these Articles become binding.

2. The objects for which CAMRA is established are:-

- a. To protect the interests of all those who wish to drink real beer.
- b. To campaign for an improvement in the quality and variety of British beer.
- c. To draw to the attention of members and the general public those places where real beer can be found.
- d. To promote and foster activities concerned with the consumption of good quality beer.
- e. To campaign for the retention and reinstatement of the facilities of the traditional British pub including the public bar.

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- f. To ensure in every manner possible that producers and retailers of beer act in the best interests of the customer.
 - g. To ensure that the knowledge and expertise of brewing real beer is kept alive.
 - h. To improve the standards of food, drink (whether intoxicating or not), service, hygiene and facilities in all establishments subject to the provisions of the Licensing Act 1964 or any subsequent similar legislation.
 - i. To publish and issue to members magazines or news letters.
 - j. To publish or sponsor the publication of books, articles, magazines, photographs, films, radio, television and internet content programmes or any similar material connected in any way with the items mentioned above, and to market them and otherwise assist in the collection and dissemination of information.
3. CAMRA is formed as a non-political body to pursue these aims.
4. In furtherance of the above objects but not otherwise CAMRA shall have power:-
- a. To purchase, acquire, sell, exchange and otherwise deal in any way, whatsoever with freehold, leasehold or other property, chattels and effects.
 - b. To borrow or raise or secure the payment of money in such manner and on such terms as may seem expedient.
 - c. To co-operate with and assist in any way, including the investment of monies, by way of purchase of shares or the making of loans, whether secured or unsecured, or in any other manner whatsoever, any other organisation or corporation or company which is sympathetic to the objects of CAMRA.
 - d. To participate in bank direct debiting schemes as an originator for the purpose of collecting membership subscriptions and any other amounts due to CAMRA; in furtherance of this, CAMRA may enter into any indemnity required by the banks upon whom direct debits are to be originated, and any such indemnity may be executed on behalf of CAMRA by its authorised company account signatories.
 - e. To invest in shares or otherwise in any organisation, company or corporation.
 - f. To undertake, encourage and provide finance for research or experimental work connected with the said objects or any of them.
 - g. To manufacture, sell, treat and deal in all kinds of services, commodities, substances, materials, articles and things.
 - h. To establish and support branches whose objects are the same as the objects of CAMRA and to supply or aid in the establishment and support of clubs or associations whose objects are sympathetic to the objects of CAMRA.

- i. To carry out all or any of the foregoing objects as principals or agents or in partnership, co-operation or conjunction with any person, firm, organisation, company or corporation and in any part of the world.
 - j. To do all such other things as may be incidental or conducive to the attainment of the said objects or any of them.
5. The income and property of CAMRA whencesoever derived shall be applied solely towards the promotion of the objects of CAMRA as set forth in these Articles, and no portion thereof shall be paid or transferred directly or indirectly, by way of dividend, bonus or otherwise howsoever by way of profit to the members of CAMRA, providing that nothing herein contained shall prevent the payment of reasonable remuneration to any of the National Executive or other members for services actually rendered.
6. The liability of the members is limited.
7. Every member of CAMRA undertakes to contribute to the assets of CAMRA in the event of its being wound up while he is a member, or within one year after he ceases to be a member, in respect of the payment of the debts and liabilities of CAMRA contracted before he ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors amongst themselves, such amount as may be required not exceeding £1.
8. If upon winding up or dissolution of CAMRA there remains after the satisfaction of all its debts and liabilities any property whatsoever the same shall not be paid to or distributed among the members of CAMRA but shall be given or transferred to some other institution or institutor having objects similar to the objects of CAMRA and which shall prohibit the distribution of its or their income and property amongst its or their members to an extent at least as great as is imposed on CAMRA under or by virtue of Article 5 hereof, such institution or institutions to be determined by the members of CAMRA at or before the time of dissolution or in default thereof by a Judge of the High Court of Justice having jurisdiction in regard to charitable funds and if and so far as effect cannot be given to the aforesaid provision then to some charitable object.

MEMBERS

9. The number of members with which CAMRA has been registered is unlimited.
10. No corporation may be a member of CAMRA, but clubs, associations and other organisations whose objectives are in keeping with the objectives of CAMRA may be deemed "affiliated bodies" by decision of the National Executive on payment of the fee from time to time set by the National Executive for affiliation and on registration of a representative member.
11. Such persons as the National Executive shall admit to membership shall be members of CAMRA on payment of a subscription of such sum as the members in a General Meeting may from time to time decide. The members in a General Meeting may stipulate types of membership and the payment appropriate to each type. Any member in arrears with payment of such subscription shall not be entitled

to any of the benefits of membership, and after being in arrears for one month shall be deemed to have resigned. Any member may resign at any time by notice in writing to the Registered Office of CAMRA, but shall not be entitled to repayment of any part of his/her subscription for any type of membership.

Application for membership of CAMRA shall be made on such form as shall from time to time be prescribed by the National Executive and shall be considered by the National Executive who shall not refuse to grant membership save for good reason.

Without prejudice to the foregoing CAMRA shall not at any time discriminate on the grounds of social status, politics, race, sex or religion.

The submission of an application for membership shall be regarded as an acknowledgement by the applicant that, if elected, he or she will abide by the Articles of CAMRA, a copy of which shall be available to every member subject to payment of the fee allowed by law, and by all the rules and regulations of CAMRA for the time being in force. .

12. No member may make any public statement or announcement in the name of CAMRA without the consent of the National Executive.
13. The National Executive shall have power to suspend from membership any person who does anything which is prime facie detrimental to the interests of CAMRA. The decision to suspend a person from membership shall be given to that person in writing within one week, and the person shall at the same time be given notice of the next meeting at the National Executive, which he/she may attend in order to state his/her case. If the person cannot attend, a written statement of case may be submitted, or if good reason for absence is given, the hearing of the case may be deferred until the next meeting of the National Executive. If the National Executive considers that a reasonable case has been made by the person suspended, it shall lift the suspension forthwith. If, on consideration of the case, the National Executive believes that the person's action was clearly detrimental to the interests of CAMRA, it shall have the power to expel the person from membership. Notice of a decision to expel a person from membership shall be given to that person in writing within one week, and at the same time the person shall be informed of the right to appeal to the General Meeting. Any person so expelled from membership may send a notice of appeal in writing to the Chairman of the National Executive and provided that such notice of appeal is received at least one week before a General Meeting, any such appeal shall be heard at the next General Meeting of CAMRA, and the person shall have the right to address the meeting but not to vote.

GENERAL MEETINGS

14. CAMRA shall in each year hold a General Meeting as its Annual General Meeting in addition to any other meeting in that year, and shall specify the meeting as such in the notice calling it; and not more than fifteen months shall elapse between the date of one Annual General Meeting of CAMRA and that of the next. The Annual General Meeting shall be held at such time and place as the National Executive shall appoint.
15. All meetings other than Annual General Meetings shall be called General Meetings. The National Executive may convene a General Meeting if they consider such a meeting necessary in the interests of CAMRA. A General Meeting shall also be convened by the National Executive (or, if there are no current members of the National Executive, by the Company Secretary or senior officer of CAMRA) within 90 days of the receipt at the Registered Office of CAMRA of a written requisition of

such a meeting signed by not less than 200 members or by one tenth of the membership (whichever is the lesser number). Such written requisition shall be accompanied by a sum of money sufficient to meet the cost of convening such a meeting.

If at any time there are not within the United Kingdom sufficient members of the National Executive capable of acting to form a quorum, any member of the National Executive capable or any other two members of the National Executive may convene a General Meeting in the same manner as nearly as possible as that in which meetings may be convened by the National Executive.

NOTICE OF GENERAL MEETINGS

16. An Annual General Meeting and a General Meeting called for the passing of a Special Resolution shall be called by giving not less than 14 days' notice in writing. The notice shall be exclusive of the day on which it is served or deemed to be served and of the day for which it is given, and shall specify the place, the day and hour of the meeting and, in case of special business, the general nature of that business and shall be given in a manner hereinafter mentioned or in such other manner, if any, as may be prescribed by CAMRA in a General Meeting, to such persons as are, under the Articles of CAMRA, entitled to receive such notices from CAMRA.
17. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at the meeting.

PROCEEDINGS AT GENERAL MEETINGS

18. All business shall be deemed special that is transacted at a General Meeting and also all that is transacted at an Annual General Meeting with the exception of consideration of the accounts, balance sheets, and the reports of the National Executive and Auditors, the election of members of the National Executive in the place of those retiring and the appointment of and the fixing of the remuneration of the Auditors.
19. No business shall be transacted at any General Meeting unless a quorum of members is present at the time when the meeting proceeds to business; save as hereinafter otherwise provided 100 members present in person shall form a quorum.
20. If within half an hour from the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members, shall be dissolved; in any other case, it shall stand adjourned to the same day in the next week, at the same time and place, or to such other day and at such other time and place as the National Executive may determine, and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting the members then present shall be a quorum.
21. No business shall be transacted at any General Meeting except that included in the notice calling the meeting unless written notice shall be given to the Registered Office of CAMRA of the intention to raise that business at least forty-two clear days' notice before the date of the General Meeting or, if less than forty-nine days clear notice of the General Meeting shall have been given, within seven days of the giving of such notice.
22. The Chairman, if any, of the National Executive, shall preside as Chairman at every General Meeting of CAMRA, or if there is no such Chairman, or if he shall not be present within 15 minutes after the time appointed for the holding of the

meeting or is unwilling to act, the members of the National Executive present shall elect one of their number to be a Chairman of the meeting.

23. If at any meeting no member of the National Executive is willing to act as Chairman or if no member of the National Executive is present within 15 minutes after the time appointed for holding the meeting, the members present shall choose one of their number to be Chairman of the meeting.
24. The Chairman may solely at his own discretion or on the direction of the meeting adjourn the meeting from time to time and from place to place but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the notice of the adjournment took place. When a meeting is adjourned for 30 days or more, notice of the adjourned meeting shall be given as in the case of an original meeting. Save as aforesaid it shall be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.
25. At any General Meeting a Resolution put to the vote of the meeting shall be decided on a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded,
 - (a) by the Chairman; or
 - (b) by not less than 5 members present in person and having the right to vote at the meeting.

Unless a poll be so demanded, a declaration by the Chairman that a Resolution has on a show of hands been carried or carried unanimously, or by a particular majority, or lost, and an entry to that effect in the book containing the minutes of proceedings of CAMRA shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such Resolution. The demand for a poll may be withdrawn.

26. Except as provided in article 25, if a poll is duly demanded it shall be taken in such manner as the Chairman directs, and the result of the poll shall be deemed to be the Resolution of the meeting at which the poll was demanded.
27. A poll demanded on the election of a Chairman, or on a question of adjournment, shall be taken forthwith. A poll demanded on any other question shall be taken at such time as the Chairman directs and any business other than that upon which a poll has been demanded may be proceeded with pending the taking of a poll.
28. In case of an equality of votes, whether on a show of hands, or on a poll, the Chairman on the meeting shall be entitled to a second or casting vote.

