



## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE CABINET**

**WEDNESDAY 1ST FEBRUARY 2017 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 11th January 2017 (Pages 1 - 8)
4. Minutes of the meeting of the Overview and Scrutiny Board held on 16th January 2017 (Pages 9 - 22)
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes
5. Medium Term Financial Plan 2017/18 - 2020/21 (Pages 23 - 40)
6. Planning Development Services Business Case (Pages 41 - 66)
7. The Council Plan 2017- 2020 (Pages 67 - 92)
8. Allocation of Homelessness Funding 2017/18 (Pages 93 - 96)
9. Low Cost Housing Scheme (Pages 97 - 100)

10. ICT Infrastructure Report (Pages 101 - 104)
11. 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
12. 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 items 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:-

Item No.	Paragraph(s)	
13	3	"

13. ICT Infrastructure Report Appendix (Pages 105 - 106)

K. DICKS  
Chief Executive

Parkside  
Market Street  
BROMSGROVE  
Worcestershire  
B61 8DA

24th January 2017

## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE CABINET**

**11TH JANUARY 2017 AT 6.00 P.M.**

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

Observers: Councillors M. Glass and C. A. Hotham

Officers: Ms S. Hanley, Ms J. Pickering, Ms D. Poole, Ms R. Bamford, Mrs S. Sellers, Ms R. Talbot and Ms R. Cole

67/16 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor K. J. May.

68/16 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

69/16 **MINUTES**

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

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

70/16 **OVERVIEW AND SCRUTINY BOARD**

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

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

71/16 **BROMSGROVE DISTRICT PLAN 2011 - 2030 ADOPTION**

The Cabinet considered a report on the adoption of the Bromsgrove District Plan 2011 – 2030.

Members were reminded of the lengthy Local Plan process which had taken place over a number of years. This had included an Examination in Public which had closed with the issue of the Inspector's report on 16th December 2016. The Inspector's report recommended that subject

to the making of a series of modifications the Bromsgrove District Plan satisfied the requirements of Section 20(5) of the Planning and Compulsory Purchase Act 2004 and the criteria for soundness in the National Planning Policy Framework and was therefore sound.

Members referred to the importance of having a clear planning framework in place to deliver the vision and development for the future of the area encompassing housing (including affordable housing) and employment sites. It was recognised that without an adopted plan the District would be vulnerable to ad hoc planning applications and “planning by appeal”.

In addition it was acknowledged that the clarity of the planning framework set out in an adopted Plan would assist the Authority in working with government and other funding agencies to access infrastructure funding for example in respect of new transport infrastructure. An adopted Plan would also enable work to progress on the preparation of a Community Infrastructure Levy which would also enable required infrastructure to be provided.

It was recognised that any planning applications in respect of particular sites were a matter for the Planning Committee.

It was noted that any Cabinet recommendations would be considered by the Council at its meeting on 25th January 2017.

Members expressed thanks to Strategic Planning officers for their hard work on the Plan to date.

(Councillor P. J. Whittaker requested that it be recorded that he had abstained from voting on the matter as whilst he was broadly in agreement with the Plan he did not agree with the location of the proposed cross border housing growth.)

**RECOMMENDED:**

- (a) that the content of the Bromsgrove District Plan Planning Inspectorate’s Report (Appendix 1) and the associated Schedule of Main Modifications (Appendix 2) be noted;
- (b) that the Bromsgrove District Plan 2011-2030 as submitted and subsequently amended by the modifications set out in Appendix 2 and Appendix 3 to the report be approved;
- (c) that the Policies Map which accompanied the submission version of the Bromsgrove District Plan and remains unchanged as a result of the examination process be approved;
- (d) that the Bromsgrove District Plan Adoption Statement and Strategic Environmental Assessment and Sustainability Appraisal Adoption Statement which form Appendix 4 and 5 of the report be noted; and
- (e) that authority be delegated to the Head of Planning and Regeneration to undertake further minor editorial changes deemed necessary in preparing the adopted District Plan for



publication, following consultation with the Portfolio Holder for Planning.

72/16

## **STAFF SURVEY REPORT AND ACTIONS**

The Cabinet considered a report on the Staff Survey which had recently been undertaken.

It was noted that the survey had highlighted areas for further work and also areas of good practice for the Authority to build on.

It was reported that in order to take forward the results of the survey a Programme Board had been established chaired by the Chief Executive and supported by the Head of Business Transformation and representatives from Human Resources, Organisational Development and Trade Unions.

Three corporate work streams had been established and these were being led by key officers

- People Management;
- Meeting our Customers' Needs;
- Organisational Culture

In addition all Heads of Service had analysed data from their own area and had developed Action Plans to specifically address the three areas of greatest improvement and decline compared to the previous survey, whilst also focusing on other areas which they felt needed addressing within their services. The Action Plans would be reviewed by Corporate Management Team on a regular basis.

Members queried the level of response to the survey which was 25% compared to the response to the previous survey undertaken in 2013 of 33%. It was recognised that whilst officers were satisfied that the response level was statistically valid, it was important to try to increase the response rate in future. In this regard the length of the survey and structure of the questions would be revised for future surveys.

Members recognised the importance of ensuring staff had the opportunity to undertake appropriate training to develop their skills and that any issues in relation to bullying and harassment were addressed effectively.

**RESOLVED** that the report on the Staff Survey results and the subsequent actions be noted.

73/16

## **MEDIUM TERM FINANCIAL PLAN AND CAPITAL PROGRAMME 2017/18 - 2020/21 UPDATES**

The Executive Director Finance and Resources reminded Members that a full report on the Medium Term Financial Plan 2017/18 – 2020/21 would be submitted to the Cabinet at its meeting on 1st February 2017. The Cabinet would then make recommendations to the Council meeting on 28th February 2017. Work was also being undertaken by the Overview and Scrutiny Finance and Budget Working Group.

The Executive Director Finance and Resources gave a brief presentation on the potential impact of government proposals on the Council's Medium Term Financial Plan 2017/18 – 2020/21.

The following points were highlighted:

There was no further information as yet on the Localisation of Business Rates – it was hoped this would be clearer by June/July 2017;

- New Homes Bonus - there had been a number of changes to the legislation which overall would decrease the funding available to the Council significantly (potentially by around £2.8m over four years);
- Efficiency Plan – officers had been working to identify additional income/savings/growth and to map these to the Efficiency Plan; in addition aspirational income and savings continued to be developed through alternative models of service delivery;
- Commercialisation Forum – had taken place with all Heads of Service and Managers to consider ways of generating additional income and growth through services the Council could offer;
- Officers were working to ensure that any use of balances and reserves was minimised.

**RESOLVED** that the latest position in respect of the Medium Term Financial Plan be noted.

74/16

## **COUNCIL TAX BASE 2017/18**

Members considered a report which contained details of the calculation of the District's Tax Base for Council Tax setting purposes for 2017/18.

**RESOLVED** that the amount calculated by Bromsgrove District Council as the Council Tax Base for the whole area for 2017/18 be approved at 36,056.65 as detailed at Appendix 1 to include the individual Parish elements.

75/16

## **NOMINATION OF ASSET OF COMMUNITY VALUE - THE NEW INN, BOURNEATH**

The Cabinet considered a report on an application to list The New Inn, Bournheath as an Asset of Community Value (ACV). A location plan for the premises was circulated.

Officers outlined the application received from CAMRA in respect of The New Inn, Bournheath. Attention was drawn to the application form and supporting information.

Comments had been received from the owners of the premises and these were set out in paragraph 3.6 of the report.

Members considered the application on its merits and in the light of the test contained within Section 88(1) of the Localism Act 2011, which was set out in paragraph 3.10 of the report.

Taking into account the information supplied by CAMRA within the application form, Members considered whether there was sufficient evidence to demonstrate that the premises should be nominated as an ACV. Members particularly noted the limited amount of community use over and above what would normally be expected at a public house.

Following consideration it was

**RESOLVED** that the application for listing of the New Inn, Bournheath as an Asset of Community Value be not supported.

76/16

## **NOMINATION OF ASSET OF COMMUNITY VALUE - HANBURY TURN, STOKE HEATH**

The Cabinet considered a report on an Application to list The Hanbury Turn, Stoke Heath as an Asset of Community Value (ACV).

Officers outlined details of the application received from CAMRA in respect of the Hanbury Turn public house, Stoke Heath. Reference was also made to the representations received from received from Solicitors acting for the owners of the premises objecting to the application.

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

Taking into account the information supplied by CAMRA within the application form, Members considered whether there was sufficient evidence to demonstrate that the premises should be nominated as an ACV. The limited amount of community use over and above what would normally be expected at a public house was taken into account.

Following consideration it was

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11th January 2017

**RESOLVED** that the application for listing of the Hanbury Turn, Stoke Heath as an Asset of Community Value be not supported.

(Councillor C. B. Taylor asked that it be noted that his home address was in the vicinity of the premises)

The meeting closed at 7.05 p.m.

Chairman

### Council Tax Base Calculation 2017-18

The Council Tax Base calculation for each parish is detailed below

	<u>Gross</u>	<u>Net</u>
	<b>36,420.86</b>	<b>36,056.65</b>
101/107 Unparished	13,604.89	<b>13,468.84</b>
111 Alvechurch	2,327.39	<b>2,304.12</b>
102 Barnt Green	1,008.62	<b>998.54</b>
116 Belbroughton	1,212.09	<b>1,199.97</b>
118 Bentley Pauncefort	188.17	<b>186.28</b>
119 Beoley	458.58	<b>454.00</b>
103 Bournheath	219.79	<b>217.59</b>
104 Catshill & Marlbrook	2,361.75	<b>2,338.14</b>
120 Clent	544.21	<b>538.77</b>
121 Cofton Hackett	988.42	<b>978.54</b>
122 Dodford with Grafton	401.36	<b>397.35</b>
105 Finstall	308.02	<b>304.94</b>
123 Frankley	51.50	<b>50.98</b>
124 Hagley	2,930.61	<b>2,901.30</b>
106 Lickey & Blackwell	2,113.11	<b>2,091.98</b>
125 Hunnington	236.38	<b>234.01</b>
126 Romsley	663.50	<b>656.86</b>
127/131 Parish of Stoke	1,717.17	<b>1,700.00</b>
129 Tutnall	366.83	<b>363.16</b>
130 Wythall	4,718.47	<b>4,671.28</b>
	<b>36,420.86</b>	<b>36,056.65</b>

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## **BROMSGROVE DISTRICT COUNCIL**

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

**16TH JANUARY 2017 AT 6.00 P.M.**

PRESENT: Councillors L. C. R. Mallett (Chairman), S. A. Webb (Vice-Chairman), C. Allen-Jones, S. R. Colella, B. T. Cooper, M. Glass, C.A. Hotham (Substitute), R. J. Laight and M. Thompson

Observers: Councillor G. N. Denaro

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

77/16 **APOLOGIES AND NAMED SUBSTITUTES**

Apologies for absence were received on behalf of Councillors S. J. Baxter, C. J. Spencer and P. L. Thomas and it was confirmed that Councillor C. Hotham was attending as a substitute for Councillor Baxter.

78/16 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

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

79/16 **MINUTES**

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

**RESOLVED** that the minutes of the meeting of the Overview and Scrutiny Board held on 19th December 2016 be approved as a correct record.

80/16 **REVIEW OF THE CCTV PROCESS**

The Chairman noted that it had been proposed at the previous meeting of the Board that CCTV should be the subject of further scrutiny. A draft topic proposal form had been produced which was tabled for Members' consideration (Appendix 1).

CCTV had formed the subject of a review by a cross-party working group. This investigation had been launched following a Notice of Motion to Council in 2015 and had been undertaken as an independent exercise rather than as part of the Council's scrutiny process. There had been 3 Councillors appointed to this review; Councillors M. Glass, P. McDonald and L. Turner. The review had originally been scheduled for

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the consideration of the Cabinet in 2016 and had been selected by the Board for pre-scrutiny. Whilst the subject had subsequently been withdrawn from the Cabinet Leader's Work Programme the Overview and Scrutiny Board had asked to receive an update in December 2016.

Members agreed that it would be useful to address the following in a review of CCTV:

- The process for introducing new CCTV cameras and whether this was timely, value for money and fit for purpose.
- The decision making process for introducing new cameras. Members were advised that wherever additional funding was required this would need to be referred to Members for consideration.
- Any blockages that held up decision making about the installation of new CCTV cameras.
- The financial implications for the Council of introducing any new CCTV cameras.
- The approach adopted to monitoring the performance of existing CCTV cameras.
- Any alternative measures to CCTV cameras that could help to address concerns about anti-social behaviour and crime within the community

There was general consensus that a review of this subject should not repeat the work of the previous cross-party working group and that the exercise should be conducted as a short, sharp review.

The following objectives were added to the topic proposal:

- To understand and validate the process and monitoring of CCTV cameras and its ongoing review.
- To understand the barriers to putting new CCTV cameras in place.
- To gain a better understanding and, if necessary, make recommendations to Council regarding the placement, process and development of the service.

The membership of the short sharp review was briefly discussed. Members agreed that Councillor S. R. Colella should be appointed Chairman, with Councillors B. T. Cooper and M. Thompson also volunteering to take part. The Board concurred that other non-Executive Members not on the Board should also be invited to take part in the review if they were interested in doing so.

**RESOLVED** that

- 1) Subject to the inclusion of the proposed key objectives, as detailed in the preamble above, the terms of reference for the Strategic Review of the CCTV Operation be approved for a short sharp review;



- 2) Councillor S. R. Colella be appointed Chairman of this review and Councillors B. T. Cooper and M. Thompson also be appointed; and
- 3) Non-Executive Members not serving on the Overview and Scrutiny Board be invited to express an interest in participating in the review.

81/16

## **POTENTIAL JOINT SCRUTINY OF THE CRIME AND DISORDER PARTNERSHIP**

The Board considered a report detailing proposals to consider the potential to undertake joint scrutiny of the North Worcestershire Community Safety Partnership with Redditch Borough Council and Wyre Forest District Council.

There was a requirement under the Police and Justice Act 2006 for local authorities to designate a Committee with lead responsibility for scrutinising the work of the local Crime and Disorder Reduction Partnership. Scrutiny Members could only focus on the work of the partnership as a whole and not on the work of individual partner organisations. The legislation required that the partnership was held to account during at least one meeting a year.

When the legislation was first introduced there had been separate community safety partnerships in Bromsgrove, Wyre Forest and Redditch. However, more recently these had merged into one crime and disorder reduction partnership for the north of the county. Wyre Forest District Council, like Bromsgrove, had arranged for crime and disorder scrutiny to be undertaken by their lead Overview and Scrutiny Committee. Redditch Borough Council had been the only authority in the county to establish a separate Crime and Disorder Scrutiny Panel to undertake this function.

In the south of the county there was also a joint community safety partnership. Malvern Hills District Council, Worcester City Council and Wychavon District Council had worked together for some time on joint scrutiny of their community safety partnership. The Councils took it in turns to host the meetings and it had been suggested that a similar approach could be adopted in the north of the county. Officers confirmed that neither Redditch Borough Council nor Wyre Forest District Council had yet scrutinised the partnership in 2016/17 so could potentially start joint scrutiny this year.

