



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 7TH FEBRUARY 2018
AT 6.00 P.M.

COMMITTEE ROOM, PARKSIDE SUITE - PARKSIDE

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

AGENDA

1. To receive apologies for absence
2. Declarations of Interest

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
3. To confirm the accuracy of the minutes of the meeting of the Cabinet held on 10th January 2018 (Pages 1 - 4)
4. Minutes of the meeting of the Overview and Scrutiny Board held on 15th January 2018 (to follow)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
5. Risk Management Strategy (Pages 5 - 12)
6. Treasury Management Strategy 2018/19 - 2021/22 (to follow)
7. Pay Policy Statement (Pages 13 - 24)
8. Medium Term Finance Plan 2018/19 - 2021/2022 (Pages 25 - 40)

9. Flexible Homelessness Support Grant (Pages 41 - 48)
10. Worcestershire Office for Data and Analytics (WODA) (Pages 49 - 54)
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

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

30th January 2018



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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

10TH JANUARY 2018, AT 6.00 P.M.

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

Officers: Mr. K. Dicks, Ms. J. Pickering, Mrs. C. Felton, Mr. M. Dunphy
and Ms. A. Scarce

72/17 **TO RECEIVE APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor P. Whittaker.

73/17 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

74/17 **MINUTES**

The minutes of the meeting of the Cabinet held on 6th December 2017
were submitted.

RESOLVED that the minutes of the meeting of the Cabinet held on 6th
December 2017 be approved as a correct record.

75/17 **MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY
BOARD HELD ON 27TH NOVEMBER 2017**

It was noted that there were no recommendations to be considered
within the Minutes of the Overview and Scrutiny Board meeting held on
27th November 2017. The minutes were therefore noted.

76/17 **LOCAL DEVELOPMENT SCHEME 2018**

Members' attention was draw to the supplementary agenda, which
contained a revised copy of the Local Development Scheme 2018.

Councillor Taylor, as Portfolio Holder for Planning introduced the item
and explained that it was the timetable for the review of the Local Plan
and that it was anticipated that the Strategic Planning Review Group
would have a lot of input into this process, which would be Member led.

The Strategic Planning and Conservation Manager highlighted that the first consultation would take place in May/June which would feed into the review of the Greenbelt. Once the site submissions had been completed a further report would go to the Strategic Planning Review Group and Cabinet. This would then lead into the Consultation which it was anticipated would last 8 weeks.

Members discussed a number of areas in more detail following presentation of the report:

- Whether there was nationally approved methodology in respect of the review of the Greenbelt. The Strategic Planning and Conservation Manager confirmed that there was not, it was in Members gift to establish what was acceptable locally through the site allocation process and through asking questions of other partners and by seeking their support.
- It was highlighted that it was understood there would be changes coming forward over the next 12 months through the National Planning Policy Framework, but it was not known at present what these would entail and therefore there was always the likelihood that they would impact on the review. It was suggested that the strategic lead should take this up with the local MP to try and establish what could be expected, or at least to establish a more detailed timeframe to work towards.
- Members questioned whether it was appropriate to carry out the review whilst changes were being planned at a national level and Officers responded that as this would be at a high level, it was not anticipated that there would be major changes which would affect the work currently being carried out.
- The need for the Leader to speak to other Leaders within the Birmingham and Solihull Local Enterprise Partnership to ensure the Council was fully aware of work that was being proposed in order for this to be taken into account within the review.
- The need for the recommendation to be considered at Council.

RECOMMENDED that appendix A, Bromsgrove District Council Local Development Scheme 2018 be approved as the Council's programme for strategic plan-making, effective as of 24th January 2018.

77/17

COUNCIL TAX BASE 2018/19

The Executive Director, Finance and Resources introduced this report and in so doing explained to Members that it set out the details of the calculation of the District's tax base for Council Tax setting purposes. This was required as part of the determination of the level of Council Tax for 2018/19. It was calculated using a prescribed formula to generate the equivalent number of Band D properties in the District and the information was then provided to the Parish Councils in order for them to calculate their precepts.

RESOLVED that the amount calculated by Bromsgrove District Council as the Council Tax Base for the whole area for 2018/19 is approved at £36,531.10 as detailed in Appendix 1 of the report to include the individual parish elements.

78/17

MEDIUM TERM FINANCIAL PLAN 2018/19 - 2021/22 UPDATE (PRESENTATION)

The Executive Director, Finance and Resources gave a presentation (attached to these Minutes) which covered the following areas:

- The impact of the settlement received from Central Government – including Local Government Funding Reform and Business Rates Baseline and retention.
- Council Tax: The level at which a referendum would need to take place locally had increased from 2% to 3%. If the higher figure was to be included than the budget would be increased by approximately £47k.
- Business Rate Pilot Scheme – the Worcestershire pilot scheme bid had not been successful and Bromsgrove would therefore remain in the Greater Birmingham and Solihull Pool for 2018/19.
- There was no change to New Homes Bonus.
- There would be a consultation in the Spring of 2018 in relation to the “negative” grant which had been previously reported and was currently £740k for 219/20.
- Current Position – there was a balanced position for 2018/19 and assumptions which had been made, including income from the Leisure Centre which would be generated from year 2 onwards and a 2% pay award for all staff. Borrowing costs had also been offset by projected income.
- Next steps – further work would be carried out in respect of where savings could be made and the reserves statement would be reviewed to establish whether funds could be drawn down from this.
- Current balances and the recommended minimum required. Together with the need to agree the budget on 21st February 2018.

Following receipt of the presentation Members discussed a number of areas in more detail, this included:

- Whether the £740k to be repaid to Central Government was a one off payment or whether there would be further amounts in the following years. It was confirmed that clarification was being sought in respect of this.
- The need for further clarity to enable the Council to be able to create a three or four year plan and whether the assumption should be made that there will be a need to factor in further repayments to Central Government in future years.

Agenda Item 3

Cabinet
10th January 2018

- The Efficiency Plan which Members had submitted to Central Government had been based on a four year plan.
- Criticism from the Auditors in respect of only having a one year plan, but the problems in being able to create anything further due to the uncertainty and the need for this to be made clear to the Auditors.
- Whether it was worth taking the matter up with the local MP in his role as Secretary of State for Communities and Local Government.
- Whether the Council had received any feedback in respect of the reason why the Worcestershire Business Rates Scheme bid had not been successful. It was explained that there had not been any feedback as yet, but it was understood that Worcestershire County Council had contacted Central Government and requested it.
- New Homes Bonus and the impact of the number of housing developments being agreed this year and the knock on effect. The impact of this on the available funds for the NHB Community Grants Scheme, which was estimated at £80k for 2018/19.

Members thanked the Executive Director, Finance and Resources for the presentation.

The meeting closed at 6.32 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

CABINET

7TH FEBRUARY 2018

RISK MANAGEMENT STRATEGY 2018/19

| | |
|--|---|
| Relevant Portfolio Holder | Councillor Brian Cooper |
| Portfolio Holder Consulted | - |
| Relevant Head of Service | Jayne Pickering – Exec Director Finance and Resources |
| Ward(s) Affected | All Wards |
| Ward Councillor(s) Consulted | No |
| Key Decision / Non-Key Decision | Non–Key Decision |

1. SUMMARY OF PROPOSALS

To report to Cabinet the proposed risk management strategy from 2018/19.

2. RECOMMENDATIONS

2.1 That the Cabinet approve the risk management strategy proposed

3. KEY ISSUES

- 3.1 This strategy explains how we will implement sound management of risks and opportunities. Risk management is the culture, processes and structures that are directed towards effective management of potential opportunities and threats to achieving objectives. It affects everyone in the council and in the wider community. It makes sound business sense; effective risk management is good management.
- 3.2 The current risk strategy is outdated and does not reflect a modern approach to risk management that the Council needs to adopt to provide opportunities for innovation whilst managing the associated risks.
- 3.3 Risk needs to be managed rather than avoided and consideration of risk should not stifle innovation. The council recognises that it has to deliver services in an increasingly difficult financial framework. However, risk management is a tool for exploiting opportunities as well as a safeguard against potential threats. The council will therefore use risk management to promote innovation in support of our strategic purposes.

BROMSGROVE DISTRICT COUNCIL**CABINET****7TH FEBRUARY 2018**

3.4 Legal Implications

Regulatory Requirement There is an ongoing requirement from the Accounts and Audit Regulations to produce an Annual Governance Statement (AGS) which is attached to our Annual Accounts, setting out the processes we have in place for managing the most significant risks to the achievement of our objectives. Our risk management processes are an integral part of the AGS.

Inspection We are increasingly being held to account by external audit for the way in which we have implemented risk management. We need to continue to demonstrate that we have a structured approach, which is embedded into our planning and reporting cycles and decision making processes at all levels.