VOTES OF MEMBERS

29. Every member shall have one vote.
30. A member of unsound mind or in respect of whom an Order has been made by a Court having jurisdiction in lunacy, may vote, by his Committee, receiver or curator bonis or other person in the nature of a Committee, receiver or curator bonis appointed by the Court.
31. No member shall be entitled to vote at any General Meeting unless all monies presently payable by him to CAMRA have been paid.

NATIONAL EXECUTIVE

32. Unless a greater or lesser number is specified by an Ordinary Resolution carried at a General Meeting, there shall be 12 places on the National Executive.
33. The remuneration (if any) to be paid to any member of the National Executive shall be determined by the members in a General Meeting. The members of the National Executive shall be entitled to be repaid all travelling, hotel and other expenses properly incurred by them in or about the business of CAMRA including their expenses of travelling to and from the National Executive or committee meetings.
34. No person shall, at the same time, be a member of the National Executive and an employee of CAMRA; provided that a General Meeting of CAMRA may authorise a member of the National Executive to be or become an employee of CAMRA; and an employee of CAMRA may continue in his employment if elected a member of the National Executive in accordance with these Articles. A member of the National Executive who is an employee of CAMRA shall retire as a member of the National Executive and may submit himself for re-election at every Annual General Meeting, but shall not be taken into account in determining the members of the National Executive who are to retire by rotation at such meetings.

BORROWING POWERS

35. The National Executive may exercise all the powers of CAMRA to borrow money, and to mortgage or charge its undertaking and property, or any part thereof, and to issue debentures, debenture stock and other securities whether outright or as security for any debt liability or obligation of CAMRA or of any third party.

POWER AND DUTIES OF THE NATIONAL EXECUTIVE

36. The business of CAMRA shall be managed by the National Executive who may pay all expenses incurred in promoting and registering CAMRA and may exercise all such powers of CAMRA as are not, by the Act or by these Articles, required to be exercised by CAMRA at a General Meeting, subject nevertheless to the provisions of the Act or those Articles and to such regulations, being not inconsistent with the aforesaid provisions, as may be prescribed by CAMRA in General Meetings; but no regulation made by CAMRA in General Meetings shall invalidate any prior act of the National Executive which would have been valid if that regulation had not been made.
37. All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments, and all receipts for money paid to CAMRA shall be signed, drawn, accepted, endorsed, or otherwise executed, as the case may be, in such manner as the National Executive shall from time to time by resolution determine.
38. The National Executive shall be empowered to form Committees or appoint Officers for any special purpose and may co-opt any member of CAMRA to undertake these tasks and these members shall be entitled to travelling and hotel expenses etcetera, as allowed to members of the National Executive under article 33.
39. The Chairman and any other 3 members of the National Executive shall be empowered to make emergency decisions in the interest of CAMRA without reference to a full meeting to the National Executive and such decisions shall be binding pending the next full meeting of the National Executive. Any such decision shall have to be ratified at the next properly convened meeting of the National Executive but the presumption shall exist that the decision is acceptable unless the circumstances are exceptional.

40. The National Executive shall cause Minutes to be made in books providing for the purpose:-
- (a) of all appointments of Officers made by the National Executive;
 - (b) of names of the members of the National Executive present at each meeting of the National Executive and of any Committee of the National Executive;
 - (c) of all resolutions and proceedings at all meetings of CAMRA and of the National Executive, and of Committees of the National Executive.
41. The National Executive shall be empowered to make rules and regulations which they consider to be in the interest of CAMRA which shall be binding on all members until revoked or countermanded by the members in General Meeting. Such rules and regulations shall not conflict with the Act or with the Articles.

DISQUALIFICATION OF MEMBERS OF THE NATIONAL EXECUTIVE

42. The Office of members of the National Executive shall be vacated if the member of the National Executive:-
- (a) becomes an employee of CAMRA other than in accordance with article 34 hereof; or
 - (b) becomes bankrupt or makes any arrangements or composition with his creditors generally; or
 - (c) becomes prohibited by law from being a member of the National Executive; or
 - (d) becomes of unsound mind; or
 - (e) resigns his office by notice in writing to CAMRA; or
 - (f) ceases to be a member of CAMRA; or
 - (g) is removed by resolution in General Meeting pursuant to section 168 of the Act or according to article 49 hereunder; or
 - (h) is directly or indirectly interested in any contract with CAMRA and fails to declare the nature of his interest in a manner required by section 177 of the Act.

A member of the National Executive shall not vote in respect of any contract in which he is interested or any matter arising there out after declaring his interest and if he does so vote his vote shall not be counted.

ROTATION OF THE MEMBERS OF THE NATIONAL EXECUTIVE

43. The election for membership of the National Executive shall take place at each Annual General Meeting of CAMRA. For each resolution to fill a place on the National Executive, each member shall have one vote; thus each member is entitled to as many votes as there are vacant places on the National Executive but is not required to exercise all or any such votes. The ballot shall be declared by simple majority, with the candidate polling the highest number of votes being declared elected to the vacant places in descending order of number of votes. No member of the National Executive elected at a General Meeting shall hold office for more than three years without retiring. In each year, one-third of the members of the National Executive (or if their number is not three or a multiple of three, then the number nearest one-third) shall retire from office. The members of the National Executive to retire in any one year shall be those who will have held office for three years since their last election, then, to make up the one-third or number nearest one-third, those who have been in office longest since their last election. As between members of the National Executive elected as such on the same day,

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those to retire shall be determined by agreement between such members, or, if there is no such agreement, shall be those who received the least number of the votes cast for any candidate elected at the election. The computation of the members of the National Executive to retire at any Annual General Meeting follows this formula:

- a) Any member of the National Executive who is also an employee of CAMRA must retire at each Annual General Meeting.
 - b) Any member co-opted by the National Executive must retire at the Annual General Meeting following his/her co-option.
 - c) Take one third of the remaining number of members, or the number nearest one third (e.g. 4 of 11; 3 of 10; 3 of 8; 2 of 7 etc.).
 - d) Any member who will have been in Office for three years since his/her last election must retire.
 - e) The number to retire is then made up to the one-third or number nearest one-third by the length of service agreement/least votes formula e.g. if the three next longest serving members of the National Executive have all held office for two years, and two must retire, the three may agree unanimously among themselves which two shall retire, but failing this agreement, the two polling the least votes when elected shall retire.
44. Any retiring member of the National Executive whether elected at an Annual General Meeting or co-opted shall be eligible for re-election.
 45. The members of CAMRA at the meeting at which a member of the National Executive retires in accordance with articles 43 or 34 may fill the vacated office by electing a person thereto, and in default, the retiring member of the National Executive shall, if offering himself for re-election, be deemed to have been re-elected, unless at such meeting it is expressly resolved not to fill such vacated office or unless a resolution for the re-election of such member of the National Executive shall have been put to the meeting and lost.
 46. No person shall be eligible for election to the office of Member of the National Executive at any General Meeting unless not less than 42 or more than 60 days before the date appointed for the meeting, there shall have been left at the Registered Office of CAMRA notice in writing, signed by a member duly qualified to attend and vote at the meeting for which such notice is given, of his intention to propose such person for election, and also notice in writing signed by that person of his willingness to be elected.
 47. CAMRA may from time to time by ordinary resolution increase or reduce the number of members of the National Executive and may also determine in which rotation the increased or reduced number is to go out of office.
 48. The National Executive shall have power at any time to co-opt any person to be a member of the National Executive so long as the number of members of the National Executive shall not thereby come to exceed the number fixed in accordance with article 32 above. Any member of the National Executive so appointed shall hold office only until the next following Annual General Meeting, and shall then retire and be eligible for re-election, but shall not be taken into account in determining the number of members of the National Executive who are due to retire by rotation in accordance with article 43 above.
 49. By ordinary resolution at a General Meeting, of which notice has been given according to section 168 of the Act, CAMRA may remove any member of the National Executive from that office. This removal from office shall take effect

immediately, notwithstanding anything in these Articles, or in any agreement or contract between CAMRA and the member of the National Executive so removed from office, but shall be without prejudice to any rights that member may have either under any agreement or contract with CAMRA or generally at law.

50. If the removal from office of a member of the National Executive by resolution according to article 49 above occurs at an Annual General Meeting, the vacancy so created shall be filled in the normal course of election of members of the National Executive under article 43 above. If the removal from office occurs at any General Meeting, the meeting may by ordinary resolution (of which due notice has been given under articles 14 and 21 above) appoint a person to fill any vacancy so created, and that person's term of office as a member of the National Executive shall be as stated under article 43 above. If no appointment to any vacancy so created is made at a General Meeting, the National Executive shall have power according to article 48 above to co-opt a person to fill the vacancy, except that it may not co-opt the person dismissed from office under article 49 above.

PROCEEDINGS OF THE NATIONAL EXECUTIVE

51. The National Executive may meet together for the despatch of business, adjourn and otherwise regulate their meeting as they think fit. Questions arising at any meetings shall be decided by a majority of votes. In the case of an equality of votes the Chairman shall have a second or casting vote. The Secretary shall on the requisition of the Chairman or four other members of the National Executive at any time summon a meeting of the National Executive. At least six days' clear notice shall be given of such a meeting. It shall not be necessary to give notice of a meeting of the National Executive to any member of the National Executive for the time being absent from the United Kingdom.
52. The Chairman of any meeting of the National Executive shall be the Chairman presiding at the previous meeting of the National Executive or such other person as the National Executive may appoint by a majority vote at any meeting from time to time. Any member of the National Executive who ceases to be a member of the National Executive shall automatically cease to be Chairman.
53. The quorum necessary for the transaction of the business of the National Executive shall be fixed by the National Executive at a figure being not less than four.
54. The continuing members of the National Executive may act notwithstanding any vacancy in their body, but, if and so long as their number is reduced below the number fixed by or pursuant to the Articles of CAMRA as the necessary quorum of members of the National Executive, the continuing members of the National Executive or member of the National Executive may act for the purpose of increasing the number of members the National Executive to that number, or of summoning a General Meeting of CAMRA, but for no other purpose.
55. If the Chairman is not present within 15 minutes after the time appointed for holding a meeting of the National Executive, the members of the National Executive present may choose one of their number to be Chairman of that meeting.
56. The National Executive may delegate any of its powers to Committees consisting of such member or members of CAMRA as they think fit, and any Committee so formed shall in the exercise of the powers so delegated conform to any regulations that may be imposed on it by the National Executive.

57. Any member of CAMRA may be invited by the Chairman to attend a meeting of the National Executive subject to the approval of the members of the National Executive at that meeting.
58. A Committee may elect a Chairman of its meeting. If no such Chairman is elected or if at any meeting the Chairman is not present within 15 minutes after the time appointed for holding the same, the members present may choose one of their number to be Chairman of the meeting.
59. A Committee may meet and adjourn as it thinks proper. Questions arising at any meeting shall be determined by a majority of votes of the members present, and in the case of an equality of votes the Chairman shall have a second or casting vote.
60. All acts done by any meeting of the National Executive or of a Committee of the National Executive or any Committee of the National Executive and ordinary members of CAMRA or by any person acting as a member of the National Executive shall notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such member of the National Executive or person acting as aforesaid or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a member of the National Executive.
61. A Resolution in writing signed by all the members of the National Executive for the time being entitled to receive notice of a meeting of the National Executive shall be as valid and effectual as if it had been passed at a meeting of the National Executive duly convened and held.
62. No decision at a meeting of the National Executive shall be rescinded at any future meeting of the National Executive unless notice of the intention to rescind the same shall have been given in the notice convening such meeting or unless two-thirds of those present being in number not less than four shall agree to waive the need for such notice.
63. Business to be conducted at each meeting of the National Executive shall, whenever practicable, be stated on the notice convening the meeting. Business of which notice has not been given on the convening notice shall not be transacted at the meeting except with the consent of at least three-fourths of those persons present, being in number not less than four.

