



BROMSGROVE DISTRICT COUNCIL

YOU ARE HEREBY SUMMONED to attend a MEETING of BROMSGROVE DISTRICT COUNCIL to be held in the Council Chamber at Parkside Suite - Parkside at 6.00 p.m. on Wednesday 22nd November 2017, when the business referred to below will be brought under consideration:-

The formal business will be preceded by a prayer.

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 Council held on 20th September 2017 (Pages 1 - 20)

4. To receive any announcements from the Chairman and/or Head of Paid Service

5. To receive any announcements from the Leader

6. Report of an Urgent Decision - Discretionary Non-Domestic Rates Revaluation Support Scheme (Pages 21 - 24)

Details are enclosed for the Council to note, of a decision made under the Urgency Provisions, relating to a Discretionary Non-Domestic Rates Revaluation Support Scheme.

7. To receive comments, questions or petitions from members of the public

A period of up to 15 minutes is allowed for members of the public to make a comment, ask questions or present petitions. Each member of the public has up to 3 minutes to do this. A councillor may also present a petition on behalf of a member of the public.

8. **Notification of Change of Council Representative to the Health Overview and Scrutiny Committee**

To note the appointment of Councillor C. A. Hotham to the Health Overview and Scrutiny Committee in place of Councillor S. A. Webb.

9. **Recommendations from the Cabinet (Pages 25 - 28)**

To consider the recommendations from the meetings of the Cabinet held on 4th October 2017 and 1st November 2017:

4th October 2017

- Black Country Core Strategy Issues and Options Report – Council Response
- Council Tax Support Scheme 2018/2019
- Commercialisation and Financial Strategy
- Review of Financial Regulations and Contract Procedures

1st November 2017

- Medium Term Financial Plan 2018/19 to 2021-2022 – Budget Assumptions

(The background papers to the recommendations are contained at the back of the Council Agenda)

10. **Provision by Bromsgrove DC of a Garden Waste Service on behalf of Redditch BC (Further Report) (Pages 29 - 34)**

11. **The Bromsgrove Energy Efficiency Fund (To Follow)**

12. **To receive the minutes of the meetings of the Cabinet held on 4th October 2017 and 1st November 2017 (Pages 35 - 46)**

13. **To receive and consider a report from the Portfolio Holder for Health and Well Being and Community Safety (Pages 47 - 62)**

Up to 30 minutes is allowed for this item; no longer than 10 minutes for presentation of the report and then up to 3 minutes for each question to be put and answered.

14. **Questions on Notice (to be circulated at the meeting if any)**

To deal with any questions on notice from Members of the Council, in the order in which they have been received.

A period of up to 15 minutes is allocated for the asking and answering of questions. This may be extended at the discretion of the Chairman with the agreement of the majority of those present.

15. **Motions on Notice (To follow if any)**

A period of up to one hour is allocated to consider the motions on notice. This may only be extended with the agreement of the Council.

To consider the following motion submitted by Councillor :-

Background information on the recommendations from the Cabinet on Council Response to the Black Country Core Strategy issues and Options Report_(Pages 63 - 70)

Background Information on the recommendation from the Cabinet on the Council Tax Support Scheme 2018/19_(Pages 71 - 74)

Background Information on the recommendation from the Cabinet on the Commercialisation and Financial Strategy_(Pages 75 - 90)

Background Information on the recommendations from the Cabinet on the Revised Contract Procedure Rules and Financial Procedure Rules_(Pages 91 - 168)

Background Information on the recommendation from the Cabinet on the Medium Term Financial Plan 2018/19 - 2021/22 Budget Assumptions_(Pages 169 - 174)

Background Information on the provision by Bromsgrove DC of a Garden Waste Service to Redditch BC_(Pages 175 - 178)

K. DICKS
Chief Executive

Parkside
Market Street
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TO ALL MEMBERS OF THE BROMSGROVE DISTRICT COUNCIL

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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE COUNCIL

20TH SEPTEMBER 2017, AT 6.00 P.M.

PRESENT: Councillors H. J. Jones (Chairman), C. J. Spencer (Vice-Chairman), C. Allen-Jones, S. J. Baxter, C. J. Bloore, M. T. Buxton, S. R. Colella, B. T. Cooper, R. J. Deeming, G. N. Denaro, R. L. Dent, M. Glass, J. M. L. A. Griffiths, R. E. Jenkins, R. J. Laight, L. C. R. Mallett, K.J. May, C. M. McDonald, P. M. McDonald, S. R. Peters, S. P. Shannon, C. B. Taylor, P.L. Thomas, M. Thompson, L. J. Turner, K. J. Plank, M. J. A. Webb, S. A. Webb and P. J. Whittaker

41\17 **TO RECEIVE APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors C. A. Hotham and M. A. Sherrey.

42\17 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

43\17 **MINUTES**

The minutes of the meeting of the Council held on 19th July 2017 were submitted.

In relation to Minute No. 30/17 it was noted that the Vice Chairman and not the Chairman had made the announcement in respect of the Certificates of Achievement presented at Bromsgrove Sporting Football Club.

In relation to Minute No. 36/17 it was noted that Members had requested that any additional information presented at meetings, in respect of the Portfolio Holders' reports, should be provided to all Members prior to the Council meeting.

RESOLVED that subject to the preamble above the minutes of the meeting of the Council held on 19th July 2017 be approved.

44\17 **TO RECEIVE ANY ANNOUNCEMENTS FROM THE CHAIRMAN AND/OR HEAD OF PAID SERVICE**

The Chairman referred to the following:

Agenda Item 3

Council
20th September 2017

- The Italian Night event being held on 11th October, in aid of her designated charity – there were still a number of places available.
- The Civic Service would be held on 8th October, all were welcome to attend.
- The Remembrance Day Service would be held on 13th November and further details would be sent out to Members in due course.

45\17

TO RECEIVE ANY ANNOUNCEMENTS FROM THE LEADER

The Leader had no announcements.

46\17

TO RECEIVE COMMENTS, QUESTIONS OR PETITIONS FROM MEMBERS OF THE PUBLIC

There were no public comments, questions or petitions on this occasion.

47\17

AUDIT FINDINGS AND STATEMENT OF ACCOUNTS 2016/17

The recommendations from the Audit, Standards and Governance Committee, in respect of the Audit Findings and Statement of Accounts for 2016/17 were proposed by Councillor M. J. A. Webb and seconded by Councillor B. T. Cooper.

Councillor Webb, as Chairman of the Audit, Standards and Governance Committee, presented the report and Minutes of the Committee held on 14th September, when this report had been considered. Members were reminded that they had all been invited to attend that meeting. This was the second year that the Audit Findings and Statement of Accounts had been considered by this Committee and the Chairman expressed his disappointment that only Members of the Committee had been in attendance at that meeting.

During presentation of the Audit Findings and Statement of Accounts Councillor Webb highlighted that the accounts had been submitted a month early in preparation for the revised deadline for local authority accounts which would be brought forward in 2018/19. The accounts were unqualified, and Grant Thornton, the external auditors, had recognised that improvements had been made from the previous year although there was still work to be done. The areas which were highlighted for further improvement were already being addressed through the senior management team and it was confirmed that a new Financial Services Manager had been employed and would take up his post shortly and that arrangements had been made for a secondment from Solihull Metropolitan Borough Council to cover the forthcoming maternity leave of the Chief Accountant.

A qualified value for money conclusion would be issued by the external auditor. Again improvements had been made but these were not sufficient to enable an unqualified conclusion to be given. This was

Agenda Item 3

Council
20th September 2017

being addressed by the Executive Director, Finance and Resources in conjunction with the Portfolio Holder for Finance and Enabling and regular reports would be received by the Audit, Standards and Governance Committee to monitor progress made.

During the following debate Members commented on a number of areas including:

- The seriousness of the position the Council was in and the areas which had been highlighted as needing further work. Particular attention was drawn to the poor quality of business plans.
- The budgeting issues which had been raised, including calculation of savings and the need for these to be improved to ensure that this did not happen in the future.
- The ongoing cost of Burcot Lane and the delay in its demolition.
- Whilst Members recognised that improvements were being made these were not fast enough in light of the seriousness of the situation.

Councillor Cooper, Portfolio Holder for Finance and Enabling, responded to a number of the points raised and reminded Members that there had been positive feedback from Grant Thornton at the Audit, Standards and Governance Committee meeting and that improvements had been made, although not sufficient. The problems had been acknowledged in July and actions taken to address these were already underway. Arrangements were being made for Heads of Services to meet with the Chief Executive, his Deputy and the Executive Director, Finance and Resources in order for every line of their budgets to be scrutinised. A new business plan template had been created to ensure uniformity and had been discussed with the external auditors.

The Leader also assured Members that the matter was being taken seriously and reiterated that the areas of concern were being addressed. He took the opportunity to thank the Finance and Budget Working Group for their support over the last 12 months and hoped that this would continue in order to meet some of the requirements in the report.

RESOLVED:

- a) that the draft letter of representation be approved; and
- b) that the Statement of Accounts 2016/17, including the Accounting Policies, be approved.

48\17

RECOMMENDATION FROM THE LICENSING COMMITTEE

The recommendations from the Licensing Committee in respect of the Street Trading - Designation of Streets were proposed by Councillor P. J. Whittaker and seconded by Councillor R. L. Dent.

Councillor Whittaker, Portfolio Holder for Leisure and Cultural Services, Environmental Services and Regulatory Services, presented this report

Agenda Item 3

Council
20th September 2017

and explained that the recommendations had arisen following consideration of a report at the recent Licensing Committee which proposed to designate all streets in the District as consent streets for the purposes of controlling street trading. Due process had been followed as detailed in the supporting report, which had included a public consultation. It was noted that no responses had been received in respect of this.

Councillor C. M. McDonald proposed an amendment that the recommendations be deferred and this was seconded by Councillor P. M. McDonald.

In proposing the deferral Councillor C. M. McDonald requested that there be a time to reflect and for more detailed information to be provided before a decision was made, and to look at the historical reasons why the current areas were designated.

Councillor K. J. May, Portfolio Holder for Economic Development, the Town Centre and Strategic Partnerships, responded that the rescinding of the designated streets was in order to have more flexibility on days when the current market was not held.

Councillor C. M. McDonald commented that as there had been no responses to the consultation, then it would appear unnecessary to rescind the current designations. She also questioned the legal status of the street market and requested clarification on this point. It was believed that the street market was covered by the Market Charter and therefore did not fall within the remit of the designation. Clarification on this point was requested from the Legal Team.

The Chairman agreed to a short adjournment to allow for legal clarification to be sought.

Following the adjournment it was confirmed that the current street market was covered by the Market Charter and as such was exempt from the legislation referred to in the report and supporting recommendations.

On putting the amendment to the vote the amendment was defeated.

Following a brief further debate it was

RESOLVED:

- a) that the Council passes the following resolution “Bromsgrove District Council resolves to rescind all existing designations of streets under Schedule 4 of the Local Government (Miscellaneous Provisions) Act 1982 and designates all streets in the District (as existing at the time of the making of the resolution and in the future) as consent streets with effect from 1st December 2017”; and

- b) that officers be authorised to advertise the passing of the resolution in accordance with the requirements of Schedule 4 of the Local government (Miscellaneous Provisions) Act 1982.

49\17

BUSINESS RATES POOLING PILOT

The recommendations in respect of the 100% Business Rate Pilot Pool were proposed by Councillor G. N. Denaro and seconded by Councillor K. J. May.

The Leader presented the report, which provided detail in respect of the potential opportunities to participate in a 100% Business Rate Pool Pilot. It was explained that the timescales for this were very short and that a decision needed to be made by 27th October 2017. The proposal was for a Worcestershire Wide Pilot Pool, whereby 100% of business rates would be retained. The Council had the option to remain a member of the Greater Birmingham and Solihull Local Enterprise Partnership's (LEP's) Pool or to participate in the pilot. The pilot was dependant on all authorities in Worcestershire participating. Currently, Malvern, Redditch and Bromsgrove were not part of the Worcestershire pool, but had indicated that they were willing to join the pilot pool. The benefits of the new pool were highlighted within the report. The Leader advised that he had held discussions with the other Group Leaders and was grateful for their initial support in this matter and he acknowledged that if a joint decision could not be reached then a Special Council meeting would be convened to bring the matter back to Council.

Councillor S. J. Baxter thanked the Leader for being pro-active in discussing this matter in order to make the proceedings easier. She agreed that it was a complex subject and had appreciated the opportunity to discuss the potential implications in the final decision. The Section 151 Officer was given the opportunity to clarify that the Council also needed to decide by 27th October whether they wished to remain in the Greater Birmingham and Solihull Pool, should the Worcestershire bid be unsuccessful. There was no other decision point within the process.

Councillor L. C. R. Mallett also thanked the Leader for the opportunity to discuss this matter prior to Council and advised that if the Council were able to improve on the current return for business rates then it was of benefit, but he also stressed that this was a complex issue which needed careful consideration and as such should be a decision made in consultation with all Group Leaders and not an officer decision. He was therefore in support of the recommendation and the option to hold a Special Council if necessary.

RESOLVED that the Council consider the information received to date on the potential opportunities to participate in a 100% Business Rate Pool Pilot covering Worcestershire and delegates the decision on the 2018/19 Business Rate Pool arrangements to the Executive Director Finance and Resources in agreement with the Group Leaders. In the

event that a decision cannot be reached the matter will be reported to a Special Full Council in October 2017.

50\17

TO RECEIVE THE ANNUAL REPORT OF THE OVERVIEW AND SCRUTINY BOARD

Councillor L. C. R. Mallett, as the Chairman of the Overview and Scrutiny Board, presented this report and in so doing highlighted that it had been a busy year for the Board. Particular input this year had been given from the two Working Groups. The Finance and Budget Working Group had fed its investigations into a number of areas and, following some early technical challenges the Measures Dashboard Working Group, chaired by Councillor S.A Webb, were now finally beginning to make some headway in looking at the various measures and overall performance of the Council and providing constructive feedback to the relevant officers. The creation of these working groups had allowed for a small number of Members of the Board to be able to look at areas in much more detail than had happened before and it was hoped that this work would continue.

Councillor Mallett also made reference to the task group work that had been carried out including completion of the Preventing Homelessness Task Group and work commencing on investigations of CCTV and the use of Social Media. The Board had also, for the first time carried out a piece of joint working with Redditch Borough Council, when Members from both Councils investigated the results of the staff survey.

Reference was also made to the sad passing of a former Chairman of the Overview and Scrutiny Board, Councillor Pete Lammas. He had been a well-respected Member who had contributed to Overview and Scrutiny for a number of years and would be missed.

Finally, Councillor Mallett thanked the Vice Chairman, all those Members who had served on the Board throughout the year and Senior Democratic Services Officers for their hard work.

The Leader also took the opportunity to give his thanks to the Overview and Scrutiny Board, as he had previously stated the work of the Finance and Budget Working Group in particular had been most useful and showed how scrutiny could work in a positive way.

51\17

RECOMMENDATIONS FROM THE CABINET

Acquisition and Investment Strategy

The recommendations from Cabinet in respect of the Acquisition and Investment Strategy were proposed by Councillor K. J. May and seconded by Councillor G. N. Denaro.

Councillor May, as Portfolio Holder for Economic Development, the Town Centre and Strategic Partnerships, presented this report and in so

doing highlighted that within the Council Plan economic development was a key driver for the regeneration of the District as a whole and for the Council to work towards achieving financial stability and income generation. This Strategy would provide a resource to promote economic development and a framework to ensure the resources were allocated prudently. It was confirmed that any acquisitions would be within Bromsgrove District's boundaries to ensure that all benefits remained local.

Councillor Mallett proposed an amendment to recommendation (c) in that all business cases should be initially brought before a cross party panel of the Overview and Scrutiny Board for pre-scrutiny purposes before being referred on to Cabinet for a decision. On speaking to his amendment Councillor Mallett supported the proposal, which was a positive move for the Council but, highlighted the importance of any acquisitions being within the District and requested that if there should be any changes to the Strategy these should be brought back to the Chamber for further debate.

Councillor Baxter also spoke in support of the proposals and welcomed the innovative ways of helping our communities.

On being put to the vote the amendment was carried.

RESOLVED:

- (a) That the Acquisition and Investment Strategy be approved;
- (b) That the Executive Director of Finance and Resources together with the Head of Economic Development and Regeneration (North Worcestershire) be responsible for identifying suitable opportunities and developing the viability appraisal and business case for the Council; and
- (c) that all business case be brought before a panel of the Overview and Scrutiny Board before being referred to Cabinet for a decision.

Consultation responses to Wyre Forest District Council's preferred option plan and the Worcestershire Rail Investment Strategy

The recommendations from Cabinet in respect of the consultation responses to Wyre Forest District Council's preferred option plan and the Worcestershire Rail Investment Strategy were proposed by Councillor C. B. Taylor and seconded by Councillor K. J. May.

Councillor Taylor, as Portfolio Holder for Planning and Strategic Housing, introduced the report and explained that draft responses had been prepared due to the time constraints of the consultations.

In respect of the Wyre Forest District Council Plan he highlighted a number of areas of concern including the lack of detail in respect of Option A, where the sites referred to were positioned on main roads and the impact this would have on a number of areas in the District. It would

Agenda Item 3

Council
20th September 2017

appear, from the consultation that no consideration had been given to the impact of the sites outside of Wyre Forest District.

Councillor Taylor went on to highlight a number of areas within the Worcestershire Rail Investment Strategy, which whilst welcomed, were believed to be very ambitious. In particular reference was made to the need for more car parking spaces, but not to where these would be located. It was hoped that all Members would take the opportunity to respond to both these consultations where they impacted on individual Wards.

During the following debate a number of issues were highlighted:

- The current levels of congestion on the roads which would be affected by the suggested sites of developments in the Wyre Forest District Council Preferred Option Plan.
- Concern over the extent to which Worcestershire County Council was addressing the impact growth had on the already busy roads in the District. There had been a larger than expected increase over recent years which would only increase further with these developments.
- The benefits of having both a western and eastern ring road if these plans were to come to fruition.
- The lack of Ward Councillor involvement in any issues around the impact of developments on surrounding areas and the need for investment in the infrastructure to accommodate further growth.
- How the Worcestershire Rail Investment Strategy appeared to be aspirational and the need for Worcestershire County Council to continue to invest in the rail network.
- The need for more south bound trains to stop at the Bromsgrove Train Station.
- The need for the BRUG and the Campaign for Rail to continue to be involved in rail developments in the District.

Councillor Taylor thanked Members for their input and assured them that their comments would be included within the responses where appropriate.

RESOLVED:

- (1) the draft officer response to Wyre Forest Local Plan Review Preferred Option (as detailed in Appendix A to the report) be approved by Council, and submitted to Wyre Forest District Council as the formal consultation response; and
- (2) the draft officer response to Worcestershire Draft Rail investment Strategy (as attached at Appendix B to the report) be approved by Council and submitted to Worcestershire County Council as the formal consultation response.

Provision by Bromsgrove District Council of a Garden Waste Service on behalf of Redditch Borough Council

The recommendations from Cabinet in respect of the provision by Bromsgrove District Council of a Garden Waste service on behalf of Redditch Borough Council were proposed by Councillor P. J. Whittaker and seconded by Councillor G. N. Denaro.

Councillor Whittaker, as Portfolio Holder for Leisure and Cultural Services, Environmental Services and Regulatory Services, presented this report which proposed that Bromsgrove District Council should operate a garden waste service on behalf of Redditch Borough Council, under a service level agreement.

During the following debate a number of areas were discussed in detail, including:

- Concerns in respect of how the report would be perceived, as it would appear the Council were providing the service to Redditch at “cost” yet the charge made to residents brought the Council a profit.
- The potential for Redditch Borough Council to make a profit from the service and the extent to which this was provided by this Council.
- The current investigation into shared services and the need for this work to be completed before any further shared service work be undertaken.

Following further discussion the item was deferred.

Treasury Management – updated borrowing limits 2017/18 to 2020/21

The recommendations from Cabinet in respect of Treasury Management, update borrowing limits 2017/18 to 2020/21, were proposed by Councillor B. T. Cooper and seconded by Councillor G. N. Denaro.

Councillor Cooper, as Portfolio Holder for Finance and Enabling, introduced this report and reminded Members that the current borrowing limits had been authorised and operational since March 2017. There were two factors to take into consideration in respect of the current request; the benefits of paying the pension costs in a lump sum rather than on a monthly basis and the ability to make funds available in line with the Acquisition and Investment Strategy, both of which was approved.

A number of areas were discussed during the debate:

- Clarification around the pension borrowings and discounted payments.

Agenda Item 3

Council
20th September 2017

- Some concerns were raised in respect of the size of the Council's borrowing and the financial position of the authority in general terms.
- Members were advised that these figures were not actual, but limits which were available to access if needed.
- It was highlighted that the figure in respect of the Acquisitions and Finance Strategy would also hopefully in time provide revenue which could be offset against the Council's borrowing.
- The ongoing management of investments and revenue – the Leader suggested that appropriate measures would be put in place when the need arose to ensure this was done.

Councillor Cooper advised that the Finance and Budget Working Group had taken time to scrutinise the pension payments which had been helpful and it may be that this avenue was used for the monitoring of investments and revenue in the future.

RESOLVED:

(a) that the Operational Limit for borrowing be increased as follows:-

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

(b) that the Authorised Limit for borrowing be increased as follows:-

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

Finance Monitoring 2017/18 Quarter 1

The recommendations from Cabinet in respect of the Finance Monitoring 2017/18 Quarter 1 were proposed by Councillor B. T. Cooper and seconded by Councillor G. N. Denaro.

Councillor Cooper, as Portfolio Holder for Finance and Enabling explained that the Capital Programme be increased to show Section 106 Projects which had been detailed within the report. The inclusion of these within the Capital Programme had been discussed at a recent Finance and Budget Working Group meeting that he had attended.

RESOLVED that the 2017/18 Capital Programme be increased by £414k to include S106 Projects as included in Appendix 2 of the report.

52\17

TO RECEIVE THE MINUTES OF THE MEETING OF THE CABINET HELD ON 6TH SEPTEMBER 2017

The minutes of the meeting of Cabinet held on 6th September were received for information. The Leader suggested, and Council accepted, that the confidential minute detailed at item 18 of the agenda be included within these, as although the reports referred to were considered at both Cabinet and the Overview and Scrutiny Board meetings in confidential session, there was nothing within this minute which warranted the need for restriction.

53\17

TO RECEIVE AND CONSIDER A REPORT FROM THE PORTFOLIO HOLDER FOR FINANCE AND ENABLING

As Portfolio Holder for Finance and Enabling Services, Councillor B. T Cooper, who had been in the position for only 6 months, presented his annual report and in so doing highlighted a number of key areas:

- The work of the Finance Team - there were 27 members of the team with an overall split 37% to Bromsgrove and 63% to Redditch. This was due largely to the housing stock held by Redditch.
- The accounts had been submitted early this year and reviewed by Grant Thornton.
- It was acknowledged that budgeting needed to improve and steps were being taken to address this.
- The work of the Finance and Budget Working Group had been a great success and Councillor Cooper was grateful to the Chairman and its Members for their support.
- There had been difficulties in recruiting to a vacancy in ICT and this had been addressed through outsourcing to an external supplier.
- Pressures on the Elections team following the calling of a General Election.
- The Legal, Equalities and Democratic Services Team's re-structure which had now been in place since 4th September and the introduction of a Commercialisation resource exclusively for Bromsgrove District Council.
- The Deputy Chief Executive was thanked for her briefing in respect of the Emergency Plan, which was currently being reviewed.

Councillor Cooper responded to a number of questions raised by Members during the debate which followed his presentation, which included:

- The introduction of Universal Credit and the potential problems which this may bring. Councillor Cooper had held discussions with the relevant Head of Service, but would ask for further assurances that the necessary resources were in place to deal with the changes expected.
- The audit of the Council's accounts for 2016/17 and the areas of concern which had been raised by the external auditors. Councillor Cooper reiterated his earlier statement that it was acknowledged that there were areas which needed improvement and that these were being addressed.
- In respect of the recent Elections, it was commented that there had been an issue with the signage at the Burcot Lane Polling Station and in respect of a Poll Clerk who had been a member of a campaign for a political group. Councillor Cooper was unaware of these issues and agreed to provide a response outside of the meeting.
- The Council's ability to pay its creditors in a timely manner.
- In respect of the Emergency Plan it was suggested that schools should be fitted with sprinklers – Councillor Cooper responded that this was the responsibility of the County Council, rather than the District.

Councillor Cooper took the opportunity to thank all staff for their help and support since his appointment to the Portfolio.

54\17

QUESTIONS ON NOTICE

Question submitted by Councillor M. Thompson

“The cuts to the police imposed by the Conservative government have been felt acutely throughout the country. The crime on estates in my ward, Rock Hill, has been well publicised. Fly-tipping, burglary, drug abuse, drug dealing and prostitution have all been reported over the past year. Indeed, the local papers recently reported the arrest of a man wielding a hammer smashing a resident's door in. I raised awareness of such crimes over a year ago, which were subsequently referred to Safer Bromsgrove. The only outcome of a report by Safer Bromsgrove resulted in a hedge being trimmed by one foot. Does the leader agree with me that such action is an insult to those suffering such crimes and, does he agree with me, that, with such a response, Safer Bromsgrove is not addressing real crime issues in Bromsgrove?”

The Leader responded that Safer Bromsgrove was a sub-group of the statutory Community Safety Partnership and Bromsgrove District Council was a responsible authority member. The Council had a duty to work with other partners to reduce crime, disorder and all associated

Agenda Item 3

Council
20th September 2017

issues to improve community safety for local residents. Safer Bromsgrove facilitated the local delivery of this partnership duty, bringing together all responsible authority agencies, groups and partners to look at community safety issues in the district.

Safer Bromsgrove received a referral to look at crime and community safety issues in the Rock Hill area following Councillor Thompson's original request for CCTV in the Ward. Safer Bromsgrove's Community Safety assessment focused on the areas specified by Councillor Thompson, namely Rock Hill main road, the alleyway through to Morris Walk opposite the Greyhound pub and the alleyway through to Austin Road lock-up garages.

Crime and anti-social behaviour data analysis and face-to-face consultation with residents was carried out at these locations to identify any community safety issues that partners could resolve. As a result of the Community Safety assessment of the area the following actions had been taken by Safer Bromsgrove partners.

- In consultation with residents, the hedge opposite Albert Road bordering the highway from Housman Close was trimmed by BDHT to increase natural surveillance of this alleyway. Residents stated that they wanted the hedge to remain as it provided a noise and sight barrier from the traffic on the highway. Following engagement with a particular resident whose property adjoined the alleyway to Morris Walk, the hedge at this point was reduced by 18 inches by BDHT along a distance corresponding with the frontage of the resident's property. The resident supervised this reduction so that it met his requirements as a screen whilst allowing BDHT to open up the area to natural surveillance.
- The same resident, in collaboration with his neighbour on the other side of the alleyway, removed or trimmed vegetation from their respective gardens to again open up surveillance of the alleyway. This included cutting down a large tree and hedgerow which had substantially improved lighting and natural surveillance.
- In relation to this alleyway and the alleyway from Austin Road to Rock Hill, the Council's Place Team confirmed that they were litter picking and emptied bins on a regular basis in the area and did not find it to represent a location with significant problems.
- BDHT repainted an unsightly garage door at the Austin Road site and their Community Environmental Manager continued to regularly monitor the area for fly-tipping and graffiti. The mount that was providing access to the garage roofs was removed and anti-climb paint would be applied to key points on the garages as an additional deterrent. The area was visited as recently as Friday 15th September and there was no evidence of any fly-tipping and the area was reasonably clear.
- BDHT had also commissioned the Council's Place Team to conduct a clean-up of the garage area and removed the earth

Agenda Item 3

Council
20th September 2017

banking at the side of the garages at the top of the alleyway, which was also being used to access the roofs. These works were financed by BDHT.

- The car park at the rear of the former Greyhound pub and the pub itself accounted for a significant proportion of crime reported in the area when it was open. The pub had since closed and had been boarded up, with the perimeter secured by fencing.
- It was suggested that the railings at Morris Walk could be removed but this would cause problems for elderly and disabled residents who would have to use the footpath with no supporting hand rail. In consultation with residents it was agreed that the rails were an essential requirement for access which outweighed the occasional instances where young people used them to sit on. The area was being regularly monitored and the group was not aware of any reports of anti-social behaviour relating to the railings.

It was worth noting that the Community Safety Project Officer was solely funded by the Safer Bromsgrove group to work specifically on community safety issues in Bromsgrove District. Without this external resource, the level of co-ordination, consultation and liaison would not have been possible and the officer had over 30 years' experience of working in the field of crime reduction. Alongside the environmental improvements and partnership co-ordination, West Mercia Police carried out a number of actions to reduce criminal activity in the area which at the time was limited to a small number of offenders, some of whom were identified as coming from the West Midlands area.

Safer Bromsgrove was working as a partnership addressing a number of crime and anti-social behaviour issues across the town, including crime linked to the night time economy, alcohol-related disorder, Hate Crime and youth anti-social behaviour. Safer Bromsgrove used crime, data and partner information to allocate limited resources to the areas where they would have the greatest effect. This is a long established and nationally recognised method of problem solving called the SARA process and had led to Safer Bromsgrove having one of the most well attended and best supported partnerships in Worcestershire. They were working together to address real issues of crime across the District; with officers responding quickly and appropriately to a wide variety of concerns from multiple locations. Effective solutions to crime problems could be found by working together with residents, community members and staff on the ground to devise interventions and improvements that were sustainable, prevented crimes taking place and kept people safe and feeling safe. Finally, it should be noted that the crime figure for this area during July 2017 was zero.

Question submitted by Councillor M. T. Buxton

“The colossal costs of protecting the former Council House, Burcot Lane gives concerns to all members of this Council. While recognising recent moves to dispose of the building, has the Leader considered the

excellent example of "Protection by Occupation" introduced by Worcestershire County Council as a temporary measure at former Finstall First School Aston Fields, where homeless persons take on role of guardians (not tenants) of the building on a short term agreement thus reducing vandalism, security costs and putting a much needed roof over heads of unfortunate Bromsgrove residents?"

The Leader responded that he had not considered this and confirmed that a written report would be prepared and provided to all Members.

55\17

MOTIONS ON NOTICE

New Homes Bonus

Members considered the following notice of motion submitted by Councillor P. M. McDonald:

"This Council immediately ceases the practice of double accounting, by charging £2,000 administration for the transfer of New Homes Bonus Grant of £27,000 from last year to this year's account thus reducing the amount of monies available to the public. The Council is guilty of sharp practice which has no place in local government."

The motion was proposed by Councillor P. M. McDonald and seconded by Councillor C. M. McDonald.

Councillor P. M. McDonald referred to the Cabinet minutes of 6th September when it was highlighted that £2,000 had been deducted from the New Homes Bonus Grants Scheme to cover the cost of administration and carrying forward funds from the previous year's scheme.