3.6 Service/Operational Implications

A systematic approach to identifying and analysing risks is an integral part of all management processes and day-to-day working, rather than a separate initiative and once agreed training will be in place to support staff to mitigate and manage risks in the delivery of the Council services.

4. Customer / Equalities and Diversity Implications

None, as a direct result of this report.

5. RISK MANAGEMENT

The strategy will ensure the Council identifies, manages and mitigates risks.

6. APPENDICES

Appendix 1 – risk management strategy

7. BACKGROUND PAPERS

Available from Financial Services

AUTHOR OF REPORT

Name: Jayne Pickering – Executive Director Finance and Resources
Email: j.pickering@bromsgroveandredditch.gov.uk
Tel: (01527) 881400

RISK MANAGEMENT

What is Risk Management, and Why do it?

What – The process of identifying possible risks to the council achieving its objectives. Followed by the evaluation of the potential consequences, their severity and likelihood of occurrence. Finally the use of effective methods of controlling or managing them, making the resultant level of risk acceptable.

- The right balance between innovation and change on one hand, and the avoidance of shocks on the other.

Why

- Preserve & protect the council's assets, reputation, staff, councillors, customers, and any one else to whom the council has a duty of care;
- Ensure compliance with statutory obligations;
- Inform key corporate & corporate planning, including for partnership working;
- Promote a risk aware culture where we are not averse to risk; we avoid unnecessary liabilities/costs, but encourage taking calculated risks where opportunities will benefit the council;
- Preserve & improve business performance & service delivery.

In addition, it meets the **CIPFA/SOLACE** requirements for authorities to establish and maintain a systematic strategy, framework and processes for managing risk.

**** To be effective, Risk Management needs to be aligned with strategic purposes. At BDC, risk is embedded in the delivery of the purposes and ongoing performance management. ****

For risk management to be effective there must be a clear link between objectives and risk. It is therefore essential that risk management is embedded in the service planning process.

There will be a separate handbook for managers and staff in relation to the identification and management of risk

BDC's approach to Risk Management

Strategy & Aim

Our Risk Management strategy will achieve:

- A culture of embedded risk awareness across the council that leaders enable, and for which individuals are responsible for creating and supporting;
- A positive culture, where we are not averse to embracing risks provided they have been well thought through and managed effectively;
- Assignment of clear roles & responsibilities for identifying, reporting and managing risk (see **Appendix I**);
- A common methodology for assessing and classifying risks;
- Consistent, but flexible, risk recording procedures which facilitate effective monitoring and reporting.

RISK MANAGEMENT STRATEGY

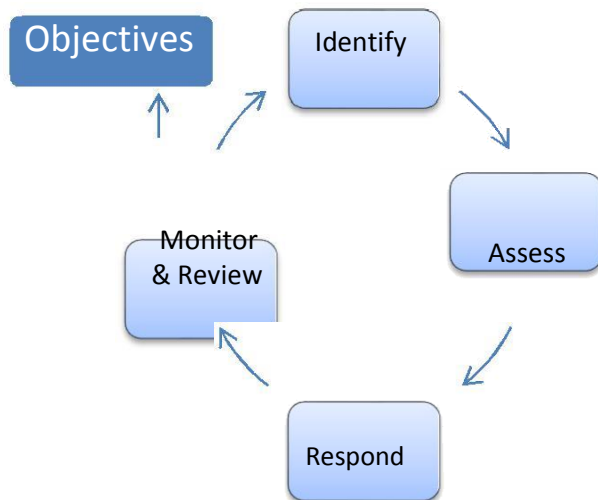
Risk Management Framework

- Sets out the council's objectives for the management of risk at both strategic and operational levels in all activity, within projects, partnerships and by suppliers;
- Describes the risk management framework by defining a simple, but robust, systematic approach to how risk will be managed across the council;
- Uses set criteria for managing and controlling risks;
- Considers risks in the setting of projects and formal reports to councillors, as appropriate;
- Ensures maintenance of risk registers and associated risk profiles;
- Ensures that associated thinking and practice is embedded in everyday processes, policies and activity.

Page 8

RISK MANAGEMENT CYCLE

The council employs a **Risk Management Cycle**, which is represented as follows.



* **Strategic Level Risks** – factors affecting the achievement of the council's visions, aims and priorities *

* **Operational Level Risks** – factors that affect day to day service delivery *

The Risk Management cycle must be followed for **every** strategic risk and every operational service objective.

IDENTIFY

- A risk is an event or action that will have an affect on our ability to achieve our strategic or corporate objectives.
- Those best placed to identify risks are those responsible for the delivery of the objective. Therefore, at BDC, we identify risks when:
 - setting strategic priorities
 - setting objectives in Council Plans
 - in the early stages of project planning
 - entering partnerships
- **Strategic Risks** are identified in the Corporate Risk Register, which is the responsibility of CMT and reported to Audit, Standards and Governance Committee
- **Operational Risks** are identified in each individual Service Department to ensure the risks associated with all key strategic purposes are managed.

ASSESS

- Once identified, risks at BDC are assessed on the basis of the likelihood of their occurrence and the impact the event would have.

**** The 'Risk Management Top Tips for Managers Guide' will be available for all managers and details each element of the Cycle, including assessment of likelihood and impact, in more detail and should be used in conjunction with the Strategy. ****

Agenda Item 5

RISK MANAGEMENT STRATEGY

ASSESS contd.

| Likelihood measured as: | Impact measured as: |
|---|---|
| <ul style="list-style-type: none"> • High • Medium • Low | <ul style="list-style-type: none"> • Critical • Significant • Noticeable |

The risk, after assessment, is considered in the Risk Matrix:

RISK ASSESSMENT MATRIX

| | | | | |
|-------------------------|--------|------------|-------------|----------|
| LIKELIHOOD OF OCCURENCE | HIGH | 4 | 7 | 9 |
| | MEDIUM | 2 | 5 | 8 |
| | LOW | 1 | 3 | 6 |
| | | NOTICEABLE | SIGNIFICANT | CRITICAL |
| | | IMPACT | | |

The colour rating for the risk defines how we will respond to the risk, and sets out our Risk Appetite. Calculated controlled risks may be taken providing the risk exposure is within the council's tolerance levels. These are defined in the Risk Matrix as:

| |
|---|
| Unacceptable risk: immediate control improvement required |
| Acceptable risk: monitor closely and seek cost effective control improvements |
| Acceptable risk: review regularly and seek low cost control improvements if possible |

RESPOND

- For each risk individually assessed, controls must be put in place to deal with the risk by:
 - Reducing the likelihood of occurrence
 - Reducing impact of occurrence
 - Changing consequences
- Consider risk mitigation using four Ts
 - Tolerate
 - Transfer
 - Treat
 - Terminate
- Once mitigating action is in place, reassess and rescore the risk to provide 'residual' risk. Record on risk register.

MONITOR & REVIEW

We have a dynamic process of review; identifying new risks, removing mitigated risks and tracking changing risk scores throughout the year. In addition, there are formal review points:

Corporate Risk

- Monitored formally on a six monthly basis by CMT and AGS Committee
- Annual report to CMT

Operational Risk

- Monitored formally in Departmental meetings

RISK MANAGEMENT STRATEGY – Roles & Responsibilities

APPENDIX I

In the following table, risk management responsibilities relate to business as usual, projects, risks and financial performance