SECRETARY

64. The Secretary, who shall not be also a member of the National Executive, shall be appointed by the National Executive for such term, at such remuneration and upon such conditions as they may think fit; and any Secretary so appointed may be removed by them.
65. A provision of the Act or these Articles requiring or authorising a thing to be done by or to a member of the National Executive and the Secretary shall not be satisfied by its being done by or to the same person acting both as a member of the National Executive and as, or in place of, the Secretary.

THE SEAL

66. The National Executive shall provide for the safe custody of the Seal, which shall only be used by the authority of the National Executive or of a Committee of the National Executive authorised by the National Executive in that behalf, and every instrument to which the Seal shall be affixed, shall be countersigned by the Secretary or by a second member of the National Executive or by some other person appointed by the National Executive for that purpose.

ACCOUNTS

67. The National Executive shall cause proper books of accounts to be kept with respect to:-
- (a) All sums of money received and expended by CAMRA and the matters in respect of which the receipt and expenditure takes place;
 - (b) All sales and purchases of goods by CAMRA; and
 - (c) The assets and liabilities of CAMRA.
- Proper books shall not be deemed to be kept if there are not kept such books of accounts as are necessary to give a true and fair view of the state of CAMRA's affairs and to explain its transactions.
68. The books of account shall be kept at the Registered Office of CAMRA or subject to Section 388 of the Act at such other place or places as the National Executive think fit, and shall always be open to inspection of the National Executive.
69. The National Executive shall from time to time determine whether and to what extent and at what times and places and under what conditions or regulations the accounts and books of CAMRA or any of them shall be open to the inspection of members not being members of the National Executive, and no member, not being a member of the National Executive, shall have any right of inspecting any account or book or document of CAMRA except as conferred by statute or authorised by the National Executive or by CAMRA in General Meeting.
70. The National Executive shall from time to time in accordance with Sections 394, 398 and 415 of the Act cause to be prepared and to be laid down before CAMRA in General Meetings such profit and loss accounts, balance sheets, group accounts (if any) and reports as referred to in those sections.
71. A copy of every Balance Sheet (including every document required by law to be annexed thereto) which is to be laid before CAMRA in General Meeting together with a copy of the Auditors' Report, shall not less than 14 days before the date of the meeting be sent to every member of, and every holder of debenture of, CAMRA. Provided that this Article shall not require a copy of those documents to be sent to any person of whose address CAMRA is not aware or more than one of the joint holders of any debentures.

AUDIT

72. Auditors shall be appointed and their duties regulated in accordance with sections 475 to 479 of the Act.

NOTICES

73. A notice may be given by CAMRA to any member either personally or by sending it by post to him or to his registered address, if any, within the United Kingdom supplied by him to CAMRA for the giving of notice to him. Where a notice is sent by post, service of the notice shall be deemed to be effected by properly addressing pre-paying and posting a letter containing the notice, and to have been effected in the case of notice of a meeting posted by first or second class post at the expiration of 72 hours after the letter containing the same is posted and in any other case at the time at which the letter would be delivered in the ordinary course of post. Notices of General Meetings shall be deemed to be sufficiently served if incorporated in, included with or annexed to any magazine circulated by CAMRA to the whole of its membership.

74. Notice of any General Meeting shall be given in any manner hereinbefore authorised to:-
- (a) Every member except those members who (having no registered address within the United Kingdom) have not supplied to CAMRA an address within the United Kingdom for the giving of notice to them.
 - (b) Every person being a legal personal representative or a trustee in bankruptcy of a member where the member but for his death or bankruptcy would be entitled to receive notice of the meeting; and
 - (c) The Auditor for the time being of CAMRA.

MEANS OF COMMUNICATION TO BE USED

75. Anything sent or supplied by or to CAMRA under the Articles may be sent or supplied in any way in which the Act provides for documents or information which is authorised or required by any provision of that Act to be sent or supplied by or to CAMRA.
76. Any notice or document to be sent or supplied to a member of the National Executive in connection with the taking of decisions by members of the National Executive may also be sent or supplied by the means by which that member of the National Executive has asked to be sent or supplied with such notices or documents for the time being.
77. A member of the National Executive may agree with CAMRA that notices or documents sent to that member of the National Executive in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than 48 hours.

Statement of Support

DATE 08/09/2016

I confirm that in putting forward the attached application to list the Greyhound Inn as an 'Asset of Community Value (ACV)' Redditch & Bromsgrove Branch of CAMRA is acting on behalf of and with full authority of the Campaign for Real Ale (CAMRA). CAMRA is a limited company, registered in England with company number 1270286.

Faye Grima
Campaigns Officer
Campaign for Real Ale (CAMRA)

Appendix 3:

First-Tier Tribunal General Regulatory Chamber Community Right to Bid

Available: <http://se1.camra.org.uk/wp-content/uploads/2015-01-Windmill-Tribunal-ruling.pdf>

Summary of findings:

On 30 October 2013 CAMRA South East London Branch nominated the Windmill public house for inclusion on Lewisham Council's list of 'Assets of Community Value'. The pub was then accepted onto the register on 20 December 2013.

Within a month the owners applied for a review of the listing which took place on 11 December 2014. The request for review challenged CAMRA's eligibility to nominate properties to be included on the Council's register of Assets of Community Value.

The review concluded that the CAMRA Branch is an eligible nominating body and that the pub should remain on the Councils list of 'Assets of Community Value'.

Summary of findings:

- CAMRA is a company limited by guarantee. Article 5 of its Articles of Association prohibits distribution of its income or property to members.
- Although community nominations cannot come from a national organisation which relies solely on its national activities – the case is different where a national charity or national company limited by guarantee has a network of branches. From the Memorandum and Articles of Association of the Campaign, it follows that CAMRA is not a loosely affiliated grouping or federation of individual branches but rather one large organisation whose members choose to organise the Campaign's activities through a network of branches.
- Judge Warren concluded that applications from organisations with a branch structure should be treated in a hybrid way and that branches are entitled to rely on CAMRA's status as a company limited by guarantee which does not distribute any surplus it makes to its members in order to satisfy Regulation 5(1)(e). The individual CAMRA branch is then entitled to rely on its own activities in order to satisfy Regulations 4(1)(a) and (b).

Jayne Pickering
Executive Director (Finance and Corporate Resources)
Bromsgrove District Council
The Council House
Burcot Lane
Bromsgrove
Worcestershire
B60 1AA

Date: 28 September 2016
Your ref:
Our ref: ANDREWSS\175442-000088
Direct: +44 20 7919 0670
Email: Stuartandrews@eversheds.com

Dear Ms Pickering

**Assets of Community Value Nomination
The Greyhound Public House, 30 Rock Hill, Bromsgrove, B61 7LR ("the Property")**

We are instructed on behalf of Greyhound Inn Developments Ltd ("our Client"), the owner of the above Property with regard to the recent nomination of the Property as an Asset of Community Value ("ACV") as introduced by Part 5 Chapter 2 of the Localism Act 2011 ("LA 2011").

Further to your letter dated 14 September 2016 notifying our Client of the nomination of the Property by Redditch and Bromsgrove CAMRA, this letter is to be treated as our Client's response to such nomination and sets out its concerns and objections to such listing.

It is our Client's understanding that the above nomination came as a direct result of the notification requirements pursuant an application for permitted development under Class B of Part 11 of the GDPO regulations 2015. The prior approval notification was submitted to the Council on 19 August 2016 and included the statement, which was accurate at the time, that the Property was not defined as an ACV. The prior notification procedure would enable the demolition of the Property without the need to obtain detailed planning permission.

The purpose of the demolition of the Property is to assist with the future redevelopment of the neighbouring site identified as BROM3 in the emerging District Plan (further details set out below). These arrangements are to be secured through the established contractual relationship between our Client and the developers of the BROM3 site.

Statutory Criteria:

In deciding whether the statutory criteria provided by section 88 of the LA 2011 has been satisfied the local authority has to adopt a two stage approach. The first stage is not relevant to the Property as it is applicable where the nominated property is in current actual use. As you may be aware, the Property was closed for trading purposes in April of this year as a result of continual and considerable trading losses in previous years.

As such, the second stage of the criteria is applicable which comprises two limbs and is set out at section 88(2) of the LA 2011. This provides that land is of community value if in the opinion of the local authority:

- (a) *there is a time in the recent past when an actual use of the building or other land that was not an ancillary use furthered the social wellbeing or interests of the local community, and*

- (b) *it is realistic to think that there is a time in the next five years when there could be non-ancillary use of the building or other land that would further (whether or not in the same way as before) the social wellbeing or social interests of the local community. (emphasis added)*

It is clear from the official non-statutory guidance in the DCLG Guide that the general terms used in setting the criteria at section 88 of the LA 2011 is deliberate and is intended to ensure that each local authority should interpret the meaning of a community asset on a case by case basis.

Section 88(2)(a) – The First Limb

It is not disputed that the First Limb of section 88(2)(a) is likely to be satisfied by the fact that the Property was in use as a public house up until April 2016. It is therefore necessary to consider the application of the Second Limb to the Property.

Section 88(2)(b) – The Second Limb

On behalf of our Client, we set out below why this Second Limb of section 88(2) is not satisfied when applied specifically to the facts of the Property and, in turn, our recommendation that the Property should not be listed as an ACV.

Site Constraint:

The Bromsgrove Infrastructure Delivery Plan ("the IDP"), identifies the highways works and other transport measures that are required to support the proposed development strategy within the draft District Plan. The IDP is intended as an overview of the infrastructure that is required to support the draft District Plan and identifies specific items of infrastructure needed in relation to specific sites. Of particular importance and relevance to the Property is the recognition of the constraint caused to future development by the Fox Lane/Rock Hill junction, which is located adjacent to the Property.

The IDP recognises that the Property constrains the potential redevelopment at Whitford Road as identified in policy BDP5 Bromsgrove Strategic Site Allocations ("BROM3"), of the draft District Plan. BROM3 is one of three Bromsgrove Town Expansion Sites which are needed to come forward to maximise housing delivery in the area. These Town Expansion Sites are identified as the most sustainable locations for significant growth within the District due to the wide variety of services, facilities and employment opportunities available. In addition, there are existing public transport links by both bus and rail, which, with further investment in infrastructure and services will help to provide local residents and businesses with a realistic alternative to the car. BROM3 has been allocated to include a minimum of 490 dwellings, together with associated community infrastructure that would include public open space with play facilities and small scale local retail.

The impact of the Fox Lane/Rock Hill junction on the potential redevelopment of BROM3 is already evident by reference to an appeal decision in respect of planning application reference 13/0479 (appeal reference APP/P1805/A/14/2225584). On 3 August 2015, the appointed Inspector held that the appeal against the refusal of outline planning permission for residential redevelopment at BROM3 be dismissed due to the severe residual cumulative impact on traffic congestion, movement and highway safety. The impacts identified by the Inspector are specifically addressed by the redevelopment of the Property to allow for appropriate junction improvements at Fox Lane/Rock Hill. It is, on this basis, that our Client has entered into contractual arrangements with the developer of the BROM3 site and it is these arrangements that then led to the notification for demolition of the Property.

