



## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE CABINET**

**WEDNESDAY 15TH MARCH 2023**

**AT 6.00 P.M.**

**PARKSIDE SUITE - PARKSIDE**

**MEMBERS:** Councillors K.J. May (Leader), G. N. Denaro (Deputy Leader),  
M. A. Sherrey, P.L. Thomas and S. A. Webb

### **AGENDA**

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

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
3. **To confirm the accuracy of the minutes of the meeting of the Cabinet held on 22nd February 2023 (Pages 7 - 12)**
4. **Overview and Scrutiny Board**
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes
5. **Financial and Performance Monitoring Quarter 3 Report (Pages 13 - 64)**
6. **Outcomes of the Audit Task Group (to follow)**
7. **To consider any urgent business, details of which have been notified to the Head of Legal, Democratic and Property Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting**

8. **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>
9	3

9. **Former Market Hall Site Proposal (Pages 65 - 102)**

K. DICKS  
Chief Executive

Parkside  
Market Street  
BROMSGROVE  
Worcestershire  
B61 8DA

7th March 2023

If you have any queries on this Agenda please contact  
Jo Gresham

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## **GUIDANCE ON FACE-TO-FACE MEETINGS**

At the current time, seating at the meeting will be placed in such a way as to achieve as much space as possible for social distancing to help protect meeting participants.

If you have any questions regarding the agenda or attached papers, please do not hesitate to contact the officer named above.

### **GUIDANCE FOR ELECTED MEMBERS ATTENDING MEETINGS IN PERSON**

Members and Officers who still have access to lateral flow tests (LFTs) are encouraged to take a test on the day of the meeting. Meeting attendees who do not have access to LFTs are encouraged not to attend a Committee if they have if they have common cold symptoms or any of the following common symptoms of Covid-19 on the day of the meeting; a high temperature, a new and continuous cough or a loss of smell and / or taste.

The meeting venue will be fully ventilated, and Members and officers may need to consider wearing appropriate clothing in order to remain comfortable during proceedings.

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Members of the public who still have access to lateral flow tests (LFTs) are encouraged to take a test on the day of the meeting. Meeting attendees who do not have access to LFTs are encouraged not to attend a Committee if they have any of the following common symptoms of Covid-19 on the day of the meeting; a high temperature, a new and continuous cough or a loss of smell and / or taste.

**Notes:**

**Although this is a public meeting, there are circumstances when Council might have to move into closed session to consider exempt or confidential information. For agenda items that are exempt, the public are excluded.**



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## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE CABINET**

**WEDNESDAY 22ND FEBRUARY 2023, AT 4.00 P.M.**

PRESENT: Councillors K.J. May (Leader), G. N. Denaro (Deputy Leader),  
P.L. Thomas and S. A. Webb

Officers: Mr. K. Dicks, Mrs. S. Hanley, Mr P. Carpenter,  
Mrs. C. Felton, Ms M. Howell, Mrs. J. Bayley-Hill and  
Mrs J. Gresham

68/22 **TO RECEIVE APOLOGIES FOR ABSENCE**

Apologies for absence were received on behalf of Councillor M. Sherrey.

69/22 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

70/22 **TO CONFIRM THE ACCURACY OF THE MINUTES OF THE MEETING  
OF THE CABINET HELD ON 15TH FEBRUARY 2023 (TO FOLLOW)**

The minutes from the Cabinet meeting that took place on 15<sup>th</sup> February 2023 were submitted for Members' consideration.

**RESOLVED** that the minutes of the Cabinet meeting held on 15<sup>th</sup> February 2023 be approved as a true and accurate record.

71/22 **COUNCIL TAX RESOLUTIONS 2023/24 (TO FOLLOW)**

The Head of Finance and Customer Services presented the Council Tax Resolutions 2023/24 report for Members' consideration.

Cabinet was informed that this report was seeking the formal approval of the Council Tax Resolutions for 2023/2024. The report took into account the spending requirements of Bromsgrove District Council, Worcestershire County Council (WCC), the Police and Crime Commissioner for West Mercia, Hereford and Worcester Fire Authority and the various Parish Councils.

The various precepting bodies had provided details regarding the amount in precepts they required for 2023/24. Members were advised that, should Council approve the recommendations contained within the report, the average band D Council Tax would be £2,097.255. This was an increase of 4.75% from the previous year.

Finally, Cabinet was informed that the total Council Tax Base 2023/24 had been calculated as £39,919.44.

