



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 27th February 2019, when the business referred to below will be brought under consideration:-

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 23rd January 2019 (Pages 1 - 22)**

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

5. **To receive any announcements from the Leader**

6. **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.

7. **Recommendations from the Cabinet meeting held on 13th February 2019 (Pages 23 - 24)**

To consider the recommendations from the meeting of the Cabinet held on 13th February 2019.

8. **Recommendations from the Cabinet meeting held on 27th February 2019 (to be tabled at the meeting)**

To consider the recommendations from the Cabinet meeting held on 27th February 2019.

9. **To note the minutes of the meetings of the Cabinet held on 13th February 2019 (Pages 25 - 34)**

10. **Alternative Budget Proposals - Independent Alliance (to follow)**

11. **To receive and consider a report from the Portfolio Holder for Leisure, Cultural, Community and Worcestershire Regulatory Services (Pages 35 - 56)**

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.

12. **Questions on Notice (to be circulated at the meeting)**

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.

13. **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.

14. **Background Information on the recommendations from the Cabinet 13th February 2019**

(i) **Environmental Services Business Cases** (Pages 57 - 150)

(ii) **Alvechurch Parish Neighbourhood Plan** (Pages 151 - 156)

PLEASE NOTE

The appendices to this report will be published as a supplementary agenda item due to the size of the documents, with paper copies being made available on request.

(iii) **Medium Term Financial Plan** (Pages 157 - 182)

15. **Background information on the recommendations from the Cabinet meeting held on 27th February 2019**

(i) **Council Tax Support Scheme (cover report to follow)**

PLEASE NOTE

The appendices to this report will be published as a supplementary agenda item due to the size of the documents, with paper copies being made available on request.

16. **To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-**

"RESOLVED: that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following item(s) of business on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, as amended, the relevant paragraph of that part, in each case, being as set out below, and that it is in the public interest to do so:-

<u>Item No.</u>	<u>Paragraph(s)</u>
17	3

17. **Exempt information in respect of Item 14(i) above - Environmental Services Business Cases (Pages 183 - 186)**

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

TO ALL MEMBERS OF THE BROMSGROVE DISTRICT COUNCIL

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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE COUNCIL

23RD JANUARY 2019, AT 6.00 P.M.

PRESENT: Councillors C. J. Spencer (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, C.A. Hotham, R. E. Jenkins, H. J. Jones, R. J. Laight, L. C. R. Mallett, K.J. May, C. M. McDonald, P. M. McDonald, S. R. Peters, S. P. Shannon, M. A. Sherrey, C. B. Taylor, P.L. Thomas, M. Thompson, K. J. Van Der Plank, S. A. Webb and P. J. Whittaker

67\18 **TO RECEIVE APOLOGIES FOR ABSENCE**

At the start of the meeting the Chairman invited Amy Stokes a Mission Enabler from the Listening Service to give a short presentation on this project.

Apologies for absence were received from Councillors J. M. L. A. Griffiths, L. J. Turner and M. J. A. Webb.

68\18 **DECLARATIONS OF INTEREST**

There were no declarations of interest on this occasion.

69\18 **MINUTES**

The Minutes of the meeting of Council held on 21st November 2018 were submitted.

During consideration of the minutes the following areas were raised as a matter of accuracy:

- Councillor M. Thompson noted that whilst it had been recorded that he had not been happy with the recording of his motion under Minute No. 52/18 the Minutes from the meeting of 19th September had been resolved as an accurate record, which he did not think was correct. It was confirmed that it would be recorded that the resolution of the Minutes for the meeting of 19th September 2018 should have recorded that the minutes were approved subject to the pre-amble above, to take account of Councillor Thompson's comments.

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- Councillor C. Hotham asked for it to be recorded that whilst he had quoted a figures of £32 million in respect of his Notice of motion, Minute No. 64/18, this figure had since increased.
- Councillor M. Thompson made reference to his Notice of Motion under Minute No. 64/18 and commented that if the appropriate data had been available there may not have been the need for the Overview and Scrutiny Board to have set up a Short Sharp Review on the matter, which he was chairing.

RESOLVED that the minutes of the Council meeting held on 21st November 2018 be approved subject to the pre-amble above.

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TO RECEIVE ANY ANNOUNCEMENTS FROM THE CHAIRMAN AND/OR HEAD OF PAID SERVICE

The Chairman provided details of two events:

- Holocaust Memorial in the Parkside Suite on Monday 28th January 2019 at 11 a.m. She was happy to report that again there would be a number of local schools attending this event.
- A Thai Evening fund raising event was planned for 22nd February to be held at the Maekong Thai Restaurant in Bromsgrove, to which invitations had been sent out to all Members.

The Head of Paid Service reported that Councillor M. Thompson had raised an issue with the Head of Legal, Democratic and Electoral Services in respect of an error in the Postal Vote Identifier Refresher Letters. He explained that it was a legal requirement that every five years postal voters were written to and asked to provide a new specimen signature for their postal vote identifier. It was a further requirement that requests were sent out during January for the period of 31st January the preceding year to 30th January in the current year (31st January 2018 to 30th January 2019).

Mail was sent out through downstream access where a third party printed and sent out the letters. Unfortunately, when creating the letters the operator omitted to add the request of a reply paid envelope to the electronic order and this was not spotted before sending to the printers. This had led to approximately 1,400 letters being sent out on 17th January without a return envelope and at a cost of around £550 to the Council.

It was explained that Officers had been made aware by callers on 21st January and since it was a legal requirement to send a reply paid envelope it was decided to re-run the batch. This was one on 21st January. Electors that had called the office regarding the missing enveloped had been given an apology and asked to wait for the replacement letter to arrive.

Action had been taken to ensure that moving forward any large mailing would be double checked by another officer before an order being sent.

A brief discussion followed in which the following points were raised:

- Whether the Leader had been aware of this and it was confirmed that he was not.
- Whether the Council was responsible for the costs or the third party – it was confirmed that the Council was responsible for the cost of rectifying the error.
- The low morale amongst staff which would only lead to further mistakes being made. The Leader advised that he was not aware of low morale. Councillor Thompson advised that he had evidence to support his claim.
- It was suggested that a meeting take place between the Group Leaders and the Chief Executive to discuss the morale and a number of other areas. The Leader agreed to this.

RESOLVED that a meeting be arranged between the Group Leaders and the Chief Executive.

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TO RECEIVE ANY ANNOUNCEMENTS FROM THE LEADER

The Leader advised that he had three announcements:

1. The Leader had received a reply to his letter to the Heath Minister, which had arisen from the Overview and Scrutiny Board's investigation into Hospital Car Parking Charges. He had received the letter on 31st December, although it was dated 14th December. The letter outlined the reasonings behind the charges and relevant acts but did not address the affordability question. He had therefore drafted a response:

"Thank you for your letter dated 14th December in response to the issues I raised regarding the cost of hospital car parking at Worcestershire Acute Hospital NHS Trust.

Whilst I note the explanation you have provided, the Overview and Scrutiny Task Group on hospital Car Parking Fees carried out its investigation one of the main findings was around affordability in light of the high level of fees charged. I can only re-iterate on behalf of the Council that the problems with affordability of hospital car parking charges represent a genuine source of concern for our local residents. I understand that this is a concern that affects many other areas of the country and it is disappointing that the current guidance has not been updated since 2015.

Accordingly, I would ask again that this issue be considered, and that an urgent review is undertaken of the current guidance with a view to either eliminating, or significantly reducing the level of charges for hospital car parking."

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The Leader advised that he intended to dispatch the letter by the end of the week and would be sending a copy to the Council's MP.

2. In respect of the Highways Review the Leader was pleased to report that progress was being made in dealing with County Highways. At a meeting before the Christmas break he had met with the Leader of Worcestershire County Council (WCC) and the Chief Executive together with other relevant officers. The outcome had been their agreement to carry out a Strategic Traffic Assessment in the North of the County with immediate effect. He highlighted that signs of recording were already being seen and that this was a positive start. Councillor K. May had reported that the Worcestershire LEP were also supportive of this.

The Leader considered this to be a positive first step and there was a follow up meeting planned for 25th January, after which he would ask Officers to do a briefing note for circulation to Cabinet, Group Leaders and the Chairman of the Overview and Scrutiny Board.

3. The Leader advised that there would be no Portfolio Holder update at this Council meeting. He explained that he had made the decision and notified the Group Leaders, so that as part of the rescheduled report Members could be provided with a position statement regarding the future management arrangements in delivering leisure and cultural services in Bromsgrove. This was following the current Head of Leisure and Cultural Services taking up a new role as Managing Director of Rubicon Leisure. The Leader took the opportunity, on behalf of all Members, to wish the Head of Leisure and Cultural Services well in his new role.

Councillor L. Mallett thanked the Leader for the update in respect of the Highways Review and asked that the Leader included within his discussions the request that WCC repaid the Council for the cost of the additional work carried out by Mott McDonald in respect of the ongoing issues. He reminded Members that the Overview and Scrutiny Board had also met with officers from WCC and had struggle to get responses to a number of questions and hoped that the Leader was more successful. It was important that the Council was involved in Strategic Traffic Assessment to ensure that any conclusions from it met the needs of the District. As the Chairman of the Overview and Scrutiny Board, Councillor Mallett said he would be happy to attend any future meeting if the Leader thought it would be helpful. He also raised the question as to whether the "Western Relief Road" would form part of those discussions and the Leader advised that he was not aware of this at the moment.

A number of further comments were made by Members following the Leader's announcement, these included:

- Whether an update in respect of the Highways Review should have been provided to the Overview and Scrutiny Board as they had been asked to investigate this matter by Council.

- The lack of a Portfolio Holder report and whether this was a breach of the Constitution, as it was the responsibility of the Portfolio Holder and the changes referred to should not impact on the relevant Member being able to provide an update.
- The Special Responsibility Allowances paid to Portfolio Holders and the work carried out in respect of this position.
- The Alvechurch Neighbourhood Plan – Councillor K. Van der Plank took the opportunity to congratulate all those involved and the residents who had attended the recent referendum. Councillor C. Hotham also took the opportunity to thank the Strategic Planning Manager and his Team for the support they had provided to the Parish Council in preparing the Plan.

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

The Chairman confirmed that three members of the public had asked to speak at this evening's meeting.

From Martin Benbow

Mr Benbow commented on the Motion on Notice – The Motor Neurone Disease Charter to be considered later in the meeting. He explained that he was a campaign volunteer for the Motor Neurone Disease Association and was accompanied by Dr Anita Sharma-James, Chairman of Worcestershire Branch of MND Association and also a local Bromsgrove resident.

He thanked Councillor R. Jenkins for proposing the motion and also Councillors M. Sherrey and G. Denaro for being supportive when he had contacted them previously.

Mr Benbow went on to explain that he was a local resident living in Hagley and his personal interest in the motion was because his father died from Motor Neurone Disease. MND was a cruel disease, one that was rapidly progressing and always fatal. It attacked the nerve endings and made it impossible for the brain to send signals to the muscles. Sufferers ended up living in a shell of a body, unable to move, communicate or look after themselves and eventually unable to breathe. Life expectancy after diagnosis could be very short and one third of people died within 12 months. There was no cure.

He was currently aware of 3 cases of MND in Bromsgrove. The short life expectancy was one of the reasons that it was so important that all stakeholders had a clear understanding of MND and the role they could play to deliver speedy care and attention. When you only had one year to live, one week was a long time to wait for an assessment or a piece of equipment.

The MND Charter calls for 5 simple rights:

- Early diagnosis and information.

- Access to quality care and treatment.
- To be treated as individuals with dignity and respect.
- The right to maximise their quality of life.
- The right for carers to be valued, respected, listened to and well supported.

He believed that as a District Council Bromsgrove had an area of responsibility in relation to housing and Disabled Facilities Grants. Because the disease progresses so rapidly, it was essential that people living with MND get any adaptations to their homes made as quickly and easily as possible. He would also like to raise awareness of the disease within the Council and its staff, in order that support for sufferers and carers could be provided in a timely manner. Adoption of the Charter would send a message that the Council was supportive of the rights set out within it. Across the UK, 81 Councils had already adopted the Charter including Wyre Forest District Council and Worcestershire County Council.

The MND Association and its Worcestershire branch provided some local services and support which could complement the role of the Council. He would welcome the opportunity to work together with the Council in the future and asked the Council to support Councillor Jenkins' Motion.

The Chairman thanked Mr. Benbow for his attendance.

From Kyle Daisley

Members were advised that Mr Daisley was unfortunately unavailable and therefore his question would not be considered.

From Peter Rendell

Question to the Portfolio Holder for Leisure and Cultural Services

“As it looks unlikely that the council will ever reach an agreement with BAM for the use of the school sports hall, isn't it time to consider refurbishing our sports hall for badminton, football, military circuit training and other community activities?”

“Isn't it worth replacing the lights and switching the heating back on, so that disability groups like Keep on Moving can continue to use it?”

The Portfolio Holder for Leisure and Cultural Services responded to Mr. Rendell's question and in so doing advised that this was a matter which was well documented. The Council had agreed in 2014 that a sports hall would not be included as part of the plans for the new leisure centre. This decision was made following the Sports England report and the cost effectiveness of providing such a facility. Following a number of requests, the matter was reconsidered in 2018, with a number of options being placed before Members. After much debate within the Council Chamber it was agreed, that whilst it was disappointing, it was

not financially viable to take the matter further and the decision was made to demolish the Sports Hall, as had been originally planned. The Portfolio Holder for Leisure and Cultural Services explained that repairs to the Sports Hall would be in excess of £15k and any works would be without guarantee or warranty and therefore was not an option. It was hoped that an agreement could be reached with BAM in respect of use of the Sports Hall at the School going forward.

Members made a number of comments on this matter:

- The length of time it was taking to reach an agreement with BAM.
- The impact on user groups and in particular the Keep on Moving group which currently used the Sports Hall.
- Whether it would be appropriate for the Overview and Scrutiny Board to look at this matter in more detail.
- That the situation would not have arisen if a Sports Hall had been included in the original design.

The Chairman thanked Mr Rendell for his question.

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RECOMMENDATIONS FROM THE CABINET

Cabinet Recommendations 5th December 2018

Bromsgrove District Council's Response to the Wyre Forest District Council's Pre-Submission Local Plan

The recommendations from Cabinet in respect of the Council's response to the Wyre Forest District Council's Pre-submission Local Plan were proposed by Councillor K. Taylor and seconded by Councillor G. Denaro.

In proposing the recommendations Councillor Taylor explained to Members that this had already been submitted to Wyre Forest due to the time constraints and that if it had been done any later it would have been out of time. He drew Members' attention to item 6.1 of the response which made it clear that the Council was the Wyre Forest Local Plan was unsound, and that the Council did not consider that the plan was justified, effective or consistent with National Policy. Details supporting this were highlighted within the report, in particular the objection focused on Policy 12 – Strategic Infrastructure and Policy 13 – Transport and Accessibility, together with the evidence base which purported to support them.

Councillor Taylor thanked all those involved in preparing the response and in particular the Ward Councillors from Hagley who had attended the Cabinet meeting to put forward their views and concerns.

Following presentation of the report Members discussed a number of areas within it and Councillor S. Colella thanked both the Portfolio Holder and the Strategic Planning Manager for the detailed response

stated that he fully supported it. It was questioned whether the inclusion of this item within the agenda impacted on a Notice of Motion to be considered later in the meeting and Councillor Taylor advised Members that it did not.

The papers had been marked as confidential and Members questioned whether this should have been considered in private session. Councillor Taylor explained that originally the document had been confidential but it was not a public document and as such he was happy for it to be discussed in public.

RESOLVED:

- a) that the Officer response to the Wyre Forest Local Plan Review Pre Submission Plan, be approved by Council as its formal response, and that this be confirmed with Wyre Forest District Council; and
- b) that delegated authority be given to the Head of Planning and Regeneration to ensure that the Council is represented at the Examination in Public element of the Wyre Forest Local Plan Review.

Finance Monitoring Quarter 2 Report

The recommendation from Cabinet in respect of the Finance Monitoring Quarter 2 Report was proposed by Councillor B. Cooper and seconded by Councillor G. Denaro.

In presenting the report Councillor Cooper advised that it outlined the Council's financial position at the end of quarter 2 in September 2018. It was early in the financial year to draw any conclusions; however, it appeared that the Council seemed to be on target to achieve a modest under-spend for the full year. The table on page 58 of the agenda suggested that the Council would make a surplus of over £500k but this was misleading because the figures in the table now included the Section 31 Grant given by Central Government for offsetting the costs of small business rate relief. The Council was not certain that this would be given this year so it was not in the original budget. The apparent surplus would go into balances.

The Quarter 2 Report was produced for the Cabinet and was tabled as information for Councillors. However, there was one accounting issue on page 57, that needed Council's approval; this would not have any impact on the Council's overall budget position.

The Council had received funding for a Government promoted district heat network feasibility study. A district heating network is a cluster of buildings supplied with heat from a central plant via a network of pipes. Councillor Cooper agreed to send a briefing note on the study to any Councillor who was interested. There was an increase in the 2018/19 revenue budget of £59k for the Bromsgrove District Heating Feasibility Study. This would be funded by a grant of £40k from the Government Heat Network Development Unit, a grant of £5k from North

Worcestershire Economic Development & Regeneration and a grant of £14k from Worcestershire LEP.

Following presentation of the report Members discussed a number of areas including:

- Whether the Heat Network Grant related to private or social housing and who would benefit from it. Councillor Cooper explained that this was the very early stages of the project and that he would provide Members with a briefing paper outside of the meeting explaining more details.
- What areas would be covered by the Heat Network Feasibility Study and whether there was a cost to the Council? Councillor K. May provided a brief summary of information she had found on the Heat Network website.
- Whether sites had already been identified where the Heat Network would be located.
- Councillor Cooper re-iterated that Members were merely being asked to transfer funds to the revenue account.
- The shortfall in planning application income and whether this could also be included in the costs that the Council would attempt to recoup from Worcestershire County Council.

RESOLVED that an increase in the 2018-19 Revenue Budget of £59k for the Bromsgrove Heating Feasibility Study be approved and to be funded by a Government Heat Network Development Unit Grant (£40k), NWEDR (£5k) and Worcestershire LEP (£14k).

Cabinet Recommendations 16th January 2019

Medium Term Financial Plan 2019/20 – 2022/23

The recommendations from the Cabinet in respect of the Medium Term Financial Plan 2019/20 – 2022/23 were proposed by Councillor B. Cooper and seconded by Councillor G. Denaro.

In proposing the recommendations Councillor Cooper explained that the report on the Medium Term Financial Plan (MTFP) was submitted to Cabinet. This was not the final version and was not for discussion at this evening's meeting. The final version of the MTFP was being prepared and would be discussed by the Finance and Budget Working Group and Cabinet before it was submitted to Council in February for approval. However, there were items in the attached report which related to staff pay which Cabinet has recommending to Council. In the appendix on page 81 of the agenda pack, there was a briefing paper on the National Pay Award and the proposed changes to the local pay model. It was anticipated that no Council employee would have a pay cut as a result of the proposed revision to the pay model. The changes would cost the Council £165,000 over the next four years and these costs had been included in the MTFP that is being finalised. This scheme would be

going to formal consultation with the trades' unions, provided Council approved it.

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

- The impact of the proposed pay model and whether any staff who were affected by it would be given a transitional period of adjustment.
- It was confirmed that the Trade Unions involved in the consultation would be the Bromsgrove branches of Unison, GMB and Unite.
- The aim was to bring both Redditch Borough Council's and this Council's pay models in line with each other, with Redditch carrying out its own negotiations.
- Staff morale and industrial relations and whether this was something which the Overview and Scrutiny Board could consider investigating. Councillor S. Colella commented that he had chaired a Joint review with Redditch Members, in respect of the staff survey and he had been appointed as the "Staff Champion". Although he highlighted that he had not been invited to any discussions on this in recent months.
- It was suggested by Councillor P. McDonald that a small panel of Members be brought together to meet to two or three times a year to discuss industrial relations and other related issues to ensure that, if necessary, any appropriate actions are being taken to address any issues. The Leader agreed that he would meet with the Group Leaders and the Chief Executive to discuss this matter further.
- Whether the assumptions made within the report should be amended to take account of the impact of the reduction on the New Homes Bonus (NHB) received on the NHB Community Grants Scheme which has been based on a percentage of "new" NHB money received. Members were keen to ensure that this worthwhile scheme continued.

RESOLVED:

- a) that the pay model as detailed at Appendix 5i of the report (attached to these minutes), be adopted and implemented with effect from 1st April 2019; and
- b) that a formal consultation be commenced with the Trade Unions, with a view to reaching a Collective Agreement to implement the pay model in line with the revised National Pay Spines.

Fees and Charges 2019/20

The recommendations from the Cabinet in respect of the Fees and Charges 2019/20 were proposed by Councillor B. Cooper and seconded by Councillor G. Denaro.

In proposing the recommendations Councillor Cooper explained that in past years, fees that could be increased were increased across the board by a standard inflationary increase. Understandably, this had criticized by Councillors, especially last year. Heads of Service had taken this on board so this year the approach had been somewhat different, as outlined in paragraphs 3.1 and 3.2 of the report. It remained more important than ever that additional income was generated from Fees and Charges and this year, each fee was assessed to identify how it met the Council's strategic purposes. Any increases suggested had been based on a robust estimate of firstly, the impact of cost increases and secondly, the demand for the service. Where a general inflation increase had been proposed, RPI of 3% was used; this was the level of RPI in October 2018.

Fees and charges had been considered in the light of the following criteria:

- Was the service to be subsidised by the Council?
- Was the service to break even?
- Was the service to make a surplus, to offset other overhead costs?

The appendix to the report showed all the fees and charges for each service area, with comments on each section. It was noted that part of the appendix was on confidential papers, as it contained fees and charges for some Environmental Services that were commercially sensitive. The schedule of fees and charges had been discussed at the Finance and Budget Working Group where some suggestions were made, which were subsequently approved by Cabinet and are listed on page 2 of the supplementary agenda tabled at this evening's meeting. They would be incorporated into the schedule of fees and charges.

Cabinet had also felt that there could be more information about what some hire charges included. It was proposed that this information would be included in next year's schedule of fees and charges. All members of the Council had had the opportunity to question Heads of Service at a special meeting, held before the most recent Cabinet.

Following presentation of the report Councillor S. Baxter took the opportunity to thank the Portfolio Holder and the Finance and Budget Working Group for their work and in bringing forward such a comprehensive report. It was agreed that the approach taken this year was one of the most effective that Members could remember and the cross party work of the Finance and Budget Working Group was recognized as being pivotal in the progress that had been made. It was hoped that these improvement would continue.

Councillor Cooper took the opportunity to thank the Executive Director, Finance and Resources and the Senior Democratic Services Officer for their support and input into the Finance and Budget Working Group.

RESOLVED:

- a) that Council approve all fees and charges that are included within Appendix 1 of the report;
- b) that Council approve the recommendations from the Finance and Budget Working Group; and
- c) that additional information on hire Products be included within future fees and charges reports.

Capital Strategy 2019/20 incorporating Treasury Management Strategy and half year Treasury update

It was noted that the Group Leaders had been advised of the deferral of this item. Councillor Cooper apologised for this and explained that on further consideration and as this was a new requirement, he believed it would be helpful if the Finance and Budget Working Group be given the opportunity to consider it before it was brought before Council. It would therefore be re-considered at the Cabinet meeting in March and be brought back to Council at its March meeting.

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TO RECEIVE THE MINUTES OF THE MEETINGS OF THE CABINET HELD ON 5TH DECEMBER 2018 AND 16TH JANUARY 2019

The minutes of the Cabinet held on 5th December 2018 and 16th January 2019 were submitted for information.

RESOLVED that the minutes of the Cabinet meetings held on 5th December 2018 and 16th January 2019 be noted.

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REPORT AND RECOMMENDATIONS FROM THE INDEPENDENT REMUNERATION PANEL

The Leader introduced the report and in so doing highlighted to Members that the SRA recommendations made were identical to those made in the previous year, which he had rejected. The Leader confirmed that he had asked to meet with the Panel to discuss his concerns, but this had been delayed as a new panel had been formed as current terms had expired. He had sat on the recruitment panel in the autumn and believed that a good cross section of people had been selected.

He had subsequently met with two members of the Panel (one old/one new) as mentioned in the report and had had a good frank discussion with them. He had undertaken to provide them with supporting data, which related to the roles of Deputy Leader, Planning Chair and Licensing Chair.

The recommended increase of 18% for Cabinet/Scrutiny Chair could not be supported without detailed evidence to present to Council. This formed part of his discussions as did his rejection of their proposed reductions which was also discussed. He hoped to see progress from

the discussions in next year's report when hopefully the Council would endorse without change.

The Leader went on to explain that in the chart on page 33 within the agenda pack the cost ratios were reasonably in line with other authorities in the County. The figures on page 39, column 2 showed current multipliers out of sync and this was due to the SRAs being frozen in the previous year.

The Leader proposed the recommendations and these were seconded by Councillor B. Cooper.

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

- Concern around the make-up of the actual Panel itself and that it was made up of people within local government who did not represent the residents of Bromsgrove. It was believed that the Panel was not representative of the people of Bromsgrove.
- The recruitment process for the Panel members – the Leader explained that the positions were advertised in the normal way and that following the recent recruitment process a number of new members had been appointed. He was hopeful that they would be more effective and “think outside the box”.
- Members discussed the need to recruit more young people into the role of councillor and that this may necessitate changes to payments received for the role.
- The information that the IRP received in order to make the recommendations within the report and how the allowances were calculated against the amount of time spent carrying out the relevant duties.
- Whether it was possible to view the data that had been used before making a decision and review the Scheme of Allowances before the elections took place in May 2019.
- It was acknowledged that the nature of the role and the allowance paid influenced the type of people that came forward. It was often retired people using it as an additional income.
- The role of the councillor was to focus on doing what was best for the communities that they represented.
- The Leader explained that unfortunately in respect of the Panel members there was a certain type of person that applied therefore it was limited in its membership. Whilst he appreciated what was said within the Chamber it would be difficult to look at an alternative before the May 2019 elections.
- It was highlighted that the payment for the role of a councillor was an allowance and not a salary.
- It was clarified that the IRP covered five districts, this Council, Malvern Hills, Redditch Borough, Worcester City and Wychavon.

In light of the discussions the Monitoring Officers suggested that it may be appropriate for the Group Leaders to consider the matter in more detail outside of the meeting and suggested that it be included on the agenda for either the Member Development Steering Group or the Constitution Review Working Group. Members thought this was a reasonable proposal and following a further brief discussion it was

RESOLVED:

- a) that the Basic Allowance for 2019-20 is £4,437, representing a 2% increase;
- b) that the Special Responsibility Allowances remain at the current multiplier rates used by the Council;
- c) that travel allowances for 2019-20 continue to be paid in accordance with the HMRC mileage allowance;
- d) that subsistence allowances for 2019-20 remain unchanged;
- e) that the dependent Career's Allowance remains unchanged; and
- f) that for Parish Councils in the Bromsgrove District, if travel and subsistence is paid, the Panel recommends that it is paid in accordance with the rates paid by Bromsgrove District Council and in accordance with the relevant regulations.

76\18

QUESTIONS ON NOTICE

Question submitted by Councillor M. Thompson

"In late 2018 representatives of BDC met with BDHT to discuss the Burcot Lane site and the council's housing company. Please can the Leader tell us:

Who attended the meeting on behalf of BDC?

What were the objectives and outcomes of the meeting?

Particularly, given BDHT's experience, what BDHT thought of the council's venture into housing development?"

The Leader responded to Councillor Thompson's question and advised that senior officers from the Council and BDHT had met on 18th December 2018 – Council officers present were the Deputy Chief Executive, the Housing Strategy Manager and the Housing strategy and Enabling Team Leader and BDHT officers were the Chief Executive, Director of Housing and Communities and the Director of Asset Management and Development.

The Purpose of the meeting had been to provide an update to BDHT on the current position regarding proposals for the Burcot Lane development which had been endorsed by Council and specifically the position regarding ongoing dialogue with Homes England in respect of the Accelerated Growth bid funding, the proposed timelines for scheme development. It had also included confirmation that the Council had commissioned external support, an overview of the basis of affordable housing on site and BDHT's views were also sought around potential

future regeneration opportunities working with the Council on a partnership basis.

In addition there were a number of operational issues raised and actions agreed, and also an overview provided on the current partnership arrangements in place regarding community safety in Bromsgrove and North Worcestershire. The Leader confirmed that there was no view given by BDHT at this meeting regarding thoughts as to the Council's venture into housing development.

The Leader thanked Councillor Thompson for raising to Council's attention the ongoing positive collaborative partnership arrangements which existed with BDHT. Members were advised that officers met regularly with colleagues at BDHT and that it was vitally important that there was ongoing shared dialogue given the current ownership and interests at the Burctot site, not least of which BDHT's major stakeholder status as housing provider on site and the shared access arrangements and current hostel provision.

The Leader confirmed that as there were no formally recorded notes from the meeting in December, the contents of this response had been shared with all officers present at the meeting who had endorsed that this was a true and accurate reflection of the issues discussed.

Question submitted by Councillor S. Colella

"Does the Leader agree with me and other members of this Council whose wards are likely to see cuts in essential Public Library Services and Public bus services that we cannot stand by and watch WCC cut these services without this Council stepping in with both financial support in its Medium Term Financial Plan and without stepping in to look at what options exist for this district council to take responsibility for the statutory control of these services away from WCC who obviously see them as burdens on its role and responsibilities."

The Leader responded that the Council would do all it could to ensure retention of its libraries and the services they provided, as they were a vital community facility. The Council was looking at all avenues as to how it could work smarter with all partners and would continue to talk about libraries at every opportunity as its residents would expect.

Question submitted by Councillor Kate Van der Plank

"Please could the leader explain the current process and suggest what improvements can be made to improve communications and planning around scheduled maintenance?"

BDC planned to close the car park at the polling station for resurfacing on the day of the Alvechurch referendum. Furthermore, it seems that notices of works are not sent out to Parish councils so this was only picked up (and able to be stopped) at last minute and by chance."

The Leader thanked Councillor Van der Plank for her question which raised an interesting prospect if the Council had not managed to avert the problem. He confirmed that all events were fed into a central data base and officers were reviewing procedures to avoid a clash of events in the future.

77\18

MOTIONS ON NOTICE

Motor Neurone Disease (MND) Charter

Members considered the following Notice of Motion submitted by Councillor R. Jenkins:

"This motion is to endorse the Motor Neurone Disease (MND) Charter, which sets out the care and support that people who are living with MND and also their carers deserve and should expect and to call upon the Cabinet Member for Health, Wellbeing and Environmental Services to ensure the Council adopts the Charter.

By adopting the MND Charter, this Council would be agreeing to promote the Charter and to make it available to all councillors, council staff, partner organisations and health and social care professionals who deliver services for the council.

As Bromsgrove District Council we would raise awareness of MND and what good care for those living with this devastating disease looks like, as stated in the Charter, and we will do everything we can as the Council to positively influence the quality of life for local people with MND and their carers living in our community.

Adoption would also mean taking on successful steps including identification of key programme leads by the Council, publicity and developing links with the Motor Neurone Disease Association who would provide resources and advice."

The Motion was proposed by Councillor R. Jenkins and seconded by Councillor M. Sherrey.

In proposing the motion Councillor Jenkins thanked Mr Benbow for attending and for his support. She reiterated the areas covered by him and the five rights outlined in the charter, and also explained the complex needs and challenges faced by MND sufferers. It was important that all partner organisations worked together to ensure that those sufferers were supported as quickly and efficiently as possible. It was important that the Council and its staff raised awareness and the importance of the right care in order to help support sufferers in maximising their quality of life. As it was an disease that rapidly took hold it was important that their needs were prioritised, as a week in the life of a MDN sufferer was like a year. The Council must ensure that its services were able to respond to the needs to sufferers in providing such

things as housing, disabled facilities grants and any benefits that they were able to access.

Councillor Sherrey was happy to second the motion and explained that she had experience of this disease and was aware of the rapid way in which it took hold and affected people. She hoped the Council could help influence all partner organisations in being able to provide support to those suffering and to provide them with prompt access to the services they needed. It was important to remember that it was also those caring for the sufferers that needed support too.

Members were in full support of having the charter and believed it was an excellent idea, and hoped that a way would be found in order to promote it locally and to do its utmost best to ensure that the services provided and support needed were available.

Members thanked Councillor Jenkins for bringing this matter to the Council's attention.

On being put to the vote the Motion was carried.

Rough Sleepers

Members considered the following Notice of Motion submitted by Councillor P. McDonald:

'In the light of Bromsgrove District now having experienced rough sleepers and the potential for an increase with the roll out of Universal Credit: we call upon the Leader of the Council to take whatever steps are required to ensure residents in Bromsgrove, should they know or come across a rough sleeper know who to contact to give the person immediate shelter.'

The Motion was proposed by Councillor P. McDonald and seconded by Councillor S. Shannon.