Members discussed the various options available moving forward and the most appropriate way to ensure that the North Worcestershire Community Safety Partnership was held to account. Concerns were raised that by undertaking this role jointly the focus on needs within Bromsgrove district might be diluted. Members noted that in Bromsgrove there had never been any recommendations made in respect of the partnership since the legal requirement was introduced so the value of the process in its existing form was questionable. By working together it was possible that Members would have an

opportunity to revitalise this form of scrutiny, by identifying patterns and issues impacting across borders, and to make this process more constructive. Joint working could be trialled in 2016/17 and, if Members felt that this process was effective, could be further developed in future years.

**RESOLVED** to approach Redditch Borough and Wyre Forest District Councils' Overview and Scrutiny Committees and to invite them to participate in a new Joint Scrutiny Committee of the North Worcestershire Community Safety Partnership.

82/16

## **FINANCE AND BUDGET WORKING GROUP**

The Chairman of the Finance and Budget Working Group, Councillor L. C. R. Mallett, provided an update on the work of the group and highlighted the following for Members' consideration:

- The group had considered the Cabinet's feedback in respect of the group's previous recommendations and had amended its recommendation on the subject of virements of £40,000 or less; Members were suggesting these should be considered by the relevant Head of Service in consultation with the lead Portfolio Holder; any above £40k would be subject to Cabinet approval.
- Members had reviewed the content of the capital programme and concluded that whilst a lot of capital bids were scheduled for the first year additional planning was required from Heads of Service in the subsequent years of the capital programme.
- The inclusion of S106 agreements on the capital programme for approval was considered by the group to be confusing as these had effectively already been approved.

During consideration of this item the Executive Director for Finance and Corporate Resources also provided an update in respect of the New Homes Bonus (NHB) and Council Tax:

- There was an option to increase Council Tax by up to £5 over the 1.9 per cent for Band D properties which would provide the Council with an additional £40,000 in the budget.
- The Government consultation on the NHB had concluded and local authorities had been advised that the fund would not be sustainable in its current form.
- The Government was proposing that there would be a "deadweight" of 0.4 per cent.
- In future this would mean that approximately 165 new properties built in the district would not be subject to the NHB which would impact on Council finances.
- The Government was also proposing that some funding from the NHB would in future be allocated to County Councils in two tier authority areas to help fund social care.

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- There was also a proposal to reduce the length of the NHB scheme from 6 to 4 years.
- This would lead to a loss in funding to the Council of £242,000 in 2017/17 and £1.8 million over 4 years until 2020/21.
- Members would need to give further consideration to discretionary services provided by the Council and whether these added value to the customer.

There were 3 key areas from the Efficiency Plan that remained to be addressed before the budget was set in February 2017:

- Alternative models of service delivery; only £70,000 in savings had been identified to date.
- Income and growth; over £300,000 more had been identified.
- The proposed Management Review which needed to identify further savings.

Following these updates the Board discussed a number of points in detail:

- The need to balance the Council's budget and the point at which further reductions in funding would make local authority services unsustainable.
- The potential savings that could be achieved from the Management Review and the value of prioritising this as it was anticipated that this would have a limited direct impact on the customer.
- The achievements that had been made to date in terms of delivering the aspirations detailed in the Efficiency Statement and the need for further action to be taken.
- The finalisation of the Council's fees and charges in 2017/18 and the role of the Finance and Budget Scrutiny Working Group in holding senior Officers to account for any proposed increases over 3 per cent.
- The total cumulative deficit predicted by the end of the 4 year period on the date of the meeting of £2.8 million. Members were advised that this would reduce by February when the Council set its budget.
- The need to be cautious about using funding from balances to balance the budget in any given year as this funding could only be used once.
- The need for Heads of Service to take responsibility for identifying savings and potential options to generate further income.
- The approach of the other local authorities that had received severe reductions in the government's budget settlement. Members were advised that the Council was the only local authority in this position outside the M25 and the other Councils had had access to significant balances and New Homes Bonus funding to help address their budget gaps.

- The position of other local authorities in Worcestershire. The Board was informed that many local authorities in the county were using a traffic light system for their budget.
- The progress that had been achieved in respect of economic development within the district and the innovative ideas that were being put forward by Officers.
- The increase in Council Tax that would be experienced by local residents and the significant proportion of this funding that would be allocated to the County Council and other partner organisations.
- The anticipated recorded income from the Dolphin Centre of over £400,000. Members noted that this figure should actually be approximately £520,000 in line with the figures agreed for prudential borrowing costs.

83/16

## **MEASURES DASHBOARD WORKING GROUP**

Councillor S. A. Webb, Chairman of the Measures Dashboard Working Group, provided Members with an update. The Board was advised that the group had struggled to access the dashboard on their iPads and the impediments to access remained in place. Despite this it had been agreed that the working group should reconvene. Representatives of the ICT team could be invited to a meeting of the group if these problems persisted.

Following the resignation of Councillor S. J. Baxter there was a vacancy on the group. Councillor R. J. Laight volunteered to become a Member to replace Councillor Baxter. Whilst it was noted that this would mean every Member of the group would represent the same party there were no requirements for scrutiny working groups to be politically balanced and no objections were raised during the meeting.

**RESOLVED** that Councillor R. J. Laight be appointed to the Measures Dashboard Working Group.

84/16

## **TASK GROUP UPDATES**

The following updates were provided in respect of current Task Group reviews:

a) **Social Media Task Group**

Councillor R. J. Laight, Chairman of the Social Media Task Group, explained that the review was progressing well. The group had recently interviewed the Council's Communications Manager who had provided a significant amount of information about the Council's use of social media. The local authority's use of social media compared favourably with other Councils in the region and there were opportunities to make further use of these tools. The group would shortly be circulating a survey amongst Members requesting feedback in respect of how they used social media. The group also anticipated that training would be provided to enable

Members to make appropriate use of social media to communicate with the public.

There were 3 Members on the group who were finding the review very rewarding. Councillor Laight noted that an additional Member, particularly someone who regularly used social media, would be welcomed. The Members of the group were thanked for their commitment together with the Democratic Services Officer for her hard work supporting the review.

b) Staff Survey Joint Scrutiny Task Group

Councillor S. R. Colella, Chairman of the Staff Survey Joint Scrutiny Task Group, explained that there had been no meetings of the group since the last meeting of the Board. Unfortunately the meeting of the group scheduled to take place on 18th January would have to be cancelled as 3 Members of the group had given their apologies. A new date would be identified shortly for this meeting, which would provide an opportunity for the group to consult with senior Officers about the Programme Board and the subsidiary working groups.

85/16

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

The Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC), Councillor B. T. Cooper, provided an update on the latest meeting of the Committee which took place on 11th January 2017.

Members were advised that there had been a single item on the agenda dedicated to a presentation on the subject of the West Midland Ambulance Service (WMAS). The Chief Operating Officer for the service had attended for this item and had advised Members that WMAS was the only ambulance service in the country to meet all of their national targets and was the best performing ambulance trust in the country. Unfortunately there had been a few difficulties in recent months with handovers involving hospitals within the Worcestershire Acute Hospital NHS Trust; in December up to 12 ambulances had been waiting at Worcester Royal Hospital at a time. Waiting times could be longer for patients once they had been registered at the hospital and HOSC was in the process of raising concerns about this with the trust.

Concerns were raised in respect of changes to the Alexandra Hospital in Redditch and the extent to which these changes had been effectively communicated to residents. In particular Members raised concerns about limited awareness that the hospital's A&E department was no longer responsible for treating children and recent cases were highlighted whereby concerned parents had been referred to Worcester Royal Hospital in challenging weather conditions.

86/16

## **CABINET WORK PROGRAMME 1ST FEBRUARY TO 31ST MAY 2017**

The Board considered the contents of the Cabinet Leader's Work Programme for the period 1st February to 31st May 2017. Members noted that few changes had been made to the work programme since December and no items were selected as suitable for pre-decision scrutiny.

Concerns were raised that there was only one item listed on the Cabinet Leader's Work Programme for consideration after February 2017. This made it difficult for Members to identify any items that might be suitable for pre-scrutiny in advance of a Cabinet decision. The Board suggested that this undermined the accountability and transparency of the Council's decision making process. Heads of Service, who were primarily responsible for adding items to the work programme, were therefore urged to plan further ahead.

**RECOMMENDED** to the Corporate Management Team that Heads of Service plan further ahead and add items to the Cabinet Leader's Work Programme in a more timely manner.

87/16

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

Members considered the Overview and Scrutiny Board's Work Programme and in so doing noted the following points:

a) **Economic Priorities**

A report in respect of the Council's economic priorities, which had been scheduled for consideration in January, had been postponed in the absence of the relevant Portfolio Holder. There was the possibility that this item would be considered by the Cabinet in February and if this occurred the Finance and Budget Scrutiny Working Group would be provided with an opportunity to pre-scrutinise the proposals detailed in the report. Otherwise the report would be considered by the Board in March.

b) **Monitoring Updates**

The Board's recommendation tracker would be provided for Members' consideration in March. This would include a detailed overview of the progress that had been achieved in respect of the Car Parking Task Group's recommendations.

c) **Dolphin Centre**

The Head of Leisure and Cultural Services had advised that he would be in a position to provide a comprehensive update on the progress that had been achieved in identifying support for displaced groups in March 2017. The Council would need to

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16th January 2017

resolve this issue by September 2017 and was in the early stages of providing support to effected groups. Members expressed some concerns, however, about the delay in providing an update on this subject and the potential implications for the local community. Consequently Members agreed that the Head of Leisure and Cultural Services should be invited to provide an interim update to the Board in respect of this matter in February with further information following in March.

d) Council Plan

Members were advised that the Council Plan was scheduled for consideration by the Cabinet in February 2017.

e) Write off of Debts Report

The Board noted that this report would be considered by the finance and Budget Working group on an annual basis.

The meeting closed at 7.37 p.m.

Chairman

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## APPENDIX 1

### OVERVIEW & SCRUTINY TOPIC PROPOSAL

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

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

<b>Name of Proposer: Cllrs Luke Mallett and Brian Cooper</b>	
Tel No: 07951205499 07711014820	Email: <a href="mailto:l.mallett@bromsgrove.gov.uk">l.mallett@bromsgrove.gov.uk</a> <a href="mailto:b.cooper@bromsgrove.gov.uk">b.cooper@bromsgrove.gov.uk</a>
Date: 12 <sup>th</sup> January 2016	

<b>Title of Proposed Topic</b>  (including specific subject areas to be investigate)	Strategic Review of the CCTV Operation
<b>Background to the Proposal</b>  (Including reasons why this topic should be investigated and evidence to support the need for the investigation.)	<p>An item was placed on the Cabinet Work Programme which focused on CCTV in Bromsgrove, which arose as a consequence of a Notice of Motion at Council on 15th July 2015. This item was scheduled to outline the findings of a cross party task and finish review that was set up to look at CCTV. It is important to note that this task and finish review was an independent review and not part of the O&amp;S Board's work programme.</p> <p>As a consequence, the O&amp;S Board had requested an opportunity to pre-scrutinise this final piece of work, which was later withdrawn from the Cabinet Work Programme. Officers attended the meeting of the Board on 19<sup>th</sup> December 2016 to provide background information and details of the review which was undertaken.</p> <p>A number of concerns were raised by Members at that meeting in respect of the allocation of CCTV cameras, and in determining that allocation (particularly timescales and decision makers).</p>

# Agenda Item 4

	<p>Following discussions at its meeting, the Board were unanimous in its views that the matter needed further investigation from an Overview and Scrutiny perspective to ensure that the service met the needs of residents, was fit for purpose and provided value for money.</p> <p>It is not the intention of the Board to repeat the work which was carried out by the original Group and its findings are attached to this scoping document as background papers and supporting evidence.</p>			
<p><b>Links to national, regional and local priorities</b></p> <p>(including the Council's strategic purposes)</p>	<p>Council Priority:</p> <ul style="list-style-type: none"> <li>• Keep my place safe and looking good.</li> </ul> <p>Bromsgrove Partnership Priorities:</p> <ul style="list-style-type: none"> <li>• Reduce the fear of becoming a victim of domestic burglary</li> <li>• Protect Communities by tackling domestic abuse, youth related anti-social behaviour and supporting vulnerable people.</li> <li>• Maintain safe clear streets by tackling night-time economy and reducing graffiti.</li> </ul>			
<p><b>Possible Key Objectives</b></p> <p>(these should be SMART – specific, measurable, achievable, relevant and timely)</p>	<ul style="list-style-type: none"> <li>• Understand and validate the process and monitoring of CCTV cameras and its ongoing review.</li> <li>• Understand the barriers to putting new CCTV Cameras in place.</li> <li>• To gain a better understanding and if necessary, make recommendations to Council regarding the placement, process and development of the service.</li> </ul>			
<p>Anticipated Timescale for completion of the work.</p>	<p>It is anticipated that a maximum of 6 meetings will need to be held to carry out a Short Sharp Review.</p>			
<p>Would it be appropriate to hold a Short Sharp Inquiry or a Task Group? (please tick relevant box)</p>	<p>Task Group</p>		<p>Short Sharp Inquiry</p>	<p>X</p>

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

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

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**CABINET**

**1<sup>st</sup> FEBRUARY 2017**

**MEDIUM TERM FINANCIAL PLAN 2017/18-2020/21**

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

**1. SUMMARY OF PROPOSALS**

- 1.1 To enable to consider the final revenue position and the Capital Programme for 2017/18-2020/21.

**2. RECOMMENDATIONS**

**2.1 Cabinet is asked to recommend to Full Council**

**2.1.1 The approval of the return / release from balances of :**

2017/18 £259k ( return)  
 2018/19 £37k ( release)  
 2019/20 £467k ( release)  
 2020/21 £494k ( release)

**2.1.2 Approve the additional income / efficiencies as attached at Appendix 2:**

2017/18 £1.113m  
 2018/19 £626k  
 2019/20 £177k

**2.1.3 Approve the Capital Programme bids as attached at Appendix 1:**

2017/18 £289k  
 2018/19 £46k  
 2019/20 £1.108m

**2.1.4 Approval of the Increase of Council Tax by £5 per Band D equivalent for 2017/18**

**2.1.5 That the budget savings and pressures for 2018/19 – 2020/21 are subject to change due to the potential impact of changes to service delivery and the localisation of Business Rates together with any changes to New Homes Bonus.**

### 3. KEY ISSUES

#### Financial Implications

- 3.1 The Council's Medium Term Financial Plan (MTFP) provides the framework within which the revenue and capital spending decisions can be made. For 2017/18 a 4 year plan is proposed to 2020/21. The plan addresses how the Council will provide financial funding to the Strategic Purposes and ensure residents receive quality services to meet their needs in the future. The Purposes that drive the financial considerations are :
- Help me find somewhere to live in my locality
  - Provide good things for me to see, do and visit
  - Help me live my life independently
  - Help me run a successful business
  - Help me be financially independent
  - Keep my place safe and looking good
- 3.2 When reviewing the budget projections officers consider the impact of demand on service and the costs associated with this demand. This may result in additional costs (associated with maintaining current service delivery) or reductions in anticipated income revenue over the next 4 years.
- 3.3 As Members are aware there continue to be considerable pressures facing the Council over the next 4 years as a result of a number of issues including:
- Potential further reductions in New Homes Bonus Grant
  - Impact of Negative Revenue Support Grant
  - Impact of the Localisation of Business Rates scheme
  - Transfer from Housing Benefit to Universal Credit
- 3.4 Officers will continue to work with our partners to identify the costs that may be associated with some of these changes.
- 3.5 Settlement
- 3.5.1 The provisional settlement was announced in mid December 2016. A number of issues were included within the information, including;
- Confirmation of continuing cuts to RSG
  - Updated Core Spending Power
  - Projections of Council Tax income increased on 2016/17 Settlement

- Additional flexibility on Social Care
- New approach to distributing New Homes Bonus
- Shift in funding from Lower to Upper Tier services in particular the creation of the Improved Better Care Funding
- Ability to increase Council Tax by 2% of £5, whichever is the greater, without triggering a referendum

3.5.2 However it is worth noting that there has been no clarification on the next stage of consultation on 100% Business Rate Reform. This is expected in the near future in 2017.