Finally, it is important to note that the Council has a clear expectation that BROM3 should come forward for development within the next 5 years to meet the programming housing delivery requirements of the emerging District Plan and to ensure that the authority maintain a reliable and robust 5 year land supply for housing within the District. As such, it is entirely realistic to conclude that there will not be a time in the next five years that the Property would

be available to further the social wellbeing or social interests of the local community. The potential to use the Property to address the infrastructure requirements needed to unlock much needed housing development as set out at draft policy BDP5, is clearly a key priority for the Council and would serve a far greater social purpose than the Property alone could ever deliver.

Highways Limitations:

In order to mitigate increased traffic from developments and organic growth over the next 14 years, WSP Parsons Brinckerhoff have proposed a new roundabout to replace the existing Fox Lane/Rock Hill T-junction. To deliver this improvement, the land presently occupied by the Greyhound public house would be required.

The proposed roundabout design has emerged from a series of assessments and design studies of potential options to improve the Fox Lane/Rock Hill junction including upgrades to the existing arrangement and signalisation of the junction, both of which identified significant constraints. The proposed design is, itself, more compact than a standard roundabout and the departure from normal standards has been carefully assessed and approved by the Highways Authority.

The roundabout design, while requiring the additional land at the Property, offers the best solution for the existing and future use of Fox Lane. The existing junction is known to be the cause of long queues along Fox Lane, while the limited visibility at the junction mouth further slows the rate of exiting traffic, while also producing a potential safety risk as drivers may emerge on to Rock Hill without being aware of approaching vehicles. Furthermore, the roundabout has been designed to accommodate traffic expected by 2030, while the existing junction has already exceeded the number of vehicles that are regarded as acceptable and safe for a T-junction.

The benefits derived from creating a roundabout at the Fox Lane/Rock Hill junction are, therefore, to improve the safety of those wishing to use the junction at Fox Lane and to reduce future queuing / delay with improved capacity that better suits the level of traffic that will encounter the junction.

The proposed roundabout, which cannot be delivered without demolition of the existing Greyhound Public House building, offers significant advantages to Bromsgrove in terms of transport improvements, both in capacity and safety for the existing population alongside delivering capacity for future development at the BROM3 site.

The proposed roundabout is the preferred solution of the Highway Authority at this current time. However, the IDP does propose a traffic signal solution which, as the IDP states, is also constrained by the retention of the Greyhound Public House. WSP Parsons Brinckerhoff have also produced a traffic signal design solution for the junction. This design also results in the Property being demolished in order to provide the necessary land area required to construct a traffic light solution that meets requisite design standards.

In short, any means to improve highway safety and the free flow of traffic on Fox Lane would require the demolition of the Property and these measures are a pre-requisite in the delivery of the BROM3 housing scheme.

Site Value:

It is material to the Council's decision to fully consider the interrelationship between the IDP and BROM3 designations and the value of the Property. The development value now attributable to the Property as a result of its ability to unlock the development at BROM3 far exceeds that which a typical public house would achieve within the local market. As such, the financial sum that any community interest group would be required to raise would be insufficient in comparison to the Property's established development value and would not be a commercial or realistic possibility to any seller.

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Date: 28 September 2016

Your ref:

Our ref: ANDREWSS\175442-000088

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If the Property were to be designated as an ACV it would serve no purpose other than to frustrate development of much needed housing at BROM3 and would simply delay any potential sale or redevelopment of the Property.

Local Area:

Within one mile of the Property there are a further 13 public houses that are currently trading and furthering the social wellbeing or interests of the local community. Whilst this is not a reason in of itself to prevent the listing of the Property as an ACV, it does support the position that the local community already benefits from a number of facilities which are similar to those services once provided by the Property.

In addition, it is highly likely that any development of BROM3 would result in an array of community benefits being delivered that would be additional to and different from those already provided by the great number of public houses in the vicinity of the Property. This enriched mix of community uses would better serve a wider community and provide positive place making in an area that is in need of both housing and community enhancements.

Conclusion:

It is clear from both the LA 2011 and the supporting regulations that the decision as to whether to list land as an ACV is not an absolute requirement and the relevant test is whether in the opinion of the local authority the criteria has been satisfied. The Council is provided with the discretion to review the application in its entirety in consideration of the local context and the potential impact of any such designation.

In this case, we would suggest that the Council need to assess the designation of the Property as a community asset in the context of the Property's recent trading history, the availability of similar community facilities in the area and the prospect that the Property has no potential for reuse as a community facility if it were designated.

As a consequence, we cannot identify any value in the proposed designation which would only serve to frustrate and delay BROM3 development, which will bring forward substantially greater community benefits in the provision of much needed housing development.

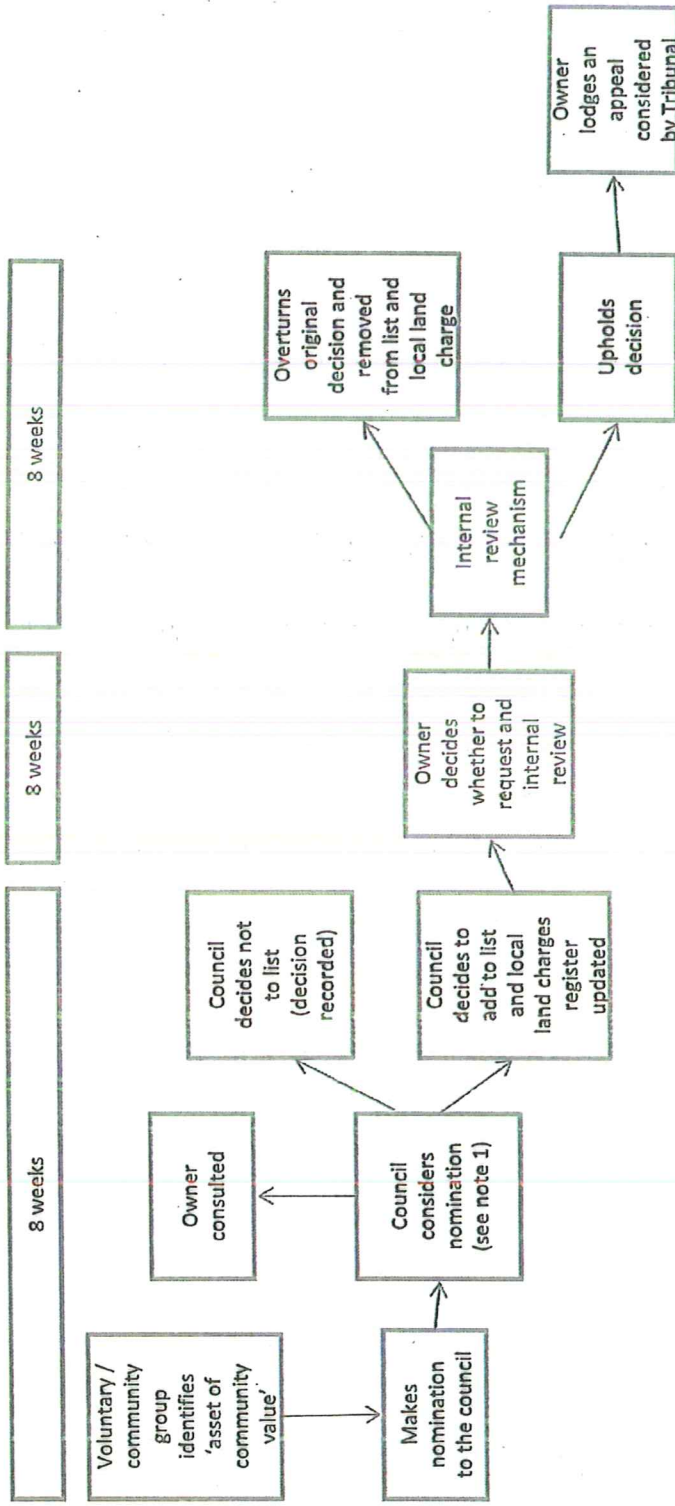
Yours sincerely



Stuart Andrews

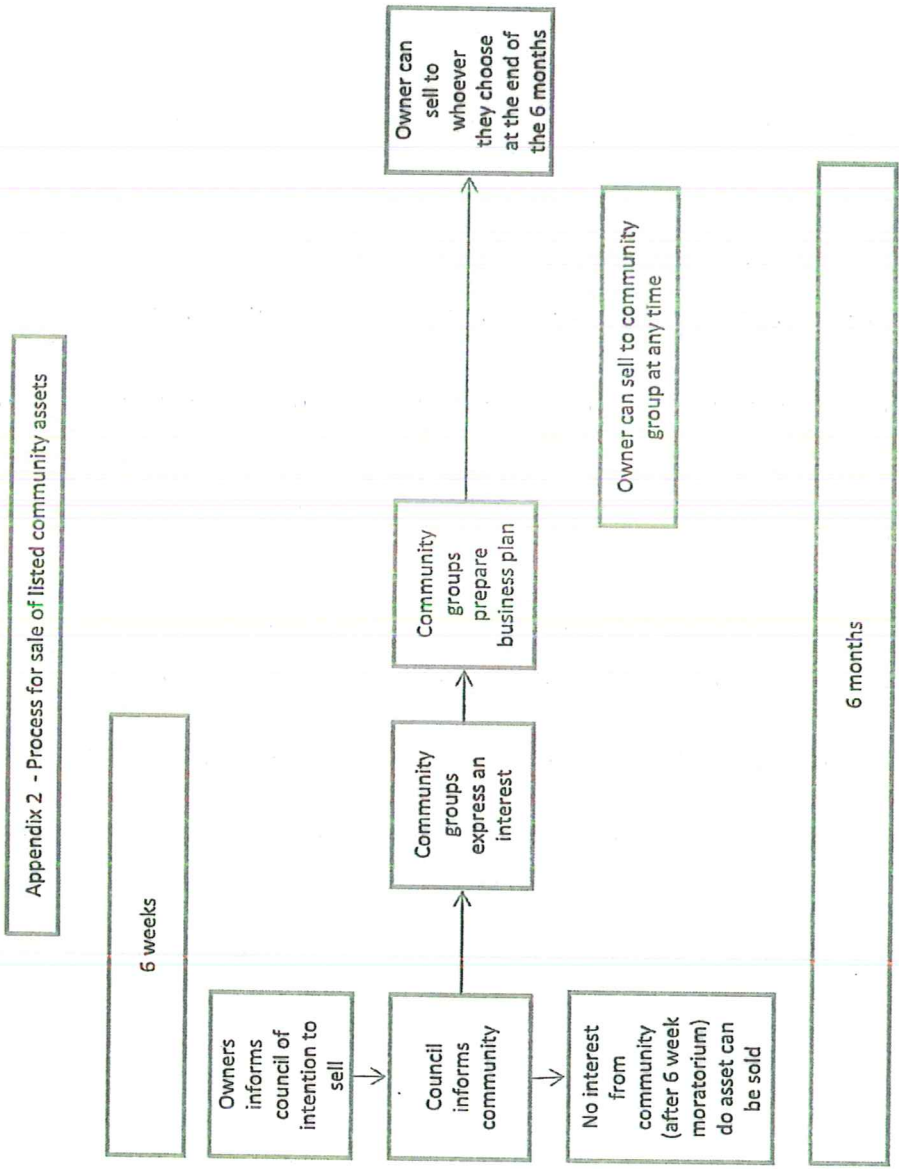
*Partner | National Head of Planning and Infrastructure Consenting
Eversheds LLP*