In proposing the motion Councillor McDonald commented that the Overview and Scrutiny Board had recently received a report which had contained data in respect of rough sleepers and he believed that this did not reflect residents view of the situation. He explained that residents did not know who to contact if they were concerned about a person rough sleeping that they came across and that it was the Council's responsibility. He explained that there were varying degrees of rough sleeping and the people affected were often suffering from mental illness and vulnerably, so needed the Council's support. It was important that the Council made every effort to get these people off the streets as quickly as possible. He believed that the roll out of Universal Credit would only make matters worse and from Government statistics he understood that 10 people every week were dying on the streets and as Members would be aware that this has happened in Malvern. Councillor McDonald went on to explain that the contact details on the Council's

website were for Street Link which was a charity in London. He had tried to contact them and it had taken him some 15 minutes to get a response, which was not satisfactory as it had taken some three days to help identify the person. He went on to provide Members with details of services within Bromsgrove District that had helped rough sleepers through providing shelter and meals over the Christmas period. However, he stated it should be made clear on the Council's website who to contact to get immediate help for rough sleepers.

In seconding the motion Councillor Shannon gave his support and explained that he had been asked by residents what they could do and where to go to look for support. He reiterated Councillor McDonald's view that the information provided on the Council's website was difficult to find and did not provide local support. The Council Hub was able to provide information, but this was only open during office hours from Monday to Friday. He advised that there were cases where people had been sleeping in tents in parks. It was suggested that the information could be displayed on the noticeboard within the High Street; however he understood that this had been removed, although he had contacted the Chief Executive to see if this could be reinstated.

Councillor C. B. Taylor, as Portfolio Holder for Strategic Housing, responded to the motion and thanked Councillor McDonald for bringing the matter to Members attention. It was important the elected Members looked after those people with problems and gave them the support that was needed. The Council had an open door policy whereby if someone needed help then the Council would do whatever it could to provide that help, officers were always available to talk to anyone who came in to the Hub and asked for support. A number of steps had been taken to ensure the support was in place and the Council was working collaboratively with a number of partner organisations and the voluntary sector, including the Salvation Army in Redditch.

Information was available on the Council's website and had been provided to town centre traders; it would also be included in a leaflet which would go out to all residents with the Council Tax bills. Councillor Taylor believed the Council was doing all it could and taking all necessary steps to help and to ensure that those that needed help knew who to contact. He explained to Members the difference between rough sleepers and being homeless and reiterated that officers in Strategic Housing were committed to help with a number of areas in order to get those in need off the streets. He encouraged all Members to contact them immediately should they have concerns about anyone in their ward.

Members discussed a number of areas in more detail, including the following:

- There was no clear pathway on who to contact.
- How residents could help and where to go for that help.
- How to deal with cases outside of office hours.

- The importance of not forgetting those in the outlying areas and the need for support to be available to those in the rural more remote areas.
- The Council had not been as proactive as it could have been in dealing with this problem.
- The inclusion of information through the WRS newsletter which was sent out to taxi drivers on a regular basis.

In summing up Councillor McDonald said he believed that this was an opportunity for all Members to join together and reach out to those in need, particular as often the rough sleepers were ex Servicemen who had fallen on hard times.

On being put to the vote the Motion was carried

In view of the time limited period for the discussion of motions Councillor S. Colella asked the Chairman to clarify the amount of time left and whether she was prepared to extend this in view of the number of motions which remained to be discussed. The Chairman confirmed that there was 19 minutes remaining from the allotted time and that she would review the position when the time had elapsed.

Active Kitchen Scheme

Members considered the following Notice of Motion submitted by Councillor C. Bloore:

Council notes

- In 2018, active kitchen sessions were held in Sidemoor and Charford, in partnership with the YMCA, NewSong Community Church and the Oakland Foundation.
- These sessions during half term ensured that local children could take part in fun sporting activities and enjoy a healthy hot meal afterwards
- Funding for these sessions was provided from the divisional funds of two county councillors in Bromsgrove.
- The shameful growth in the number of local people forced to use foodbanks and the appalling rise of 'holiday hunger' meaning children often go without the meals they need.

Council believes

- In the 21st century, no child in Bromsgrove should go hungry.
- The botched roll out of welfare programs such as Universal Credit have put families in terrible economic predicaments that have placed many in hardship forced to choose between feeding their families, rent and other bills.
- That until the government officially records the number of people who have experienced hunger or have not eaten because they did not have enough money for food then we will be letting down the most vulnerable in our communities.

Council resolves

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- To refer the matter to the Cabinet to consider the expansion of the Active Kitchen scheme and the associated funding in the budget setting process to enable the roll out of sessions during school holidays across Bromsgrove's areas of highest need.
- For the cabinet member responsible for health and well-being to present to council a robust plan of action and delivery to ensure the schemes success and sustainability.
- For the leader of the council to write to the Prime Minister to urge her to provide government support for the Food Insecurity Bill that aims to ensure the government records statistics on how many people have experienced hunger or have not eaten because they didn't have enough money for food.

The Motion was proposed by Councillor C. Bloore and seconded by Councillor L. Mallett.

In proposing the Motion Councillor Bloore explained to Members this was a scheme which he and Councillor Mallett had supported through their divisional funds from Worcestershire County Council (WCC). He explained how it helped both young people and their parents, who were often struggling to feed their children outside of school term time, often for a number of reasons. During term time the children were able to get a hot meal at school, but there was no service which provided this over the holiday period. Often the families were trying their best to provide for their children but due to zero hours contracts for work and changes to benefit payments, they were not able to do this without sometimes having to go without food themselves. Councillor Bloore spoke about how Bromsgrove was looked upon as an affluent town, but that there were a number of small pockets of deprivation which were forgotten in many quarters. It was accepted that there was similar issues across the county, this project took the stigma out of the situation for these people and gave them the opportunity to learn how to cook, provide support for the parents and provide the young people, currently between 20-30 children, an opportunity to have a meal and take part in some activities. This was a project that worked well and Councillor Bloore believed it should be expanded in order to support families in similar circumstances in other parts of the District. It was an opportunity to give these young people the best start possible and for everyone to work together. He referred to a recent communication exercise which had quoted both Councillors M. Sherrey and P. Whittaker who had said the project was addressing a series of issue and they had supported the programme which was making a difference.

Councillor Sherrey proposed an amendment to the motion and suggested that the matter be referred to the Overview and Scrutiny Board in order to get more details as there were a number of services being provided by other organisations such as the Basement Project and it was important to ensure that all areas were covered and to ascertain and verify what was being done in order to see how best the Council could help.

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Councillor Bloore explained that unfortunately he was not able to accept Councillor Sherrey's amendment as this was an existing programme which officers had been working on for a long time, and that short term funding had been provided. The aim was to ensure that this could be rolled out further and by taking the matter to the Overview and Scrutiny Board this would only delay matters further. It was important that the project became sustainable and that the Council built on the work that had already been done and reached those young people that needed the help, particularly in view of the February half term holiday coming up soon.

In seconding the motion Councillor Mallett was also concerned about the amendment as he understood that the project had already been evaluated by the team facilitating it and they were keen to see it continue. Whilst he appreciated the suggestion that it went to Overview and Scrutiny Board and the role that it played he did not think it appropriate on this occasion for the matter to be referred to it. The project had a good take up of young people and was providing them with a better start in life and the suggestion would only delay the matter further.

Following a brief discussion the amendment was withdrawn by Councillor Sherrey and a report would go to Cabinet on the matter as soon as possible.

Councillor C. B. Taylor commented that he had tried to find out about the project as he thought it came under his Portfolio but was unable to find any details and he therefore agreed with Councillor Sherrey that it would be useful for a report, including statistically information, to be brought to Cabinet in order that the matter could be given further consideration.

Members were keen for the project to continue and it was suggested that officers within Councillor Sherrey's Portfolio would be able to provide further information and it was agreed that such a project and its success was recorded. Both Councillors Bloore and Mallett explained that they had been in a position to meet some of the children that had attended the project and to see for themselves, the positive impact it had had on their lives. In many ways it was an invisible problem as often the parents did not want to come forward and admit that they needed help, by having the project in place this allowed them to get the help needed in a discreet manner.

On being put to the vote the Motion was carried.

The Chairman confirmed that the allotted time for consideration of motions had elapsed. Councillor Colella proposed an extension of the time to allow the remaining two motions to be discussed.

On being put to the vote the extension of time for motions was lost.

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The Chairman confirmed that the remaining motions would be carried over to the Council meeting to be held on 27th February 2019.

Library Services

Notice of Motion submitted by Councillor C. McDonald.

Impact of LTP4

Notice of Motion submitted by Councillor S. Colella.

Appendix 5i

The meeting closed at 8.57 p.m.

Chairman

CABINET RECOMMENDATIONS TO THE COUNCIL

On 26th February 2019

Cabinet meeting 13th February 2019

1. Environmental Services Business Cases for investment in the Domestic Waste Service, Commercial Waste Services and Place Team

Members considered business cases in respect of the above and made the following recommendations:

Recommended to Council:

- a) that Council agree the recommendation from the Domestic Waste Collection Business Case and allocate £1456,646 revenue funding to Environmental Services to fund five members of staff, vehicle maintenance costs and running costs to support the service;
- b) that Council approve Capital Investment of £137,000 for one new Collection Vehicle which will incur annual borrowing costs of £21,823 from 2020/21 on the corporate financing revenue account;
- c) that Council agree the recommended option from the Commercial Waste Business Case and allocate £184,558 additional revenue funding to Environmental Services to fund six additional members of staff, vehicle maintenance and running costs to support the service and the generation of additional income for the Council;
- d) that Council approve the Capital Investment of £340,000 for two new collection vehicles, which will incur annual borrowing costs of £54,162 from 2020/21 on the corporate financing revenue account; and
- e) that Council agree the recommendation from the Future Delivery of Place Team Working Business case, and allocate £166,697 additional revenue funding to Environmental Services to fund six additional members of staff to support the service on a phased implementation over the next three years.

2. Alvechurch Parish Neighbourhood Plan

Members considered the Alvechurch Parish Neighbourhood Plan and made the following recommendation:

Recommended to Council:

that the Alvechurch Parish Neighbourhood Plan be 'made' (formally adopted) immediately, in accordance with the relevant legislation.

3. Medium Term Financial Plan 2019/20 – 2022/23

Members considered the Medium Term Financial Plan 2019/20 – 2022/23 and made the following recommendations:

Recommended to Council:

(a) that the Unavoidable costs as attached at Appendix1 be approved:

2019/20 £366k
2020/21 £240k
2021/22 £243k
2022/23 £245k

(b) that the Revenue Bids as attached at Appendix 2 be approved:

2019/20 £67k
2019/20 £42k
2020/21 £25k
2021/22 £25k

(c) that the Identified savings as attached at Appendix 3 be approved:

2018/19 £332k
2019/20 £335k
2020/21 £355k
2021/22 £459k

(d) that the Capital Programme bids as attached at Appendix 4 be approved:

2018/19 £687k
2019/20 £40k
2020/21 £40k
2021/22 £1,113k

(e) that the approval of the Pay Policy Statement as attached in Appendix 6 be approved;

(f) that the Council Tax Resolutions as attached at Appendix 7 to include the increase of the Council Tax per Band D @ 2.99% be approved; and

(g) that the release from reserves of £150k to fund Mott Macdonald in 2019/20 only be approved.

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

13TH FEBRUARY 2019, AT 5.30 P.M.

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

Observers:

Officers: Ms. J. Pickering, Mr. G. Revans, Ms. C. Flanagan,
Mr. M. Dunphy, Mr M. Austin and Ms. A. Scarce

62/18 **TO RECEIVE APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors C. B. Taylor and P. Whittaker.

63/18 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

64/18 **MINUTES**

The minutes of the Cabinet meeting held on 16th January 2019 were submitted.

Councillor K. May asked for Minute no. 52/18 to be amended to say that she had asked for a strategic traffic assessment to be carried out in the north of the county.

RESOLVED that the Minutes of Cabinet meeting held on 16th January 2019 be approved, subject to the pre-amble above.

65/18 **MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 14TH JANUARY 2019**

The minutes of the Overview and Scrutiny Board meeting held on 14th January 2019 were considered.

It was noted that there was a recommendation in respect of the Homeless Grant and Flexible Support Grant 2019-20 Report, which had been pre-scrutinised by the Board. It was suggested that the Council should carry out a physical count of rough sleepers.

RESOLVED:

- a) That the Council carry out a physical count of rough sleepers; and
- b) That the Minutes of the Overview and Scrutiny Board meeting held on 14th January 2019 be noted.

66/18

MEDIUM TERM FINANCIAL PLAN

The Executive Director, Finance and Resources introduced the report and explained that the format was similar to those received in recent months. The recommendations were detailed at page 125 and she confirmed that the preceptor information was awaited and will be made available as soon as the information is received and updated into the resolutions.

In presenting the report she highlighted the following areas:

- The Medium Term Financial Plan provided the framework within which the Council could provide financial funding to support its strategic purposes.
- A number of assumptions had been made in order to bring forward a four year plan. These were detailed within the chart on page 127 of the agenda pack, with supporting explanatory notes and covered a number of areas, including additional pay and inflation, unavoidable costs, revenue bids, additional borrowing costs, identified and unidentified savings.
- The Executive Director, Finance and Resources provided detail around the Negative Support Grant in respect of the removal of the £740k.
- Detail was also provided in respect of the NNDR Income and confirmation that the Worcestershire Business Rate Pilot scheme had been accepted by Central Government and the implications of this to the Council.
- The current projections included an increase of 2.9% on Council Tax.
- Concerns in respect of the New Homes Bonus (NHB) scheme in the future. The amount confirmed that 2019/20 was less than had been anticipated.
- Members were reminded of the Community Bid scheme which had been set up and linked to the payment of new NHB monies and it was confirmed that whilst the current scheme would result in this payment ceasing an assumption had been made that this scheme would continue at £74k per year for the four year period of the current plan.

The Executive Director, Finance and Resources referred Members to the additional papers, which had been tabled at the meeting. This included an amendment to recommendation 2.1.5 and revised table 3.5 (as originally detailed on page 127 of the agenda pack) and revised tables 3.17.1 (as detailed on pages 130 and 131 of the agenda pack). It was explained that these had been revised following discussions at the

Corporate Management Team meeting and concerns raised at the Overview and Scrutiny Board's Finance and Budget Working Group meeting held on 11th February. The Executive Director, Finance and Resources confirmed that she had also discussed the matter with the External Auditors. The concerns had been around the reduction of balances to below the level agreed by Members. Following the discussions it had been agreed that £150k would be released from reserves which would offset the £150k in respect of the costs for the work being carried out by Mott McDonald. This reserve was in respect of economic regeneration funds and as there was already £20m potential borrowing available which could be used for this purpose, it was felt that it was prudent to release the £150k from reserves. In addition a further £300k was to be released from reserves over the period 2020/21 –2021/22

Councillor B. Cooper, Portfolio Holder for Finance took the opportunity to thank the Executive Director, Finance and Resources and her team for their hard work in producing the four year plan. However, he reminded Cabinet that it needed to be aware of the Council's position going forward and the importance of taking action to address the problems looming in future years. He also raised concerns and the importance of resolving the issues in respect of County Highways, which were impacting on the Council's financial position in a number of ways, lack of income from planning applications, New Homes Bonus monies, Council Tax income and the cost of the work being carried out by Mott McDonald.

Members reiterated Councillor Cooper's concern and the urgent need to restore confidence in the work of County Highways.

RECOMMENDED:

(a) that the Unavoidable costs as attached at Appendix1 be approved:

2019/20 £366k
2020/21 £240k
2021/22 £243k
2022/23 £245k

(b) that the Revenue Bids as attached at Appendix 2 be approved:

2019/20 £67k
2019/20 £42k
2020/21 £25k
2021/22 £25k

(c) that the Identified savings as attached at Appendix 3 be approved:

2018/19 £332k
2019/20 £335k
2020/21 £355k
2021/22 £459k

(d) that the Capital Programme bids as attached at Appendix 4 be approved:

2018/19 £687k
2019/20 £40k
2020/21 £40k
2021/22 £1,113k

(e) that the approval of the Pay Policy Statement as attached in Appendix 6 be approved;

(f) that the Council Tax Resolutions as attached at Appendix 7 to include the increase of the Council Tax per Band D @ 2.99% be approved; and

(g) that the release from reserves of £150k to fund Mott Macdonald in 2019/20 only be approved.

67/18

ENVIRONMENTAL SERVICES BUSINESS CASES

The Environmental Services Manager, supported by the Environmental Services Co-ordinator, presented the report and explained that this covered three areas, Domestic Waste Collection Services – options to support sustainable delivery for the future, Commercial Waste Collection Services – options to support future growth and income generation and the future delivery of Place working across Bromsgrove District.

In presenting the reports the Environmental Services Manager highlighted a number of areas covering each business case.

Domestic Waste Collection

- The significant service disruption in the delivery of this service in August/September 2018 due to a culmination of annual leave and above average sickness levels and the impact of housing growth going forward.
- To mitigate the risk of further service failure going forward.
- The use of agency staff and the financial impact of this.
- The current service was reviewed in order to strengthen the existing model.
- A full service review over the next two years.
- The potential impact of the Government's Waste Strategy which had recently been published. This included the potential to introduce a food waste collection service and free garden waste collection, which would have significant financial impact to the Council.

Commercial Waste Service

- Significant growth in the service in the last two years which has resulted in a change of focus and greater drive to grow the service.

- A small surplus had been made, but the service was not at full capacity.
- The opportunity to generate additional income for the Council.

Place Teams

- The most visible service within the District and the work that they carried out and the benefit from this service over the last two years.
- The demand for the service and support it has provided to other areas which had impacted on its ability to be pro-active.
- The need for investment in the team and the availability of funds to expand the service.

Councillor M. Sherrey, Portfolio Holder for Environmental Services thanked the Team for all their hard work and was supportive of the business cases and the improvements that they would make.

The Head of Environmental Services highlighted that within recommendation for the Domestic Waste Collection, it should in fact state to fund five members of staff and not three.

The Portfolio Holder for Finance confirmed that the funds referred to had already been included within the Medium Term Financial Plan, which had been considered earlier in the meeting.

RECOMMENDED:

- (a) that the recommendation from the Domestic Waste Collection Business Case, and allocate £156,646 revenue funding to Environmental Services to fund 5 members of staff, vehicle maintenance costs, and running costs to support the service be approved;
- (b) that the Capital Investment of £137,000 for 1 new Collection Vehicle, which will also incur annual borrowing costs of £21,823 from 2020/21 on the corporate financing revenue account be approved;
- (c) that the Commercial Waste Business Case, and allocate £184,558 additional revenue funding to Environmental Services to fund 6 additional members of staff, vehicle maintenance and running costs to support the service and the generation of additional income for the Council be approved;
- (d) that the Capital Investment of £340,000 for 2 new Collection Vehicles, which will also incur annual borrowing costs of £54,162 from 2020/21 on the corporate financing revenue account be approved; and
- (e) that the Future Delivery of Place Team Working Business Case, and allocate £166,697 additional revenue funding to Environmental

Services to fund 6 additional members of staff to support the service on a phased implementation over the next 3 years be approved:

	Staff Increase over 2018/19 levels	Additional Revenue Cost over 2018/19 Budget
2019/20	+2	£66,299
2020/21	+4	£119,161
2021/22	+6	£166,697

68/18

ALVECHURCH PARISH NEIGHBOURHOOD PLAN

The Strategic Planning and Conservation Manager introduced the report and reminded Members that this was the final version of the Alvechurch Neighbourhood Plan, which was similar to the documents that had been considered at previous meetings. This had now been examined independently and put forward for referendum. It had been positively received with a good turnout of local residents. This was the final stage of the process and under legislation it needed to be formally 'made' as detailed within the recommendations. The documents would then be used by officers when considering planning applications in the Alvechurch area and added further detail to the Bromsgrove Local Plan. It was a useful piece of information for case officers going forward.

Members thanked the Strategic Planning and Conservation Manager and his team for the support provided to the Parish Council in producing this document.

RECOMMENDED that the Alvechurch Parish Neighbourhood Plan be 'made' (formally adopted) immediately, in accordance with the relevant legislation.

69/18

LICKEY AND BLACKWELL AND COFTON HACKETT NEIGHBOURHOOD PLAN

The Strategic Planning and Conservation Manager introduced the report and explained that this was the first stages of the production of this plan, which would run a similar course to that of the Alvechurch Neighbourhood Plan discussed at the previous item.

The Council had done a formal response, which was included within the agenda pack and were happy for this document to run its course as there were no major issues which had been identified from it. It will be examined by the Inspectorate following consultation and then go out to referendum before coming back to this Council for adoption.

Members questioned whether the Council had suggested bringing the two Parish Councils together and officers confirmed that this had been a joint decision and seemed to have worked well as they were both at a

similar stage. This was within the regulations and the Council would have been happy to have supported either option, however it was obviously easier to deal with the two together.

RESOLVED:

- (a) that the District Council response to the joint Lickey & Blackwell and Cofton Hackett Neighbourhood Development Plan submission version;
- (b) that a six week statutory representation period from the 14th February to 28th March 2019 be approved;
- (c) that delegated authority to the Head of Planning and Regeneration to appoint an independent examiner to undertake examination of the Lickey & Blackwell and Cofton Hackett Neighbourhood Development Plan following the representation period be approved; and
- (d) that delegated authority to the Head of Planning and Regeneration to proceed to a referendum on the joint Neighbourhood Development Plan, including accepting any recommendations from the independent examiner in assessing whether the plan meets the 'Basic Conditions' be approved.

70/18

COUNCIL TAX SUPPORT SCHEME REVIEW

The Executive Director, Finance and Resources reminded Members that following consideration of the item previously it had been agreed that to go out to consultation for and 85% scheme and additional support for Care Leavers. This initial consultation had brought in a very low response rate and she had therefore asked for a further targeted consultation to take place. This had been implemented via text messages direct to the general public and claimants which had resulted in over 100 responses in two days. Following discussion at the Overview and Scrutiny Board Finance and Budget Working Group in consultation with the Portfolio Holder, it had been agreed that this consultation would close on Friday of this week, 15th February 2019. This would allow for the report to meet the statutory deadline for the Council meeting on 27th February 2019.

It was agreed that an additional Cabinet meeting would also be arranged prior to the Council meeting on 27th February 2019, at 4.30 pm to consider the final report.

71/18

PERFORMANCE REPORT

The Deputy Chief Executive presented the bi-monthly report which on this occasion covered the strategic purpose; Help me to find somewhere to live in my locality. The following areas were highlighted:

- The use of the local plan to drive development.

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- Delivery of affordable housing – including Burcot Lane and a review of the temporary accommodation attached to this site.
- Support from Homes England and BDHT in respect of this temporary accommodation.
- Homelessness and rough sleeping – this had been debated on a number of occasions at various committees and a clear definition was included within the report, together with the support the Council was providing.

The remainder of the report covered a number of key corporate measures from the suite available on the Corporate Dashboard. This included data in respect of sickness absence and the Deputy Chief Executive explained that a review was currently being undertaken of the sickness absence policies and arrangements were being put in place to actively manage this and to ensure there was a consistent approach throughout the Council. It was noted that there was an increase in the long term sickness absence and this was detailed within each service area.

Members discussed whether the level of sickness absence had any impact of staff morale and they were advised that this was something which was very important to the Corporate Management Team who were working with officers to ensure that all staff were treated the same through the policy review, which was supported by staff representatives and the trades unions. It was important that there was consistency across the Council in dealing with the sickness absences.

Officers agreed to provide further information to Members outside of the meeting in respect of the costs to the Council of cash and card payments as it had been anticipated that the changeover to more transactions being paid by direct debit would reduce the banking costs, but this did not appear to be the case from the information provided within the report.

RESOLVED that the contents of the report and associated appendix be noted.

72/18

TO CONSIDER, AND IF CONSIDERED APPROPRIATE, TO PASS THE FOLLOWING RESOLUTION TO EXCLUDE THE PUBLIC FROM THE MEETING DURING THE CONSIDERATION OF ITEM(S) OF BUSINESS CONTAINING EXEMPT INFORMATION:-

During consideration of this item Members agreed that Minute No 73/18 was not being discussed or debated, therefore it was agreed not to exclude the press and public, as no debate or information would be revealed relating to financial and business affairs).

73/18

CONFIDENTIAL INFORMATION IN RESPECT OF ITEM 5 - ENVIRONMENTAL SERVICES BUSINESS CASES

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The confidential information in respect of the Environmental Business Cases was noted.

The meeting closed at 6.10 p.m.

Chairman

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Bromsgrove District Council

Report of the Portfolio Holder for Leisure and Cultural Services, Community Services and Worcestershire Regulatory Services

I am pleased to present my report to councillors for the areas covered by my portfolio. The five main areas covered by my Portfolio, in no particular order, are as follows:

1. Worcestershire Regulatory Services (WRS)
2. Sports Development, Parks and Open Spaces
3. Arts Development and Events Team
4. Business Development and Facilities Management
5. CCTV and Community Safety

Aligned to: Help me to Keep my Place Safe and Looking Good

WORCESTERSHIRE REGULATORY SERVICES (WRS)

The Council discharges its Environmental Health and Licensing functions through the shared service that reports to a Joint Board of which I am a member and which is currently chaired by Councillor Rod Laight. The Joint Board provides regular updates of both a physical and financial nature. This shared arrangement is made up of officers of all six district councils albeit with Bromsgrove acting as the host of the service

Environmental Health

There are currently 668 food premises in Bromsgrove listed on the Food Hygiene Rating System (FHRS) of which 264 have been subject to intervention so far this financial year in accordance with the agreed proactive inspection programme. Whilst almost 98% of these are broadly compliant indicating that they are well run, 16 businesses are rated at Level 2 or less. These premises are subject to further intervention by the service until standards improve to bring them to compliance. Details are available in the public domain and can be accessed via the WRS website which gives the FHRS rating of all Food Businesses in Bromsgrove District as well as those for all of our WRS Shared Service partners. Members and their ward constituents are encouraged to make use of this excellent facility when planning a meal out.

66 new food businesses have registered in Bromsgrove so far this financial year, with 74 having closed.

A Bromsgrove based mobile catering operation was subject to a Hygiene Prohibition Notice which formally closed the premises following a WRS inspection which discovered a rat infestation and very poor cleanliness. This was subsequently upheld by the Magistrates' Court who confirmed a Hygiene Prohibition Order. A report will

be submitted to WRS senior management in respect of recommendations for further action.

WRS has also responded to 62 food complaints and enquiries for the current financial year to 31 January.

The extraordinarily dry summer led to a large number of dust complaints throughout the county, particularly in relation to construction sites. Two of the largest sites affected were in Bromsgrove district, being the major residential developments at Norton Farm in Bromsgrove and at the former Polymer Latex site in Stoke Prior.

A high volume of complaints were received in relation to both sites, especially Norton Farm, in response to which a large number of site visits were made by several officers from WRS. Whilst the issues were intermittent, it appeared that significant dust was being generated at times due to the very dry conditions, despite the use by contractors of various dust suppression measures.

Following liaison with the developers and site management additional control measures were put in place. However, complaints continued to be received. WRS procured a new state of the art dust monitoring station and installed it close to the site in order to establish if the dust levels were exceeding prescribed limits. This also served to incentivise site management in ensuring that control measures were being strictly adhered to and provided reassurance to residents that their health was not threatened.

Significant further control measures including extra water bowsers, sprinkler systems and a water mist cannon were consequently brought into operation on site which further reduced dust emissions. Dust levels were closely monitored by WRS officers, who maintained regular communications with the site management and raised any notable increases in levels so that control systems could be checked and adjusted where required. Although the site inevitably continued to give rise to some dust emissions at times during the continued dry weather, no exceedances of prescribed dust levels occurred during the monitoring period.

In terms of overall numbers of nuisance complaints, demand was slightly down on the previous year potentially due to the introduction of revised call handling systems and directing customers initially to the self-help materials now available in the first instance. However, a significant number of the service requests that were received were of a more complex nature requiring lengthier investigations through the tasking process.

Health and Safety continues to be subject to an intelligence led approach based on accident reports and complaints notified to WRS. The team are investigating what was a potentially fatal accident in Bromsgrove where a conveyor system was being relocated by staff and collapsed onto one of them causing head and neck injuries.

Air Quality

The Bromsgrove Air Quality Status Report for 2018 has been completed and submitted to Defra. Once approval has been provided the report will be on the WRS

website together with the Air Quality Action Plan Update which is the document that details action taken to resolve air quality by all over the last 12 months. WRS have supported BDC with the application process for their funding bid of EV Charging infrastructure for Taxi's in Bromsgrove.

The AQMA in Kidderminster Road, Hagley has been revoked following many successive years of achieving the National Objective for Nitrogen Dioxide.

Contamination

WRS have been investigating the potential concerns around the Pinches Landfill sites and whether they are impacting on three properties off Wildmoor Lane. The purpose of the investigation was to identify whether there was a risk of significant harm from Landfill Gas as described by the Contaminated Land Regime.

An internal gas sweep was undertaken in all three properties in November 2018 as a spot check with subsequent continuous monitoring undertaken at one of the properties to assess the risk over a month period. The monitoring was timed to include low and falling pressure events as a worst case scenario. Minimal levels of methane and carbon dioxide gases were identified with no evidence that landfill gas is migrating into the properties and the investigation has been concluded.

Permitted Processes

The Pollution Control regulations are there to protect human health by ensuring emissions to air, land and water are controlled. Certain industrial processes such as car resprayers and flexible packaging printers use large volumes of Volatile Organic Compounds (VOCs) which would be emitted to atmosphere if not controlled. There are other industrial processes that are regulated also, which means firms have to apply for a permit. In granting the permit WRS work with the business so that they know what they need to do to comply by using our wealth of experience of dealing with similar companies. Our aim is to support the businesses in navigating the red tape and protecting health and in Bromsgrove we believe most are compliant.

In addition WRS has expanded the Primary Authority contracts to now cover the permitting regime with two with National Companies; Cemex and Wienerberger. The former has a site in Bromsgrove. This industrial sector is new to the Primary Authority regime and we were successful in getting trade media interested in our arrangement with Cemex. Working with these companies we support them in complying with regulations across all their sites nationally and we support our budget by charging for our time and advice.

Licensing

In October 2018 the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 came into force. These Regulations fundamentally amended the licensing regimes in place to regulate animal boarding, pet shops, dog breeding and horse riding establishments by combining them and creating a brand new licensing regime that also incorporates businesses that keep or train animals for exhibition.

A great deal of hard work has gone into preparing for the implementation of the Regulations, including communicating with existing businesses about the changes, updating the Council's website, setting fees for the new licences and processing the large number of licence applications that have been made.

The new licensing regime is much more resource intensive than the previous regimes in place. This is because determining each application received now involves an inspection of the premises taking place to check if the required standards and higher standards are being met. The inspection also involves the completion of a risk-based assessment of the applicant which considers their previous compliance record, their appreciation of relevant hazards/risks and the welfare management procedures that they have in place. The results of the inspection determine what star-rating (1 – 5) the business can be awarded, with licences granted for 1, 2 or 3 years depending on what star-rating is awarded.

In addition to this large piece of work, over the course of the last 12 months, the Council has revised, consulted upon and republished its Statement of Licensing Policy under the Licensing Act 2003 and its Statement of Principles under the Gambling Act 2005 meeting its legal obligations to do so periodically.

Worcestershire Regulatory Services, acting on behalf of the six district councils in Worcestershire have completed a gambling local area profile as recommended by the Gambling Commission in their guidance to licensing authorities (GLA).

The local area profile has been created with a view to increasing awareness of local risks, improving information sharing and to facilitate constructive engagement with licensees and a more coordinated response to local risks. It will also help to inform specific risks that operators need to address in their own risk assessments, which will form part of any new licence application, or an application to vary a licence. The work of the service has been much praised by the Gambling Commission.

Licensing Officers have met with the Police and other colleagues to develop the platform for multi-agency working known as MATES. This involves a number of different regulatory bodies including the Police, Fire and Rescue Service, Immigration Enforcement, the Security Industry Authority, Environmental Health and Licensing. Representatives of these bodies meet regularly to identify potentially problematic premises and individuals and then multi-agency visits are made in an attempt to disrupt and deter any illegal activity and ensure compliance with relevant regulatory requirements. It has been used to deal with a number of issues elsewhere in the county and will be used across Bromsgrove where there is an intelligence case.

HEALTH AND PHYSICAL ACTIVITY (SPORTS DEVELOPMENT)

Health Intervention

Bromsgrove shows a middle-high level of excess weight in adults which is 4.9% higher than the national average; however levels in the District have dropped 1.3% since 2017. The Active People's Survey shows a decrease in lower level activity of

less than 1 x week and an increase in those that are fairly active of 3.6%. Bromsgrove are increasing people from inactive to fairly active people but not engaging as many active people as previous years.

Sports Development works to improve the health of the Bromsgrove Community through physical activity and mental health and wellbeing:

- **Activity Referral:** A referral scheme where the public can self-refer into a 6 week activity scheme. The scheme now runs out of the new Bromsgrove Sports and Leisure Centre and Altered Images (town centre) and Rush Active (Wythall). People also get access to all of the community exercise sessions as part of the scheme. **There were 99 people referred in to the scheme in 2018.**
- **Escape Pain:** A rehabilitation program for people with chronic joint pain due to arthritis that integrates educational self-management and coping strategies. There have now been two cohorts in Bromsgrove with two more planned for 2019. **25 people attended the 2 courses held in 2018**
- **PSI (Postural Stability Intervention):** This is a national scheme which helps people who may be at risk of falling. People can self-refer into this scheme. **There are 5 of the courses running in Bromsgrove, with 241 referrals in 2018.** The course has recently changed to 20 weeks and all the sessions have got “maintenance” session running alongside them to help participants continue at the end of the course.