Councillor S. A. Baxter, as Chairman of the NHB Community Grants Panel, responded that this was not sharp practice as had been indicated but that the officer had prepared a detailed schedule of time spent on administering the scheme as a whole and this had been included in the earlier report which had reviewed the scheme and been considered by Cabinet earlier in the year. However, it was acknowledged that it might have been more appropriate to have deducted the charge from the overall New Homes Bonus funds as opposed to that for the Grant Scheme and this would be suggested for any future years.

The Leader agreed that with hindsight the administration cost should have been deducted from the overall grant funding and this would be the case in future. A brief further debate then took place.

On being put to the vote the Chairman declared the motion to be defeated.

Too Many Cars in Bromsgrove

Members considered the following notice of motion submitted by Councillor L. C. R. Mallett:

“Council notes that even Worcestershire County Council's (WCC) potentially flawed highways survey data from 2017 shows large uplifts in traffic volume over the past few years over historic levels.

Council further notes that on some roads especially on the west of town the actual observed growth is much higher than the previous projections from Worcestershire highways' now discredited models.

Council resolves to commission an urgent independent review of all WCC input into current development strategy and any local highways strategy, including the analysis and report around the need for a Western distributor road for Bromsgrove.”

The motion was proposed by Councillor L. C. R. Mallett and seconded by Councillor M. Thompson.

During presentation of his Notice of Motion Councillor Mallett highlighted the vast number of traffic surveys which had taken place and the impact of roadworks on these. He provided data on a number of areas, including:

- Dependence on car ownership across the District was very high (Bromsgrove is ranked sixteenth out of 326 English districts in the 2011 census for the availability of cars and vans for household use and tenth for the proportion of workers who chose to travel to their place of work by car).
- In the thirty years between 1981 and 2011 the number of households in the District increased by 27%, with the average number of cars owned by each household increasing by 43% and the total number of cars and vans owned by residents increasing by 82%.
- The only major road investment in the west of Bromsgrove in that time was the roundabout on Stourbridge Road towards Barnsley Hall and the short length of road there that was planned as the first part of a potential link between Stourbridge Road and Birmingham Road.
- Worcestershire County Council (WCC) had forecast that between September 2014 and May 2017 traffic in Bromsgrove would decline by 0.25%. The May 2017 traffic surveys showed that traffic in Bromsgrove had in fact increased by 7.5%.
- Between 2012 and May 2017 Whitford Road southbound traffic increased by 16% and northbound by 15%. Between 2013 and May 2017 for the Kidderminster Road west of the Whitford Road junction, westbound traffic increased by 16% and eastbound traffic increased by 28%.

Agenda Item 3

Council
20th September 2017

- Based on WCC's background and development growth assumptions up to 2022 the IDP improvements proposed by WCC at the Waitrose junction would result in traffic flows across the junction being 28% greater than the operational capacity of the junction.

Councillor Mallett also highlighted a number of key points in respect of a western distributor road in that the Adopted Bromsgrove District Plan covered the years 2011 to 2030 but the IDP only identified the infrastructure that WCC deemed necessary to meet the initial growth up to 2023, WCC had not undertaken any design or modelling work to demonstrate that the IDP improvements could be delivered and would mitigate the impact of major developments. It was also highlighted that the WCC distributor road feasibility study and the IDP did not consider the impact of development traffic generated by a number of other areas such as the regeneration of the town centre and development of the eastern side of Kidderminster.

In responding to the Notice of Motion, Councillor C. B. Taylor, Portfolio Holder for Planning and Housing Services, gave agreement to a number of the areas which had been raised, however he advised that there was a great deal of data available and that the Council had engaged Mott McDonald to analyse this together with officers and that this would take some time and the opportunity should be provided to consider this before deciding on what, if any, action needed to be taken. There was a meeting of the Strategic Planning Review Group, to which all Members had been invited, on 26th September, where it was suggested it would be more appropriate for this matter to be discussed in detail.

During the following debate a number of areas were discussed in more detail:

- The need to talk to and listen to residents who would be affected by developments in the future.
- Mistakes which had been made in the past and the impact of these, together with the need to ensure that this did not happen again.
- Allow Mott McDonald to analyse the data available before deciding what further action the Council should take.
- The impact of the roadworks on the data which was gathered in May 2017.

The Leader suggested that a report be prepared and presented to the November Council meeting which would give both officers and Mott McDonald the time needed to carefully consider the data which was available.

Following further debate and assurances from the Leader in respect of a report being presented to Council in November, Councillor Mallett agreed to the motion being withdrawn.

NJC Pay Claim

Members considered the following notice of motion from Councillor M. Thompson:

“NJC basic pay has fallen by 21% since 2010 in real terms NJC workers had a three-year pay freeze from 2010-2012. Local terms and conditions of many NJC employees have also been cut, impacting on their overall earnings. There are growing equal and fair pay risks resulting from this situation

The council therefore supports the NJC pay claim for 2018, submitted by UNISON, GMB and Unite on behalf of council workers and calls for immediate end of public sector pay restraint. NJC pay cannot be allowed to fall further behind other parts of the public sector.

This council also notes the drastic ongoing cuts to local government funding and calls on the government to provide additional funding to fund a decent pay rise for NJC employees and the pay spine review.

This council therefore resolves to call immediately on the LGA to make urgent representations to government to fund the NJC claim and the spine review and notify us of their action in this regard write to the Prime Minister and Chancellor supporting the NJC pay claim and seeking additional funding to fund a decent pay rise and the pay spine review meet with the NJC union representatives to convey the support for the pay claim and the pay spine review.”

The motion was proposed by Councillor M. Thompson and seconded by Councillor P. M. McDonald.

In presenting the Motion Councillor Thompson took the opportunity to express the Council’s gratitude to those officers who he felt were undervalued and over worked following the cuts and pay restrictions that they had faced in recent years.

During the following debate reference was made to the public sector’s lack of a pay increase since 2010 and the impact this had had on some of the lowest paid workers, who were also faced with increased workloads due to the cuts made by central government. This had put them under immense pressure and the time had come to show support for those valued workers by lifting the restrictions on pay increases and allowing them to freely negotiate a reasonable salary in the future.

The Leader understood the challenges faced and supported the Council’s employees. He explained that the appropriate avenues would be explored to ensure that a satisfactory outcome would be reached. The Council would continue to work with the LGA to ensure this was the case and the Leader felt it was not necessary to support this particular motion.

Councillor Cooper, as Portfolio Holder for Finance, ICT and Enabling Services, also responded that all Council staff were at least receiving the living wage or more and an increase of 1% had been factored into the forthcoming budget at a cost of £107k. He highlighted the cost to the Council of any additional pay increase and the impact to the Council's finances, which were already under pressure. He suggested it was therefore more appropriate to leave the negotiations to the NJC.

On being put to the vote the Chairman declared the motion to be defeated.

Affordable Housing

Members considered the following notice of motion from Councillor C. J. Bloore:

“Council notes the shortage of affordable homes in the Bromsgrove District.

Council notes the challenges facing Bromsgrove District Council in attracting and retaining young people in the local area due to local above average housing prices.

Council notes the challenging local private renting situation in the Bromsgrove District area.

Council believes it should be an integral part of the Council's economic strategy to best ensure a housing market that meets our economic needs.

Council resolves to ensure that on developments of over fifteen dwellings or more a minimum of 40% of units should be affordable.”

The motion was proposed by Councillor C. J. Bloore and seconded by Councillor P. M. McDonald.

In presenting the Motion Councillor Bloore made reference to the recent Green Paper on the quality and number of social houses being built, in particular the need for 1,560 affordable homes in the District. Members were reminded of a recent Task Group report and recommendations in respect of this and his disappointment in the slow progress which had been made since the review concluded. Reference was made to the record of the Council for building affordable homes on new developments and the numbers to be increased. Consideration had previously been given to this being 40% per development, however this had been amended within the Local Plan and was now stated as “up to 40%”. If the Council wished to move forward with its current plans to regenerate the town centre and support residents then it needed to ensure that there were sufficient affordable homes available for young people in order to allow them to live and work here.

Agenda Item 3

Council
20th September 2017

Councillor Bloore requested an amendment be made to the motion in that it should refer to 10 houses and not 5 as stated. The amendment was accepted.

During the following debate a number of points were highlighted in detail:

- The number of developments which had taken place in the District with a limited number of affordable homes included within them.
- The missed opportunities which would have addressed the need for affordable homes.
- The impact on those residents who were born and bred in Bromsgrove.
- The limited availability of private rental accommodation and its cost.
- The potential impact of the introduction of Universal Credit on those on low incomes within the District.

Councillor S. A. Baxter proposed an amendment to the Motion; in that in order to give this matter full consideration it should be referred to the Strategic Planning Review Group which was due to meet shortly. This would allow a more detailed discussion to be held with all relevant information being made available to Members and any conclusion from that Group being brought back to full Council in due course. It was noted that the Strategic Planning Review Group was made up of a core Membership but all Members had been invited to attend. Members were also encouraged to bring forward sites which they believed to be suitable for development and these would be given consideration, as it was acknowledged that this was an area which needed to be addressed in the future in order to meet the needs of those living in the District.

Councillor Bloore indicated that he would be happy for the amendment to be made.

On being put to the vote the amendment was declared to be carried.

The meeting closed at 9.00 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

RECORD OF DECISION TAKEN UNDER URGENCY PROCEDURES

Subject: Discretionary Rate Relief - Revaluation Support Bromsgrove

Brief Statement of Subject Matter:

Non-Domestic Rating law provides for periodic revaluations of the Rateable Values from which a ratepayer's liability for rates are calculated. Revaluations can lead to significant increases in the rates payable by some ratepayers. Relief from the effects of revaluation are provided for through transitional relief under which large increases in rates are phased in over a number of years.

The last revaluation took place in April 2010 and therefore the 2017 revaluation resulted in a number of businesses at a national level facing large increase in their rates liability.

The Government has provided local authorities with funding so that they may design their own local schemes to support ratepayers facing significant increases in their bills.

The reasons behind the report being presented to Cabinet in October are:

1. Clarity from Central Government as to finance to support the award of relief.

The announcement of the discretionary fund to finance the rate relief was silent on the issue of New Burdens funding – which is of particular importance in relation to this discretionary scheme as it requires the authority to invest in chargeable software modules to allow;

- i) the award of local discretionary reliefs (as permitted by the Localism Act 2011) and to account for the reliefs correctly in the completion of government returns; and
- ii) The profiling, and identification of qualifying businesses, and the determination of the costs of the local scheme.

The costs of the chargeable modules would be a minor figure in the totality of council spending, but a significant extra commitment which would not be there without the Government's announcement and therefore appropriate for government to fund the costs. The costs of software enhancements were raised in the council's response to the Consultation, but were not answered either directly or indirectly until the DCLG's information letter of 20th June 2017 – which confirmed new burdens funding. On receipt of this information we were able to procure the required software and begin modelling the local scheme. This lack of clarity resulted in an initial 3 month delay to any work on the scheme.

2. The functionality of the IT system.

The scheme for award of local revaluation relief required some amendments to the Council's software – we required these software enhancements to be made before we could complete the modelling of the scheme, in part because of the financial risk to the authority should the costs exceed the government funding. The relevant system releases were not available until 17th August 2017. The earliest date at which modelling could be completed and the scheme moved for member approval was therefore late August 2017.

3. The project to consolidate software between the 2 Councils to reduce cost.

The council was unable to install the software for award of the relief, as this was made available during a period in which the authority was completing a merger of systems between the two Councils (the project saves over £100k per annum in software costs) this project required the databases to be frozen at a release level until completion of merger and testing of systems post-merger. The project had already been subject to one delay, due to the June General Election, a further delay may have resulted in penalties being payable by the council to the software supplier. Therefore we had to continue this work before we could complete modelling and development of local discretionary relief schemes.

4. The requirement for the scheme to be approved through the Council's decision making process.

Existing delegations for awards of discretionary relief only allow officers to award relief where it falls within existing guidelines, or government guidelines for award of relief. For example Pub Relief and Supporting Small Business Relief have prescriptive guidelines for the award of the relief, so the existing delegations allow officers to determine awards. Likewise the council's discretionary relief schemes provide guidelines for traditional discretionary charitable relief, non-profit making organisations relief, and hardship relief, but would not cover this new scheme of relief.

Decision:

RESOLVED:

- a) The criteria for allocation of Discretionary Revaluation Support are adopted; and
- b) The Executive Director of Finance is provided with delegated authority to adjust the percentage relief awarded in years 2018/19 and onwards in order to ensure that the maximum level of support is provided to businesses and that the Government funding meets the overall costs of the relief.

Grounds for Urgency:

There is a financial benefit to the businesses who will be provided with the relief and it is felt that it is important to reduce the business rate liability as soon as possible to ensure businesses only have to fund the reduced cost of business rates.

DECISION APPROVED BY:

.....Signed.....
Chief Executive

.....17/10/17.....
Dated

.....Signed.....
Section 151 Officer

.....17/10/17.....
Dated

.....Signed.....
Monitoring Officer

.....18/10/17.....
Dated

Agenda Item 6

.....Signed.....
Leader

Dated

.....Signed.....
Chairman

.....13/11/17.....
Dated

.....Signed.....
Chairman, Overview & Scrutiny Board

.....18/10/17.....
Dated

17th October 2017

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CABINET

RECOMMENDATIONS TO THE COUNCIL

22ND NOVEMBER 2017

4TH OCTOBER 2017 CABINET

1. BLACK COUNTRY CORE STRATEGY ISSUES AND OPTIONS REPORT

The Cabinet has considered a report on the draft officer response to the Black Country Core Strategy Issues and Options Report. It was noted that consultation at this stage was non statutory and it would be possible to submit further responses through the ongoing engagement between this Council and the Black Country Authorities.

It is RECOMMENDED that

- (a) that the contents of the report be noted; and
- (b) that the draft officer response to the Black Country Core Strategy Issues and Options report, as attached at Appendix A to the Cabinet report, be approved and submitted to the Black Country Authorities as this Council's consultation response.

2. COUNCIL TAX SUPPORT SCHEME 2018/19

The Cabinet has considered a report on the review of the Council Tax Support Scheme which was required to be undertaken annually.

It was proposed that there be no changes made to the level of support provided by the Council for 2018/19. As previously agreed the various allowances would be uprated in line with the Secretary of State's annual announcement.

It was reported that in these circumstances there was no requirement to consult as set out in section 3.7 of the report. It was intended however that the continuation of the current scheme and the uprating of allowances would be publicised.

It is RECOMMENDED that no changes be made to the Council Tax Support Scheme for 2018/19.

3. COMMERCIALISATION AND FINANCIAL STRATEGY

The Cabinet considered a report on a proposed Commercialisation and Financial Strategy 2017-2020.

It was recognised that this was an important overarching Strategy which was aligned to many other Council Strategies and Policies.

It is RECOMMENDED that the Commercialisation and Financial Strategy as attached as Appendix 1 to the report be approved and adopted.

4. REVIEW OF FINANCIAL REGULATIONS AND CONTRACT PROCEDURES

The Cabinet has received a report on a review of the Council's Contract Procedure Rules and Financial Procedure Rules. The review had been undertaken with a view to the Rules being updated in line with best practice.

Cabinet noted that Executive Summaries of both sets of Rules had been considered by the Budget Scrutiny Working Group and that their considerations were reflected in the rules.

In respect of the appointment of consultants, Members requested an amendment to section 11.5.7 (v) to require that the Director of Finance and Resources is always consulted on the documentation and that the relevant Portfolio Holder is always notified.

Cabinet welcomed the proposed revised Rules and felt they would provide greater clarity regarding processes and would encourage good decision making.

It is RECOMMENDED

- (a) that the revised Contract Procedure Rules and Financial Procedure Rules as set out in Appendices 1 and 2 to the report be approved, subject to the amendment to section 11.5.7 (v) of the Contract Procedure Rules as contained in the preamble; and
- (b) that the revised Rules come into effect as from 23rd November 2017.

1ST NOVEMBER 2017 CABINET

1. MEDIUM TERM FINANCIAL PLAN 2018/19 – 2011/2022 BUDGET ASSUMPTIONS

The Cabinet considered a report setting out the proposed budget assumptions to be used in preparing the detailed 2018/2019 budget and provisional budgets for 2019/2020 – 2021/2022.

It is RECOMMENDED that the revenue assumptions as set out in paragraph 3.4 of the report be incorporated into the budget setting process for 2018/2019 – 2021/2022..

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COUNCIL

22nd November 2017

ADDENDUM ON PROVISION BY BROMSGROVE DISTRICT COUNCIL OF A GARDEN WASTE SERVICE ON BEHALF OF REDDITCH BOROUGH COUNCIL

Relevant Portfolio Holder	Cllr Peter Whittaker
Portfolio Holder Consulted	Yes
Relevant Head of Service	Guy Revans, Head of Environment Services
Wards Affected	All
Ward Councillor Consulted	None specific

1. SUMMARY OF PROPOSALS

- 1.1 At Council on 20th September 2017 a report on a proposed garden waste service by Bromsgrove District Council to Redditch Borough Council was considered. Three areas were raised for further clarification and this report addresses the issues.

2. RECOMMENDATIONS

- 2.1 **That Cabinet recommend to Council that Bromsgrove District Council provide a Garden Waste Service to Redditch Borough Council as outlined in the report to Council dated 20th September 2017.**

3. KEY ISSUES

- 3.1 The three issues raised by Council on 20th September were:-
- Concerns in respect of how the report would be perceived, as it would appear the Council were providing the service to Redditch at “cost” yet the charge made to residents brought the Council a profit.
 - The potential for Redditch Borough Council to make a profit from the service and the extent to which this was provided by this Council.
 - The current investigation into shared services and the need for this work to be completed before any further shared service work be undertaken.
- 3.2 Attached as Appendix 1 is a breakdown of the costs and income of the Green Waste Service at Bromsgrove District Council. The same template has been applied to the proposed Green Waste service at Redditch Borough Council and this is attached as Appendix 2.

COUNCIL

22nd November 2017

- 3.3 Appendix 1 shows that the direct costs of operating the green waste service is £445k. Borrowing costs for vehicles and bins of £196k results in operating costs of £641k. This compared with income of £760k and provides £119k contribution to overheads. Overheads recovered on direct costs are calculated at £191k resulting in an under recovery of £72k.
- 3.4 Appendix 2 uses the same template for Redditch Borough Council. The agreement with Bromsgrove District Council would cover the collection of the green waste but would not cover the procurement and delivery of the bins, promotion of the service, completing customers contracts, invoicing, bad debts and associated overheads. Based on 3,000 bins it is estimated that there would be an overall under recovery of £12k but as with Bromsgrove the service would contribute towards the Council overheads (£18k).
- 3.5 The important factor for Bromsgrove District Council is that if the agreement is agreed there is £11 per bin recovery of overheads in the charge. Based on 3,000 bins this would provide a £33,000 additional recovery. This would grow as Redditch Borough Council grows the service. Opportunity to maintain existing £45 charge rather than increase in 2019/20.
- 3.6 The agreement would be an extension of the current shared service with Redditch Borough Council rather than a new shared service.

Legal Implications

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

Service / Operational Implications

- 3.8 Bromsgrove District Council would continue to enjoy the existing service provision with the potential of avoiding some future fees and charges increases in 2019/20 through the contribution towards overheads from Redditch Borough Council. Bromsgrove has the capacity within their current service to accommodate between 4,000-4,800 additional customers Tuesday to Friday on alternate weekly basis, without adversely affecting current service provision.

COUNCIL

22nd November 2017

Customer / Equalities and Diversity Implications

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

4. RISK MANAGEMENT

4.1 If it is necessary to hire any additional agency staff to operate this service, BDC will be fully responsible for these costs. Mitigation of this risk is through effective staff supervision particularly good management of annual and sick leave.

4.2 Any additional vehicle hire costs will also be the responsibility of BDC, therefore to mitigate this vehicle maintenance and repairs must be well planned to prevent hire costs.

5 APPENDICES

Appendix 1 – Bromsgrove District Council Green Waste financial breakdown

Appendix 2 – Redditch Borough Council Green Waste financial breakdown

AUTHOR OF REPORT

Name: Guy Revans, Head of Environment Services
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Tel: 01527-881715

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Green Waste Cost Recovery - existing service excluding agreement with Redditch Borough Council

		£'000
Direct Expenditure		-387
Bins replaced before useful life expired		-13
Management and Administrative Support	-11.24%	-45
Direct Costs		-445

Management and Administrative Support	
BDC cost of employees involved in service	276,194
Proportion of time spend on service (average)	16.28%
Cost of Management and Administrative Support	44,969
Percentage of expenditure	11.24%

Prudential Borrowing		
Bins	-77	
Vehicles	-119	
		-196
Operating Costs		-641

Prudential Borrowing			
Bins		Vehicles	
Loan Required	481,000	Loan Required	740,000
Future Value	0	Future Value	0
Period	7	Period	7
Interest Rate	3%	Interest Rate	3%
Repayments	£77,203.56	Repayments	£118,774.70

Income - gross	800	
less bad debts/cancelled contracts (5%)	-40	760

Contribution towards overheads **119**

Council Overheads -191

Under recovery **-72**

Impact of agreement with Redditch Borough Council

Bromsgrove District Council will recover £11 overheads per bin from the agreement with Redditch. Based on 3,000 bins the Council will recover £33k reducing the under recovery from £72k to £39k.

Redditch Borough Council

APPENDIX 2

Green Waste Cost Recovery (3,000 bins)

	£'000	
Direct Expenditure to BDC	-76	
Direct Expenditure RBC	-13	
Bins replaced before useful life expired	-1	
Management and Administrative Support	-11.24%	-10
Direct Costs		-100
Prudential Borrowing		
Bins	-10	
Vehicles - vehicle cost within BDC contract	0	
		-10
Operating Costs		-110
Income	135	
less bad debts/cancelled contracts (5%)	-7	128
Contribution towards overheads		18
Council Overheads		-30
Under recovery		-12

Agreement with Bromsgrove District Council		
First 1000	27.52	27,520.00
1001 to 2000	24.78	24,780.00
2001 to 3000	23.75	23,750.00
		<u>76,050.00</u>

Direct Expenditure RBC	
Delivery (1,075 bins)	7,740
Stores overheads (25% oncost)	4,166
Recollection on cancelled contracts	<u>1,080</u>
	12,986

Prudential Borrowing	
Bins	
Loan Required	62,000
Future Value	0
Period	7
Interest Rate	3%
Repayments	£9,951.39

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

4TH OCTOBER 2017, AT 6.00 P.M.

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

Observers: Councillors M. Glass and P. L. Thomas

Officers: Ms. S. Hanley, Ms. D. Poole, Mr G. Revans, Ms. C. Flanagan,
Mr D. Riley, Ms. R. Dunne and Ms. R. Cole

40/17 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor B. T. Cooper.

41/17 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

42/17 **MINUTES**

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

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

43/17 **OVERVIEW AND SCRUTINY BOARD**

The minutes of the meeting of the Overview and Scrutiny Board held on 22nd August 2017 were submitted.

RESOLVED:

- (a) that with reference to the recommendation contained in minute no 28/17 relating to staff surveys, the Lead Councillor for Supporting Staff assist in the formation of all future staff surveys and attend staff briefings;
- (b) that the remainder of the minutes be noted.

44/17 **COMMUNITY PANEL SURVEY 2017**

The Cabinet considered a report on the arrangements proposed for the new Community Panel Survey which it was intended to launch in October 2017.

It was noted that previously Bromsgrove had been part of the Worcestershire Viewpoint Project which had involved a Worcestershire-wide Panel and consultations on a wide range of public sector services and concerns.

The new arrangements comprised Bromsgrove District residents from the membership list for the Worcestershire Viewpoint Panel together with additional members recruited recently. It was felt that this would better meet the needs of the Council and would provide greater flexibility at a reduced cost.

Members considered the draft survey which could be completed by post or on line. It was reported that questions had been drawn up in consultation with service managers and whilst all Council services could not be covered in one survey, areas focussed on were relevant to the Council's Strategic Purposes. Members felt it would be useful to include a link to the Council's website to enable respondents to check their Ward.

Following discussion it was

RESOLVED that the Community Panel Survey attached as Appendix 1 to the report be noted and approved.

45/17

BLACK COUNTRY CORE STRATEGY ISSUES AND OPTIONS REPORT

Members considered a report on the draft officer response to the Black Country Core Strategy Issues and Options report. It was noted that consultation at this stage was non statutory and it would be possible to submit further responses through the ongoing engagement between this Council and the Black Country Authorities.

The Cabinet were well aware of the potential implications for this District of the Black Country Strategy, particularly in relation to housing figures and the need to review the green belt around the Black Country. The response stated the Council's wish to be involved in any consideration of sites which are on the periphery of the Black Country and which could have implications for this District.

In addition in relation to development within the Black Country's boundaries, there was concern regarding the impact on this Council's infrastructure. The cabinet endorsed the response reflecting this together with the need for a joined up approach to transport modelling.

RECOMMENDED:

- (a) that the contents of the report be noted; and
- (b) that the draft officer response to the Black Country Core Strategy Issues and Options report, as attached at Appendix A to the Cabinet report, be approved and submitted to the Black Country Authorities as this Council's consultation response.

46/17

TOWNSCAPE HERITAGE INITIATIVE (THI) GRANT) - 67 HIGH STREET, BROMSGROVE

The Cabinet considered a report on an application under the Town Heritage Initiative scheme in respect of 67 High Street Bromsgrove. The THI scheme was jointly funded by the Heritage Lottery Fund and Worcestershire County Council and was to facilitate the restoration of historic buildings on the High Street and sections of Worcester Road and New Road.

It was noted that the property in question was a Grade 2 Listed Building and was designated as a “priority plus” building as it clearly contributed to the enhancement of the Conservation Area and was eligible for THI funding. The proposal was to insert a new traditional shop front, carry out window and front elevation repairs and convert the upper levels into two apartments.

The application had been approved at a previous Cabinet in March 2015, prior to final tenders being received and at that time the grant had been capped at £195,000. The required documents had subsequently been received and used to calculate conservation deficit. The proposed grant was £218,820 and the owner of the property would contribute £73,666 of the total renovation costs.

Members welcomed the benefits the THI scheme was bringing to the improvement and regeneration of the High Street area.

RESOLVED that the award of a Townscape Heritage Grant of £218,820.34 in respect of 67 High Street Bromsgrove be approved.

47/17

COUNCIL TAX SUPPORT SCHEME 2018/2019

The Cabinet considered a report on the review of the Council Tax Support Scheme which is required to be undertaken annually.

It was proposed that there be no changes made to the level of support provided by the Council for 2018/19. As previously agreed the various allowances would be uprated in line with the Secretary of State’s annual announcement.

It was reported that in these circumstances there was no requirement to consult as set out in section 3.7 of the report. It was intended however that the continuation of the current scheme and the uprating of allowances would be publicised.

RECOMMENDED that no changes be made to the Council Tax Support Scheme for 2018/19.

48/17

DISCRETIONARY NON-DOMESTIC RATES REVALUATION SUPPORT SCHEME

The Cabinet considered a report on the proposed introduction of a Discretionary Non-Domestic Rates Revaluation Support Scheme.

It was reported that nationally the 2017 revaluation of Non Domestic properties had led to significant increases payable by some Ratepayers.

The Government had provided funding to Local Authorities for the award of Discretionary Revaluation Support and the amount awarded to this Council was set out in section 3.1 of the report. Local Authorities were able to design their own local schemes to support Ratepayers facing significant increases. The proposed scheme was set out in Appendix 1 to the report.

It was noted that the level of funding available from Government was fixed and would not be adjusted if the costs of the Scheme exceeded this level. The proposed scheme had been designed therefore to ensure that the cost of relief remains within the allocated funding whilst maximising support for eligible Ratepayers. In this regard Members noted the Risk Management section of the report.

Following discussion it was

RECOMMENDED:

- (a) that the criteria for allocation of Discretionary as set out in Appendix 1 to the report be approved and adopted;
- (b) that the Executive Director for Finance be provided with delegated authority to adjust the percentage relief awarded in years 2018/19 and onwards in order to ensure that the maximum level of support is provided to businesses and that the Government funding meets the overall costs of the relief.

49/17

COMMERCIALISATION AND FINANCIAL STRATEGY

The Cabinet considered a report on a proposed Commercialisation and Financial Strategy 2017-2020. The Strategy was attached as Appendix 1 to the report.

Officers reported that the Strategy would direct the Council's approach to commercialisation and to financial sustainability. The Strategy broadly outlined the Council's approach to these. There would be an increasing need to adopt a culture of actively looking for commercial opportunities whilst still focussing on the transformation programme including service reviews and redesign, shared services, revenue generation, pricing and maximising the value of Council assets.

It was noted that a Commercialisation Programme Board had been established and the Board had identified and prioritised three work

streams which it was felt provided the greatest opportunities for the Authority to become more commercial. These were:

- Use of land and assets
- Contracts
- Income including fees and charges

Members noted the Commercialisation Principles which were set out in section 1.5 of the Strategy. It was also noted that a culture and skills review would be undertaken and that it was important to ensure that officers had the correct skills to deliver the Programme.

Members also considered the Financial Strategy section which set out the Council's strategic approach to the management of its finances and provided a framework to enable the Medium Term Financial Plan to be developed to include indicative budgets and Council tax levels over a four year period.

Members recognised that this was an important overarching Strategy which was aligned to many other Council Strategies and Policies.

Following discussion it was

RECOMMENDED that the Commercialisation and Financial Strategy 2017-2020 as attached at Appendix 1 to the report be approved and adopted.

50/17

REVIEW OF FINANCIAL REGULATIONS AND CONTRACT PROCEDURES

The Cabinet considered a report on a review of the Council's Contract Procedure Rules and Financial Procedure Rules. The review had been undertaken with a view to the Rules being updated in line with best practice. The Contract Procedure Rules would provide clarity on roles, responsibilities and limits whilst the Financial Procedure Rules would provide certainty on what is permitted and formed a key part of the Council's internal framework.

Officers highlighted some of the areas within the Contract Procedure Rules including:

- Procurement Limits – including the £3,000 - £25,000 band for a requirement to obtain three written quotations as this will ensure this is undertaken on the majority of Council transactions;
- Limited exemptions where the rules would not apply;
- The ability to procure through collaborative and e-procurement arrangements;
- Requirements to be followed on the procurement of goods and services;
- The steps required if there is a need for consultants

Agenda Item 12

Cabinet
4th October 2017

In respect of the appointment of consultants, Members requested an amendment to section 11.5.7 (v) to require that the Director of Finance and Resources is always consulted on the documentation and that the relevant portfolio Holder is always notified.

It was noted that the Financial Procedure Rules included an important link to the Contract procedure Rules and this was set out in section 6.3. Other areas highlighted included:

- Key processes covered by the Financial Procedure Rules in addition to the arrangements for preventing financial irregularities and money laundering;
- The writing off of uncollectable debt;
- Budgetary controls and virements including virement limits;

Cabinet noted that Executive Summaries of both sets of Rules had been considered by the Budget Scrutiny Group and their considerations were reflected in the Rules.