### 3.6 Revenue Support Grant

3.6.1 This Council in common with virtually every other Council in the country signed up to the government offer of a four year funding settlement. This brought more certainty to the funding figures but not complete certainty or protection from changes to the funding levels as described below.

3.6.2 As Members are aware from previous reports the Revenue Support Grant for the Council was withdrawn from 2016/17 with 2 years of transitional grant being paid to reduce the impact of the income shortfall. A grant of £118k was paid in 2016/17 with £114k due in 2017/18.

3.6.3 Within the current projections there is an assumption that a repayment will be made to Government in 2019/20. This is due to the calculated core spending power for the Council being less than the estimated funding received. For 2019/20 the provisional settlement provides for a £750k repayment. Officers have projected that this will continue into 2020/21.

### 3.7 Business Rates

3.7.1 For 2017/18 the government assessed baseline for business rates is £1.599m, if business rates grow above the baseline, then this council keeps a proportion of that funding. The opposite applies for any losses with the Council having to repay some of its formula funding.

### 3.8 New Homes Bonus (NHB)

3.8.1 The amount of NHB for 2017/18 has been confirmed as £1.912m which is £210k more than anticipated in the MTFP.

3.8.2 The Government announced in the settlement figures a reduction in the number of years for which NHB payments are made from six to four. They also unexpectedly announced that NHB would not be paid for what they term as baseline growth, or housing growth that would

happen naturally. This equates to a 0.4% levy that discounts 165 from the NHB calculation.

3.8.3 The Government also announced in the settlement that they expect to make further changes to NHB in future years. So not only can we expect significantly less than we would have earned, there is also increased risk to this funding stream in future years.

3.8.4 The MTFP will continue to be refreshed annually to take account of future changes in funding.

3.8.5 An assumption has been made that the Community Bid scheme will continue at a level of 25% per annum based on the additional New Homes Bonus payable for the year. For 2017/18 this equates to £144k.

### 3.9 Council Tax

3.9.1 The Council will decide the level of the council tax for 2017/18 on 28 February. If the recommendations contained in this report are approved, the demand on the collection fund to meet the Council's own needs will be £7,580,550 representing a £5 increase on Band D Council Tax compared to the current financial year. The Council Tax relating to the Councils services will rise from £205.24 to £210.24.

### 3.10 General Fund

3.10.1 The level of the general fund balance is currently £4.1m. Depending on the level of draw down from balances for 2016/17 it is anticipated that £3.5m will remain at 1st April 2017.

3.10.2 Should the budget be approved as included in the projections above the draw down over the 4 years will be £739k and therefore maintain £2.8m for future use. The projected budget proposed draw down is £1.3m less than was originally included in the Efficiency Plan.

### 3.11 Collection Fund

3.11.1 The collection fund has a declared surplus of £537k as at March 2017 which will be distributed amongst the major preceptors using the prescribed formulae. This Councils share of the surplus payable as a one off sum is £88k.

### 3.12 Precepts

3.12.1 The precepts from Worcestershire County Council, the Hereford and Worcester Combined Fire Authority, and the West Mercia Police Authority have not yet been received. The precepting bodies have until 28 February to provide this information, which will be needed to enable



the Council to make its formal decisions. Precept notifications have been received from all of the parish and town councils.

#### 3.13 **Capital Programme**

3.13.1 The Capital Programme has been extended to a 4 year rolling and officers are currently working to ensure that the level of expenditure falls within the current estimated project allocation. Those schemes that are funded from S106 are not included in this report as they have already been approved during the legal agreements, however they will form part of the final programme as reported to members later this month. The borrowing costs associated with any schemes have been factored into the summary statement. The Capital Programme is attached at Appendix 3 for consideration.

#### 3.14 **Efficiency Plan**

3.14.1 The Efficiency Plan as approved in October included a number of areas whereby the costs to the Council could be reduced in a number of ways. The following key themes were identified to enable officers to manage the shortfalls in funding:

- Identifying opportunities to increase income and growth
- Identify alternative models of delivery in the provision of services and to consider the most appropriate provider
- Identify further efficiency by continuing to drive waste out of services and reduce cost
- Continue to redesign services to provide quality support and service to the customer whilst releasing savings
- Assessing the value for money of service provided and demonstrating where resources can be realigned note 1
- Designing services across public and voluntary sector organisations to secure better outcomes and reduce overall spend
- Resetting future budget to meet prior years expenditure and income

3.14.2 The budget includes the delivery of the savings and income as identified in the Efficiency Plan. It should be noted that whilst annual savings have been included to meet those referred to in the plan there may be changes to funding and services delivered from 2018/19 that require alternative savings and income profiles to be delivered. Therefore further detailed reports will be presented to members advising of the relevant income and savings to be delivered.

#### 3.15 **Current Position**

3.15.1 When proposing the budget officers have also identified a number of budget pressures that have been deemed “unavoidable”. Unavoidable includes the ongoing effects of budget pressures identified during 2016/17

together with any issues that have been raised as fundamental to maintaining service provision as part of the budget process. In addition income shortfalls that cannot be managed by improved marketing or price increases have been addressed during the budget planning. The pressures and income shortfalls are :

- Shortfall in income from Land Charges due to a reduction in demand on the service £50k
- Cost of Licenses for Smartphones and ipads to ensure that officers have appropriate resources to undertake their roles
- Unavoidable cost increases from Microsoft for licenses. Whilst this increase is marginal in 2017/18-2018/19, it increases to £108k in 2020/21 and is therefore factored into the budget projections

3.15.2 In addition to the unavoidable pressures a revenue bid has been proposed to provide funding for St Bazils Foyer to enable them to continue to provide 24 hour support for vulnerable young people.

3.15.3 In addition to Heads of Service proposed savings there have been a number of suggestions from staff in relation to efficiencies and income that could be realised. These are currently under review and will be presented to the member finance working group and Cabinet at a future meeting.

### **3.16 Financial Position**

3.16.1 The final summary position at Appendix 1 includes the financial impact of the above in addition to the following assumptions:

- 1% pay award in relation to the National Agreement in place
- General inflationary increases in relation to contract arrangements
- Payment of “negative grant “ to the Government in 2019/20 and 2020/21 of £740kpa. This remains to be confirmed as part of the localisation of business rates implementation
- Increases as per the fees and charges proposals
- Borrowing costs
- An estimation of the New Homes Bonus income based on planning numbers
- Additional growth income estimated in relation to the Business Rates receivable by the Council

3.17 The Finance and Budget working group, as established by the Overview and Scrutiny Committee has met on a regular basis to review costs, fees and charges and the capital programme and have made a number of recommendations to Cabinet.

#### 3.18 Service / Operational Implications

3.18.1 The MTFP will enable services to be maintained and, where achievable, improvements to the community.

#### Customer / Equalities and Diversity Implications

3.19 The impact on the customer has been reduced due to the savings being realised by reduction of waste in the services and ensuring that all service that create value to the customer are resourced.

#### 4. RISK MANAGEMENT

4.1 To mitigate the risks associated with the financial pressures facing the Authority regular monitoring reports are presented to both officers and Members to enable proactive action being undertaken to address any areas of concern. Risks include:

- Reductions in government funding leading to a reduction in the level of services delivered to the public
- Reductions in business rates income as a result of appeals or reduction in the rateable value leading to a lower level of income for the Council.
- Identification of sufficient and ongoing revenue savings to deliver a balanced budget.
- Allocation of sufficient resources to meet the needs of service delivery and the Councils priorities.
- Maintain adequate revenue and capital balances as identified in the MTFP to ensure financial stability.

The regular financial monitoring by Officers and Cabinet will provide a framework to mitigate the above risks.

#### 5. APPENDICES

- Appendix 1 – Summary Position
- Appendix 2 – Additional income / Efficiencies
- Appendix 3 – Capital bids

#### AUTHOR OF REPORT

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## SUMMARY POSITION 2017/18 – 2020/21

### APPENDIX 1

	2017-18	2018-19	2019-20	2020-21
	£000	£000	£000	£000
Departmental Expenditure (Starting Position)	11,556	10,932	10,587	10,766
Incremental Progression/Inflation on Utilities/ Adding back previous one off use of reserves	165	210	272	47
Unavoidables	0	317	0	0
Revenue Bids/Revenue impact of capital bids	61	2	84	18
Savings and Efficiencies	15	0	0	0
Additional income	-647	-249	-177	0
Transfer to reserves - S31 Grant transfer	-467	-376	0	0
Release of reserves no longer required	250	-250	0	0
Release of reserves to fund shortfall	0	0	0	0
<b>Net Service Expenditure</b>	<b>10,932</b>	<b>10,587</b>	<b>10,766</b>	<b>10,831</b>
Interest Payable	54	404	400	500
MRP (Principal)	151	242	258	409
Recharge to Capital Programme	-25	-25	-25	-25
<b>Net Operating Expenditure</b>	<b>11,112</b>	<b>11,208</b>	<b>11,399</b>	<b>11,714</b>
Admin Subsidy Grant Reduction	0	0	0	0
Transitional Grant	-114	0	0	0
Business Rates Retention (Baseline Funding)	-1,170	-1,492	-1,546	-1,498
Negative Revenue Support Grant	0	0	740	740
Funding from Business Rate Growth	-150	-150	-150	-150
Section 31 Grant	-500	0	0	0
New Homes Bonus	-1,912	-1,770	-1,896	-1,989
New Homes Bonus Community Scheme	144	110	118	124
Collection Fund Surplus (Council Tax)	-88	0	0	0
Council Tax	-7,581	-7,870	-8,198	-8,448
Proposed Funding (from Balances) / to balances	259	-37	-467	-494
<b>Funding Total</b>	<b>-11,113</b>	<b>-11,208</b>	<b>-11,398</b>	<b>-11,714</b>
Shortfall	-0	-0	0	0

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# SAVINGS & ADDITIONAL INCOME - BDC

## APPENDIX 2

Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020/21 £'000
Legal & Democratic Services	Additional income generated from external work together with structure review	-8	-19	0	0
Environmental Services	Bulky Collections - increase income budget in line with actual figure 16/17	-10	0	0	0
Environmental Services	Bulky Collections - multiplier effect	-10	0	0	0
Environmental Services	Bulky Collections - additional work income	-8	-2	-2	0
Environmental Services	Trade Waste - additional income (net after deduction of tipping costs)	-8	-7	0	0
Environmental Services	Burial Fees - Following approval of Fees and Charges	-18	-5	-5	0
Reg Client	Savings with Worcestershire regulatory Services together with additional Dog Warden Income	-13	0	0	

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Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020/21 £'000
Reg Client	Additional Licensing Income	-3	0	0	0
Reg Client	Additional Taxi Licensing Income	-8	0	0	0
Corporate	Amalgamating Arlingclose Contract	-5	0	0	0
Corporate	General Savings and review of printing	-33	0	0	0
Corporate	Review of corporate administrative functions	-16	-5	-1	0
Leisure and Cultural	Potential additional income from new provider for the Leisure Centre	-204	-324	0	0
Leisure and Cultural	Commercial Pricing Review	-5	0	0	0
Leisure and Cultural	Artrix Funding Agreement - to reduce the cost to the Council by exploring other models of delivery including asset transfer	0	-60	0	0



Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020/21 £'000
Leisure and Cultural	Caretaking & Cleaning Review	-15	0	0	0
Planning Services	Additional income from cross boundary activities	-18	-2	-2	0
community services	Savings from the payment of fees to the provider of the administration of the Disabled Facilities Grants	-50	0	0	0
community services	Potential savings as a result of the review of service delivery	0	-30	0	0
community services	Lifeline - new business generated	-40	-20	0	0
Planning Services	Savings as a result of Shared Service (Development Management)	-13	0	0	0
Planning Services	Additional income for charging developers for pre application advice	-15	0	0	0

Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020/21 £'000
Planning Services	Additional income from additional planning applications	-60	0	0	0
Business Transformation and IT	Review of staffing within support services (HR)	-10	0	0	0
Business Transformation and IT	General savings	-10	0	0	0
Business Transformation and IT	Additional income from providing paid for Equalities workshops	-3	0	0	0
Business Transformation and IT	Changes to work practices	-5	0	0	0
Business Transformation and IT	Savings from translation costs	-1	0	0	0
Customer Access and Financial Support	Various savings to service	-56	0	0	0

Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020/21 £'000
Leisure and Cultural	Sale of Bromsgrove Museum	-8	0	0	0
Legal and Democratic Services	Various	-10	0	0	0
community services	Review of service delivery	-10	0	0	0
Customer Access and Financial Support	Savings realised from the new revenues and benefits system	-30	0	0	0
Customer Access and Financial Support	Review of staffing within the shared service	-40	-10	0	0
Customer Access and Financial Support	Additional income received from benefit overpayment recovered	-20	0	0	0
Customer Access and Financial Support	Additional income received through income recovery	-30	0	0	0
Environmental Services	Memorial Income Bereavement Services	-2	-3	-3	0
Environmental Services	Place contract Income from Parish Councils and other bodies	-12	-3	-4	0
Environmental Services	Growth in the garden waste collection service	0	-9	-9	0

Department	Description of saving	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020/21 £'000
Environmental Services	income from solar panels	-7	0	0	0
Environmental Services	External Driver CPC training income	0	-1	-1	0
Corporate	Procurement savings from contract renegotiation	-50	0	0	0
Corporate	Vacancy Management	-80	0	0	0
Corporate	Further savings in line with Efficiency Plan - management review	-41	-81	-50	0
Corporate	Alternative models of Service delivery in line with Efficiency Plan	-130	-45	-100	0
		<b>-1,113</b>	<b>-626</b>	<b>-177</b>	<b>0</b>

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**CAPITAL BIDS - BDC**

APPENDIX 3

Department	Description	Funding Source i.e. Grant, Borrowing, Reserve,	CAPITAL IMPLICATIONS				Commentary
			2017-18 £'000	2018-19 £'000	2019-20 £'000	2020/21 £'000	
Environmental Services	Replacement lighting at the Depot	Borrowing	23	0	0	0	will provide a saving on electricity £5k
Environmental Services	Vehicle Replacement	Borrowing			1,071	0	to continue to support the 10 year replacement programme
Environmental Services	Wheelie Bin Purchase	Borrowing/S106	85	36	27	0	to purchase new bins when they are damaged / stolen and for new properties
Leisure & Cultural Services	Sanders Park - Replacement of the Pond drainage pipework.	Borrowing	10	0	0	0	The underground pipe work has been survey and is severely compromised by its age and root damaged as such a full replacement is required.
Leisure & Cultural Services	Barnt Green Millenium Park - Toilet	Balances	62	0	0	0	To provide a unisex toilet in Barnt Green Millenium Park to ensure the community have appropriate facilities when visiting the park and local shops in the village
Leisure & Cultural Services	Hagley - Community Hub	Grant/Borrowing	0	0	0	0	To provide financial support towards a new community centre to serve Hagley and the wider community to provide a one stop hub for services and to enhance the provision and accessibility for council and other public sector services- bid for £600k under further development
Leisure & Cultural Services	Hagley- Scout Hut	Grant/Borrowing	100	0	0	0	To provide financial support towards a new Hagley Scout Hut to ensure that accessibility is available for all children within the community particularly with the increase from the new developments
Business Transformation	SAN Storage Capacity	Borrowing	10	10	10	0	to provide for area network capacity
			289	46	1,108	-	

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#### Development management Shared Services

Relevant Portfolio Holder	Cllr C. Taylor
Portfolio Holder Consulted	Yes
Relevant Head of Service	Ruth Bamford
Ward(s) Affected	n/a
Ward Councillor(s) Consulted	n/a
Key Decision / Non-Key Decision	Non- Key Decision

### 1. SUMMARY OF PROPOSALS

- 1.1 Cabinet considered the business case for a shared Development Management service between Bromsgrove District Council and Redditch Borough Council at its meeting on 2<sup>nd</sup> November 2016. It recommended that Council approve the business case.
- 1.2 The Council meeting on 23<sup>rd</sup> November deferred consideration of the Cabinet recommendation and the business case to enable cross party discussion to be held on financial risk and cost apportionment.
- 1.3 This report re-presents for consideration by the Cabinet the business case for a shared Development Management service (DM) between the two councils . Additional information is included at Appendix 2 in response to the discussion at Council in November.