Community Exercise:

These classes are predominantly aimed at the over 50's and are developed to improve the physical activities levels in the older population along with the physical health improvements they also help with mental wellbeing and decrease social isolation. These include activities such as tai chi for dementia, Stretch and Tone, Zumba Gold, exercise to music and more. **April to December 2018 saw 4688 visits to community exercise classes in Bromsgrove.**

Couch 2 5k: This successful scheme has continued through 2018/19 and has continued in getting inactive residents engaged in physical activity. The courses run **in April/May and Sept/Oct saw 940 visits.** The programme encourages people to walk/run their way up to 5km over a 9 week period. 33% of those taking part are inactive. Targeting this population will see the greatest health benefits in terms of reduction in NHS admissions/appointments, increased mental health and wellbeing and improved community cohesion.

Engagement: There is a role for the sports development team in engaging with target groups such as disabled, ethnic minorities, women, low socio-economic groups where inactivity is more prevalent and access to services is reduced.

- The VIPA (Very Important Positive Activities) engagement football has continued to develop and in 2017/18 moved to being held at Bromsgrove

Hockey club year round creating continuity for participants. From **April to December 2018 there were 490 attendances.**

- Active Kitchen project in Bromsgrove started in March 2017 in partnership with West Mercia Police and the YMCA. This engagement work ran in 3 locations over the May and summer holidays in **2018 with 136 attendances.**
- A mums' Zumba in partnership with the basement project started in summer 2018 at BSLC working with mums at risk of homelessness.
- In 2018/19 it will be a priority to continue to create strong links with the new Youth Hub opening in Bromsgrove and looking to support youth provision in Sidemoor with a new Dodgeball club.

Children and Young people:

- In 2017/18 BDC continued to provide the primary sports project delivering curriculum and extra-curriculum activities in the Bromsgrove schools. There were 21 schools signed up to in the Summer term. There were **542 different children that attended our sessions in schools during the Autumn term.**
- The team continued to develop its provision and support for the special schools working in Rigby and Chadsgrove schools. This has shown its merit with the teachers able to take on a lot of the delivery through the CPD provided by our coaches.
- A dodgeball club was launched following the transfer to Everyone Active of the Sports Centre and has seen **20 plus young people attending each week.**
- 2018 saw a new free weekly family parks activity **each Saturday for 16 weeks** from May through until the end of August in Sanders Park providing different sports each week lead by different local sports clubs.
- After a Review of Physical Activity and Wellbeing in Schools was carried out and through this a new healthy eating program has started in partnerships with schools off the back of the Schools Physical Activity and Health review conducted by Sports Development in 2018. This is starting with a launch workshop in Catshill.

Club and Coach Development:

- In 2017/18 support and guidance and funding was given to Woodrush Rugby Club ground improvement that has now started.
- Bromsgrove Cricket Club netting pitch development, Bromsgrove Tennis Club new practice wall were both completed.
- Opportunity was given to support clubs promotion through the Sanders Park activity day and the weekly activities held through the summer at the free parks activities held for families.

- **Club Priorities for 2018/19** will be around the support of the club house development at Woodrush RFC, Developments at the Bromsgrove Indoor Bowls centre around the Charford outdoor rink and to help facilitate development at the Sanders Park bowls green now that the club house and changing facilities have been gifted to BDC.
- The Youth Coaching Pathway continued with success in 2017/18 and through partnership with Heart of Worcestershire College, coaching, first aid and safeguarding courses were provided.
- The BRAVO volunteer scheme has had more success in 2017/18 to help support programs and give experience and training to the volunteers. In 2018/19 this has been supplemented with a volunteer incentive scheme launched to help recognise the hard work done by volunteer and help to recruit more. **22 new volunteers recruited in 2018.**

Disability Provision:

- In 2017/18 there was a 12 month extension of the Sport England Inclusive Sport Fund, as well as the Keep on Moving multi sports sessions, Boccia and junior athletics program. The disability climbing program ran for the first time out of the new Clip and Climb wall at BSLC with **3 full courses with 36 participants** taking part.
- The disability sailing sessions ran again in 2018 with more participants than the previous year with **82 participants**. Aztec Adventure Centre at Upton Warren have been so impressed with the program they have offered to provide the facility for free allowing the program to become sustainable without funding.
- The sports development team have been granted the tender for short breaks funding from WCC to provide a number of activities in Bromsgrove including inclusive athletics, climbing and aquability. These sessions are starting through the early part of 2019.

Challenges:

Facility Availability	Cost and availability to hire facilities can vary and means it is not always able to create affordable sessions.
Transport	Lack of transport links – Burt’s buses are the only community provider for older people to access and it can be restricted to location and time/day

Location	Bromsgrove is a rural district with many outlying areas. Finding suitable instructors/coaches to deliver sessions to these areas can be challenging. Upskilling community members to deliver within
GP Referrals	Programs including Activity referral are predicated on GP referrals and with no Bromsgrove GP surgeries applying for the CCG's new social prescribing pilots there is a risk that these will remain low
Distribution of information	Rural location. No single newspaper or publication. Dependency on Community Groups and not all do this consistently. Members to deliver within their own area but are reliant on motivated person.

PARKS & OPEN SPACES

Parks & Green Spaces Stewardship Team

In September the shared Parks and Green Space Stewardship Team hosted by the Leisure & Cultural Service Department, went live after being extensively trialled across the two Councils over the previous 18 months. The purpose of the team was to create a focused service to facilitate and encourage the customers of our parks and open spaces to actively engage with the service on an individual basis and as a collective at the lowest and most public facing level. Some of the benefits of the new team have been:

- A dedicated operational, development and management team that puts the visitor at the heart of what we do
- Provide a flexible and responsive approach to service delivery to meet the needs of users and residents more quickly
- Identify and develop commercial opportunities that positively contribute to the overall financial stability of both Councils
- Enabled a partnership approach to service delivery where resources are pooled in order to maximise the benefits to residents with the private sector and with Voluntary Community Sector (VCS) providers within the local community to provide services, opportunities and experiences to residents.

Planning Negotiations

The team continue to work with the planning and legal departments in the District on pre and live applications to achieve the highest quality of POS, Sport and Play provision throughout the District

Sanders Park

Removal of the Concrete Channel – Following extensive planning and engagement with the public and partners, this works commenced in November 2017 and will be

completed in June 2019. There are still minor snagging issues outstanding which the Parks team are chasing. The maintenance of the natural brook has been discussed with the team and the EA and programmed for works in May 2019.

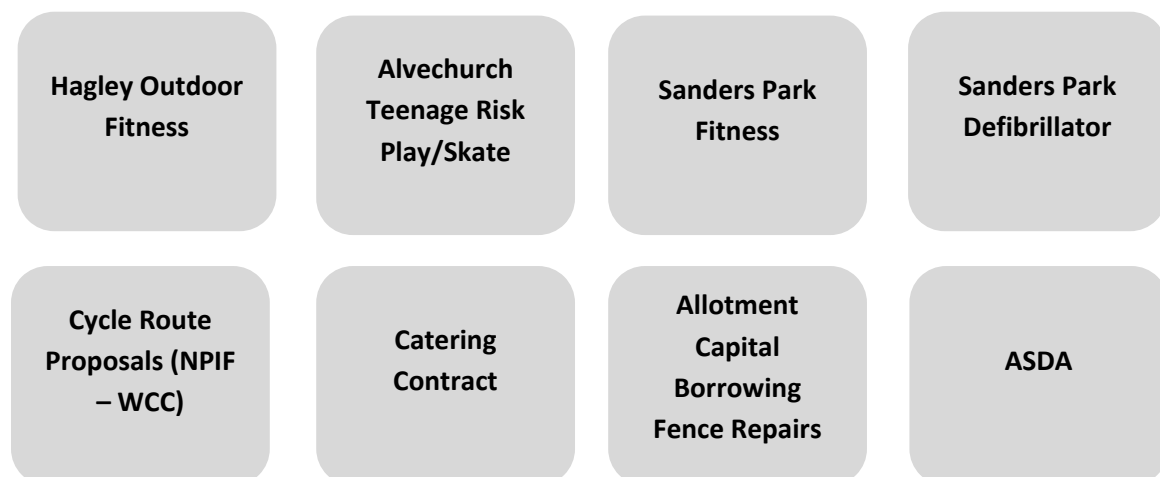
Phase 2 works: Scheduled Feb 2019 and legal are completing the formal Heads of Terms for this works. This works will involve minor “tweaking” of existing natural habitat and is not as invasive as removal of concrete. (we are awaiting formal specification of the detail of these works)

Boardwalk (Recycled Plastic) – Seven Trent/NMC have sponsored and provided a section of recycled plastic boardwalk to enable pedestrians to have easier access through a muddy section of the pedestrian route alongside the brook. This structure is being installed in January/February.

Play And Outdoor Fitness Provision

- **Wythall Park** – officers completed the installation of the Wythall Park Fitness equipment and trail with associated pathways. Remaining S106 available from this scheme is being discussed with the Wythall Park Association.

The team are now working towards the following projects for 2018/19:



- **Hagley Outdoor fitness** –completed in Autumn 2018
- **Alvechurch Teenage Risk play/skate** –Works Completed in 2018.
- **Sanders Park Fitness** – Completed and opened in December 2018.
- **Sanders Park Defibrillator** – a new defib machine has been installed in the park with thanks to the contribution of Cllr Mallett and his County funding. Inspections have been added to the facilities and parks team.
- **Cycle Route Proposals (NPIF – WCC)** – following early proposals and discussions with WCC regarding their successful funding for improved cycle routes – the parks team and engineering team are working with WCC to progress surveying and feasibility costs at Sanders Park. WCC attended a consultation event, alongside officers from BDC, at the 50th anniversary event on 16th September 2018. There will be phased approach to the work due to usage, school holidays and events, and it is hoped this will commence in Spring 2019.

- **Catering Contract** – Our onsite contractor is scheduled to carry our additional modifications to the building to open up access to the café from the bandstand side of the building. This will enable easier access and provide additional outdoor seating nearer the bandstand. (details and timings to be confirmed)
- **Allotment Capital borrowing fence repairs.** Rigby Lane fencing completed in Spring 2018 and Stoke Road fencing will be completed in March 2019.
- **ASDA** – Following the arson attack two reports have been completed (one structural and one from independent play inspector). Quotes have been provided and insurance have been notified. Play Area Inspector has ordered the new replacement equipment and surfacing based on survey reports and completion of works estimated end Feb/March. TBC

ARTS DEVELOPMENT BROMSGROVE – NEW ACTIVITIES AND EVENTS

In partnership with the Council's Arts Development Service, Friends of St John's, Artrix and North Worcestershire Economic Development and Regeneration an exciting Christmas Offer was delivered.

- The successful 3rd Christmas 2 day Market in conjunction with the switch on event on Saturday 18th November, the production of the Better Bromsgrove Christmas publication, St John's Church musical Winter Fantasy on Saturday 25th November, performance's in the town on Saturday 9th December by Blackwell Concert Band and the 'Festival of Light' Christmas lantern parade in the town centre on Sunday 17th December
- Members of the Children and Young People's Providers Group attended the St Georges Day event in April to have a marquee to promote the different agencies services around children and young people and to engage with service users and their wider families.
- The Service supported Artrix to submit its 2nd annual report to Overview and Scrutiny as a part of their 3 year funding agreement, councillors found the report engaging, informative and positive.
- The Service worked in partnership with Bromsgrove Festival to successful deliver the Day of Dance event on the High Street and the Summer Jam, for teenagers, in Sanders Park and worked in partnership with the Court Leet to successfully deliver their historic market alongside the normal market.

Bromsgrove Arts and Culture Consortium

- The Consortium comprises the major cultural and heritage organisations in Bromsgrove - Artrix, Avoncroft Museum, Bromsgrove Arts Alive!, Bromsgrove District Council, Bromsgrove Festival, the Bromsgrove International Music Competition and the newly formed Severn Arts organisation to deliver the project – **'Tell me what you want: a change of art for Bromsgrove.'**
- The project aim is to increase engagement in arts and cultural activities across the Bromsgrove District.
- The project is specified in a number of phases, with the initial research to identify under engaged groups and obstacles to greater participation to be followed by activity based work to encourage greater participation from the identified groups.

The stated aim is to encourage arts and culture in making Bromsgrove a better place to live and work.

- The main funding for the project was achieved by obtaining a grant from Arts Council England of £49,000 as well as matching funding from arts organisations, charities such as The Elmley Foundation and a financial contribution from the council for two years and the commitment of officer support over that period. The contract to undertake the work on this project was awarded to the Birmingham based Beatfreaks Collective following a competitive tendering process.
- The first phase of research work was undertaken during the second half of last year and a substantive report was received in early December. This confirmed a number of known factors inhibiting participation and identified a number of other issues such as a real shortage of economical space for arts activities.
- Based on this research report, the consortium is now moving on to the second phase of work to run activity based workshops around the district to identify and test approaches to gaining greater involvement from disadvantaged groups. This is planned to run through the first half of 2019 and culminate in a major arts event in the summer.
- The Consortium was visited by an organisation called Culture Central in the summer of 2018. Culture Central were under commission from the Greater Birmingham & Solihull Local Economic Partnership to work alongside good quality partnership groups to identify good quality methodology that aims to develop local distinctiveness in Towns & Local Centres (TLCs).

BROMSGROVE EVENTS TEAM PROGRAMME

St Georges Day - This well established event enjoyed a very local theme which included working the Artrix Choir and hosted lots of children's activities and with stand promoting local youth activities. In addition there were local amateur and professional performers supporting the event along with a range of British Austin Classic Cars on display for the public to enjoy

Street Theatre - Six Street theatre events were delivered across the district with a variety of 5 different professional artists, with two professional street theatre acts at each event. There was a variety of exiting interactive activities including circus skills, and crafts, for the children, together with community involvement at each event.

Bandstand Events Sanders Park – The well-established bandstand programme was enjoyed by the public in spite of the weather at times during May – September. Various bands played each week, including Worcester Youth Jazz Orchestra, Avonbank Brass Band and Chase Jazz Men, with a number of key events provided by the events team working in partnership with the community.

Bonfire Event – Another successful event, with infrastructure and the installation operation going smoothly. A review from a crowd science and risk analysis stand point included the development of a new access and egress system into the site, managing crowd densities and direction of travel. This produced positive feedback about a main entrance to the event.

- **60.9% of those attending came with a partner and children or young people aged under 17 years**
- **When asked how customers rated the event 86.4% of them said they thought the event was Excellent, Very Good or Good**
- **13.6 % thought the event was Fair**
- **0% thought the event was Poor**

Attendance for 2018 - 5900 people (2017 had 7,000 due to perfect weather conditions)

Date set for 2019 - November 2nd

Christmas - The Events team organised Christmas light switch on events in Bromsgrove High Street and Rubery.

- The Friends of St John Christmas Market was successfully delivered on Friday 16th and Saturday 17th November with good footfall across the 2 days with the stall holders reporting good to excellent levels of sales.
- The regular market continued to be integrated into the Christmas Lights Switch On day under the guidance of the new market manager. The market also, with the purchase of new stalls, provided the market stalls to The Friends of St John Christmas Market.
- The Christmas Lights Switch On Event, including the regular market, The Friends of St John Christmas Market and the Primrose Tree of Lights, saw the largest footfall at these event the town has ever seen. The retail sector reported widely the success of these events on their businesses.
- Under the direction of NWEDR, Worcester Road businesses ran their first Christmas event, following the main switch on, to promote Worcester Road and the businesses in that area. For a first event, these was incredibly successful with a more contemporary Christmas offer. This event attracted a different demographic to the town centre, which also benefited the wider retail sector.
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BUISNESS DEVELOPMENT SERVICE

The Business Development Team have had another very busy period overseeing the Facilities Caretaker and Cleaner Shared Service Review and implementation of the new structures/operational changes. Key areas of work include:

Facilities – Parkside / Council House / Dolphin Centre

- A number of defects that remained from initial build are going to be picked up following Place Partnership procurement exercise that is currently underway. (Separate list of outstanding defects supplied).
- Successful planning application for moving members room to create new meeting place. Door access control has been completed, however awaiting delivery of Audio items to start install of AV equipment in the room. (At time of writing currently at start of 2-3 week lead time for equipment)
- A spate of lead theft across the whole site resulted in internal damage to a number of areas including water marks and a collapsed false ceiling. Procurement exercise completed for replacement ceiling with works due to start imminently. Areas of lead theft have been repaired with a permanent alternative solution or temporary solution whilst planning application is undertaken for the change of material used.
- Following asbestos survey, the condition of the old council building has deteriorated and unsafe with areas of flooring, walls and ceilings now having large holes in them. This has caused problems in the FM team maintaining an active Intruder Alarm and undertaking their regular checks.
- To prevent legionella risk, all water was drained from the void area of the dolphin centre with a new supply re-routed to the sports hall. This was done at the start of spring when heating was no longer required. Now there is a need for heating, this is proving problematic as boilers and pumps have been shut off with no water going through them for a number of months.

Toilet Cleansing Operations

- The toilet cleansing operatives have continued to provide the cleaning function to the public toilets in the town centre, Sanders Park, Catshill Cemetery, Rubery High Street and Alvechurch 7 days a week in addition to cleaning changing rooms across the district.
- The operatives will continue to explore opportunities to make efficiencies and will explore further opportunities to be more commercial and generate additional income.

Bromsgrove Market

- Appointed Market Manager with a large amount of experience from Loughborough Market.
- Held a successful continental market in October with plans to run again in 2019.

- Maintained the current market stall holders and slowly seeing an increase in annual stall holders as well as an increased number of casual stall holders.
- Through agreement with Friends of St Johns, purchased and supplied stalls for their annual Christmas market, which can also be used for other specialist markets throughout the year.
- Annual calendar of events planned in conjunction with the events and town centre management teams for 2019 including street food festivals, a seaside theme and farmers markets.

Bromsgrove Sports and Leisure Centre

- Increase in footfall at the centre since opening with over 1000 more visits in Quarter 2 than Quarter 1 although lower than anticipated due to the long periods of dry and hot weather.
- The number of Fitness members has steadily increased from April with a slightly higher increase in July compared to previous months, and then a decrease in September. This is typical of what we would expect due to Students returning from University, and juniors joining and attending over the summer holiday period.
- Over the last 3 months there has been a continued success with the climbing wall, with more disabled climbers visiting regularly on a Sunday as part of a club linked to the Councils Sport Development Team.
- Everyone Active has supported National Table Tennis Day, and ran a competition during Wimbledon that had over 100 entrants. In addition to these, they are supporting the Councils Sports Development Teams schools programme delivering Tag Rugby in Beaconside Primary, Stoke Prior First Schools.
- Feedback from customers was mainly around the high temperatures in the Gym during the Summer heatwave however this was a trend across EA whole portfolio of centres. The only other notable comments were in relation to a couple of cleanliness issues which when investigated were down to staff carelessness and have been rectified.

Roundabout Sponsorship

Some of main sites on the A38 are due for renewal towards the end of this year 2018, this includes the site near Morrisons, the town centre splitter near Market Street and the Puddlewharf Island on the crossing of Worcester Road and A38. (we have now placed 'Advertise Here' signs on these sites and will look to get them sponsored in 2019.

The Slideslow Site (near the golf course) has been sponsored for an additional year by Greener Glazing and this will run from January 2019 to January 2020.

The Lovely Pubs Group (The Queens Head) continue to sponsor the site at the back of Morrisons near Buntsford Park – this works well for them and we have continued income with no need for signage change from their sponsorship.

The large development of new houses near the Hagly Roundabout has now been completed and new posts and signs (Advertise Here) have been re-installed on the roundabout site – we now await interest from this site

Fairfield has been successfully sponsored for an additional 3 years which will take them up to 2021.

The sites located in and near Alvechurch have proved difficult to sell once again, however we have had one sponsor on the site near Hopwood and this is due for renewal later in 2019.

Aligned to: Keep my Place Safe and Looking Good

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 the last financial year operating staff completed 1039 incident reports for the camera locations and this equates to 86.5 incidents per month. This is a decrease of 52 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 this period there were 235 reviews, this is where the police request footage to be examined for evidence of a crime or incident. This is an increase on the previous year of 28 reviews.

During 2018 a Short Sharp Review took place following a proposal by the Overview and Scrutiny group for a Strategic Review of the CCTV. The review considered the advancement in technology was highly significant over the last 8 years, since the scheme was last upgraded. As old equipment becomes costly to maintain and difficult to source it was recognised that it is important to plan the strategic and technical development of the scheme in line with the Camera Surveillance Commissioner's principles and needs of the District.

During the work of the Short Sharp Review, the West Mercia Police and Crime Commissioner released funding to support CCTV provision across the West Mercia Force area. Consequently a successful bid was submitted to the PCC's Office for funding in order to replace the current CCTV transmission infrastructure to a digital network and to purchase and resource the introduction of redeployable cameras. The bid was for £195,000 and recent Cabinet approval was obtained for the Council's £40,000 capital funding to be used to match-fund the bid. The bid is for

North Worcestershire and Redditch and Wyre Forest Council's are also providing equivalent match-funding. As part of this work, the current camera locations are to be reviewed and this will be in accordance with the Surveillance Camera Commissioners guidance and using data from the CSP Analysts. This work is now ongoing.

As a result of a recommendation by the Short Sharp Review, in January Cabinet approved a capital funding bid of £40,000 for each of the next 3 years. This is to fund a rolling programme to replace the existing CCTV cameras over a 3 year period. This is due to the cameras now being obsolete and will improve the imagery of CCTV footage.

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.

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. As the relevant Portfolio Holder, I am the Council's Elected Member representative. Sue Hanley, the Council's Deputy Chief Executive is Chair of NWCSP and Bromsgrove District Council's Responsible Authority representative on the Partnership is Head of Community Services, Judith Willis. The Council's Community Safety Manager, Bev Houghton provides support to NWCSP 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 the CSP, 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 Strategic Partnerships, Councillor Karen May.

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, as identified through its annual Strategic Assessment.

The Strategic Assessment gathers research, evidence and intelligence from national and regional sources, as well as drawing on professional expertise of those working

locally. It is designed to be a point of reference and guidance to resource community safety initiatives among partner agencies across the area. The Strategic Assessment is used to inform the Community Safety Partnership Plan and the priorities that the CSP will focus on for a 3 year period The partnership agreed its priorities for 2017-20 in Dec 2016 and they are:-

- I. Reducing Violence and Abuse: including sexual offending, domestic abuse and Child Sexual Exploitation (CSE)
- II. Reducing Theft and Acquisitive crime: including shoplifting, thefts and burglaries
- III. Reducing Anti-Social Behaviour, Damage and Nuisance: including criminal damage, environmental issues and deliberate fires/arson
- IV. Protecting vulnerable communities: including reducing harassment and threatening behaviour motivated by Hate
- V. Reducing Offending and Reducing the Harm caused by Drug and Alcohol Misuse are cross cutting themes which impact on all priorities

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

The CSP has awarded its PCC grant funding as follows:-

Project	2018/19	2019/20
Research & Information Officer (in line with new CSP analyst arrangements)	£23,773 (allocated)	£20,000 (allocated)
Wyre Forest Keeping Safe Project	£48,125 (allocated)	£48,125 (allocated)
Redditch & Bromsgrove Schools Respect Programme	£15,352	£23,125
Contribution to Capital Upgrade of NW CCTV Scheme	£47,000	£47,000

Sandycroft Domestic Abuse Services	£5,000	£0
Young Citizens Challenge	£0	£1,000
<i>Unallocated Amount (as a result of the changes to the Analyst provision)</i>	£0	£0
Total Amount	£139,250	£139,250

DISTRICT DELIVERY, KEY PROJECTS AND PROGRESS

Safer Bromsgrove Group

Local delivery of community safety projects and initiatives falls under the remit of the Community Safety Operational Groups. The Safer Bromsgrove Group meets on an 8 weekly basis to monitor district performance and review local operational delivery. This group is the first point of contact for any local crime and community safety issues or concerns that may require a multi-agency response.

Below provides an update on some of the key community safety projects that have been delivered in the last year

Dedicated Bromsgrove Community Safety Project Officer

Safer Bromsgrove has invested some of its reserves in retaining a dedicated officer to deliver community safety projects and initiatives and liaise with local communities and groups on crime prevention and personal safety issues. David Rischmiller has been in post since May 2016.

Alongside partners, the Bromsgrove Project Officer has worked with a number of local community groups and residents to offer guidance and information on a variety of community safety concerns. This includes attending a wide range of groups such as neighbourhood watches, residents' representative groups, student events and specific health groups including dementia awareness and carers support. As a result of supporting these events, follow-up home and business security surveys have been conducted to offer bespoke crime prevention advice.

In Hagley, residents of a small housing development in an isolated lane became subject of anti-social behaviour from groups gathering in the lane at night, some intimidation resulted and tension was significant. Working with the ward member and the police, the Project Officer brought together relevant agencies to look at physical measures that could contribute to a solution. A site meeting with all parties carried out to reassure residents their concerns were taken seriously and positive links were established. The issue was resolved through collaborative effort without significant capital outlay, which was initially under consideration.

In the Lowes Hill Ward, a group of individuals established themselves on a route used by school and college pupils and significant anti-social behaviour was reported to be taking place including litter, graffiti and drug dealing. There was a clear risk to young people and the resident's quality of life was seriously affected. The Project Officer conducted a crime reduction site survey and a number of environmental and

physical alterations were identified to discourage the anti-social activity. A site meeting was arranged with the relevant partners and actions identified and tasked. Unfortunately, this project is on-going with the Project Officer investing considerable effort to ensure the environmental conditions enabling the anti-social activity are removed. Various barriers to progress on this project have been escalated to senior managers within partner agencies in order to progress actions as quickly as possible.

In Tardebigge, anti-social behaviour including open water swimming during the summer holiday was affecting recreational users of the reservoir and creating an increased risk of drowning at the location. Working with the water bailiff, a safety review was conducted at the location and an emergency services response exercise carried out. Plans to address any recurrence of this issue in the event of hot weather in the summer months are currently under consideration.

The Project Officer also responds to ad hoc calls from residents expressing concern about all aspects of crime, ASB and community safety issues in their local area. He offers appropriate advice, facilitates contact with other agencies and provides crime prevention support as necessary.

Town Centres Management Group

Led by Cheryl Welsh, the Bromsgrove Town Centres Manager, the group works closely with the Community Safety Project Officer and brings together the Police, Licensees, Businesses, Licensing Officers and Place Teams to identify community safety issues, particularly around the Night Time Economy. The group has successfully revitalised the local Pub Watch group, developing and modernising its practices and promoting the use of online information sharing platforms. These platforms allow the police, licensed premises and businesses to share crime prevention information and intelligence with other members in a confidential manner. The group reports to Safer Bromsgrove as a sub-group but also has a dual function of improving and encouraging footfall in the Town Centres as part of the Council's Economic Development and Regeneration Strategy.

The group has initiated a 'Best Bar None' Scheme within the Town Centre licensed sector. This national scheme seeks to raise standards, using a process of accreditation to help licensed premises to avoid crime and disorder problems and promote themselves as safe and attractive venues for all customers.

The group commissioned the Project Officer to conduct a crime prevention review of the Town Centre retail area to assess the security of the retail units. This was as a result of sporadic problems experienced by businesses including burglary and youths accessing the roof areas. The review identified significant security gaps and key responsibilities for individual tenants and property owners. These are being raised directly with premises owners for them to action.

Nominated Neighbour Scheme

In 2017, Worcestershire Trading Standards approached the West Mercia Police & Crime Commissioner requesting support in closing an “intelligence gap” between the Police and Trading Standards relating to doorstep crime.

In support of this work the PCC offered funding to NWCSP to address doorstep crime issues, encompassing distraction burglary, rogue trading and door to door high-pressure selling. In Bromsgrove and Redditch a “Nominated Neighbour Scheme” was developed, to respond to these particular threats relating to elderly and vulnerable residents.

The scheme involves the Council Community Safety team and partner agencies working with communities and local groups to identify those who may be vulnerable to door step crime offences and implement the Nominated Neighbour scheme with them. When identified, the Nominated Neighbour of a vulnerable resident agrees to check the identity of any cold callers to the address. The cold caller will be directed to attend the Nominated Neighbour’s address for their identity and purpose of visit to be confirmed. The caller is directed to the Nominated Neighbour by the resident providing written instructions through the letterbox without opening the door. A window sticker is also put in place advising any callers that their identity will be checked on approach. This in itself is an effective deterrent to any would-be offenders.

The scheme has also become part of the Police Economic Crime Unit’s prevention strategy for door step crime offences.

Bromsgrove & Redditch Schools Respect Programme

The Respect programme continues to be successful providing whole day awareness sessions as part of school drop down days, it also provides bespoke classroom sessions on a number of subjects such as recognising and reporting hate crime, understanding healthy relationships and domestic abuse, the dangers of substance misuse and promoting respect and community responsibility. The project also provides one to one mentoring sessions to individual students who are felt to be at risk of becoming involved in crime and ASB or are at risk of becoming victims of crime.

The last school year saw the following:

- **1,234 students receive community safety information during school PHSE lessons and drop down days across Bromsgrove and Redditch**
- **92 students were referred for 1 to 1 support through therapeutic mentoring sessions**
- **55 students received information via targeted small group workshops**
- **36 students took part in the nationally recognised CRUSH Programme, a young people’s Domestic Abuse awareness course created and accredited by Women’s Aid.**

Bromsgrove Youth and Community Hub

This is a project which has been led by Safer Bromsgrove, YMCA, Parenting and Family Support and Bromsgrove Baptist Church. The idea for the project came from a community safety drop down day with students at North Bromsgrove High School. The young people stated that they felt there were not enough places where young people could meet up and feel like they belonged. After further consultation with other young people in Bromsgrove, this idea was developed further.

The basement of the Baptist Church on New Road was identified as a suitable location for a new youth venue and funding was obtained to support the refurbishment costs of the venue. Safer Bromsgrove allocated £20,000 of its reserves to support the setting up of the project and in May 2018, a Youth and Community Hub Project Manager was appointed.

Safe Place Scheme

The Safe Place Scheme is a CSP supported scheme that was set up by Our Way Self Advocacy in Wyre Forest in 2014. The scheme is now operating across Worcestershire and it offers vulnerable people a safe place to go if they have a problem or concern when out and about in the town centres. All Safe Places are identified by a Safe Place sticker and staff receive training, so that they are able to give reassurance and help people contact appropriate support, if needed. 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 also a free Safe Place Scheme app available for mobile phones. Downloads of "My Town Worcestershire" from the App Store, will show you your nearest "Safe Place" and can guide you to it via Google Maps.

Community Safety teams in Worcestershire work in partnership with West Mercia Police and Our Way Self Advocacy to support, develop and maintain the scheme across the county. A Bromsgrove Community Safety Project Officer was instrumental in supporting the roll out of the scheme across the county and led on the development of the Mobile Phone App that is also shared and supported by the Bromsgrove Street Pastors.

Hate Crime Awareness Week

As part of national Hate Crime Awareness Week in October and using funding provided by the PCC, North Worcestershire Hate Incident Partnership organised a number of community engagement events across the districts. Locally, an awareness stand was set up in Bromsgrove High Street and a Street Theatre Company was commissioned to engage with residents through a number of thought provoking performances.

Over 270 information bags were handed out and Residents felt comfortable approaching the stand and engaging with performers and staff to find out more about hate crime. In some instances, people also offered their own personal experiences of how they had been a victimised and how services could be improved. Information was displayed in public areas across the town and press releases were sent to the

local papers. The events were also promoted via relevant Twitter and Facebook pages.

Community Engagement

Last year, Community Safety Project Officers attended a considerable number of events in order to speak to local residents, provide crime prevention advice and raise awareness of community safety campaigns. During a 12 month period, Project Officers estimated speaking to over 205 people in Bromsgrove at various events; for example, Older People's forums, sheltered housing schemes, Neighbourhood Watch & Parish Council events, White Ribbon campaign stands, dementia awareness events and Christmas crime prevention events. Purse bells, chains and cables; personal attack alarms and shed alarms remain popular items, which are useful as methods of engagement to encourage residents to discuss personal and home security and to encourage them to take a more active part in minimising their vulnerability to crime. 98 people received Home Security information and guidance, 198 people received personal safety information. 12 people received Home Security works at their properties and 152 people reported that they felt safer as a result of Community Safety intervention..

REPORT TITLE: Environmental Services Business Cases for investment in the Domestic Waste Service, Commercial Waste Services, and Place Teams

Relevant Portfolio Holder	Cllr Margaret Sherrey
Portfolio Holder Consulted	Yes
Relevant Head of Service	Guy Revans
Ward(s) Affected	District Wide
Ward Councillor(s) Consulted	
Key Decision / Non-Key Decision	Key Decision
Appendix 4 to this report contains exempt information as defined in Paragraph(s) 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. SUMMARY OF PROPOSALS

- 1.1 Three Business Cases have been drawn up to show the current pressures on Environmental Services across Bromsgrove District, and consider a number of options to secure the service areas for the future.
- 1.2 Commercial Services are experiencing pressure as a result of successful growth of their operations and the generation of significant additional income for the Council.
- 1.3 The Domestic Waste Collection Service and Place Team have seen an increase in demand on their services generated by increased housing growth and limited capacity to provide the service in full and cover sickness and annual leave when they overlap.
- 1.4 Although each service area has had an individual Business Case, it has been determined that it is appropriate to present a combined covering report, as together they represent the wider picture of Environmental Services, and crucially how the successful growth of Commercial Services supports increased investment in the services, and minimises the financial impact for the Council Tax Payer in the short term, and will support costs in the future as the Commercial Services expand and generate additional income.
- 1.5 The Business Cases set out a number of recommendations to address the challenges faced by each service area, and although the changes recommended for the Place Team and Commercial Services will provide support for the services, the Domestic Waste recommendation is intended as a shorter term solution to secure the service whilst a wider service review is carried out over the next 2 years to consider the most sustainable model for delivering the service and accommodate the continuing growth of the District and changes to our statutory duties expected to be brought in by Central Government from 2023.
- 1.6 The recommendations relating to Domestic Waste Collection and Commercial Services are based on full implementation in the 2019/20 Financial Year, as

there is a high risk of service failure if additional resources are not implemented.