**RECOMMENDED** that Council approve:

- 1) the calculation for the Council Tax requirement for the Council's own purposes for 2023/24 (excluding Parish precepts) as **£9,204,565.**
- 2) That the following amounts be calculated for the year 2023/24 in accordance with sections 31 to 36 of the Act:
  - (a) £46,449,077 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act (taking into account all precepts issued to it by Parish Councils) (*i.e., Gross expenditure*)
  - (b) £36,113,337 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act. (*i.e., Gross income*)
  - (c) £10,335,740 being the amount by which the aggregate of 1.2.2(a) above exceeds the aggregate at 1.2.2(b) above, calculated by the Council, in accordance with Section 31A (4) of the Act, as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
  - (d) £272.57 being the amount at 1.2.2 (c) above (Item R), all divided by Item T (1.1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).

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- (e) £1,131,175 being the aggregate amount of all special items (Parish precepts) referred to in Section 34 (1) of the Act (as per the attached **Schedule 3**).
  - (f) £242.74 being the amount at 1.2.2 (d) above less the result given by dividing the amount at 1.2.2 (e) above by Item T (1.1 (a) above), calculated by the Council, in accordance with Section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates.
  - (g) The amounts shown in Column 3 of **Schedule 1**. These are the basic amounts of the council tax for the year for dwellings in those parts of the Council's area shown in Column 1 of the schedule respectively to which special items relate, calculated by the Council in accordance with Section 34(3) of the Act. (District and Parish combined at Band D).
  - (h) The amounts shown in Column 5 of **Schedule 1** being the amount given by multiplying the amounts at 2.2.2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;
- 3) It be noted that for the year 2023/24, Worcestershire County Council, Police and Crime Commissioner for West Mercia and Hereford and Worcester Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwelling in the Council's area as indicated below:

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	Valuation Bands							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Worcestershire County Council	977.19	1,140.05	1,302.92	<b>1,465.78</b>	1,791.51	2,117.24	2,442.97	2,931.56
Police and Crime Commissioner for West Mercia	176.33	205.72	235.11	<b>264.50</b>	323.28	382.06	440.83	529.00
Hereford and Worcester Fire Authority	62.93	73.42	83.91	<b>94.40</b>	115.38	136.36	157.33	188.80

- 4) That having calculated the aggregate in each case of the amounts at 1.2.2(h) and 1.2.3 above, that Bromsgrove District Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992 hereby sets the amounts shown in **Schedule 2** as the amounts of Council Tax for 2023/24. for each part of its area and for each of the categories of dwellings.
- 5) That the Interim Director of Finance be authorised to make payments under Section 90(2) of the Local Government Finance Act 1988 from the Collection Fund by ten equal instalments between April 2023 to March 2024 as detailed below:

	Precept £	Deficit on Collection Fund £	Total to pay £
Worcestershire County Council	55,581,557.00	(715,149.00)	54,866,408.00
Police and Crime Commissioner for West Mercia	10,029,691.88	(127,825.00)	9,901,866.88
Hereford & Worcester Fire Authority	3,579,733.94	(45,773.00)	3,533,960.94

- 6) That the Interim Director of Finance be authorised to make transfers under Section 97 of the Local Government Finance Act 1988 from the Collection Fund to the General Fund the sum of £10,199,253 being the Council's own demand on the Collection Fund (£9,204,565) and Parish Precepts (£1,131,175) and the distribution of the Deficit on the Collection Fund (-£136,487).

- 7) That the Interim Director of Finance be authorised to make payments from the General Fund to Parish Councils the sums listed on **Schedule 3** by two equal instalments on 1 April 2023 and 1 October 2023 in respect of the precept levied on the Council.
- 8) That the above resolutions to be signed by the Chief Executive for use in legal proceedings in the Magistrates Court for the recovery of unpaid Council Taxes.
- 9) Notices of the making of the said Council Taxes signed by the Chief Executive are given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.

**RESOLVED** to note that at its meeting on 18<sup>th</sup> January 2023 they approved the calculated Council Tax Base 2023/24 as

- (a) for the whole Council area as 37,919.44 [Item T in the formula in Section 31B of the Local Government Act 1992, as amended (the “Act”)]; and
- (b) for dwellings in those parts of its area to which a Parish precept relates the amounts as shown in Column 4 of the attached **Schedule 1**.

72/22

## **MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 17TH JANUARY 2023**

The Chairman of the Overview and Scrutiny Board presented the minutes from the meeting of the Board held on 17<sup>th</sup> January 2023.

Cabinet was informed that during the discussion of the Levelling Up Fund – Purchase of Windsor Street Site and Former Market Hall Site, Members had outlined their concerns in respect of these projects and had made relevant Members and Officers aware of these concerns.