Cabinet welcomed the proposed revised Contract Procedure and Financial Procedure Rules and felt they would provide greater clarity regarding processes and would encourage good decision making.

Following discussion it was

RECOMMENDED:

- (a) that the revised Contract Procedure Rules and Financial Procedure Rules as set out in Appendices 1 and 2 to the report be approved, subject to the amendment to section 11.5.7 (v) of the Contract Procedure Rules as contained in the preamble; and
- (b) that the revised Rules come into effect as from 23rd November 2017.

The meeting closed at 6.50 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

1ST NOVEMBER 2017, AT 6.00 P.M.

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

Observers: Councillors M. Glass and M. Thompson

Officers: Mr K. Dicks, Mrs C. Felton, Mr P. Field, Mr M. Austin, Ms C.
Welsh and Ms R. Cole

51/17 **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

52/17 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

53/17 **MINUTES**

The minutes of the meeting of the Cabinet held on 4th October 2017
were submitted.

RESOLVED that the minutes of the meeting of the Cabinet held on 4th
October 2017 be approved as a correct record.

54/17 **OVERVIEW AND SCRUTINY BOARD**

The minutes of the meeting of the Overview and Scrutiny Board held on
18th September 2017 were submitted.

It was noted that in relation to minute 41/17 (Centres Strategy) the
Overview and Scrutiny Board had subsequently given further
consideration and support to the Strategy at their next meeting on 30th
October 2017. The final Centres Strategy was on the Cabinet agenda for
this evening.

RESOLVED that the minutes of the Overview and Scrutiny Board held
on 18th September 2017 be noted.

55/17

WORCESTERSHIRE REGULATORY SERVICES BOARD

The minutes of the meeting of the Worcestershire Regulatory Services Board held on 5th October 2017 were submitted.

RESOLVED that the minutes of the meeting of the Worcestershire Regulatory Services Board held on 5th October be approved.

56/17

OVERVIEW AND SCRUTINY SOCIAL MEDIA TASK GROUP REPORT

The Leader welcomed Councillor R. J. Laight to the Cabinet meeting and invited him to present the report of the Overview and Scrutiny Social Media Task Group.

Councillor Laight referred to the successful cross party working of the Task Group and expressed his thanks to Councillor M. Thompson for his contribution to the work of the Group and the support he had provided.

In addition Councillor Laight thanked the officers who had worked with the Task Group, in particular Anne Marie Harley the Council's Communications Manager and Amanda Scarce the Senior Democratic Services Officer.

Councillor Laight spoke about the recommendations from the Task Group report which he felt would be of benefit to individual Members and to the Council as a whole and would help to improve engagement with residents. It was proposed to offer training to Members to facilitate this and to encourage effective and appropriate use of social media.

The Cabinet welcomed the recommendations of the Task Group. The Leader thanked Councillor Laight for his attendance.

RESOLVED that the following recommendations from the Overview and Scrutiny Social Media task Group be approved:

Recommendation 1

That the Council should promote its meetings through social media in order to engage with residents.

Recommendation 2

That the Council should consider a trial of the live streaming of particular items/meetings of interest to residents through Facebook.

Recommendation 3

(a) that the Council's Social Media Policy be reviewed with the emphasis on providing guidance for officer use;

- (b) that a separate section be included which is dedicated to guidance for Members' use of social media; and
- (c) that Members of the Task Group assist with the section in respect of guidance for Members' use.

Recommendation 4

That an area be created on the Measures Dashboard dedicated to data in respect of access to the Council's social media accounts in order to measure its usage.

Recommendation 5

That as part of the member Induction Programme a workshop type training session be provided for Members, covering the following areas:

- (a) an introduction to Social Media on an iPad; and
- (b) any legal implications of Members' use of social media and how to keep safe.

57/17

JOINT WASTE MANAGEMENT STRATEGY ADDENDUM

Cabinet considered a report on an Addendum to the Joint Municipal Waste Management Strategy.

The Strategy which covered 2004 to 2034 had been adopted in 2009 by the six District Councils in Worcestershire together with Worcestershire County Council and Herefordshire Council. The Policy had been reviewed in 2011 and as a result of this it was proposed that an Addendum be adopted to reflect subsequent changes in national policy, local provision and projections for future demand. This would ensure the Joint Municipal Waste Strategy remained relevant and fit for purpose.

Following discussion it was

RESOLVED that the Addendum to the Joint Municipal Waste management Strategy for Herefordshire and Worcestershire 2004 – 2034 be adopted.

58/17

WORCESTERSHIRE CHILDREN AND YOUNG PEOPLE'S PLAN

Members considered the Children and Young People's Plan 2017-2021 which had been developed by the Connecting Families Strategic Group. It was reported that the Plan had been developed in partnership by a number of public and voluntary and community sector partners and was not a report of Worcestershire County Council.

The Plan had been adopted by the Worcestershire Health and Wellbeing Board and was being considered by District Councils in the County.

It was noted that both the Chief Executive and the Deputy Chief Executive were members of the Connecting Families Strategic Group and that the Head of Community Services was also very closely involved in developing a detailed action plan in order to support the delivery of the Children and Young People's Plan. The Plan aimed to set out the vision and values to "put children and young people at the heart of everything we do".

Attention was drawn to Appendix 4 to the report which set out the wide ranging ways in which Bromsgrove District Council was contributing to the Children and Young People's Plan and included actions which could support the delivery of the Plan's key objectives.

Following discussion it was

RESOLVED:

- (a) that the new Worcestershire Children and Young People's Plan 2017 – 2021 be endorsed; and
- (b) that authority be delegated to the Head of Community Services, in so far as it is within the Council's remit to work with Worcestershire County Council and all other relevant agencies and organisations to contribute to the drawing up of an action plan to put the CYPP into effect.

59/17

ASSET OF COMMUNITY VALUE APPLICATION - METHODIST CHURCH HALL, GREENHILL, BLACKWELL

Cabinet considered the application from Lickey and Blackwell Parish Council to list The Methodist Church Hall, Blackwell, Bromsgrove as an Asset of Community Value.

Members considered the application and in particular the test set out section 3.8 of the report. Members were of the opinion that the use of the premises met that test in that the premises were well used by various groups and organisations which furthered the social well-being and social interests of the community.

Following discussion it was

RESOLVED that the listing of The Methodist Church Hall, Blackwell as an Asset of Community Value be supported.

60/17

CENTRES STRATEGY

The Cabinet considered a report proposing the adoption of a Bromsgrove Centres Management Strategy 2017-2020. The focus of the Strategy was to set out the vision and proposals for maintaining and growing the economy of the centres by enabling and encouraging new retail, housing, leisure and commercial opportunities to come forward.

It was noted that it was intended to review the remit of the Centres Management function over the next twelve months with the possibility of including other centres within the District. The Centres Manager would be helping to drive projects and to work with communities across the District.

Members welcomed the Strategy and it was

RESOLVED that the Bromsgrove Centres Strategy 2017-2020 as set out in Appendix 1 to the report be approved.

61/17

MEDIUM TERM FINANCIAL PLAN - 2018/18 - 2021/22 - BUDGET ASSUMPTIONS

Members considered a report setting out the proposed budget assumptions to be used in preparing the detailed 2018/19 budget and provisional budgets for 2019/20 – 2021/22.

Officers drew Members' attention to paragraph 3.4 of the report which set out the proposed budget assumptions in respect of key elements of the Council's Revenue budget:

- Council Tax – there was an assumption of an increase in Council Tax for 2018/19 – 2021/2022 of £5;
- Pay Award – there was an assumption of a 2% pay award over the period;
- Superannuation Rates – details were set out in full in paragraph 3.4 in particular savings had been achieved by making an advanced payment of pension contributions to Worcestershire County Council;
- Price Inflation – there was an assumption of 0% over the majority of non-pay expenditure with utilities costs assumed to increase by 6% and Business Rates increase of 3.9%;
- Discretionary Fees and Charges - the increase to be 2.8% with any reduction in this to be included as a budget pressure. Any increase above this to be justified and evidenced by officers.

In addition it was noted that Heads of Service were currently undertaking a full review of the Capital Programme taking into account the reduction in Capital Resources and the limited Revenue funding available for capital schemes. A report would be coming to Cabinet in January.

Following discussion it was

RECOMMENDED that the revenue assumptions set out in paragraph 3.4 of the report be incorporated into the budget setting process for 2018/2019- 2021/2022.

62/17

ROSEMARY COLE

The Leader referred to this being the last Cabinet meeting to be attended by Rosemary Cole one of the Council's Democratic Services Officers. The Leader and Chief Executive thanked Ms Cole for her work on behalf of the Authority in supporting Members and officers and expressed good wishes for the future.

The meeting closed at 6.40 p.m.

Chairman

Bromsgrove District Council

Report of the Portfolio Holder for Health, Wellbeing and Community Safety

Aligned to “Help me live my life independently”

Lifeline

Commercialisation has become a key element of the NEW Lifeline strategy this year ensuring that we can give our customers the best value for money by examining our contracts, equipment costs and the actual cost of service delivery.

In January the NEW Lifeline team procured and installed a new call handling platform, Jontek Answerlink system. This was a seamless transition with no adverse effect on our customers or service provision. The system integrated the service user database on to the Council’s network, transforming many administrative tasks to quick electronic functions. It introduced the ability to use text messaging where appropriate, and streamlines processes for communication and back up of data. The new system will be able to accommodate internet based communication which we have to consider because of changes to the telephony network to be implemented between 2018 and 2025 (Telephone lines are changing from analogue to digital in a national programme of work).

NEW Lifeline carried out a thorough trial on various GPS tracking products resulting in a GPS Pendant being added to our portfolio in January of this year. NEW Lifeline is now able to give Clients all the comfort provided by a telecare alarm away from the home. The tracker offers security and peace of mind allowing the Client to call for help wherever they are, gives two-way voice communication and provides their exact location in event of an emergency. A full roaming SIM is included and fall detection may be added if required. The pendant is suitable for those still wishing to lead an active life but wanting the added security, the pendant offers, whilst doing so. They are also suitable for children, those living with dementia and lone workers. This technology is constantly evolving and we need to embrace new ideas and applications.

NEW Lifeline is meeting the highest possible standards for telecare services being accredited to the Telecare Services Association (TSA) Integrated Code of Practice, assessed at the annual external audit.

To measure our performance 346 NEW Lifeline service users were randomly selected and asked to respond to our customer satisfaction survey. We received 128 questionnaires back.

100% were satisfied or very satisfied with the Lifeline Service.

98% were satisfied or very satisfied with the speed of our response in an emergency.

100% were satisfied or very satisfied with the help they received in an emergency.

95% thought the service was value for money.

100% were satisfied or very satisfied with the help they received to test the equipment and with maintenance of the equipment.

We have received over 600 enquiries about Lifeline this year, resulting in 263 new installations within Bromsgrove, all new service users were left with a questionnaire and prepaid envelope to report back on the service they received through the installation period. In all instances where the questionnaires were returned 100% were satisfied with the quality of the service; 100% were satisfied with the speed of the response; 100% were happy with the demonstration and information given and 100% thought the service was value for money.

Every month calls are monitored to see how quickly operators pick up the calls. The targets set are 97.5% with 1 minute and 99% within 3 minutes, we consistently perform within these targets.

We have answered a total of 172,348 calls through lifeline between April 2016 and March 2017, of which 4,936 were medical emergency calls and 2,078 were 'no response' calls which had to be investigated.

The Lifeline Service attended the Bromsgrove Pensioners Fair on 3rd November. This was an ideal opportunity to showcase the range of services and equipment that is available to residents. The Lifeline stall had a lot of interest with over 50 residents taking away further information. To date 2 new residents have signed up to the service.

Planning the year ahead...

The changes to the telephony network is forcing us to focus on how to migrate from analogue to digital. This is a national project led by OFCOM that will affect all homes and businesses. However the critical nature of the Lifeline Service provided to vulnerable individuals means we have to plan for this situation as it evolves. We are researching what equipment is available and how other countries, namely Sweden, have coped with these changes and what lessons have been learned. We are working closely with our equipment suppliers to learn how to overcome the challenges and research the most cost effective and reliable solutions. Fees and charges will be reviewed to reflect the anticipated changes we need to make

We are working in partnership with Fortis Housing to trial a response service for people on Lifeline who have fallen but are uninjured and also to investigate calls where nothing can be heard (no response calls) and local contacts are unavailable. Fortis have been providing this service in the South of the County for some time and

have all the correct equipment and training to pick up people when they have fallen. There will be no additional charge to our service users as the trial is being funded by the CCG with a view to it becoming a permanent offer.

Work has commenced to review the CCTV and Lifeline service. This is following transformation of the service and we are looking to introduce 3 new roles into the team; a Technical Project officer to oversee the digital changes and other projects, a Business Development officer to pick up the commercialisation of the department and grow the customer base and a supervisory level within the monitoring centre.

CCTV

The BDC CCTV Scheme consists of 88 cameras located within Bromsgrove Town Centre, Sanders Park, Rubery, Alvechurch, Barnt Green, Hagley, Wythall, and Aston Fields.

During 2016/2017 operating staff completed 1091 incident reports for the camera locations. This is a decrease of 163 incidents for the year.

The most prominent recorded incidents for the period under review were for Anti-social behavior. This again reflects the offence statistics for the area covered by the CCTV system and therefore provides an indication that operators are capturing relevant images.

During 2016/2017 there were 207 reviews, this is where the police request footage to be examined for evidence of a crime or incident.

This year the Overview and Scrutiny group proposed a Strategic Review of the CCTV Operation and a short Sharp Review is underway. Advancement in technology over the last 7 years, since the scheme was last upgraded, is highly significant. As old equipment becomes costly to maintain and difficult to source it is now important to plan the strategic and technical development of the scheme in line with the Camera Surveillance Commissioner's principles and needs of the Borough. The CCTV operation remains accredited to the Surveillance Camera Commissioner's Code of Practice, following an external audit in September. This ensures the scheme remains fit for purpose, legal, and encourages us as CCTV scheme owners to review the scheme in line with best practice.

West Mercia Police and Crime Commissioner has released funding to support CCTV provision across the West Mercia Force area. This equates to a maximum of £65k funding per CSP area, per year (for 3 years) that can be requested via an application process. North Worcestershire CSP's allocation will cover the three district areas supported by the Partnership providing a maximum funding amount of just over £21,500 per year for each district. The PCC has established a new CCTV Policy to accompany the fund which outlines the criteria attached to the funding. The PCC has also requested that CSPs engage in a scoping exercise with a view to establishing a CCTV purchasing framework. It is expected that all new CCTV equipment and upgrades requested through the fund will be procured via this framework.

Bromsgrove Partnership

Background

The Bromsgrove Partnership is the Local Strategic Partnership (LSP) for the District.

An LSP is a voluntary partnership which brings together different organisations from the public, private, voluntary and community sectors. Instead of each organisation working separately in isolation, the Bromsgrove Partnership provides a forum for local organisations to come together and address issues that are important to those living, working and visiting Bromsgrove District in a more effective and cohesive way.

Bromsgrove Partnership's vision is: "*We will make Bromsgrove District the place to live, do business and to visit.*"

Bromsgrove Partnership operates a Strategic Board with Theme and Sub Groups underneath. The Partnership is made up of representatives from a number of organisations.

Bromsgrove Partnership Theme Groups

There are two partnership groups that I am a member of and they are as follows:

Community Wellbeing Theme Group

This is the largest of the Theme Groups with representatives from a variety of public and voluntary sector organisations around the table. It covers: Health and Wellbeing; Children and Young People; and Ageing Well. The Health and Wellbeing section of the Action Plan is being refreshed and is aligned with the Worcestershire Health and Wellbeing Strategy 2016-21, reflecting the same key priorities around: improving mental wellbeing; increasing physical activity; and reducing harm from alcohol.

The Ageing Well Sub Group looks after the 'Ageing Well' part of the Action Plan (see next section). Following discussions some time ago at the Community Wellbeing Theme Group and Board, a NEETs (not in education, employment or training) Solution Panel was set up which focuses on individual cases and ensures those individuals have the most appropriate support. In addition, last year a Children and Young People Provider Group was established, which was requested by partners so that at a provider level, they can work together to better meet the needs of children and young people collectively. The Children and Young People Provider Group connects into both the Bromsgrove Partnership and Safer Bromsgrove, which is part of the Community Safety Partnership.

At the last Community Wellbeing Theme Group meeting in September the partners received an update from all the sub groups (Ageing Well Sub Group, NEETs Solution Panel and Children and Young People Provider Network). At the November meeting, there will be a specific focus on the priority 'improving mental wellbeing' where partners will find out more on services available locally and consider how they

can, individually or collectively in partnership, work together to support those services and ultimately help improve mental wellbeing of our local residents.

At a County level, the Community Wellbeing Theme Group links to the Worcestershire Health Improvement Group (HIG) which is a sub Group of the Health and Wellbeing Board (HWBB). I am the District Council representative on the HIG and the North Worcestershire District Council representative on the HWBB too.

Ageing Well Sub Group

Due to the wide remit of the Community Wellbeing Theme Group, and given the demographic of the District, a sub group, specifically focusing on the older population locally, was formed some time ago. It is chaired by the Chief Executive of Age UK Bromsgrove, Redditch and Wyre Forest.

There are a number of key priorities for this group which are: improve dementia awareness; tackle fuel poverty and reduce excess winter deaths; falls prevention and increase physical activity; address social isolation and loneliness and promote ageing well; improve stroke awareness; and identify 'hidden' carers and promote support.

Discussions at recent meetings have included: supporting the Pensioner's Fair organised by Sajid Javid MP; updating and promoting the winter edition of the 'New Horizons' information / signposting leaflet for older people highlighting the five ways to wellbeing; digital inclusion; physical activities specifically for the older population; and the work of the local Dementia Action Alliance in working towards making Bromsgrove a Dementia Friendly Community through our Bromsgrove and Redditch Dementia Action Alliance.

Community Safety

North Worcestershire Community Safety Partnership (NWCSP)

NWCSP has been in existence since May 2013 and delivers the statutory community safety requirements for the three district areas of Bromsgrove, Redditch and Wyre Forest.

Local representation on NWCSP is fulfilled through a number of positions. Bromsgrove District Council's Elected Member representative is the Portfolio Holder for Health & Well Being and Community Safety, Councillor Margaret Sherrey. Sue Hanley, Deputy Chief Executive is Chair of the Partnership and Judith Willis, Head of Community Services is the District Council's Responsible Authority representative. The Community Safety Manager, Bev Houghton manages the Council's community safety team, provides officer support to the CSP and is also Chair of the Safer Bromsgrove Group.

Scrutiny arrangements for the CSP remain unchanged with local authorities having a statutory duty to scrutinise the work of its local CSP, under Section 19 of the Police and Justice Act 2006.

Alongside the relationship the Council has with NWCSP, there is also a direct role in holding the West Mercia Police and Crime Commissioner (PCC) to account through the West Mercia Police and Crime Panel (PCP). Bromsgrove District Council's representative on the PCP is the Portfolio Holder for Community Safety, Councillor Margaret Sherrey.

Partnership Structure

Local operational activity is delivered via the Safer District Groups, known as Safer Bromsgrove, Safer Redditch and Safer Wyre Forest.

There are also a number of other partnership sub-groups as illustrated below.

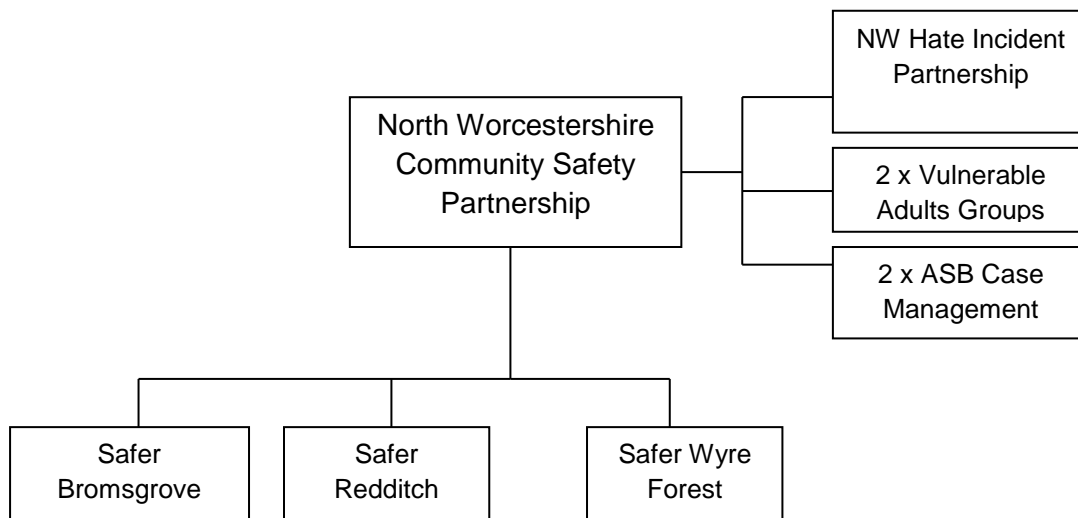


Diagram 1: Structure of the North Worcestershire Community Safety Partnership

Strategic Assessment and Partnership Plan

NWCSP has a statutory duty to produce a three year rolling plan outlining how the Partnership intends to address key crime and community safety priorities, identified in its annual Strategic Assessment.

In December 2016, NWCSP agreed its strategic priorities for 2017-20 as:-

- Reducing Violence and Abuse: including sexual offending, domestic abuse and Child Sexual Exploitation (CSE)
- Reducing Theft and Acquisitive Crime: including shoplifting, thefts and burglaries
- Reducing Anti-Social Behaviour, Damage and Nuisance: including criminal damage, environmental issues and deliberate fires

- Protecting vulnerable communities from being specifically targeted by crime and ASB (including hate crime, harassment and threatening behaviour) is a cross cutting theme which impacts on all three CSP priorities.

Reducing Re-offending and Drug and Alcohol Misuse are cross cutting themes that impact on all of the CSP priorities.

John Campion, West Mercia Police and Crime Commissioner

John Campion was elected as the Police and Crime Commissioner (PCC) for West Mercia on 5th May 2016. The PCC has a duty to co-operate with CSPs to reduce crime and disorder and there is a reciprocal duty on CSPs to collaborate with the PCC. The PCC and the CSP must have regard to each other's priorities within their respective plans. The PCC's Safer West Mercia Plan was published in October 2016 and his vision is reflected within the NWCSP Strategic Priorities.

Tracey Onslow, appointed as Deputy Police and Crime Commissioner in July 2016, has a brief to represent the PCC in communities across West Mercia. Her portfolio includes cyber, rural and business crime; victims' services and commissioning.

CSPs have been advised that the PCCs commissioning model is still in development and a key area being considered is a review of the funding provided to CSPs. The review focuses on funding provided for analytical support, CCTV funding and funding for reducing re-offending activities. Outcomes of the review into these particular areas of community safety funding were expected toward the end of September 2017.

Grant Funding from the PCC 2017/18

Although CSPs in West Mercia had been advised their respective grant allocations for 2017/18 would be based on previous levels of funding, Partnerships were asked to apply to the PCC providing details of how CSPs would like to use their allocations.

Following the NWCSP grant submission in Feb 2017, the PCC rejected a number of the funding requests put forward and also made some suggestions of projects that he would like to see delivered. This was a significant change to how CSP funding had previously been allocated and reflects the PCCs move to a commissioning model for CSPs rather than the allocation of a grant.

The funding amount originally ring fenced for NWCSP initiatives totalled £155,950; however the final amount of funding provided to NWCSP for community safety activities in 2017-18 was £139,950. The table below details the projects that NWCSP agreed to deliver using their reduced funding allocation.

NWCSP Funding Allocation – 2017-18

Project Name	Allocated Amount
NWCSP Research & Information Officer	£35,000

Bromsgrove Town Centre Management Group	£10,000
Bromsgrove Youth ASB Outreach Services	£8,000
Bromsgrove Young Citizens Challenge/Crucial Crew	£2,000
Redditch Town Centre NTE Improvements	£10,000
Redditch Youth ASB Outreach Activities	£8,000
Redditch Young Citizens Challenge/Crucial Crew	£4,000
Team Wyre Forest	£10,000
Wyre Forest Youth ASB Outreach activities	£4,000
Wyre Forest Community Ambassadors and Citizenship Event	£4,000
Wyre Forest Young Citizens Challenge/Crucial Crew	£4,000
North Worcestershire Personal Safety Campaigns:-	
Sexual Violence Campaign	£2,000
Protect Your Property Campaign	£1,250
No Rogue Trader Campaign	£4,000
CSE Awareness Campaign	£2,000
Cyber Crime Awareness Campaign	£1,000
North Worcestershire – Domestic Abuse/Sanctuary Schemes	£10,000
North Worcestershire Hate Crime Awareness	£9,000
North Worcestershire Street Pastors	£11,000
Total	£139,250

PCC Grants to Voluntary Sector Organisations

Alongside providing funding to CSPs across West Mercia, the PCC also provided grants to a number of voluntary sector organisations via a separate application process. This funding was directed toward larger voluntary sector organisations working across wider geographical areas. The CSP is making links with these organisations, and vice versa to ensure that duplication is minimised and all opportunities for closer working are explored.

NWCSP Development Workshop

In light of potential changes to the way the PCC will be allocating CSP funding in the future and after a number of changes in representation on the group; the CSP felt it was timely to undertake a partnership development workshop. The workshop was held on the 3rd October and discussed the future direction of the partnership, sought to identify if all group members understood the role and remit of the group and whether its current operating model is fit for purpose. There was a pre-workshop questionnaire circulated to all members, as well as development activities during the event. The findings from the workshop are currently being collated and analysed

and they will be used to review current activities and influence the next CSP action planning process.

District Delivery, Key Projects and Progress

Safer Bromsgrove Group

Safer Bromsgrove is the district operational group responsible for delivery of the local action plan on behalf of the CSP. The group receives a district specific crime and ASB update at each meeting and partners work together to develop and implement projects to address local community safety issues across Bromsgrove District.

As well as receiving support from the Council's Community Safety Team and other partners, Safer Bromsgrove has funded a dedicated Bromsgrove Community Safety Project officer as well. The Project Officer liaises with local residents and partners, carries out community safety assessments and site surveys and co-ordinates crime reduction activity on behalf of the group.

A Bromsgrove Town Centres group has also been established following identification of a number of crime and ASB issues linked to the Night Time Economy in the High Street/Market Street area. The group was initially set up to look at licensing issues but has since widened its remit to look at other areas such as business crime and wider environmental issues in all of the Town Centres. The group includes local business owners and other stakeholders and is chaired by Cheryl Welsh, Bromsgrove Centres Manager, working closely with David Rischmiller, the Community Safety Project Officer. Safer Bromsgrove has allocated the £10,000 CSP funding identified for Bromsgrove Town Centres to this group to support its activities around Pub Watch, Best Bar None, Shop Watch and other community safety/crime reduction initiatives.

Home Security

The Community Safety Project Officer continues to offer a Crime Prevention Survey service to the community. Since April, these include a series of surveys in Bentley Pouncefoot in support of the Parish Council's area security initiative and two home security assessments at the homes of very elderly residents. One aged 96, referred by Housing colleagues who were concerned at the condition of her rental property and one at the home of a 98 year old who had been the subject of an aggravated burglary in Wythall.

Community Engagement

The Community Safety Project Officer has conducted community safety and crime prevention talks and provided stands at a series of events, including; the Neighbourhood Watch AGM, a Dementia awareness stand in the Town Centre and the Fun Day held as part of Dementia Awareness week. David has also attended a Hagley community concern meeting, Catshill PCC meeting, Fairfield Community Association, Bromsgrove Police and Fire Open Day and the College Fresher's Fair. In excess of 160 persons received direct home and personal safety advice at these

events. Community Safety Team Officers have also attended a number of community events at Sidemoor and Charford during the summer. Further community engagement activities were carried out at HOW College, Bromsgrove and to various other community groups.

Bentley Pouncefoot

Following a series of crimes and incidents in the area and the community of Bentley Pouncefoot becoming dissatisfied with the Police responses; a public meeting was called which the Community Safety Project Officer attended as part of a partnership response. Local residents subsequently engaged with partners and this saw the parish become a Smart Water area as part of the Police's 'We Don't Buy Crime' project. As part of the project, a number of home security surveys were also carried out, alongside a property marking programme.

Tardebigge Reservoir

As a result of the work in Bentley, the Anglers Association at Tardebigge Reservoir contacted the Community Safety Project Officer. The group had been experiencing sporadic ASB problems including open water swimming and gatherings with alcohol. Agency responses were limited due to the reservoir's location and access difficulties. The Project Officer liaised with the Police and Fire Service and an emergency response exercise was conducted to familiarise staff with the location, demonstrate and practise rescue techniques and clarify contingency measures for access and response issues. Partner agency work continues around this location with the intention of helping the landowners to develop appropriate deterrent measures and warning processes highlighting the danger of open water swimming. It is hoped that an additional benefit of this will be a reduction in the ASB issues.

ASB Reports

The Project Officer has responded to a number of calls from the public and elected members about locations experiencing ASB. David has engaged with residents and elected representatives to assess causal factors and where possible identify possible solutions in liaison with partner agencies. Locations of ASB include Hagley, Alvechurch, Catshill and the Town Centre. Two very recent locations currently being reviewed are Sweetpool Lane, Hagley and Blackmore Lane off Birmingham Road.

Doorstep Crime

The Project Officer is working with his Redditch counterpart on a funded initiative to address doorstep crime, such as rogue traders and distraction burglars. The 'Nominated neighbour' scheme identifies vulnerable residents and allows them to nominate a trusted neighbour to screen visitors to their address. The scheme will involve working with partner agencies to identify vulnerable residents and visiting them with a prepared and comprehensive pack of information which will explain the whole process to them and their nominated neighbour.

Rock Hill Concerns

In response to community and elected representatives concerns about crime and ASB in the area, a comprehensive crime vulnerability assessment was conducted of Rock Hill. Working directly with local residents and partner agencies, a number of alterations have been made to the built environment at key locations using established crime prevention principles. Monitoring of the area and liaison with partners is on-going and consultation with residents continues with regard to further measures and improvements that could be considered.

Respect Schools Programme

The Respect programme continues to provide whole day community safety awareness sessions as part of school drop down days. The programme also provides bespoke classroom sessions on a number of subjects such as recognising and reporting hate crime, understanding healthy relationships and identifying domestic abuse. Workshops are also delivered on the dangers of substance misuse and promoting respect for others and community responsibility. The scheme also provides one to one mentoring sessions to individual students who are referred in as being at risk of becoming involved in crime and ASB or are at risk of becoming victims of crime.

In the last school year (Sept 16 – July 17) the project saw 625 students receive community safety information during PHSE lessons and whole school drop down days across Bromsgrove and Redditch. 97 students were referred for one to one support via therapeutic mentoring sessions and 44 students received information as part of targeted, small group workshops.

38 students have taken part in the nationally recognised CRUSH Programme, a young people's Domestic Abuse awareness course created and accredited by Women's Aid. Numbers for the programme across the board were lower this year due to the accredited Community Safety Project Officer who delivers many of the sessions being on maternity leave for a significant part of the school year.