- 1.7 The recommended option for changes to the Place Team is necessary to secure the service, although implementation can be phased to spread the financial impact on Council Budgets.
- 1.8 Future income generation of the Commercial Services team will offset the impact of this phased introduction, if the recommendations for the expansion of the team are approved.
- 1.9 The recommendations collectively work to secure a greater resilience for our services; supporting both our staff and the work they do across the District to support our Strategic Purposes.

2. RECOMMENDATIONS

- 2.1 Members agree the recommendation from the Domestic Waste Collection Business Case, and allocate £156,646 revenue funding to Environmental Services to fund 5 members of staff, vehicle maintenance costs, and running costs to support the service.
 - 2.1.1 If Members agree the additional revenue funding for the Domestic Waste Service, then they are also asked to agree Capital Investment of £137,000 for 1 new Collection Vehicle, which will also incur annual borrowing costs of £21,823 from 2020/21 on the corporate financing revenue account.
- 2.2 Members agree the recommended option from the Commercial Waste Business Case, and allocate £184,558 additional revenue funding to Environmental Services to fund 6 additional members of staff, vehicle maintenance and running costs to support the service and the generation of additional income for the Council.
 - 2.2.1 If Members agree the additional revenue funding for the Commercial Waste Service, then they are also asked to approve Capital Investment of £340,000 for 2 new Collection Vehicles, which will also incur annual borrowing costs of £54,162 from 2020/21 on the corporate financing revenue account.
- 2.3 Members agree the recommendation from the Future Delivery of Place Team Working Business Case, and allocate £166,697 additional revenue funding to Environmental Services to fund 6 additional members of staff to support the service on a phased implementation over the next 3 years:

BROMSGROVE DISTRICT

COMMITTEE: CABINET

Date 27 February 2019

	Staff Increase over 2018/19 levels	Additional Revenue Cost over 2018/19 Budget
2019/20	+2	£66,299
2020/21	+4	£119,161
2021/22	+6	£166,697

3. KEY ISSUES

Financial Implications

- 3.1 Across the three service areas, we have incurred additional costs for several years now as a result of shortfalls in staffing due to sickness, and increasing workloads.
- 3.2 This has incurred significant expenditure through both temporary contracts and use of Agency Staff, which has not been budgeted for.
- 3.3 The growing success of our Commercial Services Team has offset much of this overspend in recent years, but does not support good management of the service, and has created a high risk of service disruption through over reliance on temporary arrangements to support core services.
- 3.4 Although the 3 Business Cases put forward for Environmental Services require a significant financial investment, they are being put forward with a combined covering report so that the benefits of investing in our Commercial Services to create additional income can be seen as supporting the wider Council responsibilities and strategic purposes in a financially sustainable way.
- 3.5 Below is a table summarising the expenses and forecast income associated with these three Business Cases, to show the Nett Revenue impact on the Council.

	2019/20	2020/21	2021/22
Nett Revenue (Staff, Operating Costs)	£407,503	£460,365	£507,901
Capital Expenditure	£477,000		
Income (Revenue)	-£376,580	-£454,870	-£526,515
Total Yearly Revenue Impact (Env Services Budgets - Excluding Borrowing Costs)	£30,923	£5,495	-£18,614
Total Yearly Revenue Impact (Borrowing Costs - Corporate Financing)		£75,985	£75,985
Combined Revenue Impact	£30,923	£81,480	£57,371

- 3.6 Each Business Case requires additional vehicles to achieve the benefits of the extra staffing, but a review of existing Capital Replacement programmes has allowed us to change how we manage our fleets, and make changes to the specifications in order to fund £190,000 of Vehicle Purchases with existing funds and avoid additional Borrowing Costs, whilst still maintaining the rest of our Capital Re-placement programme.
- 3.7 The remaining Capital funding is primarily to support our Commercial Services Team through the purchase of two Collection Vehicles, which will be generating additional income and is forecast to be cost neutral after 3 years, and subsidising costs in other areas of Environmental Services.
- 3.8 In addition to the direct costs detailed above, the investment in this additional staffing will reduce the risk of ongoing overspend on Agency Staff and Temporary Staff to provide core services, which will benefit the Council by removing the risk of this additional unplanned expenditure in 2019/20, which is forecast to be approximately £100,000 in the 2018/19 financial year.

Legal Implications

- 3.9 The Domestic Waste Service is a statutory responsibility, under the Environmental Protection Act 1990, although the legislation gives Council's control over how they supply this service.
- 3.10 The Current Business Case does not make any significant changes to how the service is provided, but the Service Review planned to start in the 2019/20 financial year will review the wider service and may have legal implications if there are any changes to staffing, or proposed changes to working patterns that would require contract amendments.

Service / Operational Implications

- 3.11 **Domestic Waste Service**
- 3.12 August/September 2018 saw significant service disruption in the delivery of our Domestic Waste Collections, which highlighted the impact incremental growth in housing, and changes to service delivery within existing resources, has had on the service's wider resilience to sickness and annual leave.
- 3.13 It has been determined that there is a risk of further service failure, or budgetary overspend, in 2019 if measures are not taken to increase the resilience of the Domestic Waste Service.
- 3.14 The Domestic Waste Business Case is intended as a first response to this service disruption, in which approximately 20,000 households experienced disruption in the collection of their waste, and a quarter of our households

did not have their recycling collected on the normal 2 week cycle in order to ensure that everyone received their full grey bin service across the District.

- 3.15 The recommended option will provide the numbers required to reflect annual leave requirements of the service, and give resilience to support the service based on its current sickness rate and expected workload over the next two years.
- 3.16 This will considerably reduce the risk of disruption to the service for residents, whilst we review how we deliver the service in future, and consider options to secure the service in the most sustainable and cost effective way.
- 3.17 The service review will need to pull together accurate information relating to our existing collection arrangements, in order to give a bench mark for mapping alternative models of service delivery.
- 3.18 Stabilising the existing model is a key step to allow us to document accurate information on what our service currently achieves and where the system might not be meeting our needs. We can then map our costs and efficiency levels to ensure that any changes considered are supporting the service to achieve the greatest efficiencies to support reduced costs and improved service for residents.
- 3.19 **Commercial Waste Service**
- 3.20 The Commercial services have seen significant growth in the last two years as a result of a change in focus and greater drive to grow the service.
- 3.21 In 2018/19 the service is forecast to achieve £230,000 additional income over our original budgeted income for this year. Although this incurred £60,000 in additional costs on disposal of waste, this still highlights how significant the growth of both major national brands and smaller local businesses has been for the service and the number of new customers who trust us to manage their waste collection.
- 3.22 This growth has exceeded the capacity currently in the service, and temporary staffing arrangements have been put in place to support this expansion during 2018. This leaves a higher risk of failure for the service, and in the commercial services sector, the potential impacts of service disruption would be significant both for our customers viability to operate, and our future retention of customers and ability to generate income.
- 3.23 Investing in the service will create capacity for continued growth and income generation, as well as increasing the resilience of the service to protect future income generation, which is forecast to grow by £130,000 over the next 12 months if the recommended option is approved, and grow by a further £80,000 a year until 2021/22.
- 3.24 Our existing Commercial Services are nearing maximum capacity in its current form, and the expansion of a dedicated recycling service for

businesses, alongside increased capacity for the collection of residual waste, supports a number of our Strategic Purposes by supporting local businesses and keeping our Place Safe and Looking Good through responsible waste management.

3.25 Place Teams

3.26 The Place Teams were created to allow ownership by our skilled staff for the work needed across the District, and use their knowledge and experience to focus resources where and when they are needed in a proactive manner.

3.27 However, the team are facing similar pressures to our other services, with new housing in and around our District, increased traffic on our roads, and more people generating waste, which has increased the amount of resource needed to maintain many of our roads that are used as commuter routes, especially along our northern borders with Birmingham which sees a high volume of traffic and is also at higher risk from fly tippers due to the rural nature of these areas with good access from the M5, M42 and the urban fringe of Birmingham City.

3.28 Despite increased efficiencies in how the work is carried out, this increased workload has resulted in a more reactive model of working that prioritises resources to maintain a basic standard, and the true Place concept has been difficult to achieve.

3.29 The staffing increase identified will allow the service to catch up on work required in our more rural areas across the District, and then allow us to realise the proactive model of working that the Transformation Process identified in 2015.

3.30 If Members approve the staffing increase over the next three years, this will allow for incremental improvement of the service and support a noticeable improvement in how we provide our services for grass cutting and general cleanliness to support our Strategic Purpose over the next 3 years.

3.31 As well as supporting future standards for the benefit of our residents, and the wider environment, the increased staffing will also benefit the wider resilience of the service against sickness and other demand arising from extreme weather events such as the flooding experienced in early 2018 in Wythall and Hollywood.

Customer / Equalities and Diversity Implications

3.32 There are no negative implications arising from the recommended option, as they seek to improve our existing working model and do not introduce any new systems of work.

4. RISK MANAGEMENT

- 4.1 As part of the business case, long list options were identified, and the risks and benefits associated with each possible option considered.
- 4.2 Each service area has been identified as requiring action to avoid service failure, and this has driven the Business Case process. Doing nothing has been classed as a high risk to the Authority, and does not meet any of the desired evaluation criteria.
- 4.3 The recommended options were classed as the most viable, as they best meet the evaluation criteria identified and are deemed to best support delivery of the services to reduce the risk to the Authority of future service disruption.
- 4.4 Although sickness is managed as thoroughly as possible, some of the risk identified to the service is linked to the variable nature of sickness levels and the wider impact on our services.
- 4.5 It has been determined that in-house staff are a more viable means to protect service delivery, as Agency Staff take time to find and get up to the necessary skill level to support the service, and do not give the flexibility to support service delivery in a proactive way when shortfalls occur.
- 4.6 Although intended to support specific teams, the additional staffing capacity identified in each business case will also be available to support the wider Environmental Services in periods of disruption, and training of new staff will highlight the flexible nature of each role, and the wider business need when required.

5. APPENDICES

Appendix 1 - Domestic Waste Business Case
Appendix 2 - Commercial Waste Business Case
Appendix 3 - Place Team Business Case
Appendix 4 - Exempt Information from Appendix 2

6. BACKGROUND PAPERS

None

7. KEY

None

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Appendix 1

Full Business Case

Domestic Waste Collection Services

Options to support sustainable delivery for the future.



Author:	Matthew Austin
Date:	30/01/2019
Release Version:	Vs 4

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DRAFT

1. Executive Summary

- 1.1. The Council has a legal duty as the waste collection authority to provide a service for our residents, but has authority to determine how it will provide that service to residents, as well as certain limitations based on the available infrastructure available through Worcestershire County Council as the Waste Disposal Authority.
- 1.2. In addition to this, there are currently discretionary services that can be offered for which a charge can be made – Garden Waste.
- 1.3. In 2015, Environmental Services carried out a transformational review of how it delivers services across the District, although the Waste Service element did not follow a full review process at that time.
- 1.4. This business case outlines the resources currently in use to deliver the service, along with a range of options to support the service in the short-medium term and carry out a full review of the service for consideration at a later date to secure the future sustainability of the service, and factor in the expected changes that the Government have set out in the “Resources and Waste Strategy” which is out to consultation during 2019 and has the potential to make significant changes to how local authorities provide waste collection services to support the environment, with headline aims set out relating to:
 - 1.4.1. Compulsory dedicated food waste collections
 - 1.4.2. Plastic bottle deposit schemes
 - 1.4.3. Removal of discretion to charge for Garden Waste Collections
 - 1.4.4. Increased Enforcement of Duty of Care and Waste Crime regarding waste disposal arrangements.
- 1.5. Sitting alongside Business Cases to similarly review the future delivery of our Commercial Waste Services for the generation of additional income for the Council, and an increase in staffing to support the works of our Place Teams across the District, the three business cases look to support the services to be sustainable and cope with the increasing work load and challenges being

faced by Local Authority Services as a result of new housing and changing behaviour by the public.

- 1.6. Having outlined and assessed options ranging from maintaining the status quo, suspension of services, and further investment at a range of levels, the recommendation put forward as the preferred option is to invest in the service in the short term, through additional staffing and vehicles in order to support a full review of the service, and return in two years with a range of options for future service delivery that reflects changes within our District and the National scene to ensure that the Council has a sustainable and flexible service that can meet the changing demands of our residents.

1.7. Recommendations:

- 1.7.1. Approve increased revenue funding to employ 5 additional members of staff to deliver services across the District.
- 1.7.2. Approve Capital Funding to support the purchase of 2 additional vehicles to make full use of the increased staffing across the District. 1 Refuse Freighter, and one Luton Van to replace two currently in use through a hire arrangement.

2. Introduction

- 2.1. As the Waste Collection Authority, Bromsgrove District Council is responsible for the collection of household waste, and operates a statutory service across Bromsgrove District.
- 2.2. This is administered by the Environmental Services Team and operated in house as Alternate Weekly Collections (AWC) for both residual waste and dry recycling from all its households.
- 2.3. The Council also operates an optional "Paid for" Garden Waste service that provides a fortnightly collection service over 40 weeks of the year.
- 2.4. Bromsgrove District Council has adopted the Joint Municipal Waste Management Strategy for Herefordshire & Worcestershire, which is a joint strategy across the six Worcestershire district councils, Worcestershire County Council and Herefordshire Council, and reflects the partnership across Worcestershire and Herefordshire in relation to a shared waste disposal service.
- 2.5. All of our collection services are based on the use of a single 240 ltr grey bin for household waste¹, a green 240 ltr green bin for dry recycling², and Brown 240 ltr bins for garden waste customers³.
- 2.6. Over the past 10 years a significant number of physical and behavioural changes have occurred both nationally and locally that have changed the services we provide to our residents, and also how we deliver them.
- 2.7. This has resulted in progressive changes to accommodate them and continue to provide an effective collection service to our residents.
- 2.8. In 2015, Environmental Services went through a Transformational process that made significant changes to the provision of its Street Cleansing and Grounds Maintenance functions, with the creation of the Place Teams.

¹ Based on a household of 6 people, or 5 with two children in nappies

² Additional bins available on request in order to support household recycling

³ Currently £45 for 20 collections (February – November)

- 2.9. This included the creation of a dedicated Pool of staff to support the Waste Collection Services, and Place Teams by providing additional staff to cover annual leave and sickness throughout the year to ensure that services had a greater resilience, and would not require additional expenditure on Agency Staff.
- 2.10. This was calculated based on the staffing and work levels in place at that time, with estimates on how services would develop, and where staff would be needed.
- 2.11. Since 2015, the Pool staff have been used primarily to support front line service across both Domestic and Commercial waste collection services rather than cover sickness and leave as had been intended, and have not supported the Place Teams in any significant way, but due to underspend on other areas of the Environmental Services Budget, and increased income on the Commercial services, the financial impact had been absorbed in the operating budgets.
- 2.12. During 2018 it was identified that new housing development across the District, and rapid growth of our Commercial Services had outgrown our current resources, and the previous estimation of what would be needed to support the wider Environmental Services model had been overly conservative, resulting in higher costs on staffing outside of the planned staffing levels set out in the budget, and the savings expected from the previous changes in 2015 had not been realised.
- 2.13. In late August/early September 2018, whilst reviewing how to evidence this and trial small scale changes to review current productivity, the service experienced significant failure that affected the collection arrangements for approximately 20,000 households.
- 2.14. This was caused by a combination of high short and long term sickness across the service, which was compounded by annual leave commitments and a lack of capacity within the wider service area.

- 2.15. This Business Case is presented in response to this unprecedented failure in service, to identify short term actions to secure the service over the next two years, during which a full Service Review can be carried out to explore all available options for the future delivery of the service and present a wider business case to Members.
- 2.16. This wider Business Case will look to set out a secure business model to give future sustainability of the service and ensure that residents are receiving the highest value service possible, in a sustainable way that makes allowance for future growth of the district and sets out a clear process for ongoing review and evolution of the Service in a controlled way.
- 2.17. The full terms of this Service Review will be set out over the coming months, along with the creation of a review group that will bring together the necessary knowledge and experience from across the combined authority, and pull in best practice from local and national models of service to reflect the local challenges on our service and priorities for the future.
- 2.18. This Business Case is being presented alongside two other Business Cases to review:
- 2.18.1. The future delivery of our Commercial Waste Services for the generation of additional income for the Council
 - 2.18.2. Options to address the changes in demand being generated by new housing and increased littering on our road networks, and how the Place Teams can meet this growing challenge.

3. The Strategic Case

- 3.1. Our Domestic Waste Collection services are the most visible service the Council provides across the District, and benefits all our residents.
- 3.2. For many, it is the only service they “see” for their Council Tax, and so it is a very visible representation of the Council, making any disruption a significant reputational issue.
- 3.3. Our current Domestic Waste Service supports two of the Council’s key priorities identified in the Council Plan:
 - 3.3.1. Financial stability for the Council
 - 3.3.2. Quality services for residents, with affordable charges where appropriate
- 3.4. In addition to supporting these priorities, The Waste service supports the following strategic purpose:
 - 3.4.1. “Keep my place safe and looking good”
- 3.5. The Case for Change
- 3.6. Since 2015, our Commercial Waste and Cesspool Services have seen an increase in workload (and income) as a result of our growing reputation, and increased housing stock across the District has generated a greater workload on domestic waste collection services as well as our cleansing and grounds operations.
- 3.7. This pressure, in concert with standard leave requirements and both short and long term sickness across Environmental Services, has resulted in our “Pool Staff” being fully committed supporting day to day waste operations, and not realised the wider support that was originally envisaged would be available to support Place Team operations.
- 3.8. The Council started the 2018 financial year with funding for the following resources in our structure (Unchanged from 2017/18 Financial Year):

- 51 Staff.
- 13 full crews 9 Domestic & 4 Garden (39 staff)
- 2 crews of 2 Trade & Rural Domestic Round. (4 staff)
- 1 Tanker Cesspools (1 staff)

3.9. That is 44 staff needed every day on the books, leaving 7 Spare Staff every day to cover A/L & Sickness (based on that staffing model). As the Waste Services team need 6 staff every day to give holiday cover over the course of the year, this makes it unlikely that there will be any resource to support Place, but does successfully support delivery of the service and low sickness levels.

3.10. However, it was identified that operationally we have also been running the following due to growth of the services, but these had not gone through a formal review process to formalise them in our structure:

3.10.1. 1 Crew of 2 - Trade Recycling (2 staff) – New service grown to meet demand, and generating income.

3.10.2. 1 Tanker - Cesspools (1 staff) – Continuing growth in customer base

3.10.3. Bin Deliveries (1 staff) – Full time role with new properties and increasing trade waste customer numbers

3.10.4. 1 Crew of 3 - Round 11 (3 staff) - Used to accommodate New Builds across the District and share the load on existing rounds.

3.11. The additional resources being used required 7 people every day, which means that the Pool is fully committed, and there is no capacity to cover A/L or Sickness without taking staff from other service areas - which then impacts on their work, or requires expenditure on Agency staff that is not built into the budget.

3.12. Until 2015, this level of expenditure was written into the budget, but the restructure of Environmental Services in 2015 did away with this budget as new staff were recruited to act as "pool staff" to support the service where needed, although in practice these staff ended up being used to cover growth of the service.

- 3.13. As part of an ongoing review of the Environmental Services Budgets to support Council Wide savings, budgets have been refined to more accurately reflect our expenditure, which means current expenditure levels are outside of our available funds.
- 3.14. Service failure in August/September 2018 had a significant impact on residents and the Authority, with significant political oversight to determine what had happened, and how disruption could be addressed and normal service resumed.
- 3.15. On-Going long term sickness is also impacting on services and requiring further expenditure on Agency Staff, that are outside current funding and so increasing the overspend on our Domestic Waste Service – although this is being balanced by higher than forecast income on our Commercial Waste Services for 2018/19.
- 3.16. Business Need
- 3.17. Although services resumed fairly quickly as short term sickness ran its course, the service has recognised that the collection operations need to be prioritised to re-build trust in the service, as the nature of waste collection and proximity of Birmingham (which has experienced significant large scale failures in the last two years), means that there is significant public pressure to maintain the service, and if we are to make any future changes to the service, we will need residents to support our efforts – especially if we are to encourage greater take up of our recycling service and reduce waste to landfill.
- 3.18. Staff morale has also suffered as a result of the public backlash over the failure of service, and any future changes to the service need to include the staff in the process to ensure it delivers the required security and efficiencies.
- 3.19. Changes to the service are needed in the short term to reflect increasing workload, and greater expectations of what the crews will achieve as part of their work, but this needs to be a sustainable model for the future, and requires considerable work to consider all of the options for delivering the service into the future.

- 3.20. To support the short term need for secure service delivery, there is a need to stabilise existing services in the following ways:
- 3.20.1. To increase staffing levels to support the Operational requirements of the existing Waste Service over the next two years, based on current Planning predictions for House building across the District and current workload using the existing service model.
 - 3.20.2. To carry out housekeeping to reset existing budgets to ensure that Staff Costs are fully linked to the area of work they carry out and ensure that all salary costs are accounted for in preparation for a full Service Review.
 - 3.20.3. To create the Pool of staff originally envisaged to support the Domestic Waste Service, and wider Environmental Services requirements around Annual Leave and Sickness Cover.
- 3.21. The Long Term Business need is to ensure that the service is fully sustainable for the future and makes best use of the resources available to support our residents to increase recycling, and provide secure disposal of their residual waste as part of a wider drive to reduce waste being sent to landfill/incineration.
- 3.22. Benefits & Risks
- 3.23. Disruption to service in 2018 affected approximately half of the District directly, and although relatively short lived, generated considerable concern for residents.
- 3.24. Approval of this Business Case will support the service in the short term at relatively low cost, and will provide security over the next two years to carry out a thorough review of the service and outline practical options for the provision of the service over the next decade, and explore sustainable options to balance or even reduce the costs whilst continuing to provide the full range of services to our residents.
- 3.25. It will also provide a potential reserve to support other services within Environmental Services such as our income generating Commercial Services

Team, and our Place Teams that are responsible for the wider appearance of our District for the benefit of our residents, visitors and local businesses.

- 3.26. The Risk of not strengthening the service for 2019 and 2020 is that the service will continue with existing resources and be unable to sustain service delivery should it experience significant sickness, extreme weather, or vehicle breakdowns, and that the Service will either then incur on-going significant over-spends that will affect the Council's financial security, or that residents will experience further disruption and question the ability of the Council to provide one of its most visible services.

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3.27. Current Staffing & Resources

	Vehicle	ESO 3	ESO 1	Combined	Staffing Cost	Vehicle Cost
Domestic Round 1	1	1	2	3	£75,674	£180,000
Domestic Round 2	1	1	2	3	£75,674	£180,000
Domestic Round 3	1	1	2	3	£75,674	£180,000
Domestic Round 4	1	1	2	3	£75,674	£180,000
Domestic Round 5	1	1	2	3	£75,674	£180,000
Domestic Round 6	1	1	2	3	£75,674	£180,000
Domestic Round 7	1	1	2	3	£75,674	£180,000
Domestic Round 8	1	1	2	3	£75,674	£180,000
Domestic Round 9	1	1	2	3	£75,674	£180,000
Domestic Round 10	1	1	2	3	£75,674	£180,000
Domestic Rural Round	1	1	1	2	£52,384	£140,000
Total Required	11	11	21	32	£809,124	£1,940,000
Current Total	11	11	21	32	£809,124	£1,940,000
Current Shortfall	0	0	0	0	£0	£0
Brown 1	1	1	2	3	£75,674	£180,000
Brown 2	1	1	2	3	£75,674	£180,000
Brown 3	1	1	2	3	£75,674	£180,000
Brown 4	1	1	2	3	£75,674	£180,000
Total Required	4	4	8	12	£302,696	£720,000
Current Total	4	5	7	12	£308,500	£720,000
Current Shortfall	0	1	-1	0	£5,804	£0
Bin Deliveries & Collections	1	0	1	1	£23,290	£45,000
Total Required	1	0	1	1	£23,290	£45,000
Current Total	0	0	0	0	£0	£0
Current Shortfall	-1	0	-1	-1	-£23,290	-£45,000
Pool Resources (Leave/Breakdown)				0	£0	
Total Required	2	2	9	11	£267,798	£340,000
Current Total	2	6	0	6	£174,564	£300,000
Current Shortfall	0	4	-9	-5	-£93,234	-£40,000
Total Variance in current model	-1	5	-11	-6 ⁴	-£110,720	-£85,000

3.28. The ESO 3 role is a combined HGV Driver/Loader role, so is qualified to do both. As such, although they are on a higher pay scale, they provide greater flexibility to cover services and ensure vehicles are able to be used at all times, as a surplus of ESO 1's could still result in service failure if no one is available to drive a collection vehicle.

⁴ The shortfall was being covered by Agency and staff from other areas of Environmental Services for the first half of 2018, but this was formally addressed through the creation of 6 temporary posts in August 2018 as fixed term contracts to give clarity to what was being used to run the service.

4. The Economic Case

4.1. Long List Options

Option One	Do Nothing
Option Two	Increase Agency Budget to support higher staffing levels.
Option Three	Increase Staffing Expenditure to provide 5 additional staff to cover sickness and annual leave, and cover additional services beyond current resource levels where possible.
Option Four	Increase Staffing & Vehicle Expenditure to provide 5 additional staff to support delivery of an additional collection round, a dedicated bin delivery/collection role, and provide increased resilience for annual leave/sickness.
Option Five	Reduce Garden Waste Service to free up resources for Domestic Waste collection.
Option Six	Cancel Garden Waste Service

4.2. These Options are considered the most practical options to support the service, and deliver the improved standards required to deliver our Strategic Purpose.

4.3. In order to support the decision making process and identify a preferred option for the Council, these options are subject to a review process to scrutinise their ability to deliver the outcomes required, and provide a short list of the options warranting more detailed assessment.

4.4. The key outcomes that have been identified are detailed below, and each one has a maximum score that reflects the importance of that criteria in delivering our Strategic Purpose:

- **Spending Objective** – 10 - This relates to the Council’s financial pressures, and whether the proposed option is factored in to the financial planning of the Local Authority.

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- **Strategic Fit** – 20 - This quantifies how well the proposed option supports the Council Plan and our Strategic Purpose
- **Meets Business Needs** – 15 - This score reflects if the proposed option will support the Council in delivering the service required by residents with the lowest risk of failure.
- **Maintain Standards** – 30 - This score reflects whether the proposed option meets the minimum requirement to maintain provision of the service at a viable level, with a low risk of significant failure.
- **Support Improved Standards** - 5 – This scores the potential of each option to improve the overall standard of service.
- **Capacity to support Increased Income Generation** – 5 - This recognises flexibility to support chargeable works to generate income in addition to the core work required maintaining the District.
- **Affordability** – 15 -This gives each option a score based on its variance from current funding.

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4.5. Evaluation Criteria for Appraisal and Analysis for Long List Options

Evaluation Criteria		Spending Objective	Strategic Fit	Meets Business Needs	Maintain standards	Support improved standards	Capacity to support Increased Income Generation	Affordability	
	Weighting for Scoring	10	20	15	30	5	5	15	100
Do Nothing	Option One	Yes 10	Part 10	No 0	No 0	No 0	No 0	Yes 15	35
Increase Agency Budget to support higher staffing levels.	Option Two	No 0	Yes 20	Part 7.5	Yes 30	No 0	No 0	Part 7.5	65
Increase Staffing Expenditure	Option Three	No 0	Yes 20	Part 7.5	Yes 30	No 0	No 0	Yes 15	72.5
Increase Staffing & Vehicle Expenditure	Option Four	No 0	Yes 20	Yes 15	Yes 30	No 0	No 0	Part 7.5	72.5
Reduce Garden Waste Service to free up resources for Domestic Waste collection.	Option Five	Yes 10	Part 10	Part 7.5	No 0	No 0	No 0	No 0	27.5
Cancel Garden Waste Service	Option Six	Yes 10	Part 10	Part 7.5	No 0	No 0	No 0	No 0	27.5

4.6. Short List Options

4.7. Following the initial Evaluation and Appraisal process to determine which options best meet the criteria set out by the Business Case, Options 2, 3 and 4 present as the highest scoring options, and are summarised below for further consideration.

4.8.

Option Two	Increase Agency Budget to support higher staffing levels.
Option Three	Increase Staffing Expenditure
Option Four	Increase Staffing & Vehicle Expenditure

4.9. A full cost benefit analysis identifying relevant benefits and costs for each of the short listed options is shown below:

	Increase Agency Budget to support higher staffing levels.	Increase Staffing Expenditure	Increase Staffing & Vehicle Expenditure
	2	3	4
Change to staff levels	0	5	5
Changes to Vehicles Numbers	0	0	2
On-Going Costs			
Staffing Costs (yearly)	£108,110	£111,646	£111,646
Hire Costs	£10,000	£10,000	-£18,000
Vehicle Cost (Yearly - Running Costs)	£56,250	£56,250	£45,000
Capital Cost	£0	£0	£192,000
Capital Depreciation Costs	£0	£0	£30,571
Total Revenue Cost	£174,360	£177,896	£169,217
Total Capital Cost	£0	£0	£192,000

4.10. Risk Assessment

4.11. Scored on a scale of 1 – 3, the chart below identifies the level of risk to the authority arising from each option:

Individual Scores: 1 - Low. 2 - Med. 3 - High	Option Two	Option Three	Option Four
Fails to deliver security of service	2	2	1
Financial Risk of failing to achieve aims	2	2	1
Resources	1	1	1
Decrease in Public Satisfaction	2	1	1
Reputational Harm	2	1	1
Total Score:	9	7	5
	Medium	Medium	Low

(1-6 Low Risk, 7 - 12 Medium Risk, 13 - 18 High Risk)

4.12. After assessing the quantitative and qualitative costs and benefits of the two options, Option four is considered the preferred option, and is put forward as the proposal to secure the domestic waste collection service over the next two years to support our Strategic Purpose of “Keep our Place Safe and Looking Good”.

4.13. Recommendation:

Option Four	Increase Staffing & Vehicle Expenditure to provide 5 additional staff to support delivery of an additional collection round, a dedicated bin delivery/collection role, and provide increased resilience for annual leave/sickness.
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5. The Commercial Case

5.1. In the Bromsgrove Community Panel Survey (2017), the questions relating to waste management show that public involvement and understanding of our services is high, and that they are supportive of our in-house services, with nearly 90% of respondents identifying that waste and recycling should be given priority by the District Council in the delivery of services, alongside high concern regarding litter and fly tipping across the District.

Q no.	Question	Responses	#	%
Q11a (268)	I understand what I can place in my green recycling bin	I agree strongly	105	39.2%
		I agree	130	48.5%
		I neither agree nor disagree	16	6.0%
		I disagree	14	5.2%
		I disagree strongly	3	1.1%
Q11b (265)	I can recycle waste easily	I agree strongly	104	39.2%
		I agree	136	51.3%
		I neither agree nor disagree	19	7.2%
		I disagree	4	1.5%
		I disagree strongly	2	0.8%
Q31	To what extent do you agree or disagree that the following should be given priority by Bromsgrove District Council? <i>We are keen to understand where your priorities lie for the District. In answering the following question, please consider each point, saving your 'I agree strongly' responses for those which you feel are of the utmost importance to the District.</i>			
Q31g (246)	Waste and recycling	I agree strongly	92	37.4%
		I agree	129	52.4%
		I neither agree nor disagree	23	9.3%
		I disagree	2	0.8%
		I disagree strongly	0	0.0%
Q32f (243)	Public services would be better managed and delivered by an outside organisation	I agree strongly	9	3.7%
		I agree	26	10.7%
		I neither agree nor disagree	91	37.4%
		I disagree	86	35.4%
		I disagree strongly	31	12.8%
Q32g (249)	Public services should continue to be managed and delivered by Bromsgrove District Council	I agree strongly	52	20.9%
		I agree	112	45.0%
		I neither agree nor disagree	72	28.9%
		I disagree	8	3.2%
		I disagree strongly	5	2.0%

5.2. This is the only qualitative data we have available aside from specific customer queries regarding individual issues, and so this provides our only view on how

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well we are meeting our strategic purpose to Keep our Place Safe and Looking Good.