| | | | |
|--------------------------------|---|---|--|
| Employees | Resources – (Insurance Officer) <ul style="list-style-type: none"> Leading the annual review of the Risk Management Handbook/Policy and Strategy Maintaining and reporting on the Corporate Risk Register Advising Service Managers on the identification, assessment and management of operational risks during the Service Planning process Working with Service Managers on a quarterly basis to review risk management, as part of the Performance Management Framework Providing ongoing support and training to staff in relation to risk management. Consolidate inspection policy | | All Employees <ul style="list-style-type: none"> All council employees are responsible for ensuring there are robust and fit for purpose systems of internal control and risk management in place, and that they are aware of the risks that they: <ul style="list-style-type: none"> - Are empowered to take - Must avoid - Must report upward - Risk Owners are accountable for the management of their own risk, and these are defined in Risk Registers. All staff are responsible for reporting hazards/risks to their manager for escalation/consideration for inclusion in the Corporate Risk Register. |
| Managers Page 11 | Senior Management Team / CMT <ul style="list-style-type: none"> Collectively, approving the risk management approach Considering and approving the Risk Management Policy, as formed by the Handbook Individually, ensuring risk is managed effectively in their own service area, in line with the agreed strategy Ensure risk is managed and monitored effectively in shared services (hosted and non-hosted) in their area Affirming and supporting the work of risk management throughout the council, which is an important part of the council's corporate governance arrangements Monitoring corporate risks on a six monthly basis and annually in SMT meetings Reporting all new and amended risks to Insurance Officer for inclusion in the Corporate Risk Register, and to ensure they are linked to the budget planning process | | Service Managers <ul style="list-style-type: none"> Ensuring that all employees within their service understand and comply with the risk management policy & procedures Identifying, evaluating and managing operational risks and reporting any possible corporate risks to the Head of Service Ensure that operational risk registers are established for their services and regularly reviewed to ensure that risks are adequately monitored and managed Formally review all arrangements for risk management affecting their service areas at least annually as part of the business planning process |
| Members | Council The Leader of the Council is responsible for acting as the overall Lead Councillor for risk management. | Cabinet Cabinet is responsible for considering risk implications when making any decision | Audit, Standards & Governance Committee Notified of Corporate Risk Register and its contents on an annual basis. Review on a 6 monthly basis Councillor nominated as member risk champion |
| All Members | <ul style="list-style-type: none"> Considering risk implications in planning and decision making Have a responsibility to understand the strategic risks facing the council Bringing to the attention and discussing with officers any risks relating to the council's policies and activities, or any risks identified when undertaking duties as an elected member Have an understanding of the key council risks falling within their portfolio area, where relevant Providing leadership and direction for the management of risk on | | |
| Internal Audit | <ul style="list-style-type: none"> Undertaking audits of the council's Risk Management system and procedures in order to assess their effectiveness and compliance with the council's requirements as part of the corporate governance process Making recommendations to improve the effectiveness of Risk Management within the council | | |

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PAY POLICY STATEMENT 2018/19

| | |
|------------------------------|--|
| Relevant Portfolio Holder | Cllr Brian Cooper |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Deb Poole, Head of Transformation and Organisational Development |
| Ward(s) Affected | n/a |
| Ward Councillor(s) Consulted | n/a |

1. SUMMARY OF PROPOSALS

To enable Members to approve the Pay Policy for 2018/19

2. RECOMMENDATIONS

The Committee is asked to RECOMMEND to Council that the Pay Policy as detailed in Appendix 1 to the report be approved.

3. KEY ISSUES

- 3.1 The Localism Act requires English and Welsh local authorities to produce a Pay Policy statement ('the statement'). The Act requires the statement to be approved by Full Council and to be adopted by 31st March each year for the subsequent financial year. The Pay Policy Statement for the Council is included at Appendix 1.

The Statement must set out policies relating to-

- (a) The remuneration of its chief officers,
- (b) The remuneration of its lowest-paid employees, and
- (c) The relationship between-
 - (i) The remuneration of its chief officers, and
 - (ii) The remuneration of its employees who are not chief officers.

The provisions within the Localism Act bring together the strands of increasing accountability, transparency and fairness in the setting of local pay.

Financial Implications

- 3.2 All financial implications have already been included as part of the budget setting process and posts are fully budgeted for.

Legal Implications

3.3 These are already included in the report

Service / Operational Implications

3.4 There are no implications in relation to this report

Customer / Equalities and Diversity Implications

3.5 There are no implications in relation to this report

4. RISK MANAGEMENT

There are no implications in relation to this report

5. APPENDICES

Appendix 1 - Pay Policy 2018/19

AUTHOR OF REPORT

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Tel.: 01527 881208

APPENDIX 1

BROMSGROVE DISTRICT COUNCIL PAY POLICY STATEMENT

Introduction and Purpose

1. Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as authority thinks fit”. This pay policy statement sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. It shall apply for the financial year 2018/19 and each subsequent financial year, until amended. The information provided is based on the current pay structure and is subject to any national pay award for 2018/19 being agreed.
2. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;
 - a. the methods by which salaries of all employees are determined;
 - b. the detail and level of remuneration of its most senior staff i.e. ‘chief officers’, as defined by the relevant legislation;
 - c. the Committee(s) responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and for recommending any amendments to the full Council
3. Once approved by the full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis, in accordance with the relevant legislation prevailing at that time.

Legislative Framework

4. In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the equal pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms. These directly relate salaries to the requirements, demands and responsibilities of the role.

Pay Structure

5. The Council’s pay and grading structure comprises grades 1 – 11. These are followed by grades for Managers 1 - 2, Head of Service 1, Head of Service 2, Head of Service 3, Executive Director, Deputy Chief Executive

Agenda Item 7

and then Chief Executive; all of which arose following the introduction of shared services with Redditch Borough Council.

6. Within each grade there are a number of salary / pay points. Up to and including grade 11 scale, at spinal column point 49, the Council uses the nationally negotiated pay spine. Salary points above this are locally determined. The Council's Pay structure is set out below. This includes the increases for grade 1-11 as agreed by the National Joint Council for 2017.

| Grade | Spinal Column Points | | Nationally determined rates | |
|------------------------|----------------------|-----|-----------------------------|-----------|
| | | | Minimum £ | Maximum £ |
| 1 | 6 | 9 | 15,014 | 15,375 |
| 2 | 9 | 14 | 15,375 | 16,781 |
| 3 | 13 | 17 | 16,491 | 17,722 |
| 4 | 17 | 22 | 17,722 | 20,660 |
| 5 | 21 | 25 | 20,138 | 22,659 |
| 6 | 25 | 30 | 22,659 | 26,822 |
| 7 | 30 | 36 | 26,822 | 31,601 |
| 8 | 35 | 40 | 30,784 | 35,444 |
| 9 | 39 | 43 | 34,538 | 38,236 |
| 10 | 42 | 46 | 37,306 | 41,025 |
| 11 | 45 | 49 | 40,557 | 43,821 |
| Manager 1 | Hay evaluated | 43% | 52,013 | 55,927 |
| Manager 2 | Hay evaluated | 45% | 56,233 | 58,528 |
| Head of Service 1 | Hay evaluated | 51% | 63,730 | 66,332 |
| Head of Service 2 | Hay evaluated | 61% | 76,226 | 79,338 |
| Head Of Service 3 | Hay evaluated | 68% | 84,974 | 88,443 |
| Executive Director | Hay evaluated | 74% | 92,472 | 96,246 |
| Deputy Chief Executive | Hay evaluated | 80% | 99,970 | 104,050 |

Agenda Item 7

| | | | | |
|-----------------|---------------|------|---------|---------|
| Chief Executive | Hay evaluated | 100% | 124,962 | 130,063 |
|-----------------|---------------|------|---------|---------|

7. All Council posts are allocated to a grade within this pay structure, based on the application of a Job Evaluation process. Posts at Managers and above are evaluated by an external assessor using the Hay Job Evaluation scheme. Where posts are introduced as part of a shared service, and where these posts are identified as being potentially too 'large' and 'complex' for this majority scheme, they will be double tested under the Hay scheme, and where appropriate, will be taken into the Hay scheme to identify levels of pay. This scheme identifies the salary for these posts based on a percentage of Chief Executive Salary (for ease of presentation these are shown to the nearest whole % in the table above). Posts below this level (which are the majority of employees) are evaluated under the "Gauge" Job Evaluation process..
8. In common with the majority of authorities the Council is committed to the Local Government Employers national pay bargaining framework in respect of the national pay spine and annual cost of living increases negotiated with the trade unions.
9. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community; delivered effectively and efficiently and at all times those services are required.
10. New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.
11. For staff not on the highest point within the salary scale there is a system of annual progression to the next point on the band.

Senior Management Remuneration

12. For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2018 (assuming no inflationary increase for these posts).

Agenda Item 7

13. Bromsgrove District council is managed by a senior management team who manage shared services across both Redditch Borough and Bromsgrove District Councils. All of the posts listed below have been job evaluated on this basis, with the salary costs for these posts split equally between both Councils.

| Title | % of Chief executive salary | Pay range (minimum) £ | Pay range (maximum) £ | Incremental points | Cost to Bromsgrove District Council £ |
|---|------------------------------------|----------------------------------|----------------------------------|---------------------------|--|
| Chief Executive | 100% | 124,962 | 130,063 | 3 | 63,756 |
| Deputy Chief Executive | 80% | 99,970 | 104,050 | 3 | 51,005 |
| Executive Director of Finance and Resources. (Also S151 Officer) | 74% | 92,472 | 96,246 | 3 | 47,179 |
| Head of Worcestershire Regulatory Services | 68% | 84,974 | 88,443 | 3 | <i>This is a shared post across 6 district Authorities at a cost of £14,451 each</i> |
| Head of Customer Access and Financial Support | 61% | 76,226 | 79,338 | 3 | 38,891 |
| Head of Planning and Regeneration | 61% | 76,226 | 79,338 | 3 | 38,891 |
| Head of Transformation | 61% | 76,226 | 79,338 | 3 | 38,891 |

Agenda Item 7

| | | | | | |
|---|-----|--------|--------|---|--------|
| and Organisational Development | | | | | |
| Head of Legal, Equalities and Democratic Services | 61% | 76,226 | 79,338 | 3 | 38,891 |
| Head of Environmental Services | 61% | 76,226 | 79,338 | 3 | 38,891 |
| Head of Leisure and Cultural Services | 61% | 76,226 | 79,338 | 3 | 38,891 |
| Head of Community Services | 61% | 76,226 | 79,338 | 3 | 38,891 |

Recruitment of Chief Officers

14. The Council's policy and procedures with regard to recruitment of chief officers is set out within the Officer Employment Procedure Rules as set out in the Council's Constitution. When recruiting to all posts the Council will take full and proper account of its own equal opportunities, recruitment and redeployment Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements in accordance with its relevant policies.
15. Where the Council remains unable to recruit chief officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any Chief Officers under such arrangements.