Drop down days are currently planned for next school year Sept 17 to Dec 17 in Parkside Middle School, North Bromsgrove High School and Waseley High School. The Crush programme is currently being delivered to over 20 young people attending schools in Bromsgrove district.

Bromsgrove Youth Hub

Safer Bromsgrove coordinates the Children and Young People's Provider Group that has been established in Bromsgrove. The group, made up of Positive Activities Providers and local voluntary and community youth groups, are working on setting up a youth hub at the Baptist Church in Bromsgrove. Safer Bromsgrove is supporting this project by allocating some pump priming funding to encourage other funders and investors into the scheme. Community Safety partners are also providing project support and advice to the group.

Safe Place Scheme

The Safe Place Scheme is a CSP funded project which was established in 2014 by Our Way Self Advocacy in Wyre Forest. The scheme has now been rolled out across the whole of Worcestershire. Safe Places offer vulnerable people a safe place to go if they have a problem or concern whilst out and about in any district town centre. All Safe Places are identified by an instantly recognisable Safe Place window or door sticker and employees/volunteers in the safe place receive training so that they are able to provide reassurance and help people contact a relative, carer or appropriate support worker, if required.

A directory of the Safe Places in Bromsgrove and across the county is available at www.ourway.org.uk/safe-place-scheme/ and there is a free Safe Place Scheme app available for mobile phones. Downloading “My Town Worcestershire” from the App Store, will show your nearest “Safe Place” and will also guide you directly to it via Google Maps. Community Safety teams across Worcestershire are working in partnership with West Mercia Police and Our Way Self Advocacy to support, develop and maintain the scheme across the county. Sarah McIntosh, a Bromsgrove Community Safety Project Officer was instrumental in supporting Our Way Advocacy to set-up and co-ordinate the scheme and has also led on the development of the Safe Place Mobile Phone App. In the first quarter of the app being launched, there were 217 downloads. The App also operates on the same platform as the Street Pastors App allowing both schemes to share costs and technical support at reduced amounts.

Hate Crime Awareness Week 2017

As in previous years, the CSP has allocated some of its PCC funding to host a number of events during Hate Crime Awareness Week (16th to 20th Oct 2017). As part of its work programme, North Worcestershire Hate Incident Partnership (NWHIP) organised a number of community engagement events across the three districts.

In Bromsgrove, an awareness stand was held in the Town Centre on the 17th October and a Street Theatre Company was commissioned to engage with residents using a number of thought provoking performances. NWHIP also held a re-launch event on the 20th October. The event saw the introduction of a new independent chair of the group, revised operating protocols and established new terms of reference.

As part of this year’s programme, NWHIP has also made funds available to local community groups to assist them in hosting their own events during hate crime awareness week.

Young Citizens Challenge

The Young Citizen’s Challenge is a weeklong event that engages with pupils in Year 6 from schools across Bromsgrove and Redditch. The event is held at Bromsgrove Police & Fire Station and pupils take part in workshop sessions with a number of community safety partners throughout the day. Awareness sessions are provided by

the Fire Service, Western Power, the Road Safety team, West Mercia Police, the Community Safety team and the Water Safety organisation SARA. 1000 pupils took part in the project in May 2017 and received key community safety messages.

White Ribbon Campaign

The White Ribbon Campaign (WRC) is an international movement encouraging men to speak out against violence against women and girls. The annual campaign takes place between 25th Nov and 10th Dec. During this period, a number of local agencies, led by the District Council's Community Safety Team, will encourage residents, partners and community members to publically show their opposition to all forms of domestic abuse, irrespective of the victim's gender. This will be the third year that the Council has offered high profile support to the campaign. In Bromsgrove, awareness stands will be held at the Co-Op in Rubery on the 4th Dec and at ASDA in Bromsgrove Town Centre on the 5th Dec. a number of school assemblies and classroom awareness sessions will be held in local schools in the run up to the campaign and during the 16 days.

Safeguarding

Safeguarding children, young people and vulnerable adults is a responsibility of us all. As a Ward Councillor or representative of the Council, we all have a duty to act if we have any concerns. To support this responsibility the Council is represented on the Worcestershire Safeguarding Children's Board by Kevin Dicks and District representation is made at the Board's Theme groups. In respect of the Worcestershire Adults Safeguarding Board, links have been further developed to enhance sharing of advice and good practice. The Head of Community Services meets quarterly with the Board's Manager to discuss as a District Council how we can support the priorities of the Worcestershire Board.

As a Council we take our duties seriously in respect of our responsibilities under the Children Act 2004. We have in place a Safeguarding Policy which was reviewed in January 2017 and alongside this, training has been provided to both Members and Officers. In particular, training has paid specific attention to child sexual exploitation and corporate parenting in order to raise awareness of these important safeguarding responsibilities. We have been proactive as a District Council to deliver this training to our partners, including BDHT and the voluntary sector.

We will continue to work with our partners to support any work around child exploitation and particularly if any locations of concern are within our district. Worcestershire Regulatory Services have recently met with the Chair and Vice Chair of our Licencing committee to discuss training for hackney carriage drivers and this will be rolled out during 2018.

As Portfolio Holder, I sit on the County's Corporate Parenting Board. This is the formal partnership of agencies who work together to meet the need of Looked After Children and Young People. We are all Corporate Parents and have a responsibility to be ensure that the services provided for Looked After Children and care leaves meet their needs and to the highest possible standard.

Sadly, Looked After Children are far less likely to reach their full potential. Some shocking statistics include: 12% become homeless, only 1% go on to University and 50% will have a mental health issue. We can do something to break this cycle by making sure that looked after children and young people are given the same opportunities that any good parents would provide for their child. Make sure that the views of young people are heard and listened to and when decisions are being made that their views are taken into account. Promote a positive view of looked after children and young people and care leavers and help raise public awareness about the care system.

Councillors play an important role in safeguarding our communities and in particular those who are more vulnerable. I therefore asked Officers to provide a short leaflet containing the key messages and key contacts for you. Copies are available.

Early Help (renamed Parenting and Family Support)

The Parenting and Family Support contracts with WCC has been in place from December 2016. Despite a reduced budget the service has managed to meet all contract targets.

Members will be aware, as part of the above changes the County Council conducted a consultation exercise on Children's Centres during last summer. The outcome being that out of the six centres in Bromsgrove, five have been transferred over to schools. The remaining centre, Pear Tree, being retained on Lease to ourselves for the delivery of the new contract. This Centre in Sidemoor, continues to offer a range of Universal services available from Health and Voluntary organisations and it is a thriving Centre. We are also renting staff space at the Starlight café in Charford which is proving to work well in terms of accessibility for families and partnership working with other agencies- BDHT Sunrise project in particular.

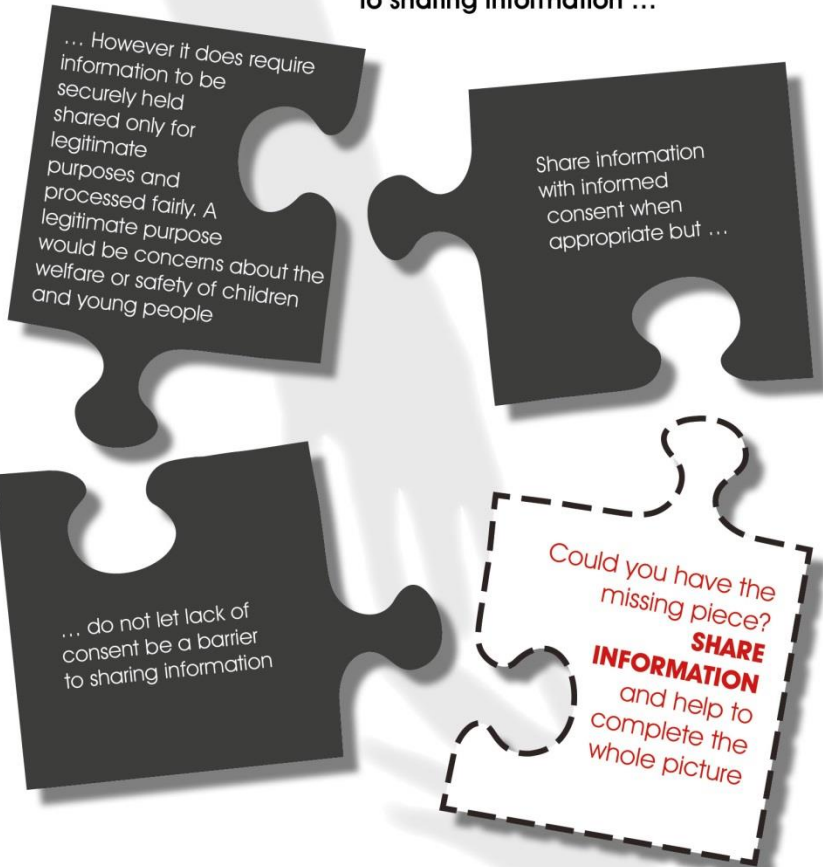
When the contract started there was a clear criteria for Family Support however following the WCC Safeguarding Ofsted Inspection, work is being carried out in reviewing Family Support in regards to how it can support Social Care. The team can only now offer targeted Family Support services at tier 3. The Family Support referrals now have to be processed via the Family Front Door and the Community Social Workers advise whether the Targeted Family Support Service are able to work with them or whether a tier 2 service (schools or health services) should respond instead.

As part of the contract with WCC we also provide Parenting Provision. Again, when the contract started we had a set criteria for this (families who live in the top 40% super output areas of need, families known to social care, teenage parents, children most at risk of becoming NEET (not in Education, Employment or Training) or those that meet 2 of the Government's Troubled Families Criteria (e.g. involved in crime/ASB, parents/carers out of work). However in discussions with Health Visitor and School Nurse colleagues and the commissioner, it has now been decided that we will open this provision up universally, so any family can access this support – however, we will still be measured on how we engage the target groups.

Are you worried about data protection and whether you can SHARE INFORMATION?

Worried about breach of confidentiality?

Data Protection is not a barrier to sharing information ...



Page 61

Any concerns about sharing information speak to the Information Management Team (Charlotte Shepard, Julie Hemming-Smout and Nicola Brothwell) on extension 3258.

SAFEGUARDING

It's everyone's responsibility



Bromsgrove
District Council
www.bromsgrove.gov.uk



Child abuse and abuse to vulnerable adults really exists - it is prevalent throughout society and is not related to any one group. Everyone needs to be open to this and to be vigilant.

- You have a responsibility to safeguard children, young people and vulnerable adults against any form of abuse.
- Whatever your job role, or as a councillor you are the eyes and ears of the community and have a responsibility to act if you have any concerns.
- Warning signs can be hard to spot though, so if you see something that concerns you, don't leave it - share it with your line manager or one of the following Council's Safeguarding leads:
 - **Head of Community Services - Judith Willis**
ext.3348 / 07810154316
 - **Head of Leisure and Cultural Services - John Godwin**
ext.1762 / 07974242328
 - **Interim Safeguarding Lead - Louise Langston**
ext.2165 / 07990532103



What to do if you have a safeguarding concern

- If you are concerned about a child, young person or vulnerable adult please discuss with your line manager or safeguarding lead for the authority
- For professionals there is a contact number to call if you have concerns via Family 'Front Door' on 01905 822666 for children or the Access Centre on 01905 768035 for adults
- Do be aware that whilst it is your role to pick up concerns in the first instance, it is not your role to investigate the concern. This is the role of Social Care and the Police.
- If your concern is regarding a member of staff abusing a child, young person or vulnerable adult report this immediately to a safeguarding lead.

All children, young people and vulnerable adults should be able to lead safe, fulfilling lives and not be subject to abuse or neglect by others.

Types of abuse can be:

Physical abuse Sexual abuse Financial Abuse Risk of injury
Emotional abuse (including a child witnessing domestic abuse)
Neglect Bullying Child Sexual Exploitation

Signs of abuse may not be obvious but can include physical appearance and behavior or it may be that the child, young person or adult tells you something.

Always give consideration to the following safeguarding principles:-

- Child and adult protection is a multi agency operation - no one organisation or agency on their own can protect children and vulnerable adults. We have to trust and work with others and share information.
- No one should make a decision about abuse on their own - always discuss concerns with your line manager or a Safeguarding Lead.
- Parents have a right to know when their children are being discussed and children have a right to be consulted - it is much better to have parents agreement but there can be times when this would put the child at further risk.



Corporate Parenting

Remember that we need to provide extra support and work together to meet the needs of Looked After Children. The term Corporate Parent applies to everyone and means we have a duty to ensure that Looked After Children have the opportunities to thrive and reach their potential. Speak to Judith Willis if you want to find out more.

Response to consultation on The Black Country Core Strategy Issues and Options Report.

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

1. SUMMARY OF PROPOSALS

- 1.1 The Black Country Authorities have been consulting on the Black Country Core Strategy Issues and Options report. Consultation on this report took place between 3rd July and the 8th September.
- 1.2 Appendix A is the informal officer responses submitted to the consultation. This consultation at this stage is non statutory, and should further responses need to be submitted it should be possible to do this through the ongoing engagement the Council has with the Black Country Authorities.

2. RECOMMENDATION

- 2.1 That Members note the contents of the report.
- 2.2 That Cabinet recommends to Council that the draft officer response to the Black Country Core Strategy Issues and Options report (as attached at Appendix A) be approved by Council, and submitted to the Black Country Authorities as the consultation response.

3. KEY ISSUES

Financial Implications

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

Legal Implications

- 3.2 The Black Country Authorities are carrying out the consultation in accordance with Regulation 18 of the Town & Country Planning (Local Planning) (England) Regulations 2012. It is important that the Bromsgrove District Council engages at the appropriate stages in planning process, this is the first substantive opportunity to respond to the review of the Black Country Core Strategy.

Service / Operational Implications

Summary of Response - the Black Country Core Strategy Issues and Options report

- 3.3 The proposal being put forward by the Black Country is a partial review rather than full core strategy review, although the review will contain strategic allocations, which differs to the previous version of the Core Strategy. The response expresses tentative support for this approach, although highlights that the scale of development that is required may well necessitate a full review of the plan rather than a partial one.
- 3.4 The objectively assessed housing needs of the plan has been determined as being 78,190 dwellings for the period 2014-36. Capacity for 48,185 dwellings has already been already identified, a large element of which is brownfield. This leaves the Black Country 24,670 dwellings short of the target, when also testing 3000 dwellings for the wider needs of the conurbation. Approximately 300 hectares of land also needs to be found for employment needs.
- 3.5 This amount of development can only be accommodated by releasing land from the green belt. The Strategy highlights that the first strategic review of the green belt around the Black Country will be undertaken in about 40 years. It is also possible that land will also be required in districts adjoining the Black Country. The response expresses the Councils wish to be involved in any consideration of sites which are on the periphery of the Black Country which could have implications for BDC.
- 3.6 It is expected that green belt sites on the edge of the Black Country in the vicinity of Hagley will be submitted as possible development sites, some of these sites may well include land in Bromsgrove. The response asks for discussions to take place with the Black Country authorities once the extent of sites submitted around Bromsgrove is known.
- 3.7 Further comments are made in relation to infrastructure, expressing our concerns about the knock on effects of development in the Black Country and the need for a joined up approach to transport modelling.

Customer / Equalities and Diversity Implications

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

4. RISK MANAGEMENT

- 4.1 The risks associated with not responding to these consultations is that BDCs views will not be taken into account by the Black Country Authorities. If further responses and attendance at future examinations are required, it is essential that the Council's views are expressed as clearly and early as possible.

5. APPENDICES

Appendix A – BDC response to the Black Country Core Strategy Issues and Options Report

6. BACKGROUND PAPERS

Black Country Core Strategy Issues and Options Report

7. KEY

AUTHOR OF REPORT

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Tel:01527 881325

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Bromsgrove District Council Response to the Black Country Core Strategy Issues and Options Report September 2017

1 Thank you for the opportunity to comment on Black Country Core Strategy Issues and Options Report, the below comments at this stage represents an officer response. Due to the timescales for consultation, there have not been any appropriate Council meetings for this response to be considered formally. This process will take place in October and should any amendments be required as a result of the formal consideration by Bromsgrove District Council we will advise you in due course.

2 At this early stage in the plan making process, the issues and option presented are viewed as a sensible approach to what is a substantial task of reviewing the existing Core Strategy. Whilst in principle partially reviewing the plan as opposed to a wholesale rewrite would appear to be a pragmatic. The introduction of substantial site allocations on land currently allocated as green belt into the process, may necessitate a more substantial review further down the line, should this be the view of BDC the Council will respond appropriately on this point in due course.

A number of more focused comments have been prepared relating to the key issues / sections of the report which are detailed below.

Key Issue 2 – Meeting the housing needs of a growing population.

3 The housing needs of the Black Country as presented under Key Issue 2 is clearly a big challenged which the plan is addressing positively. The Council accepts that a detailed piece of evidence has been presented in terms of the objectively assessed housing need, and at this stage has no reason to doubt the overall figure of 78,190. Recognition of the ongoing work being undertaken at the HMA level is welcomed, and BDC will continue to work alongside all HMA authorities in an effort to fully understand the needs of the Market area and the options for distributing growth. The 3000 houses which the Black Country Authorities have agreed to test is in principle supported. The statement at 3.19 of the report is significant and BDC agree that all the figures surrounding the housing requirement of the plan need to be tested on an ongoing basis as the plan evolves and more evidence becomes available.

Key Issue 3 – Supporting a resurgent economy

4 It is important that the Black Country continues to play its role in the economic prosperity of the region. The requirement of 800ha of employment land over the plan period would appear to maintain a flexible supply of land to cater for a wide range of needs. Acknowledging that the plan already envisages some existing employment land will be lost to housing, it is key that the best employment opportunities are safeguarded. If there are further opportunities for employment land to be released for other uses to minimise greenfield development then they must be considered favourably if appropriate.

Key Issue 6 - Reviewing the role and extent of the green belt

5 As the green belt in the Black Country has not been fully reviewed for approximately 40 years it is key that this work is now undertaken thoroughly. The Council agrees that any sites released from the green belt should be done in the context of the Core Strategy, and not left for other development plans to try and achieve. This is especially important if land outside of the Black Country area is going to be required. For any other authority to agree to take any additional development, the commitment to releasing land from the green belt in the Black Country needs to be enshrined in this plan. This commitment needs to be supported by clear policies which prioritise delivery of sites within the Black Country, before any land in neighbouring authorities is developed.

Key Issue 9 – Working effectively with Neighbours

6 The Council has successfully worked with the Black Country authorities over a large number of years. We look forward to continuing this approach both through the Strategic Housing Needs Study, and also ongoing liaison through the Duty to Cooperate, we would welcome the opportunity to discuss this response at the earliest opportunity.

Section 4. Reviewing the Strategy to Meet New Challenges and Opportunities.

7 This section of the issues and options report is seen as the most important by the Council, decisions made under this heading will have far reaching and long term effect for people, the environment, and the economy both within the Black Country and also beyond its boundaries. The 8 growth options identified on table 2 will all have differing implications and opportunities, some of which could have direct impacts on Bromsgrove District. The Council is not objecting to growth in principle, indeed it will shortly be embarking on a review of its recently adopted plan, including releasing land from the green belt. At this stage the Council is not able to form any definitive views on the options as they are presented. It would seem that all the options in one form or another could involve land being required outside of the Black Country and possibly in Bromsgrove District.

8 The Council would welcome the opportunity to explore these options further; once more information is available as a result of the call for sites process. Understanding what land is being proposed within, and on the periphery of the Black Country is important to begin to assess if any areas being put forward will have an impact on the District, in both positive and negative terms. Options need to be considered holistically in the context of the Core Strategy and the functions and purposes of the green belt around the Black Country. They must also be considered in the context of any emerging review of the Bromsgrove plan. If land is proposed to be released in the areas of Black Country near Bromsgrove or vice versa, full consideration must be given to ascertain if there are approaches which can complement both authorities plans, and bring benefits to both areas.

Policy Area E

9 Transport infrastructure both existing and new is vital to the success of the Core Strategy, the road links between Bromsgrove and the Black Country are heavily used and in some instances congested. Recent disruption caused by work being undertaken on the M5 at Oldbury has highlighted how infrastructure issues north of the District have significant effects across Bromsgrove, this is especially relevant for transport networks and the motorways in particular.

Appendix

10 The Council welcome the statement made at para 6.1.28 *'following the issues and options stage further transport modelling will be undertaken to forecast the traffic impacts of the specified green belt scenarios, identify locations that may require further investigation regarding traffic impacts and identify the transport infrastructure requirements for any potential new green belt sites (including highway, public transport, walking & cycling routes).'* It is our view that the location of development should, along with all the other evidence, be informed by the consideration of the results of highways modelling as described above, and modelling should not be used simply to identify the mitigation required from a pre chosen site.

11 Bromsgrove DC has been working closely with Worcestershire County Council in response to the Worcestershire Local Transport Plan 4 to begin the preparation of a transport strategy for the north Worcestershire area. As part of this strategy the links and journeys by all modes, between north Worcestershire and the Black Country, and also those that pass through north Worcestershire will need to be understood. Following on from that the implications of range of development scenarios will need to be tested to inform final choices about development locations. We would welcome the opportunity to discuss this further with the Black Country. We would like to ensure that the tools that are available to assess the transport implications of developments some of which may have wider implications that just in one local authority area are used to the fullest, to ensure sustainable development patterns.

BDC Strategic Planning

6.9.17

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LOCAL COUNCIL TAX SUPPORT SCHEME 2018/19

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

1. SUMMARY OF PROPOSALS

- 1.1 The Council Tax Support Scheme must be reviewed annually.
- 1.2 The report proposes no changes, with the exception of applying the uprating figures determined by the Government.

2. RECOMMENDATIONS

Cabinet is asked to RECOMMEND that

- 2.1 No changes are made to the Council Tax Support Scheme for 2018/19.**

3. KEY ISSUES**Financial Implications**

- 3.1 As Members are aware, changes were made to the Council's Local Council Tax Support Scheme with effect from April 2015, which resulted in support being capped at 80% of Council Tax liability for all working age claimants.
- 3.2 It is proposed that there are no changes to the level of support provided by the Council, and as previously agreed the various allowances be uprated in line with the Secretary of State's annual announcement. This will ensure that the scheme is affordable given the year on year reduction of funding for local support schemes.

Legal Implications

- 3.3 On 1 April 2013 Council Tax Benefit was abolished and replaced by a new scheme of Council Tax support called "Council Tax Support Schemes". Under s13A and Schedule 1A of the Local Government Finance Act 1992 (inserted by s10 Local Government Act 2012), each local authority was required to make and adopt a Council Tax Support Scheme specifying the reductions which are to apply to the amounts of council tax payable within their districts

- 3.4 Statutory Instrument 2012/2885, “The Council Tax Reduction Schemes (Prescribed Requirements)(England) Regulations 2012” ensured that certain requirements prescribed by the Government were included in each Scheme (subsequently amended by S.I. 2012/3085)
- 3.5 As the billing authority the Council is required by the Local Government Finance Act 2012 to consider whether to revise its scheme or to replace it with another scheme, for each financial year.
- 3.6 The Authority must adopt its scheme, and make any revisions, no later than 31 January in the financial year preceding the one when it will take effect, so that it will be necessary for the Council’s 2018/19 scheme to be in place by 31st January 2018.
- 3.7 Paragraph 3 to Schedule 1A into The Local Government Finance Act 1992 set out the preparation that must be undertaken prior to the adoption or revision of a scheme, including prescribed consultation requirements. As the recommendation is that no revisions to the current scheme should be made for the financial year 2018/2019 (to which this report applies), the requirement to consult does not have to be met. However, officers will publicise the fact that the current scheme is to continue, subject to up-lift in rates as set by the Department of Work and Pensions, as referred to at 3.11 below.
- 3.8 Instruction is received from the Department of Work and Pensions on an annual basis, of changes to benefits rates and personal allowances. These must be taken into account for housing benefit calculations and it streamlines the claims process if they are also applied to the Local Council Tax Support Scheme.

Service / Operational Implications

- 3.9 Officers continue to provide support to any person liable for council tax who is experiencing severe hardship. This may be in the form of personal budgeting advice, short term financial support, debt management advice, or support to maximise income.
- 3.10 Officers work with local DWP, BDHT and local job coaches to provide a holistic approach to financial support needs.

Customer / Equalities and Diversity Implications

- 3.11 The ‘uprating’ of the benefits rates and personal allowances to be taken into account, in line with the Secretary of States announcement on those that must be taken into account for other benefits, will potentially result in small changes to the amounts of support provided. These will vary according to circumstances.

4. RISK MANAGEMENT

- 4.1 Any changes to council tax support whilst increasing council tax income to the Council and our major preceptors has financial implications for our residents and therefore officers ensure that support on managing finances and advice on other potential benefits is made available.

5. APPENDICES

6. BACKGROUND PAPERS

Held in Revenues Service

AUTHOR OF REPORT

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COMMERCIALISATION & FINANCIAL STRATEGY 2017 - 2020

Relevant Portfolio Holder	Councillor G Denaro
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering – Director of Finance and Resources Deb Poole, Head of Transformation & Organisational Development Guy Revans – Head of Environment
Ward(s) Affected	All
Ward Councillor(s) Consulted	n/a
Key Decision	No

1. SUMMARY OF PROPOSALS

- 1.1 To agree for recommendation to Council the new Commercialisation and Financial Strategy 2017 - 2020.

2. RECOMMENDATIONS

The Cabinet is asked to RECOMMEND to the Council

- 2.1 that the Commercialisation and Financial Strategy 2017- 2020 attached at Appendix 1 be approved and adopted.**

3. KEY ISSUES

- 3.1 The strategy broadly outlines Bromsgrove District Councils (BDC) approach to commercialisation and financial sustainability and should be considered as an extension of our existing transformation programme. Assumptions and detailed estimates for savings realised / income achieved are addressed within the detail of the Medium Term Financial Plan.
- 3.2 The strategy adopts a broad view of commercialisation, including all aspects of the ongoing transformation programme. This programme includes service reviews and redesign, shared services, revenue generation, pricing and maximising the value of our assets.
- 3.3 There will increasingly be a need to adopt a culture of actively looking for commercial opportunities without losing focus upon the transformation programme, existing customer base and the quality and ethos of public service delivery.
- 3.4 Services making positive financial contributions, either through commercial activity or internal efficiency, shall increasingly be considered as the norm.

In line with our systems thinking principles our staff will be involved in identifying and developing opportunities to transform and commercialise our services.

- 3.5 This strategy advocates that the commercialisation approach is open to all services (or elements of services). The approach initially is to pick a number of key opportunities. This will ensure organisational learning is built up, services and processes are transformed and redesigned, and projects resourced in the longer term without the need for extensive support.
- 3.6 The draft strategy (Appendix 1) has been designed to cover priority opportunities. A Commercialisation Programme Board has been established and has identified and prioritised three work streams that provide the greatest opportunities in terms of the council becoming more commercial. These are:
- Use of land and assets
 - Contracts
 - Income including fees and charges

Financial Implications

- 3.7 There are limited financial implications arising directly from this strategy.

Legal Implications

- 3.8 There are no legal implications arising directly from this strategy.

Service / Operational Implications

- 3.9 The strategy will help to provide a clear direction for service areas around the Council's approach to commercialisation. It will also help to ensure all parts of the Council design and deliver appropriate services to meet the needs of our communities.
- 3.10 The strategy has been discussed at the Commercialisation Programme Board and at Corporate Management Team. The Unions have also been consulted on its contents.

Customer / Equalities and Diversity Implications

- 3.11 There are no customer/equalities and diversity implications arising directly from this report.

4. RISK MANAGEMENT

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

5. APPENDICES

Appendix 1 - Commercialisation and Financial Strategy 2017 - 2020

AUTHOR OF REPORT

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Commercialisation and Financial Strategy

Bromsgrove District Council
2017 – 2020

Authors:	Deb Poole - Head of Transformation & Organisational Development Guy Revans – Head of Environment Jayne Pickering – Director of Finance and Resources
Date:	13/09/2017
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Appendix

Index	Page
Commercialisation in Context	1
Overview	1
Commercialisation Strategy Drivers	2
Commercialisation Vision	2
What do we mean by commercialisation	2
Commercialisation principles	3
Links to Council strategies and policies	4
Key aims and objectives	4
Creating the right environment	5
Priority opportunities	5
Outcomes	6
Financial Strategy	7
Generating income from Council services through charging, trading and investment	7
Reducing costs by improving efficiency and removing waste from the system	8
Increasing Capital and Revenue returns by delivering housing and economic growth	8
Exploring the impact of changes in Government funding for the Council	9

1. Commercialisation in Context

1.1 Overview

This document outlines Bromsgrove District Councils (BDC) approach to commercialisation and should be considered as an extension of our existing transformation programme.

There have been some excellent examples within our Council of shared services, transformation and cost saving initiatives being successfully carried out. These initiatives include; comprehensive sharing of services, redesigning services using a systems thinking approach, re-letting and re-negotiating contracts and consideration of other operating models.

Whilst excellent progress has been made there is a recognition that these measures alone will not be enough offset the significant funding pressures that BDC has experienced and further envisage in the coming years.

This strategy adopts a broad view of commercialisation, including all aspects of our ongoing transformation programme. This programme includes service reviews and redesign, shared services, revenue generation, pricing and maximising the value of our assets. All without compromising our corporate principles (see below) or our commitment to customer care.

Our Corporate Principles

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

1.2 Commercialisation Strategy Drivers

The following key drivers have informed the development of this strategy:

- The Council has an ambition to be more financially sustainable in order to continue to deliver quality services to our residents;
- The Councils need to reduce waste in all services is forcing it to look at operating costs, methods of service delivery and operating models;
- The Council needs to ensure that the chosen methods of service delivery always make most effective use of resources;
- The Council needs to support services for local people as well as raise money to invest in the strategic purposes and priorities detailed in the Council Plan.
- The Council will need to make significant additional income and make better use of assets to offset the ongoing reduction in budgets

1.3 Commercialisation Vision

Our vision is for Bromsgrove District Council to become a systems thinking organisation that is efficient, effective, innovative and entrepreneurial.

This will be achieved by exploiting service transformation and commercial opportunities through trading, to ensure services are put onto a more sustainable long term footing.

1.4 What do we mean by commercialisation

Commercialisation for BDC has been defined as encompassing the following areas:

Shared services;
Transformation and efficiency;
Investments;
Marketing and selling of services and income generation opportunities;
Pricing analysis (fees and charges);
Consideration of concessions;
Better use of Council assets;
Better contract management;
Continuous improvement in procurement;
Digital and online options.

There will increasingly be a culture of services actively looking for additional opportunities without losing focus upon our ongoing transformation programme, existing customer base and the quality and ethos of public service delivery.

Services making positive financial contributions, either through commercial activity or internal efficiency, shall increasingly be considered as the norm. In line with our systems thinking principles our staff will be involved in identifying and developing opportunities to transform and commercialise our services.

This strategy advocates that the commercialisation approach is open to all services (or elements of services). The approach initially is to pick a number of key opportunities. This will ensure organisational learning is built up, services and processes are transformed and redesigned, and projects resourced in the longer term without the need for extensive support.