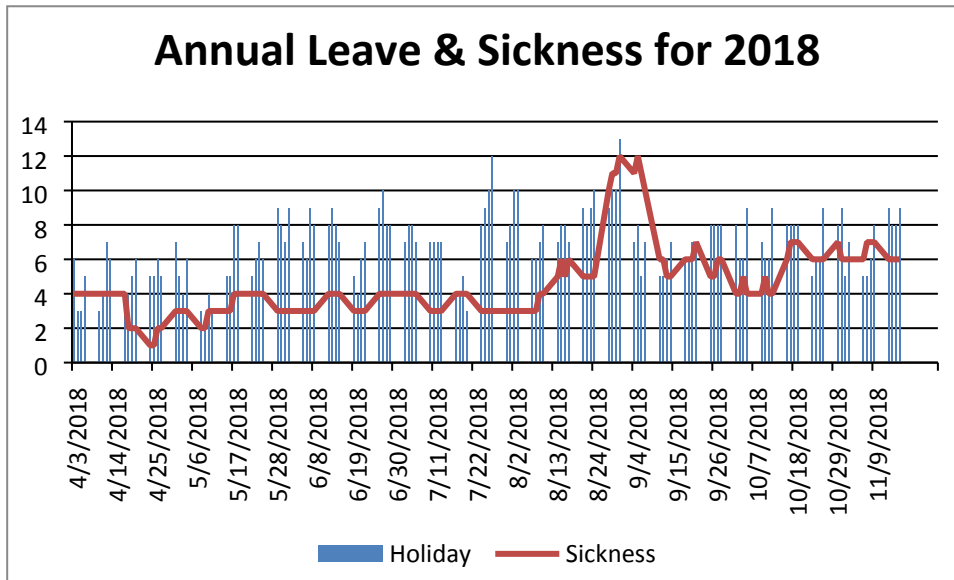
5.3. As outlined in the Strategic case, current resources are insufficient to support waste collection services when annual leave and sickness levels are taken into account, and other service areas within the Council are not trained to support the service and have limits on their capacity to be able to support the service without creating cumulative failure in other areas of the Council's service.

5.4. Staffing Calculation to cover Annual Leave & Sickness:

			Days of Annual Leave	Pool to cover A/L
Daily Staff Needed:	45.0		1215.0	5.8
Annual Leave Cover	6.6	Based on 1215 Days Annual Leave to be covered each year.	157.7	0.8
Sickness Cover	3.2	Based on current Sickness Rate of Waste Service 7%		
Have	50.0	Current Staffing		
Need	4.8	Additional Staff Required		

5.5. These are detailed in separate business cases that are being put forward in concert with this one, for our Place Teams, and Commercial Services.

5.6. The chart below illustrates the sickness and annual leave levels for the service in 2018 to illustrate how the two combined can have a significant impact on service delivery.



5.7. In concert with the business cases being put forward for our Commercial Services, and Place Teams, the preferred option will increase the staffing levels to an extent that will ensure all three services have a consistent level of staff available to carry out their duties throughout the year.

5.8. Aside from the practical considerations of having an increased presence across the district, this will also support morale within the team as there will be less individual pressure on the team members throughout the year, and will support greater ownership of the service.

5.9. To implement the preferred option identified in the Economic Case, the Council has a standard recruitment process for advertising the roles, and interviews will be carried out using the same model used on previous recruitment processes in the last 12 months, with a combination of Practical Exercises and a formal interview to ensure we are taking on the right staff to support the business moving forwards.

5.10. New staff will be subject to a 6 month probation period, and will be given training to carry out all elements of the role in stages that allow us to develop their skills to support the team, and support operations to the standard required.

5.11. Existing staff will also receive refresher training and mentoring alongside the new staff in order to help integrate the teams and support consistent standards.

- 5.12. Additional Vehicles will be ordered through a procurement framework to achieve best value, but as they are made to order there will be approximately a 6 – 9 month delay on receipt of the necessary vehicles.
- 5.13. We have recently received new vehicles to replace existing vehicles as part of our capital replacement program, and the best of these can be held to support the service in the short term.
- 5.14. Existing hire arrangements will need to continue for one of the two hire vehicles currently used to support bin deliveries, but some savings can be made as part of formalising the bin delivery role by letting the second vehicle go immediately.

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6. The Financial Case

- 6.1. The preferred option addresses a shortfall in current capacity to carry out all of our work across the district, and supports improved standards by making services more robust to accommodate sickness and other pressures on Environmental Services.
- 6.2. This Business Case is being presented alongside similar Business Cases to support growth of the Domestic Waste Collection Service, and our Commercial Services Team.
- 6.3. As detailed in the Introduction, our Waste Collection Service is a Statutory Service, and so has limited capacity to generate additional income to offset their costs. However, the business case for expansion of our Commercial Services team sets out the current level of income above our forecast targets for 2018/19, and the expected growth in business that even with additional expenditure on Revenue and Capital during 2019/20 will continue to generate a positive surplus for the Council that offsets the additional expense set out in this Business Case.
- 6.4. In addition to the expected rate of return from expansion of our Commercial Services, when compared with the increase in properties across the district and the associated Council Tax income, the costs highlighted for growth of the Waste Team are proportionate to how the District has evolved over the last ten years, and the future housing projections for the District also highlight the increased volume of work likely to be generated over the next 10 years alongside additional revenue through Council Tax.

6.5. Table of Pro- Rata Staffing Levels linked to Housing Growth

	No. of Households (Planned Housing of 6,500 used to estimate numbers beyond 2018/19.) ⁵	BDC C.Tax Income (Increase estimated using average price per household in 2018/19 rate multiplied by increase in properties.)	Expenditure on Domestic Waste Staffing based on current levels (including Agency) (2% Pay increase confirmed for 2019/20. Yearly 1% Increase forecast for 2020+ as per Finance Team projections)	Yearly Cost per Household	Average Staff Member Cost (including Agency)	Pro Rata Staffing to maintain current levels in use (Based on 827 Households to fund 1 staff in 2018/19).
2018/19	41340	£7,674,000	£1,394,188	£34	£25,348.87	55.0
2019/20	41710	£7,742,684	£1,422,072	£34	£28,441	55.5
2020/21	42080	£7,811,367	£1,436,292	£34	£28,726	56.0
2021/22	42450	£7,880,051	£1,450,655	£34	£29,013	56.5
2022/23	42820	£7,948,734	£1,465,162	£34	£29,303	57.0
2023/24	43190	£8,017,418	£1,479,814	£34	£29,596	57.5
2024/25	43560	£8,086,102	£1,494,612	£34	£29,892	58.0
2025/26	43930	£8,154,785	£1,509,558	£34	£30,191	58.4
2026/27	44300	£8,223,469	£1,524,653	£34	£30,493	58.9
2027/28	44670	£8,292,152	£1,539,900	£34	£30,798	59.4

⁵ **Figures used sourced from:** BDC Plan Review – Consultation Document September 2018 – Section 4.20: “By using the standard methodology, we will need to plan for about the following number of dwellings purely to meet Bromsgrove District’s local housing needs (excluding any cross boundary growth and any housing associated with higher economic growth): 1) 2018 - 2036 = about 6,500 dwellings 2) 2018 - 2041 = about 8,350 dwellings 3) 2018 - 2046 = about 10,200 dwellings Land for about 2,500 dwellings is already allocated in the current District Plan and will count towards the above figures.”

6.6. Revenue & Capital Summary

Revenue Requirements

	No of Staff	BDC Cost per assett (with on-costs)	Total Cost
ESO 1	6	£23,290	£139,740
ESO 3	-1	£29,094	-£29,094
Vehicle Maintenance & Operating Costs			
		£45,000	£45,000
Materials & Training			
		£200	£1,000
Hire Costs			
		-£9,000	-£18,000
Depreciation on Capital Costs	RCV	£24,285.71	£27,429
	Luton Van	£3,142.86	£3,143
Total Additional Cost (Excluding Depreciation on Capital Costs)		£156,646	
Total Additional Cost (Including Depreciation on Capital Costs)		£169,217	

Capital Requirements

	Number	Individual Cost	Capital Investment
26 Ton RCV	1	£170,000	£170,000
3.5 Ton Luton Van	1	£22,000	£22,000

6.7. The reduction in ESO 3's is not expected to result in any loss of post, as the Business Case for our Commercial Services Team includes an increase in the number of ESO 3's to support future service delivery and income generation.

6.8. Current staffing levels detailed in sections 3.27 and 5.6 show how unplanned absences can have a significant impact on achieving the work required across the District, and long term sickness requires Agency cover to support the teams, which in 2018/19 is expected to total £40,000.

6.9. The increased staffing detailed by the preferred option will give a greater margin to accommodate these absences within existing resources, and reduce the risk of unexpected expenditure on Agency or significant fall in standards across the District.

6.10. Overview of these costs alongside the Business Cases for Place Staffing and Commercial Services:

Overall Operational Costs	
Combined	£131,321
Place	£166,697
Domestic Waste	£156,646
Commercial Services	£184,558
Additional Income	-£376,580

Capital Borrowing Cost (with Interest)	
Combined	£531,898
Place	£0
Domestic Waste	£152,767
Commercial Services	£379,130

Annual Borrowing Costs	
Combined	£75,985
Place	£0
Domestic Waste	£21,823
Commercial Services	£54,162

6.11. When considered as a suite of Business Cases, and considering the forecast growth of our Commercial Services in the first three years, the overall impact of the preferred options on current finances are positive, with all of the increased costs expected to be balanced in 2022/23.

7. The Management Case

- 7.1. Should this business case be agreed for funding, a recruitment process will be followed to attract people with the balance of skills and ability to support the Council in delivering its strategic purpose to keep my place safe and looking good.
- 7.2. As these staff will be a key part to the future delivery of the service, they will receive both practical training in the use of equipment and more specific support to develop the right approach to apply the Place thinking approach to everything they do. The precise format of this training would depend on the individuals, and would be tailored by our Coordinators in a mentoring approach to develop them and continue to support this approach with our existing staff with an emphasis on proactive maintenance using the additional resources.
- 7.3. New starters will be subject to a 6 month probation period, and clear targets will be set regarding performance as part of the Place Team, alongside the mentoring approach by Coordinators that will be used to support their integration into Environmental Services.
- 7.4. This will be managed informally on a daily basis, and formally through monthly 1:1's in line with existing policies and practices – albeit on a greater frequency to ensure that the staff are able to support our work going forwards and start developing people with the right skills and mind-set to develop through the organisation as succession planning.
- 7.5. The additional resources will be used to strengthen the existing team, but is intended primarily to strengthen the existing structure over the next two years, and allow for a full service review to be carried out supporting the service moving forwards.
- 7.6. Greater stability within the service will remove the existing reliance on regular Agency staff, and will ensure that service delivery is delivered consistently across the District so that accurate data can be used to support consideration of different models of service.

7.7. This will be measured through both qualitative and quantitative data including the following measures and any others that may be identified once the review has started:

1	Missed Residual Collections
2	Missed Recycling Collections
3	Number of Collections
4	Missed Assisted Collections
5	Number of Wheeled Bins in use
6	Residual Waste Tonnage
7	Recycling Tonnages
8	Garden Waste Tonnages
9	Missed Garden Waste Collections
10	Non-Renewals on Garden Waste
11	New Renewals on Garden Waste
12	Lost Grey Wheelie Bins
13	Lost Green Wheelie Bins
14	Lost Brown Wheelie Bins
15	Mileage
16	Working Time
17	Travelling Time
18	Sickness Rates
19	Staff Welfare - Physical Health
20	Staff Welfare - Mental Health
21	Succession Planning

7.8. A project brief will need to be drawn up to set the parameters of the service review, and a detailed project plan will be created to support this project using staff from across Environmental Services, unions and councillors as appropriate to ensure that the practical knowledge and experience of the crews are a key part of the process, and conclusions put forward are based on solid information in a transparent way.

7.9. This approach supports the results from the latest staff survey and will ensure that all interested parties in the future shape of the service can buy into the process and influence the final business case setting out options for a sustainable service.

APPENDIX 2

Full Business Case

Commercial Waste Collection Services

Options to support future growth and income generation.



Author:	Matthew Austin
Date:	30/01/2019
Release Version:	Vs 3

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1. Executive Summary

- 1.1. All businesses have a Duty of Care to manage their waste and ensure it is disposed of responsibly.
- 1.2. Local Authorities have a duty to support businesses dispose of their waste responsibly if requested, but unlike domestic waste, the service can be charged for, with an expectation that all costs of this service will be covered by the customer.
- 1.3. As Commercial waste has to be collected separately from Domestic Waste Collections, there are increased costs in providing this service on top of the domestic service.
- 1.4. Due to this, most local authorities face such high costs in setting up the resources to provide a service (with no secure customer base to protect the investment), that they actively direct businesses to the private sector, or adjacent authorities that are able to provide this service at lower costs than the actual host authority could operate.
- 1.5. This Business Case outlines the successful growth of our existing Commercial Waste services, and summarises options to secure this income generation for the future through investment to consolidate and further grow the business to generate a greater surplus for the Council that can offset additional expenditure needed across Environmental Services.

1.6. Recommendations:

- 1.6.1. Approve increased revenue funding to employ 6 additional members of staff to deliver Commercial services across the District and increase income generation for Bromsgrove District Council.
- 1.6.2. Approve Capital Funding to support the purchase of 2 additional vehicles to provide capacity to grow the existing business, and provide resilience within the service against service disruption through vehicle breakdowns.

2. Introduction

- 2.1. All waste generated by businesses is classed as commercial waste, for which they have a legal Duty of Care to dispose of responsibly under the Environmental Protection Act 1990.
- 2.2. Bromsgrove District Council also has a legal duty to provide a household service to its residents, and to support businesses in the completion of their duty of care if requested.
- 2.3. Although domestic waste collection of residual waste and dry recycling cannot be charged for, the Council is able to charge businesses who require this service at a rate to be determined by the Council to recover the costs of administration, collection and disposal.
- 2.4. As there are a number of large waste collection businesses operating nationally, and regionally, there is a lot of choice available for businesses to choose from, and many local authorities are not able to compete with the private sector on price, and so are never called upon to fulfil this duty, although local authorities do have certain benefits such as exemption from charging VAT to customers within their authority area, that allows them to be more competitive.
- 2.5. Bromsgrove District Council has operated a Business Waste service since 2008 for Residual Waste, which has seen significant growth in the last two years as a result of a change in focus and greater drive to grow the service, resulting in £600,000 of income in 2018/19. £230,000 over our original forecast for this year as a result of significant growth with a number of significant national brands as well as smaller local businesses trusting us to manage their waste collection.
- 2.6. In addition to this, the service started offering a recycling collection service in 2017/18 for existing customers to help create additional capacity within the service and attract new business from those keen to support the environment.

- 2.7. What was originally intended as a trial in conjunction with our domestic recycling collection service has proven extremely popular and has grown to become an additional collection round operating as a commercial activity alongside our existing commercial residual collection operation, generating a significant boost in income generation as shown above.
- 2.8. This resource is not built into the structure of Environmental Services, and has put additional strain on the wider service, as well as increased the risk of service failure, as this additional recycling collection service is currently being operated using a vehicle that has been replaced on our Capital Replacement programme, and is now 8 years old without a dedicated maintenance budget to support it.
- 2.9. In addition to the growing Commercial Waste Collection services, we also operate a Cess Pool Tanker service, which has also benefitted from renewed focus in the last 12 months, and is on track to grow its income beyond the current target of £204,000 in 2019/20.
- 2.10. These two service elements have now reached a point where further growth is no longer possible with existing resources, and a decision needs to be made on how the service should progress from its current position.
- 2.11. The service has an opportunity to grow the Commercial Services to generate additional sustainable income for the Council, although additional investment is needed to fully realise this, and so this Business Case sets out the options for the future of this service, and the wider context of how this service supports our other services across Environmental Services.
- 2.12. This Business Case is being presented alongside two other Business Cases to review:
 - 2.12.1. The stabilisation of our Domestic Waste Services prior to a full service review
 - 2.12.2. Options to address the changes in demand being generated by new housing and increased littering on our road networks, and how the Place Teams can meet this growing challenge.

2.13. This Business Case should be considered in parallel with these business cases, as our Commercial Services are integral to meeting the financial pressures on the Council whilst supporting full delivery of services to our residents in line with our Strategic Purpose: Keep our Place Safe and Looking Good.

3. The Strategic Case

3.1. Our current combined Domestic and Commercial Waste Service supports two of the Council's key priorities identified in the Council Plan:

3.1.1. Financial stability for the Council

3.1.2. Quality services for residents, with affordable charges where appropriate

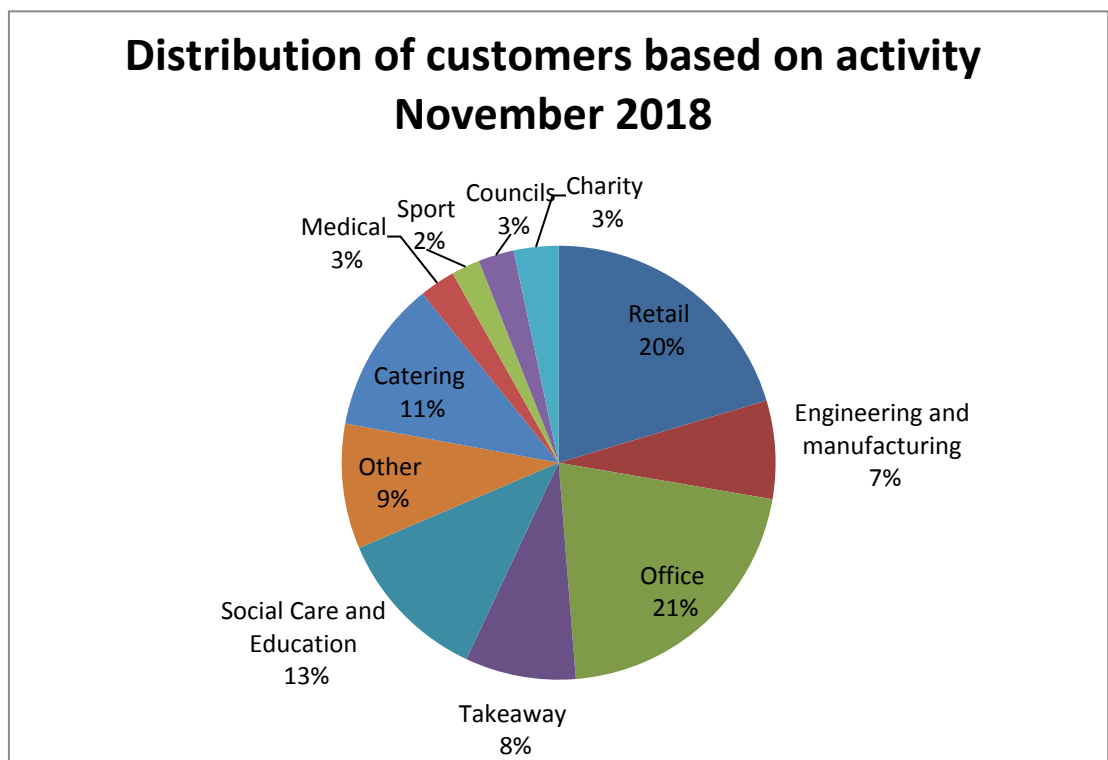
3.2. In addition to supporting these priorities, The Waste service supports the following strategic purposes:

3.2.1. "Keep my place safe and looking good"

3.2.2. "Help me run a successful business"

- It does this by providing a fully integrated and economical method of waste management for local businesses.
- By easily being able to take advantage of environmentally acceptable waste disposal.
- By attracting like-minded business and associated benefits including supply chain and environmental management system controls.
- By safeguarding or enhancing employment opportunities for the local community in dealing with waste and recycling close to where it is generated; the proximity principle.

3.3. Our current Customer base is made up of the following business areas:



3.4.

3.5. The Case for Change

3.6. Since 2015, our Commercial Waste and Cesspool Services have seen an increase in workload (and income) as a result of our growing reputation, and increased housing stock across the District has generated a greater workload on domestic waste collection services as well as our cleansing and grounds operations.

3.7. This pressure, in concert with standard leave requirements and both short and long term sickness across Environmental Services, has resulted in a shortage of staff to support both elements of the service at peak times of annual leave/sickness, and left little flexibility to support the range of services that we operate on a daily basis.

3.8. The Council started the 2018 financial year with funding for the following resources in our structure (Unchanged from 2017/18 Financial Year):

- 51 Staff.
- 13 full crews 9 Domestic & 4 Garden (39 staff)
- 2 crews of 2 Commercial Residual Waste Collection, & a Rural Domestic Round. (4 staff)
- 1 Tanker Cesspools (1 staff)

3.9. That is 44 staff needed every day on the books, leaving 7 Spare Staff every day to cover A/L & Sickness (based on that staffing model). As the Waste Services team need 6 staff every day to give holiday cover over the course of the year.

3.10. However, operationally this has expanded due to growth of the services, but without a formal review process to formalise them in our structure:

- 1 Crew of 2 - Trade Recycling (2 staff) – New service grown to meet demand, and generating income.
- 1 Tanker - Cesspools (1 staff) – Continuing growth in customer base
- Bin Deliveries (1 staff) – Full time role with new properties and increasing trade waste customer numbers

- 1 Crew of 3 - Round 11 (3 staff) - Used to accommodate New Builds across the District and share the load on existing rounds.

- 3.11. The existing model with a combined domestic and commercial service suffers from a lack of clarity over resources to support defined services, and has caused tensions within the team as attempts are made to balance commercial pressures relating to contracted chargeable services, alongside the importance of delivering a household service to our residents.
- 3.12. The Domestic Waste Business Case reviews staffing on the domestic service in full, and outlines recommendations to address this shortfall and support our domestic services.
- 3.13. This Business Case focuses on the Commercial Services Team, and considers options to formalise the team as a separate entity to our domestic services in order to remove this conflict and ensure greater transparency regarding the full costs of the service as well as support the continuing development of a commercial mind set towards services, recognising the difference in skills required to succeed in a competitive business environment.
- 3.14. Benefits & Risks
- 3.15. The Risks associated with not investing in the service are significant, both for the short and long term income generation of the Council.
- 3.16. In 2012/13, the Council was winding down its Commercial Services with a view to selling the customer list as a going concern for the private sector.
- 3.17. This resulted in a drop in service to businesses, and a period of limbo for both customers and staff, as resources were limited, and a number of problems affected the service.
- 3.18. Although the decision was made to continue with the service as a commercial venture, there had been a significant drop in customer numbers as businesses made use of the private sector to meet their waste needs, and the service had no ownership of its customer base.

- 3.19. The demands of Commercial Waste Collection are far more significant on vehicles than domestic waste collection, as the weights being collected can be significant.
- 3.20. Until 2017, the Council only had one custom built Commercial Waste Collection vehicle available to support services, and when this was unavailable, there was a significant impact on services, with inconsistent communication to manage the issues.
- 3.21. A similar position existed around our Tanker service as well, and between 2012 and 2016, the Council lost many customers (both domestic and Commercial) as a result of failures in our service, and it has taken time and demonstrable security of service to win back this business and attract new investment.
- 3.22. Changes made during 2017 have strengthened the service and supported a more commercial approach to how we deal with our customers at every level, and this has been shown in the growth of the business over the last three years, but has still been associated with quite a high level of risk, as it has relied on an older vehicle modified to support the Commercial Waste service alongside a custom built vehicle.
- 3.23. The Tanker service has by comparison seen investment in a new Tanker in 2017 alongside a significant refurbishment of an older vehicle to increase the resilience of the service and support additional income through reactive partnerships with third parties in the Septic Tank repair business across our area.
- 3.24. Although the service is not at risk of failure in the short term, consolidating the existing customer base reduces our visibility in the local marketplace, and makes it harder to maintain a competitive presence in the waste collection business.
- 3.25. The service is also at Capacity for existing business, and so has limited capacity to support further income generation to offset upcoming costs across the rest of Environmental Services and the Council as a whole.

3.26. Current Staffing & Resources¹

Commercial Services Staffing

	No. Funded	Budgeted Expense	Actual Usage	Actual Expense 2018/19
ESO 3 Driver	2		4	
ESO 1 Loader	1		2	

3.27. The Service is funded based on a single 26 Ton Collection Vehicle for Commercial Waste, and a single Tanker for Cess Pool emptying. In Practice, there is a second tanker and a second Collection Vehicle being used, that have been kept beyond the normal Capital Replacement lifespan. Although their initial cost has already been accounted for, there are no maintenance budgets for their upkeep, and this is a pressure on the service.

4. **The Economic Case**

¹ For Costs info, please see Appendix 4.

4.1. Long List Options

Option One	Do Nothing
Option Two	Increase Staffing Expenditure to formalise current staff requirements (+ 2 ESO 3's & 1 ESO 1) and consolidate service with purchase of a second dedicated Commercial Recycling Vehicle.
Option Three	Increase Staffing Expenditure to formalise and enhance current staff requirements (+ 3 ESO 3's & 2 ESO 1's) and purchase a dedicated Commercial Recycling Vehicle and a Second Commercial Residual Waste Collection Vehicle.
Option Four	Sell Commercial Services Team to Private Sector
Option Five	Invest in setting up Local Authority Trading Company to operate Commercial services

4.2. These Options are considered the most practical options to support the service, and deliver the improved standards required to deliver our Strategic Purpose.

4.3. In order to support the decision making process and identify a preferred option for the Council, these options are subject to a review process to scrutinise their ability to deliver the outcomes required, and provide a short list of the options warranting more detailed assessment.

4.4. The key outcomes that have been identified are detailed below, and each one has a maximum score that reflects the importance of that criteria in delivering our Strategic Purpose:

- **Spending Objective** – 10 - This relates to the Council’s financial pressures, and whether the proposed option is factored in to the financial planning of the Local Authority.
- **Strategic Fit** – 20 - This quantifies how well the proposed option supports the Council Plan and our Strategic Purpose

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- **Meets Business Needs** – 15 - This score reflects if the proposed option will support the Council in delivering the service required by residents with the lowest risk of failure.
- **Maintain Standards** – 30 - This score reflects whether the proposed option meets the minimum requirement to maintain provision of the service at a viable level, with a low risk of significant failure.
- **Support Improved Standards** - 5 – This scores the potential of each option to improve the overall standard of service.
- **Capacity to support Increased Income Generation** – 5 - This recognises flexibility to support chargeable works to generate income in addition to the core work required maintaining the District.
- **Affordability** – 15 -This gives each option a score based on its variance from current funding.

4.5. Evaluation Criteria for Appraisal and Analysis for Long List Options

Evaluation Criteria	Weighting for Scoring	Option One		Option Two		Option Three		Option Four	
		Yes	No	Yes	No	Yes	No	Yes	No
Spending Objective	10	Yes	10	Yes	10	Yes	10	No	0
Strategic Fit	20	No	0	Yes	20	Yes	20	Yes	20
Meets Business Needs	15	No	0	Part	7.5	Yes	15	Part	7.5
Maintain standards	30	No	0	Yes	30	Yes	30	Yes	30
Support improved standards	5	No	0	No	0	Yes	5	No	0
Capacity to support Increased Income Generation	5	No	0	No	0	Yes	5	No	0
Affordability	15	Part	7.5	Yes	15	Yes	15	Part	7.5
	100		18		82.5		100		65

Do Nothing

Increase Staffing Expenditure to formalise current staff requirements (+ 2 ESO 3's & 1 ESO 1) and consolidate service with purchase of a second dedicated Commercial Recycling Vehicle.

Increase Staffing Expenditure to formalise and enhance current staff requirements (+ 3 ESO 3's & 2 ESO 1's) and purchase a dedicated Commercial Recycling Vehicle and a Second Commercial Residual Waste Collection Vehicle.

Sell Commercial Services Team to Private Sector

4.6. Short List Options

4.7. Following the initial Evaluation and Appraisal process to determine which options best meet the criteria set out by the Business Case, Options 2, and 3 present as the highest scoring options, and are summarised below for further consideration.

4.8.

Option Two	Increase Staffing Expenditure to formalise current staff requirements (+ 2 ESO 3's & 1 ESO 1) and consolidate service with purchase of a second dedicated Commercial Recycling Vehicle.
Option Three	Increase Staffing Expenditure to formalise and enhance current staff requirements (+ 3 ESO 3's & 2 ESO 1's & Sales Role) and purchase a dedicated Commercial Recycling Vehicle and a Second Commercial Residual Waste Collection Vehicle.

4.9. A full cost benefit analysis identifying relevant benefits and costs for each of the short listed options is shown below²:

	Consolidate Service	Consolidate & Expand
	2	3
Change to staff levels	3	6
Changes to Vehicles Numbers	1	2
On-Going Costs		
Staffing Costs (yearly)		
Vehicle Cost (Yearly - Running Costs)		
Capital Cost		
Capital Depreciation Costs		
Total Revenue Cost	£149,054	£245,723
Total Capital Cost	£170,000	£340,000

² For Costs info, please see Appendix 4.

4.10. Risk Assessment

4.11. Scored on a scale of 1 – 3, the chart below identifies the level of risk to the authority arising from each option:

Individual Scores: 1 - Low. 2 - Med. 3 - High	Option Two	Option Three
Fails to deliver security of service	2	1
Financial Risk of failing to achieve aims	2	1
Resources	1	1
Decrease in Customer Satisfaction & Retention	2	1
Negative Impact on other Council Services	2	1
Total Score:	9	5
	Medium	Low

(1-6 Low Risk, 7 - 12 Medium Risk, 13 - 18 High Risk)

4.12. After assessing the quantitative and qualitative costs and benefits of the two options, Option Three is considered the preferred option, and is put forward as the proposal to continue growing the Commercial Services Portfolio to generate additional income for the Council and support the Council’s Strategic Purposes.

4.13. Recommendation:

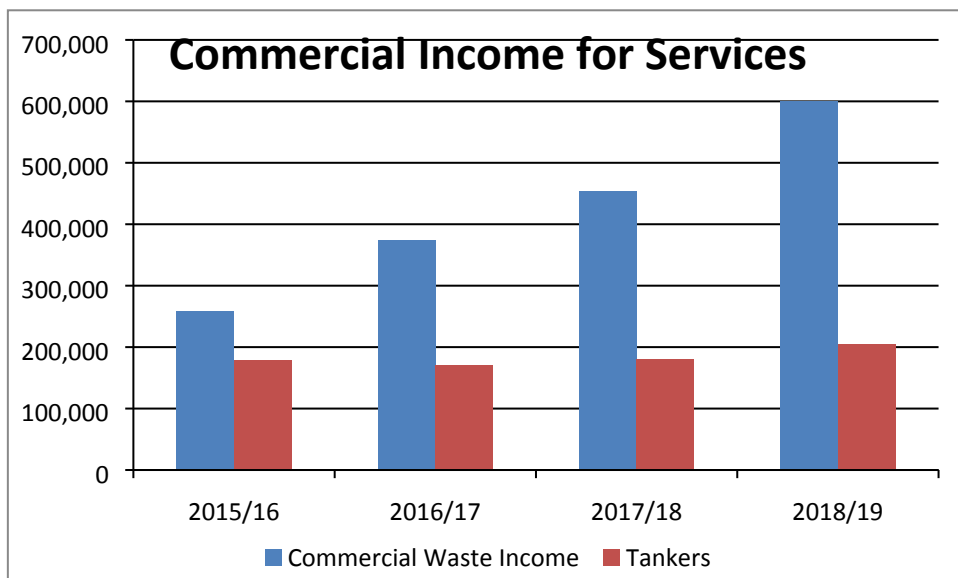
Option Three	<p>Increase Staffing Expenditure to formalise and enhance current staff requirements (+ 3 ESO 3's & 2 ESO 1's & Sales Role) and purchase a dedicated Commercial Recycling Vehicle, and a Second Commercial Residual Waste Collection Vehicle.</p>
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5. The Commercial Case

5.1. Since 2015, the Commercial Waste Collection Service has grown from an annual value of £258,000 (gross) to one expected to achieve in excess of £700,000 (gross) in 2019/20, with nearly 800 customers, and 158 of those using both our residual and recycling services. A 73% increase in the numbers of customers, alongside some of our best known local and national businesses, including an increased presence across Bromsgrove and areas in adjacent authorities based on growing relationships with retail chains as well as individual names.



5.2. By comparison, three years ago we had a customer base of 549 customers, solely on residual waste collections across the Bromsgrove and Redditch Area.



5.3.

5.4. Our Tanker Service has also seen growth in this timeframe, increasing income from £178,000 in 2015/16 to a forecast £214,000 in 2018/19, through a combination of increased frequencies from existing customers, and over 200 new customers choosing to use our services in that time period.

5.5. Although our costs have increased in line with the volume of new work being carried out, this is still on target to generate a surplus of £176,000 in 2018/19 for Bromsgrove District Council after all expenses have been accounted for.

5.6. In concert with the business cases being put forward for our Domestic Waste Services, and Place Teams, the preferred option will generate future income that will both support the growth of our domestic services by reducing additional expenditure using public funds in the short term, but will also grow to generate an additional financial surplus that can be used to safeguard Council Services in the future.

5.7. Below is a forecast of the investment and conservative estimates of returns expected over the next three years, based on the preferred option: ³

	2018/19	2019/20	2020/21	2021/22
Hire				
Insurance				
Disposal				
Fuel				
Maintenance				
Crew Salaries				
Other Staffing				
IT (Incab & Webaspex)				
Tankers Staff Cost				
Tankers Operational Cost				
Advertising & Promotion				
Total Expenditure				
Commercial Waste Income				
Tanker Income				
Surplus	-£175,856	-£196,172	-£236,222	-£268,503

5.8. One uncertainty built into this forecast is how effective a dedicated Sales Role will be in driving customer growth.

³ For Costs info, please see Appendix 4.