Appendix 1 - Process for listing community assets

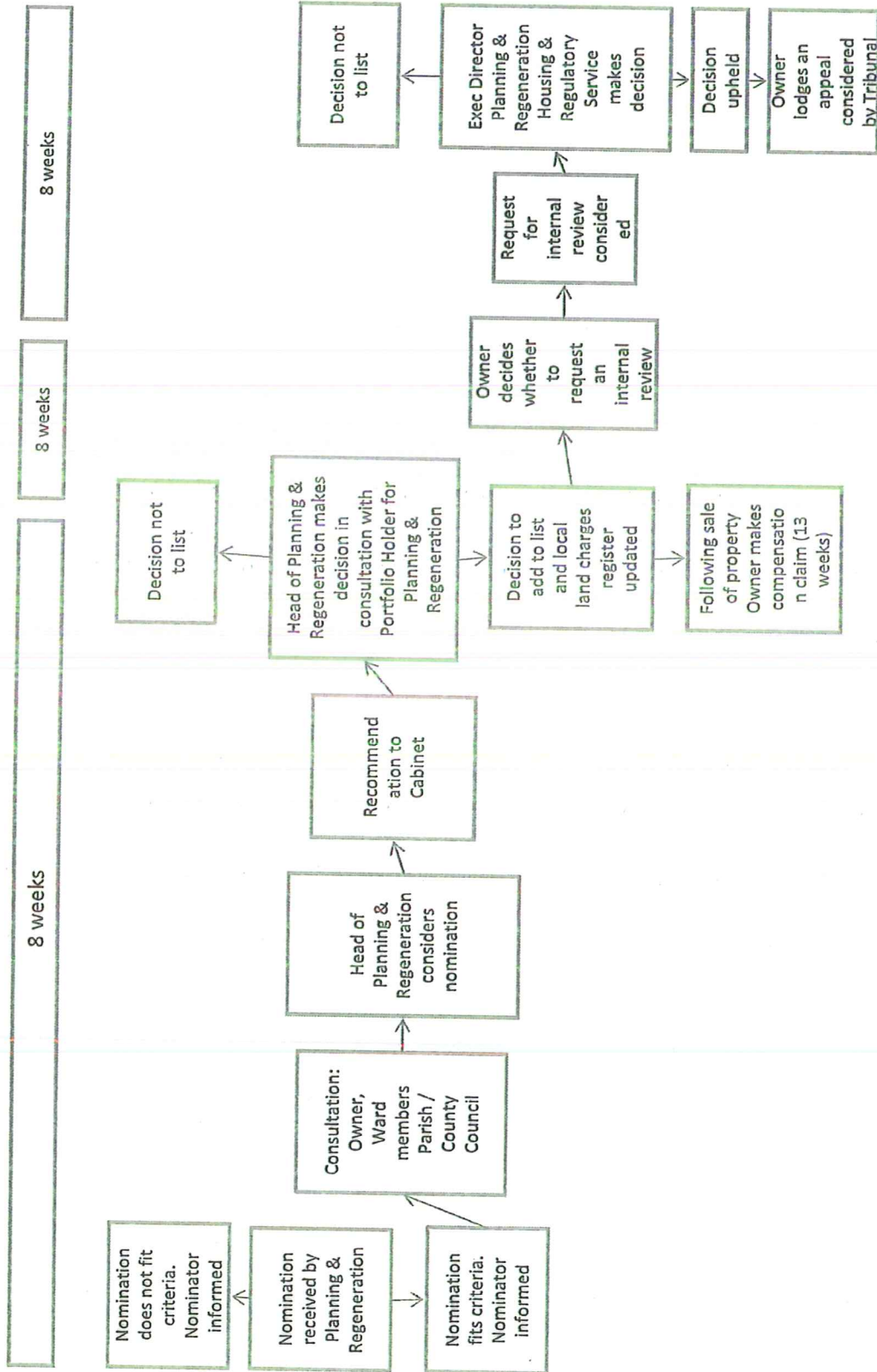


Note 1
 A building or other land should be considered an asset of community value if:
 its actual current use furthers the social wellbeing and interests of the local community, or a use in the recent past has done so; and
 that the use is not an ancillary one; and
 for land in current community use it is realistic to think that there will continue to be a use which furthers the social wellbeing and interests, or
 whether or not that use in the recent past it is realistic to think that there will be community use within the next 5 years (in either case,
 whether or not that use is exactly the same as the present or past); and
 it does not fall within one of the exemptions e.g. residential premises and land held with them.
 'Social interests' includes cultural, recreational and sporting interests.





Appendix 3 – Internal process for listing community asset



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CABINET

2nd November 2016

MEDIUM TERM FINANCIAL PLAN 2017/18-2020/21 – BUDGET ASSUMPTIONS

Relevant Portfolio Holder	Geoff Denaro
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering (Exec Director)
Wards Affected	All
Ward Councillor Consulted	None specific

1. SUMMARY OF PROPOSALS

1.1 To recommend the budget assumptions to be used in preparing the detailed 2017/18 budget and provisional budgets for 2018/19-2020/21.

2. RECOMMENDATIONS

2.1 That Cabinet recommend to Council that the revenue assumptions detailed in 3.7 be incorporated into the budget setting process.

3. KEY ISSUES

Financial Implications

3.1 The Council is legally obliged to set a balanced budget. The budget setting process is complex and must be undertaken in a planned way. It is equally important that assumptions used in the preparation of the budget are agreed, reasonable and consistently applied by all services. A number of recommendations from the Councils External Auditors, Grant Thornton, are addressed by ensuring robust assumptions and a transparent planned approach is undertaken when agreeing the budget. It is proposed that a 4 year financial model is prepared for the Medium Term Financial Plan.

3.2 The budget forecasts will be based on a number of assumptions, known levels of expenditure and anticipated levels of resources. It is anticipated that the Autumn Statement on 23rd November may confirm the assumptions relating to external funding and financial pressures that the Council may face over the next 4 years. In addition the Council will receive confirmation on the approval of the submitted efficiency statement. There are a number of areas of the Council's budget where risks to the projections contained in this report have been identified. The most significant of these are:-

- The Autumn Statement and associated implications.

- The lack of clarity around the New Homes Bonus following the consultation period earlier this year. This accounts for a significant level of funding and any reductions in allocation would have a detrimental impact on the Councils financial position
- The Finance Settlement for Bromsgrove District Council – approval by Government of the submitted efficiency plan should give a level of certainty around Grant funding
- Monitoring of the 2016/17 budget will provide Cabinet with regular updates on any pressures/savings for the Council. Any associated on going implications will be incorporated into the budget projections for 2017/18 and future years.
- Savings – The detailed plans to deliver the level of savings required for 2017/18- 2020/21 are currently being considered in line with the submitted efficiency plan. It is accepted that the savings require clear monitoring to ensure they are being delivered.
- Specific Grants and Contributions – The number and amount of specific grants received by the Council may be lower/higher than anticipated. The budget assumes no increase or reduction in specific grants. If the grant decreases, the associated expenditure must also be reduced to reflect the reduction in the grant received.
- Council Tax – Central Government provided a cap on the amount of Council Tax increase a Local Authority could make before a referendum of the local residents was required. The budget assumes a 1.9% increase in 2017/18-2020/21
- Council Services- The impact of the economic climate on the residents of Bromsgrove and the increased demand this may have for Council Services could impact on cost of services as could general demographic changes.
- Inflation - Impact of changes in the price of goods and services used by the Council compared to the percentage assumed in the budget projections.
- Fees and charges income – Impact of any economic slowdown on levels of usage of charged for Council services could lead to income levels not being achieved.

- 3.3 The timing of the Autumn Statement means that this report is based on the available information at this point in time. Future reports will make Cabinet aware of any changes that impact on the current budget assumptions.
- 3.4 As part of the budget setting process the Council makes a number of assumptions in respect of the key elements of the Council's revenue budget. The following paragraphs in this section outline the areas where these assumptions are made.

Council Tax

The budget assumes an increase in Council Tax for 2017/18-2020/21 of 1.9%.

Pay Inflation

The budget assumes that the pay award will be 1% for 2017/18-2020/21

Superannuation Rates

The 3 year actuarial valuation was received in Mid October. This reflects the current revaluation of the pension liabilities to include both backfunding and forward funding rates.

Officers are continuing to negotiate with the Actuary and the County on the phasing of the pension liability as there are options available around profiling of the deficit contribution. The rate that is proposed in relation to forward funding is 14.4% which is an increase from 12.1%. The backfunding contribution has reduced to £929k from the budgeted figure of £1.095m. It is anticipated that there may be an overall saving to the Council over the 3 year period of phasing.

Price Inflation

The budget assumes 0% inflation across the majority of the Council's non-pay expenditure budgets including grants that the Council gives out. Contractual arrangements and other significant inflation issues will be considered on a case by case basis. It is proposed that utilities are increased by 6%.

Discretionary Fees and Charges

Fees and Charges are reviewed on an annual basis and officers assess the impact of increases in income charges on the demand on the services. It is recommended that, in line with the current Medium Term Financial Plan the increase for 2017/18-2019/20 be 3%. The total additional income generated from the 3% increase is approximately £150k and therefore any reduction on 3% would have to be included as

a budget pressure for 2017/18-2019/20. Any increase above 3% will be explained by officers within the fees and charges report in December.

3.5 **Capital**

Heads of Service are currently undertaking a full review of the capital programme which will provide a four year capital programme for 2017/18-2020/21 taking into consideration the estimated reduction in capital resources and the limited revenue funding available for Capital Schemes in these years. A report to Cabinet in January will recommend the 4 year programme.

- 3.6 This is an initial report on the budget process which identifies the decision making, assumptions and principles. The forecasts will be refined over the coming months and further reports will be presented to Cabinet leading up to the approval of the budget and Council Tax in February 2017.

Legal Implications

- 3.7 The Council is under a duty to calculate the budget in accordance with Section 32 of the Local Government Finance Act 1992 and must make three calculations namely:
- An estimate of the Council's gross revenue expenditure; an estimate of anticipated income and a calculation of the difference between the two. The amount of the budget requirement must be sufficient to meet the Council's budget commitments and ensure a balanced budget. The amount of the budget requirement must leave the Council with adequate financial reserves. The level of budget requirement must not be unreasonable having regard to the Council's fiduciary duty to its Council Tax payers and non-domestic rate payers.

Service / Operational Implications

- 3.8 Budget Holders will prepare budgets to enable services to be delivered to meet the Councils Strategic Purposes. It is expected that officers will work across the organisation to establish financial projections that best meet the wider community needs and identify any savings or additional income to fund any budget shortfalls.