1.5 Our Commercialisation Principles

- We will ensure that there is a culture within our organisation that embraces change and that the work force has the appropriate skills to deliver successful commercial activities.
- All business cases will use the approved business case template and will include a robust options appraisal, market analysis, business modelling and full costings.
- We will challenge individuals or services that do not follow the approved transformation and business case frameworks.
- We will explore and exploit as many options for alternative methods of service delivery as possible.
- We will create an environment where people are encouraged and able to take considered risks and accept that some ideas may fail.
- Ensure that services will be fit for purpose and fit to compete in the market place.
- Be honest about current performance and accept that not all current services are ready for market.
- Be prepared to invest now for a return in the future.
- Carefully consider any requirement for a concession and understand why a concession is being offered.
- We will continually measure and review of our portfolio of external service offerings to ensure that they are delivering good financial returns and value to our residents and customers.
- Act in a socially responsible way and consider the impact of our business plans on the wider market place.
- To consider and risk assess who will be affected by stopping, changing or charging for any of our services.
- Whatever we do should contribute to the delivery of our strategic purposes.
- Consider opportunities to work with or facilitate the work of community partners to improve the efficiency and/or quality of service provision.

1.6 Links to Council strategies and policies

In devising the Commercialisation and Financial Strategy we have been mindful of the need for it to align with and complement other key documents that contribute towards the overall success of the Council. In particular, this strategy has been aligned to:

- Council Plan 2017-20220;
- Medium Term Financial Strategy
- Investment and Acquisitions Strategy
- Risk Strategy
- Equalities Strategy
- Engagement Strategy
- Branding and Marketing Guidelines
- Approved business case model

2. Key aims & objectives

- The overarching aim of the strategy is to deliver a financial return which contributes to the councils spending plans and helps deliver services and council plan priorities for the local community.
- To deliver this aim we will develop a programme of work that identifies potential commercial opportunities, ensuring that the agreed commercial principles are applied.
- We will ensure that the commercialisation programme is properly resourced and managed to successfully deliver the aims of the strategy.
- We will develop a structure to ensure fledgling commercial opportunities are nurtured and supported.
- We will seek to strengthen our reputation with residents, local businesses, the Local Government sector, staff, other customers, partners, and stakeholders in general.
- We will ensure that strategic and operational transformation programmes are undertaken across all major service areas, to enable us to seek more innovative approaches to delivery, drive out waste and challenge existing approaches to best meet the needs of our communities.
- We will support non-statutory services to reduce their subsidy including reducing overheads and increasing income in order to reduce risk of closure or reduction in service.
- Actively engage in market development and market shaping where no such market currently exists and using customer insight and data to manage specification and demand.
- Explore alternative investment models to support service delivery e.g. through social investment.
- Invest and use our financial strengths to deliver a financial return.

- Become a services provider to new and existing customers both from within the local authority environment and beyond, particularly where we are uniquely placed to do so.
- Use the commercial knowledge acquired through this programme to gain a competitive advantage.

3. Creating the right environment

Careful consideration will be given to creating the right environment within the organisation to nurture innovative ideas and develop them into robust project proposals. This will involve the following activities:

- Carryout a culture and skills review to establish if we have the culture and skills that will enable commercialisation to thrive. This review will also determine whether new governance arrangements and ways of working are required to achieve the maximum benefits from our commercialisation programme;
- Continue the communications campaign to draw in ideas from staff and generate new ideas;
- Use a framework for development of new propositions to be taken forward to outline business case stage;
- Ensuring that staff have the correct skills to successfully deliver our programme;
- Procure external support and expertise when necessary;
- Adopting a project management approach for the implementation of the programme;
- Ensuring new proposals have the right support from the Commercialisation Board, Councillors and stakeholders.

4. Priority opportunities

The Council is already exploring a number of priority commercial opportunities. A Commercialism Programme Board has also been established and has identified and prioritised three work streams that provide the greatest opportunities in terms of the council becoming more commercial. These are:

- Use of land and assets
- Contracts
- Income including fees and charges

Appendix

In addition, the Council is currently investigating setting up a trading arm or arms to support the delivery of new revenue streams and have secured Local Government Association productivity expert funding to support this work.

Commercial opportunities resulting from these three work streams will be developed and assessed during 2017/18 and other opportunities will also be considered and developed by the Commercialisation Programme Board and brought to Cabinet where appropriate.

In view of the potential opportunities, the intention is to move at pace with the implementation of this strategy. The programme to support this, together with key dates, will be detailed in a commercialisation project plan monitored through the Commercialisation Programme Board.

5. Outcomes

Taking the approach outlined within this strategy is believed to be the most appropriate for Bromsgrove District Council, as it offers a number of key benefits, many of which have already been covered elsewhere within this strategy, including:

- Providing a real, tangible opportunity to make a contribution to the Medium Term Financial Strategy;
- Staff development – new skills will be acquired and can be transferred to other opportunities internally;
- Taking an approach of raising standards and generating revenue at the same time;
- Helping to provide a competitive advantage in key markets;
- Giving BDC an enhanced reputation as an innovative and forward thinking organisation;
- Transforming the organisation into an innovative workplace;
- Bringing benefits to the local economy;
- Ensuring the sustainability of non-statutory services that would otherwise be stopped due to lack of funding.

Financial Strategy 2017 - 2020

6. The Financial Strategy

The Financial Strategy sets out the Council's strategic approach to the management of its finances and provides a framework to enable the Medium Term Financial Plan to be developed to include indicative budgets and Council Tax levels over a four year period.

The overarching strategy informs the medium term financial planning of the Council which will deliver detailed plans of the respective budgets for the General Fund and Capital Programme. The objective of these plans is to deliver a sustainable budget over the medium term.

As referred to in the Commercialisation Strategy as the Council looks towards its financial challenges for 2018/19 onwards it is likely that this shift towards behaving more commercially and considering new funding models will continue. Increasing income generation is key to ensuring that the Council has a core funding stream to support our future service delivery whilst Government funding is reducing. However, we must also ensure focus is given to how we take advantage of new forms of local government finance, for example, through business rates growth.

A robust financial strategy and planning mechanism is essential to turn the Council Plan and strategic purposes into action within the communities of Bromsgrove. The priorities are set out in the Council's Plan for 2017-2020. The Financial Strategy also informs the Council's capital strategy, treasury management strategy and the preparation of annual budgets. These financial plans support the Council Plan in defining the funding available to deliver the councils services.

The Financial Strategy draws on the strength of the Council's corporate governance and control environment as set out in the latest Annual Governance Statement. This provides assurance that the Council's governance and financial arrangements can be relied upon to achieve its plans and policies.

There are a number of ways that the Council will ensure that it achieves financial sustainability. The assumptions and the detailed estimates for the savings realised / income achieved will be addressed within the Medium Term Financial Plan over the four year period. Whilst referred to in the commercialisation strategy the financial strategy framework presents how consideration of these themes can be progressed into tangible savings and additional income for the Council.

7. Generating income from Council services through charging, trading and investment

- Cost recovery – assess the ratio of income to expenditure across all services with the aim to improve recovery of cost to 100% depending on nature of

Appendix

service, ability to recover income and impact on the delivery of the strategic purposes. Consider increasing fees to cover expenditure whilst managing the impact on those suffering hardship.

- Fees and Charges – review any areas where the Council is not currently charging and consider appropriate fee levels that balance the need for income generation and hardship.
- Identify areas of expertise and explore opportunities for trading with other Councils and organisations within the legislative boundaries.
- Review Council assets to ensure they support the delivery of the strategic purposes.
- In all cases where service redesign required or additional income realised , clear business cases are to be developed using the approved '5 case model' to ensure a consistent approach to reporting is undertaken and appropriate information is provided for the decision making body.
- Generate new marketing opportunities to ensure all opportunities are explored for generating income.
- Regularly review grant opportunities that may be available for the Council to support new initiatives.
- Ensure the Council Tax and Business Rates base are accurate to ensure all income can be recovered from residents and businesses.
- Work with community partners to explore efficiencies through joint and/or community led service delivery models.

8. Reducing costs by improving efficiency and removing waste from the system

- Regularly review contract arrangements (including shared services) with the aim to reduce cost or improve service delivery.
- Develop digital access to reduce costs and improve choice of access method for the community.
- Explore different payment methods to reduce costs and provide greater customer choice. For example, reduce the use of cash and cheques and encourage more direct debits and online payments.

9. Increasing Capital and Revenue returns by delivering housing and economic growth

- The Investment and Acquisition Strategy gives a structured approach to assess schemes based on robust criteria to enable a revenue rate of return to be secured for future projects. Assets will be reviewed to identify those with

the greatest potential for delivering enhanced capital value and/or revenue income.

- Review asset base to identify any areas of vacant land that may be used for investment opportunities to generate income, increase employment, skills and business rate growth.

10. Exploring the impact of changes in Government funding for the Council

- Review the impact of the Business Rate Legislation, impact on the Council and potential changes to pool arrangements.
- New Homes Bonus – assess the impact of future changes to methodology and ensure that all housing developments are included.
- Provide greater financial modelling of funding streams to enable informed decisions to be made across a number of scenarios.

This overarching financial strategy will ensure that the Council has a framework in place to address the future challenges and will inform the detailed Medium Term Financial Plan over the next four years.

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UPDATED CONTRACT AND FINANCIAL PROCEDURE RULES

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

- 1.1 To present the contract and financial procedure rules which have been reviewed and updated using best practice templates. The contract procedure rules provide clarity on roles, responsibilities and limits. The financial procedure rules provide certainty on what is permitted and form a key part of the Council's internal control framework.

2. RECOMMENDATIONS

- 2.1 That Cabinet recommend to Council approval of the updated contract and financial procedure rules which then apply from 23rd November 2017.

3. KEY ISSUES**Contract Procedure Rules**

- 3.1 The contract procedure rules are provided at Appendix 1. The rules define the roles, responsibilities and limits which must be followed by the Council.
- 3.2 The procurement limits are summarised on page 3 of Appendix 1 and provided in more detail on page 14. In summary they require:-

Total value	Award procedure
£0- £3,000	There must be evidence of competitive enquiries being undertaken with details of final selection criteria recorded and retained for one year from date of purchase (this can be in electronic form e.g. email)
£3,001 - £25,000	At least 3 written quotations
£25,001- £50,000	<i>Invitation to quote</i> by advertisement
£50,001 – EU threshold*	<i>Invitation to tender</i> by advertisement
Above EU threshold*	<i>EU procedure</i> or where this does not apply, <i>invitation to tender</i> by advertisement

- 3.3 The European Union thresholds are currently £164,176 for supplies and services and £4,104,394 for works contracts. The majority of the Council contracts are supplies and services. The rules will apply the latest EU thresholds as they are updated.
- 3.4 The £3,000 limit for requiring three written quotes is intentionally low to force the discipline on the majority of the Council transactions.
- 3.5 Also in Appendix 1 there are the following areas of interest:-
- Pages 5 and 6 provide the exemptions where the contract procedures rules will not apply. These would be exceptional circumstances and apply in circumstances such as where there is proprietary goods or services, works with Government bodies, specialist plant and equipment, emergencies involving immediate risk to persons, property or serious disruption to services.
 - Page 7 provides the ability to procure through collaborative and e-procurement arrangements where are ready tendered or jointly procured contracts. The contracts can offer savings in both the cost and time taken to procure the services.
 - Pages 8 onwards provide the requirements to be followed on the procurement of goods and services including appraisal of the proposed purchase, preparation of the tender documents, records, advertising, approved lists and framework agreements.
 - Page 16 outlines the steps required if there is a need for consultants including the justification signed off by a Head of Service.

Financial Procedure Rules

- 3.6 The Financial Procedure Rules are attached at Appendix 2 and provide certainty on what is permitted and are a key part of the Council's internal control framework. There is an important link to the Contract Procedure Rules which is recognised on Page 9 paragraph 6.3.
- 3.7 The Financial Procedure Rules cover the key processes – income, ordering, payments, salaries, banking, asset management, audit, budget management and virement, insurance and risk management, treasury management and stores. The Rules also outline the arrangement for preventing financial irregularities and money laundering.
- 3.8 In terms of matters that usually receive most scrutiny the writing off of uncollectable debt is covered on pages 7 to 9 and the budgetary control and virements on page 19 to 21.
- 3.9 The writing off of uncollectable debt limits any write off over £100 to Service Managers (debt £101 to £2,000) and the Section 151/Deputy Section 151 and Head of Customer Access and Financial Support for debts Page 20.

- 3.10 The budget virement rules allow transfers:-
- up to £20,000 subject to approval by the Head of Service and the Financial Services Manager;
 - £20,000 to £40,000 by the Director of Finance and Resources
 - Over £40,000 by Cabinet

3.11 No transfers are allowed for salary budgets.

3.12 Executive Summaries of both the Contract and Financial Procedure Rules have been considered by the Budget Scrutiny Group and the Rules reflect their considerations.

Financial Implications

3.13 As well as proving an internal control framework the Contract and Financial Procedure Rules encourage a process that secures contracts for the goods and services that are required by the Council and the best price. The Efficiency Plan for the Council seeks to deliver savings through procurement.

Legal Implications

3.14 The Contract and Financial Procedure Rules are key internal control documents required by the Council under Section 151 of the Local Government Act 1972 for the proper administration of our financial affairs.

Service / Operational Implications

3.15 The Contract and Financial Procedure Rules provide clarity of how processes should operate and encourages good decision making which in turn should have a positive impact on services/customers.

Customer / Equalities and Diversity Implications

3.16 As 3.10. In addition, the Contract Procedure Rules require the advertising of opportunities to encourage interest from potential tenderers.

4. RISK MANAGEMENT

4.1 The Contract Procedure Rules provide a requirement for a risk assessments/register for any contracts over the EU thresholds. The Financial Procedure Rules outline the requirement for a planned, and systematic approach to the identification, evaluation and control of risk.

5. APPENDICES

Appendix 1 – Contract Procedure Rules
Appendix 2 – Financial Procedure Rules

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Contract Procedure Rules

APPENDIX 1

CONTENTS

	<u>PAGE</u>
Introduction and Summary of Essential Requirements	2
1. Basic Principles	4
2. Officer Responsibilities	4
3. Exemptions, Collaborative and E-Procurement Arrangements	5
4. Relevant Contracts	7
5. Steps Prior to Purchase	8
6. Records	10
7. Advertising and Framework Agreements	11
8. Community Right to Challenge	12
9. Construction Design and Management Regulations (CDM Regs)	13
10. Public Services (Social Value) Act 2012	13
11. Competition Requirements for Purchase, Disposal and Partnership Arrangements	13
12. Pre-Tender Market Research and Consultation	18
13. Standards and Award Criteria	18
14. Invitations to Tender/Quotations	19
15. Shortlisting	20
16. Submission, Receipt and Opening of Tenders/Quotations	20
17. Clarification Procedures and Post-Tender Negotiation	21
18. Tender Evaluation, Award of Contract and De-briefing Tenderers	21
19. Contract Documents	23
20. Bonds, Parent Company Guarantees and Liquidated Damages	25
21. Prevention of Corruption	26
22. Bribery Act 2010	26
23. Declaration of Interests	27
24. Managing Contracts	27
25. Risk Assessment and Contingency Planning	27
26. Contract Monitoring, Evaluation and Review	28

INTRODUCTION AND SUMMARY OF ESSENTIAL REQUIREMENTS

A. Introduction

In this document, any words in *italics* are explained in the Definitions Appendix. References to “the Council” includes the Council’s Cabinet and any other Committee or persons acting in accordance with delegated authority on behalf of the Council, as set out in the Council’s Constitution.

These Contract Procedure Rules exist to ensure that the Council lets contracts in a fair, consistent, honest, legal and transparent manner. There is a statutory basis for the rules which promote good purchasing practice and public accountability. Following the rules is also the best defence against potential allegations that a purchase has been made incorrectly or fraudulently.

All Council staff with financial responsibilities, especially for purchasing, must comply with these Contract Procedure Rules. This includes purchasing on behalf of other organisations and purchasing using external funding e.g. grants. The Contract Procedure Rules lay down the minimum requirements and more rigorous procedures may be appropriate for specific contracts. Exemptions are only to be used in exceptional circumstances as detailed in Section 3. Failure to comply with these Contract Procedure Rules could result in disciplinary action.

This edition of the Procedure Rules will apply from 23rd November 2017 and supersedes all previous editions. The Rules are reviewed from time to time and are available on the Council’s Intranet and Website.

B. Summary of essential requirements

- Follow the rules if you have a delegated responsibility to purchase goods or services or order building work.
- Always check with your line manager about your responsibilities and take all necessary legal, financial and professional advice.
- Declare any personal interest in a contract and withdraw from taking part in it. Corruption and or Bribery is a criminal offence.
- Conduct an appraisal of the purchasing need and the requirement to obtain best value for money.
- Check whether there is an existing *corporate or national* contract you can make use of before undergoing a competitive process.
- Allow at least four weeks for submission of bids for high value contracts (not to be submitted by fax or e-mail).

- Keep bids confidential.
- Complete a written contract or Council order before the supply or works begin.
- Identify a *contract manager* (on both sides) with responsibility for ensuring the contract delivers as intended.
- Keep records of all dealings with suppliers.
- Ensure that where there is a requirement for communication to be in writing, this includes e-mail and fax transmissions as well as hard copy.
- Assess each contract afterwards to see how well it met the purchasing need and *value for money* requirements.

C. Summary of values and thresholds determining competition requirements

Total value	Award procedure
£0- £3,000	There must be evidence of competitive enquiries being undertaken with details of final selection criteria recorded and retained for one year from date of purchase (this can be in electronic form e.g. email)
£3,001 - £25,000	At least 3 written quotations
£25,001- £50,000	<i>Invitation to quote</i> by advertisement
£50,001 – EU threshold*	<i>Invitation to tender</i> by advertisement
Above EU threshold*	<i>EU procedure</i> or where this does not apply, <i>invitation to tender</i> by advertisement

See CPR 11 for further information.

Values exclude VAT, staff costs and fees.

*EU Threshold as at 1.1.16 (updated every 2 years):

£4,104,394 (works contracts)

£164,176 (supplies and services contracts)

SCOPE OF CONTRACT PROCEDURE RULES

1. BASIC PRINCIPLES

All purchasing and disposal procedures must:

- achieve *best value* for public money spent;
- be consistent with the highest standards of integrity;
- ensure fairness in allocating public contracts;
- comply with all legal requirements;
- ensure that where *non commercial* considerations are discussed in every contracting decision and that these are linked to and support the Councils 'social value' aims as set out in our corporate strategy. No other *non-commercial* considerations should influence any contracting decision;
- support the Council's corporate vision, aims, values and policies;
- comply with the Council's corporate *procurement strategy*.

2. OFFICER RESPONSIBILITIES

2.1 *Service Unit Managers* will ensure that:

- *Authorised Officers* comply with these procedure rules;
- registers are securely maintained of:
 - contracts completed by signature, rather than by the Council's seal (see Rule 16.3)
 - exemptions recorded under Rule 3.1;
- appropriate training is provided to staff involved in procurement.

2.2 All *Authorised Officers* responsible for purchasing or disposal must comply with these procedure rules, the Council's *Financial Regulations*, and codes of conduct and with all UK and European Union binding legal requirements. *Authorised Officers* must ensure that any agents, consultants and contractual partners acting on their behalf also comply, as if they were an officer of the Council.

2.3 Where the Council is acting jointly with other organisations it shall be a condition of any contribution by the Council that these procedure rules are followed where applicable.

2.4 *Authorised Officers* must:

- have regard to any Council guidance on best practice in purchasing;
- check whether a suitable *corporate or national contract* exists before seeking to let another contract; where a suitable *corporate or national contract* exists, this must be used unless there is an auditable reason not to;
- where appropriate ensure the providers of Council services will comply with the 7 Nolan principles
- comply with the requirements of Government transparency code 2015
- take all necessary legal, financial, audit, procurement and other professional advice.

2.5 When any employee (either of the Council or of a service provider) may be affected by any transfer arrangement, *Authorised Officers* must ensure that the Transfer of Undertakings (Protection of Employment) (*TUPE*) *regulations* are considered and obtain legal advice before proceeding with inviting Tenders or Quotations.

2.6 Any doubts as to the interpretation of these procedure rules should be referred to the relevant Service Unit Manager in the first instance and if necessary to the Procurement Officer or the Director of Finance & Resources.

2.7 Failure to comply with these procedure rules may leave the Council, or individual officers or members, open to the risk of legal challenge. Breaches will be regarded as a serious matter. Any officer becoming aware of any compliance failure should inform the Director of Finance & Resources who will, if necessary, investigate the matter and report to the Cabinet. Alternatively, matters can be raised through the Council's whistleblowing policy.

3. EXEMPTIONS, COLLABORATIVE AND E-PROCUREMENT ARRANGEMENTS

3.1 Exemptions

3.1.1 In exceptional circumstances, these Contract Procedure Rules will not apply if:

- (i) the appropriate *Service Unit Manager*, in consultation with the Director of Finance & Resources, is satisfied that there is no genuine competition, for example where:
 - (a) the goods or materials are proprietary articles or are sold only at a fixed price and no satisfactory alternative is available;
 - (b) the price of goods, materials or services are wholly controlled by trade organisations or government order;

-
- (c) the goods, materials or services are required for repairing or servicing existing specialist plant or equipment;
 - (d) the work is required to be carried out by public service providers.

Where there is no genuine competition, the *Service Unit Manager*, in consultation with the Director of Finance & Resources, will obtain written quotations from the contractor, and where appropriate, will negotiate to obtain best value for money for the Council prior to awarding any contract;

- (ii) the proposed contract for the execution of work forms part of a serial programme, the terms having been negotiated with the contractor on the basis of the rates and prices contained in an initial contract awarded competitively following an invitation to provide a written quotation or tender;
- (iv) the goods, materials or services are required due to an emergency involving immediate risk to persons, property or serious disruption to Council services;
- (v) the appropriate *Service Unit Manager* and the *Head of Service* agree that significant financial loss may be incurred if the letting of the contract is delayed;
- (vi) external/partner funding arrangements require other procedures to be followed;

3.1.2 In cases (iv) and (v) above the appropriate *Service Unit Manager* may obtain verbal quotations provided they are subsequently confirmed in writing.

3.1.3 If the Director of Finance & Resources, appropriate *Service Unit Manager* or *Authorised Officer* with appropriate authority to deal with a particular contract is of the opinion that any of these procedure rules should not apply to a contract, an appropriate report will be submitted to the Cabinet at the earliest opportunity. Where the contract is likely to exceed £50,000, the relevant *portfolio holder* must be consulted.

3.1.4 Where a proposed contract is likely to exceed the *EU threshold*, a *Service Unit Manager* has no delegated powers and the matter has to be determined by the Cabinet.

3.1.5 Where an exemption is necessary because of an unforeseeable emergency the *Authorised Officer* in conjunction with the Director of Finance & Resources and/or *Head of Service* may jointly approve the exemption but they must prepare a report for the next Cabinet to support the action taken.

3.1.6 All exemptions, and the reasons for them, must be recorded and signed by the *Authorised Officer* and countersigned by the *Service Unit Manager* using a form of waiver then signed by the Head of Service.

3.1.7 Where the Council carries out work using a recognised standard form of contract from a professional institution, procedural requirements may differ slightly to those laid down in these Contract Procedure Rules.

3.1.8 *Service Unit Managers* will monitor the use of all exemptions.

3.2 Collaborative and E-procurement arrangements

3.2.1 In order to secure value for money, the Council may enter into collaborative procurement arrangements, including initiatives such as E-auctions with other Councils. *Authorised Officers* wishing to do this must consult the *Head of Service* and the *Director* of Finance & Resources where the purchase is to be made using collaborative procurement arrangements with another local authority, government department, statutory undertaker or public service purchasing consortium.

3.2.2 All purchases made via a local authority purchasing and distribution consortium (e.g. ESPO, YPO and CCS) are deemed to comply with these contract procedure rules and no exemption is required. However, purchases above the *EU threshold* must be let under the EU procedure, unless the consortium has satisfied this requirement already by letting their contract in accordance with the EU procedures on behalf of the authority and other consortium members.

3.2.3 Any contracts entered into through collaboration with other local authorities or other public bodies, where a competitive process has been followed that complies with the contract procedure rules of the leading organisation, will be deemed to comply with these contract procedure rules and no exemption is required. However, advice must be sought from the *Head of Service* and *Director* of Finance & Resources.

3.2.4 The use of e-procurement technology does not negate the requirement to comply with all elements of these contract procedure rules, particularly those relating to competition and value for money.

4. RELEVANT CONTRACTS

4.1 All relevant contracts must comply with these contract procedure rules. A relevant contract is any arrangement made by, or on behalf of the Council for the carrying out of works, or for the supply (or disposal) of goods and materials or the carrying out of services. These include arrangements for:

- the supply or disposal of goods;
- delivery of services, including (but not limited to) those related to:
 - the recruitment of staff;
 - land and property transactions;
 - financial and consultancy services.

4.2 *Relevant contracts* do not include:

- contracts of employment which make an individual a direct employee of the authority, or;
- agreements regarding the acquisition, disposal or transfer of land (for which Financial Regulations shall apply).

COMMON REQUIREMENTS

5. STEPS PRIOR TO PURCHASE

5.1 Pre-commitment appraisal

5.1.1 *Authorised Officers* must carry out an appraisal of the proposed purchase, in a manner appropriate to its complexity and value, taking into account any advice and guidance available within the Council. The appraisal should where relevant:

- take into account the requirements from any relevant review;
- appraise the need for the expenditure and its priority;
- define the objectives of the purchase;
- assess the risks associated with the purchase and how to manage them;
- consider the procurement method most likely to achieve the purchasing objectives, including internal or external sourcing, partnering, packaging strategy and collaborative procurement arrangements with another local authority, government department, statutory undertaker or public service purchasing consortium;
- consult users as appropriate about the proposed procurement method, contract standards and performance and user satisfaction monitoring;
- draft the terms and conditions that are to apply to the proposed contract;
- set out these matters in writing if the *total value* of the purchase is High Value i.e. exceeds £50,000.

5.1.2 The appraisal must confirm that there is member or delegated approval for the expenditure and the purchase accords with the approved policy framework and scheme of delegation as set out in the *Constitution*. The proposed contract must be provided for in an appropriate budget and a proper financial and technical appraisal must be carried out.

5.2 Preparation of tender documents

5.2.1 Where written quotations or tenders are required, the tender documentation will normally consist of some or all of the following documents:

- (i) instructions to tenderers;
- (ii) specification;
- (iii) drawings;
- (iv) pricing schedule;
- (v) conditions of contract;
- (vi) form of tender.

5.2.2 Other information may need to be made available to ensure that tenderers' bids reflect service requirements and are competitively priced. This may include the following:

- (i) an outline of the tender evaluation criteria;
- (ii) the terms and conditions under which any assets will be made available;
- (iii) workforce information required for assessing any prospective liability in relation to *TUPE legislation*. To ensure consistency of provision of information, this may be provided by the Council's *Authorised Officer* and not by an existing contractor;
- (iv) the amount of work likely to be available under the contract.

5.2.3 The *Authorised Officer* will ensure that:

- (i) ambiguities and contradictions do not occur between documents and information provided;
- (ii) any locally prepared variations to standard documentation are clear and use generally accepted terms;
- (iii) contract conditions and specifications are in the best interests of the Council in respect of quality, cost and performance;
- (iv) independent scrutiny of tender documentation occurs at this stage, as errors may eventually prove costly;
- (v) contracts are sufficiently clear and robust to enable the Council to enforce their fulfilment;

-
- (vi) potential tenderers understand the implications of the Freedom of Information legislation, in particular that commercial confidentiality cannot be guaranteed.

5.2.4 To ensure consistency and to aid understanding by the tenderer, tender documentation will be collated by an experienced officer who will obtain the advice and approval of the *Director of Finance and Resources*.

5.2.5 For all contracts, sufficient time must be made available at each of the key stages, for example to allow potential contractors to provide a considered response and answer any supplementary questions.

6. RECORDS

6.1 Where the total value is less than £50,000, the following records must be kept:

- invitations to quote and quotations received;
- a record:
 - of any exemptions and the reasons for them;
 - of the reason if the lowest price is not accepted;
- written records of communications with the successful contractor or an electronic record if a written record of the transaction would normally not be produced.

6.2 Where the total value exceeds £50,000 the *Authorised Officer* must record:

- the method for obtaining bids (see Rule 11.1.1);
- any contracting decision and the reasons for it;
- any exemption under Rule 3 together with the reasons for it;
- the award criteria in descending order of importance;
- tender documents sent to and received from tenderers;
- pre-tender market research;
- clarification and post-tender negotiation (to include minutes of meetings)
- the contract documents;
- post-contract evaluation and monitoring;

- formal communications with tenderers and with the successful contractor throughout the period of the contract.

6.3 Records required by this rule must be kept for six years after the end of the contract. However, written documents which relate to unsuccessful tenderers may be scanned or stored by some other suitable method after 12 months from award of contract, provided there is no challenge to the award.

6.4 *Service Unit Managers* will maintain adequate records in order to produce a register or list of all current contracts, to include the name of the contractor, the work to be done/goods supplied, the contract value, expiry dates and timescales for renewal.

7. ADVERTISING, APPROVED LISTS AND FRAMEWORK AGREEMENTS

7.1 Identifying and assessing potential tenderers

7.1.1 *Authorised Officers* shall ensure that, where proposed contracts, irrespective of their total value, might be of interest to potential tenderers located in other member states of the EU, a sufficiently accessible advertisement is published. Generally, the greater the interest of the contract to potential bidders from other member states, the wider the coverage of the advertisement should be. Examples of where such advertisements may be placed include:

- the Council's website;
- finditinworcestershireshire website
- Contracts finder website
- portal websites specifically created for contract advertisements;
- national official journals, or;
- the Official Journal of the European Union (OJEU)/Tenders Electronic Daily (TED) (even if there is no requirement within the *EU procedure*).

7.1.2 *Authorised Officers* are responsible for ensuring that all potential tenderers for a *relevant contract* are suitably assessed. The assessment process shall establish that *potential tenderers* have sound:

- economic and financial standing;
- technical ability and capacity to fulfil the Council's requirements.

7.2 Framework Agreements

7.2.1 *Authorised Officers* will check whether a suitable framework agreement exists before seeking to let another contract.

Framework Agreements

7.2.2 The term of a Framework Agreement must not exceed four years. An agreement may be entered into with one provider but where an agreement is concluded with several organisations, there must be at least three in number.

7.2.3 Contracts based on Framework Agreements may be awarded by either:-

- Applying the terms laid down in the Framework Agreement (where such terms are sufficiently precise to cover the particular call-off) without reopening competition; or
- Where terms laid down in the Framework Agreement are not precise enough or complete for the particular call-off, by holding a mini competition in accordance with the following procedure:
 - Inviting the organisations with the Framework Agreement that are capable of executing the subject of the contract to submit written tenders;
 - Fixing a time limit which is sufficiently long to allow tenders for each specific contract to be submitted, taking into account factors such as the complexity of the subject of the contract;
 - Awarding each contract to the tenderer who has submitted the best tender on the basis of the evaluation criteria set out in the specifications of the Framework Agreement.