- 5.9. This Sales Role has been Job Evaluated as a Grade **X** role, at a cost of £**XXXXXX**, and growth figures included in the forecast returns at Section 5.7 above have been forecast based on growth levels achieved over the last two years using existing resources, plus a target of recovering the salary costs of the sales person from Year 2, and further cost recovery up to 150% of their salary in Year 3.⁴
- 5.10. It is expected that the dedicated Sales Role will not increase the rate of new customer take up immediately, and the benefit will be seen from the start of Year 2, as they will work to build relationships with businesses tied to existing contracts with our competitors that will then translate to new business for Bromsgrove District Council in 2020/21.
- 5.11. The Council has a standard recruitment process for advertising the roles, and interviews will be carried out using the same model used on previous recruitment processes in the last 12 months, with a combination of Practical Exercises and a formal interview that focuses on the Commercial skills we have identified as having been so crucial to achieving the increase in business and reputation achieved by the team in the last three years and ensure we are taking on the right staff to support the business moving forwards.
- 5.12. New staff will be subject to a 6 month probation period, and will be given training to carry out all elements of the role in stages that allow us to develop their skills to support the team, and support operations to the standard required.
- 5.13. Existing staff will also receive refresher training and mentoring alongside the new staff in order to help integrate the teams and support consistent standards.
- 5.14. Additional Vehicles will be ordered through existing procurement arrangements to achieve best value, but as they are made to order there will be approximately a 6 – 9 month delay on receipt of the necessary vehicles, which will require us to continue using an older vehicle in the interim to meet all of our commitments.
- 5.15. This increases the risk of unexpected costs in that time frame, due to break down and possibly the need to hire a vehicle in, but it is believed that this risk is low and that there are sufficient vehicles available within the Environmental

⁴ For Costs info, please see Appendix 4.

Services arrangements that short-term failure can be covered at minimal cost in this time frame.

6. The Financial Case

6.1. This Business Case is being presented alongside similar Business Cases to support growth of the Domestic Waste Collection Service, and our Place Teams, and the benefits of this business case are intended to be integrally linked with those business cases in order to offset their additional costs without adversely affecting the Council's bottom line.

6.2. The Commercial Services Business Case requires the following investment for the 2019/20 financial year to realise the income generation summarised in section 5.7.

Staff & Training	£160,558
Vehicle Operating Costs	£24,000
Total Revenue Investment in Commercial Services	£184,558

Capital Vehicle Purchases	£340,000
Total Borrowing Cost to fund Vehicle Purchases	£379,130
Annual Repayment of Borrowing Costs for Capital Purchases (7 Year Re-payment Period)	£54,162

Combined Annual Revenue Cost to Bromsgrove District Council:	£243,720
---------------------------------------------------------------------	-----------------

6.3. Overview of these costs alongside the Business Cases for Place Staffing and Commercial Services:

Overall Operational Costs	
Combined	£131,321
Place	£166,697
Domestic Waste	£156,646
Commercial Services	£184,558
Additional Income	-£376,580

Capital Borrowing Cost (with Interest)	
Combined	£531,898
Place	£0
Domestic Waste	£152,767
Commercial Services	£379,130

Annual Borrowing Costs	
Combined	£75,985
Place	£0
Domestic Waste	£21,823
Commercial Services	£54,162

6.4. When considered as a suite of Business Cases, and considering the forecast growth of our Commercial Services in the first three years, the overall impact of the preferred options on current finances are positive, with all of the increased costs expected to be balanced in 2022/23.

6.5. However, it is believed that approval of the Commercial Services Business Case in isolation would likely lead to a cumulative service failure of the domestic waste service, and undermine the ability to accurately review the current service and offer up alternative models that may make better use of existing resources to limit future expenditure, or offer up savings.

7. The Management Case

- 7.1. Should this business case be agreed for funding, a recruitment process will be followed to attract people with the balance of skills and ability to support the Council in delivering its strategic purposes "To keep my place safe and looking good", and "Help me run a successful business".
- 7.2. As these staff will be a key part to the future delivery of the service, they will receive both practical training in the use of equipment and more specific support to develop the right approach to apply the Place thinking approach to everything they do. The precise format of this training would depend on the individuals, and would be tailored by our Coordinators in a mentoring approach to develop them and continue to support this approach with our existing staff with an emphasis on proactive maintenance using the additional resources.
- 7.3. New starters will be subject to a 6 month probation period, and clear targets will be set regarding performance as part of the Place Team, alongside the mentoring approach by Coordinators that will be used to support their integration into Environmental Services.
- 7.4. This will be managed informally on a daily basis, and formally through monthly 1:1's in line with existing policies and practices – albeit on a greater frequency to ensure that the staff are able to support our work going forwards and continue developing people with the right skills and mind-set to develop through the organisation as succession planning.
- 7.5. These services will be measured through both qualitative and quantitative data including the following measures:

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1	New Residual Customers
2	New Recycling Customers
3	Number of Bins being paid for
4	Customer Retention
5	Missed Collections
6	Variance from Financial Income Targets
7	Recycling Tonnages
8	Residual Tonnages
9	Variance from Financial Income Targets
10	Mileage
11	Working Time
12	Travelling Time
13	Sickness Rates
14	Staff Welfare - Physical Health
15	Staff Welfare - Mental Health

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Appendix 3

Future delivery of Place working across Bromsgrove District

Business Case

Author:	Matthew Austin
Date:	30/01/2019
Release Version:	Vs 8

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1. Executive Summary

- 1.1. The Council has a legal duty to provide certain services to maintain the cleanliness of the District, as well as discretionary services to deliver its strategic purposes for residents, visitors and business.
- 1.2. In 2015, Environmental Services carried out a transformational review of how it delivers these Cleansing and Grounds Maintenance functions across the District.
- 1.3. The Place Teams were created from this process, to implement a revised model of working focused on delivering a level of service across the district based on what needed doing rather than a simple cycle of works that couldn't reflect the changing pressures on the District and our staff.
- 1.4. This business case builds on that transformation process, using the three years since its inception to highlight the issues that have faced the service, and identify both the limitations and the opportunities for the service to grow and fully deliver our Strategic Purpose to Keep our Place Safe and Looking Good.
- 1.5. Sitting alongside Business Cases to similarly review the future delivery of our Commercial Waste Services for the generation of additional income for the Council, and the stabilisation of our Domestic Waste Services prior to a full service review (similar to the Transformation process that created Place), this Business Case sets out options to address the changes in demand being generated by new housing and increased littering on our road networks, and how the Place Teams can meet this growing challenge.
- 1.6. Having outlined and assessed options ranging from maintaining the status quo, suspension of services, and further investment at a range of levels, the recommendation put forward as the preferred option is to invest in the service in order to fully realise the potential of the Place Model of Working, and secure the service for the future in a proactive manner, with scope to build further partnerships with Parish Councils to generate additional income

to offset its costs, and fully support our residents, businesses and visitors to make Bromsgrove a successful and attractive place for everyone.

1.7. Recommendations:

- 1.7.1. Agree increased funding to employ 6 additional members of staff to deliver services across the District
- 1.7.2. Restructure the teams to focus more resources on the core work across the district
- 1.7.3. Create a dedicated Bulky Collections Team to deliver the service in parallel with the Place Teams as a Commercial Team.



2. Introduction

- 2.1. The Environmental Protection Act 1990 makes certain duty bodies legally responsible for keeping land which is under their control, and to which the public has access, clear of litter and refuse and their highways must be kept clean, as far as is practicable.
- 2.2. Bromsgrove District Council is the principal litter authority under the Act, and Worcestershire County Council are the Waste Disposal Authority responsible for arranging disposal of any waste collected by BDC as litter or fly tipping under this duty.
- 2.3. Historically this duty was met through the efforts of our street cleansing staff based out of the Bromsgrove depot.
- 2.4. In addition to the legal duty for managing litter across our District, we also carry out grass cutting services as a service in partnership with Worcestershire County Council to maintain highway verges within speed restricted settlements, and also provide maintenance as a non-statutory service on our Public Open Spaces, Play Areas and larger recreational spaces.
- 2.5. WCC have a duty to maintain visibility on the public highway, and meet this with 2-3 cuts of grass verges each year to prevent them becoming significantly overgrown.
- 2.6. To support a higher aesthetic standard in our towns and villages, Bromsgrove District Council receives the funds that WCC would have spent on those areas, and supplements it with additional funding and resources to carry out more cuts to maintain a higher standard throughout the year.
- 2.7. Bromsgrove District Council (BDC) adopted a new model of service delivery for Street Cleansing and Grounds Maintenance in 2015 after a transformation process.
- 2.8. This applied systems thinking to all our services to determine how we could best use our resources to deliver the standards desired for everyone who lives, works, and visits our District.

- 2.9. This process resulted in the creation of three Place Teams to provide a form of locality working based on levels of demand and multi skilled labour rather than individually specialised operatives and fixed work schedules. This would give flexibility in how resources are used to carry out the complete job whilst operating across the district rather than a series of actions in parallel.
- 2.10. It also created a central tractor team and a central mechanised sweeper team to support the combined area maintained by Environmental Services across both Bromsgrove and Redditch.
- 2.11. In addition to the more visible services carried out on cleansing and grounds maintenance, the Council also provides a Bulky Collection service, which is a non-statutory service provided for a fee to support residents with the disposal of larger household goods that cannot be disposed of through our normal waste collection service.
- 2.12. As this Bulky waste is disposed of by Worcestershire County Council as the Waste Disposal Authority, at their expense, we are limited to items that would typically be taken away during a house move, so there are a number of items that we are not currently able to take.
- 2.13. The Bulky Service generates income for the authority, but in recent years has seen an increase in the quantity of collections being requested, and an increase in the sizes of goods being collected.
- 2.14. This additional work has limited the ability to work as flexibly across the district in line with the original plans, and the logistics of our district have compounded the impact of this increased pressure on the service.
- 2.15. Over the last three years we've made multiple changes to drive greater efficiency in how we deliver our services under the new model, including significant changes to the way we deliver the Bulky Service almost as a stand-alone service alongside our Place Teams, and identifying how we prioritise our work across the district with the remaining resources separately from that service.

- 2.16. With new housing in and around our District, we have seen an increase in traffic on our roads, and more people generating waste, which has increased the amount of resource needed to maintain many of our roads that are used as commuter routes, especially along our northern borders with Birmingham.
- 2.17. New housing is also increasing the volume of highway verges across the District, which increases both our Cleansing and Grounds Maintenance responsibilities.
- 2.18. Current staffing levels have been in place for approximately 10 years without change, and the transformation process changed the way our resources were divided, which has also had an impact on certain areas of the work carried out by the Place Team.
- 2.19. Although the sweeper and tractor teams are still carrying out the work required across the district, by having those people in separate teams in parallel with the Place Teams, there is less flexibility to allow prioritisation of different areas of work in the event of seasonal peaks in our workload or sickness, or use them flexibly to support other services where there is short term disruption.
- 2.20. During 2017 this became especially noticeable when two staff were off with long term sickness at the same time as planned work to support the Dual Carriageway works done in partnership with WCC, peak grass cutting season, and an increased visibility of our services during the warmer summer months.
- 2.21. The loss of these two staff had a significant impact on our services, and resulted in additional costs being incurred through Agency Staff to allow services to continue, but although this allowed the cleansing element of our services to continue, it highlighted the reliance of our new model of working on having multi skilled staff to ensure effective service delivery.
- 2.22. This Business Case is intended to set out the current workload on the Place Teams, and provide the evidence to support a range of options to increase our resources to support our Place Teams in carrying out their work across the District.

- 2.23. It also looks to set out opportunities to support commercial opportunities as an income generator for the Council, and give additional options for greater security of the service to keep our Place Safe and Looking Good.
- 2.24. The Place Teams were originally set up to provide a proactive maintenance service across the District, and where we have been able to focus the resources to do this, we have seen the benefit of this way of working.
- 2.25. Over the last two years though, we have seen more compromises about achieving that proactive standard, and have been working in a more reactive fashion as a result.
- 2.26. If this Business Case is successful, we will be able to deliver on the original aims set out by the Transformation Process and provide a sustainable service that can meet the needs of the District as it grows and develops in the coming years.

3. The Strategic Case

3.1. Alongside our waste collection services, the Place Teams are the most visible service the Council provides across the District, and benefits all our residents, visitors and businesses. It's operations support two of the Council's key priorities identified in the Council Plan:

- Financial stability for the Council
- Quality services for residents, with affordable charges where appropriate

3.2. In addition to supporting these priorities, The Place Teams support four of the Council's six strategic purposes:

3.2.1. "Keep my place safe and looking good"

3.2.2. "Provide good things for me to do, see and visit"

3.2.3. "Help me run a successful business"

3.2.4. "Help me find somewhere to live in my locality"

3.3. The Case for Change

3.4. In the business case that supported the transformation process Environmental Services implemented in 2015, it was identified that a pool of operatives would be created who could cover normal levels of sickness and holiday in the waste collection and support other services where required. This would reduce the requirement for overtime payments and give greater security to the wider service by ensuring we had staff with the right skills available to support operations across the Place Teams as well as the Waste Collection service.

3.5. Since then, our commercial waste and cesspool services have seen an increase in workload (and income) as a result of our growing reputation, and increased housing stock across the District has generated a greater workload on domestic waste collection services as well as our cleansing and grounds operations. This pressure, in concert with standard leave requirements and both short and long term sickness across Environmental Services, has resulted in this pool being fully committed supporting waste operations, and not realised the wider support that was originally envisaged would be available at peak times to support Place Team operations.

- 3.6. In the government's Litter Strategy for England 2017, it is noted that almost one in five people admit to dropping litter consciously. The real figure, which includes those who drop litter but do not admit to it, is likely to be higher.
- 3.7. This inconsiderate and anti-social behaviour by a minority of people blights our neighbourhoods and our open spaces, and dealing with litter places a significant burden Bromsgrove District Council, costing the taxpayer approximately £570,000 across Bromsgrove District in staff time alone¹
- 3.8. It has been identified² that "living in a littered environment makes people feel less safe in their communities, and discourages people from going outside. This in turn affects their mental and physical health and creates further costs to local healthcare providers. Poor local environment quality also discourages inward investment and may suppress property prices, damaging local economic growth."
- 3.9. With current staffing levels, the majority of our actions are focused on managing the issues across the district, to minimise their impact on the aesthetics of the District. This has limited the ability to be proactive in addressing issues and involving the right people to either identify those responsible, or support education activities to encourage local changes in behaviour.
- 3.10. Successful prosecutions in 2016 and 2017 have seen short term reductions in fly tipping, which helps release resources to support other duties across the District, but the single Investigation Officer that supports this action currently covers a wide range of work across the district and includes detailed administrative work to comply with formal data sharing agreements and build cases with the Legal team to support prosecutions. This reduces their available time to spend out on the ground, and the Place Teams don't have the capacity or knowledge to fully support this work.

¹ Figure calculated is estimated as 18% of staff time spent on Grounds Maintenance operations over the year, with the remainder primarily used on cleansing duties such as litter picking, bin emptying, and fly tip removal. This figure represents total cost to authority including pension contributions and other staff on costs. Table of staffing costs shown in section 3.16

² Government Litter Strategy 2017, P13.

3.11. Although not directly part of this business case, we expect to review this during 2019 alongside the resources agreed for Place in 2019 onwards.

3.12. Existing Staffing on Place

	Apprentice	ESO 1	ESO 2	ESO 3	Investigation Officer	Coordinator
Place Team 4	1 (Vacant)	4	3	2	1	1
Place Team 5		3	2	2		1
Place Team 6		3	3	1		1
Total Staff						26+1+1

3.13. Existing Physical Resources

4 x 5.2 Ton Tipper Cage Vans with Tail lifts
2 x 5.2 Ton Tipper Derby Back Vans
5 x 3.5 Ton Tipper Flat Bed Vans
1 x 3.5 Ton Tipper Cage Van
1 x Small Van
4 Trailers
9 x Ride on Mowers
1 x Ride on Mower with Grass Box
3 x Box Mowers
2 x Large Walk Behind Mowers
3 x Mini Sweepers
1 x Trailer Mounted Hot Water Pressure Washer
Strimmers, Hedge Cutters, Chainsaws, Blowers, Handtools

3.14. The Place Teams are currently operating with resources that have little spare capacity to carry out in depth work, or explore opportunities for additional income generation, and this is directly impacting on service delivery and reducing our productivity, as staff are working in a largely reactive manner rather than proactively to maintain the District as the Place Model originally intended.

3.15. This style of working is able to maintain a standard across much of the district when all staff are available, but experiences cumulative failure over time, as each time there is a disruption to resources it changes the base point for standards that are maintainable and will ultimately result in significant service failure as there is no capacity to reset that base standard across the District as a whole.

- 3.16. When reviewing the work carried out across the District, it has been identified that throughout the year there are areas of work that are not able to be carried out in full, and there are several points in the year where the required workload exceeds our current resources by a considerable margin.
- 3.17. The following Tables document the changing pressures on Bromsgrove Place Teams throughout the year. (As the Cleansing operations continue all year round and are a statutory duty, they are not specifically stated as a pressure, but are detailed within the staffing requirements table)

Pressures

	January	February	March	April	May	June	July	August	September	October	November	December
County Cut (2 people per month average)			Yes	Yes					Yes	Yes		
Bromsgrove Highway (8 People 1 week - Average 2 people for month)					Yes				Yes			
Grass Cutting			Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
Extreme Weather (no figure applied)	Yes											Yes
Staff Holidays (729 Days Leave = 61 days off per month A/L - 3.05 staff)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Bromsgrove High Street Jeting (2)			Yes	Yes								
Weekends (0.8)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Giving Internal Training (1 Month CPC (0.2 per month carried out). 8 Days MH/COSHH & Sharps [0.4])	Yes	Yes								Yes	Yes	Yes

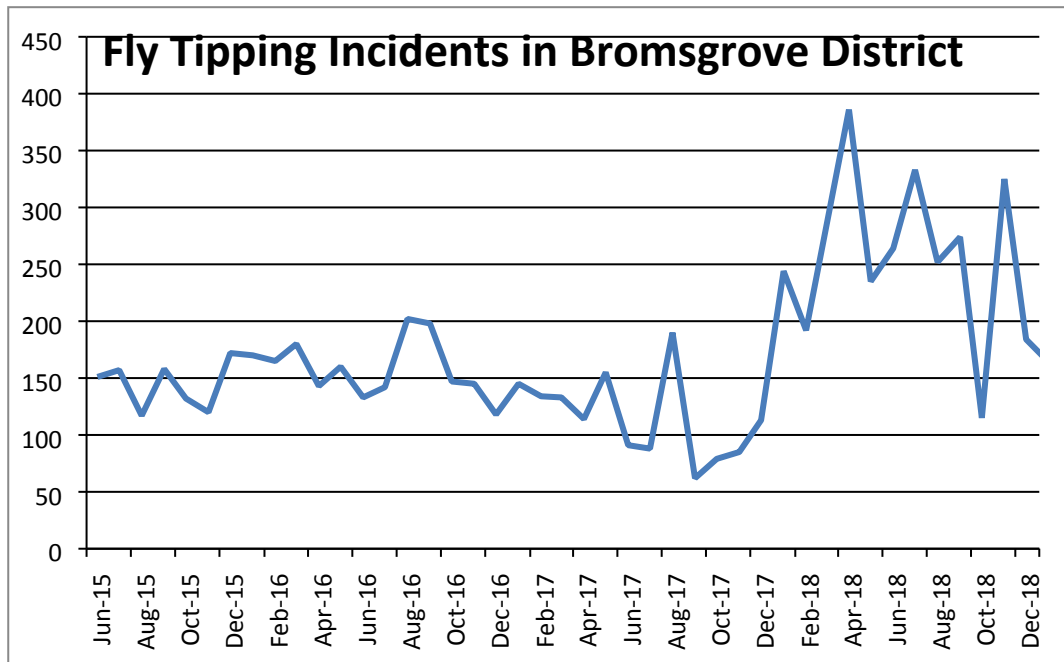
Staff Requirements

	January	February	March	April	May	June	July	August	September	October	November	December
Leadership	3	3	3	3	3	3	3	3	3	3	3	3
Highway Verges			6	6	6	5	5	5	6	6	6	
Prestige Mowing (BDC)			1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	
Spraying		2.5	2.5									
Litter Picking, Bin Emptying, F/T's & Play Area Checks	10	10	10	10	10	10	10	10	10	10	10	10
Bulky Collections	2	2	2	2	2	2	2	2	2	2	2	2
Hedge Cutting	6	6				2					6	6
Sweeping	1	1	1	1	1	1	1	1	1	1	1	1
Pressures ³	4.45	4.45	7.8	7.8	7.8	3.8	3.8	3.8	5.8	5.8	6.3	4.45
Staff Numbers	26.45	28.95	33.8	31.3	31.3	28.3	26.3	26.3	31.3	29.3	35.8	26.45
Current Deficit (FTE)	-0.45	-2.95	-7.80	-5.30	-5.30	-2.30	-0.30	-0.30	-5.30	-3.30	-9.80	-0.45

1.1. These tables document the operational pressures currently on the Place Teams, and highlight the deficit in staffing across the year, which is then exacerbated by staff sickness, as the Pool staff referred to in section 3.4 are not currently available to minimise the impact of the variable pressures detailed above.

1.2. To illustrate the workload behind these summary tables, the next few charts illustrate the core areas of work that the Place Team deal with, and highlight the increasing demand on our services:

³ Pressures are made up of Annual Leave, Weekend Rest Days, Dual Carriageway Works in partnership with WCC, Training, and Seasonal Work with specific timescale restrictions. .

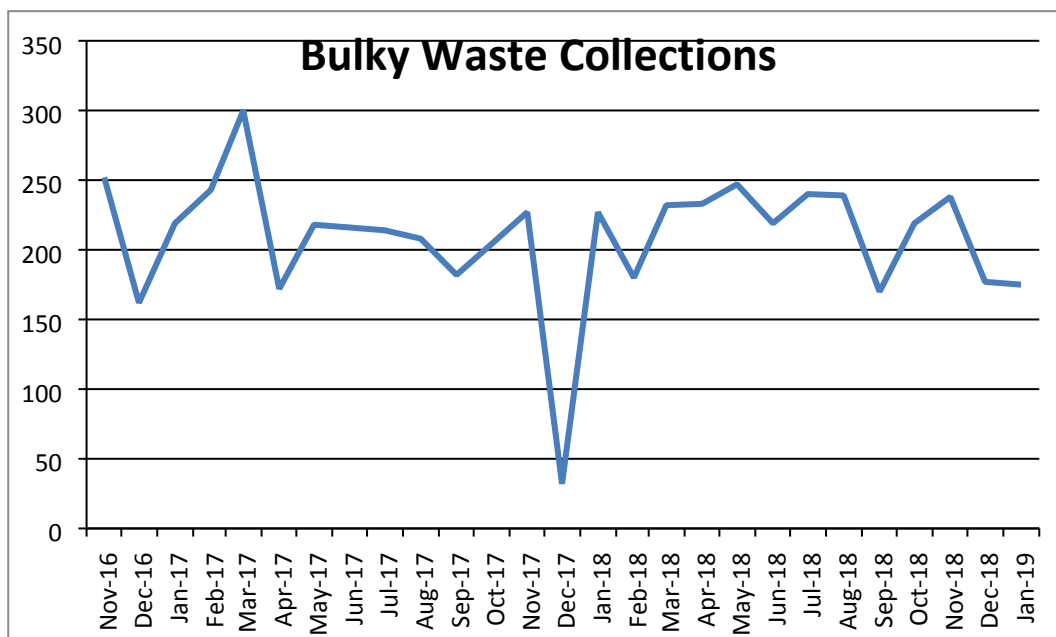


1.3.

1.4. With good access off the M42 & M5, and close proximity to Birmingham, Bromsgrove is unfortunately vulnerable to people coming into our district and fly tipping. Within minutes of leaving a main road, they can be in a relatively private location where the chances of them being observed are very low.

1.5. Much of the material we collect in Bromsgrove District appears to be commercial waste where small vans have been used to collect waste such as kitchen units, bath room suites, conifer and other tree cuttings, tyres, building rubble, fridge freezers (with the motors stripped out), garage clearances etc. Unfortunately many of these sort of jobs are typically paid in cash, and by dumping the waste illegally; the culprits save on the disposal costs and so make a greater profit.

1.6. This is estimated to have cost Bromsgrove District Council £70,000 in staff time and vehicle usage, and as can be seen from the chart above, this is an increasing issue, which takes more of our resources away from other work to manage.



1.7.

1.8. The Place Teams carry out a range of duties throughout the year, which primarily consists of litter picking, bin emptying, fly tip removal, grass cutting, and other similar duties that help ensure our Roads and Open Spaces are kept to a good standard across the District.

1.9. These jobs are all unique in the amount of time used, and area covered, as the work is so variable, but to help indicate the level of work across the district, our teams have responsibility for nearly 900 miles of paths and roads, and carry out an average of approximately 700 jobs a month.

1.10. This work is carried out by a total of 27 staff, and the current Staffing Costs are detailed below, along with a breakdown of how much of their time is spent on the main areas of work carried out across the District⁴:

	Staffing Costs	Percentage of total Cost
GM Cost	£82,000	10.7
Other GM Cost	£61,200	8.0
Bulky Cost	£52,060	6.8
Cleansing Cost	£569,740	74.5
Total Staffing Cost	£765,000	100

⁴ Figures Include Pension Contributions and all other on-costs for direct labour – Support services not included (BSU, Garage, Management).

4. The Economic Case

- 4.1. The Place Teams represent a significant cost to the Council, but provide a statutory service, as well as several non-statutory ones that do however have a significant impact on the appearance of the District, and support a large section of the Council Plan as detailed in the introduction.
- 4.2. In the current financial position that the council finds itself in, balancing the costs of service delivery to meet this statutory duty is an important consideration, but the Council is also looking to be more commercial in how it delivers services to generate additional income where possible alongside our statutory services, and ask challenging questions regarding the other services we provide to ensure that they are supporting the Council Plan and providing true best value for our residents and businesses.
- 4.3. This Business Case is intended to outline options for the future of the service, considering options both for expansion and reduction of services to better achieve the standards expected by our residents, visitors and businesses. As such, the Critical Success Factors for this business case have been identified as:
 - 4.3.1. Delivering a proactive service across the district to maintain, and support improvements in, the appearance of the district
 - 4.3.2. Greater resilience to deliver services within budget and to the standards required throughout the year.
 - 4.3.3. Maintain or improve customer satisfaction
 - 4.3.4. Sustainability of the service through financial security of resources
- 4.4. Options identified in this business case are broadly split into two themes for the future of the service:
 - 4.4.1. Service continues with current/reduced resources, and areas of work are reduced to free up capacity to support our statutory services and main identified priorities.
 - 4.4.2. Additional Investment in the service to support service delivery, with options to use resources more flexibly to generate additional income through projects on behalf of Parish Councils, Community Groups, Businesses, and Residents alongside provision of our services to maintain the appearance of our District.

- 4.5. These will support the future sustainability of our services both monetarily by supporting the costs of our services, and reputationally by increasing the standard of our work throughout the year. There is also the potential to increase the range of services we can provide to support the District in specific areas.
- 4.6. In considering how to support the service moving forwards, we have explored a range of options based on our existing in-house service, and keeping to that model.
- 4.7. Although there are options available to externalise the work carried out by our Place Teams, there has been considerable work done to review how the Council provides these services as part of a service wide transformational review that was carried out in 2014 – 2015.
- 4.8. This business case builds on the work that was carried out to implement the “Place” concept, and should be viewed as a continuance of that project in order to further update our existing services in response to increasing workloads arising from changes to the District as a whole, as well as evolving issues around environmental crime and patterns of behaviour.
- 4.9. Overview of Options identified for consideration:

Option One	Do Nothing
Option Two	Restructure Place Teams to create 1 new post from existing resources
Option Three	Restructure Place Teams to create 1 new post from existing resources, and 2 new posts to create a dedicated Bulky Collection Crew to free up resources on core services.
Option Four	Restructure Place Teams to create 1 new post from existing resources, and 5 new posts to create a dedicated Bulky Collection Crew and support core works across the District.
Option Five	Restructure Place Teams to create 1 new post from existing resources, a dedicated Income Generation Crew of 3 staff and 5 new posts to support core works across the district, and take on additional commercial opportunities alongside our core work.
Option Six	Stop providing Bulky Waste Collection service
Option Seven	Return Highway Verge Maintenance in Speed Restricted Settlements to WCC for responsibility.
Option Eight	Reduce Standards of Maintenance on most labour intensive areas of work to free up capacity.

4.10. These Options are considered the most practical options to support the service, and deliver the improved standards required to deliver our Strategic Purpose.

4.11. In order to support the decision making process and identify a preferred option for the Council, these options are subject to a review process to scrutinise their ability to deliver the outcomes required, and provide a short list of the options warranting more detailed assessment.

4.12. The key outcomes that have been identified are detailed below, and each one has a maximum score that reflects the importance of that criteria in delivering our Strategic Purpose:

- **Spending Objective** – 10 - This relates to the Council’s financial pressures, and whether the proposed option is factored in to the financial planning of the Local Authority.
- **Strategic Fit** – 20 - This quantifies how well the proposed option supports the Council Plan and our Strategic Purpose
- **Meets Business Needs** – 15 - This score reflects if the proposed option will support the Council in delivering the service required by residents with the lowest risk of failure.
- **Maintain Standards** – 30 - This score reflects whether the proposed option meets the minimum requirement to maintain provision of the service at a viable level, with a low risk of significant failure.
- **Support Improved Standards** - 5 – This scores the potential of each option to improve the overall standard of service.

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- **Capacity to support Increased Income Generation** – 5 - This recognises flexibility to support chargeable works to generate income in addition to the core work required maintaining the District.
- **Affordability** – 15 -This gives each option a score based on its variance from current funding.

4.13. Evaluation Criteria for Appraisal and Analysis for Long List Options

<p>This Table quantifies the benefits of each proposed option, in line with the key requirements that have been identified for the Service.</p> <p>This gives a scoring system to support an assessment of which options are most viable and will be developed to determine which is the best solution required by the Business Case.</p>	Evaluation Criteria	Spending Objective	Strategic Fit	Meets Business Needs	Maintain standards	Support improved standards	Capacity to support Increased Income Generation	Affordability	
	Weighting for Scoring	10	20	15	30	5	5	15	100
Do Nothing	Option One	Yes 10	No 0	No 0	No 0	No 0	No 0	Yes 15	25
Restructure & 1 new post	Option Two	Yes 10	No 0	No 0	No 0	No 0	No 0	Yes 15	25
Restructure - 1 + dedicated Bulky Collection Crew of 2	Option Three	No 0	Yes 20	Part 7.5	Part 15	No 0	No 0	Yes 15	57.5
Restructure - 4 new post + dedicated Bulky Collection Crew of 2.	Option Four	No 0	Yes 20	Yes 15	Yes 30	Yes 5	No 0	Part 7.5	77.5
Restructure - 5 new post + dedicated Income Generation Crew of 3 staff	Option Five	No 0	Yes 20	Yes 15	Yes 30	Yes 5	Yes 5	Unknown 0	75
Stop providing Bulky Waste Collection service	Option Six	Yes 10	No 0	Yes 15	Yes 30	No 0	No 0	Yes 15	70
Return Highway Verge Maintenance to WCC	Option Seven	Yes 10	No 0	Yes 15	Part 15	Yes 5	Yes 5	Yes 15	65
Reduce Standards of Maintenance	Option Eight	Yes 10	Part 10	Yes 15	Part 15	Part 2.5	No 0	Yes 15	67.5

4.14. Short List Options

4.15. Following the initial Evaluation and Appraisal process to determine which options best meet the criteria set out by the Business Case, Options 4, 5, 6 and 8 present as the highest scoring options, and are summarised below for further consideration.

4.16.

Option Four	Restructure Place Teams to create 1 new post from existing resources, and 5 new posts to create a dedicated Bulky Collection Crew and support core works across the District.
Option Five	Restructure Place Teams to create 1 new post from existing resources, a dedicated Income Generation Crew of 3 staff, and 5 new posts to support core works across the district, and take on additional commercial opportunities alongside our core work.
Option Six	Stop providing Bulky Waste Collection service
Option Eight	Reduce Standards of Maintenance on most labour intensive areas of work to free up capacity.

4.17. A full cost benefit analysis identifying relevant benefits and costs for each of the short listed options is shown below:

	4	5	6	8
Change to staff levels	+6	+9	0	0
Impact on Income Generation: (Averaged over 3 Years)	-£2,000	-£10,000	£45,000	£6,000
Year 1	£0	-£5,000	£45,000	£6,000
Year 2	-£2,000	-£10,000	£45,000	£6,000
Year 3	-£4,000	-£15,000	£45,000	£6,000
On-Going Costs				
Staffing Costs (yearly)	£108,110	£172,976	£0	£0
Vehicle Cost (Yearly - Running Costs & Capital Depreciation)	£4,418	£4,418	£0	£0
Total Average Yearly Financial Impact (Over first 3 Years)	£110,528	£167,394	£45,000	£6,000

4.18. Risk Assessment

4.19. Scored on a scale of 1 – 3, the chart below identifies the level of risk to the authority arising from each option:

	Option Four	Option Five	Option Six	Option Eight
Fails to deliver improvement in service	1	1	2	3
Financial – Additional Investment	2	3	3	2
Resources	1	1	1	1
Decrease in Public Satisfaction	1	1	3	2
Reputational Harm	1	1	3	2
Total Score:	6	7	12	10
(1-6 Low Risk, 7 - 12 Medium Risk, 13 - 18 High Risk)	Low	Medium	Medium	Medium

4.20. After assessing the quantitative and qualitative costs and benefits of the two options, Option four is considered the preferred option, and is put forward as the proposal to secure the future sustainability of the Place Team to deliver our Strategic Purpose of “Keep our Place Safe and Looking Good”.