### 2. RECOMMENDATIONS

Cabinet is asked to **RECOMMEND** to the Council that:

- 2.1 The business case for the Development Management shared service be approved.

### 3. KEY ISSUES

#### Financial Implications

- 3.1 The shared service business case contains details of the existing and proposed staffing structures. The existing individual authority staffing costs are

a) Bromsgrove District Council	£ 573,000
b) Redditch Borough Council	<u>£ 275,000*</u>
Total	£ 848,000

\*inc the Town Centre Co-Ordinator post which is charged to Redditch only.

- 3.2 Following the application of the local Job Evaluation assessments the proposed staffing structure costs for the new shared service are £873,000.
- 3.3 The reasons for the increase in staffing cost are:
- a. Increased management costs due to salaries attracting Hay grading;
  - b. The creation of a new grade 6 post to replace the use of current consultants and temporary staff;
  - c. Increased application numbers and fee income, as shown in Appendix D of the attached Business case.
- 3.4 In relation to the revised shared service costs, it is proposed that the new service is charged to both Councils on the percentage share detailed below:
- Bromsgrove 67 %
  - Redditch 33 %

### Legal Implications

- 3.5 Bromsgrove and Redditch Councils have developed a Strategic Alliance/shared services arrangement referred to as the Shared Services Framework Agreement. This Agreement sets out the basis upon which both Councils have agreed to work together by way of shared teams working across both authorities. The legal basis for the Strategic Alliance is Section 2 of the Local Government Act 2000 and in relation to staffing arrangements Section 113 of the Local Government Act 1972.
- 3.6 As the shared Development Management service will be hosted by BDC, it will be necessary for the staff currently employed by RBC to be transferred to BDC under the TUPE (Transfer of Undertakings, Protection of Employment) Regulations. Those staff transferring will be employed under the BDC terms and conditions bringing all the staff in the shared service into the same pay structure.
- 3.7 The creation of the shared service for staff will have no affect on the delivery of service in terms of the day to day activities undertaken for both councils. Each Council will continue to have control over the discharge of its planning functions through Full Council and Planning Committee. Likewise each authority will be able to exercise oversight of the planning function via the usual audit and scrutiny processes.
- 3.8 This report is an exempt item under the Access to Information Rules in that consultations regarding employment issues arising from this report although planned have not yet taken place at the time of this report being prepared for members (paragraph 4).



**Service / Operational Implications**

- 3.9 The proposed staffing structure has resulted in the loss of two FTE posts. Accordingly two current posts will be at risk of redundancy.
- 3.10 The proposed shared service structure allows for the creation of a new grade 6 post. The net loss of posts will therefore be one.
- 3.11 As detailed in the Business case, the service will be hosted by Bromsgrove District Council as it receives more applications and covers a larger geographical area.

**Customer / Equalities and Diversity Implications**

- 3.12 The business case outlines the potential employment risks that are associated with this business case. The Council will need to consider these alongside general recruitment and selection policies and commitment to equality of opportunity.

**4. RISK MANAGEMENT**

- 4.1 Consultation with all affected staff and their representatives will aim to ensure they are aware of the proposals and supported through the implementation process.

**5. APPENDICES**

Appendix 1 - Business Case for a Development Management Shared Service  
Appendix 2 – Additional Information relating to the Development Management Shared Service including pension funding, redundancy and salary costs.

**6. BACKGROUND PAPERS**

None.

**7. KEY**

**AUTHOR OF REPORT**

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# **Bromsgrove District Council Redditch Borough Council**

## **Development Management Shared Service**

### **(Development Control)**

#### **BUSINESS CASE**

Managing Bromsgrove District and Redditch Borough Councils Development Management teams through a Shared Service.

<b>Department</b>	Planning & Regeneration Service
<b>Head(s) of Service</b>	Ruth Bamford
<b>Author:</b>	Ruth Bamford
<b>Co-Authors:</b>	
<b>Document Ref:</b>	001
<b>Document Version Number:</b>	18.10.16

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  2. Description of the Services
    - a. Introduction to Development Management (DM)
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    - d. Current Informal staffing structure proposed for consolidation
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  4. Benefits of a Shared Service
  5. Staffing Issues
- Appendices A - F

## **1. Executive summary**

- 1.1 Development Management is the arm of planning that, amongst other things, processes planning applications. Unlike other services the Development Management Business case is presented to members after Transformation and after there has been an informal sharing of the services for a couple of years. Consequently the business case is essentially about seeking consolidation of informal working arrangements. A full assessment of the posts required to deliver the service in a customer focused, efficient way has been undertaken and the structure proposed will enable the Councils to provide a quality service moving forward. Whilst the enforcement role has been incorporated into the planning role to enable staff to provide specialist support and advice, the only other change to current arrangements is that there will be the loss of two grade 5 posts and the creation of one grade 6. It is envisaged that this new structure will be more flexible and resilient and that resource requirements, depending on the levels of income received from development, can be revised easily.
- 1.2 Due to the increase in number of applications across the two Councils it is anticipated that the income budget of £500k can be increased to £530k in Bromsgrove and from £189k to £210k in Redditch, a total additional estimated income of £51k. To provide the resource requirement to service the anticipated planning applications there is a proposed increase in Development Management costs of £25k (£12k at Redditch and £13k at Bromsgrove). This is more than offset by the £51k income generated from the applications
- 1.3 There are currently more staff employed by Bromsgrove District Council and there is a higher volume of work relating to Bromsgrove District as it covers a larger area. It is therefore proposed that Bromsgrove be the Host Authority.

## **2. Description of the Services**

### **a. Introduction to Development Management (DM)**

- 2.1 Development Management (DM) is the team within planning that deals with practical implementation – advising on the need for planning permission, dealing with breaches of planning control and determining planning and other types of applications that fall within the legislation and officer delegations. Each Council has its own planning committee that determines applications in line with its own Constitution.
- 2.2 The public benefit to the communities of the authorities is that a good DM service should help to provide them with a high quality environment that supports their economic, social and environmental needs and wellbeing. The DM function is therefore an important one for the authorities corporately, and it serves colleagues from other teams as well as the external customers.
- 2.3 Whilst the legislation is the same nationally, the local context is that planning decisions should normally be made in accordance with the development plan (Local Plan in Redditch and District Plan in Bromsgrove). DM is therefore the implementation of the policy framework that our policy colleagues construct and agreed by Council.

- 2.4 The DM service for each council has jointly undertaken a transformation process and current working practice reflects changes as a consequence of Transformation and other circumstances including an increase in the volume of work. The services are working together informally. Details of the volume of work and Transformation are below.
- 2.5 The DM function contributes significantly to the delivery of Strategic Purposes. Developments approved via the function include leisure and retail uses providing places to see and visit as well as assist in the creation and growth of business. The processes employed within the DM service have regarding to design, layout, security and the needs of a locality. Appropriate new housing provision is approved within the two Council areas which will also contain affordable provision.

## **b. Volume of Work**

- 2.6 The chart attached at Appendix D, shows an upward trajectory in fee income as a proportion of expenditure. This relates to the lifting of the moratorium in Bromsgrove District, both councils receiving a significant number of major applications and general improvements to the housing stock (perhaps the shortage of new housing stock has resulted in residents improving their existing homes as an alternative to moving house). Appendix E shows that this upward trajectory, particularly for Bromsgrove, is set to continue. This appendix uses the robust five year supply situation for housing and employment land and calculates the corresponding anticipated five year income. It is anticipated that the number of minor applications will stabilise or continue to rise but this is more difficult to predict.
- 2.7 Members should note that non fee earning work has also had an impact on the Service e.g. there have been particularly contentious enforcement sites in Bromsgrove District to address and involvement in the Place Partnership initiative in Redditch. All the pre application work for the Eastern Gateway will not result in the receipt of a planning fee in due course because the fee will be received by Stratford Council as the majority of the site falls within Stratford on Avon District. Members are reminded that the Director of Planning and Housing post has been deleted from the organisation.
- 2.8 With the increase in fees there has been an increase in costs to the Service which have been offset by the additional income received. The main cost has been salaries due to more staff required to manage the volume of work. However there are related costs such as the use of specialist consultants (e.g. agricultural consultants) used to provide specialist advice on relevant applications. Against the backdrop of increased fee income/volume of work, it should be noted that the cost of the DM Service relative to income has reduced.
- 2.9 As can be seen from the graph in Appendix D, in 2009 / 10 the DM income amounted to 56% of the departmental expenditure budget across the two authorities. In 2015 / 2016 income had risen to 75% of the total expenditure budget.

## **c. Transformation**

- 2.10 Both Development Management Services commenced the Transformation process together and so have developed new ways of working in conjunction with each other which has resulted in an informal shared service arrangement with transformation principles at its heart.

- 2.11 The Purpose of the proposed Shared Service is to, “*Help me with my planning query and enable change in the public interest by engaging with interested parties*”. This means that the remit of the team is broader than previously when sometimes it was considered the sole purpose was to process applications.
- 2.12 A principle of the new service is to “*Understand and act upon what matters to the customer, i.e. the applicant or the person asking the question*”. The transformation process has shown that to achieve this, the customer at all points of entry to the service, needs to be served by an officer who is able to understand the customer and respond. This means that qualified planners or those with experience in dealing with planning matters can best serve the customer. The role of the administration officers in this context has been lost and currently all administration officers have been trained to deal with those customer queries that are the most straightforward. It is interesting to note that this also accords with good practice advice from the Planning Advisory Service in recognition of the situation when it is often difficult to recruit planners.
- 2.13 Under the new way of working the officer who takes the query from the customer deals with it from start to finish if they can. If they can't deal with a particular query they pass it on to an officer who can or ask for help from a colleague. From a customer's perspective they have generally only got one officer to liaise with from the start to the end of their query. Members can see from the dashboard that compliments to the service are increasing. From the transformation initiative officers are encouraged to only do the *value work*, i.e. tasks that are of direct benefit to the particular customer with the particular query. This means that officers will deal with customers in a more fluid way that is query specific.
- 2.14 An outcome from Transformation is a different organisation of officers to better meet customer queries. The organisation of officers is described below.
- 2.15 Appendix F shows time taken to determine commercial applications in days over time (Since Sept 2015).

## **d. Current Informal staffing structure proposed for consolidation**

- 2.15 The two sets of officers are currently organised under two managers each with a responsibility for a planning committee and a particular council in times of possible conflict of interest e.g. a cross boundary application. Officers then sit within three groups of about seven officers per pod (group). Officers find that this size of a team is big enough to find a range of skills and support yet small enough to know what is going on, e.g. should a member of the public call when a colleague is unavailable.
- 2.16 There is a range of skill sets within each pod but the pod dealing with major applications have more Principal Officers. The business case essentially is about consolidating this structure and staffing levels. The only change is the loss of two grade 5 posts and the creation of a Grade 6 post and the enforcement officer role being subsumed into the planning officer role.

## 2.17 **Managers**

Currently there are two managers. One works full time and the other on slightly reduced hours (i.e. 34 hours per week). At the start of transformation there were 2.5 managers. Redditch had one manager and Bromsgrove had 1.5 managers. The Redditch manager has left the organisation due to an external promotion opportunity and the second manager at Bromsgrove has increased her hours.

2.18 This level of management is required for the servicing of two planning committees on a monthly basis and also because of the level of support they bring to colleagues due to their planning credentials and experience in dealing with a range of situations and customers.

## 2.19 **Principal Officers (Grade 8)**

Currently there are seven Principal Officers and this is number proposed going forward. The Principal Officers are all chartered town planners and have a work load that focuses on the major applications for both councils and the more complex planning enforcement cases. They do planning surgery in Bromsgrove on a rota and deal with queries in Redditch Town Hall. They play an increasingly significant role with the daily phone duty (it has been demonstrated to be more efficient if all general queries i.e. non case specific come into one phone). Principal Officers, under an extension to the scheme of delegation, can sign off their own applications and those of less experienced colleagues. Redditch traditionally has had a career grade that enabled the engagement of planners with remuneration commensurate with the principal planner salary (about Grade 8). However in Bromsgrove Council planners have a maximum level of Grade 6 (with the exception of one Grade 8 post for enforcement/major applications). This has traditionally resulted in difficulties in staff retention in Bromsgrove as planners on the Grade 6 at BDC are paid less than all surrounding councils. Transformation has shown the benefits to customers of having experienced planners dealing directly with their queries and applications from the initial point of demand. This is instead of incoming demands first being administered by team members not specifically qualified to assist.

## 2.20 **Senior Officers (Grade 7)**

Currently there are two officers working at this level. They are not chartered but with more experience will be eligible to become chartered. When these posts were advertised there were no suitable candidates who were chartered. Senior officers can deal with Green Belt applications as well as more unusual cases and those that are significant but not major e.g. five to nine dwelling schemes (ten dwellings is a major and often has a section 106 agreement).

## 2.21 **Planning Officers (Grade 6)**

Currently there are five Grade 6 Planners. They are able to deal with applications in the Green Belt as well as a breadth of other non-major applications. A new Grade 6 post is proposed so that there is no longer a requirement to have the use of a consultant for a few days per week or the temporary reduced hours Grade 6 position.

## 2.22 **Planning Assistants (Grade 5)**

Officers in the grade 5 positions are the two enforcement officers, an administration supervisor and 2.8 FTE administration officers. This business case proposes the loss of two grade 5 posts. There are part time job share staff employed within the existing structures at grade 5 and it should therefore be noted that the loss of two FTE posts could effectively see the loss of a maximum of three people.