Performance-Related Pay and Bonuses – Chief Officers

16. The Council does not apply any bonuses or performance related pay to its chief officers. Any progression through the incremental scale of the relevant grade is subject to satisfactory performance which is assessed on an annual basis.

Additions to Salary of Chief Officers (applicable to all staff)

17. In addition to the basic salary for the post, all staff may be eligible for other payments under the Council's existing policies. Some of these payments are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfilment of duties. The list below shows some of the kinds of payments made.
- a. reimbursement of mileage. At the time of preparation of this statement, the Council pays an allowance of 45p per mile for all staff, with additional or alternative payments for carrying passengers or using a bicycle;
 - b. professional fees. The Council pays for or reimburses the cost of one practicing certificate fee or membership of a professional organisation provided it is relevant to the post that an employee occupies within the Council.
 - c. long service awards. The Council pays staff an additional amount if they have completed 25 years of service.
 - d. honoraria, in accordance with the Council's policy on salary and grading. Generally, these may be paid only where a member of staff has performed a role at a higher grade;
 - e. fees for returning officer and other electoral duties, such as acting as a presiding officer of a polling station. These are fees which are identified and paid separately for local government elections, elections to the UK Parliament and EU Parliament and other electoral processes such as referenda;
 - f. pay protection – where a member of staff is placed in a new post and the grade is below that of their previous post, for example as a result of a restructuring, pay protection at the level of their previous post is paid for the first 12 months. In exceptional circumstance pay protection can be applied for greater than 12 months with the prior approval of the Chief Executive.
 - g. market forces supplements in addition to basic salary where identified and paid separately;
 - h. salary supplements or additional payments for undertaking additional responsibilities such as shared service provision with another local authority or in respect of joint bodies, where identified and paid separately;
 - i. attendance allowances.

Payments on Termination

18. The Council's approach to discretionary payments on termination of employment of chief officers prior to reaching normal retirement age is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.
19. Any other payments falling outside the provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the full Council or relevant elected members, committee or panel of elected members with delegated authority to approve such payments.

20. Redundancy payments are based upon an employee's actual weekly salary and, in accordance with the Employee Relations Act 1996, will be up to 30 weeks, depending upon length of service and age.

Publication

21. Upon approval by the full Council, this statement will be published on the Council's website. In addition, for posts where the full time equivalent salary is at least £50,000, the Council's Annual Statement of Accounts will include a note on Officers Remuneration setting out the total amount of:
- a. Salary, fees or allowances paid to or receivable by the person in the current and previous year;
 - b. Any bonuses so paid or receivable by the person in the current and previous year;
 - c. Any sums payable by way of expenses allowance that are chargeable to UK income tax;
 - d. Any compensation for loss of employment and any other payments connected with termination;
 - e. Any benefits received that do not fall within the above.

Lowest Paid Employees

22. The Council's definition of lowest paid employees is persons employed under a contract of employment with the Council on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 1st April 2018 this is £15,014 per annum.
23. The Council also employs apprentices (or other such categories of workers) who are not included within the definition of 'lowest paid employees' (as they are employed under a special form of employment contract; which is a contract for training rather than actual employment).
24. The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.
25. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that "it would not be fair or wise for the Government to impose a single maximum pay multiple across the public sector". The Council accepts the view that the relationship to median earnings is a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the

ratio between highest paid salary and the median average salary of the whole of the authority's workforce.

26. The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee and the Chief Executive as [1:8.3] and; between the lowest paid employee and average chief officer as [1:4.6]. The multiple between the median (average) full time equivalent earnings and the [Chief Executive] **is** [1:5.3] and; between the median (average) full time equivalent earnings and average chief officer **is** [1:2.8].
27. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

Accountability and Decision Making

28. In accordance with the Constitution of the Council, the Council is responsible for setting the policy relating to the recruitment, pay, terms and conditions and severance arrangements for employees of the Council. Decisions about individual employees are delegated to the Chief Executive.
29. The Appointments Committee is responsible for recommending to Council matters relating to the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer, Section 151 Officer and Chief Officers as defined in the Local Authorities (Standing Orders) Regulations 2001 (as amended);
30. For the Head of Paid Service, Monitoring Officer and the Chief Finance Officer, the Statutory Officers Disciplinary Action Panel considers and decides on matters relating to disciplinary action.

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CABINET

7th FEBRUARY 2018

MEDIUM TERM FINANCIAL PLAN 2018/19 -2021/22

| | |
|----------------------------|----------------------------------|
| Relevant Portfolio Holder | Brian Cooper |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Jayne Pickering (Exec Director) |
| Wards Affected | All |
| Ward Councillor Consulted | None specific |

1. SUMMARY OF PROPOSALS

1.1 To enable to consider the final revenue position and the Capital Programme for 2018/19-2021/22.

2. RECOMMENDATIONS

2.1 Cabinet is asked to recommend to Full Council

2.1.1 Approve the additional income / efficiencies as attached at Appendix 1:

**2018/19 £ 580k
2020/21 £ 53k
2021/22 £272k**

2.1.2 Approve the unavoidable pressures as attached at Appendix 2:

**2018/19 £ 515k
2019/20 £ 3k**

2.1.3 Approve the Revenue bids as attached at Appendix 3:

**2018/19 £165k
2019/20 £15k**

2.1.4 Approve the Capital Programme bids as attached at Appendix 4:

**2018/19 £1.423m
2019/20 £1.109k
2020/21 £1.940m
2021/22 £1.245m**

2.1.5 The approval of the return / release from balances of :

**2018/19 £ 16k (return to balances)
2019/20 £ 563k (transfer from balances)
2020/21 £ 494k (transfer from balances)
2021/22 £ 645k (transfer from balances)**

2.1.6 Approval of the Increase of Council Tax by 2.99% (£6.29 pa) per Band D equivalent for 2018/19

- 2.1.7 That the budget savings and pressures for 2018/19-2021/22 are subject to change due to the potential impact of changes to service delivery and the localisation of Business Rates together with any future 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 2018/19 a 4 year plan is proposed to 2021/22. 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 currently estimated at £740k in 2019/20. There is a consultation paper expected on this in Spring 2018.
 - Impact of the Localisation of Business Rates scheme which is now deferred to 2020/21.
 - Impact of the fair funding review which is to be implemented in 2020/21.

CABINET

7th FEBRUARY 2018

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 2017. A number of issues were included within the information, including;

- Local Government Funding Reform to be implemented in 2020/21. A Consultation paper to be published in Spring 2018.
- Advised that the Business Rates Baseline reset will be in 2020/21
- From 2020/21 all grants to be included in Business Rates Retention
- Council Tax – can increase Council Tax by 3% (previously 2%) without a referendum for both 2018/19 & 2019/20. This would increase Council Tax by approximately £47k.
- Business Rate Pilots – Worcestershire not approved as a pilot. Potential for further rounds of bidding. Therefore Bromsgrove will remain in GBS Pool for 2018/19
- No changes to New Homes Bonus
- Advised that there will be consultation in Spring 2018 in relation to “negative “ grant – currently £740k in 2019/20

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 transitional grant of £114k was paid in 2017/18 with no grant payable in 2018/19.

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 £740k repayment. Officers have projected that this will continue into 2021/22.

3.7 **Business Rates**

3.7.1 For 2018/19 the government assessed baseline for business rates is £1.680m, if business rates ~~Page 27~~ have 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. It is anticipated that there will be a reset of business rates in 2020/21 which will absorb any growth and the Government has proposed that the changes to the Business Rates funding will be applicable from 2020/21, however no further details have been received on this.

3.8 **New Homes Bonus (NHB)**

3.8.1 The amount of NHB for 2018/19 has been confirmed as £1.643m which is £128k less than anticipated in the MTFP. This is due to the Band D equivalent properties being less than anticipated due to redevelopments not being delivered in the District. The 2018/19 income is £315k. The 0.4% levy on growth equated to 169 properties which would have generated approximately £217k additional income.