4.21. Recommendation:

Option Four	Restructure Place Teams to create 1 new post from existing resources, and 5 new posts to create a dedicated Bulky Collection Crew and support core works across the District.
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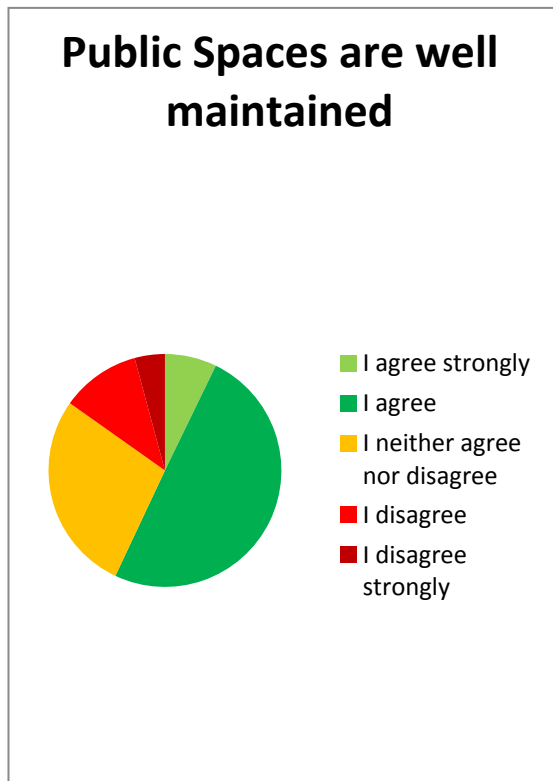
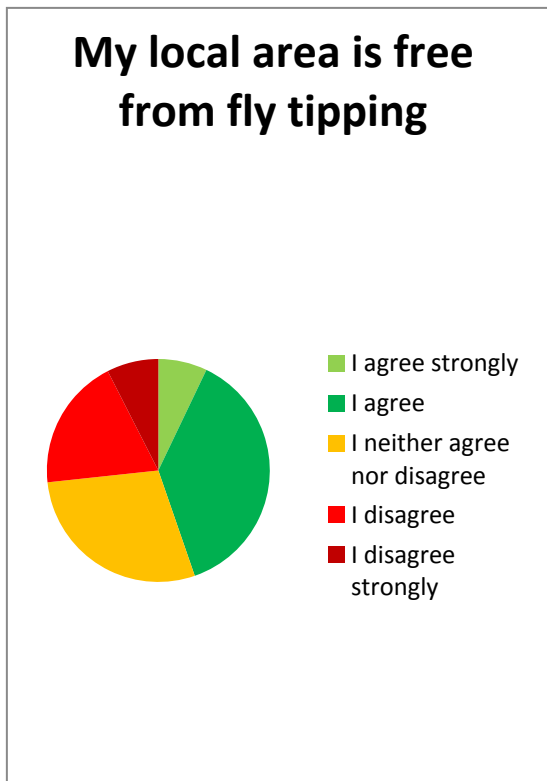
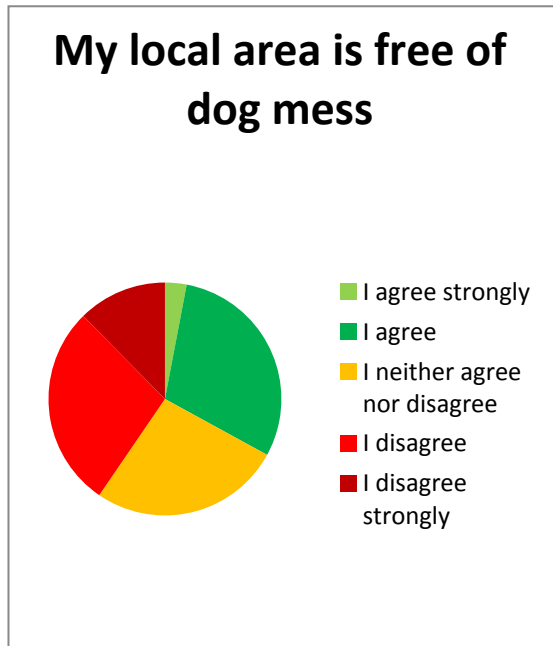
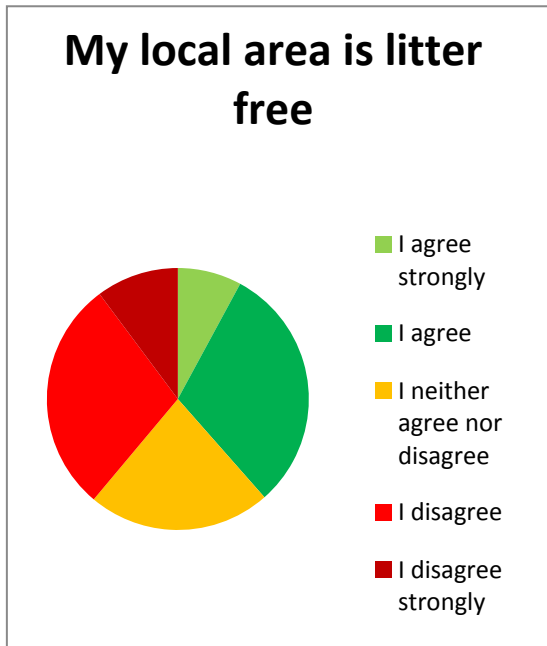
5. The Commercial Case

5.1. In the Bromsgrove Community Panel Survey (2017), the questions relating to work carried out by our Place Teams show that public perception of the standards being achieved across the District is split fairly evenly, with more than a third of those asked giving positive feedback on our services, but a similar number indicating that our standards are not where our residents expect, and that approximately a quarter of responders were neither supportive or critical of the work being carried out.

5.2.

My local area is litter free	I agree strongly	7.9%
	I agree	30.6%
	I neither agree nor disagree	22.6%
	I disagree	28.7%
	I disagree strongly	10.2%
My local area is free from dog mess	I agree strongly	3.0%
	I agree	30.0%
	I neither agree nor disagree	26.6%
	I disagree	28.1%
	I disagree strongly	12.4%
My local area is free from fly tipping	I agree strongly	7.1%
	I agree	37.6%
	I neither agree nor disagree	28.6%
	I disagree	19.2%
	I disagree strongly	7.5%
Public spaces are well maintained	I agree strongly	7.2%
	I agree	49.8%
	I neither agree nor disagree	27.8%
	I disagree	11.0%
	I disagree strongly	4.2%

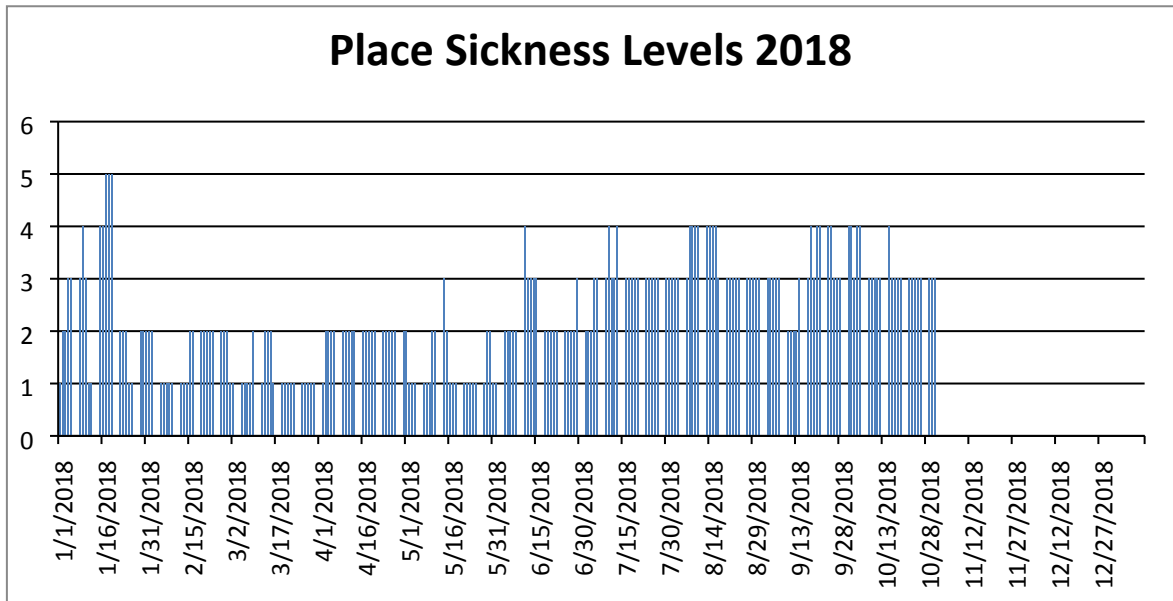
5.3. This is the only qualitative data we have available aside from specific customer queries regarding individual issues, and so this provides our only view on how well we are meeting our strategic purpose to Keep our Place Safe and Looking Good.



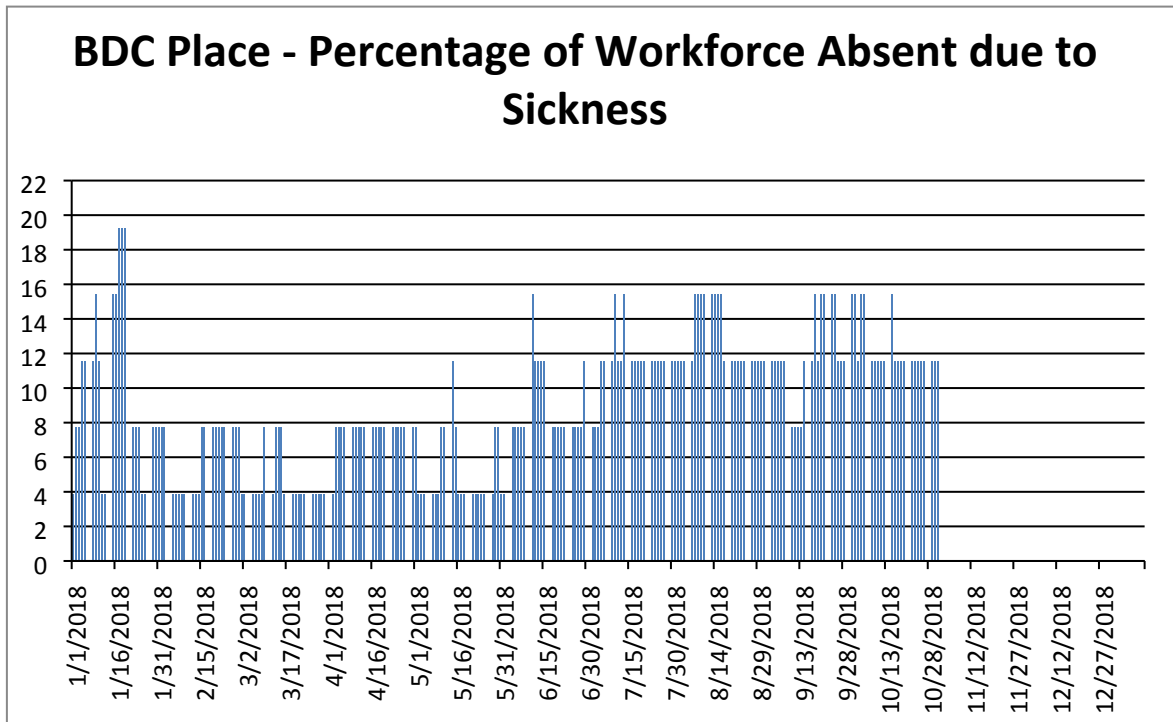
5.4. As outlined in the Strategic case, current resources are insufficient to work in a proactive manner across the District, and are experiencing cumulative failure each time there is an additional pressure on them, as there is insufficient capacity to catch up after anything more than short term disruption.

5.5. This is compounded by official absences due to annual leave, and 7 day working with our weekend arrangements, which when considered alongside Sickness, reveals that the current staffing numbers are not reflective of the available workforce over the course of the year.

5.6. The two charts below illustrate the sickness levels for 2018 to illustrate how even a small level of sickness has a significant impact on the resources available to maintain the District.



5.7.



5.8.

- 5.9. The preferred option will increase the staffing levels to an extent that will ensure the three Place Teams have a consistent level of staff available to carry out their duties throughout the year.
- 5.10. Aside from the practical considerations of having an increased presence across the District, this will also support morale within the team as there will be less individual pressure on the team members throughout the year to prioritise on a reactive basis.
- 5.11. The preferred option supports delivery of the service to maintain standards across the district and better realise the Place Model of working by giving sufficient capacity for staff to take full ownership as a proactive team rather than a reactive one.
- 5.12. To implement the preferred option identified in the Economic Case, the Council has a standard recruitment process for advertising the roles, and interviews will be carried out using the same model used on previous recruitment processes in the last 12 months with a combination of Practical Exercises and a formal interview.
- 5.13. New staff will be subject to a 6 month probation period, and will be given training to carry out all elements of the role in stages that allow us to develop their skills to support the team, and support operations to the standard required.
- 5.14. Existing staff will also receive refresher training and mentoring alongside the new staff in order to help integrate the teams and support consistent standards.
- 5.15. Additional Vehicles will be ordered through a procurement framework to achieve best value, but as they are made to order there will be approximately a 6 – 9 month delay on receipt of the necessary vehicles. There are currently 2 vehicles on order that were intended to replace 2 long term hire vehicles, so these hire arrangements can be extended under our existing arrangements to support operations during this time frame to minimise any restrictions on use of the new positions across the District.

- 5.16. During the Transformation Process in 2014/15, a new role was created for a Senior Skilled operative that would support day to day management of the team and support the Coordinator in mentoring staff, managing day to day issues within the team, and deputise for the Coordinator when they were on leave or short term sickness.
- 5.17. Initially set up as 6 ESO 3's across the three teams, this was reduced to 5 in 2017, as an operational change to increase the number of ESO 2's on one of the Place Teams and develop that team's remaining ESO 3 to better carry out the role as originally intended.
- 5.18. This change resulted in clearer communication within the team, and increased flexibility for how the team operate, and off the back of that it has been determined that there is a benefit to focusing more resource at the ESO 2 Level within the Place Teams, and that a restructure is the best way to achieve this.
- 5.19. By implementing this restructure, and re-purposing funds currently underutilised by a vacant Apprentice Post, which has been difficult to fill due to the role not matching up with available academic courses, this would generate a new ESO 1 post without additional funding.
- 5.20. The process would be in line with the Council's Reorganisation & Change Policy, which sets out the details on ring fencing roles, and the relevant appointment process, pay protection arrangements and consultation (where required). At no point would existing staff be at risk of redundancy under this restructure.
- 5.21. As such, the additional post would incur a cost if implemented immediately, or could be implemented at zero additional cost in the 2020/21 Financial Year.

6. The Financial Case

- 6.1. The preferred option addresses a shortfall in current capacity to carry out all of our work across the district, and supports improved standards by making services more robust to accommodate sickness and other pressures on Environmental Services.
- 6.2. This Business Case is being presented alongside similar Business Cases to support growth of the Domestic Waste Collection Service, and our Commercial Services Team.
- 6.3. As detailed in the Introduction, our Place Teams provide Statutory Services, and so have limited capacity to generate additional income to offset their costs. However, the business case for expansion of our Commercial Services team sets out the current level of income above our forecast targets for 2018/19, and the expected growth in business that even with additional expenditure on Revenue and Capital during 2019/20 will continue to generate a positive surplus for the Council that offsets the additional expense set out in this Business Case.
- 6.4. In addition to the expected rate of return from expansion of our Commercial Services, when compared with the increase in properties across the district and the associated Council Tax income, the costs highlighted for growth of the Place Team are proportionate to how the District has evolved over the last ten years, and the future housing projections for the District also highlight the increased volume of work likely to be generated over the next 10 years alongside additional revenue through Council Tax.

6.5. Table of Pro- Rata Staffing Levels linked to Housing Growth

	No. of Households (Planned Housing of 6,500 used to estimate numbers beyond 2018/19.) ⁵	BDC C.Tax Income (Increase estimated using average price per household in 2018/19 rate multiplied by increase in properties.)	Expenditure on Place Staffing based on current levels (2% Pay increase confirmed for 2019/20. Yearly 1% Increase forecast for 2020+ as per Finance Team projections)	Yearly Cost per Household	Average Staff Member Cost	Pro Rata Staffing to maintain current levels (Based on 1531 Households to fund 1 staff in 2018/19).
2018/19	41340	£7,674,000	£765,000	£19	£28,333	27.0
2019/20	41710	£7,742,684	£780,300	£19	£28,900	27.2
2020/21	42080	£7,811,367	£788,103	£19	£29,189	27.5
2021/22	42450	£7,880,051	£795,984	£19	£29,481	27.7
2022/23	42820	£7,948,734	£803,944	£19	£29,776	28.0
2023/24	43190	£8,017,418	£811,983	£19	£30,073	28.2
2024/25	43560	£8,086,102	£820,103	£19	£30,374	28.5
2025/26	43930	£8,154,785	£828,304	£19	£30,678	28.7
2026/27	44300	£8,223,469	£836,587	£19	£30,985	28.9
2027/28	44670	£8,292,152	£844,953	£19	£31,295	29.2

⁵ **Figures used sourced from:** BDC Plan Review – Consultation Document September 2018 – Section 4.20: “By using the standard methodology, we will need to plan for about the following number of dwellings purely to meet Bromsgrove District’s local housing needs (excluding any cross boundary growth and any housing associated with higher economic growth): 1) 2018 - 2036 = about 6,500 dwellings 2) 2018 - 2041 = about 8,350 dwellings 3) 2018 - 2046 = about 10,200 dwellings Land for about 2,500 dwellings is already allocated in the current District Plan and will count towards the above figures.”

6.6. Revenue Requirements

	No of Staff	Total Cost
New Posts	6	£152,304
Changes to current Structure		-£22,407
Vehicle Maintenance & Operating Costs		£36,000
Materials & Training		£800
Additional Funding Required		£166,697

6.7. The additional revenue funding identified above also includes operating costs for 3 additional vehicles, that are being funded through a re-purposing of existing budgets in our Capital replacement programme.

6.8. This has been possible as part of our ongoing review of operational needs and assets, to ensure that we are getting full value from our fleet in a way that supports how we need to work. Avoiding the risk of replacement vehicles that aren't needed any more, and are bought to a schedule rather than for an operational benefit.

6.9. The additional resources will allow the Place Teams to generate additional income through closer working with Parish Councils, in the form of litter bin emptying and more lengthsman work that is currently arranged through private contractors using funding from WCC.

6.10. Having spoken to WCC about opportunities across the district, we have identified £14,000 of work currently being carried out by Parishes under the lengthsman scheme, which we may be able to support in future, and initial conversations with Parishes have been positive about the opportunities.

6.11. We already have income from Bulky Waste collections, which the changes to our service will support moving forwards alongside our ongoing work with WCC for grass maintenance and County lengthsman arrangements.

6.12. This collective income is detailed below alongside the cost implications of the additional resources detailed by our preferred option.

	Forecast Income	New Expenditure	New Capital Costs
2019/20	-£122,000	£172,423	135,000
2020/21	-£126,000	£167,556	0
2021/22	-£128,000	£169,232	0
2022/23	-£129,000	£170,924	0
2023/24	-£129,000	£172,633	0

6.13. Current staffing levels detailed in sections 3.17 and 5.6 show how unplanned absences can have a significant impact on achieving the work required across the District, and long term sickness requires Agency cover to support the teams, which in 2018/19 is expected to total £40,000.

6.14. The increased staffing detailed by the preferred option will give a greater margin to accommodate these absences within existing resources, and reduce the risk of unexpected expenditure on Agency or significant fall in standards across the District.

6.15. Overview of these costs alongside the Business Cases for Place Staffing and Commercial Services:

Overall Operational Costs	
Combined	£131,321
Place	£166,697
Domestic Waste	£156,646
Commercial Services	£184,558
Additional Income	-£376,580

Capital Borrowing Cost (with Interest)	
Combined	£531,898
Place	£0
Domestic Waste	£152,767
Commercial Services	£379,130

Annual Borrowing Costs	
Combined	£75,985
Place	£0
Domestic Waste	£21,823
Commercial Services	£54,162

6.16. When considered as a suite of Business Cases, and considering the forecast growth of our Commercial Services in the first three years, the overall impact of the preferred options on current finances are positive, with all of the increased costs across the three service areas expected to be balanced in 2022/23.

7. The Management Case

- 7.1. Should this business case be agreed for funding, a recruitment process will be followed to attract people with the balance of skills and ability to support the Council in delivering its strategic purpose to "Keep my place safe and looking good".
- 7.2. As these staff will be a key part to the future delivery of the service, they will receive both practical training in the use of equipment and more specific support to develop the right approach to apply the Place thinking approach to everything they do. The precise format of this training would depend on the individuals, and would be tailored by our Coordinators in a mentoring approach to develop them and continue to support this approach with our existing staff with an emphasis on proactive maintenance using the additional resources.
- 7.3. New starters will be subject to a 6 month probation period, and clear targets will be set regarding performance as part of the Place Team, alongside the mentoring approach by Coordinators that will be used to support their integration into Environmental Services.
- 7.4. This will be managed informally on a daily basis, and formally through monthly 1:1's in line with existing policies and practices – albeit on a greater frequency to ensure that the staff are able to support our work going forwards and start developing people with the right skills and mind-set to develop through the organisation as succession planning.
- 7.5. Initially, staffing will be used to strengthen existing teams, and deliver improvements in standards across each area. The impact of which will be closely monitored through both qualitative and quantitative data regarding the standards achieved, number of complaints received, and volume of work carried out.
- 7.6. Once staff have been trained and are working to the required levels, the Place Teams will review how they are working and consider trialling further changes to service delivery in line with the original transformation programme set out in 2015, and alongside future growth of the wider Environmental Services.

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Alvechurch Parish Neighbourhood Plan

Relevant Portfolio Holder	Cllr Kit Taylor
Portfolio Holder Consulted	Yes
Relevant Head of Service	Ruth Bamford
Wards Affected	Alvechurch Village, Alvechurch South, Barnt Green and Hopwood
Ward Councillor Consulted	Yes

1. SUMMARY OF PROPOSALS

- 1.1 The Alvechurch Parish Neighbourhood Plan (APNP), which is attached at Appendix 1, was submitted by Alvechurch Parish Council ('the qualifying body') to the District Council in March 2018.
- 1.2 Following Cabinet approval (June 2018), the plan was subject to a statutory six week representations period from 28th June – 10th August 2018 and was subsequently examined by an independent neighbourhood plan examiner.
- 1.3 The final examiner's report, attached at Appendix 2, was received in November 2018 and recommended that the APNP met the 'basic conditions'¹, subject to a series of minor modifications, and should therefore proceed to a public referendum.
- 1.4 A referendum into the APNP was held on Thursday 10th January 2019 within Alvechurch Parish. The 'Notice of Result' is attached at Appendix 3, and shows a decisive 'Yes' vote to the referendum question posed.

2. RECOMMENDATIONS

- **That Cabinet notes the result of the referendum on the Alvechurch Parish Neighbourhood Plan held on 10th January 2019**
- **That Cabinet recommends to Council that the Alvechurch Parish Neighbourhood Plan be 'made' (formally adopted) immediately, in accordance with the relevant legislation².**

¹ As defined at paragraph 8(2) Schedule 4B of the 1990 Town and Country Planning Act.

² As set out in the 'Legal Implications' (paragraph 3.3-3.11) section of this report.

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3. KEY ISSUES

Financial Implications

- 3.1 Work already carried out by BDC Officers in assisting Alvechurch Parish Council in preparing the APNP has been incorporated in to continuing workloads for the Strategic Planning and Conservation team.
- 3.2 Following the setting of the APNP referendum date, the District Council became eligible for funding of £20,000 from the Ministry of Housing, Communities and Local Government's (MHCLG) neighbourhood planning grant. The application for this funding was submitted in December 2018, and once received the grant will allow the Council to recoup departmental costs as well as contribute to examination and referendum costs.

Legal Implications

- 3.3 The APNP has been produced in accordance with the relevant neighbourhood planning legislation arising from the Localism Act 2011 and the Neighbourhood Planning (General) Regulations 2012 (as amended).
- 3.4 Following submission of the APNP to the District Council in March 2018, officers reviewed all APNP submission documents and were satisfied that, with the approval of Cabinet, the APNP was able to proceed to a statutory representation period, independent examination, and referendum, should the plan be deemed to meet the basic conditions. Subsequently, the independent examination into the APNP confirmed that the basic conditions were met subject to a few minor modifications to the plan.
- 3.5 An information statement was published on 26th November 2018 declaring that a referendum on the APNP was to be held. This ensured that no fewer than 28 days', excluding weekends and bank holidays, notice was provided as required by Regulation 4(1) of the Neighbourhood Planning (Referendums) Regulations 2012.
- 3.6 The question asked in a neighbourhood planning referendum is standardised as set out in Schedule 1(1) of the Neighbourhood

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Planning (Referendums) Regulations 2012. To comply with this legislation, the question therefore posed for the APNP referendum was:

Do you want Bromsgrove District Council to use the Neighbourhood Plan for Alvechurch Parish to help it decide planning applications in the neighbourhood area?

- 3.7 The referendum area, on the advice of the independent examiner, was identical to the designated neighbourhood area of the APNP; that is, coterminous with the boundary of Alvechurch Parish. As a result eligibility to vote in the referendum consisted of anyone who was 18 years of age or above on the date of the referendum, and who was registered to vote within the referendum area.
- 3.8 From a total of 4,463 eligible voters, 1,629 ballot papers were received (a turnout of 36.5%) with the result of the referendum as follows: Yes – 1,575 (96.7%); No – 54 (3.3%). The ‘Notice of Result’ for the referendum is included at Appendix 3 for information.
- 3.9 Within a previous report to Cabinet in June 2018, with reference to the APNP process, it was stated “*Should a referendum result in a ‘Yes’ vote that the APNP be made, it is proposed that the APNP be brought back to meetings of both Bromsgrove District Cabinet and Full Council to approve the adoption of the Alvechurch Parish Neighbourhood Plan*”.
- 3.10 In light of the above, this report seeks a recommendation from Cabinet that the next meeting of Full Council on 27th February 2019 approves the APNP to be ‘made’ in accordance with the relevant legislation, in particular Section 38A paragraph 4(a) of the 2004 Planning and Compulsory Purchase Act, which states that, “*A local planning authority to whom a proposal for the making of a neighbourhood development plan has been made...must make a neighbourhood development plan to which the proposal relates if in each applicable referendum under that Schedule (as so applied) more than half of those voting have voted in favour of the plan*”.
- 3.11 It should also be noted that the meeting of Full Council occurs 7 weeks after the date of the APNP referendum. Regulation 18A of the Neighbourhood Planning (General) Regulations 2012 (as amended) states that the prescribed date for making a neighbourhood plan following a referendum being held “*...is the date which is the last day of*

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the period of 8 weeks beginning with the day immediately following that on which the last applicable referendum is held.”

Service / Operational Implications

- 3.12 Despite the APNP belonging to the Parish Council, the District Council has worked closely with the neighbourhood plan steering group in the preparation of the plan, both prior to and since designation of the neighbourhood area in January 2013.
- 3.13 In subsequent years, considerable officer time has been spent advising and supporting members of the neighbourhood plan steering group. In particular, officers have advised on matters concerning technical planning regulations and provided information to help comply with other legal requirements such as strategic environmental assessment (SEA) and habitat regulation assessment (HRA).
- 3.14 Once the APNP is ‘made’ (adopted), the plan will form part of the statutory development plan, and therefore planning decisions in Alvechurch Parish will need to be made in accordance with the APNP as well as the Bromsgrove District Plan (BDP).

Customer / Equalities and Diversity Implications

- 3.17 The production of the APNP was subject to numerous events and public meetings to publicise the preparation of the plan and contribute to its development. A pre-submission public consultation was undertaken to enable further community engagement and allow changes to the plan to be made prior to its submission to the District Council. The District Council’s statutory representation period also enabled further engagement on the content of the plan by interested parties.

4. RISK MANAGEMENT

- 4.1 The APNP is not a plan that has been produced directly by the District Council, however once ‘made’ it will become part of the development plan, and thus hold statutory power, in the determination of planning applications within Alvechurch Parish.
- 4.2 The District Council has met its duty to support the progression of the APNP, including publicising the statutory consultation and arranging

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independent examination and referendum. It now has a duty to formally 'make' the neighbourhood plan as outlined at paragraph 3.10 above.

- 4.3 Implementation of the APNP will make a positive contribution to the achievement of sustainable development within Alvechurch Parish. It will provide a complementary part of the development plan alongside the BDP for planning decisions taken within the designated neighbourhood area.

5. APPENDICES

Appendix 1: APNP referendum version, November 2018

Appendix 2: APNP Examiner's Report, November 2018

Appendix 3: Declaration of Result of Poll, January 2019

6. BACKGROUND PAPERS

APNP Basic Conditions Statement, January 2018

APNP Consultation Statement, March 2018

Alvechurch Parish Design Statement, 'A Community Voice for Rural Character', March 2018

APNP Evidence Base Statement, March 2018

APNP Sustainability Appraisal, March 2018

APNP – SEA and HRA Screening Report, 2015

Bromsgrove District Plan 2011-2030

7. KEY

APNP – Alvechurch Parish Neighbourhood Plan

BDP – Bromsgrove District Plan

NPPF – National Planning Policy Framework

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MEDIUM TERM FINANCIAL PLAN 2019/20 - 2022/23

Relevant Portfolio Holder	Councillor Brian Cooper, Portfolio Holder for Finance and Enabling Services
Relevant Head of Service	Jayne Pickering, Executive Director Finance and Corporate Resources
Non-Key Decision	

1. SUMMARY OF PROPOSALS

1.1 To enable members to consider the 2019/20 budget and council tax and to make a recommendation to Council. In addition members asked to note the position for future years 2020/21 to 2022/23.

2. RECOMMENDATIONS

2.1 Cabinet is asked to recommend to Full Council

2.1.1 Approve the Unavoidable costs as attached at Appendix 1:

2019/20 £366k
2020/21 £240k
2021/22 £243k
2022/23 £245k

2.1.2 Approve the Revenue Bids as attached at Appendix 2:

2019/20 £67k
2019/20 £42k
2020/21 £25k
2021/22 £25k

2.1.3 Approve the Identified savings as attached at Appendix 3:

2018/19 £332k
2019/20 £335k
2020/21 £355k
2021/22 £459k

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

2018/19 £687k
2019/20 £40k
2020/21 £40k
2021/22 £1,113k

2.1.8 The approval of the Pay Policy Statement as attached in Appendix 6.

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2.1.7 The approval of the Council Tax Resolutions as attached at Appendix 7 to include the increase of the Council Tax per Band D @ 2.99%

2.1.5 The approval of the release from balances of: £150k to fund Mott Macdonald in 2019/20 only

3. KEY ISSUES

Financial Implications

3.1 The Council's Medium Term Financial Plan (MTFP) provides the framework within which the revenue and capital spending decisions can be made. For 2019/20 a 4 year plan is proposed to 2022/23. The plan addresses how the Council will provide financial funding to the Strategic Purposes and ensure residents receive quality services to meet their needs in the future. The Purposes that drive the financial considerations are:

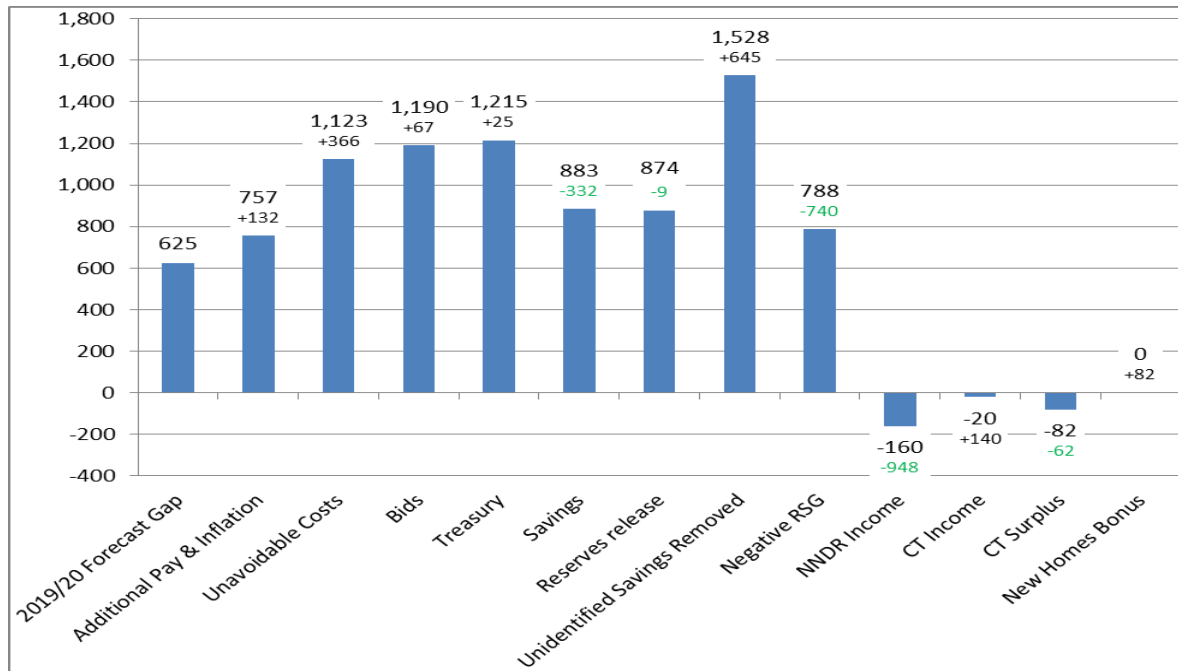
- Help me find somewhere to live in my locality
- Provide good things for me to see, do and visit
- Help me live my life independently
- Help me run a successful business
- Help me be financially independent
- Keep my place safe and looking good

3.2 When reviewing the budget projections officers consider the impact of demand on service and the costs associated with this demand. This may result in additional costs (associated with maintaining current service delivery) or reductions in anticipated income revenue over the next 4 years.