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- 2.23 It is considered that the enforcement role in the first analysis is the same as that of a planning case officer i.e. the skills needs are evaluating if planning permission/consent would have been granted had the customer sought approval rather than carrying out works or a change of use without approval/consent. The informal way of working that is proposed going forward is that all officers deal with enforcement cases and as for general applications there will be a need to marry the planning skills of the officer with the complexity or otherwise of the case. An estimated 50% of enforcement cases require formal enforcement action (including serving Planning Contravention Notices which are very straightforward) with 10-15% of those requiring further detailed legal action in order to resolve the matter at hand. Currently all officers are being trained to deal with this and enhanced training being provided to Managers and Principal Officers. It is considered that the absorption of the enforcement role into the planning role will have a positive impact on the processing of enforcement cases. This will enable a resilient enforcement function going forwards.
- 2.24 In terms of the transformed way of working there is not a role for administration officers or exclusive enforcement officers so most have been trained to process the most straightforward applications e.g. householder extensions in non green belt areas. Some officers are currently receiving an honorarium to bring them to grade 5 level, the grade commensurate with the skills for processing the most straightforward applications with support. Others continue to process generally straightforward enforcement cases. It is considered that there are not enough cases commensurate with the Grade 5 skill set/the level of support required from other colleagues is disproportionate. The conclusion of this situation is that the number of grade 5 posts be reduced from seven to five.
- 2.25 Grade 3 data entry posts**  
Both councils have data entry positions. These posts will be needed going forward until all data entry is completed which is anticipated to be several years ahead. The reason for the data entry roles is making sure all environmental and planning data is on the councils websites and thereby compliant with legislative requirements.
- 2.26 Overarching Staffing Issues**  
It has been necessary to have regard to certain national issues in the formulation of this business case.
- 2.27 In February 2016 as part of the 'Technical consultation on implementation of Planning Changes', DCLG proposed testing competition in the processing of planning applications through a pilot scheme. If implemented by government this would mean that potential applicants can choose to go elsewhere to have their applications processed before coming back to the respective council for a decision. Councils can offer to be a named authority for processing the applications of others.
- 2.28 The key disadvantages to this approach would be a loss/reduction in income if our applicants choose to go elsewhere for the processing of their cases. There would be an extra stage (waste) in the process as work done by a third party would need to be checked by in house officers. In addition there would be the matter of reputational damage if applicants choose other parties to process their applications.
- 2.29 From the other perspective, if Redditch or Bromsgrove Councils offered and were accepted by government for processing the applications from outside the administrative areas, it would be impossible to predict how many officers would be required as there would be no way of anticipating the volume of applications

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received. Once approved for processing the applications of others we cannot decline the processing.

2.30 The Head of Planning and Regeneration is not suggesting at this time that Redditch or Bromsgrove Councils offer to process applications from outside the administrative areas as the current unpredictability of the workload would render this unmanageable. This is something which however may be reviewed in the future. Against this national backdrop it is important to be able to process applications in a timely and transparent manner so that our potential applicants choose to come to us. The staffing levels and structure described and proposed above is considered resilient to respond to national issues with the proviso that there is appropriate flexibility to deal with any further increases in applications/fees by further increasing staff resources.

### 2.31 National shortage of planners

There is a national shortage of planners to an extent that CLG are aware of the issue and have been discussing the matter with planning authorities. Having a range of grades from 5 to 8 assists with attracting staff and staff retention and the ability of the councils to “grow their own” officers. The councils have a very broad range of application types which is generally reflected in the numbers of officers at each grade in addition to a pragmatic approach reflecting recent recruitment experiences.

## 3. Financial Arrangements

3.1 The current staffing structure shown in Appendix A shows the current staffing within the service. The proposed shared service staff structure is shown in Appendix B. Based on 2016/17 budget allocations the current resource cost v the proposed is as follows:

<b>Council</b>	<b>2016/17 Budget £'000</b>	<b>Proposed Budget (based on 2016/17 values) £'000</b>	<b>Variance £'000</b>
RBC	275	288	13
BDC	573	585	12
<b>Combined</b>	<b>848</b>	<b>873</b>	<b>25</b>

The above table includes all associated Job Evaluation salaries, pay protection and management being assessed as HAY graded posts. The ongoing costs of the structure will reduce once protection has expired, subject to any successful appeals.

The reasons for the increase in staffing cost are:-

- a. Increased management costs due to salaries attracting Hay grading.
- b. The creation of a new grade 6 post to replace the use of current consultants and temporary staff.
- c. Increased application numbers / fee income (as shown in Appendix D)

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- 3.2 There are a number of other budget allocations within the budget for non-salary costs. These are to be reviewed with the aim to reduce any work that can be accommodated in house, for example the conservation consultant's budget in Redditch in 15/16 saw and expenditure of £5400.00 which can now be removed because this business case brings conservation advice in-house.
- 3.3 The income generated has exceeded budget in the last 12 months due to the number of applications that are now being received. It is anticipated that the income figure at Bromsgrove of £500k can be increased to £530k and Redditch from £189k to £210k. An additional income across the two Councils of £51k. This would result in a net saving across the 2 Councils of approximately £26k
- 3.4 The period since 2012 / 13 has been a challenging time for the two services with the trailing of different ways of working and introduction of new processes borne from transformation. This has however now resulted in a significantly more cohesive team and the working processes derived from systems thinking are now resulting in a reduction in planning appeals and a reduction in the number of those appeals being ruled against the authorities. Customer satisfaction levels are increasing.
- 3.5 In addition, the proactive intervention of case officers with applicants and the early assessment of applicants' requirements have resulted in a shift in the quality of applications being taken forward for determination. Quality development has therefore been promoted throughout the District and Borough.
- 3.6 Following increasing confidence in the housing market and the introduction of revised procedures, driving out waste and significantly improved customer engagement last year's income from the two services rose significantly by £188k.
- 3.7 The creation of a formal shared service seeks to expand on these positive outcomes and the hard work undertaken during the early stages of a continuing transformation process.
- 3.8 The proposed shared service structure includes for the provision of a new grade 6 Planning Offers post. This role is currently undertaken by part time consultants and temporary officers. The proposal seeks to establish this post as a means of ensuring the improved levels of service are maintained. The complexity of applications undertaken by grade 6 planners exceeds those assessed by the grade 5 posts.
- 3.9 Five grade 5 Planning assistant posts are being created. There are currently seven posts ring-fenced to this new role.
- 3.10 In relation to the revised shared service costs, it is proposed that the new service is charged to both Councils on the percentage share as defined by the original application income into the individual services. This calculation is shown in Appendix C.  
The percentage share would be
- Bromsgrove 67 %
  - Redditch 33 %
- 3.11 There are currently more staff employed by Bromsgrove District Council and there is a higher volume of work relating to Bromsgrove District as it covers a larger area. It is therefore proposed that Bromsgrove be the Host Authority.

## **4. BENEFITS OF A SHARED SERVICE**

### **4.1 Consolidation of how we currently work**

This means that there can be confidence that the proposed shared service can work for the customer because it has been trialled informally for some time. It is a mechanism for providing clarity to Development Management officers who have been anticipating that Planning Services could be shared in a way which has been proven successful in many other service areas.

### **4.2 Resilience**

There will always be an irregularity about the volume and complexity of planning applications that a shire district council receives. In addition there can be an irregularity in staffing levels e.g. loss of officer from the organisation due to promotion opportunities elsewhere or maternity/sick leave. The sharing of the service maximises the opportunity to better manage such fluctuations and often yield a financial. In addition the current more fluid arrangement between the Planning Policy and Development Management officers further maximizes resilience.

4.3 The Development Management service traditionally calls on specialist external consultants for certain functions on an ad-hoc basis. There has been however a need for the use of an external consultant for the carrying out of day to day planning roles due to fluctuating staffing levels/numbers of applications. It is considered a stable shared service will be able to negate the need to use a planning consultant for day to day operations.

4.4 The existing salary budgets have funded the appointment of consultant planning officer. An additional consultant officer has been employed funded by a separate consultant's budget. This expenditure was £9.9k in 2015 / 16 and £3.3k to September 2016.

### **4.5 Transformation is essentially complete**

As part of an ongoing wider shared service initiative, a number of opportunities for developing shared services were identified. At the inception of this work it was considered that Development Management (formerly Development Control) was not in a suitable position to explore becoming a shared service in advance of Transformation.

4.6 Over the last few years a detailed transformation project has been undertaken by the Development Management team with consultancy support. One of the key outcomes of this work has been the creation of informal joint working arrangements which have sought to utilise the specific skills of the team members.

4.7 Most of the operating protocols between the Authorities differ. A previous report to the Shared Service Board stated that the initial aim was to put both teams, jointly, through the transformation process with a view to becoming a shared service at the end if a single team approach seemed to be the most sensible.

4.8 A formal shared service arrangement will be able to specifically define team roles which require clarification in certain areas.

**4.9 Better for the customer**

A defined shared service, with the relative stability that results, would allow further cross training of roles within the team and a wider understanding of the different responsibilities placed on the service. This understanding will further enhance customer service particularly for customer facing roles.

**5. STAFFING ISSUES**

5.1 The following posts will be at risk either due to proposed deletion of posts or a reduction in number and would be subject to recruitment to the new posts in the unit:

**Redditch BC**

Planning Technician 22 hours	50/402
Planning Technician 16 hours	50/402
	1.0 FTE

**Bromsgrove DC**

Registration Officer	P24
Registration Officer	P55
Registration Officer	P46
Administration & Business Support Supervisor	TS181
Enforcement Officer	PE/029
Enforcement Officer	PE/028
	6.0 FTE

**New posts that will be created are:**

Planning Assistant	5 FTE
Planner	1 FTE
	6 FTE

5.2 Staff will be subject to the formal recruitment process in line with Bromsgrove District Council's policies and procedures to obtain posts in the new structure.

The overall impact on staff number is as follows:

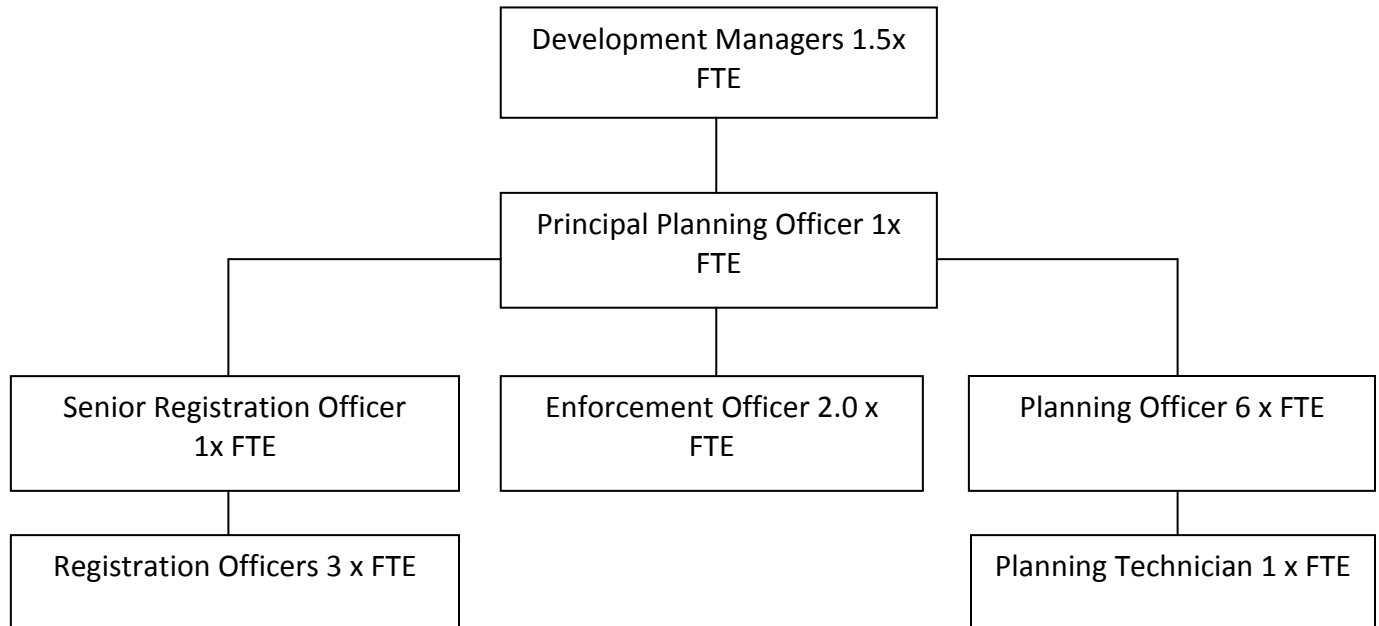
- Current number of posts within review = 24
- Proposed number of posts in the shared structure = 22
- Number of posts not at risk of redundancy = 18
- Number of posts at risk of redundancy = 2

5.3 The establishment includes for the formal creation of the Redditch Town Centre Co-ordinator's post. This hitherto informal post has been 100% funded corporately by Redditch Borough Council within development management budget. It is assumed that this funding will remain as a cost attributable to RBC only.

## Appendix A

## Existing Structure Charts

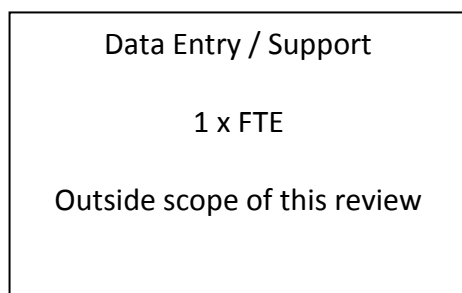
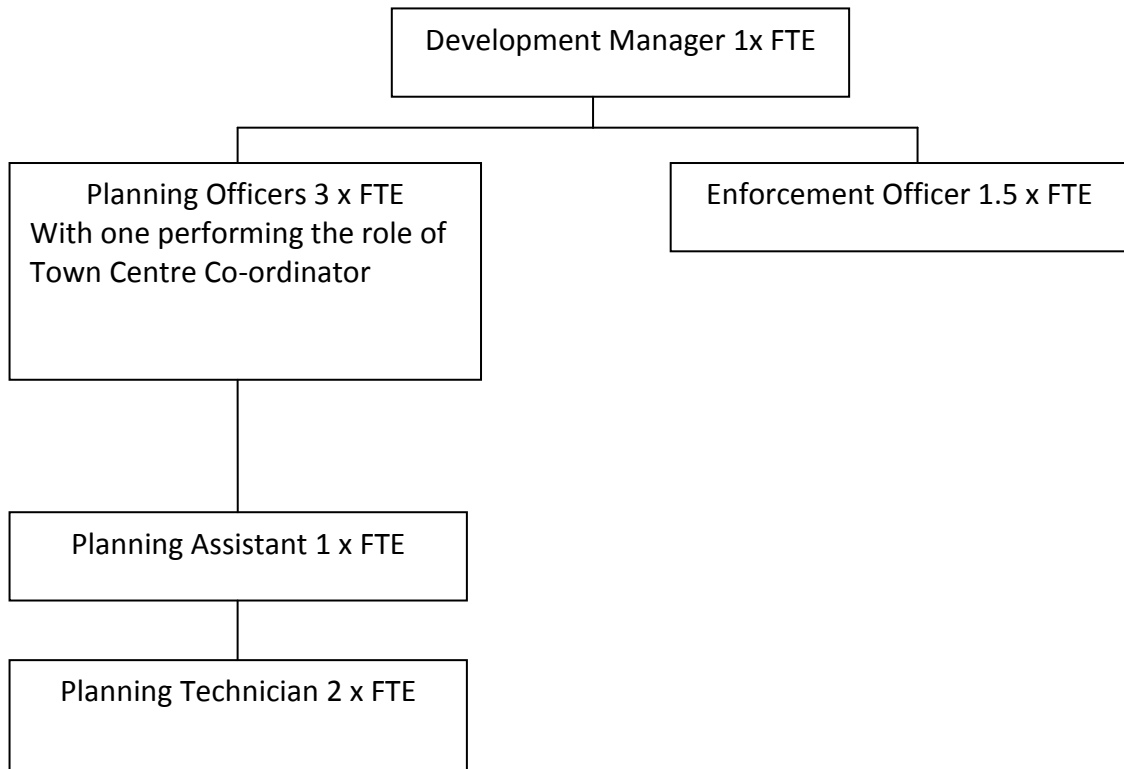
Existing Bromsgrove District Council Development Control