8. COMMUNITY RIGHT TO CHALLENGE

8.1 The Community Right to Challenge under Part 5 of the Localism Act allows certain *Relevant Bodies* to submit expressions of interest to deliver council services. The Act states that the Council must consider expressions of interest in respect of relevant services from relevant bodies which include:

- (i) voluntary/community bodies;
- (ii) charities;
- (iii) parish councils;
- (iv) two or more employees of the relevant authority.

8.2 Details of the Statutory Guidance on Community Right to Challenge along with other background information can be found at:
<http://www.communities.gov.uk/documents/localgovernment/pdf/2168126.pdf>

8.3 In order to meet our obligations under the Localism Act the Council will:

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- accept informal approaches from all Relevant Bodies;
 - prepare and maintain an online 'Contracts Register'* detailing when the window of opportunity to bid for each contract will open and close and setting out the time frame within which:
 - (i) Expressions Of Interest (EOI) will be acknowledged;
 - (ii) a decision will be made;
 - (iii) how soon any procurement process *to include the EOI* will start.

* it will be the relevant *Service Unit Managers* responsibility to update and maintain the register in respect of contracts entered by their section – further information can be obtained from Legal and Support Services.

9. CONSTRUCTION, DESIGN AND MANAGEMENT REGULATIONS

Please see separate policy. It is a requirement that all contracts let by the Council comply with Construction, Design and Management (CDM) Regulations.

10. PUBLIC SERVICES (SOCIAL VALUE) ACT 2012

10.1 The Public Services (Social Value) Act 2012 requires contracting authorities to consider at the pre-procurement stage of **any** services contract and services framework agreement (including goods and works contracts procured in combination with services) to which the Public Contracts Regulations 2015) apply:

- how the proposed procurement may improve the economic, social and environmental well-being of their areas;
- how the contracting authority may act with a view to securing that improvement in conducting the process of procurement;
- in addition, the contracting authority is required to consider whether to undertake any community consultation on the above matters.

10.2 If you are undertaking a procurement exercise to which you think this Act applies please consult with the Procurement Officer before proceeding.

CONDUCTING PURCHASE AND DISPOSAL

11. COMPETITION REQUIREMENTS FOR PURCHASE, DISPOSAL AND PARTNERSHIP ARRANGEMENTS

The Authorised Officer must calculate the total value of any proposed purchase or disposal. The following procedures apply where there are no other procedures which take precedence. Other procedures may include agency agreements with

government. If in doubt, *Authorised Officers* must seek the advice of the *Procurement Officer and/or the Director of Finance and Resources*.

11.1 Purchasing: competition requirements

11.1.1 Where the total value for a purchase is within the values in the first column below, the *award procedure* in the second column must be followed.

Purchasing: competition requirements

Total value	Award procedure
£0-£3,000	<ul style="list-style-type: none"> • <input type="checkbox"/> Must consider using existing corporate contract if there is one or an existing <i>Framework Agreement</i> provided costs are competitive. • There must be evidence of competitive enquiries being undertaken with details of final selection criteria recoded & retained. • The Contractor can be selected on price alone; however if chosen contractor is not the lowest quote, MEAT evaluation should be used to justify choice. • Consider using the Due North Electronic Portal Quick Quote process.
£3,001 - £25,000	<ul style="list-style-type: none"> • Must consider using existing corporate contract if there is one or an existing <i>Framework Agreement</i> provided costs are competitive. • Must obtain at least 3 written quotations • MEAT evaluation criteria must be used to support decision if contract awarded other than on price alone. • Should consider using Tender procedure if appropriate • Consider using the Due North Electronic Portal Quick Quote Process.
£25,001 - £50,000	<ul style="list-style-type: none"> • Must consider using existing corporate contract if there is one or an existing <i>Framework Agreement</i> provided costs are competitive • Must advertise the contract and invite expressions of interest via the Due North Portal. • Must use Council's formal Quotation documents
£50,001 – EU Threshold	<ul style="list-style-type: none"> • Must consider using existing corporate contract if there is one or an existing

	<p><i>Framework Agreement</i> provided costs are competitive</p> <ul style="list-style-type: none"> • Must advertise the contract and invite expressions of interest via the Due North Portal. • Must use Council's formal tender documents
Above EU threshold*	<ul style="list-style-type: none"> • In accordance with <i>EU Procedures</i> and advice from the Procurement Officer and Legal Services

Values exclude VAT, staff costs and fees.

***EU Threshold** as at 1.1.16 (updated every 2 years)

£4,104,394 (works contracts)

£164,176 (supplies and services contracts)

11.1.2 Where it can be demonstrated that there are insufficient suitably qualified *potential tenderers* to meet the competition requirement, all suitably qualified *potential tenderers* must be invited.

11.1.3 An *Authorised Officer* must not split orders, enter into separate contracts or select a method of calculating the total value in order to minimise the application of these contract procedure rules.

11.1.4 Where the *EU procedure* is required, the *Authorised Officer* shall consult the *Director of Finance and Resources* to determine the method of conducting the purchase.

11.2 Assets for disposal

11.2.1 For stocks and stores, *Service Unit Managers* will be responsible for the disposal of surplus assets subject to the agreement of the *Head of Service*. This will be by public auction, competitive tender or by other manner most beneficial to the Council. Any disposal of a single asset valued in excess of £5,000 will be reported to the Cabinet.

11.2.2 For land and property assets, the *Head of Service* in conjunction with the appropriate *Portfolio Holder* in accordance with *Financial Regulations* will exercise a delegation to deal with disposals up to £50,000. Disposals over £50,000 will require the prior approval of the Cabinet who will consider a report by the *Head of Service*, which will include the financial, legal and other consequences of the proposed disposal. Disposals over £500,000 also require the approval of full Council.

11.2.3 The Localism Act requires the Council to maintain a register of Community assets. The register is maintained and kept by *The Director of Finance & Resources*. If there is interest in the disposal of any asset listed on the Register a set procedure needs to be followed and a full consultation needs to be undertaken. Any approach made to the Council with regards disposal of an asset listed on the register must go to the *Director of Finance & Resources* in the first instance.

11.3 Providing services to external purchasers

11.3.1 The *Head of Service* and the *Director of Finance and Resources* must be consulted where it is proposed to do work for organisations other than Bromsgrove District Council.

11.4 Collaborative and partnership arrangements

11.4.1 Collaborative and partnership arrangements are subject to all UK and EU procurement legislation and must follow these Contract Procedure Rules. If in doubt, *Authorised Officers* must seek the advice of the *Procurement Officer*.

11.5 Appointment of consultants

11.5.1 *Consultants* will only be used if in the opinion of the appropriate *Service Unit Manager* in consultation with the *Head of Service* the work cannot be handled by Council employees.

11.5.2 If the consultant is to be appointed, a note should be placed on the file stating:

- (i) why it was necessary to use an external consultant;
- (ii) the brief for the project;
- (iii) the brief for selecting the consultant and how this was met;
- (iv) the names of the members and Officers involved in the selection process.
- (vi) Officers should consider any other options for savings before any appointment.

11.5.3 Consultants shall be selected in accordance with table C.

11.5.4 The engagement of a *consultant* shall follow the agreement of a brief that adequately describes the scope of the services to be provided and shall be subject to completion of a formal letter or contract of appointment. The appropriate *Service Unit Manager* will ensure that the requirements of 11.5.5 below are written into the contract and are verified.

11.5.5 Any *consultant* working on behalf of the Council will:

- (i) comply in all respects with the Council's Contract Procedure Rules and Financial Regulations;
- (ii) hold, where appropriate, an adequate level of professional indemnity insurance to cover any loss that may arise;

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- (iii) produce all records relating to the contract on request during the currency of the contract;
 - (iv) pass all relevant records to the *Service Unit Manager* on completion of the contract, to be maintained in accordance with Rule 6.

11.5.6 There may be instances when the use of these Contract Procedure Rules to appoint a consultant would be inappropriate, for example when engaging a barrister or other consultant where quality of performance is more important than the lowest tender.

11.5.7 For all types of *consultants*, the appropriate *Service Unit Manager* will:

- (i) ensure that consultancies can be properly funded, within an approved budget and expenditure code;
- (ii) consider the type of contract and how payments will be made;
- (iii) draw up a written contract with any *consultants* engaged;
- (iv) appoint a project manager to manage and monitor each consultancy project;
- (v) ensure that all documentation relating to a proposed consultancy is collated by an experienced officer in consultation with the *Director of Finance and Resources* if appropriate.

11.5.8 When grants are awarded to outside bodies to fund *consultants* (for example to carry out feasibility studies) the organisation concerned will be responsible for appointing and monitoring the *consultants*.

11.6 Information Technology

11.6.1 The procurement of information technology should follow all other rules but in addition the following requirements apply.

11.6.2 For all information technology purchases, approval must be sought from the IT Services.

11.6.3 Any extension or additional modules to software may be procured without a Tendering process if:

- (i) the original system was procured through a full Tendering exercise;
- (ii) the contracts for the system and any support and maintenance contracts are still in term;
- (iii) the cost of additional modules does not exceed 25% of the original purchase price;

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- (iv) the total cumulative price does not exceed the OJEU Threshold; and
 - (v) the proposed purchase has had a technical sign off by the IT Services and the Procurement Officer .

12. PRE-TENDER MARKET RESEARCH AND CONSULTATION

12.1 The *Authorised Officer* responsible for the purchase:

- may consult potential suppliers prior to the issue of the *invitation to tender* in general terms about the nature, level and standard of the supply,
- contract packaging and other relevant matters, provided this does not prejudice any potential supplier or tenderer, but
- must not seek or accept technical advice on the preparation of an *invitation to tender or quotation* from anyone who may have a commercial interest in them, if this may prejudice the equal treatment of all potential suppliers/tenderers or distort competition, and
- should seek advice as appropriate, for example from the Procurement Officer and the Director of Finance and Resources.

13. STANDARDS AND AWARD CRITERIA

13.1 The *Authorised Officer* must ascertain whether there are any relevant British, European or international standards which apply to the subject matter of the contract. The officer must include those standards which are necessary to properly describe the required quality. *The Director of Finance and Resources* must be consulted if it is proposed to use standards other than European standards.

13.2 The *Authorised Officer* must define award criteria that are appropriate to the purchase and designed to secure an outcome giving value for money for the Council. The basic criteria are:

- 'lowest price' where payment is to be made by the Council;
- 'highest price' if payment is to be received; or
- 'most economically advantageous', where considerations other than price also apply.
- local training and employment opportunities

If the last criterion is adopted, it must be further defined by reference to subcriteria which may refer only to relevant considerations. These may include price, service, quality of goods, running costs, technical merit, previous experience, delivery date, cost effectiveness, relevant environmental considerations, aesthetic and functional

characteristics (including security and control features), safety, after-sales services, technical assistance and any other relevant matters.

13.3 *Award criteria* must not include:

- *Non-commercial* considerations: (fully explained in definitions appendix);
- matters which discriminate against suppliers from the *European Economic Area* or signatories to the *Government Procurement Agreement*.

14. INVITATIONS TO TENDER/QUOTATIONS

*** please use standard documentation when possible**

14.1 All *invitations to tender* must state that no tender will be considered unless it is received by the date, place and time stipulated. Tenders delivered in contravention of this clause will not be considered.

14.2 All *invitations to tender* shall include the following:

- (i) specification that describes the Council's requirements in sufficient detail to enable the submission of competitive offers;
- (ii) requirement for tenderers to declare that the *tender* content, price or any other figure or particulars concerning the *tender* have not been disclosed by the tenderer to any other party (except where such a disclosure is made in confidence for a necessary purpose);
- (iii) requirement for tenderers to complete fully and sign all *tender* documents including a form of *tender* and certificates relating to canvassing and non-collusion;
- (iv) notification that tenders are submitted to the Council on the basis that they are compiled at the tenderer's expense;
- (v) a description of the *award procedure* and, unless defined in a prior advertisement, a definition of the award criteria in objective terms and if possible in descending order of importance;
- (vi) notification that no tender will be considered unless it is enclosed in a sealed envelope or container which bears the word '*Tender*' followed by the subject to which it relates, but no other name or mark indicating the sender;
- (vii) a stipulation that any *tenders* submitted by fax or other electronic means (excluding any formal electronic tendering arrangements) shall not be considered;

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- (viii) the method by which any arithmetical errors discovered in the submitted *tenders* will be dealt with, in particular, whether the overall price prevails over the rates in the tender or vice versa.
- 14.3 All invitations to *tender* or quotations must specify the goods, service or works that are required, together with the terms and conditions of contract that will apply (see Rule 16).
- 14.4 The invitation to *tender* or *quotation* must state that the Council is not bound to accept any *tender* or *quotation*.
- 14.5 All potential suppliers invited to tender or quote must be issued with the same information at the same time and subject to the same conditions. Any supplementary information must be given on the same basis.
- 15. SHORTLISTING**
- 15.1 Any *shortlisting* must have regard to the financial and technical standards relevant to the contract and the *award criteria*. Special rules apply in respect of the *EU Procedure*.
- 16. SUBMISSION, RECEIPT AND OPENING OF TENDERS/QUOTATIONS**
- 16.1 Potential suppliers must be given an adequate period in which to prepare and submit a proper *quotation* or *tender*, consistent with the complexity of the contract requirement. Normally at least four weeks should be allowed for submission of tenders. *The EU procedure* lays down specific time periods.
- 16.2 Receipt and safe custody of tenders**
- The Council's electronic tendering system will receive, receipt and store (via a secure online portal) all the Council's tenders.
- Receipt of tenders will be logged electronically on the system and a full audit trail evidenced, including dates and times of receipt and opening.
- 16.3 Opening tenders and Register of tenders**
- (i) The e-tendering system shall be maintained by the Procurement Department to show for each set of competitive tender invitations despatched:
- The name of all firms' individuals invited;
 - The names of firms individuals from which tenders have been received;
 - The date the tenders were received and opened;

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- The person(s) opening the 'Tender Box';
 - The price shown on each tender.

17. CLARIFICATION PROCEDURES AND POST-TENDER NEGOTIATION

- 17.1 Providing clarification of an *invitation to tender* to potential or actual tenderers, or seeking clarification of a *tender*, whether in writing or by way of a meeting, is permitted. However, discussions with tenderers after submission of a *tender* and before the award of a contract with a view to obtaining adjustments in price, delivery or content (i.e. post-*tender* negotiations) must be the exception rather than the rule. In particular, they must not be conducted in an *EU procedure* where this might distort competition, especially with regard to price.
- 17.2 If post-tender negotiations are necessary, then such negotiations shall only be undertaken with tenderer(s) identified as having submitted the best *tender(s)*. During negotiations tendered rates and prices shall only be adjusted in respect of a corresponding adjustment in the scope or quantity included in the tender documents. *Authorised Officers* appointed to carry out post-tender negotiations should ensure that there are recorded minutes of all negotiation meetings and that both parties agree actions in writing.
- 17.3 Whenever it is proposed to enter into post-tender negotiation, the *Director of Finance and Resources* must be consulted for advice. Negotiations must be conducted by a team of at least two Officers.
- 17.4 Where post-tender negotiation results in a fundamental change to the specification (or contract terms) the contract must not be awarded but retendered.

18. TENDER EVALUATION, AWARD OF CONTRACT, AND DE-BRIEFING TENDERERS

- 18.1 Apart from the debriefing required or permitted by these contract procedure rules, the confidentiality of quotations, *tenders* and the identity of tenderers must be preserved at all times and information about one tenderer's response must not be given to another tenderer.
- 18.2 Tenderers must complete all tender documentation. Any omissions may render a tender null and void, with no further consideration given.
- 18.3 *Tenders* must be evaluated impartially in accordance with the award criteria. At least the most competitive tender received will be evaluated. Particular attention will be given to rates and prices, percentage adjustments, balancing items, ambiguities, qualifications and alternative offers. The following must also be included in the evaluation:
- comparison of submitted *tender* prices with pre-tender estimates, and resolution of any discrepancies;

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- overall *value for money* assessment;
 - quality of performance on any previous Council contracts;
 - previous experience;
 - views of referees;
 - financial standing;
 - capability of EU compliance, where appropriate;
 - proposals for health and safety, equality and diversity, and dealing with complaints;
 - any significant environmental features of goods and services such as life expectancy, energy efficiency, recyclability.
 - Contribution to delivering the priorities and goals in our corporate strategy.
- 18.4 Compliant *tenders* must be checked for arithmetic accuracy, including the correct extension and summation of rates tendered in the bill of quantities. If arithmetical errors are found they should be notified to the tenderer, who should be requested to confirm or withdraw their *tender*. Alternatively, if the rates in the tender, rather than the overall price, were stated within the *tender* invitation as being dominant, an amended tender price may be requested to accord with the rates given by the tenderer.
- 18.5 No amendments to *tender* rates after submission of tenders will be permitted. If a tenderer withdraws or the revised tender is no longer the most competitive, the next most competitive will be examined and dealt with in the same way.
- 18.6 *Authorised Officers* may accept quotations and tenders received in respect of proposed contracts, provided they are within the approved estimate and have been sought and evaluated fully in accordance with these contract procedure rules. In respect of proposed High Value and EU contracts, the approval of the relevant *Head of Service* will be obtained, and the awarding of the contract will be reported to the next Cabinet and minuted.
- 18.7 For EU contracts, the *Authorised Officer* must notify all tenderers simultaneously and as soon as possible of the intention to award the contract to the successful tenderer. The *Authorised Officer* must provide unsuccessful tenderers with a period of at least ten calendar days (Standstill Period) in which to challenge the decision before awarding the contract. If the decision is challenged by an unsuccessful tenderer then the *Authorised Officer* shall not award the contract and shall immediately seek the advice of the *Director of Finance and Resources*.

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- 18.8 Once the contract has been let, all unsuccessful tenderers will be notified of the results, and may be informed of the successful price on request. The letter of acceptance will not seek to qualify the terms and amounts previously tendered by the contractor.
- 18.9 If a tenderer requests in writing the reasons for a contracting decision, the *Authorised Officer* must give the reasons in writing within reasonable time frame of the request.

CONTRACT AND OTHER FORMALITIES

19. CONTRACT DOCUMENTS

19.1 Relevant contracts

19.1.1 All *relevant contracts* that exceed the High Value threshold shall be in writing.

19.1.2 All *relevant contracts*, irrespective of value, shall clearly specify:

- what is to be supplied (i.e. the work, goods, materials or services to be delivered or undertaken);
- a defined quality of provision, requiring where appropriate that all works carried out or goods supplied will conform to current British Standards or Codes of Practice;
- the provisions for payment (i.e. the price to be paid and when, including details of any discounts or deductions, and where appropriate a means of defining price adjustments for any subsequent amendment of requirements);
- the time, or times, within which the contract is to be performed, and any other conditions and terms as may be agreed between the parties;
- the provisions for the Council to terminate the contract.

19.1.3 The Council's ordering procedures, as laid down in Financial Regulations, must be used wherever possible.

19.1.4 The formal advice of the *Director of Finance and Resources* must be sought in the following instances:

- where the *total value* exceeds £50,000;
- those involving leasing arrangements;
- where it is proposed to use a supplier's own terms;
- those that are complex in any way.

19.1.5 Every relevant contract over the High Value threshold must, where applicable, also state clearly:

- any insurance requirements. This will include, where appropriate, Professional Indemnity insurance, which will protect the Council's interests and cover any potential losses. An adequate level of insurance will be determined in consultation with the Council's insurers;
- health and safety requirements;
- performance and complaints monitoring requirements;
- data protection requirements, if relevant;
- any professional, quality or EU standards that must be met;
- any Council expectations regarding environmentally sustainable working practices;
- equalities and diversity requirements;
- freedom of information requirements;
- that when *agents* are used to let contracts, they must comply with the Council's contract procedure rules;
- a right of access to relevant documentation and records of the contractor for monitoring and audit purposes;
- that the contractor may not assign or sub-contract without prior written consent from the Council's *Authorised Officer*.

19.2 Contract formalities

19.2.1 Agreements shall be completed by the following as a minimum:

Total Value (Rule 11.1.1)	Method of Completion	By
Low value	Signature	Authorised Officer
Medium value	Signature	Service Unit Manager
High value	Signature/Sealing	See Rule 19.3.1

19.2.2 The contract letting process must allow sufficient time for the legal documentation to be completed prior to the start of the contract. All contracts should be concluded in writing before the supply, service or construction work begins, except in exceptional circumstances where it is essential that the contract starts before formal contract signing. In such cases reasons will be clearly noted on the contract file.

19.2.3 The *Authorised Officer* responsible for securing signature of the contract must ensure that the person signing for the other contracting party has authority to bind it.

19.3 Sealing

19.3.1 Where it is appropriate for contract documents to be sealed by the Council, this will be done in accordance with the Council's constitution.

19.3.2 Copies all contracts entered should be stored with the Legal Section.

19.3.3 Details of all contracts should be added to and maintained on the Contracts Register maintained by the Legal Section.

20. BONDS, PARENT COMPANY GUARANTEES AND LIQUIDATED DAMAGES

20.1 *Authorised Officers* must consult the *Head of Service* about whether a parent company guarantee is necessary when it is proposed to appoint a contractor who is a subsidiary of a parent company and:

- the *total value* of the proposed contract exceeds £1 million; or
- award is based on evaluation of the parent company; or
- there is concern about the stability of the contractor.

20.2 *Authorised Officers* must consult the *Head of Service* about whether a bond is needed:

- where the total value of the proposed contract exceeds £1 million; or
- where it is proposed to make stage or other payments in advance of receiving the whole of the subject matter of the contract and there is concern about the stability of the contractor.

20.3 If a *bond* is deemed necessary, the amount will be at least 10% of the contract sum (or its annual value where the contract relates to continuing service). Any decision not to require a bond will be recorded on the appropriate file.

20.4 Provision should be made for liquidated damages to be paid by the contractor if the contract is not completed within the time specified. This will normally be the case for contracts over £500,000 but may also be appropriate for lesser value contracts. The amount of liquidated damages will be determined by the appropriate *Service Unit Manager* in consultation with the *Head of Service*.

20.5 In certain circumstances, both a *parent company guarantee* and a *bond* may be required.

21. PREVENTION OF CORRUPTION

21.1 Officers and Members must not invite or accept any gift or reward in respect of the award or performance of any contract. High standards of conduct are obligatory. Corrupt behaviour will lead to dismissal in the case of Officers and a reference to the Standards Committee in the case of Members. Where appropriate a matter may be referred to the Police.

21.2 The following clause must be put in every written Council contract:

“The Council may terminate this contract and recover all its loss if the Contractor, its employees or anyone acting on the Contractor’s behalf do any of the following things:

- (i) offers, gives or agrees to give to anyone any inducement or reward in respect of this or any other Council contract (even if the Contractor does not know what has been done); or
- (ii) commits an offence under the Prevention of Corruption Acts 1889 to 1916 or Section 117(2) of the Local Government Act 1972; or
- (iii) commits any fraud in connection with this or any other Council contract whether alone or in conjunction with Council members, contractors or employees.

Any clause limiting the Contractor’s liability shall not apply to this clause.”

22. BRIBERY ACT 2010

22.1 The Bribery Act 2010 sets out a number of prohibited acts which, if committed, carry criminal sanctions. Specifically the Council is covered by the offences in the following sections of the Act:

- Section 1: the offence of bribing another person;
- Section 2: the offences relating to being bribed;
- Section 6: the offence of bribing a foreign public official.

22.2 Government guidance highlights as the main example of how an employee of a public authority may commit an offence under the Act is if they accept a payment in return for manipulating the process or outcome of a public procurement in favour of a particular bidder.

22.3 The Council has an overriding duty to prevent and eliminate bribery not only in the way that it affects employees but also by ensuring that no contractors have been involved in any bribery offences. The Government has confirmed that a conviction for an offence under the Act will trigger discretionary not mandatory exclusion from

competing for public contracts under regulation 23 of the Public Contracts Regulation 2015.

- 22.4 If you have any concerns in respect of bribery by another *officer* and/or a contractor/tenderer then please inform *Head of Service* or the *Director of Finance and Resources* immediately. Failure to do so could result in criminal proceedings against you personally.

23. DECLARATION OF INTERESTS

- 23.1 Officers and Members must have regard to their relevant codes of conduct.
- 23.2 Officers must declare to their *Service Unit Manager* any interests which could bring about conflict with the Council's interests.
- 23.3 Members must disclose all relevant interests on their register of interest forms, and at any meetings they attend.

CONTRACT MANAGEMENT

24. MANAGING CONTRACTS

- 24.1 All contracts must have a named Council *contract manager* for the entirety of the contract. This will normally be the appropriate *Service Unit Manager* or a named deputy.
- 24.2 All contract managers will comply with these *Contract Procedure Rules* and any associated Council guidance.

25. RISK ASSESSMENT AND CONTINGENCY PLANNING

- 25.1 A business case must be prepared for all procurements with a potential value over the *EU threshold*. Provision for resources for the management of the contract, for its entirety, must be identified in the business case.
- 25.2 For all High Value contracts, contract managers must:
- maintain a risk register during the contract period;
 - undertake appropriate risk assessments;
 - for identified risks, ensure contingency measures are in place;
 - undertake and record such checks as are necessary to ensure that the contractor's insurance policies remain in force for the duration of the contract.

26. CONTRACT MONITORING, EVALUATION AND REVIEW

26.1 During the life of a contract, the *contract manager* must monitor the contractor in respect of:

- performance;
- risk management;
- compliance with specification and contract;
- cost;
- any value for money requirements;
- user satisfaction.

26.2 In the case of High Value contracts, the *Head of Service* will be responsible for budget monitoring and reporting any particular areas of concern to the Senior Management Team and the appropriate Cabinet member.

DEFINITIONS APPENDIX

Agent

A person or organisation acting on behalf of the Council, or on behalf of another organisation.

Approved list

A list drawn up in accordance with Rule 7.2.

Authorised Officer

The Officer designated to deal with the contract in question. This is usually the Service Unit Manager or their nominated deputy.

Award criteria

The criteria by which the successful quotation or tender is to be selected (see Rules 10 and 11.2e).

Award procedure

The procedure for awarding a contract as specified in Rules 8, 10 and 15.

Best value

The duty, which Part I of the Local Government Act 1999 places on local authorities, to secure continuous improvement in the way in which functions are exercised, having regard to a combination of economy, efficiency and effectiveness as implemented by the Council.

This terminology has now in many instances been superseded by value for money.

Bond

An insurance policy intended to protect the Council against a level of cost arising from the contractor's failure. If a contractor does not fulfil their contractual obligations, the Council can claim the sum of money specified in the bond (often 10% of the contract value).

Cabinet

See Cabinet.

Chief Finance Officer

The Head of Service or such other Officer as may be designated by him.

Chief Officer

The Officers defined as such in the constitution.

Code of conduct

The code regulating conduct of Officers. See Council Personnel Policy C4 on the Council Intranet. A national code of conduct is also in the course of preparation.

Committee

A Committee which has power to make decisions for the Council, for example a joint Committee with another local authority, but not a Scrutiny Committee.

Constitution

The constitutional document approved by the Council which:

- allocates powers and responsibility within the Council and between it and others;
- delegates authority to the Cabinet, Committees, Portfolio Holders and Officers;
- regulates the behaviour of individuals and groups through rules of procedure, codes and protocols.

Consultant

Someone engaged for a specific length of time to work to a defined project brief with clear outcomes to be delivered, who brings specialist skills or knowledge to the role, and where the Council has no ready access to employees with the skills, experience or capacity to undertake the work.

Contract Manager

The named Council officer, usually a Service Unit Manager, who is responsible for sponsoring a contract from inception to completion.

Contracting decision

Any of the following decisions:

- composition of approved lists;
- withdrawal of invitation to tender;
- whom to invite to submit a quotation or tender;
- Shortlisting;

-
- award of contract;
 - any decision to terminate a contract.

Corporate contract

A contract let to benefit all sections of the Council, to support the Council's aim of achieving value for money.

Head of Service

As defined in the constitution.

EU procedure

The procedure required by the EU where the total value exceeds the EU threshold.

EU threshold

The contract value at which the EU public procurement directives apply. The values usually change every 2 years. As at 1.1.16 these were:

£4,104,394 (works contracts)

£164,176 (supplies and services contracts)

European Economic Area

(EEA) provides for the free movement of persons, goods, services and capital through three of the four member states of the European Free Trade Association (EFTA) – Iceland, Liechtenstein and Norway – and 27 of the 28 member states of the European Union (EU).

Cabinet

The Council's Cabinet as defined in the constitution.

Financial Regulations

The financial regulations outlining Officer responsibilities for financial matters issued by the Head of Service in accordance with the constitution.

Framework Agreement

An agreement between one or more authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged.

Government Procurement Agreement

The successor agreement to the General Agreement on Trade and Tariffs. The main signatories other than those in the European Economic Area are the USA, Canada, Japan, Israel, South Korea, Switzerland, Norway, Aruba, Hong Kong, China, Liechtenstein and Singapore.

Director of Finance and Resources

As identified in the constitution.

High profile

A high-profile purchase is one that could have an impact on functions integral to Council service delivery should it fail or go wrong.

High risk

A high-risk purchase is one which presents the potential for substantial exposure on the Council's part should it fail or go wrong.

High Value contract

Where the value exceeds the threshold as stated in the summary of essential requirements in the introduction to these contract procedure rules. Formal written tenders are required. See also EU threshold.

Invitation to tender

Invitation to tender documents in the form required by these contract procedure rules.

Key decision

Decisions that are defined as key decisions in the constitution.

Line Manager

The Officer's immediate superior or the Officer designated by the Service Unit Manager to exercise the role reserved to the line manager by these contract procedure rules.

Low Value contract

As defined in the summary of essential requirements in the introduction to these contract procedure rules. Verbal estimates are required, confirmed in writing over a particular value.

Managing Director

The Council's Chief Executive Officer, as defined in the constitution.

MEA

Most Economically Advantageous.

Medium Value contract

As defined in the summary of essential requirements in the introduction to these contract procedure rules. Written quotations are required.

Nominated suppliers and sub-contractors

Those persons specified in a main contract for the discharge of any part of that contract.

Non-commercial considerations

- (a) The terms and conditions of employment by contractors of their workers or the composition of, the arrangements for the promotion, transfer or training of or the other opportunities afforded to, their workforces ('workforce matters').
- (b) Whether the terms on which contractors contract with their sub-contractors constitute, in the case of contracts with individuals, contracts for the provision by them as self-employed persons of their services only.
- (c) Any involvement of the business activities or interests of contractors with irrelevant fields of government policy.
- (d) The conduct of contractors or workers in industrial disputes between them or any involvement of the business activities of contractors in industrial disputes between other persons ('industrial disputes').
- (e) The country or territory of origin of supplies to, or the location in any country or territory of the business activities or interests of, contractors.
- (f) Any political, industrial or sectarian affiliations or interests of contractors or their directors, partners or employees.
- (g) Financial support or lack of financial support by contractors for any institution to or from which the authority gives or withholds support.
- (h) Use or non-use by contractors of technical or professional services provided by the authority under the Building Act 1984.