3.3 Over the last 12 months the Finance and Budget working group, as established by the Overview and Scrutiny Board has met on a regular basis to review costs, fees and charges and the capital programme and have made a number of recommendations to Cabinet.

3.4 Officers have factored in a number of assumptions into the Medium Term Financial Plan to update it in line with revised calculations and information from officers and Government.

3.5 The table below demonstrates the changes in the financial projections and budget gap for 2019/20 based on the original estimation of a £625k gap as presented in February 2018. Following the table there are explanations of the reasons for the changes resulting in an achieved balanced budget for 2019/20.



3.6 Additional pay and inflation

One of the pressures to the budget is the financial impact of implementing the National pay agreement in relation to revising the current pay model as approved by Council and currently under consultation with the unions.

3.7 Unavoidable Costs

When proposing the budget officers have also identified a number of budget pressures that have been deemed “unavoidable”. Unavoidable includes the ongoing effects of pressures identified during 2018/19 together with any issues that have been raised as fundamental to maintaining service provision as part of the budget process. In addition income shortfalls that cannot be managed by improved marketing or price increases have been addressed during the budget planning. The pressures and income shortfalls of £366k are identified at Appendix 1.

3.8 Bids

In addition to the unavoidable pressures revenue bids have been identified and included at Appendix 2. Bids relate to new funding requests made by officers to improve service delivery or to realise future efficiencies. The total bids for 2019/20 of £67k include funding for automation of transactional processing and funding for an apprentice.

3.9 Treasury

The slight increase of £25k is a result of the additional borrowing costs associated with the capital programme offset by the savings from making an up front payment to the pension fund.

3.10 Identified Savings/ additional income

Identified savings and additional income of £332k are detailed at Appendix 2. These are proposed to ensure that budget pressures can be met and demonstrate the additional income that the Council is generating. This includes the income of £80k that has been generated from the service agreement to provide Lifeline services to Cannock Council.

3.11 Unidentified savings

In previous years an assessment has been made of savings and additional income that could potentially be realised by the Council. It is proposed that there are no longer any savings or income allocations that are not specifically identified and therefore there is a pressure to the budget of £654k to reflect the removal of the unidentified savings.

3.12 Negative RSG

Whilst the final settlement has not been received the projections include the removal of the £740k negative grant payment to Government in line with the provisional settlement.

3.13 NNDR Income

For 2019/20 the Government assessed baseline for business rates is £1.718m. This is paid by the Government to Bromsgrove as a grant following the creation of the Worcestershire Business Rate Pilot. Under the Pilot the County Council receive 75% of the business rate income and the Government receive 25%. The County Council also receive all the Section 31 grant previously received by the County and Districts. The Pilot agreement includes a commitment of nil detriment and the County Council will top up payments to Districts in addition to the baseline grant to provide an equivalent income they would have received had the previous system remained in place. For Bromsgrove the top up payment is £0.884m. In relation to the no detriment clause it is assumed that any payment to the Birmingham LEP (estimated at £150k) will be met from the additional business rates received. Compared with the base budget assumption there has been an increase of £0.948m which reflects a mixture of business rate growth and additional section 31 support from the Government to compensate for national decisions that have reduced business rate income.

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3.14 Council Tax

The Council is allowed to increase Council Tax by up to 2.99% without the need for a referendum. The current projections include a 2.99% increase and therefore the demand on the collection fund to meet the Council's own needs will be £8.187m. The Council Tax relating to the Council's services will rise from £216.53 to £223.00.

In addition the Council pay parish precepts estimated at £902k which are funded from Council tax income from the specific parish area.

Compared with the base budget assumed for 2019/20 in the medium term financial plan there has been a reduction in Council Tax and reflects fewer new dwellings.

The resolutions as attached at Appendix 7 detail the statutory approvals in relation to the 2018/19 budget to be approved by Council and present the Council Tax to be recovered by Bromsgrove on behalf of our precepting bodies; Worcestershire County Council, Police and Crime Commissioner for West Mercia and Hereford and Worcester Fire and Rescue for 2019/20.

3.15 Council Tax Surplus

This is the estimated surplus based on the latest 2018/19 collection fund information.

3.16 New Homes Bonus (NHB)

3.16.1 The amount of NHB for 2019/20 has been confirmed as £1.589m which is £82k less than anticipated in the MTFP. This is due to the Band D equivalent properties being less than anticipated due to redevelopments not being delivered in the District. The 2019/20 income would be generated from 363 band D properties. However the 0.4% levy on growth equates to 171 properties which results in an annual reduction of £285k in New Homes Bonus received.

3.16.2 An assumption has been made that the Community Bid scheme will continue at a level of 25% per annum based on the additional New Homes Bonus payable for the year. For 2019/20 this equates to £74k.

3.17 Future Years

3.17.1 Assumptions have been made in the financial plan for the following years including

- The final year of the New Homes Bonus Scheme in 2019/20. Therefore an estimate of £295k is included in 2019/20 to continue for 4 years. There is no further funding included in the MTFP for "new" monies from

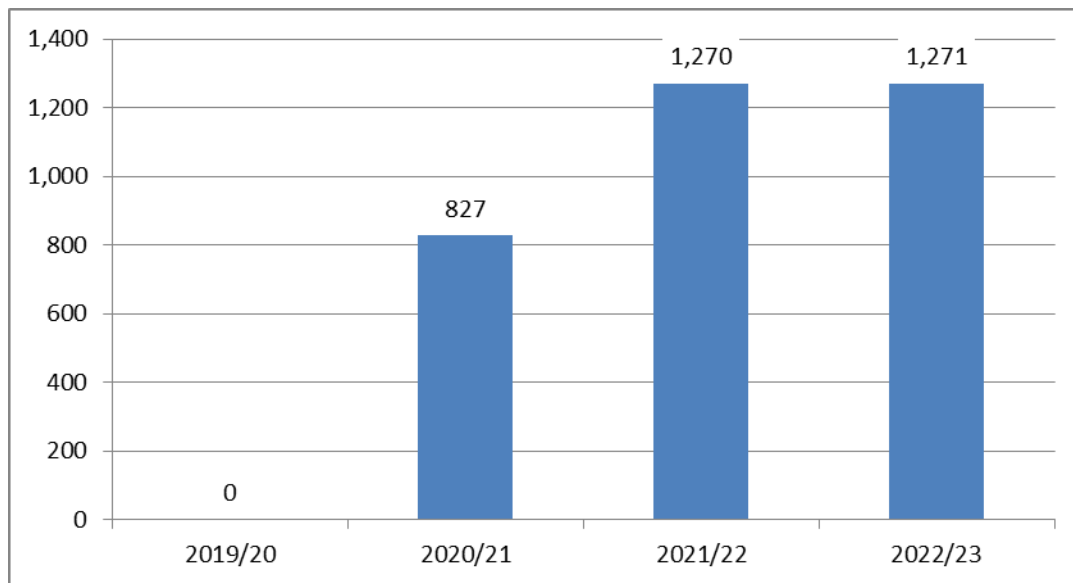
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2020/21 which will result in a considerable funding gap for the Council. In addition members will need to consider the impact on the community group funding from 2020/21. The level of 2019/20 funding of £74k has been retained in the financial plan for future considerations.

- Additional costs of borrowing for the capital programme. This includes the borrowing costs associated with the redevelopment of Burcot Lane. At present no potential income is included from the development to enable the outcome of the business case to be considered.
- Financial impact of the revised pay model

This results in a medium term financial gap to 2022/23 as follows:



Members should be advised that there is a great level of uncertainty around the funding available from Central Government from 2020/21. The budget presented above shows the position should all new Homes Bonus be removed with no reallocation of central funding to offset this shortfall. Therefore this position is potentially the worst financially for the Council over the 4 years and this will be better informed by the outcome of the fair funding and localisation of business rates legislation.

A more detailed table is below:

BROMSGROVE PROPOSED REVENUE BUDGET 2019/20-2022/23				
	2019-20	2020-21	2021-22	2022-23
	£000	£000	£000	£000
Departmental base budget	10,798	10,823	10,729	10,729
Incremental Progression/Inflation on Utilities	132	177	221	378
Unavoidables Pressures	366	240	243	245
Revenue Bids/Revenue impact of capital bids	67	42	25	25
Savings and Additional income	-332	-335	-354	-459
Reserve release	-9	-50	0	0
Unavoidable pressure funded from balances	150	0	0	0
Efficiency Savings rolled forward	654	782	885	888
Net Revenue Budget Requirement	11,826	11,678	11,749	11,806
FINANCING				
Contribution from worcestershire County Business rates pool	-2,602	-2,594	-2,624	-2,660
New Homes Bonus	-1,589	-1,185	-610	-295
Collection Fund Surplus (Council Tax)	-62	0	0	0
Council Tax	-8,187	-8,506	-8,884	-9,274
Investment Income	-38	-329	-726	-1,050
Interest Payable	133	660	1,018	1,186
MRP (Principal)	816	1,142	1,388	1,600
Discount on advanced pension payment	-147	-40	-40	-40
Proposed funding from balances	-150	0	0	0
Funding Total	-11,826	-10,851	-10,479	-10,534
General Balances				
Opening Balances	4,179	4,179	3,352	2,082
Contribution (from) / to General Balances	-0	-827	-1,270	-1,271
Agreed in year release of balances				
Closing Balances	4,179	3,352	2,082	811

3.18 General Fund

3.19.1 The level of the general fund balance is currently £4.179m. The minimum level of balances recommended is £750k however Members have agreed that a more reasonable level is £1.1m. It is clear that further savings are required over the period to maintain balances at the recommended level.

3.19 Collection Fund

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3.19.1 The anticipated collection fund surplus is £445k, which will be distributed amongst the major preceptors using the prescribed formulae. This Councils share of the surplus payable as a one off sum is £62k.

3.20 Precepts

3.20.1 The precepts from Worcestershire County Council, Hereford and Worcester Fire and Rescue Service and the Warwickshire and West Mercia Police and Crime Commissioner are due to set their precepts in the week commencing 11th February. This will enable the Council to set the Council Tax on 27th February 2019, which is in advance of the 28th February deadline on precepts being received. These are included in the resolutions.

3.21 Capital Programme

3.21.1 The Capital Programme has been considered to propose any new bids required to deliver services to the community. These are included at Appendix 4 with the proposed complete Capital Programme at Appendix 5. The borrowing costs have been factored into the revenue budget for the financial plan. There are detailed business cases available for all capital projects should members wish to consider them further.

3.22 Pay Policy

3.22.1 The Localism Act requires English and Welsh local authorities to produce a Pay Policy statement ('the statement'). The Act requires the statement to be approved by Full Council and to be adopted by 31st March each year for the subsequent financial year. The Pay Policy Statement for the Council is included at Appendix 6.

The Statement must set out policies relating to-

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

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

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

The information provided is based on the approved pay model that is currently under consultation with the unions.

4 Legal Implications

- 4.1 As part of the budget and the Council Tax approval process, the Council is required by the Local Government Finance Act 1992 to make specific calculations and decisions in approving a balanced budget for the following financial year and setting the Council Tax Level. These will be included in the report to Cabinet and Council in February.

5 Service / Operational Implications

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

6 Customer / Equalities and Diversity Implications

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

7 Risk Management

- 7.1 To mitigate the risks associated with the financial pressures facing the Authority regular monitoring reports are presented to both officers and Members to enable proactive action being undertaken to address any areas of concern. Risks include:
- Reductions in government funding leading to a reduction in the level of services delivered to the public
 - Reductions in business rates income as a result of appeals or reduction in the rateable value leading to a lower level of income for the Council.
 - Identification of sufficient and ongoing revenue savings to deliver a balanced budget.
 - Allocation of sufficient resources to meet the needs of service delivery and the Councils priorities.
 - Maintain adequate revenue and capital balances as identified in the MTFP to ensure financial stability.

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

8. Appendices

Appendix 1 - Unavoidable Pressures

Appendix 2 - Revenue Bids

Appendix 3 - Identified savings

Appendix 4 - Capital bids

Appendix 5 - Complete proposed Capital Programme

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13th February 2019

Appendix 6 – Pay Policy
Appendix 7 - Council Tax Resolutions (to follow)

Author of report

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UNAVOIDABLE PRESSURES - BDC

Appendix 1

Department	Description of Pressure	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Comments
Business Transformation	Occupational Health Budget	15	15	15	15	To increase the level of occupational health support to previous budget level to ensure staff are supported in their health and well being
Corporate Services	Treasury & Bank charges	20	20	20	20	Due to more on-line / bacs payments the bank charges have increased significantly
Corporate Services	Contribution to the Greater Birmingham & Solihull Local Enterprise Partnership	150	150	150	150	Contribution to the Greater Birmingham & Solihull Local Enterprise Partnership offset by income from the Worcestershire business rates pilot pool.
Legal & Democratic services	Local Elections for BDC	129	0	0	0	The budget is to fund the District election cost for May 2019.
Leisure & Cultural Services	Markets	52	55	58	60	Pressure relates to net additional costs to the Council of bringing service in house. This is an increase of £8k to the original report as officers have revised the projections in line with the true cost of service.
TOTAL		366	240	243	245	

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NEW REVENUE BIDS - BDC

Appendix 2

Department	Description of revenue bid	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Comments
Business Transformation	Legal advice specific to Employment Law	10	10	10	10	To ensure the Council can draw on specific employment law advice for complex cases when required.
Business Transformation	Automation Resource	15	15	15	15	To support the automation of processing and system functionality to enhance efficiency
Leisure & Cultural Services	Water bottle filling station	4	4	0	0	To provide water bottle filling units in Sanders Park and St Chads Park. These two trial sites will provide a facility that will help reduce the single use plastics and maintenance within these parks and provide access to water that is free of charge for users of the park. These units will be monitored as part of existing maintenance programme for existing buildings.
Leisure & Cultural Services	1 x post for Modern Apprenticeships within the parks and green space team to provide additional support in maintaining the parks and gardens across Bromsgrove including Sanders Park and Lickey End Park as well as football pitches and play areas across the District	8	8	0	0	Apprenticeships for Leisure's Parks and Green Space team were approved by management within the restructure in September 2017. However, budget is required as a revenue bid to support this important apprenticeship post. The additional support will help provide a quality green space and inspection team for Sanders Park and Lickey End Park as well as the play areas and sports pitches across the district.
Environmental Services	Staffing increases	30	5	0	0	Net impact of business case - Trade waste, General waste collection and place teams. This does not include capital costs.
TOTAL		67	42	25	25	

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SAVINGS & ADDITIONAL INCOME - BDC

Appendix 3

Department	Description of saving	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Comments
Community Services	Additional Income from new contract with Cannock Chase Council	-60	-60	-60	-60	new SLA with Cannock
Community Services	Additional Income from new contract with Cannock Chase Council - SLA with Cannock	-20	-20	-20	-20	new SLA with Cannock
Corporate Services	New Print Contract	-29	-29	-29	-29	Savings realised on procurement of new print contract
Corporate Services	Car Mileage	-2	-2	-2	-2	Reduction in Car Mileage
Corporate Services	Community Group Funding	-5	-4	-4	-4	Budget has decreased due to the impact of the New homes bonus scheme reducing.
Corporate Services	Vacancy Management	-166	-170	-172	-162	2% on any employee that does not require agency cover
Environmental Services	Review of budget allocations	-15	-15	-15	-15	Reductions in various materials, equipment & vehicle R&M budgets.
Environmental Services	Staffing increases	0	0	-17	0	Net impact of business case - Trade waste, General waste collection and place teams. This does not include capital costs these are reflected in the budget summary.
Legal & Democratic	Review of budget allocations within Land charges	-2	-2	-2	-2	Budget no longer required
Legal & Democratic	Additional income on external legal work	-7	-7	-7	-7	
Customer Services & Financial Support	Reduction in operational budgets	-26	-26	-27	-26	
Leisure & Cultural Services	Bromsgrove Sports and Leisure Centre income	0	0	0	-132	Impact of additional income for 2022/23.
TOTAL		-332	-335	-355	-459	

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CAPITAL BIDS - BDC

Appendix 4

Department	Description	Funding Source i.e. Grant, Borrowing, Reserve, S106	CAPITAL IMPLICATIONS				Commentary (link to priorities etc)
			2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	
Community Services	Replacement of CCTV cameras	capital receipts/Borrowing	40	40	40	0	This bid is in line with a recommendation by Cabinet on 31 October to have a 3 year rolling programme to replace the CCTV cameras.
Environmental services	Fleet replacement	capital receipts/Borrowing	477	0	0	1,113	Funding to the fleet replacement programme.
Leisure and Cultural Services	Re-landscaping of Recreation Ground	S106 - 14/082 Recreation Road, Bromsgrove (McArthy and Stone)	170	0	0	0	Proposal for S106 funding that is specifically allocated for re-landscape and enancement of the recreation ground, Bromsgrove Leisure officers to consult with stakeholders and partners to agree final design and landscape proposals.
TOTAL			687	40	40	1,113	

BDC Current Capital Programme 2019/20 - 2022/23

Appendix 5

Cap Proj	Description	Department	strategic purposes	Funding	2019/20 Total	2020/21 Total	2021/22 Total	2022/23 Total
					£	£	£	£
GC886	SAN Storage Capacity	Business Transformation	enabling	Capital Receipts/Borrowing	10,000	0	0	0
GC894	Burcot Lane	Customer services and financial support	keep my place safe and looking good	Public works loan board and grant homes england	1,611,000	2,065,000	4,396,000	0
GC411	Funding for DFGs	Community Services	help me live my life independently	Grant income WCC	750,000	750,000	750,000	0
GC1341	Energy Efficiency Installation	Community Services	help me live my life independently	Capital Receipts/Borrowing	110,000	0	0	0
GC1064	Home Repairs Assistance	Community Services	help me live my life independently	Long Term Debtors	50,000	50,000	50,000	0
GC1337	CCTV	Community Services	help me live my life independently	Capital Receipts/Borrowing	40,000	40,000	40,000	0
GC1283	Fleet Replacement	Environmental Services	keep my place safe and looking good	Capital Receipts/Borrowing	1,548,000	866,000	436,000	1,208,000
GC1312	Wheelie Bin Purchase	Environmental Services	Keep my place safe and looking good	Capital Receipts/Borrowing	126,000	94,000	94,000	0
GC1355	Depot Site resurfacing phase 2	Environmental Services	Keep my place safe and looking good	Capital Receipts/Borrowing	100,000	0	0	0
New	Re-landscaping of Recreation Ground	Leisure & Cultural Services	provide good things for me to see, do & visit	S106 - 14/082 Recreation Road, Bromsgrove (McArthy and Stone)	170,000	0	0	0
	TOTAL CURRENT CAPITAL PROGRAMME				4,515,000	3,865,000	5,766,000	1,208,000

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APPENDIX 6

BROMSGROVE DISTRICT COUNCIL PAY POLICY STATEMENT

Introduction and Purpose

1. Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as authority thinks fit”. This pay policy statement sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. It shall apply for the financial year 2019/20 and each subsequent financial year, until amended. The information provided is based on a proposed model that is still subject to consultation.
2. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;
 - a. the methods by which salaries of all employees are determined;
 - b. the detail and level of remuneration of its most senior staff i.e. ‘chief officers’, as defined by the relevant legislation;
 - c. the Committee(s) responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and for recommending any amendments to the full Council
3. Once approved by the full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis, in accordance with the relevant legislation prevailing at that time.

Legislative Framework

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

Pay Structure

5. The Council’s pay and grading structure comprises grades 1 – 11. These are followed by grades for Managers 1 - 2, Head of Service 1, Head of Service 2, Head of Service 3, Executive Director, Deputy Chief Executive and then Chief Executive; all of which arose following the introduction of shared services with Redditch Borough Council.

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6. Within each grade there are a number of salary / pay points. Up to and including grade 11 scale, at spinal column point 43, the Council uses the nationally negotiated pay spine. Salary points above this are locally determined. The Council's Pay structure is set out below. This includes the increases for grade 1-11 as agreed by the National Joint Council for 2019.

Grade	Spinal Column Points		Nationally determined rates	
			Minimum £	Maximum £
1	1	2	17,364	17,711
2	2	5	17,711	18,795
3	5	9	18,795	20,344
4	9	14	20,344	22,462
5	14	19	22,462	24,799
6	19	24	24,799	27,905
7	25	30	28,875	32,878
8	30	34	32,878	36,876
9	34	37	36,876	39,782
10	37	40	39,782	42,683
11	40	43	42,683	45,591
Manager 1	Hay evaluated	43%	54,658	56,885
Manager 2	Hay evaluated	45%	56,885	59,221
Head of Service 1	Hay evaluated	51%	65,005	67,659
Head of Service 2	Hay evaluated	61%	78,006	81,190
Head Of Service 3	Hay evaluated	68%	87,027	90,212
Executive Director	Hay evaluated	74%	94,456	98,171
Deputy Chief Executive	Hay evaluated	80%	101,968	106,131
Chief Executive	Hay evaluated	100%	127,461	132,664

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

Senior Management Remuneration

12. For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2019 (assuming no inflationary increase for these posts).
13. Bromsgrove District Council is managed by a senior management team who manage shared services across both Redditch Borough and Bromsgrove District Councils. All of the posts listed below have been job evaluated on this basis, with the salary costs for these posts split equally between both Councils.

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Title	% of Chief executive salary	Pay range (minimum) £	Pay range (maximum) £	Incremental points	<i>Cost to Bromsgrove District Council</i> £
Chief Executive	100%	127,461	132,664	3	65,031
Deputy Chief Executive	80%	101,968	106,131	3	52,024
Executive Director of Finance and Resources. (Also S151 Officer)	74%	94,456	98,171	3	48,156
Head of Worcestershire Regulatory Services	68%	87,027	90,212	3	<i>This is a shared post across 6 district Authorities at a cost of £14,769 each</i>
Head of Customer Access and Financial Support	61%	78,006	81,190	3	39,799
Head of Planning and Regeneration	61%	78,006	81,190	3	39,799
Head of Transformation and Organisational Development	61%	78,006	81,190	3	39,799
Head of Legal, Equalities and Democratic Services	61%	78,006	81,190	3	39,799

Head of Environmental Services	61%	78,006	81,190	3	39,799
Head of Leisure and Cultural Services	61%	78,006	81,190	3	39,799
Head of Community Services	61%	78,006	81,190	3	39,799

Recruitment of Chief Officers

14. The Council's policy and procedures with regard to recruitment of chief officers is set out within the Officer Employment Procedure Rules as set out in the Council's Constitution. When recruiting to all posts the Council will take full and proper account of its own equal opportunities, recruitment and redeployment Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements in accordance with its relevant policies.

15. Where the Council remains unable to recruit chief officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any Chief Officers under such arrangements.

Performance-Related Pay and Bonuses – Chief Officers

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

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

17. In addition to the basic salary for the post, all staff may be eligible for other payments under the Council's existing policies. Some of these payments are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfilment of duties. The list below shows some of the kinds of payments made.
 - a. reimbursement of mileage. At the time of preparation of this statement, the

- Council pays an allowance of 45p per mile for all staff, with additional or alternative payments for carrying passengers or using a bicycle;
- b. professional fees. The Council pays for or reimburses the cost of one practicing certificate fee or membership of a professional organisation provided it is relevant to the post that an employee occupies within the Council.
 - c. long service awards. The Council pays staff an additional amount if they have completed 25 years of service.
 - d. honoraria, in accordance with the Council's policy on salary and grading. Generally, these may be paid only where a member of staff has performed a role at a higher grade;
 - e. fees for returning officer and other electoral duties, such as acting as a presiding officer of a polling station. These are fees which are identified and paid separately for local government elections, elections to the UK Parliament and EU Parliament and other electoral processes such as referenda;
 - f. pay protection – where a member of staff is placed in a new post and the grade is below that of their previous post, for example as a result of a restructuring, pay protection at the level of their previous post is paid for the first 12 months. In exceptional circumstance pay protection can be applied for greater than 12 months with the prior approval of the Chief Executive.
 - g. market forces supplements in addition to basic salary where identified and paid separately;
 - h. salary supplements or additional payments for undertaking additional responsibilities such as shared service provision with another local authority or in respect of joint bodies, where identified and paid separately;
 - i. attendance allowances.

Payments on Termination

- 18. The Council's approach to discretionary payments on termination of employment of chief officers prior to reaching normal retirement age is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.
- 19. Any other payments falling outside the provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the full Council or relevant elected members, committee or panel of elected members with delegated authority to approve such payments.
- 20. Redundancy payments are based upon an employee's actual weekly salary and, in accordance with the Employee Relations Act 1996, will be up to 30 weeks, depending upon length of service and age.

Publication

- 21. Upon approval by the full Council, this statement will be published on the Council's

website. In addition, for posts where the full time equivalent salary is at least £50,000, the Council's Annual Statement of Accounts will include a note on Officers Remuneration setting out the total amount of:

- a. Salary, fees or allowances paid to or receivable by the person in the current and previous year;
- b. Any bonuses so paid or receivable by the person in the current and previous year;
- c. Any sums payable by way of expenses allowance that are chargeable to UK income tax;
- d. Any compensation for loss of employment and any other payments connected with termination;
- e. Any benefits received that do not fall within the above.

Lowest Paid Employees

22. The Council's definition of lowest paid employees is persons employed under a contract of employment with the Council on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 1st April 2019 this is £17,364 per annum.
23. The Council also employs apprentices (or other such categories of workers) who are not included within the definition of 'lowest paid employees' (as they are employed under a special form of employment contract; which is a contract for training rather than actual employment).
24. The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.
25. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that "it would not be fair or wise for the Government to impose a single maximum pay multiple across the public sector". The Council accepts the view that the relationship to median earnings is a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the authority's workforce.
26. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

Accountability and Decision Making

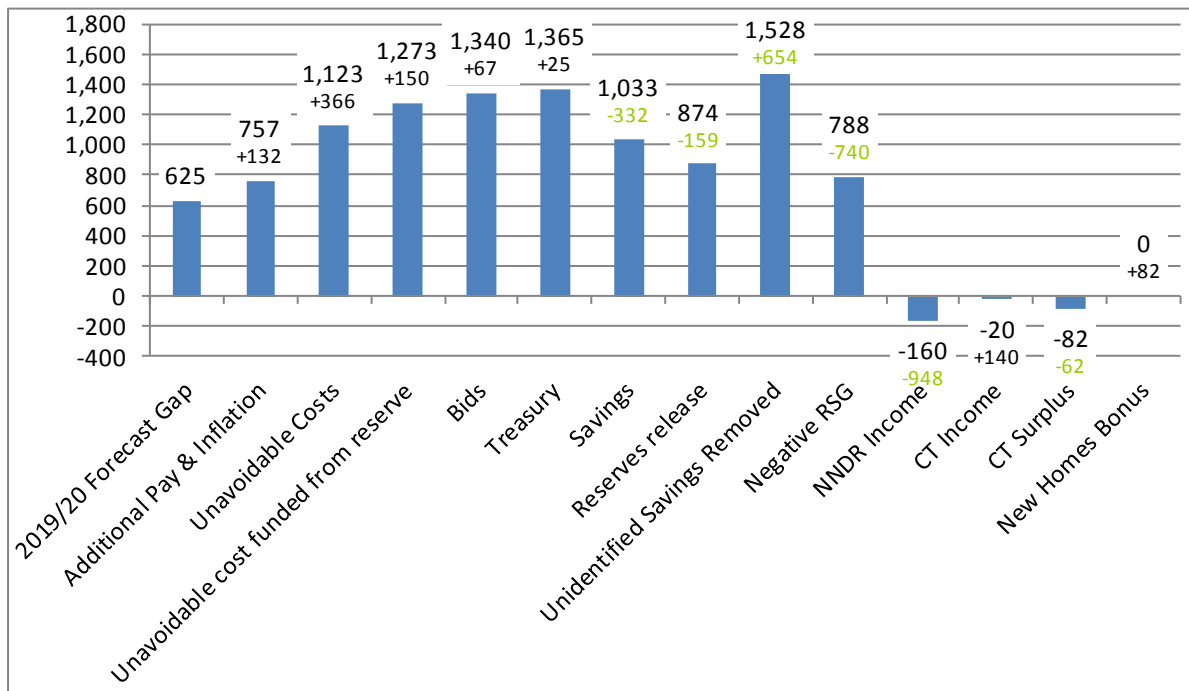
28. In accordance with the Constitution of the Council, the Council is responsible for setting the policy relating to the recruitment, pay, terms and conditions and severance arrangements for employees of the Council. Decisions about individual employees are delegated to the Chief Executive.
29. The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

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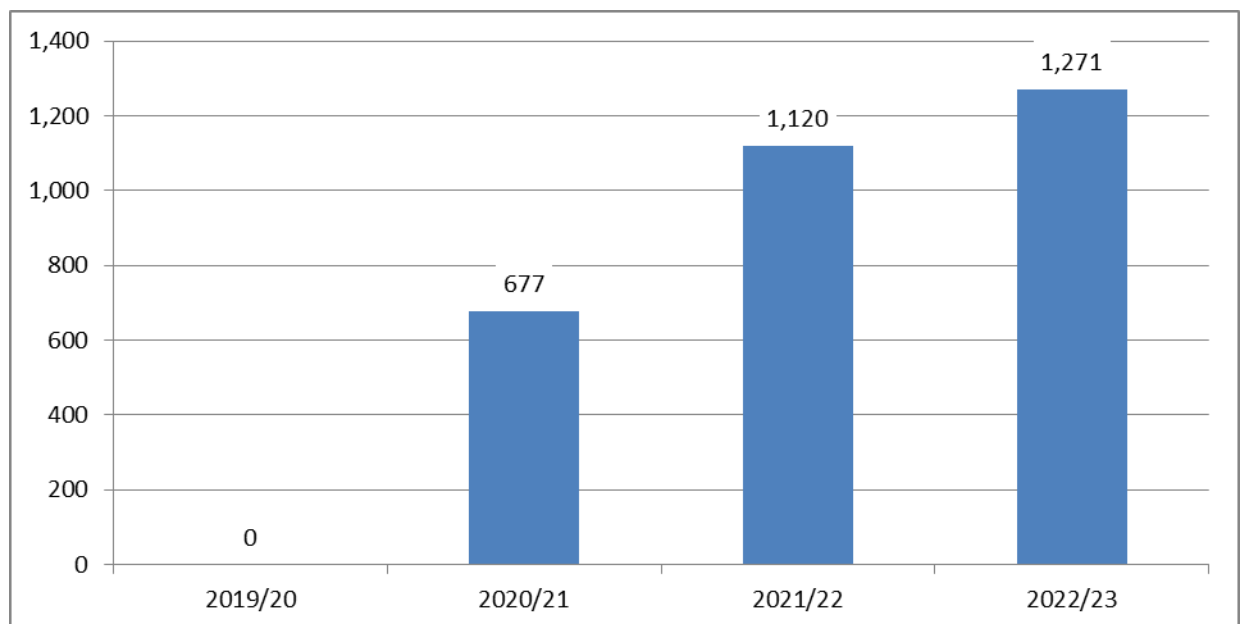
Revised recommendation:

**2.1.5 The approval of the release from reserves of:
£150k to fund Mott Macdonald in 2019/20 only**

Revised table 3.5 (page 127)



Revised table 3.17.1 (page 130)



Revised table 3.17.1 (page 131)

BROMSGROVE PROPOSED REVENUE BUDGET 2019/20-2022/23				
	2019-20	2020-21	2021-22	2022-23
	£000	£000	£000	£000
Departmental base budget	10,798	10,823	10,729	10,729
Incremental Progression/Inflation on Utilities	132	177	221	378
Unavoidables Pressures	366	240	243	245
Revenue Bids/Revenue impact of capital bids	67	42	25	25
Savings and Additional income	-332	-335	-354	-459
Reserve release	-159	-200	-150	0
Unavoidable pressure funded from Reserves	150	0	0	0
Efficiency Savings rolled forward	654	782	885	888
Net Revenue Budget Requirement	11,676	11,528	11,599	11,806
FINANCING				
Contribution from worcestershire County Business rates pool	-2,602	-2,594	-2,624	-2,660
New Homes Bonus	-1,589	-1,185	-610	-295
Collection Fund Surplus (Council Tax)	-62	0	0	0
Council Tax	-8,187	-8,506	-8,884	-9,274
Investment Income	-38	-329	-726	-1,050
Interest Payable	133	660	1,018	1,186
MRP (Principal)	816	1,142	1,388	1,600
Discount on advanced pension payment	-147	-40	-40	-40
Funding Total	-11,676	-10,851	-10,479	-10,534
General Balances				
Opening Balances	4,179	4,179	3,502	2,382
Contribution (from) / to General Balances	-0	-677	-1,120	-1,271
Agreed in year release of balances				
Closing Balances	4,179	3,502	2,382	1,111

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

Document is Restricted

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