3.8.2 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.

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

3.8.4 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 2018/19 this equates to £79k.

3.9 **Council Tax**

3.9.1 Within the settlement the Government allowed Councils to increase Council Tax by up to 3% without the need for a referendum. The Council will decide the level of the council tax for 2018/19 on 21st February 2018. If the recommendations contained in this report are approved, the demand on the collection fund to meet the Council's own needs will be £7,910,079 representing a 2.99% (£6.29) increase on Band D Council Tax compared to the current financial year. The Council Tax relating to the Councils services will rise from £210.24 to £216.53.

3.10 **General Fund**

3.10.1 The level of the general fund balance is currently £4.2m. As part of the budget proposals for 2017/18 it was estimated that £279k would be returned to balances which would result in £4.5m remaining at 1st April 2018.

CABINET

7th FEBRUARY 2018

3.10.2 Should the budget be approved as included in the projections above the draw down over the 4 years will be £1.6m and therefore maintain £2.9m for future use. As members are aware a report will be presented in March to consider options and funding requirements for the replacement Sports Hall.

3.11 Collection Fund

3.11.1 The collection fund has a declared surplus of over £600k as at March 2017 which will be distributed amongst the major preceptors using the prescribed formulae. This Council's share of the surplus payable as a one off sum is £109k.

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. The borrowing costs associated with any schemes have been factored into the revenue summary statement. The Capital Programme is attached at Appendix 4 for consideration. There are detailed business cases available for all capital projects should members wish to consider them further.

3.14 Efficiency Plan

3.14.1 The Efficiency Plan as approved in October 2016 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. As reported in the 2017/18 budget proposal there may be changes to the way that the savings are delivered when officers have reviewed the plans. The savings for 2018/19 detail how the financial pressures affecting the Council will be realised.

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 pressures identified during 2017/18 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 identified at Appendix 1

3.15.2 In addition to the unavoidable pressures revenue bids have been identified and included at Appendix 2. The main bid relates to £150k in relation to the ongoing transport assessment work that is being undertaken for the Council. This is a one year only request for 2018/19.

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 included at Appendix 3.

3.16 Financial Position

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

- 2% pay award in relation to the National Agreement in place. The initial budget was increased by 1% but the revised 2018/19-2019/20 takes into account the nationally proposed 2% increase for staff
- General inflationary increases in relation to contract arrangements
- An nationally set increase of 20% in planning fees that are to be utilised on investments and resourcing to the service.
- Payment of “negative grant” to the Government in 2019/20 - 2021/22 of £740k pa. This remains to be confirmed as part of the localisation of business rates implementation

BROMSGROVE DISTRICT COUNCIL

CABINET

7th FEBRUARY 2018

- Increases as per the fees and charges proposals
- Borrowing costs resulting from the capital programme
- 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
- Council Tax at 2.99% for 2018/19-2019/20 and £5 for 2020/21-2021/22
- Draw down of £327k of reserves relating to vehicles
- Assumed that £20m investment and acquisition will be made by 2021/22. A rate of return of 5.33% has been included in the budget projections. Members should be aware that the draw down from balances will increase should no investments be identified.

| | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £000 |
| Departmental Expenditure (Starting Position) | 10,583 | 10,558 | 10,695 | 10,719 |
| Net adjustment for prior year one off savings / pressures | | -27 | -80 | -53 |
| Incremental Progression/Inflation on Utilities | 202 | 161 | 157 | 177 |
| Unavoidables | 515 | 3 | 0 | 0 |
| Revenue Bids/Revenue impact of capital bids | 165 | 0 | 0 | 0 |
| Savings and Additional income | -580 | 0 | -53 | -219 |
| Transfer from reserves | -327 | 0 | 0 | 0 |
| Release of reserves no longer required | 0 | 0 | 0 | 0 |
| Release of reserves to fund shortfall | 0 | 0 | 0 | 0 |
| Net Service Expenditure | 10,558 | 10,695 | 10,719 | 10,624 |
| Interest Payable | 71 | 362 | 595 | 1,019 |
| MRP (Principal) | 497 | 570 | 809 | 1,067 |
| Recharge to Capital Programme | -25 | -25 | -25 | -25 |
| Net Operating Expenditure | 11,101 | 11,603 | 12,099 | 12,684 |
| Revenue Support Grant | -0 | -0 | -0 | -0 |
| Admin Subsidy Grant Reduction | 0 | 0 | 0 | 0 |
| Transitional Grant | 0 | 0 | 0 | 0 |
| Business Rates Retention (Baseline Funding) | -1,622 | -1,735 | -1,735 | -1,735 |
| Tariff Adjustment - negative grant | 0 | 740 | 740 | 740 |
| Funding from Business Rate Growth | 0 | 0 | 0 | 0 |
| Section 31 Grant | 0 | 0 | 0 | 0 |
| Business Rates Deficit | 0 | 0 | 0 | 0 |
| Expected Levy Payment (net) | 88 | 81 | 83 | 84 |
| New Homes Bonus | -1,643 | -1,610 | -1,520 | -1,260 |
| New Homes Bonus Community Scheme | 79 | 79 | 79 | 79 |
| Collection Fund Surplus (Council Tax) | -109 | 0 | 0 | 0 |
| Council Tax | -7,910 | -8,328 | -8,612 | -8,881 |
| Investment Income | | -267 | -640 | -1,066 |
| Proposed Funding from Balances | 16 | -563 | -494 | -645 |
| Funding Total | -11,101 | -11,602 | -12,099 | -12,684 |
| Shortfall | 0 | 0 | -0 | 0 |

3.17 As the table above shows there is a shortfall from 2019/20-2021/22 to be found by savings and additional income. There is a projected

shortfall on New Homes Bonus over the period compared to that originally anticipated when last years 4 year plan was approved. This is due to less growth in the Band D properties than that already anticipated as housing developments have not commenced. It is proposed that there is a drawdown from balances to meet the shortfall as detailed at 3.10, however officers will continue to review costs and income to ensure the level of balances is retained at an appropriate level.

3.18 Over the last 12 months 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.

3.19 **Service / Operational Implications**

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

Customer / Equalities and Diversity Implications

3.20 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.

CABINET

7th FEBRUARY 2018

5. APPENDICES

Appendix 1 – Additional income / Efficiencies

Appendix 2 – Unavoidable Pressures

Appendix 3 - Revenue Bids

Appendix 4 – Capital bids

AUTHOR OF REPORT

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Tel: 01527-881400

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SAVINGS & ADDITIONAL INCOME - BDC

APPENDIX 1

| Department | Strategic Purpose | Description of saving | 2018-19 £'000 | 2019-20 £'000 | 2020-21 £'000 | 2021-22 £'000 | Comments |
|---------------------------------------|---|--|------------------|------------------|------------------|------------------|---|
| Business Transformation - ICT | All Strategic Purposes | Annual Revenue Budget Saving | -123 | | | | Saving from efficiencies and contract reviews |
| CCTV | Keep my place safe and looking good | acommodation charges | -12 | | | | Already included in support recharges |
| CCTV | Keep my place safe and looking good | telephone charges | -6 | | | | Savings from new contract |
| housing strategy | Help me find somewhere to live in my locality | staff savings from reduced mileage and reduced hours | -3 | | | | Savings from staff member reducing working hours |
| housing strategy | Help me find somewhere to live in my locality | removal of budget historical DFG monies | -7 | | | | Review of budget efficiencies |
| lifeline | Help me live my life independently | acommodation charges | -12 | | | | Already included in support recharges |
| community services | Help me live my life independently | various | -28 | | | | Review of budget efficiencies |
| Corporate | Enabling | Reduction in External Audit Costs | -16 | | | | Reduced as per new contract arrangements |
| Corporate | Provide good things for me to see and visit | Appeals in Asset of Community | -20 | | | | Savings to be offered, subject to any future appeals to be drawn down from balances |
| Customer Access and Financial Support | Enabling | Reduction in Hrs | -5 | | | | Savings from staff member reducing working hours |
| Environmental Services | Keep my place safe and looking good | Utilities | -36 | | | | More efficient lighting and boiler |
| Environmental Services | Keep my place safe and looking good | Maintenance | -9 | | | | Saving on Depot Maintenance |
| Environmental Services | Keep my place safe and looking good | Additional Garden Waste income | -54 | | | | Price increase to £45 in 18/19 |
| Environmental Services | Keep my place safe and looking good | Fuel and Veh R&M | -117 | | | | Fuel and R&M due more efficient working lower fuel costs. |
| Environmental Services | Keep my place safe and looking good | Domestic Bin Replacements | -53 | | | | Revenue saving achieved by moving replacement of bins to capital. |