Customer / Equalities and Diversity Implications

CABINET

2nd November 2016

3.9 Clarity on budget assumptions will ensure services are delivered to meet customer needs and expectations

4. RISK MANAGEMENT

4.1 The risks associated with the budget process and calculations mainly relate to the uncertainties around external funding and the resulting pressures on the budget. To mitigate this risk officer's will work on a number of scenarios to ensure all options can be reported to members in a timely fashion.

AUTHOR OF REPORT

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COUNCIL TAX SUPPORT SCHEME 2017/18

Relevant Portfolio Holder	Cllr Geoff Denaro
Portfolio Holder Consulted	Yes
Relevant Head of Service	Amanda Singleton
Ward(s) Affected	All
Ward Councillor(s) Consulted	None Specific
Key Decision / Non-Key Decision	Key Decision

1. **SUMMARY OF PROPOSALS**

- 1.1 The Council is required to review its Council Tax Support Scheme (CTSS) annually and must implement a scheme which protects people of pensionable age, incentivises work and has provisions to support vulnerable person in financial hardship as a result of the scheme.
- 1.2 A draft scheme was agreed by Cabinet on 6th July 2016, which set out amendments to the CTSS 2017/18.
- 1.3 Following consultation on the draft scheme Members are now asked to consider the final scheme and to make recommendations to Council on the scheme to be implemented for 2017/18.
- 1.4 The proposed scheme will reduce the administrative burden wherever possible, bring the scheme in line with national changes to welfare support and will ensure that the assessment of income in relation to claims remain in line with other benefits.
- 1.5 The proposed changes to the scheme will not make any significant financial difference to current claimants unless their circumstances change.
- 1.6 The report also sets out proposals for future consultations to reduce the administrative burden of managing the CTSS and ensure a more flexible approach to making changes to the CTSS.
- 1.7 Members are also asked to agree the continuation of a Hardship Fund to ensure that there is provision for supporting those most in need, and who experience financial hardship as a result of any changes to Council Tax Support.

2. **RECOMMENDATIONS**

The Cabinet is asked to RECOMMEND:

- 2.1 to implement the Scheme, as amended, namely:

- 2.2.1 Reduce backdating of Council Tax Support to in line with the changes in Housing Benefit announced by Central Government.
- 2.2.2 Enable claims to be processed based on information provided by the DWP without the need for further information.
- 2.2.3 Removal the Family Premium on claims made from 1st April 2017 to bring the BDC Council Tax Support Scheme in line with the changes in Housing Benefit announced by Central Government.
- 2.2 the future 'uprating' of some of the figures to take account of other national changes in benefits and allowances.
- 2.3 that authority be delegated to the Head of Customer Access and Financial Support to carry out statutory consultation on future draft CTS Schemes in accordance with the legislative guidelines, in consultation with the portfolio holder.
- 2.4 to agree the continuation of the Hardship Scheme.

3. KEY ISSUES

Financial Implications

- 3.1 As Members are aware, changes were made to the Council's CTSS with affect from April 2015, which resulted in support being capped at 80% of Council Tax liability for all working age claimants.
- 3.2 Changes to the support scheme in April 2015 offset an estimated funding gap in 2015/16 of £45k for Bromsgrove District Council.
- 3.3 It is no longer possible to know how much funding is received towards the CTSS via the Revenue Support Grant (RSG), and we know that from 2017/18 there will be no government funding for this scheme. The total cost of the CTSS in Bromsgrove District is in the region of £4.5 million, with the major preceptors sharing the financial burden in line with their share of the Council Tax base.
- 3.4 The District Council will continue to carry the full costs of the administration of the Council Tax support scheme. The incentive for Bromsgrove District Council is therefore to lower the administration costs of the scheme.
- 3.5 The proposals for the scheme are not intended to reduce the overall cost of support provided to residents but to reduce the administrative burden wherever possible, and bring the scheme in line with national changes to welfare support.
- 3.6 As previously agreed the various allowances that are taken into account when assessing support will be uprated in line with the Secretary of State's annual

announcement. This will ensure that the assessment of income in relation to claims remain in line with other benefits.

- 3.7 The current provision for 'hardship' of £25k per annum remains sufficient and it is not anticipated that the changes to the 2017/18 scheme will create a significant increase in hardship claims.

Legal Implications

- 3.8 On 1 April 2013 Council Tax Benefit was abolished and replaced by a new scheme of Council Tax support called "Council Tax Support Schemes". Under s13A and Schedule 1A of the Local Government Finance Act 1992 (inserted by s10 Local Government Act 2012), each local authority was required to make and adopt a Council Tax Support Scheme specifying the reductions which are to apply to the amounts of council tax payable within their districts
- 3.9 Statutory Instrument 2012/2885, "The Council Tax Reduction Schemes (Prescribed Requirements)(England) Regulations 2012" ensured that certain requirements prescribed by the Government were included in each Scheme (subsequently amended by S.I. 2012/3085)
- 3.10 As the billing authority the Council is required by the Local Government Finance Act 2012 to consider whether to revise its scheme or to replace it with another scheme, for each financial year.
- 3.11 The Authority must adopt its scheme, and make any revisions, no later than 31 January in the financial year preceeding the one when it will take effect, so that it will be necessary for the Council's 2017/18 scheme to be in place by 31st January 2017.
- 3.12 Paragraph 3 to Schedule 1A into The Local Government Finance Act 1992 set out the preparation that must be undertaken prior to the adoption or revision of a scheme, including prescribed consultation requirements.
- 3.13 Instruction is received from the Department of Work and Pensions on an annual basis, of changes to benefits rates and personal allowances. These must be taken into account for housing benefit calculations and it is good practice to apply them to the Local Council Tax Support Scheme

Service / Operational Implications

- 3.14 Consultation on the draft scheme took place throughout August and September 2016.
- 3.15 All current claimants, the preceptors and other stakeholders were written to to advise them of the draft scheme and the changes to the existing scheme.

- 3.16 Only two responses were received and neither of these gave comment either in support or dispute of the proposals.
- 3.17 The results of the initial consultation showed support for the options to reduce backdating and the administrative process for those claims where DWP information is obtained.
- 3.18 There was lower support for the option in respect of the family premium, but the majority of responders didn't answer the question in respect of this. This is a complex element of the welfare schemes and not easy for anyone to understand.
- 3.19 Officers are of the view that failure to maintain alignment of the CTSS and Housing Benefits processes will make the administration of the scheme in future considerably more expensive. This is because it will not be possible to assess claims in tandem thus doubling the work where a claim for both Housing Benefit and CTSS is made. The costs associated with this would fall to Redditch Borough Council at a time where we are also seeing the administrative subsidy for housing benefit reduce significantly.
- 3.21 To date officers have carried out a preliminary consultation to inform the draft scheme. This extends the timeframe for agreeing the CTSS and reduces the ability to react to national changes which are often made late in the day.
- 3.22 Given the very low levels of response to the consultations it is recommended that consultation is streamlined. The proposal will still meet the legislative requirements which state:
- that, before adopting a scheme, the billing authority must in the following order:
- a. consult any major precepting authority which has power to issue a precept to it,
 - b. publish a draft scheme in such manner as it thinks fit, and
 - c. consult such other persons as it considers are likely to have an interest in the operation of the scheme.
- 3.23 Therefore it is proposed that public consultation would only take place in respect of the draft scheme, rather than to also inform the draft scheme. This would be published as now and existing working age claimants written to. Feedback from this would then be used to inform any changes to the draft scheme before a final scheme is presented to Cabinet, and then the Council before the end of November.
- 3.24 Officers would liaise with preceptors and develop proposals to amend the draft scheme. This would be reported to Cabinet, prior to the statutory consultation with stakeholders, i.e. current claimants and the general tax payers.
- 3.25 As previously mentioned a CTSS which does not, in the main, mirror Housing Benefit in respect of eligibility, assessment and income disregards creates a

local administrative burden. This will continue to be a significant challenge until such time as all working age claimants are on Universal Credit. At that time our CTSS will need to be reconsidered to ensure it is as simple as possible and that administration is cost effective for the authority. However, this is not anticipated to be fully rolled out for some years to come.

- 3.26 It is suggested that future national changes to welfare support for working age persons in respect of eligibility, entitlement, qualification, deduction, applicable amounts and/or any other changes which impact on the Housing Benefit scheme, be reflected in the draft CTSS scheme and automatically consulted upon as a result.

Customer / Equalities and Diversity Implications

- 3.27 The changes proposed in the scheme for 2017/18 will not disproportionately impact on those with special protected characteristics under the equality duty and the discretionary hardship fund will minimise any adverse impact caused.
- 3.28 The 'uprating' of the benefits rates and personal allowances to be taken into account, in line with the Secretary of States announcement on those that must be taken into account for other benefits, will potentially result in small changes to the amounts of support provided. These will vary according to circumstances.
- 3.29 The local CTSS only affects those of working age. People who have reached the age for state pension credit are assessed under a national scheme which maintains 100% support.
- 3.30 There is no impact of these proposals on current claims.
- 3.31 The Hardship Fund provides an opportunity to ensure that vulnerable people, who have been financially disadvantaged by the changes to the CTSS, can be provided with transitional support.
- 3.32 Our purpose is to 'help people to be financially independent' and officers look at all possible avenues to provide support to individuals or families identified as needing greater support.

4. RISK MANAGEMENT

- 4.1 Any changes to council tax support whilst increasing council tax income to the Council and our major preceptors has financial implications for our residents and therefore officers ensure that support on managing finances and advice on other potential benefits is made available.
- 4.2 Council Tax collection rates may reduce and officers will closely monitor the arrears position and ensure that Members are made aware of the impact on the

percentage of the debt collected. To date there has been no significant reduction in the overall collection rate.

- 4.3 Recovery action has increased as a result of the introduction of changes in Council Tax support. Officers ensure that recovery action does not result in escalating costs for any individual impacted by this change unless all other avenues have been exhausted.
- 4.4 A Local Council Tax Support Scheme for 2017/18 must be agreed by Council and published by January 2017 to be effective from April 2017. If no changes to the existing scheme are agreed the current scheme will be amended to take account of 'uprating' of other national benefits but otherwise will be unchanged. This will result in increased costs both for administration and IT software.

5. APPENDICES

6. BACKGROUND PAPERS

Held in Revenues Service

AUTHOR OF REPORT

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COUNCIL PLAN

Relevant Portfolio Holder	Councillor G. N. Denaro – Leader of the Council and Portfolio Holder for Finance, ICT, HR and Enabling Services
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole, Head of Business Transformation
Ward(s) Affected	All
Ward Councillor(s) Consulted	
Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 To agree the Council Plan, including actions relating to the Council's strategic purposes.

2. RECOMMENDATIONS

- 2.1 **Cabinet is asked to RECOMMEND to the Council**

that the Council Plan attached at Appendix 1 be approved.

3. KEY ISSUES

Financial Implications

- 3.1 The transformation programme that the Council has embarked upon led to the development of the strategic purposes documented in the Council Plan. As the programme continues, finances will start to become aligned with these purposes and the priority actions contained within the Council Plan, allowing the Council to be more responsive to our customers' needs.

Legal Implications

- 3.3 There are no legal implications arising directly from this report.