At this meeting, the Board also received an update on Planning Enforcement and Councillor Hotham was pleased to report that there had been significant improvements made in this area. In particular, the retention of Worcestershire Regulatory Services (WRS) Officers, who had been contracted during the Covid-19 pandemic had been successful and it was hoped that this would continue in the future.

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Members were advised that at this meeting of the Board there had been a detailed discussion regarding the future membership of the Finance and Budget Working Group. It was agreed that the membership of the Working Group for the 2023-24 municipal year would comprise of 7 Members, 6 Members of the Overview and Scrutiny Board plus the Chairman of the Audit, Standards and Governance Committee. However, it was also agreed that, should vacant posts remain after members of the Overview and Scrutiny Board had been approached, Members who did not sit on Cabinet would be approached and could be appointed to fill those vacancies. The Terms of Reference would be updated accordingly.

Finally, it was reported that at this meeting, Councillor S. Baxter had provided, as the Council's representative on Worcestershire Health Overview and Scrutiny Committee (HOSC), an update in respect of the issues effecting the hospitals within the County, which had been widely reported over the previous twelve months.

The meeting closed at 4.12 p.m.

Chairman

#### **Quarter 3 2022-23 – Financial and Performance Report**

Relevant Portfolio Holder	Councillor Denaro – Portfolio Holder for Finance and Governance
Portfolio Holder Consulted	Yes
Relevant Head of Service	Michelle Howell Deborah Poole
Report Authors	Head of Finance and Customer Services <a href="mailto:michelle.howell@bromsgroveandredditch.gov.uk">michelle.howell@bromsgroveandredditch.gov.uk</a> Head of Business Transformation, Organisational Development and Digital Strategy <a href="mailto:d.poole@bromsgroveandredditch.gov.uk">d.poole@bromsgroveandredditch.gov.uk</a>
Wards Affected	All Wards
Ward Councillor(s) consulted	No
Relevant Strategic Purpose(s)	All
Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

#### **1. RECOMMENDATIONS**

**The Cabinet is asked to RESOLVE that:**

- 1) The current financial position in relation to Revenue and Capital Budgets for the period April to December 2022 be noted;  
And**
- 2) The Q3 Performance data for the Period October to December 2022 be noted.**
- 3) That the updated Bromsgrove District Council - Council Tax Support Fund Policy 2023-24 be approved - set out in Appendix E.**
- 4) That £15k be approved to be released from General Fund Reserves to administer the Energy Fund Support Schemes if the Government do not Grant New Burdens Funding to cover these costs.**

#### **2. BACKGROUND**

- 2.1 This report presents at Quarter 3 (October – December) 2022/23**

- the Council's forecast outturn revenue monitoring position for 2022/23 based on data to the end of Quarter 3
- An update on progress on the 2023/24 budget process
- The organisations performance against the strategic priorities outlined in the Council Plan Addendum, including operational measures to demonstrate how the council is delivering its services to customers.

### **3. DETAILED PERFORMANCE**

#### **Financial Performance**

- 3.1 As part of the monitoring process a detailed review has been undertaken to ensure that issues are considered, and significant savings and cost pressures are addressed. This report sets out, based on the position at the end of Quarter 3, the projected revenue outturn position for the 2022/23 financial year and explains key variances against budget.
- 3.2 The £12.1m full year revenue budget included in the table below is the budget that was approved by Council in March 2022.
- 3.3 At Quarter 1 of 2022/23, it was noted that the budget included £478,000 of organisational efficiency targets which had not been allocated to services. This target was offset in the main by forecast underspends across other service areas predominantly due to vacancies. The 2022/23 budget has therefore been revised to reflect the allocation of the operational efficiency target to those areas. The projected outturn figure at Q3 is a £902k overspend, an increase of £560k over the Q2 £342k overspend position. These figures are after the "absorption" of £424k of non-allocated savings and efficiency targets.

	2022/23 Full Year Budget	2022/23 Cross- cutting saving allocation	2022/23 Revised Budget	Q2 Adjusted Variance (Under) / Over spend	2022/23 Q3 Actual	2022/23 Q3 Adjusted Forecast Outturn	2022/23 Q3 Forecast Outturn Variance
Regulatory Client	228,063	0	228,063	0	150,207	230,600	2,536
Business Transformation & Organisational Development	1,857,867	(156,971)	1,700,896	(378)	800,922	1,622,482	(78,414)
Chief Executive	1,797,361	(3,293)	1,794,068	(59,768)	687,360	1,761,399	(32,669)
Community & Housing GF Services	1,093,315	(80,173)	1,013,142	13,787	648,094	1,079,468	66,325
Environmental Services	3,438,085	(42,175)	3,395,910	(57,019)	1,379,014	3,712,241	316,331
Financial & Customer Services	1,406,322	(87,038)	1,319,284	5,723	3,139,750	1,447,658	128,374
Legal, Democratic & Property Services	1,146,850	(4,235)	1,142,615	385,580	1,046,914	1,554,259	411,644
Planning, Regeneration & Leisure Services	1,578,027	(50,182)	1,527,845	0	1,111,931	1,562,270	34,425
Cross cutting savings and efficiency targets	(477,890)	424,067	(53,823)	53,823	0	0	53,823
<b>Net Expenditure before Corporate Financing</b>	<b>12,068,000</b>	<b>0</b>	<b>12,068,000</b>	<b>341,758</b>	<b>8,964,193</b>	<b>12,960,376</b>	<b>902,376</b>