| Department | Strategic Purpose | Description of saving | 2018-19 £'000 | 2019-20 £'000 | 2020-21 £'000 | 2021-22 £'000 | Comments |
|------------------------|--|--|------------------|------------------|------------------|------------------|--|
| Environmental Services | Keep my place safe and looking good | Trade Bin Replacements | -10 | | | | Revenue saving achieved by moving replacement of bins to capital. |
| Environmental Services | Keep my place safe and looking good | Garden Waste Bin Replacements | -3 | | | | Revenue saving achieved by moving replacement of bins to capital. |
| Sports Development | Give me good things to see, do and visit | Efficiency Saving | -5 | | | | Review of budget efficiencies |
| Sports Development | Give me good things to see, do and visit | Savings on accomodation costs | -8 | | | | Review of budget efficiencies |
| Sports Services | Give me good things to see, do and visit | Year 3 and 4 income based upon operators offer at bslc | 0 | | -53 | -219 | Additional income generated from new service provider at the Bromsgrove Leisure Centre |
| Business Development | Give me good things to see, do and visit | NNDR on George House | -18 | | | | Savings following demolition of building |
| Business Development | Give me good things to see, do and visit | R & M for Parkside Building | -25 | | | | This saving relates to the repairs and maintenance of the building that are less than initially. This will be used to offset the income pressure against Parkside Hall which has been difficult to achieve but additional marketing will aim to mitigate the shortfall |
| Building Control | Keep my place safe and looking good | Additional cross boundary partnership working | -2 | | | | Additional income generated following marketing of service. |
| Planning | Enabling | Reduction in car mileage costs | -8 | | | | Review of budget efficiencies |
| TOTAL | | | -580 | 0 | -53 | -219 | |

NEW REVENUE BIDS - BDC

APPENDIX 2

| Department | Strategic Purpose | Description of revenue bid | 2018-19 £'000 | 2019-20 £'000 | 2020-21 £'000 | 2021-22 £'000 | Comments |
|-------------------------------------|--|---|------------------|------------------|------------------|------------------|---|
| Environmental Services | Keep my place safe and looking good | Street light repair and maintenance (Not Car parks) | 5 | | | | No budget exists for maintaining Council owned street lights not on car parks |
| Strategic Planning and Conservation | Help me run a successful business Help me find somewhere to live in my locality Provide good things for me to see, do & visit Keep my place safe & looking good | Transport Consultancy | 150 | n/a | n/a | n/a | To provide funding for transport assessment |
| Business Transformation | Enabling | Worcestershire Office for Data and Analytics (WODA) Funding | 10 | | | | Funding to support a County wide data sharign agreement. WODA aims to facilitate enhanced data sharing between partner organisations. |
| TOTAL | | | 165 | 0 | 0 | 0 | |

Page 37

Agenda Item 8

UNAVOIDABLE PRESSURES - BDC

APPENDIX 3

| Department | Strategic Purpose | Description of Pressure | 2018-19 £'000 | 2019-20 £'000 | 2020-21 £'000 | 2021-22 £'000 | Comments |
|------------------------|--|--|------------------|------------------|------------------|------------------|--|
| community | Help me live my life independently | sunrise project staff cost | 16 | 0 | 0 | 0 | To provide funding to the Sunrise Project in the District to ensure additional resource is available to provide the community with support |
| Across all services | Enabling | Insurances - Due to inflation | 30 | 0 | 0 | 0 | Inflationary pressures to increase in insurance costs |
| Environmental Services | Help me run a successful business | Car Park Income | 100 | 0 | 0 | 0 | Decline in the number of people using the car parks |
| Sports Services | Give me good things to see, do and visit | Year 1 and 2 pressure based upon operators offer at bscl | 140 | 0 | 0 | 0 | Year 1 and 2 pressure based upon operators submission as part of the BSLC procurement exercise. |
| Business Development | Give me good things to see, do and visit | Parkside Hall Income | 25 | 0 | 0 | 0 | Shortfall in income from the Parkside Suite due to lower than anticipated usage. Additional marketing will be undertaken with the aim to mitigate the shortfall. The savings from the repairs and maintenance will offset this shortfall. |
| Business Development | Give me good things to see, do and visit | Bromsgrove Public Conveniences | 10 | 0 | 0 | 0 | Additional budget required for cleaning equipment and supplies to maintain the current standard of service provision. |
| Business Development | Give me good things to see, do and visit | Roundabout Sponsorship | 10 | 0 | 0 | 0 | Sponsorship income target has not been achieved this year (17/18) s due to a move away from more traditional marketing methods and on to on line platforms. The Bromsgrove A38 sites and those located near the town centre are successful/sponsored -however the sales of outlying sites proves to be very difficult with little interest shown and/or with issues around cost being apparent when interest is shown. |
| Business Development | Give me good things to see, do and visit | Council House | 62 | 0 | 0 | 0 | NNDR and essential utility costs continue to be incurred while the future use of the building/land is resolved. |
| Corporate | Salary pressure - 1% increase to 2% | to reflect the proposed pay award | 122 | 3 | | | To provide the funding between the initial estimated pay award of 1% to the proposed award of 2% |
| TOTAL | | | 515 | 3 | 0 | 0 | |

Page 38

Agenda Item 8

CAPITAL BIDS - BDC

APPENDIX 4

| Department | Strategic Purpose | Description | 2018-19 £'000 | 2019-20 £'000 | 2020-21 £'000 | 2021-22 £'000 | Commentary |
|------------------------|---|---|------------------|------------------|------------------|------------------|--|
| Strategic Housing | Help me to live my life independently | Home Repairs Assistance Lifetime Loans | 50 | 50 | 50 | 50 | To continue the current initiative that was funded for 3 years |
| Strategic Housing | Help me to live my life independently | Disabled Facilities Grants | 780 | 750 | 750 | 750 | |
| Strategic Housing | Help me to be financially independent, help me to live my life independently, keep my place safe and looking good | Bromsgrove Energy Efficiency Fund | 110 | 110 | 0 | 0 | To further extend the current project for 2 years. |
| Leisure and Culture | Provide good things to see do and visit | Hagley Scouts | 100 | | | | To provide £100k of funding towards the extension and refurbish of the Hagley Scouts headquarters to enable the group to meet the demand from new residents and to enhance the premises available for use by the wider community. The overall cost is £375k. |
| Environmental Services | Keep my place safe and looking good | Depot Site resurfacing phase 2 | 150 | 100 | | | Depot Site resurfacing phase 2 |
| Environmental Services | Help me run a succesful business | resurfacing Golden Cross Lane Car park Catshill | 40 | | | | resurfacing Golden Cross Lane Car park Catshill |
| Environmental Services | Keep my place safe and looking good | Multi 10T Gritter | 25 | | | | Multi 10T Gritter |
| Environmental Services | Keep my place safe and looking good | Update Boundary Security at the Depot | 20 | | | | Update Boundary Security at the Depot |
| Environmental Services | Keep my place safe and looking good | Vehicle replacement Schedule | 0 | 0 | 1,046 | 351 | |
| Environmental Services | Keep my place safe and looking good | Wheelie bin replacement | 107 | 99 | 94 | 94 | |

Page 39

Agenda Item 8

CAPITAL BIDS - BDC

APPENDIX 4

| Department | Strategic Purpose | Description | 2018-19 £'000 | 2019-20 £'000 | 2020-21 £'000 | 2021-22 £'000 | Commentary |
|--------------|--|---|------------------|------------------|------------------|------------------|---|
| Allotments | Give me good things to see, do and visit | Replacement Perimeter Fencing to Stoke Road (200m) & Rigby Lane (180M) allotments | 41 | 0 | 0 | 0 | Essential works now required and the fencing lines can no longer be maintained as they are at the end of their useful life. |
| TOTAL | | | 1,423 | 1,109 | 1,940 | 1,245 | |

CABINET

7th February 2018

Homelessness Grant and Flexible Homelessness Support Grant

| | |
|----------------------------|--|
| 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 This report seeks Members approval to award Homelessness Grant, Flexible Homelessness Support Grant and Homelessness Reduction Act 2017 New Burdens Funding 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 and Flexible Homelessness Support Grant during 2018/19 towards dealing with and preventing homelessness.

2. RECOMMENDATIONS

That cabinet note the 2018/19 grant funding implications to be included as part of the medium term financial plan report to Council in February 2018 and, subject Council approval of the budget;

That Cabinet RESOLVE as follows:-

- 2.1 That the initiatives in 3.12, 3.16 and 3.17 recommended by the Strategic Housing Manager be approved to receive allocation of funding 2018/19.
- 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 Grant during the year or make further adjustments as necessary to ensure full utilisation of the Grants for 2018/19 in support of existing or new schemes.