Service / Operational Implications

- 3.5 The Council Plan and the strategic purposes contained within it will help to set the direction for the Council and how it works with its partners. Service areas will be working towards these purposes and the priority actions, supported by operational purposes and measures to ensure that everything we do relates to the demands and needs of our customers. The Council Plan will be supported by

an implementation plan, including measures, barriers and ownership, to ensure that the actions within the Council Plan are delivered.

Customer / Equalities and Diversity Implications

- 3.7 The strategic purposes set out in the Council Plan are all designed to be from our customers perspective, in order for their needs to be the driver for all that we do. The corporate principles also highlight the importance of understanding and listening to our customers, whilst providing excellent customer care at all times. When approved, the Council Plan will be published on the Council's website and the ORB.
- 3.8 There are no equality and diversity implications arising directly from this report; however, the customer focus referred to above is designed to understand the individual needs of our customers and as such empower officers to meet those needs, which would include specific issues relating to equality and diversity.

4. RISK MANAGEMENT

- 4.1 By publishing a Council Plan the strategic direction of the Council will be clear to employees, Members and the public and as such will support the management of risks identified around the delivery of the strategic purposes, robust decision making and the accuracy/effectiveness of performance data.

5. APPENDICES

Appendix 1 - Council Plan

AUTHOR OF REPORT

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Council Plan

2017-2020

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Bromsgrove
District Council

www.bromsgrove.gov.uk

Agenda Item 8

Welcome to the Bromsgrove District Council Plan.

It sets out our strategic purposes, what matters to our residents and our priorities for 2017-2020.

This is a practical document which sets out what we are aiming to focus on for the next four years to deliver the things which our residents have told us matter to them.

As newly appointed leader for the Council I am keen that while our priorities remain realistic and achievable, they also embrace a new and effective way of approaching the challenges which local government faces. We are all aware of the financial pressures impacting on local Councils. Therefore, we need to generate income to increase our longevity and so we can reinvest this money in the areas which will benefit our residents the most, especially those who are on limited incomes.

We are committed to being innovative in reducing costs and generating income. We have looked at the needs of our

residents to understand what we should be focussing on and we are working more efficiently to do so.

This plan is split into strategic purposes to guide us and includes priority actions for each of our strategic areas, providing us with a clear focus for addressing issues and allocating funding for the next four years. It looks at how we can work together with our partners for the benefit of all of our communities and indeed to create a Better Bromsgrove for everyone.

However we will not be complacent and, with my Cabinet Members, who are responsible for their own strategic purposes, we will revisit this plan to make sure it is still relevant to the needs of our customers and the strategic purposes we have set out.

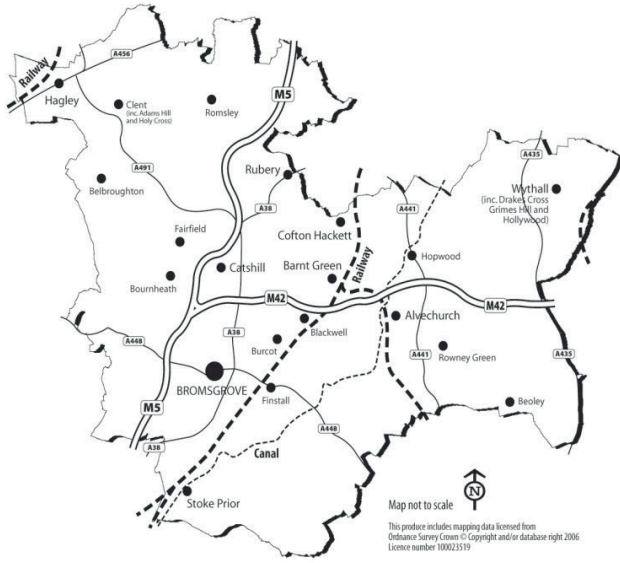


Bromsgrove District Council Cabinet

Council Vision:

“Working together to build a district where people are proud to live and work, through community leadership and excellent services”

Bromsgrove District



- Bromsgrove District Council moved to its new facilities at Parkside in 2015; this
- heritage site, in the heart of Bromsgrove Town Centre, houses not only the District
- Council but also Job Centre Plus, a new library and several other Worcestershire
- County Council functions, providing a range of services for residents and customers
- and increased footfall into the town centre.



Bromsgrove District is in the north of Worcestershire and over 90% of its 217 square kilometres is greenbelt. With 95,768* residents, there are population clusters including Hagley, Rubery and Wythall, with the town of Bromsgrove accounting for just over a third of the total population of the District. Approximately 20% of the population are children and 21% are over 65 years old.

Issues such as an ageing population, affordable housing and developing the local economy all impact on the District.

*ONS mid-year population estimate 2015

Context

The **economic** picture for Bromsgrove District is positive, with consistently low unemployment. However, the Indices of Multiple Deprivation 2015 (specifically income, employment and education indicators) show there were issues, particularly in parts of Charford and Sidemoor. Our Financial Inclusion Team (FIT) is working with residents to help them manage their finances and debt. We have also been working with Bromsgrove District Housing Trust (BDHT) and other partners through the Bromsgrove Sunrise Project, which supports residents in the areas of highest need.

Supporting **business** is incredibly important for the District; Bromsgrove entrepreneurs recorded the highest number of business start-ups outside London in the first six months of 2016.

Through North Worcestershire Economic Development and Regeneration we will continue to support these businesses and established companies within the District to grow.



Bromsgrove town centre is a major area of focus and extensive redevelopment is under way. Recent improvements to the town centre include enhancement of the High Street, a new retail park and planning permission for an exciting development on the Market Hall Site.

The Bromsgrove Town Centre Townscape Heritage Initiative has allocated £1.6 million of funding from Heritage Lottery Fund and Worcestershire County Council, and is set to be completed in October 2017. The scheme has and continues to provide grant assistance for the repair of historic buildings including the iconic Tudor House on New Road. The scheme is also working to assist small independent retailers who are establishing themselves in the town, with support towards projects such as traditional hand painted signage.



The **local centres** are also key to improving facilities and opportunities for all of our residents and improvement projects are underway across the district.

Bromsgrove has the highest level of **home** ownership in Worcestershire, and the smallest private rented sector in the county; demand for housing within the district has had a significant impact on property prices which are higher than the Worcestershire average. With affordability and suitable housing for the elderly both important issues, the Council's Local Plan is the driver that we are using to work closely with partners and developers to ensure that the housing mix in the district meets the needs of our residents.

Whilst the **health** of people in Bromsgrove District is generally good, health priorities include improving mental wellbeing, increasing physical activity and ageing well. Through the Bromsgrove Partnership various local agencies, including Bromsgrove District Council, have been playing their part to address these issues.

Mental Health has been a focus for the Council, with public commitment to the 'Time to Talk' initiative, providing support to our employees around wellbeing. Bromsgrove is also working towards becoming a Dementia Friendly Community, with officers and community members being supported to become 'Dementia Friends'.

The district is rich with biodiversity, geodiversity and attractive landscapes. The Council is committed to protecting our **environment** and has undertaken partnership work such as the 'Love Your Rivers Project' to improve ecology and biodiversity in Sanders Park with the creation of a wet grassland area. This improvement work not only provides further habitat opportunities for the



endangered water vole but will help by slowing the flow of the water in the brook reducing potential for downstream flooding as well as help tackling pollution.

It is important for the Council to ensure that Bromsgrove District remains attractive for everyone, and our Place Teams provide a strong environmental service across the District based on local needs and priorities. This focus gives our staff greater ownership and develops important local knowledge to support our communities, from picking up litter to cutting the grass. It also means that environmental crimes and hazards such as fly tipping can be removed and investigated in the quickest possible timescales to protect the public and our environment, with partnerships across the Worcestershire Authorities and the Police to ensure those responsible are stopped.

Bromsgrove District is a low **crime** area; however the North Worcestershire



Community Safety Partnership has been working hard across the district to address causes of crime and to support victims. A new website, Worcestershireruralwatch.co.uk, has been launched offering extensive rural crime prevention advice, links and resources to the rural community, with a new officer addressing rural, business and cyber crime issues in Bromsgrove. The Bromsgrove and Redditch Community Safety schools programme has provided one to one mentoring sessions for 81 young people across both districts since September 2015.

There has been continued investment in providing **activities** and facilities for all ages, such as an outdoor gym at Lickey End, inclusive play facilities at the ASDA Recreation Ground and a new skate park and risky play facilities in Hagley. There were over 55,000 attendances at Bromsgrove Council events during 2014 and 2015 with the international highlight "Mobile Homme" by Transe Express. The Council has also been committed to partnership working, leading to 10th Birthday celebrations at Artrix and a bigger and better Bromsgrove Festival and International Music Competition.

Finances

The December 2015 Government Spending Review announced an indicative four year funding settlement for local authorities. For Bromsgrove the settlement gives a much lower than anticipated level of revenue support grant from the Government with a potential unexpected repayment to Government in 2019/20 of £750k. Consultation has also started on planned changes to New Homes Bonus, which will see a reduction in the amount we receive towards the end of the five year period. The Council currently receives £1.7m of this grant and allocates £100k for community funding to support projects in those areas affected by housing growth. Government grant funding will be some £5m per year less in real terms by the end of this plan than it was in 2010/11. This equates to losing funding for just under half of the Council's net budget.



The Council has a proven track record in delivering cost and efficiency savings. Since 2010/11 the Council has made savings from sharing services with other Councils of £4.3m and generated other savings of approximately £2.648m from additional income and increasing efficiencies. With the continued cuts to our funding we will have to find more innovative ways to meet the on-going financial pressures that the Council faces. We are working with partners to achieve savings across the public purse which will ensure that valuable front line services continue to be delivered to our communities. The financial funding available will be aligned to our priorities as detailed in this document to ensure we meet customer and community need. In order to address the financial

challenges, over the financial planning period the Council will look at generating growth in our services to increase income, redesigning services to make them as flexible and efficient as possible and to work with others to maximise the value of Council services with the limited funding we have available.



What matters

Bromsgrove District Council is committed to providing residents with effective and efficient services that not only meet their needs but understand them too. We have listened to demand from our customers in order to understand what goes on in our communities and considered how we work with partners to support the issues within those communities. Through considering what really matters to our residents we produced a set of six strategic purposes to guide us; they are based on customer demands and data and evidence about the needs of and issues affecting the people of Bromsgrove District. Working to these purposes will help us to understand the needs of the District and how, together with our partners, we can improve the lives of our residents and the prospects for Bromsgrove District as a whole.



Help me run a successful business

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Agenda Item 8

“I want to expand my business, is there any support or advice available?”

“I want to start a new business, is there any information about vacant premises, please?”

“I want to set up my own business, can I get a grant?”





What matters

Encourage local business and inward investment

- Develop the 'Business begins in Bromsgrove' brand
- Identify potential sites, funding and delivery partners
- Encourage businesses to come to Bromsgrove
- Introduce a package of support mechanisms to help new businesses and inward investment
- Promote key employment sites
- Promote Bromsgrove Enterprise Park
- Organise events to promote grants and access to national finance schemes



Create a more vibrant Bromsgrove Town Centre and flourishing local centres

- Further develop the outdoor market in Bromsgrove
- Continue to support local centres across the district
- Develop and manage an events programme
- Continue the town centre regeneration programme
- Develop a car parking strategy for the Town Centre

Between January and June '16 the highest number of business start-ups outside of London were in Bromsgrove – 29 for every 1,000 residents



Improve connectivity within Bromsgrove (Digital and Transport)

- Ensure Bromsgrove's public transport needs are integrated into Local Transport Plans and delivered
- Work with WCC to identify a long term solution to tackling congestion along the A38
- Continue to work with WCC to rollout superfast broadband, including to rural areas.