Workforce matters and industrial disputes, as defined in paragraphs (a) and (d), cease to be non-commercial considerations to the extent necessary or expedient to comply with best value; or where there is a transfer of staff to which the Transfer of undertakings (Protection of Employment) Regulations 1981 (TUPE) may apply.

Parent company guarantee

A contract which binds the parent of a subsidiary company as follows: if the subsidiary company fails in its contractual obligations, the Council can require the parent company to rectify the situation.

Portfolio Holder

A member of the Cabinet to whom political responsibility is allocated in respect of specified functions.

Potential Tenderer

Any person who asks or is invited to submit a quotation or tender.

Priority services

Those services required to be tendered as defined in the EU public procurement directives.

Procurement strategy

The document setting out the Council's approach to procurement and key priorities for the next few years.

Quotation

A quotation of price and any other relevant matter (without the formal issue of an invitation to tender).

Relevant contract

Contracts to which these contract procedure rules apply (see Rule 4).

Senior Management Team

Collective name for Managing Director and Heads of Service.

Service Unit Manager

Heads of Service who report directly to the Managing Director, collectively known as the Senior Management Team.

Shortlisting

The process of selecting potential suppliers or contractors who are to be invited to quote or bid or to proceed to final evaluation.

Statutory basis

The Local Government Act 1972 (section 135) requires Local Authorities to introduce and implement standing orders (procedure rules) for contracts made “by them or on their behalf for the supply of goods and materials or for the execution of works”.

The Local Government Act 1988 (Part II) lays down general rules as to contracting practice. All contracts let by the Council will comply with these rules.

The Local Government Act 1999 and associated guidance requires local authorities to make arrangements to secure best value and continuous improvement in exercising current functions and also when considering procurement options for future service delivery.

Tender

A formal proposal submitted in response to an invitation to tender.

Tenderer

Any person who submits a formal quotation or tender in response to an invitation to tender.

Tender register

The register kept by the Director of Finance and Resources to record details of tenders (see Rule 16.5).

Total value

The whole of the value or estimated value (in money or equivalent value) for a single purchase or disposal calculated as follows:

- (a) where the contract is for a fixed period, by taking the total price to be paid or which might be paid during the whole of the period;
- (b) where the purchase involves recurrent transactions for the same type of item, by aggregating the value of those transactions in the coming 12 months;
- (c) where the contract is for an uncertain duration, by multiplying the monthly payment by 48;
- (d) for feasibility studies, the value of the scheme or contracts which may be awarded as a result;
- (e) for nominated suppliers and sub-contractors, the total value shall be the value of that part of the main contract to be fulfilled by the nominated supplier or sub-contractor.

TUPE

Transfer of Undertakings (Protection of Employment) Regulations 2006 (SI 2006 No. 246)

Subject to certain conditions, these regulations apply where responsibility for the delivery of works or services for the authority is transferred from one organisation (e.g. private contractor, local authority in-house team) to another (e.g. following a contracting-out or competitive tendering process) and where the individuals involved in carrying out the work are transferred to the new employer. These regulations seek to protect the rights of employees in such transfers, enabling them to enjoy the same terms and conditions, with continuity of employment, as existed with their former employer. Broadly, TUPE regulations ensure that the rights of employees are transferred along with the business.

Value for Money

Value for money is not just the lowest possible price: it combines goods or services that fully meet your needs, with the level of quality required, delivery at the required time, and at an appropriate price.

Section 1 - Financial Procedure Rules APPENDIX 2

CONTENTS

PART A	FINANCIAL REGULATION POLICY	1.0
PART B	FINANCIAL REGULATIONS	2.0
PART C	FINANCIAL GUIDANCE	
3.0	Urgent decisions	
4.0	Income charging policy	
5.0	Income collection	
6.0	Orders for goods, works and services	
7.0	Payments	
8.0	Salaries, wages, pensions, travel and subsistence	
9.0	Imprest accounts	
10.0	Banking arrangements and corporate credit cards	
11.0	Preventing financial irregularities	
12.0	Money laundering	
13.0	Asset management	
14.0	Audit	
15.0	Revenue budget management	
16.0	Capital budget management	
17.0	Budgetary control	
18.0	Virement	
19.0	Insurance and risk management	
20.0	Loans, leasing and investments	
21.0	Trust funds	
22.0	Inventories and stocks and stores	
23.0	Working for third parties and Shared Services	

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- APPENDIX A** Responsibilities under the Financial Procedure Rules
- APPENDIX B** Policy for the management of Government Procurement Cards
- APPENDIX C** Glossary of terms

PART A FINANCIAL REGULATION POLICY (1.0)

Background

- 1.1 Section 151 of the Local Government Act 1972 *requires that “Every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their Officers has responsibility for the administration of those affairs”.*
- 1.2 The person with overall responsibility for Bromsgrove District Council financial affairs under the act, the Chief Financial Officer (CFO) or Section 151 Officer is the Director of Finance and Resources. Bromsgrove District Council uses the Chartered Institute of Public Finance (CIPFA) guidance in defining the role of their Director of Finance and Resources:
- is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the authority’s strategic objectives sustainably and in the public interest;
 - must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the authority’s financial strategy; and
 - must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.
- 1.3 To deliver these responsibilities the Director of Finance and Resources:
- must lead and direct a finance function that is resourced to be fit for purpose; and
 - must be professionally qualified and suitably experienced.
- 1.4 The 1988 Local Government Act makes a requirement to have a designated qualified Deputy S151 Officer to act on their behalf in his/her absence or if requested by the Director of Finance and Resources to do so. The role designated as Deputy S151 Officer is the Financial Services Manager.
- 1.6 The Financial Procedure Rules apply to every Member and Officer of the Council and anyone acting on its behalf.

Purpose

- 1.7 The purpose of the Financial Procedures Rules are:
- Promote best value and improve service delivery;
 - Set out procedures for employees and members to meet the Council’s expected standards;

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- Demonstrate that controls are in place.

Controls

- 1.8 The Financial Procedure Rules consist of this policy, the Financial Regulations and the financial guidance. All employees and Members are required at all times when engaged on Council activities to comply with these documents as applicable.

PART B FINANCIAL REGULATIONS (2.0)

- 2.1 All Members and Officers must comply with these Financial Procedure Rules all times as applicable.
- 2.2 All Members and Officers must at all times when engaged on Council activities act in the interest of the Council.
- 2.3 All activities must comply with legislation, approved service plans and other Council policies or procedure documents.
- 2.4 All activities must seek to achieve value for money.
- 2.5 Managers must ensure that there are controls in place for every system under their management.
- 2.6 Adequate records must be kept for all transactions in all systems.
- 2.7 Members and Officers have a general responsibility for taking reasonable action to provide for the security of assets under their control and for ensuring that the use of these resources is legal, properly authorised, provide value for money and achieves best value.
- 2.8 The Chief Executive, Directors, Auditors and other Officers designated by them should have unrestricted access to all assets and records held on behalf of the Council.
- 2.9 Members, Officers and others acting on behalf of the Council are required to have proper regard to the advice and guidance issued by the Director of Finance and Resources on the Financial Procedure Rules.
- 2.10 Every report to Members require approval by the Director of Finance and Resources, or a nominee designated by the Director of Finance and Resources, setting out the financial implications of the recommendation(s) proposed.
- 2.11 The Council's expectation of propriety and accountability is that Members and staff at all levels shall lead by example in ensuring adherence to financial and legal requirements, rules, procedures and practices.
- 2.12 Members and staff at all levels shall act in accordance with the Council's anti-fraud and anti-corruption policies.
- 2.13 The Council also expects that individuals and organisations (e.g. suppliers, contractors, service providers) that it comes into contact with, shall act towards the Council with integrity and without thought or actions involving fraud or corruption.
- 2.14 The Council's Scheme of Delegation is the formal record of delegation of financial decision making.

PART C FINANCIAL GUIDANCE

3.0 Urgent decisions

- 3.1 In accordance with the Council's Scheme of Delegation to Officers the Chief Executive and in his absence the Directors, are empowered to take all necessary decisions in cases of emergency.
- 3.2 Any decisions made under the 'urgent decision' arrangements shall be reported to Council.
- 3.3 Nothing in these finance procedure rules shall prevent expenditure required to meet immediate needs caused by a sudden emergency to which the Civil Contingencies Act 2004 applies, provided that such expenditure shall be reported as soon as possible to the appropriate Cabinet member and the Cabinet.

4.0 Income charging policy

- 4.1 Local authorities have a wide discretion to levy charges for services. Where charges can be set at the discretion of the Council Directors should comply with the income and charging principles, including:
- a) The Council should aim to charge for all services where it is appropriate to do so, unless there are conflicting policies or legal reasons not to do so.
 - b) The Council should (subject to market conditions) aim to maximise income from fees and charges by ensuring that the full cost of provision and enforcement is recovered, unless there are contrary policies, legal or contractual reasons.
 - c) Decisions to subsidise services, or to not make a charge for a service should be clearly linked to Council objectives, and the potential income that is not earned must be a consideration in the decision.
 - d) Where the Council continues to subsidise the cost of services provided to customers, the level of subsidy should be clearly understood by the Service unit.
 - e) Charges must be linked to both service and strategic objectives and must be clearly understood.
 - f) The direct implications of charging for residents, and the indirect implications for public, private and voluntary sector partners should be clearly understood.
 - g) Any concessionary scheme should be based on ability to pay and be applied in a consistent and transparent approach across all Council services.
 - h) Where appropriate annual inflationary uplifts will be applied through the budget setting process, this will be agreed by Members as part of the budget setting process.

5.0 Income collection

5.1 The Director of Finance and Resources shall agree arrangements for the collection of all income and approve procedures and systems. In order to achieve this, the following controls must be followed:

- a) All income due to the Council is identified, charged correctly and billed promptly.
- b) All money received by an employee on behalf of the Council is paid without delay to the Director of Finance and Resources or to a nominated Officer or into the Council's specified bank account and is properly recorded.
- c) All receipts given for money should be on an official receipt form.
- d) All income is collected from the correct person, at the right time using the correct procedures and appropriate stationery and effective recovery action to pursue outstanding sums is taken within defined timescales.
- e) A formal approval process for write-offs of uncollectable debts should be followed using the criteria detailed below.
- f) Personal cheques shall not be cashed out of money held on behalf of the Council.
- g) All income received shall be receipted immediately.
- h) Officers shall record all cash received immediately; its use for either personal or official purposes is strictly forbidden.
- i) All paying in records shall be retained securely in line with the Council's policies on the retention of documents.

5.2 The Director of Finance and Resources has determined the following authorisations for writing off uncollectable debt:

Value	Recommendation	Examined/ Approved	Authorised
Credit balances	Income Officer Rent & Welfare Officer Locality Officer Housing Database Officer Revenue Officer Benefits Overpayments Officer	Appropriate Service Supervisors/ Team Leaders	Appropriate Service Managers
Debts up to £100	Income Officer Rent & Welfare Officer Locality Officer	N/A	Appropriate Service Supervisors/ Team Leaders.

Value	Recommendation	Examined/ Approved	Authorised
	Revenue Officer Benefits Overpayments Officer		
£101 - £2,000	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officers	N/A	Appropriate Service Managers
Debts over £2,000	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officers	Service Managers	Director o Finance and Resources - Section 151 Officer Financial Services Manager (Deputy Section 151 Officer). Head of Customer Access and Financial Support
Debts remitted by Magistrates or where a term of imprisonment has been served	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officer	N/A	Appropriate Service Managers
Insolvency proceedings Administration Order (where claim has been formally acknowledged	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officer	N/A	Appropriate Service Managers
Debtor is deceased no prospect of dividend from estate	Income Officer Rent & Welfare Officer Locality Officer Revenue Officer Benefits Overpayments Officer	N/A	Appropriate Service Managers
Debt matching agreements	Appropriate Service Managers		Director of Finance and Corporate Resources

Value	Recommendation	Examined/ Approved	Authorised
Cases of hardship or discretionary write offs	Appropriate Service Managers		Director of Finance and Corporate Resources in conjunction with the Portfolio Holder for Finance and Enabling.

6.0 Orders for goods, works and services

- 6.1 Orders shall not be issued for goods, work or services unless the cost is covered by an approved budget. No payment will be made without an authorised order, unless otherwise agreed by the Director of Finance and Resources or Financial Services Manager.
- 6.2 All orders given on behalf of the Council shall be approved in electronic or written form in accordance with signatory limits. All orders are to be authorised by Officers nominated by the appropriate Head of Service who shall be responsible for official orders issued from his or her Service.
- 6.3 The key controls for ordering and paying for work, goods and services are:
- a) All works, goods and services are ordered only by appropriate persons and recorded.
 - b) All works, goods and services shall be ordered in accordance with the Contracts Procedure rules unless they are purchased from internal sources within the Council.
 - c) Works, goods and services received are checked to ensure they are in accordance with the order.
 - d) Payments are authorised by Officers who can certify that goods have been received to price, quantity and quality.
 - e) All payments are made to the correct person, for the correct amount and are properly recorded, regardless of the payment method.
 - f) All appropriate payment documents are retained and stored for the defined period in accordance with the Bromsgrove District Council Records Management Policy'.
 - g) All expenditure is accurately recorded against the right budget and any exceptions corrected.
 - h) That processes are in place to maintain the security and integrity of data for transacting business electronically.

7.0 Payments

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- 7.1 Individual Officers shall ensure that payments are authorised by appropriate Officers who can certify that goods and services have been received and that price, quantity and quality are in accordance with the initial order.
- 7.2 Heads of Service shall maintain for their area a list of Authorised Officers showing their signing levels with specimen signatures, this is to be held on the Council intranet. This list should be reviewed at intervals to ensure is up to date and accurate and any changes being reported promptly.
- 7.3 Where an electronic file contains multiple payments, an Officer may authorise the whole file with one signature if his or her authorised limit is at least the value of the highest individual amount within that file.
- 7.4 References to certification and authorisation are deemed to include those made online within a system where the identity of the user is verified using the system's identification protocols.
- 7.5 Once certified, all accounts paid through the centralised payment system must be passed to the Payments Section that shall ensure that the required payment is made to the correct person by the agreed method of payment and that all expenditure including VAT is accurately recorded against the correct budget.
- 7.6 Requests for payment shall be rejected by the Senior Payments Officer unless certified by an Officer who has the appropriate level of authority.
- 7.7 The use of feeder systems to generate payments will only be allowed if the Director of Finance and Resources is satisfied that the data integrity of the corporate financial system would not be compromised and that the feeder system works in accordance with these financial procedures.
- 7.8 Invoices do not need specific authorisation for payment in an electronic system where the invoice matches the authorised order and goods receipt, and all three are correctly entered into the system.
- 7.9 In accordance with the Public Contract Regulations 2015 and the Late Payment of Commercial Debts Regulations 2013, and to maximise performance under the contract; the Council has to process all undisputed invoices within 30 days of receipt. The same shall apply to contractors in respect of any subcontractor arrangements applied under the applicable Council contract(s). All Council contracts shall contain provisions to this effect. All accounts received must be date stamped with the day of receipt. In the event of a claim for damages/interest for late payment, the amount will be charged to the budget of the Directorate responsible.
- 7.10 The Director of Finance and Resources shall ensure that all appropriate payment documentation is retained for the required period of time in accordance with the Bromsgrove District Council Records Management Policy.

8.0 Salaries, wages, pensions, travel and subsistence

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- 8.1 Heads of Service shall maintain for their area a list of Authorised Officers showing their signing levels with specimen signatures, this is to be held on the Council intranet. This list should be reviewed at intervals to ensure is up to date and accurate and any changes being reported promptly.
- 8.2 All claims for payment of allowances, subsistence, travelling and expenses must be submitted within two months of the period they relate to on the approved form, duly certified in a form approved by the Director of Finance and Resources with all required supporting evidence including receipts for expenses where appropriate. Any exceptions shall require individual certification by both the Director and the Head of Service.
- 8.3 The certification of claims by or on behalf of a Director or Head of Service shall be taken to mean that the Certifying Officer is satisfied that the journeys and the expenses incurred were necessary and authorised as being in line with the council's policies on travel and subsistence claims.
- 8.4 The Senior Payroll Officer shall ensure that all appropriate payroll documents are retained for the required period of time in accordance with the Council Records Management Policy.

9.0 Imprest accounts

- 9.1 The Financial Services Manager will authorise provision of a cash or bank imprest account to meet minor expenditure on behalf of the Council.
- 9.2 The Financial Services Manager will maintain a record of all advances made and reconcile to the Council's main financial system.

In summary Officers operating an imprest account will comply with the following procedures:

- a) Obtain and retain vouchers to support each payment from the imprest account including official VAT receipts where appropriate.
- b) Make adequate arrangements in their office for the safe custody of the account including vouchers and any other supporting documentation.
- c) Produce upon demand by the Financial Services Manager cash and all vouchers to the total value of the imprest account.
- d) Record transactions promptly.
- e) Reconcile and balance the account at least monthly with reconciliation sheets to be signed and retained by the imprest holder.
- f) Provide the Financial Services Manager with a certificate of the value of the account held at 31st March each year.
- g) Ensure that the imprest is never used to cash personal cheques or to make personal loans.

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- h) Ensure that the only payments into the account are the reimbursement payments and any notes/coinage relating to purchases made by a cash advance from the imprest account.
 - i) Ensure income due to the Council is collected and banked as provided in accordance with the Council's Financial Procedure Rules and not through an imprest account.
 - j) On leaving the Council's employment, ceasing to be entitled to hold an imprest advance or no longer requiring an imprest advance, Officers must request that the Financial Services Manager close the account. All funds and account documentation should be returned to the Financial Services Manager.
 - k) A bank imprest account cannot become overdrawn.
 - l) Submit a claim for reimbursement at least monthly or return a nil claim.

10.0 Banking arrangements and Government Procurement cards

- 10.1 All arrangements with the Council's bank concerning the Council's bank accounts and for the ordering and issue of cheques shall be made by, or under arrangements approved by, the Director of Finance and Resources. The Director of Finance and Resources shall be authorised to open and operate such banking accounts, as he or she may consider necessary. This authority shall include the power to give the necessary directions to the bank as to signatures for withdrawals.
- 10.2 Apart from payments from Government Procurement cards, petty cash, imprest accounts, the normal method of payment due from the Council shall be by BACS or cheque. Direct debit and periodical payment arrangements shall require the prior agreement and authorisation of the Director of Finance and Resources.
- 10.3 All cheques and cheque stationery shall be ordered only on the authority of the Director of Finance and Resources who shall be satisfied that proper arrangements are in place for their safe custody. Where the signature is printed on the cheque by a Council system, the signature shall be that of the Director of Finance and Resources.
- 10.4 The Director of Finance and Resources shall be responsible for authorising the issue of Government Procurement cards and determining spending limits. Cardholders are required to comply with the policy issued by the Director of Finance and Resources regulating the use of corporate credit cards as shown in Appendix B. Purchases must be made in accordance with the Contract Procedure rules. This policy will include the requirement for cardholders to provide the Senior Payments Officer with a receipt and complete the online system with details of all items purchased including the general ledger code this is due by 17th of each month.

11.0 Preventing financial irregularities

- 11.1 All Officers are required under their contractual obligation to report financial irregularities at the earliest opportunity to their Manager or Director of Finance and Resources. The Director of Finance and Resources will report financial irregularities to the Chief Executive, Cabinet and the Audit, Standards and Governance

Committee. Providers of services are required to highlight financial irregularities immediately as stipulated under the contract procedure rules.

- 11.2 The Director of Finance and Resources, in conjunction with audit, will determine the scope of any internal enquiries or investigations, subject to consultation with the relevant member of the Management Team.
- 11.3 The Director of Finance and Resources, in consultation with the relevant member of the Management Team, will decide whether any matter under investigation should be referred for Police investigation and take recovery action as appropriate on such matters.
- 11.4 The Director of Finance and Resources will inform the Chief Executive and Monitoring Officer if a suspected irregularity occurs involving staff who are his or her responsibility.
- 11.5 All staff and members must report financial irregularities to the Director of Finance and Resources.
- 11.6 The Director of Finance and Resources will advise the relevant Director if the outcome of an audit investigation indicates improper behaviour by a member of staff; or the Monitoring Officer if the outcome of an audit investigation indicates improper behaviour by an Elected Member. The Director or Monitoring Officer will then instigate the relevant disciplinary/standards procedure.

12.0 Money laundering

- 12.1 The Director of Finance and Resources is appointed as the Money Laundering Reporting Officer (MLRO). This Officer shall ensure that all staff likely to receive payments from the public, businesses or professions are aware of the authority's responsibilities under the Proceeds of Crime Act 2002, the Money Laundering Regulations 2007 and any other relevant acts and regulations, such as the Terrorism Act 2000 and Anti-terrorism, Crime and Security Act 2001.
- 12.2 The MLRO shall receive reports from staff about suspicious payments of any value for any purpose and payments in cash in excess of £10,000 including in aggregate.
- 12.3 The MLRO shall report any instance of suspected money laundering to the serious organised crime agency.

13.0 Asset management

Introduction

- 13.1 The asset management section of the Council's Financial Procedure Rules provides a framework of principles, minimum requirements, levels of authority and delegations to ensure that the Council's asset portfolio is managed effectively to achieve maximum value for money.

Overarching principles

13.2 A set of overarching principles govern the operation of this section of the Council's Financial Procedure Rules.

13.3 These are:

Property

- a) All property owned or leased by Bromsgrove District Council is held corporately.
- b) The Director of Finance and Resources, in conjunction is responsible for ensuring that the occupation of all Bromsgrove District Council property by Directorates or other tenants is in the interests of the Council as a whole.
- c) The Director of Finance and Resources has the authority to intervene in property matters to protect Bromsgrove District Council's overall interests.
- d) Resolution of disputes on property matters is overseen by the Chief Executive.
- e) All property transactions should be referred to the Director of Finance and Resources who shall seek the comments of all interested parties, including relevant Cabinet members, Directorates and local members, before the decision is taken to proceed. All decisions must be taken in accordance with the delegations set out in this section of the Council's Financial Procedure Rules, the functions scheme, and the decision making procedures set out in the Council's Constitution.
- f) Occupation of property is subject to health and safety legislation provided to employees through mandatory training.

General

- g) Capital investment on assets must be linked to priorities identified through the corporate planning process using a clear and objective prioritisation policy.
- h) Capital investment must be directed to obtain maximum benefit from available resources, taking account of economy, efficiency and effectiveness.
- i) Revenue implications of capital investment must be considered, including the revenue costs of any borrowing required, and spend to save funding may be available to pump prime investment that can demonstrate a clear financial pay back.

Acquisitions and improvements to assets

13.4 Before an asset is acquired or improved the need for investment must be clearly identified and appraised.

13.5 Prior to allocation of resources a business case must be prepared and approved by the relevant Director.

13.6 The Director of Finance and Resources will present the scored business case to the Management Team. Where the acquisition proposed is part of the annual budget setting process the Management Team will make recommendations to Cabinet for inclusion in the Medium Term Financial Strategy. Where the proposal is outside of the budget setting process the approval will follow the Council's virement procedures provided that the capital budget approved by Council is not exceeded.

13.7 The use of compulsory purchase powers must be approved by Cabinet.

Property

13.8 Property is to be used efficiently, effectively and economically with due regard to legislative requirements.

13.9 The occupation and use of property by a Directorate is subject to the Director of Finance and Resources approving all material changes to property, including change of use, appropriations, granting/taking of interests, alterations or additions. Such changes must then be reported to the Financial Services Manager for correct accounting treatment and apportionment of charges.

13.10 The Director of Finance and Resources has the authority to undertake reviews of the property portfolio, or parts of it, to determine if it is optimised in terms of its utilisation, cost and value and within this to challenge the retention or use of existing properties occupied by Directorates or other tenants.

Disposals

13.11 Land, property and any other assets which are surplus to operational need are either to be reallocated to meet alternative needs or disposed of in line with statutory requirements and/or Bromsgrove District Council policies.

13.12 Directorates shall notify the Director of Finance and Resources of:

a) Any property (or part) that is:

- Vacant.
- Held against a future operational need.
- Not used for the principal purpose for which it is held.
- Likely to be surplus to requirements (with estimated timescale).

b) Any statutory/process issues relevant to its disposal (e.g. prescribed consultation processes, reference to the Secretary of State, etc.).

c) Any other issues which need to be considered prior to disposal.

13.13 The Cabinet must be informed of any surplus property to enable it to declare as surplus, and further agree to the marketing of any surplus assets.

Treatment of capital receipts

- 13.14 All capital receipts from disposals are deemed to be a corporate capital resource available for allocation in line with corporate priorities.

Financial Procedure Rules

- 13.15 All of the protocols set out in the Council's Financial Procedure Rules and the Financial Guidance (Part 3) and Chief Executive Schemes of Delegation must be adhered to. No transaction should be approved unless specific budgetary provision is identified, except where the purchase is approved under the authority given in Paragraph 3.0 for urgent decisions.

14.0 Audit

- 14.1 The Director of Finance and Resources has responsibility for maintaining an adequate and effective internal audit service. This service has been delegated to the Worcestershire Internal Audit Shared Services (WIASS).
- 14.2 The Director of Finance and Resources shall maintain strategic and annual audit plans that take account of the relative risks of the activities involved. He/she shall liaise with the Management Team on the audit strategy and plan.
- 14.3 WIASS is responsible for providing the Audit, Standards and Governance Committee with regular assurance reports that highlight any areas of concern regarding the effectiveness or level of compliance with agreed systems of internal control.
- 14.4 WIASS shall submit an annual report to the Audit, Standards and Governance and Standards Committee detailing internal audit activity for the previous year and reporting significant findings and areas of concern.
- 14.5 WIASS shall provide a regular summary to the Leader, Chairman of Audit, Standards and Governance Committee and relevant Cabinet Member(s) of audit review reports following sharing of the detailed reports with Directors before hand.
- 14.5 The Director of Finance and Resources is responsible for producing an Annual Governance Statement for inclusion with the annual Statement of Accounts based on assurances provided by WIASS and also on risks and areas for improvement identified by Management Team.
- 14.7 Officers shall ensure that internal and external auditors are provided with:
- a) Access at reasonable times to premises or land used by the Council.
 - b) Access at reasonable times to any employee or employees.
 - c) Access to all assets, records, documents, correspondence and control systems relating to any matter or business of the Council.
 - d) Any information and explanation considered necessary concerning any matter under examination.

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- 14.8 Officers must account for cash, stores or any other Council property under their control and produce such items for inspection if required by WIASS.
- 14.9 Officers are required to consider and respond to audit reports and audit recommendations within two weeks.
- 14.10 Officers must ensure that any agreed actions arising from audit recommendations are carried out in a timely and efficient manner.
- 14.11 Where an appropriate response to audit recommendations has not been made within the agreed period, the Director of Finance and Resources shall refer the matter to the Chief Executive and/or the Audit, Standards and Governance Committee.
- 14.12 Officers are responsible for notifying the Director of Finance and Resources or WIASS immediately in writing/electronic medium of any suspected or alleged fraud, theft, irregularity, improper use or misappropriation of Council property or resources. Pending investigation, all necessary steps should be taken to prevent further loss and secure records and documents against removal, destruction or alterations.
- 14.13 The Director of Finance and Resources is to investigate promptly all apparent, suspected or reported irregularity or fraud he/she becomes aware of. He/she shall report his/her findings to the Chief Executive to discuss and agree appropriate legal proceedings and/or disciplinary action, consulting with the relevant member(s) of the Management Team as appropriate.
- 14.14 Officers are responsible for ensuring that new systems for maintaining financial records, or records of assets, or changes to such systems are discussed and agreed with the Director of Finance and Resources prior to implementation.
- 14.15 Officers are responsible for ensuring that all paperwork and systems are up to date, kept securely and are made available for inspection by audit.
- 14.16 Officers shall ensure that all fundamental systems and other financial systems are reconciled on a regular basis and that records are up to date and available for audit inspection when required.

15.0 Revenue budget management

- 15.1 The Financial Services Manager shall prepare and review annually a long term financial plan and strategy to provide an estimate of resources available to the Council and identify budget pressures.
- 15.2 Proposed budgets over periods of one year or longer shall be prepared by Directors, in consultation with the Director of Finance and Resources, for consideration by the Cabinet, having regard to the views of the Overview and Scrutiny Committees, before submission to Council.
- 15.3 The Cabinet shall recommend an annual budget to Council that includes the following:
- a) Annual capital and revenue budget.

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- b) Proposed contingencies, general reserves and specific reserves.
 - c) Council Tax requirement.
 - d) Treasury Management Policy and borrowing limits.
 - e) The Director of Finance and Resources statutory declaration on budget setting.
- 15.4 Budget management ensures that resources allocated by Members are used for their intended purposes and that these resources are properly accounted for. Budgetary control is a continual process enabling the Council to review and adjust its budget targets during the financial year. It also provides the mechanism to call to account Managers responsible for defined elements of the budget.
- 15.5 The structure and format of the revenue budget should be sufficient to permit effective financial management.
- 15.6 The overall budget setting process for both revenue and capital is controlled by the Director and Finance and Resources.
- 15.7 Budgets will be distributed to budget holders for consultation. Budget holders will work with Finance staff to prepare detailed income and expenditure estimates for the forthcoming year taking into account known service level changes, contractual commitments and financial constraints.
- 15.8 Budget holders should provide information on any legislative changes, statutory duties, demographic changes, which impact upon service trends and activity levels to inform the financial planning and budget setting process.
- 16.0 Capital budget management**
- 16.1 The Cabinet shall, following the submission of proposals by the Management Team, recommend to Council:
- a) A capital programme for each financial year.
 - b) A future indication of a capital programme over a four-year period.
 - c) The recommended funding method for each capital project (including the use of prudential borrowing, capital receipts, revenue or other financing methods).
- 16.2 Following the approval of a capital programme, and subject to any conditions specified in that programme, or specified by the relevant Cabinet member, the relevant Director shall take all appropriate action to carry into effect the approved schemes, within the budget and timescale agreed in the capital programme. Any material variation in cost or timescale shall be reported to the Cabinet.
- 16.3 Cabinet Members will monitor capital expenditure once budgets are approved by Council.