3. KEY ISSUES

Financial Implications

- 3.1 In addition to the annual DGLG Homelessness Grant, the Council has been awarded two more allocations, the first is Flexible Homelessness Support Grant and the second is Homelessness Reduction Act 2017 New Burdens funding. This report sets out how the Council intends to

CABINET

7th February 2018

utilise this funding to create a package of support and services to prevent homelessness and support those who become homeless.

- 3.2 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
- 3.3 The Temporary Accommodation Management Fee' (TAMF) which was distributed to local authorities by the Department for Work and Pensions until the end of March 2017 has now been replaced by Flexible Homelessness Support Grant.
- 3.4 The new Flexible Homeless Support Grant has been ring fenced by the DCLG for activities that prevent and deal with homelessness.
- 3.5 Bromsgrove Council has received an allocation of £75,323.74 for 2017/18 to be carried forward into 2018/19 and will receive £82,563.96 for 2018/19 to be carried forward into 2019/2020. Now that the new Housing Agency Contract has been awarded to BDHT, the future delivery of homelessness and housing advice provision in the district is clear and carrying these grants forward enables the council to make best use of the new resources locally in light of the award of the new contract.
- 3.6 The Council has been awarded an allocation of Homelessness Reduction Act 2017 New Burdens funding for a three period. The grant is not ring fenced but has been awarded to reflect the increased workload anticipated as a result of the implementation of the Homelessness Reduction Act 2017 in April 2018 including an update of accompanying IT systems to enable the reporting of data to DCLG.
- 3.7 The allocation of funding to local projects takes into account the recommendations made by the Overview and Scrutiny Preventing Homelessness Task Group in 2016. As a result all of the Homelessness Grant is being used for the purposes of prioritising homelessness initiatives and continues and enhances the funding in respect of offender rehabilitation and emergency accommodation for young people.

CABINET

7th February 2018

| Grant | 2017/18 | 2018/19 | 2019/20 |
|--|---|----------|--------------|
| Homelessness Grant | £111,132 Plus £11,200 from WCC | £111,512 | Not Known |
| Flexible Homelessness Support Grant | £75,324 | £82,564 | Not Known |
| Homelessness Reduction Act New Burdens Funding | £13,839 Plus £9,000 for IT | £12,676 | £18,035 |

The Council has agreed a budget of £111,512 for the 2018/19 Homelessness Grant allocation. In addition, Worcestershire County Council has confirmed an allocation of £11,200 to the Council to part fund the Young Persons Pathway Worker post.

- 3.8 The Council therefore has a total £122,712 for Homelessness Prevention Services in 2018/19
- 3.9 The Council has received £75,324 ring fenced Flexible Homelessness Support Grant for 2017/18 and will receive £82,564 for 2018/19 it is proposed that each years allocation is carried into the following year so that the funding will cover a two year period.
- 3.10 The Council has been awarded Homelessness Reduction Act 2017 New Burdens Grant of £9,000 for IT and £13,839 2017/18, £12,676 2018/19 and £18,035 2019/20.

Legal Implications

- 3.11 Homelessness support and prevention 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 including those placed in Temporary Accommodation under the Homeless provisions of the Housing Act 1996 (as amended). The new resources are expected to be used to strengthen homelessness prevention in the District.

Service / Operational Implications

CABINET

7th February 2018

| Homelessness Grant Allocation | 2018/19 £ |
|---|----------------------|
| Young Persons Pathway Worker – support to prevent homelessness to over 100 young people a year | 23,200 |
| Worcestershire Strategic Housing Partnership Co-ordinator – contribution towards county-wide development and delivery of housing initiatives in partnership with other agencies | 6,300 |
| St Basils Crash Pad – provide a unit of emergency accommodation to young homeless people – utilised continually during the year | 7,800 |
| Basement Drop In Service – support for young people at risk of homelessness – over 139 young people a year | 20,000 |
| Fry Housing Related Support – helping ex-offenders remain housed/seek employment – 23 people housed via 18 units in the last financial year | 25,000 |
| NewStarts Furniture Project – helping homeless/ low incomes households set up home – around 200 successful interventions a year | 9,412 |
| St Basils Foyer – provides stable accommodation/support for young people - 14 units – fully occupied during last financial year | 31,000 |
| Total committed expenditure | 122,712 |

- 3.12 The main provisions of the new Homelessness Reduction Act 2017 legislation will come into effect on Tuesday 3rd April 2018 and will extend the period during which the Council should treat someone as threatened with homelessness from 28 to 56 days. This will apply to all eligible households who approach the Council for assistance. There will also be a new duty to relieve homelessness for all eligible applicants for up to 56 days and a new duty on public services to notify the Council if they come into contact with someone they think may be homeless or threatened with homelessness. Therefore, it is anticipated that there will be a significant increase in households accessing services and the Council's resources will need to be focussed on preventing homelessness wherever possible, in addition to managing the provision of Temporary Accommodation for households that do ultimately become homeless that it has a Duty to accommodate.
- 3.13 An element of the BDHT three year contract includes the management of Temporary Accommodation for Homeless Households. The new Flexible Homelessness Support Grant from the Department for

CABINET

7th February 2018

Communities and Local Government has been allocated for the purpose of managing temporary accommodation and supporting those who are homeless or threatened with homelessness. The Council therefore proposes to allocate £45,000 from this grant to fund this element of the service and would seek approval for this amount to be awarded across 2018/19 and 2019/20 for the period of the contract (£22,500 per annum).

3.14 The Councils Overview and Scrutiny Task Group in 2016 identified that the support providers listed in the table offer a valuable service and recommended that they continue to receive support from the Council. Therefore, it is recommended that the remaining grant is utilised to fund the expansion of these services and create greater resilience and self-efficacy for their particular client groups.

3.15

| Flexible Homelessness Support Grant | Scheme | 2018/19 £ |
|--|--|----------------------|
| Step Up Private Tenancy Scheme | Access to the private rented sector in Bromsgrove for households on low incomes – currently 48 ongoing tenancies | £17,800 |
| Accord (Fry) | Funding for 0.6 of a FTE support post – enables Accord to re-introduce Floating Support to Bromsgrove District Housing Trust’s tenants and transitional support for those moving from the accommodation-based service into their own accommodation | £16,140 |
| Basement | Provide a jointly funded support worker in Bromsgrove - enables the Basement Project to offer Floating Support to new referrals of young people 16 – 25 yrs old | £15,000 |
| NewStarts | Provide Furniture and Volunteering Opportunities for Ex-Offenders – improves future employment opportunities/reduces risk of reoffending | £3,884 |

CABINET

7th February 2018

| | | |
|--------------|---|----------------|
| BDHT | Management of Temporary Accommodation for Homeless Households – helps manage supply and demand pressures within homelessness system | £22,500 |
| Total | | £75,324 |

- 3.16 The Homelessness Reduction Act 2017 New Burdens grant has been allocated on the basis that the Government expects increased workloads for Housing Options Teams on the back of the implementation of the new legislation. It is proposed to transfer this money direct to BDHT to provide additional administrative support to the Housing Options Team, as they will be delivering this service when it comes into effect on the 3rd April 2018.

| | 2017/18 | 2018/19 | 2019/20 |
|--|----------------------------------|----------------|----------------|
| Homelessness Reduction Act New Burdens Funding | £13,839 Plus £9,000 for IT | £12,676 | £18,035 |

Customer / Equalities and Diversity Implications

- 3.17 The Homelessness Grant, Flexible Homelessness Support Grant and Homelessness Reduction Act 2017 New Burdens Funding will benefit customers by offering household's more options to prevent their homelessness, support them to remain in their own homes or help the Council to manage and support households in Temporary Accommodation.
- 3.18 These schemes and functions 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
- 3.19 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:

CABINET

7th February 2018

- 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 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

Name: Amanda Glennie a.glennie@bromsgroveandredditch.gov.uk

Tel:

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Worcestershire Office for Data and Analytics (WODA): Endorsement of data sharing charter

| | |
|------------------------------|--|
| Relevant Portfolio Holder | Councillor Dr. B. Cooper |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Deb Poole, Head of Business Transformation |
| Ward(s) Affected | All |
| Ward Councillor(s) Consulted | n/a |
| Key Decision | |

1. SUMMARY OF PROPOSALS

- 1.1 To endorse the data sharing charter that will underpin the work of the Worcestershire Office for Data and Analytics.

2. RECOMMENDATIONS

Cabinet is requested to resolve that:

- 2.1 the Worcestershire data sharing charter attached at Appendix 1 be noted and endorsed.