Data Entry / Support  
0.5 x FTE  
Outside scope of this review

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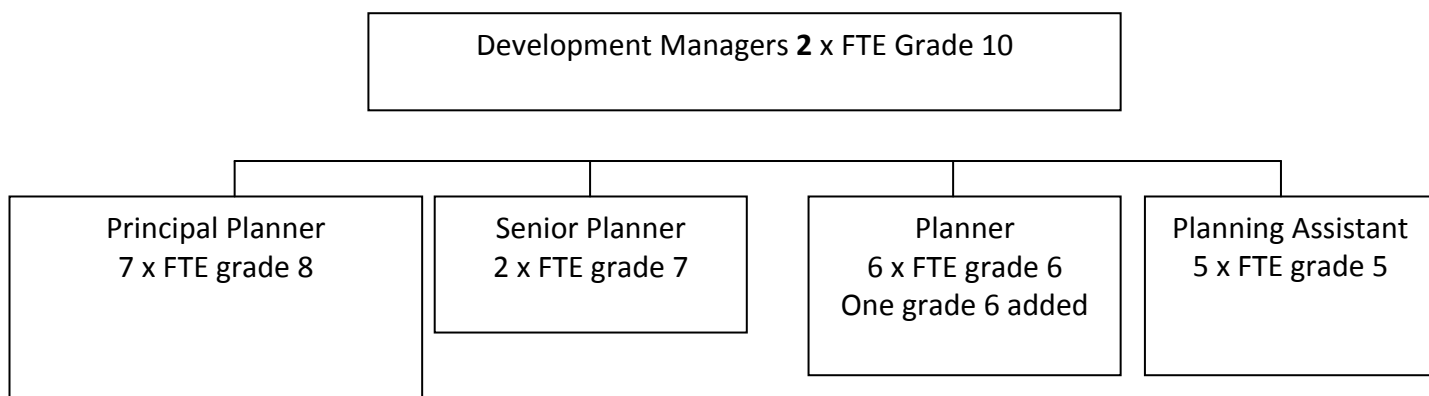
## Existing Redditch Borough Council Development Control



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## Appendix B

## Proposed Development Management Structure



1 x FTE grade 8  
(Town Centre  
Coordinator reporting  
direct to HoS)

See point 4.1 above. Post  
to remain 100% RBC  
funded outside  
development  
management budgets.

Data Entry Posts

2.81 x FTE GRADE 3

Existing posts and outside  
scope of Review

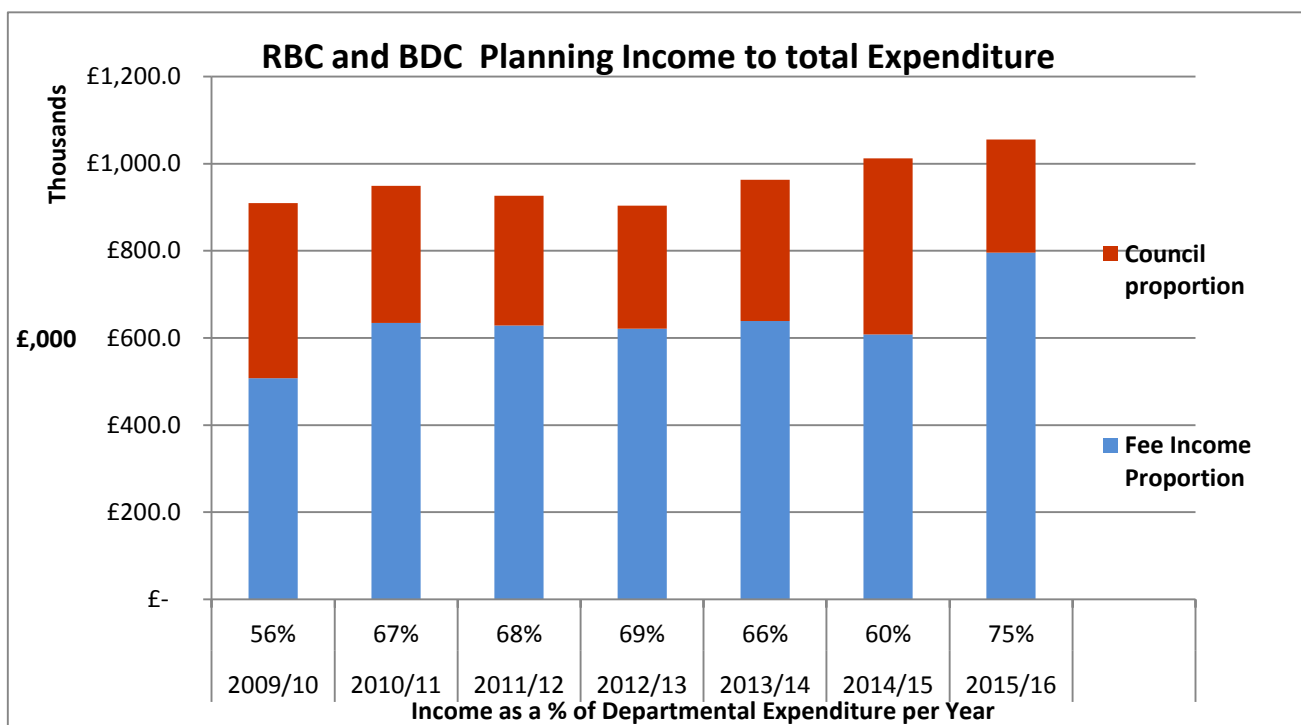


## Appendix C

## Percentage share calculation

### Potential percentage share based in income received

		REDDITCH	BROMSGROVE	JOINT TOTALS	
Income	2012 / 2013	£217,857	£369,000	£586,857	baseline
	2013 / 2014	£188,544	£410,946	£599,490	
	2014 / 2015	£212,014	£369,403	£581,417	
	2015 / 2016	£207,478	£587,935	£795,413	up 36 % over period
		£825,893	£1,737,284		
		<b>33%</b>	<b>67%</b>		



## Appendix E

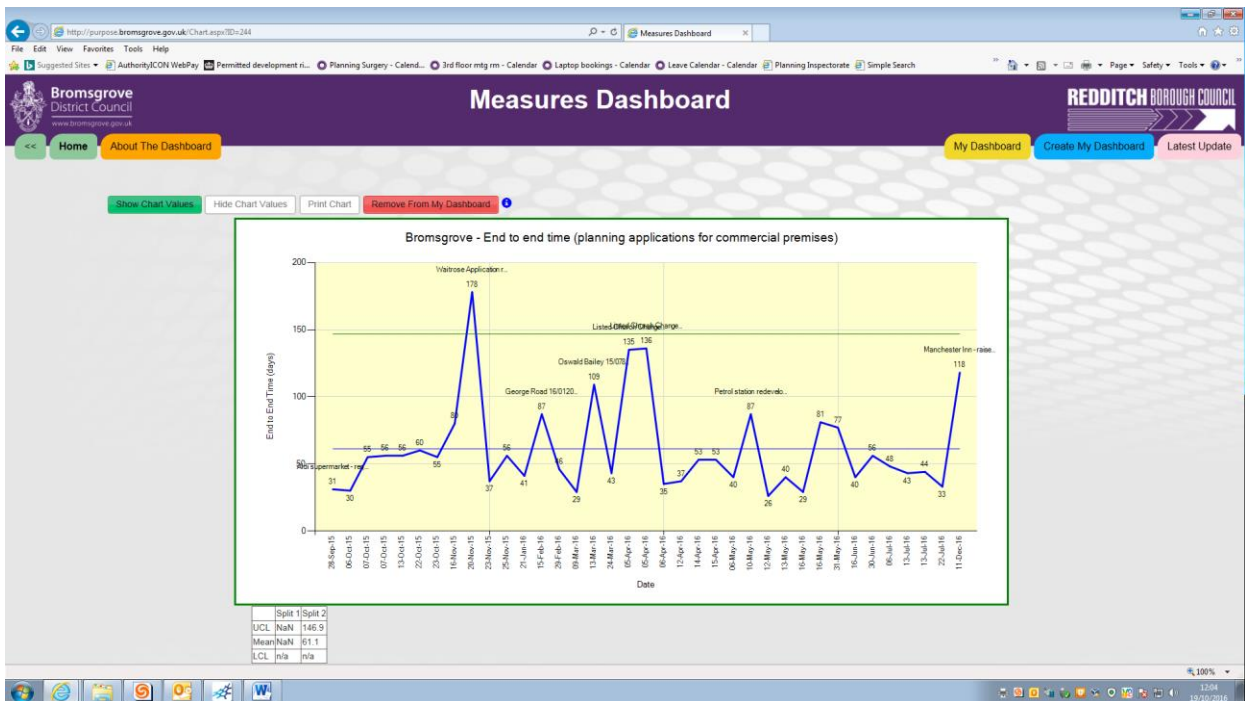
Potential planning application income from forthcoming 5 year land supply for new housing

<b>Bromsgrove</b>	16/17	17/18	18/19	19/20	20/21	<b>Total 16/21</b>
Total	£90,790	£48,775	£79,353	£21,141	£21,141	£261,200
<b>Redditch</b>	16/17	17/18	18/19	19/20	20/21	<b>Total 16/21</b>
Total	£20,285	£88,643	£116,168	£22,210	£8,735	£256,041

## Appendix F

### Bromsgrove District Council

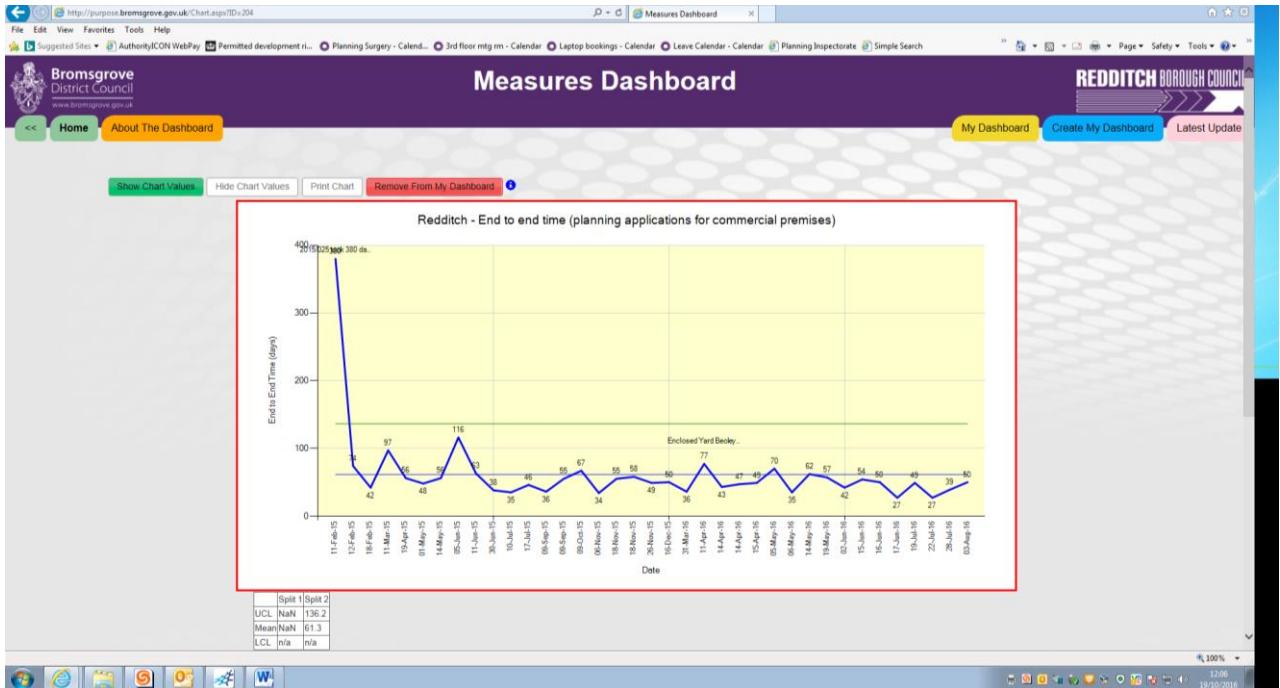
#### Time taken to determine commercial applications in days over time (Since Sept 2015)



Commercial applications are now being dealt with more quickly than they were in September 2015. Some applications still require additional work to make them acceptable, but in general that is also being achieved more quickly.

## Redditch Borough Council

### Time taken to determine commercial applications in days over time (Since Feb 2015)



In Redditch the time taken to determine commercial applications has always been good. Variations between individual applications have been evened out more recently and time taken has improved even further.

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## **APPENDIX 2**

### **ADDITIONAL INFORMATION RELATING TO THE DEVELOPMENT MANAGEMENT SHARED SERVICE**

#### **Pension Funding**

The pension funding is made up of 2 elements.

Backfunding – this amount is provided on a 3 year basis by the actuary and reflects the payments required to fund any deficit for prior year pension liabilities.

Forward funding – this is the % rate that is provided by the actuary and reflects the % of employer contributions of the gross pay cost to ensure future pension liabilities are funded

When a TUPE transfer is made the backfunding budget remains with the original Council and payments are made to the pension provider from this Council

The forward funding rate is applied to the gross pay and therefore is payable by the new employing Council. The invoice to the shared service Council will include a % share of all costs including the forward funding of pensions.

#### **Redundancy**

As part of the shared service arrangement the costs of severance and redundancy are shared across the 2 organisations in the % share agreed as part of the business case.

#### **Salary costs**

Whilst the budget for the staffing establishment in Bromsgrove for 2016/17 is £573k, the cost to support the delivery of the volume of planning applications received in a timely way is £597k. When comparing this cost with the revised shared service staffing cost of £585k there is a saving of £12k to the Council from 2017/18.

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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 revised version of the Bromsgrove Council Plan, including actions relating to the Council's key priorities and 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.
- 3.2 In order to deliver the actions included in this plan there will need to be appropriate resources allocated.

#### Legal Implications

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

#### Service / Operational Implications

- 3.4 The Council Plan, and the priorities and 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**

- 3.5 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.
- 3.6 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 and Members 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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Tel.: 01527 881616

# Council Plan

2017-2020

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



**Bromsgrove**  
District Council

[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



Agenda Item 7

# Welcome to the Bromsgrove District Council Plan.

It sets out what matters to our residents and our priorities for 2017-2020. It looks at how we can work together with our partners for the benefit of all of our communities to create a Better Bromsgrove for everyone.

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 reduce costs and 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. As other Councils have done, we will review all our assets and consider how best they can generate income for the Council.

This plan is split into strategic purposes to guide us and includes actions for each of our strategic areas, providing us with a clear focus for addressing issues and allocating funding for the next four years. They will be a tough challenge to achieve and we will be working as a team (Cabinet and Officers) to ensure they are implemented. However we will not be complacent and, with my Cabinet Members, who are responsible for their own strategic purposes, we will review this plan annually to make sure it is still relevant to the needs of our customers and the priorities we have set out.