Invest in our local workforce by supporting training and apprenticeships

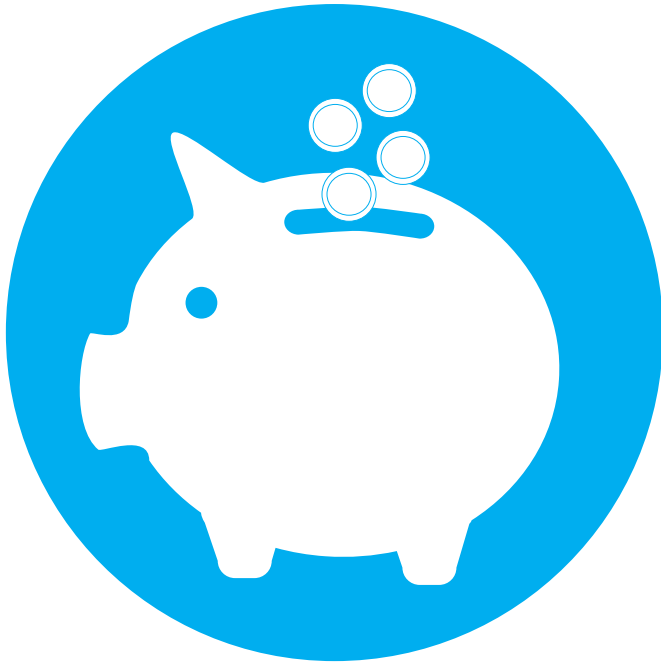
- Organise a programme of local Apprenticeships events and fairs
- Ensure SMEs can access Apprenticeship grant support
- Understand employer needs by carrying out a local skills audit
- Work with Heart of Worcestershire (HoW) College and other providers to deliver training that matches employer needs
- Work with local employers to promote career opportunities for young people in Bromsgrove
- Work with schools and other partners to understand the barriers to employability
- Undertake a fundamental review of our economic strategies and priorities

*In the last 9 years, there has been a **3 fold increase** in the number of apprenticeships completed*

*Almost **700** apprenticeships were started in 2014/15*



Help me to be financially independent



“I need to speak to someone about my housing benefit because my wages have changed.”

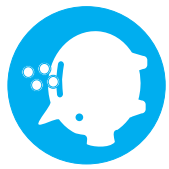
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“I am struggling to live on my money - what help can I get?”

“I care for my mother and I want to check if we can get any benefits.”



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What matters

Develop education and skills to sustain financial independence

- Work with schools and colleges to deliver life skills in money and debt management
- Work with businesses to identify the skills that are required to enable local people to secure employment in their community
- Engage businesses to develop and grow in the area to continue to provide local jobs
- Support people in getting back to work

Support communities during changes to welfare and benefits

- Provide advice and guidance through the Financial Inclusion Team (FIT) to help residents maximise their income and reduce debt



*The
average weekly
income is over £65
more than the
West Midlands
average*



Support residents to reduce levels of individual debt

- Support residents to understand and manage all of their debts
- Work with voluntary sector and other partners to provide debt advice and support
- Promote schemes that encourage savings & financial independence

Support reductions in winter deaths and fuel poverty

- Work with stakeholders to ensure homes are energy efficient
- Provide funding to improve homes to reduce fuel poverty

Support the provision of affordable housing in the District to meet the needs of the community

- Work with partners to develop different options for housing provision
- Support older people who wish to realise the value of their homes
- Understand affordability through a rents audit

Fuel poverty in Worcestershire has reduced from 12.6% in 2011 to 9.1% in 2014




Help me to live my life independently

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“Are there any classes to help me get fit please?”

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“I am interested in having lifeline fitted, can you help?”

“I am retired and looking for something to do...”

Agenda Item 8



What matters

Help and support the vulnerable

- Work with health and other partners to reduce hospital admissions and keep people in their own homes
- Work with partners to support victims of domestic abuse
- Access to appropriate housing

Promote independence and reduce social isolation

- Work with partners to deliver adaptations/ improvements to homes (Disabled Facilities Grants)
- Access to (or support to find) appropriate transport
- Promote volunteering opportunities to reduce social isolation, particularly within rural communities



Over the last 2 years **nearly 300 people have been helped to continue to live at home** through disabled facilities grants

Over 1600 vulnerable or elderly residents have been supported by a Lifeline unit in their homes

Help people to be fit and well

- Work with partners to deliver appropriate mental wellbeing support
- Support in the Five Ways to Wellbeing
- Access to quality open space and facilities

Strengthening and supporting families and individuals

- Work with partners and the Bromsgrove Partnership to deliver appropriate family support through the 'Connecting Families' and 'Sunrise' programmes
- Access to work and employability skills

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*More than
400 residents have
received activity
and falls prevention
referrals in the last 2
years*

Five ways to well-being



1

Connect with the people around you. With family, friends, colleagues and neighbours. At home, work, school or in your local community. Think of these as the cornerstones of your life and invest time in developing them. Building these connections will support and enrich you every day.



Be active Step outside. Go for a walk or run. Cycle. Play a game. Garden. Dance. Exercising makes you feel good. Most importantly, discover a physical activity you enjoy and that suits your level of mobility and fitness.

2

3

Take notice Be curious. Catch sight of the beautiful. Remark on the unusual. Notice the changing seasons. Savour the moment whether you are walking to work, eating lunch or talking to friends. Be aware of the world around you and what you are feeling. Reflecting on your experiences will help you appreciate what matters to you.



Keep learning Try something new. Rediscover an old interest. Sign up for that course. Take on a different responsibility at work. Fix a bike. Learn to play an instrument or how to cook your favourite food. Set a challenge you will enjoy achieving. Learning new things will make you more confident as well as being fun.

4

5

Give Do something nice for a friend, or a stranger. Thank someone. Smile. Volunteer your time. Join a community group. Look out, as well as in. Seeing yourself, and your happiness linked to the wider community can be incredibly rewarding and creates connections with the people around you.



Help me to find somewhere to live in my locality

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*“I have lost my job
and can't pay my rent
any more - can you
help me?”*

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*“I would like to
move... I am having
problems where
I live...”*

*“Can you help
me, I am about to
be homeless.”*



Agenda Item 8



What matters

Support the development of appropriate and affordable housing in the district

- Understand community housing needs through a strategic assessment
- Use the Local Plan and Green Belt Review to drive development
- Encourage developers to adopt Safe by Design standards
- Work with developers to increase the number of eco/energy efficient properties

Assist in making the best use of all housing across the district

- Work with Bromsgrove District Housing Trust (BDHT) to review the housing waiting list
- Work with partners to ensure appropriate level of occupancy
- Support people to downsize where appropriate
- Ensure the Disabled Facilities Grants (DFG) process is meeting the needs of our communities
- Work with stakeholders in the private rented sector



In 2015/16
483 homes
were ***built*** in
the district
(net)

Prevent and respond to homelessness

- Review current housing and homelessness delivery arrangements
- Work with BDHT and partners to resolve issues that can lead to homelessness
- Work with partners and providers to deliver accommodation appropriate to need

Between
July '15 and
June '16 **over 220**
households have been
prevented from
becoming
homeless



Keep my place safe and looking good

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Agenda Item 8

“Can I arrange to have my garden waste collected?”

“I am worried about crime in the area.”

“Can you help me improve my home security please?”





What matters

Help support and create communities where people feel safe

- Work with partners, schools and our communities to reduce crime, nuisance and anti-social behaviour
- Encourage developers to adopt Safe by Design standards
- Ensure that premises and vehicles licensed for various activities are safe
- Work with local businesses to deliver safe products and services



Look after our district to provide clean and tidy streets and open spaces

- Ensure our resources are aligned to the different needs of our local areas
- Work to reduce litter, fly tipping, dog fouling, fly posting and chewing gum in the district
- Develop our commercial services to better support local businesses and residents
- Work in partnership with our communities

Over 1100
bulky waste
collections
undertaken in
2015/16





Protect and enhance the environment spaces

- Work with communities to enhance the environment
- Monitor air quality and encourage our communities to reduce emissions where possible to limit the effect of climate change
- Endeavour to reduce our emissions
- Change the way we maintain the environment to improve biodiversity
- Work with partners to achieve proactive tree management
- Work with stakeholders to improve the infrastructure for cycling and walking
- Promote the ethos of 'reduce, reuse, recycle' within the community and our organisation

On average
4275 tonnes
of waste was
recycled



17.5%
reduction in
carbon
emissions

19,000
customers are
benefitting from
garden waste
collection
service

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



“Can I book a swimming lesson for my child?”

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“My doctor said I need to lose some weight, can you help me?”

“What is there to do in Bromsgrove this weekend?”



Agenda Item 8



What matters

Provide a leisure, cultural and arts programme for the whole district

- Engage with communities to develop an events programme
- Develop new Leisure facilities to provide a range of activities for the community
- Ensure play areas and parks meet the needs of all ages of the community
- Work with partners to develop a diverse range of arts and cultural activities

Create a more vibrant Bromsgrove Town Centre and flourishing local centres

- Progress regeneration of Bromsgrove Town Centre and local centre sites across the district
- Further develop the outdoor market in Bromsgrove
- Develop and manage a Bromsgrove Town Centre events programme
- Develop an action plan for the local centres



Approximately
10,000 people
attended the **street
theatre events**



Help people to be fit and well and reduce social isolation

- Develop a programme to raise awareness of social isolation
- Work with partners to explore opportunities for Council facilities to improve health across the District
- Continue to support '5 ways to wellbeing'

Five ways to well-being

Connect...
Be active...
Take notice...
Keep learning...
Give...

140+
weekly
attended the
junior park
run course

*We allocated
£188,000 from
the New Homes
Bonus to community
projects during
2015/16 &
2016/17*



“We will 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”.



We will ensure that we:

- Provide excellent customer care at all times
- Listen to our residents to understand their needs
- Deliver our core services efficiently and effectively
- Make the best use of our resources, with residents at the heart of all we do
- As a community leader, work with partners in the public, voluntary and private sectors to ensure residents of Bromsgrove District get the services and support they need
- As a good employer, support our employees to provide services that meet the needs of our residents

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As issues within the District can change we are committed to understanding whether we are delivering our strategic purposes; we do this by using measures to capture data which Officers, Managers and Members use to understand the services we provide. This data will be used to allocate resources and to help us gain a true picture of the District. We also need to recognise the continuing changes in national agendas and the impact they could have on our outcomes

As the strategic purposes cover issues fundamental to our customers' lives, we are working differently with our partners. The Bromsgrove Partnership, the local strategic partnership for Bromsgrove District, is a key stakeholder in developing and supporting these new ways of working. We are also continuing to work in a more local and place driven way, which helps the Council to understand the differing needs of communities within our district and how public services can support them.



The Council Plan is central to the strategic direction of Bromsgrove District Council and links to other corporate documents, including the Local Plan, the Medium Term Financial Plan and the Corporate Performance Strategy.

- 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*

How we work





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If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

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