3. BACKGROUND

- 3.1 This report provides an update on the progress of the Worcestershire Office for Data and Analytics. It sets out the background to the programme, summarises progress to date, outlines planned next steps and seeks endorsement of the data sharing charter. Endorsement is currently being sought from all partner organisations.
- 3.2 Arising from the work on public service reform and devolution, in May 2016, KPMG was commissioned to co-produce a roadmap strategy which set out the current state of data sharing across Worcestershire partners, a vision for the future and a set of practical and costed steps and interventions to improve the delivery of public services in Worcestershire. The roadmap recommended the development of a Worcestershire Office for Data and Analytics (WODA) and the Worcestershire Partnership Executive Group agreed to a twelve month pilot to test the benefits of enhanced data sharing, demonstrated through a number of “use cases” (i.e. pilot initiatives that involve practical processes and service delivery being changed and enhanced through better data sharing). WODA aims to facilitate enhanced data sharing between partner organisations. If successful, this will lead to reduced demand for local services and improved outcomes for local service users. It will also promote opportunities for preventative action, support compliance with the EU General Data Protection Regulation (GDPR) and Data Protection Bill. While several other areas have adopted similar approaches, none embraces all local public sector organisations as Worcestershire does.

3.3 Key achievements to date include:

Initiation of the programme – The WODA programme has been successfully initiated, with an embedded reporting process and clear lines of accountability. The office has a robust governance structure, which has included a Project Steering Group that convened weekly and an Executive Board in the form of the Partnership Executive Group;

Recruitment of a Chief Data Officer (CDO) – Neill Crump has been recruited as Chief Data Officer to lead the WODA team and help to publicise the office’s activities on both a local and national scale. He commenced in post on 1st September 2017;

Creation of a WODA Information Governance group – a WODA Information Governance group has been established, comprising information governance leads from a range of partner organisations. It is scheduled to meet on a quarterly basis, with a remit to provide expert support and guidance regarding the ethical and lawful sharing of information;

Development of use case prioritisation and development process – six initial use cases (see table below) were selected and there has been close work with local stakeholders to design and develop implementation plans. Implementation has commenced for some of them. Outlined below is a summary of the use cases that are being taken forward:

| Use Case | Summary |
|---------------------------|---|
| Business Rate Register | Local partners currently do not have shared access to local business data, such as turnover or employment size. This use case involves the pooling of business data from local partners and HMRC, so that local authorities and the LEP can target business support services to those who would benefit the most. |
| Patient Flow Integration | This use case aims to support the Patient Flow Centre (PFC), Acute Trust and Brokerage team in organising patient care packages by digitising the referral form and strengthening current information flows between the organisations so that they have access to real-time data. |
| Domestic Violence | Under the current system, police do not currently share interest markers or flags to indicate whether the individual is a repeat victim/offender. This use case entails the sharing of these data points as well as the enhanced sharing of domestic violence-related data between the Acute Trust and the social care team. |
| Falls & Frailty | This use case proposes a partnership between GP practices, the Clinical Commissioning Groups and the Fire Service with the aim of providing the Fire Service with the details of local vulnerable individuals who consent to receiving ‘Safe and Well’ visits. The Fire Service would expand their current service provision to undertake falls assessments, ensuring that individuals get the support they need. |
| Local Resilience Planning | The Cabinet Office have developed Resilience Direct, a resilience planning platform, and are currently encouraging Local Resilience Forums across the country to adopt it as their main resilience planning system. This use case |

| | |
|---------------------|--|
| | focuses on the enhanced sharing of vulnerability data between relevant agencies and first responders, via the Resilience Direct platform. |
| Connecting Families | The Connecting Families team have struggled to undertake a thorough evaluation of the programme as they face consistent difficulty in accessing the relevant data from partner organisations. This use case involves the creation of information sharing pathways for the transfer of these data points. |

3.4 The next steps will concentrate on:

- 3.4.1 staffing WODA, which in the pilot phase is expected to be achieved mainly through secondments from partner organisations;
- 3.4.2 use case development and benefits realisation. The use cases are at various stages of maturity. As implementation takes place, it will be possible to collect outcome data which in turn will be used to evidence the efficacy of the programme and provide baseline data against which to make future investment decisions;
- 3.4.3 launching WODA, which is scheduled for November, in order to raise public awareness and provide information about such things as the objectives and strategic ambitions of WODA, and the commitment to lawful sharing and processing of data in order to provide public reassurance that their data are safe and will be used appropriately;
- 3.4.4 developing the business case for WODA beyond its pilot phase. This will draw on evaluation and appraisal activity undertaken for each of the six use cases, as well as the proposed benefits associated with enabling the next tranche of data driven solutions for Worcestershire. It will present a fully costed work-programme addressing both capital and revenue requirements and setting these against the benefits identified. The CDO will lead on compiling the business case and will draw on resources from each of the partner organisations to ensure it reflects their ambition and ability to contribute.

KEY ISSUES

- 4.1 The approach to data sharing in Worcestershire is wide-ranging and innovative and has the ability to support transformation of public service delivery. The initial use cases will help to prove the concept and, subject to the business case for the future, offer the prospect of potential significant financial and non-financial benefits for the Council.
- 4.2 In order to demonstrate this Council's commitment to working together with the other partner organisations, Cabinet is asked to endorse the Worcestershire Data Sharing Charter. The charter sets out the underlying principle which is a duty to share data unless there are legal or ethical reasons that prevent sharing. However this in no way undermines compliance with data protection legislation which will continue to govern the partner organisations' work in this area.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no additional financial implications for the Council arising directly from this report. The costs of supporting WODA in the future will be identified in the detailed business case that is to be prepared over the coming months. This will also address potential savings and non-financial benefits for partner organisations. A separate decision will be sought on future financial support for WODA.

6. LEGAL IMPLICATIONS

- 6.1 Collection, holding and processing of personal data are subject to the requirements of the Data Protection Act 1998. The legislation will be superseded by the General Data Protection Regulation which comes into force in May 2018 and subsequently by the proposed Data Protection Bill which the Government has announced and which will take full effect once the UK leaves the European Union. The Council operates policies and procedures that comply with the legislation on data protection. Any sharing of data within the framework of WODA will comply with relevant legislation.

7. CUSTOMER/EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 Not applicable.

Service / Operational Implications

- 7.2 The improvement in data sharing across Worcestershire agencies should help all parts of the Council, staff and Elected Members to better understand the needs of their customers and residents This will help to ensure that we design and deliver appropriate services which meet the needs of our communities.

8. RISK MANAGEMENT

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

9. BACKGROUND PAPERS

- 9.1 None.

10. APPENDICES

Appendix 1 - Worcestershire Data Sharing Charter

AUTHOR OF REPORT

Name: Deb Poole – Head of Transformation & Organisational Development
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Tel.: 01527 881256

Worcestershire Data Sharing Charter

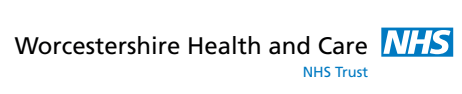
Our Purpose

Our goal is to ensure that Worcestershire’s residents are safe, happy and healthy. As a Partnership group, we are committed to empowering local service providers with the information they need to make the right decisions. Enhanced data sharing across our organisations will play a pivotal role in shaping our approach and underpin our strategies around prevention, protection and intervention.

Our Commitment

“Worcestershire partners will deliver cultural and systematic change in the way we approach data sharing across the county. Collectively, we will work from a default premise of the “duty to share” data being equal to the “duty to protect” it. That is, in all circumstances, we will share data unless there is a legal or ethical reason not to. We will do this in the pursuit of improved outcomes for residents, businesses and the wider community.”

The following organisations have agreed to work together to support delivery of this vision:



Our Guiding Principles

To ensure a consistent approach is taken towards achieving Worcestershire's vision, we have agreed a set of principles that will guide work towards delivering the local mandate:



Worcestershire Partners will **start with a premise of duty to share**, unless there is a legal or ethical reason not to do so.



Worcestershire Partners will **engage with stakeholders regularly and empower organisations and staff** to share data competently through a no-blame culture.



Worcestershire Partners **will comply with all relevant legislation** when sharing data.



Worcestershire Partners will **invest real energy in achieving and delivering change**.



Worcestershire Partners **will develop clear and compelling use cases** to ensure that we are able to demonstrate the impact of data sharing.



Worcestershire Partners **will undertake thorough evaluation of projects and programmes** to ensure value for money is being delivered.



Worcestershire Partners will **be transparent and build trust with residents, businesses and communities** through the publication of key datasets wherever possible. Every effort will be made to put the resident at the centre of decisions about their data.



Worcestershire Partners will **prioritise outcomes led initiatives** with genuine prospects for improving outcomes for residents, businesses and the wider community.



Worcestershire Partners will **provide expert strategic leadership** with clear lines of accountability to ensure confidence throughout the system.



Worcestershire Partners will **provide a clear mandate for prioritising data sharing initiatives**.



Worcestershire Partners **will consider data sharing when commissioning new projects**.



Worcestershire Partners **will champion change in central government** and encourage government departments to lead the way in sharing data and breaking down silos.