**Cllr Geoff Denaro,**  
Leader of Bromsgrove District  
Council

**This Council plan has been put together with 2 main provisos:**

- That we listen to our residents in terms of what services they wish us to provide
- That economic development and income generation will be our prime drivers to sustain financial stability

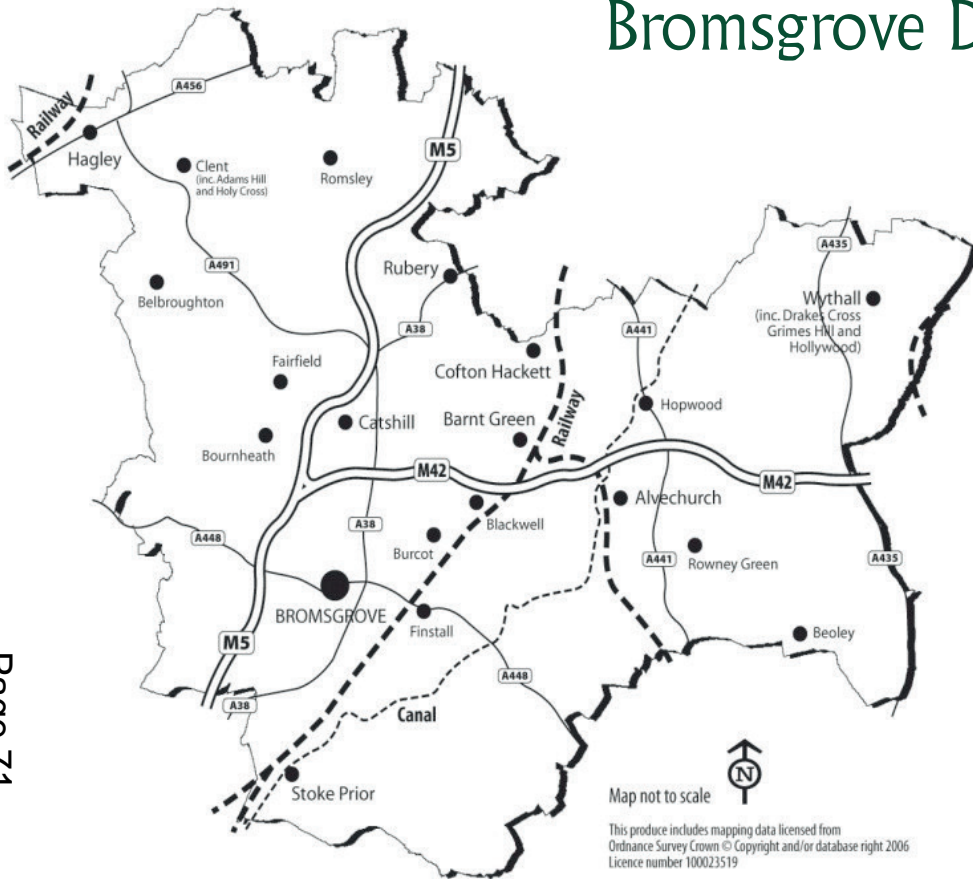
**During 2017-2020, we intend to focus on the following 6 key priorities:**

- Financial stability for the Council
- Economic development within the District
- Balancing urban and rural needs, especially for housing needs
- Delivery through partnerships or joint ventures
- Quality services for residents, with affordable charges where appropriate
- Working with WCC to reduce congestion in Bromsgrove Town Centre and other District Centres



Bromsgrove District Council Cabinet

# Bromsgrove District



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*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



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.

Agenda Item 7





# 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.

**edR** Supporting **business** is incredibly important for the District. 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 **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.

During 2015/2016 **166** affordable homes were completed

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.

The district is rich with biodiversity, geodiversity and attractive landscapes. The Council is committed to protecting our **environment** and has undertaken partnership work such

time to change  
time to talk  
day 2017  
let's end mental health discrimination



as the 'Love Your Rivers Project' to improve ecology and biodiversity in Sanders Park with the creation of a wet grassland area.

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.

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.

The Redditch & Bromsgrove Community Safety schools programme has mentored **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 District Council events during 2015/2016.

# 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.



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.

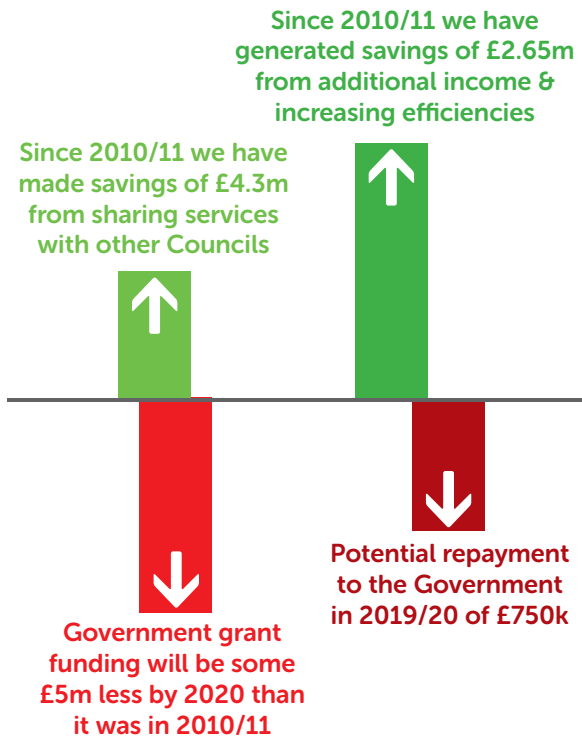
In order to address the financial challenges, over the financial planning period the Council will look at generating growth in our services to **increase income**, redesigning services to make them as flexible and efficient as possible and to work with others to maximise the value of Council services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



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.

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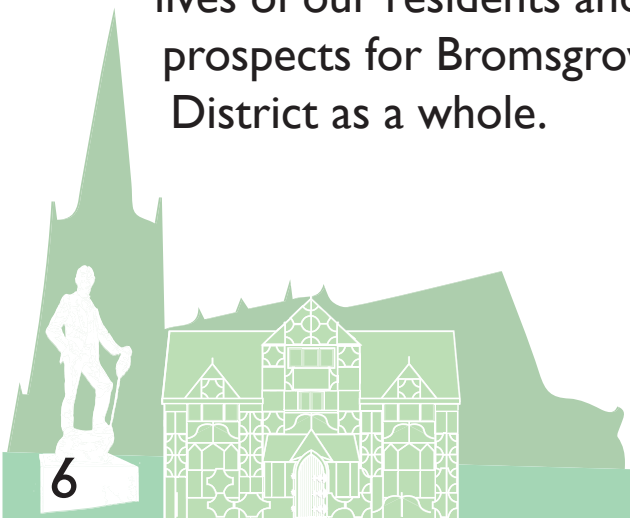
# What matters

Bromsgrove District Council is committed to providing residents with effective and efficient services that not only meet their needs but understand them too. Through considering what really matters to our residents we have developed six key priorities for the next four years, supported by six strategic purposes. Working through 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.

## Key priorities 2017-2020



## Strategic Purposes





# Ensuring a sustainable council

To continue to meet the needs of our communities we need to focus on financial stability and look at how we work within the organisation and with our partners. Our internal support services are fundamental in enabling us to meet our priorities and strategic purposes and allow us to continue to deliver services that matter to our residents and customers.

Key actions to ensure that we maintain our position as a sustainable council are:

## **Ensure the financial stability of the Council**

- **Identify opportunities to increase growth and revenue (priority action)**

Develop a four year balanced financial plan

## **Explore delivery opportunities through partnerships or joint ventures**

- **Work with partners and the Bromsgrove Partnership to deliver appropriate family support through the 'Connecting Families' and 'Sunrise' programmes (priority action)**

## **Deliver quality services for residents, with affordable charges where appropriate**

- **Review where charges may be appropriate whilst ensuring we support customer needs (priority action)**
- Deliver quality and relevant services by involving our communities



# Strategic Purpose: Help me run a successful business

## What matters

### Encourage local business and inward investment

- Develop and promote key employment sites (priority action)
- 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 Bromsgrove Enterprise Park
- Organise events to promote grants and access to national finance schemes

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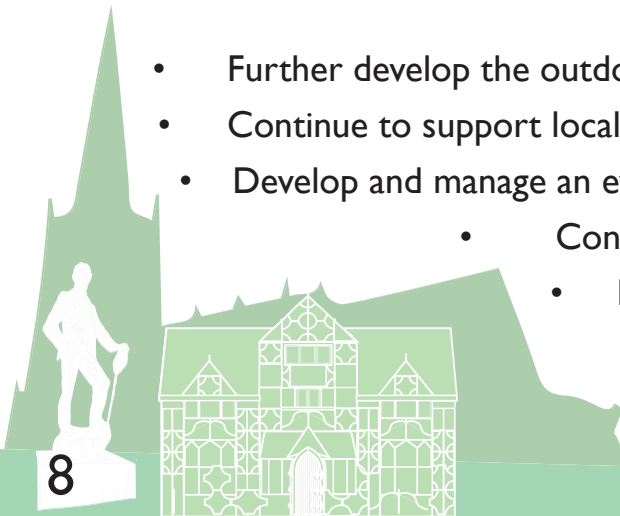
### Create a more vibrant Bromsgrove Town Centre and flourishing local centres

- 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

Agenda Item 7





## Improve connectivity within Bromsgrove (Digital and Transport)

- Work with WCC to identify a long term solution to tackling congestion, with the A38 as a priority (priority action)
- Ensure Bromsgrove's public transport needs are integrated into Local Transport Plans and delivered
- 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**



# Strategic Purpose: Help me to be financially independent

## 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

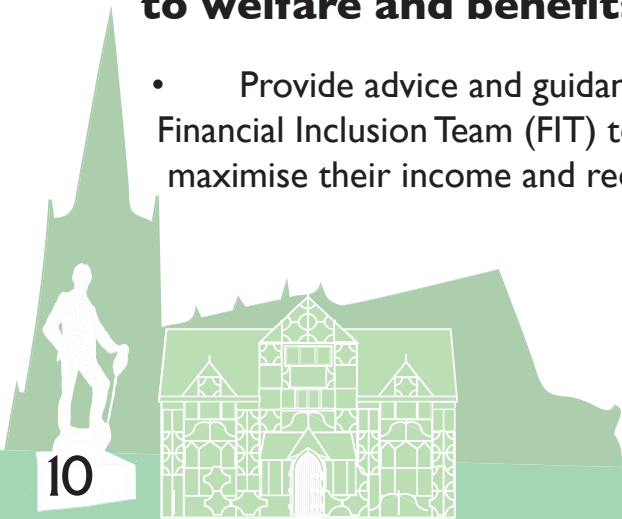
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### Support communities during changes to welfare and benefits

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



People who live in Bromsgrove have the **highest average wage in the West Midlands**, however average wages for people who work in Bromsgrove are the **6th lowest in the region**





## 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**





# Strategic Purpose: Help me to live my life independently

## 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

age 80

- 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 (priority action)
- 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.



# Strategic Purpose: Help me to find somewhere to live in my locality

## What matters

### Support the development of appropriate and affordable housing in the district

- Use the Local Plan and Green Belt Review to drive development (priority action)
- Understand community housing needs through a strategic assessment
- 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

- 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)*

Agenda Item 7







## Prevent and respond to homelessness

- Review current housing and homelessness delivery arrangements
- Work with 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**



# Strategic Purpose: Keep my place safe and looking good

## 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**

Agenda Item 7





## 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



# Strategic Purpose: Provide good things for me to see, do and visit

## 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**



Agenda Item 7





## 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'

**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**

### **Five ways to well-being**

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





# How we work & our principles

“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”.

## Our Principles

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

## 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.

**Bromsgrove**  
Your District Your Future  
Partnership

Agenda Item 7

# Political & Corporate Ownership

**Help  
me run a  
successful  
business**

Councillor K. J. May  
Kevin Dicks,  
Chief Executive

**Help  
me to be  
financially  
independent**

Councillor G. N. Denaro  
Jayne Pickering,  
Director Of Finance  
and Resources

**Help  
me to live  
my life  
independently**

Councillor K. J. May  
Sue Hanley,  
Deputy Chief Executive

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

Councillor C. B. Taylor  
Sue Hanley,  
Deputy Chief Executive

**Keep my  
place safe  
and looking  
good**

Councillor R. D. Smith  
Sue Hanley,  
Deputy Chief Executive

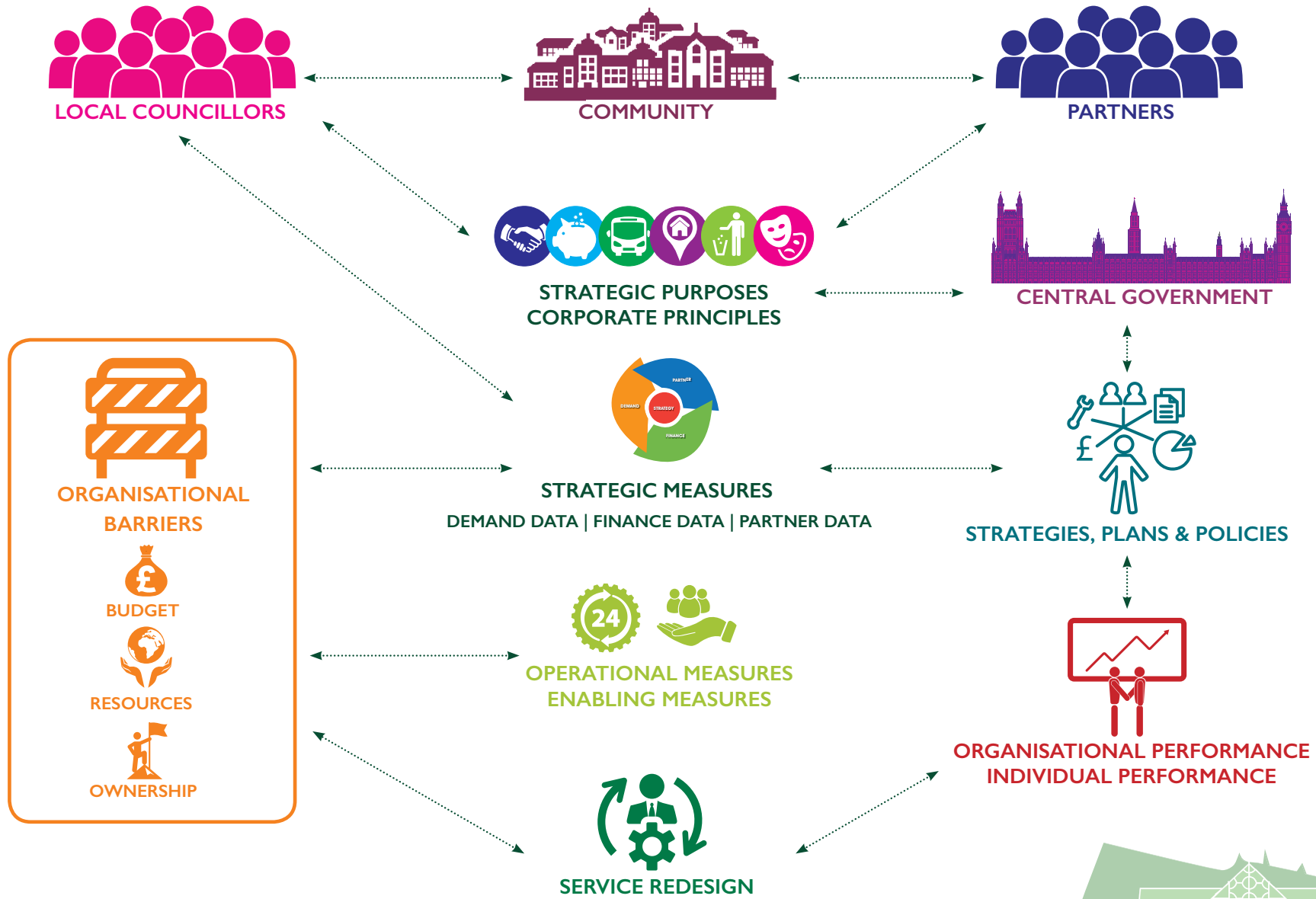
**Provide  
good things  
for me to  
see, do and  
visit**