#### 3.4 *Budget Variances*

The following paragraphs explain the forecast variances for each area against the 2022/23 revenue budgets (a more detailed analysis of which can be found at Appendix A). It is important to note that, at this stage in the financial year there are a number of instances where annual expenditure or accruals may distort the profiling as reflected in the Q3 actual; this has been reflected in the forecast outturn for each service area.

**A significant change across all budgets between Q2 and Q3 is the allocation of the £1,925 pay award across all pay scales.** This was agreed after the Q2 monitoring and was implemented to all staff in the December 2022 payroll.

In addition to this, it is also important to note that the Council is yet to close its accounts for the 2020/21 and 2021/22 financial years. This

could therefore result in adjustments to the actual expenditure/income and forecast outturn positions as reported in the table above. Further updates will be provided to Members throughout the financial year.

#### **Business Transformation & Organisational Development – £78k underspend position**

Within Business Transformation & Organisational Development there is an underspend against the Staffing and Equalities Grant and underspends in ICT and Policy Teams which is offset by an Apprenticeship Levy payment to HMRC.

#### **Chief Executive – £32k underspend**

Within the Chief Executive area there is a forecast underspend due to anticipated budget efficiencies against expenditure budgets.

#### **Community and Housing General Fund Services - £66k overspend**

Within Community and Housing General Fund Services there are two services in particular that have a significant forecast outturn variance against budget:

- Housing Options (£76k overspend) – This is as a result of the inflationary costs of the Homelessness contract which had not been forecasted. Further temporary accommodation costs are paid up front and reconciled with income at the end of the year.
- The Community Safety/CCTV underspend has reduced to £38k from the previous months figure of £57k.
- Other increases are due to the implications of the pay award.

#### **Environmental Services – £316K overspend**

Within Environmental Services there are four services in particular that have a significant forecast outturn variance against budget mostly due to the pay award:

- Waste Management - £175k
- Engineering and Design - £57k
- Place Teams - £27k
- Management and Support £23k

In addition, there are increase utilities costs in Car Parks of £24k.

#### **Finance & Customer Services - £128k overspend**

Within Finance & Customer Services there are increased staffing costs of £131k and increased ICT costs in Revenues of £36k offset by underspending in Customer Services and benefits.

#### **Legal, Democratic and Property Services - £411k overspend**

Within Legal, Democratic and Property Services the overall forecast overspend has arisen largely due to variances within two service areas:

- Facilities Management/SLM (£421k overspend) – The Council has a contract with SLM to deliver Leisure Management Services on its behalf at Bromsgrove Sports and Leisure Centre (BSLC). During the Covid-19 pandemic, the BSLC had to temporarily close and received financial support from the Council via the General Covid-19 grant. The Leisure sector continues to recover from the effects of the Covid-19 pandemic, and it is therefore prudent to reflect an anticipated in-year pressure in this area.
- Legal Services (£23k underspend) – Due to vacancies.

#### **Planning, Regeneration and Leisure Services – £34k overspend**

Planning, Regeneration and Leisure Services now are in a slight overspend position. This is mainly due to the increased pay award. This outturn position also includes the costs related to the Council's successful defence in the Foxlydiate Judicial Review and also external legal advice linked to Development Management.

#### **Cross cutting savings and efficiency targets - £54k to be delivered**

There is a forecast overspend due to organisational efficiency targets that have not been allocated to service areas and cross council savings and efficiency initiatives. Organisational efficiency targets totalling £424k have been allocated to service areas based upon forecast underspends as at quarter 1; predominantly linked to vacancies. This will be kept under review as we progress through the financial year. It is important to note however that forecast underspends within other service areas, as detailed in this report, will help to achieve this target. This will be kept under review as we progress through the financial year.

#### **Regulatory Client – 2K Overspend**

A small overspend position on the Regulatory Client is currently forecast for the year. This takes into account the budgetary increases approved at the Worcestershire Regulatory Services Board Meeting in November 2022.