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- 16.4 If a project has not started within the specified timeframe, being two years behind the intended start date it will require resubmitting before proceeding.
- 16.5 Any report for a project or policy of a capital nature shall include details of:
- a) The estimated cost of the proposal.
 - b) Any phasing of the capital expenditure.
 - c) The proposed method of financing, whether by loan, revenue or otherwise.
 - d) The effect on the revenue estimates in the first and subsequent years.
 - e) The additional staff and grades required both initially and ultimately.
 - f) An assessment and measurement of the need for the scheme and the benefits it will produce.
 - g) A technical and financial appraisal of the alternative approaches to meeting the need. (larger projects only)

17.0 Budgetary Control

- 17.1 Each Director shall be responsible for monitoring the revenue and any capital budget relevant to his/her Directorate to ensure that such budgets are properly spent and not exceeded.
- 17.2 Any new proposal or variation which would materially affect the finances of the Council shall require approval by the Cabinet. Any budget virements must comply with the Council's scheme of budget virement
- 17.3 The Council operates within an overall annual cash limit. As a result all individual budgets are cash limited. Each budget holder is required to operate within the cash limit.
- 17.4 Directors shall monitor spend and income against budgets monthly and ensure, so far as practicable, that expenditure in excess of their net approved budgets is not incurred without prior approval. If actual income is expected to be below budget, this must also be actively managed.
- 17.5 If it appears to a Director that his/her overall cash limited budget may be exceeded, he/she shall report the details as soon as practicable and identify mitigating action. The overall position is then reported to the Cabinet.
- 17.6 Action plans must be put in place by each Directorate at an early stage in the financial year in order to manage potential overspendings (e.g. due to additional spending or below target income). Directors must ensure Officers adhere to the savings targets and take mitigating action if delivery is deemed to be at risk.
- 17.7 It is the duty of Directors to ensure that responsibility for budgetary control is clearly allocated to appropriate Officers in their Directorates. Directors shall nominate a Budget Manager for each cost centre. As a general principle budget responsibility

should be aligned as closely as possible to the decision-making processes that commits expenditure.

- 17.8 Budget Managers are accountable for their budgets and the level of service to be delivered and must understand their financial responsibilities. Budget Managers should be responsible only for income and expenditure that they can influence.
- 17.9 Budget Managers are required to;
- a) Follow an approved process for all expenditure.
 - b) Ensure that income and expenditure are properly recorded and accounted for.
 - c) Ensure that expenditure is committed only against an appropriate budget head.
 - d) Monitor performance levels/levels of service in conjunction with the budget and necessary action is taken to align service outputs and budget.
 - e) Monitor and control the gross expenditure budget position.
 - f) Investigate and report significant variances from approved budgets.
- 17.10 The Director of Finance and Resources shall establish an appropriate framework of budgetary control, monitored and reported through the financial system.
- 17.11 The Director of Finance and Resources shall provide Directors, budget holders and Cabinet members with monthly financial management information reports in line with the Forward Plan.
- 17.12 The Director of Finance and Resources shall ensure that each Director has available timely information on receipts and payments on each budget which is sufficiently detailed to enable managers to fulfil their budgetary responsibilities.
- 17.13 The head of management accounts and corporate finance shall provide financial management training courses that all budget managers must attend.

18.0 Virement

- 18.1 The Council operates a scheme of budget virement. This enables budget holders to manage budgets with a degree of flexibility within the overall policy framework determined by the Council.
- 18.2 Head of Service have authority to vire expenditure between individual budget heads in accordance with the virement policy.
- 18.3 Key controls for the virement policy are:
- a) Any variation from this policy requires the approval of Council.
 - b) That the overall budget is developed by Cabinet and approved by Council. Directors and budget holders are authorised to incur expenditure in accordance with the estimates contained within the annual budget. The rules

below cover virement; that is switching resources between budget heads. For the purposes of these rules a budget head is considered to be the standard service sub-division as defined by CIPFA. The scheme applies equally to a reduction in income as to an increase in expenditure.

- 18.4 All virements must be entered onto the finance system for approval by an authorised Officer. There will be no virements below £5,000 unless authorised by the Director of Finance and Resources or Financial Services Manager.
- 18.5 All virements below £20,000 and within a single Cabinet Member Portfolio and a single Directorate budget must be approved by the Head of Service and the Financial Services Manager. Capital and corporate budgets up to £20,000 will require the approval of the Financial Services Manager. All virements above £20,000 and up to £40,000 must be approved by the Director of Finance and Resources following consultation with the relevant Director and Portfolio Cabinet Member. All virements of above £40,000 shall be reported in the budget monitoring report provided to Cabinet.
- 18.6 There will be no virements from salary budget to other types of expenditure without approval from Cabinet.

19.0 Insurance and risk management

- 19.1 All organisations, whether they are in the private or public sector, face risks to people, property and continued operations. Risk is defined as the chance or possibility of loss, damage or injury caused by an unwanted or uncertain action or event. Risk management is the planned and systematic approach to the identification, evaluation and control of risk.
- 19.3 Insurance has been the traditional means of protecting against loss, but this cannot be seen as the complete answer. By reducing or even preventing the incidence of losses (whether they result from crime or accident), the Council shall benefit from reduced costs of providing insurance cover and shall also avoid the disruption and wasted time caused by losses and insurance claims.
- 19.3 Through half yearly performance monitoring Audit, Standards and Governance Committee should be kept informed of items listed on the corporate risk registers
- 19.4 The key controls for risk management and insurance are:
- a) Robust systems are in place to identify, assess, prevent or contain significant operational risks on an integrated basis and these systems are promoted throughout the organisation.
 - b) Acceptable levels of retained risk are identified and evaluated and arrangements are in place for their funding, either by internal provision or external insurance as appropriate.
 - c) Managers know that they are responsible for managing relevant risks and are provided with appropriate and timely information on claims experience and risk management initiatives relating to their areas of responsibility.

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- d) Procedures are in place to investigate and process claims within required timescales.
- e) A monitoring process is in place to review regularly the effectiveness of risk reduction strategies and the operation of these controls. The risk management process should be conducted on a continuing basis.
- 19.5 The Director of Finance and Resources shall effect all insurance cover and negotiate all claims in consultation with the relevant Officer where appropriate.
- 19.6 Heads of Service shall give prompt notification to the Director of Finance and Resources of all new risks, properties, vehicles and other assets that are required to be insured or any alterations affecting existing insurances.
- 19.7 Heads of Service shall promptly notify the Director of Finance and Resources in writing of any actual or potential loss, liability or damage or any event likely to lead to an insurance claim by or against the Council.
- 20.0 Loans, leasing and investments**
- 20.1 The Director of Finance and Resources shall report to Cabinet, on an annual basis, with recommendations to Council to determine the limits for the borrowing of monies.
- 20.2 The Director of Finance and Resources shall borrow as necessary to finance the approved capital programme and deal with all matters in connection with the raising or repayment of loans and is authorised to borrow for meeting expenses pending the receipt of revenues.
- 20.3 All investments and all borrowing shall be made in the name of the Council.
- 20.4 Directors/Heads of Service shall not enter into financial leasing arrangements except with the consent of the Director of Finance and Resources. Before entering into any lease agreement Directors shall submit details to the Financial Services Manager to enable a financial appraisal to be undertaken, including alternative financing options and implications for accounting treatment.
- 20.5 Loans to third parties will only be made in exceptional circumstances, and having followed the Council's decision making process.
- 20.6 The Director of Finance and Resources shall arrange the borrowing and investment activities of the Council in such a manner as to comply with the CIPFA Code of Practice on Treasury Management and the authority's Treasury Management Policy Statement.
- 20.7 The Director of Finance and Resources shall prepare an annual strategy with regard to investments, borrowing and the repayment of external debt. These are set out in the Treasury Management Strategy approved by full Council before the start of the new financial year.
- 20.8 The Treasury Management Strategy will include the following:
- Prospects for the economy and for interest rates;

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- Borrowing requirement and strategy;
 - Investment policy and strategy;
 - MRP statement;
 - Prudential indicators for the next three years providing assurance that the Council's capital plans are affordable, prudent and sustainable; and
 - The Treasury Management Policy Statement.

20.9 In addition, Cabinet will receive an annual treasury management report after the end of the financial year and will recommend to full Council for approval.

20.10 Cabinet will also receive treasury management reports as part of the budget monitoring updates.

21.0 Trust funds

21.1 The Director of Finance and Resources shall:

- a) Arrange for all trust funds to be held wherever possible in the name of the authority. All Officers acting as trustees by virtue of their official position, as declared in register of interest, shall deposit securities, etc. relating to the trust with the Director of Finance and Resources unless the deed otherwise provides.
- b) Arrange where funds are held on behalf of third parties for their secure administration approved by the Director of Finance and Resources and to maintain written records of all transactions.
- c) Ensure that trust funds are operated within any relevant legislation and the specific requirement for each trust.

22.0 Inventories and stocks and stores

22.1 The Director of Finance and Resources shall:

- a) Advise on the form, layout and content of inventory records to be maintained by the Council.
- b) Advise on the arrangements for the care and custody of stocks and stores in Directorates.

22.2 Heads of Service shall:

- a) Maintain inventories in a form approved by the Director of Finance and Resources to adequately record and describe all furniture, fittings and equipment, plant and machinery under their control.

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- b) Carry out an annual check of all items on the inventory in order to verify location, review condition, ensure insurance cover is adequately provided and to take action in relation to surpluses or deficiencies.
 - c) Ensure attractive and portable items, such as computers, cameras and mobile technology devices are identified with security markings as belonging to the Council and appropriately controlled and secured.
 - d) Make sure that property is only used in the course of the Council's business unless the Director concerned has given permission otherwise.
 - e) Directors have discretion to write off redundant equipment up to the value of £5,000, but must seek Cabinet member approval for write-offs in excess of £5,000. Directors shall seek independent quotations where it is not immediately obvious what the market value of the redundant item is.
 - f) Make arrangements for the care, custody and recording of stocks and stores in Directorates.
 - g) Ensure that assets are identified, their location recorded and that they are appropriately marked and insured.
 - h) Ensure stocks are maintained at reasonable levels and subject to a regular independent physical check. All discrepancies should be investigated and pursued to a satisfactory conclusion.
 - i) Write-off discrepancies of up to £5,000 and seek advice from audit on discrepancies above this limit.
 - j) Record the reasons for the chosen method of disposing of redundant stocks and equipment if not by competitive quotation or auction.

23.0 Working for third parties

- 23.1 Current legislation enables the Council to provide a range of services to certain other bodies. Such work may enable the Directorate to maintain economies of scale and existing expertise. Arrangements must be in place to ensure that any risk associated with this work is minimised.
- 23.2 All proposals for the Council to undertake work for a third party shall be properly costed in accordance with guidance provided by the Director of Finance and Resources. Financial advice should be obtained from the Financial Services Manager on the cost of providing the service.
- 23.3 All decisions for the Council to undertake work for a third party shall be made in accordance with the Council's formal decision making processes and as set out in the Council's functions scheme and before any negotiations to work for third parties are concluded.
- 23.4 Officers must obtain legal advice on the implications of providing the proposed service to the third party. All contracts for providing work for a third party shall be drawn up using guidance provided by the Council's Legal Services team.

23.5 Officers shall ensure that:

- a) All contracts are properly documented and a register of all contracts to supply goods and services to third parties is maintained by each Directorate.
- b) Appropriate identity checks on the third party are carried out in accordance with the Council's Anti-Money Laundering Policy and Guidance.
- c) Appropriate insurance arrangements are in place for the third party work.
- d) The Council is not put at any risk of bad debts as a result of any third party work.
- e) Wherever possible, payment is received in advance of the delivery of the service under a third party contract.

Appendix A

Responsibilities under the Financial Procedure Rules

This Appendix provides details of responsibilities under the Financial Procedure Rules. It lists in a single place responsibilities that would otherwise be repeated in various sections of the Financial Procedure Rules. It confirms the overall responsibilities of the Council's Director of Finance and Resources, the Audit, Standards and Governance Committee and Members of the Management Team within the Financial Procedure Rules.

A1 Audit, Standards and Governance Committee responsibilities

- A1.1 Day to day responsibility for the Council's finances rests with Directors and their Managers as set out in these Financial Procedure Rules with some functions delegated to the Audit, Standards and Governance Committee.
- A1.2 Audit, Standards and Governance Committee shall oversee compliance with the Council's Financial Procedure Rules for those functions within their Terms of Reference. Management Team are responsible for ensuring those functions within their Terms of Reference operate within the Council's Financial Procedure Rules.

A2 Chief Financial Officer (Director of Finance and Resources) responsibilities

- A2.1 The Director of Finance and Resources has been appointed under Section 151 of the Local Government Act 1972 as the Officer with responsibility for the proper administration of the Council's financial affairs.
- A2.2 Reference in these Financial Procedure Rules to the Director of Finance and Resources shall be taken to include any Officer nominated by the Director of Finance and Resources to act on his/her behalf.
- A2.3 The Director of Finance and Resources shall be entitled to attend a meeting of any body on which Members are represented where matters affecting the financial affairs of the Council are being discussed.
- A2.4 The Director of Finance and Resources, under the general direction of Cabinet, is responsible for determining the basis for all accounting procedures and financial records for the Council and for exercising a check over all financial matters.
- A2.5 The Director of Finance and Resources is responsible for maintaining a continuous review of the Financial Procedure Rules and advising the Audit & Governance Committee and Council of any additions or changes necessary.
- A2.6 The Director of Finance and Resources is responsible for reporting, where appropriate, breaches of the Financial Procedure Rules or any other element of the Constitution that relates to the proper administration of the Council's financial affairs to the Council and/or Audit, Standards and Governance Committee.
- A2.7 The Director of Finance and Resources is responsible for issuing advice and guidance to underpin the Financial Procedure Rules.

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- A2.8 The Director of Finance and Resources is responsible for maintaining adequate and effective audit arrangements for the Council and for ensuring that audit services complies with the public sector internal audit standards.
- A2.9 The Director of Finance and Resources is responsible for ensuring, in conjunction with the relevant member of the Management Team, that the Council's disciplinary procedures are followed where the outcome of an audit or other investigation indicates fraud or irregularity.
- A2.10 The Director of Finance and Resources is responsible for ensuring that any case of fraud or loss or financial irregularity or bribery or corruption discovered or suspected to exist which involves the Council's interest shall be dealt with in accordance with the Council's Anti-Fraud and Anti-Corruption Policy.
- A2.11 The Director of Finance and Resources is responsible for appointing Senior Officers to be the Council's Money Laundering Reporting Officer and Deputy to the Council's Money Laundering Reporting Officer.
- A2.12 The Director of Finance and Resources has overall responsibility for making payments on behalf of the Council.
- A2.13 The Director of Finance and Resources has overall responsibility for the Council's income and collection functions although this will be carried out by Hoople Ltd who will ensure the effective collection and recording of all monies due to the Council.
- A2.14 The Director of Finance and Resources is responsible for making payments to employees, former employees and Members on behalf of the Council.

A3 Corporate Management Team responsibilities

- A3.1 Members of the Management Team are responsible for ensuring that all employees are aware of the content of the Financial Procedure Rules and other internal regulatory documents and that they are complied with.
- A3.2 Members of the Management Team are responsible for consulting with the Director of Finance and Resources on any matter within their area of responsibility that is liable to materially affect the finances of the Council before any provisional or other commitment is incurred or before reporting the matter to a Cabinet member.
- A3.3 Members of the Management Team are responsible for supplying the Director of Finance and Resources with all information necessary for the proper administration of the Council's affairs.
- A3.4 Members of the Management Team shall allow the Director of Finance and Resources and his/her authorised representatives access to all documents and records on demand.
- A3.5 Members of the Management Team shall maintain a sound system of internal control.

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- A3.6 Members of the Management Team are responsible for ensuring those functions within their Terms of Reference operate within the Council's Financial Procedure Rules.
- A3.7 Members of the Management Team are responsible for informing Cabinet members promptly if the Council's Financial Procedure Rules are not being complied with.

Appendix B

GOVERNMENT PROCUREMENT CARDS (GPC)

GUIDANCE FOR CARDHOLDERS

Contact Details

RBS Cardholder Helpline

Telephone: 0870 909 3702
Mon - Fri 8.00 a.m. - 6.00 p.m.
Sat 9.00 a.m. - 1.00 p.m.

Fax: 01702 278312

Lost or Stolen Cards

The Royal Bank of Scotland Card Loss Centre

Telephone: 0870 6000 459

Open 24 hours, 7 days a week.

Introduction

You have been selected to participate in the Government Procurement Card scheme (GPC). This scheme is designed to make it easier and more cost effective for employees to make low value purchases of goods and services for Council use. A low value purchase is not likely to exceed £250 and is likely to be substantially less. Using GPC you can purchase goods and services from suppliers who accept Mastercard.

We are implementing this new purchasing concept for lower value purchases because we feel it will help you to more quickly and easily obtain the goods and services you need to get your job done. It will reduce paperwork associated with the traditional purchase order process resulting in cost savings for the Council and a saving in time for you.

Your feedback will help us to fine-tune the scheme as we integrate it into our purchasing processes. If you have any comments or questions about the GPC scheme, please contact your Administrator who is:

Jordan Smith on 01527 64252 ext 2161
or
Payments on 01527 64252

You should contact immediately if your card is

- **Lost or Stolen**
- **Changes to current limits required**
- **Changes to Merchant Category Codes**
- **You are leaving us**
- **You Change your name or address**
- **You have a change of job**
- **You no longer require a GPC Card**

If your card is lost or stolen please also contact:

The Royal Bank of Scotland Card Loss Centre
Telephone: 0870 6000 459
24 hours, 7 days a week

What We Expect From You

- Your Purchasing Card is personal to you, no one else is authorised to use your card. Do not allow any other employee to use your card or quote its number when ordering.
- The card number should always be kept confidential.
- Do not share your PIN number with anyone.
- The card must be used in accordance with this user/procedure guide, and the Employee Agreement.
- It is to be used for business related purchases only, where there is not a more cost-effective way of making the purchase.
- The types and values of purchases must be within the limits set. You are responsible for achieving best value for money.
- You are responsible for ensuring the security of the card.
- The card must not be used to obtain cash back facilities offered when making authorised purchases.
- You are responsible for reporting its loss, theft or misuse to The Royal Bank of Scotland Card Loss Centre Telephone 0870 6000 459 and your Administrator as soon as you notice your card is missing.
- You will be asked to sign an Employee Agreement to this effect.
- Misuse of the card as determined by non-compliance with this cardholder guide may result in action being taken under the Council's disciplinary procedures. In such circumstances the Card Administrator has authorisation to cancel your card without further notice.
- Under no circumstance must the Card be used for paying an invoice.
- You will be responsible for keeping a record and receipts for all your transactions these must be entered onto the online system each time you use your card completing all of the fields including the Cost Centre and Account Code information. Failure to complete this will result in your card being cancelled.
- Full training and a user name password will be given to you so that you can use the online system to record any purchases you make utilising the card. If you forget your password please contact the Card Administrator.

What is a Purchasing card?

GPC cards is an alternative method to the current buying process of paying for low value, high volume goods or services. By simplifying transaction processing it assists purchasing efficiency and will save RBC time and money. The current indicated savings from the Audit Office equate to £28 per transaction however this does not include the paper and other associated print/environmental savings when the need not to produce orders, delivery note and invoices is taken into account.

The Purchasing card looks like any normal debit/credit card, but is a procurement card, which means your total balance on your monthly statement must be settled in full.

It also means that the supplier is paid much more quickly (typically 3 to 5 days) rather than waiting for us to settle their invoice.

The card can be used at any establishment displaying the Mastercard symbol, in the UK. But we are looking for you to use suppliers who are capable of providing VAT reporting to level 3, this to facilitate further efficiency savings as the banks monthly returns of purchases made can be used to reclaim VAT from HMC&R. We are currently working with the Bank and the Suppliers we most commonly use to increase their VAT reporting capabilities to level 3. Embossed on the card is the following:

Bromsgrove District Council
Your Name
Expiry Date
Card Number

Your Purchasing card offers the opportunity to improve both the focus and flexibility of purchasing procedures whilst reducing the volume of purchase orders, invoices and associated paperwork for small value purchases, improving the cost effectiveness of processing these types of transactions.

Your card is to be used for business expenditure only.

Controls

Each card has a maximum monthly expenditure limit and individual transaction limit.

Monthly Expenditure limit

The total amount you can spend on your card each month.

Transaction Limit

The total amount you can spend on any single purchase.

Both of these limits are inclusive of VAT and any carriage.

The limits were set on your card application form based upon your estimated spend pattern.

Merchant Category Group code blocking

A further control has been applied to your Purchasing card.

Each supplier capable of accepting your GPC card will be classified by a certain Merchant Category Group code. By the way of an additional control, any number of these codes can be blocked or left unblocked to ensure compliance with business policies and to mirror each cardholder's buying profile.

Please make a note of these limits/controls.

If you try to purchase goods and services that are outside of these limits, your transaction will be declined and could lead to embarrassment. If you can prove that your limits are unrealistic to your work or the purchases you have to regularly make using the card please discuss with your line manager prior to requesting any increase in same

As detailed above, if you try to use your card with a supplier whose Merchant Category Group code has been blocked on your Purchasing card, this will also lead to your card being declined.

If this occurs, please contact the Administrator immediately to discuss how your card can be updated to reflect your requirements.

Queries on Goods

Faulty or damaged goods supplied

If the cardholder rejects the goods purchased as unsatisfactory he/she should inform the supplier immediately, and try to reach an agreement to return the goods and obtain a refund. The Royal Bank of Scotland is unable to become involved in any disputes between purchaser and supplier over the quality or suitability of goods purchased.

The supplier should arrange for a credit (refund) to be made to The Royal Bank of Scotland Purchasing Card Account which will then appear on a subsequent statement. To aid reconciliation, we suggest the cardholder retains a record of the credit at the time the goods are returned, rather than waiting for the statement to arrive.

Please note that refunds from abroad may vary from the original transaction amount due to exchange rates.

Goods not supplied/wrong goods supplied

If an item is charged to the cardholder's account but the goods or services ordered have not been received or are incorrect, the cardholder should contact the supplier to confirm that the goods have been supplied or the correct goods are being despatched.

A refund can be claimed from the supplier only after allowing 60 days from the transaction date for delivery of the correct goods.

APPENDIX 1

Employee Agreement

- a) I, Hereby accept a Purchasing Card. As a cardholder I agree to comply with the terms of the attached policy regarding my use of the Card.
- b) I have received and understood that I am being entrusted with a corporate charge card and will be making financial commitments on behalf of the company. I understand that the RBC is liable to the card provider for all the charges made on the card.
- c) I agree to use this card for business purchases only and agree not to charge personal purchases. I understand that the RBC will audit the use of this card and report and take appropriate action on any discrepancies.
- d) I will follow the established procedures for the use of the card. Failure to do so will result in cancellation of my card and disciplinary actions, including termination of employment.
- e) I have been given a copy of the Purchasing Card Policy and User Guide and understand the requirements for the Card's use.
- f) I agree to return the Card immediately upon request or upon termination of employment (including retirement). Should there be any organisational change, which cause my purchasing requirements to change, I agree to return my card and arrange for a new one, if appropriate.
- g) If the card is lost or stolen I agree to notify Royal Bank of Scotland immediately by telephone and the Card Administrator as soon as possible thereafter.

Employees Signature..... Date.....

Card Number.....

Card Administrators Signature..... Date.....

Appendix C

Glossary of terms

In the Financial Procedure Rules the words and phrases in the left hand column have the meaning given in the right hand column;

Asset	Something the Council owns that has value, such as premises, vehicles, equipment or cash.
Audit	A specialist team that examines, evaluates and reports on the adequacy of internal control systems.
Budget	A statement of the authority's plans for revenue and capital expenditure and income over a specified period of time.
Capital	Spending, usually on major assets like a building, where the benefit of the asset lasts for more than one year.
Capital Programme	A budget generally covering a 3-5 year period relating to items of capital expenditure.
Capital receipts	Proceeds from the sale of fixed assets, such as land or buildings.
Cash Limit	The most that can be spent in an area in one year.
CIPFA	The Chartered Institute of Public Finance and Accountancy is the leading professional accountancy body for public services in the UK. CIPFA has responsibility for setting good practice accounting standards for local government.
Gross Expenditure	The total cost of providing the Council's services before taking into account income from government grants and fees and charges for services.
Imprests	Bank and petty cash floats.
Internal Control	The systems of control that help ensure the Council's objectives are achieved in an economical, efficient and effective way and consistent with safeguarding the Council's assets.
Inventory	A list of equipment and furniture.
Money Laundering	The practice of engaging in financial transactions in order to conceal the identity, source, and/or destination of money.
Officer	A person employed or appointed as a member of staff.
Revenue budget	Budget relating to the day-to-day expenses associated with the provision of services.
Treasury Management	Management of the Council's cash balances on a daily basis, to obtain the best return while maintaining an acceptable level of risk.
Treasury Management Strategy	A document stating how the Council plans to borrow and optimise its return on its cash and investments in the coming financial year whilst ensuring the over-riding criterion of security of public money.
Virement	Transfers of budgets between one area and another.

Clarification of Post titles

Chief Executive	The Council's Head of Paid Service
Director of Finance and Resources	The Council's Chief Financial Officer (CFO) or Section 151 Officer
Financial Services Manager	The Council's Deputy Section 151 Officer

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CABINET

1st November 2017

MEDIUM TERM FINANCIAL PLAN 2018/19 – 2021-22 – BUDGET ASSUMPTIONS

Relevant Portfolio Holder	Cllr 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 recommend the budget assumptions to be used in preparing the detailed 2018/19 budget and provisional budgets for 2019/20-2021/22.

2. RECOMMENDATIONS

- 2.1 **That Cabinet recommend to Council that the revenue assumptions detailed in 3.4 be incorporated into the budget setting process.**

3. KEY ISSUES**Financial Implications**

- 3.1 The Council is legally obliged to set a balanced budget. The budget setting process is complex and must be undertaken in a planned way. It is equally important that assumptions used in the preparation of the budget are agreed, reasonable and consistently applied by all services. A number of recommendations from the Councils External Auditors, Grant Thornton, are addressed by ensuring robust assumptions and a transparent planned approach is undertaken when agreeing the budget. It is proposed that a 4 year financial model is prepared for the Medium Term Financial Plan.
- 3.2 The budget forecasts will be based on a number of assumptions, known levels of expenditure and anticipated levels of resources. It is anticipated that the Autumn Budget on 22nd November will confirm the assumptions relating to external funding and financial pressures that the Council may face over the next 4 years. There are a number of areas of the Council's budget where risks to the projections contained in this report have been identified. The most significant of these are:-

- The Autumn Budget and associated implications.

- Confirmation of the New Homes Bonus will reduce to four years from 2018/19. This accounts for a significant level of funding and any further reductions in allocation would have a detrimental impact on the Councils financial position
- Potential additional resources from the proposed Worcestershire Business Rate 100% pilot.
- Monitoring of the 2017/18 budget will provide Cabinet with regular updates on any pressures/savings for the Council. Any associated on going implications will be incorporated into the budget projections for 2018/19 and future years.
- Savings – The detailed plans to deliver the level of savings required for 2018/19- 2021/22 are currently being considered in line with the efficiency plan. It is accepted that the savings require clear monitoring to ensure they are being delivered.
- Specific Grants and Contributions – The number and amount of specific grants received by the Council may be lower/higher than anticipated. The budget assumes no increase or reduction in specific grants. If the grant decreases, the associated expenditure must also be reduced to reflect the reduction in the grant received.
- Council Tax – Central Government provided a cap on the amount of Council Tax increase a Local Authority could make before a referendum of the local residents was required. The budget assumes a £5 increase in 2018/19-2021/22
- Council Services- The impact of the economic climate on the residents of Bromsgrove and the increased demand this may have for Council Services could impact on cost of services as could general demographic changes.
- Inflation - Impact of changes in the price of goods and services used by the Council compared to the percentage assumed in the budget projections.
- Fees and charges income – Impact of any economic slowdown on levels of usage of charged for Council services could lead to income levels not being achieved.

3.3 The timing of the Autumn Budget means that this report is based on the available information at this point in time. Future reports will make Cabinet aware of any changes that impact on the current budget assumptions.

- 3.4 As part of the budget setting process the Council makes a number of assumptions in respect of the key elements of the Council's revenue budget. The following paragraphs in this section outline the areas where these assumptions are made.

Council Tax

The budget assumes an increase in Council Tax for 2018/19-2021/22 of £5.

Pay Inflation

The budget assumes that the pay award will be 2% for 2018/19-2021/22.

Superannuation Rates

The 3 year actuarial valuation has provided certainty of the forward rate 2017/18 to 2019/20 at 14.4%. In order to achieve a discount from our pension costs the Council has made an advance payment of 90% of the anticipated future payments 2017/18 to 2019/20. This has achieved an average saving of £78k per annum after allowing for interest cost. For the medium term financial plan it is assumed that this will be repeated in 2020/21 to continue receiving this discount.

The Council has made an advance payment of the backfunding also providing certainty for 2017/18 to 2019/20. As with the forward rate an advance payment has been made but for all the backfunding costs 2017/18 to 2019/2. This has achieved an average of £59k per annum after allowing for interest cost. For the medium term financial plan it is assumed that this will be repeated in 2020/21 to continue receiving this discount..

The risk is the later years of the medium term financial plan following the next actuarial valuation in 2019 which will impact 2020/21-2022/23. Although it is planned to continue with the advance payment arrangements to achieve a discount the trend is for the underlying pension costs to increase.

Price Inflation

The budget assumes 0% inflation across the majority of the Council's non-pay expenditure budgets including grants that the Council gives out. Contractual arrangements and other significant inflation issues will be considered on a case by case basis. It is proposed that utilities are increased by 6% and Business rates increased 3.9% (retail price index in September 2017).

Discretionary Fees and Charges

Fees and Charges are reviewed on an annual basis and officers assess the impact of increases in income charges on the demand on the services. It is recommended that, in line with the current Medium Term Financial Plan the increase for 2018/19 – 2021/22 be 2.8% being the customer price inflation (CPI) for September 2017. The total additional income generated from the 2.8% increase is approximately £140k and therefore any reduction on 2.8% would have to be included as a budget pressure for 2018/19-2021/22. Service managers have been asked to analyse their current fees and charges taking into consideration cost recovery, current usage/demand with a view to optimising income to the Council. Any increase above 2.8% will be explained by officers within the fees and charges report in December.

3.5 Capital

Heads of Service are currently undertaking a full review of the capital programme which will provide a four year capital programme for 2018/19-2021/22 taking into consideration the estimated reduction in capital resources and the limited revenue funding available for Capital Schemes in these years. A report to Cabinet in January will recommend the 4 year programme.

- 3.6 This is an initial report on the budget process which identifies the decision making, assumptions and principles. The forecasts will be refined over the coming months and further reports will be presented to Cabinet leading up to the approval of the budget and Council Tax in February 2018.

Legal Implications

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

Service / Operational Implications

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

Customer / Equalities and Diversity Implications

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

4. RISK MANAGEMENT

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

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

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

1. SUMMARY OF PROPOSALS

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

2. RECOMMENDATIONS

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

3. KEY ISSUES**Financial Implications**

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

¹ NPV is the projected income minus spend.

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

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

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

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

Table 1: Four Year Forecast Cost Benefit Analysis

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

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

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

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

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

Legal Implications

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

Service / Operational Implications

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

Customer / Equalities and Diversity Implications

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

² The charge applied will be for the overall quantity of subscriptions at the end of the service

4. RISK MANAGEMENT

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

5. APPENDICES

None

6. BACKGROUND PAPERS

None

7. KEY

None

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