Councillor P. J. Whittaker  
Jayne Pickering,  
Director Of Finance  
and Resources





# HOW WE WORK



We welcome comments; if you would like to share your opinions or priorities for Bromsgrove District please contact us

Phone: 01527 548284

Email: [policy@bromsgroveandredditch.gov.uk](mailto:policy@bromsgroveandredditch.gov.uk)



## Bromsgrove District Council

[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)

**01527 881288**

Parkside, Market Street, Bromsgrove,  
Worcestershire B61 8DA

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

Phone: 01527 548284

Email: [equalities@bromsgroveandredditch.gov.uk](mailto:equalities@bromsgroveandredditch.gov.uk)

### CABINET

**1<sup>st</sup> Feb 2017**

#### **HOMELESSNESS GRANT FUNDING APPROVAL FOR HOMELESSNESS PREVENTION AND TO SUPPORT HOMELESS FAMILIES FOR 2017/18**

Relevant Portfolio Holder	Cllr Kit Taylor
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Willis – Head of Community Services
Wards Affected	All
Ward Councillor Consulted	No
Key Decision	

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

- 1.1 Since the Homelessness Act 2002, the Government has allocated homelessness grant funding to local authorities to prevent and tackle homelessness.
- 1.2 The annual homelessness grant to BDC, allocated through Communities and Local Government (DCLG) has been used each year since 2002 to fund a range of homelessness support services and schemes that focus upon the prevention of homelessness and repeat homelessness. These schemes play a key role in meeting the Council's Strategic Purposes:
  - Help me live my life independently
  - Help me find somewhere to live in my locality
  - Help me to be financially independent
- 1.3 BDC has made £111k homelessness grant available for the 2017/18 financial year. It has been agreed by Cabinet that £15k underspend originally earmarked for ELF be used for Homelessness Grant for 17/18. The total funding with carry forward is £142k.
- 1.4 This report seeks Members approval to award Homelessness Grant to specific schemes recommended by the Strategic Housing Manager and delegate authority to the Portfolio Holder and Head of Community Services to allocate any underspend of Homelessness Grant during 2017/18 towards dealing with and preventing homelessness.

#### **2. RECOMMENDATIONS**

That Cabinet RESOLVE as follows:-

- 2.1 That the initiatives in 3.7 recommended by the Strategic Housing Manager be approved to receive funding from the Homelessness Grant for 2017/18.

### **CABINET**

**1<sup>st</sup> Feb 2017**

- 2.2 That delegated authority be granted to the Head of Community Services following consultation with the Portfolio Holder for Strategic Housing to use any unallocated Homelessness Grant during the year or make further adjustments as necessary to ensure full utilisation of the homelessness Grant for 2017/18 in support of existing or new schemes.

### **3. KEY ISSUES**

#### **Financial Implications**

- 3.1 The Council has agreed a budget of £111k for the 2017/18 Homelessness Grant allocation.
- 3.2 Worcestershire County Council has confirmed an allocation of £11k to the Council to part fund the Young Persons Pathway Worker post.
- 3.3 Income from the St Basils Crash Pad will contribute to the carry forward from 2016/17 making a total of £19k and the Council has anticipated an income of £1k for 2018/19.
- 3.4 The Council therefore has a total £142k for Homelessness Prevention Services in 2017/18.

#### **Legal Implications**

- 3.5 Prevention of homelessness through the initiatives and schemes developed and funded through DCLG Grant assists the Council in meeting its statutory duties to those threatened with homelessness and homeless applicants under the Homeless provisions of the Housing Act 1996, and the requirements of the Homelessness Act 2002.

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

3.7

<b>Homelessness Grant</b>	<b>2017/18 £</b>
BDHT Housing Options Service – home visits	12,000
Worcs Strategic Partnership Co-ordinator (Previously Homelessness Co-ordinator)	6,300
Step Up Private Sector Placement Scheme	16,000
Young Persons Pathway Worker	17,200

### CABINET

**1<sup>st</sup> Feb 2017**

St Basils Crash Pad	7,800
Basement Drop In service	20,000
Fry Housing Related Support	23,800
NewStarts Furniture Project	8,000
St Basils Foyer	31,000
<b>Total committed expenditure</b>	<b>142,100</b>

3.8 Recently announced cuts by Worcestershire County Council to Housing Related Support have meant that this year the focus is on retaining the existing supported housing scheme with St Basils that is under threat. The scheme provides specialist accommodation for young people including a crash pad for 16/17 year olds, which supports the Council to meet its statutory duty towards homeless households. Overall homelessness in Bromsgrove has remained stable but this could easily change with the loss of this specialist accommodation.

3.9 The below table shows homelessness performance figures:

**Bromsgrove Homelessness Performance Table**

	10/11	11/12	12/13	13/14	14/15	15/16	16/17
<b>Presentations</b>	115	127	138	122	120	123	Q1 22 Q2 22
<b>Acceptances</b>	66	66	78	68	68	70	Q1 16 Q2 12
<b>Preventions</b>	198	204	192	225	263	240	Q1 76 Q2 51
<b>Housing Options Interviews</b>	756	787	802	793	714	654	Q1 219 Q2 168
<b>Rough Sleepers Snapshot Estimate</b>	7	3	3	1	3	4	2

3.10 There are still concerns that welfare reforms, combined with the reduction in housing-related support available to tenants across all tenure types could mean that the number of customers requiring help to sustain their accommodation and avoid becoming homeless may increase over time.

3.11 The Homeless Reduction Bill, which has received Government backing and cross party support is likely to be enacted October 2017, will place a duty on Local Authorities to prevent homelessness for all applicants. Additional funding has been earmarked by the Government in order to support this statutory requirement.

## **CABINET**

**1<sup>st</sup> Feb 2017**

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

- 3.12 The Homelessness grant will benefit customers by offering household's more options to prevent their homelessness and where possible to support them to remain in their own homes. These schemes play a role in meeting the Council's Strategic Purposes:
- Help me live my life independently
  - Help me find somewhere to live in my locality
  - Help me to be financially independent
- 3.13 The grant will also benefit the larger community as opportunities to prevent homelessness will be maximised.

### **4. RISK MANAGEMENT**

- 4.1 If the recommended schemes are not approved there is a risk that more households who are threatened with homelessness, or who are in housing need, will have limited alternative options. There is also therefore the risk that they may have to make a homeless approach and this could consequently lead to the following negative outcomes:
- Increased B&B costs
  - Increased rough sleeping in the District
  - Impacts on physical and mental health, educational achievement, ability to work and similar through increased homelessness
- 4.2 All recipients of Homelessness Grant will enter into a grant agreement and have regular monitoring with officers on the delivery of the service

### **5. APPENDICES and BACKGROUND PAPERS**

None

### **6. KEY**

### **AUTHOR OF REPORT**

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#### **BROMSGROVE LOW COST HOUSING SCHEME**

Relevant Portfolio Holder	Kit Taylor
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Willis
Wards Affected	<b>All</b>
Ward Councillor Consulted	
Non-Key Decision	

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

- 1.1 Bromsgrove District Council launched a low cost housing scheme approximately 27 years ago. Through this scheme the Council currently holds a 30% share in each of 110 properties.
- 1.2 The Council's 30% share in the property does not generate any income. The homeowner does not pay any "rent" in respect of the 30% share.
- 1.3 No provision was made for the properties to remain affordable housing in perpetuity. The expectation was that homeowners would at some point in the future purchase the remaining 30% from the Council and this expectation has been realised in 113 cases. Homeowners are able at any time to request a valuation and purchase the Council's 30% share at market value.
- 1.4 If a homeowner wishes to sell his property he is required to notify the Council and offer his 70% share to a Council nominee. The 70% share is sold to the nominee (or on the open market if there is no nominee), with the Council retaining its 30% share.
- 1.5 The scheme occasionally assists a household in need which fulfils the criteria but this is becoming increasingly rare. The Council no longer maintains a waiting list for applicants requesting this form of low cost housing due to the low turnover of properties.
- 1.6 This report suggests that on disposal of these properties by the current homeowners the Council's 30% share should also be sold, generating a capital receipt for the Council and bringing the scheme to an end in respect of the sold properties.
- 1.7 For Information had this alteration been implemented in this current financial year the Council would have received approximately £100,000 capital return from sales during 2016/17

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#### 2. RECOMMENDATIONS

the Committee is asked to RESOLVE that;

- 2.1 As and when these properties are offered for sale, so far as possible the Council's share should also be sold.
- 2.2 That any Capital receipt be ring-fenced to provide funding to assist the Council in meeting its Strategic Purpose "Help me find somewhere to live in my locality"

#### 3. KEY ISSUES

##### Financial Implications

- 3.1 Any fees relating to the sale would be taken from the capital receipt.

##### Legal Implications

- 3.2 The Council is not able to force sale of 100% of the property rather than 70%. It is however expected that most homeowners will be happy for their properties to be sold without any Council restrictions as this potentially provides a wider market for sale.
- 3.3 Legal input (and thus costs) for sale of the Council share will be greater than consenting to the transfer of the homeowner's share. These increased costs will however to an extent be balanced by the savings associated with the discontinuance of the scheme in respect of the sold properties.

##### Service / Operational Implications

- 3.3 The current Low Cost Scheme has been running for approximately 25 years. The original objectives of the scheme were to ensure these properties were allocated to those clients who were unable to purchase on the open market. New products such as shared ownership and low cost discounted sale now cater for this market also.
- 3.4 The original scheme design means that the Council has limited control over who purchases these properties. There is no affordability criteria and no mechanism to check if the purchaser would be able to afford to purchase on the open market. If we are unable to nominate a purchaser there is again no criteria over who buys the property when marketed on the open market.
- 3.5 The current procedure is that a valuation is carried out, a price is agreed with the seller for the value of the 70% and the property is



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placed on Home Choice Plus for a period of two weeks. If no interest is received then the owner can then market their 70% via an estate agent.

- 3.6 Officers are proposing that when a property comes up for sale a valuation is still carried out to ascertain any added value by owners improvements. This is because the Council cannot gain any benefit from improvements it has not made a financial contribution towards. The Council then allows the vendor to market the property (100%) through an estate agent. At the point of sale the vendor uses the proceeds sale to purchase the 30% share from the Council and is thus able to transfer the property (100%) to the purchaser free from any restrictions. This will enable the Council to receive the Capital receipt.
- 3.7 The scheme has already been brought to the attention of the Overview & Scrutiny Board - Finance Working Group who are concerned that there is a large asset (worth approximately 4 million pounds) that does not contribute to the income of the Council but does cost the Council to administer. The working group are considering any action they may want to take separately from this report.

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

- 3.8 It is only proposed that this approach is adopted in respect of owners who have approached the Council to sell their property.

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

- 4.1 Loss of an affordable housing unit that will not be replaced unless the resulting capital receipt is ring-fenced for new affordable housing.

#### **5. APPENDICES**

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

#### **7. KEY**

#### **AUTHOR OF REPORT**

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#### **ICT Infrastructure Resource**

Relevant Portfolio Holder	Cllr G Denaro
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole, Head of Transformation & OD
Wards Affected	N/A
Ward Councillor Consulted	N/A
Non-Key Decision	

#### **1. SUMMARY OF PROPOSAL**

- 1.1 At full council on 23<sup>rd</sup> November 2016 a report regarding ICT Infrastructure resource was resolved and it was agreed a second paper would be presented to Cabinet and Council following a procurement exercise to find a potential supplier to undertake the main ICT infrastructure functions.
  
- 1.2 The initial procurement exercise is now complete and therefore this report outlines the findings of that exercise and makes a recommendation to Cabinet and Council about a way forward. Certain information contained in this report is confidential and for that reason the main body of the report will be made public but Appendix 1 which includes exempt information will remain confidential.

#### **2. RECOMMENDATIONS**

Cabinet is requested to **RECOMMEND**:

- 2.1 That the Head of Transformation and Organisational Development proceeds with the procurement of a contract to deliver the ICT infrastructure functions with the preferred supplier as set out in Appendix 1.

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

##### **Financial Implications**

- 3.1 The current cost to Bromsgrove District Council (BDC) for providing the service is £34,093 per year. This includes the salary and on-costs for the two posts effected.

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#### **Legal Implications**

- 3.2 Subject to Member approval to proceed, the next stage would be to enter into a legal contract with the preferred the supplier to deliver the ICT Infrastructure functions based on an initial 12 month contract with the option to extend for a further 12 months.
- 3.3 Key to ensuring the Authority could not be left with a contract it finds does not deliver to the standards required, the procurement advert stated we will require the ability to terminate the contract with 90 days' notice (following the initial 90 days of the contract commencement date) for any reason.
- 3.4 As previously reported, if the outsourcing to an external provider proceeds this will constitute a relevant transfer for the purposes of the TUPE (Transfer of Undertakings, Protection of Employment) Regulations. The rules provide that where in house services are transferred to external providers existing members of staff TUPE across to the new contractor. This will affect one member of staff. Any issues in this regard will be managed as part of the process in accordance with usual HR procedures.
- 3.5 The information set out in the main body of this report is non-exempt and is available publically. The information set out in Appendix A includes details that are commercially sensitive to those companies which submitted tenders and to the Council. Accordingly the information is exempt under Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

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

- 3.6 This proposal presents a solution to correct a particular ongoing issue in the service due to the problem of recruiting staff with the types of skills required within the ICT Infrastructure service. The overall organisational approach remains that of sharing internal resource where ever possible.
- 3.7 The ICT Infrastructure Officer and ICT Infrastructure & Network Officer posts play a key role in maintaining day to day delivery of the ICT service to the Authority. Their main function is to ensure that the servers and storage which enable the business applications to work, are operating successfully. This includes the servers for Emails, Finance, Payroll, Revs & Bens, Elections etc.

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- 3.8 In addition the team have been involved in several 'power off' situations at both Parkside and Redditch Town Hall and are key to closing down services correctly and returning them to a working state. Further power off situations may occur at both sites and currently only 1 person is available with the correct skillset to cover this task.
- 3.9 Senior managers are aware that the current lack of resource is having a detrimental effect on the remaining personnel and that this issue needs to be resolved as soon as possible to maintain staff morale and avoid absence.
- 3.10 As mentioned above, resource is currently being purchased on an ad-hoc basis whilst we try to maintain a service with only 1 of the 2 posts filled. The resource comes from several different companies and trying to maintain continuity of service is becoming increasingly difficult.

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

- 3.11 There are no customer / equalities and diversity implications.

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

- 4.1 There is a risk that the external provider will not deliver the service to the level provided by the current internal team. This risk will be addressed by ensuring, as far as possible, that there are appropriate contractual obligations imposed on the external provider.
- 4.2 The impact of outsourcing could inadvertently increase pressure in the short term, on existing members of ICT whilst the new service is procured and then implemented. The result of increased pressure could lead to additional sick leave but this has been mitigated by securing additional temporary resource from external companies.
- 4.3 To be balanced against the risks outlined above, is the risk that if no action to pursue outsourcing is taken then the Council is likely to continue to encounter recruitment problems which over a period of time may undermine the ability for the service to be provided.

#### **5. APPENDICES**

Appendix 1 – Not included: Exempt item

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

None

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### **AUTHORS OF REPORT**

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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