- 3.5 Overall, the Council is currently forecasting a revenue overspend in the region of £902k for the 2022/23 financial year. This position will continue to be reviewed particularly given the impact of the increasing costs linked to inflation and further updates will be provided to Councillors throughout 2022/23.
- 3.6 This in-year budget forecast reflects the best information available at the present time, however it is important to note that there are a number of key factors that may impact upon the financial position which are not yet reflected fully within the forecast, including:
- The present cost of living crisis and the impact that this may have upon demand for council services, including the impact of homelessness and the cost of bed and breakfast temporary accommodation costs.
  - Inflationary increases – general inflation has been running at 10% and will impact upon transport costs, utilities and contracts in particular.
  - Ensuring all invoicing is up to date – especially as we move closer to the end of financial year at the end of March.

### **Capital Monitoring**

- 3.7 A capital programme of £2.4m was approved in the Budget for 2022/23 in March 2022. This has been fully reviewed as part of the MTFP using actual data as at the end of December 2022. The table below and detail in Appendix B set out the Capital Programme schemes that are approved for the MTFP time horizon.

<b>Financial Year</b>	<b>Total Budget £000</b>	<b>Council Funded £000</b>	<b>External Funded £000</b>
2021/22	16,511	12,146	4,366
2022/23	8,126	1,485	6,641
2023/24	10,852	1,694	9,158
2024/25	4,921	2,224	2,697
2025/26	3,156	1,558	1,598

- 3.8 Many of these schemes are already in partial delivery in the 2022/23 financial year. As per the Recommendation in the MTFP this list agreed the sums not spent in 2022/23 (and 2021/22 by default if schemes originated earlier than 2022/23 as sums have been carried

forward through last year's final MTFS Report into 2021/22) to be carried forward into 2023/4.

3.9 As part of this expenditure, the Council has the following Grant Funded Schemes which are being delivered in 2022/23:

- Levelling Up – Cabinet in June noted progress made to date on £1.8m of Levelling Up schemes for 2022/23 and delegated authority to proceed to spend the Levelling Up Fund allocation totalling £1.8m on the required demolition and remediation works at the Windsor Street site and to engage a design and build contractor on the Market Hall site.
- UK Shared Prosperity Fund - £340k of grant spent (although a significant amount will be revenue based).

3.10 The spend at Quarter 3 is £7.2m against the overall 2022/23 capital budget totalling £8.1m as detailed in Appendix B plus carry forward amounts of £11.8m from previous years (mostly Burcot Housing).

### Reserves

3.11 The position in relation to Reserves was reviewed by the Corporate Management Team in December. This was then reflected in the final MTFP Report which was presented to and approved by Council as reported to Council in February 2023. This is set out in Appendix C.

3.12 **Earmarked Reserves**, which have seen little movement over the past couple of years, were full reviewed:

- £1.053m has been able to be reallocated to a Utilities Reserve and £2.682m transferred to the General Fund.
- The majority of funding to support these changes came from the C-19 Reserve (£1.177m), the Finance Reserve (£1.000m), and the Economic Regeneration Reserve (£0.600m).
- It is assumed that the Utilities Reserve will reduce to 0 over the MTFP period.

3.13 The significant issue for the **General Fund** is the impact of the 2022/23 overspend position, which as per the Q2 Monitoring Report was £1.424m. This is what was reflected in the MTFP. However, Q3 monitoring sets out a significant improvement of this position to a £0.902m overspend position. This is a £0.560m improvement over that reported in the budget reports and improves the General Fund level end of the MTFP period, the 31st March 2026, to £6.1m (from the £5.6m reported in the MTFP).

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#### **Bromsgrove District Council - Council Tax Support Fund Policy 2023-24**

- 3.14 The Bromsgrove District Council - Council Tax Support Fund Policy 2023-24 is set out in Appendix E.
- 3.15 The Council is keen to support all eligible taxpayers within its area and, as such, will implement the scheme strictly in accordance with Central Government Guidelines by taking the following actions
- A reduction of up to £25 will be made to the Council Tax Account of taxpayers with are in receipt of Council Tax Reduction on 1<sup>st</sup> April 2023. It should be noted that where the liability of any taxpayer is less than £25 (after taking into account any discounts, reliefs, or reductions), then an amount will be granted to ensure that the liability is reduced to nil. There will be no requirement for any taxpayer to apply for this initial award and it shall be automatically applied to their account.
  - The reduction in liability will apply to both working age and pension age Council Tax Reduction applicants.
  - When any funds remain after applying the reduction in liability as set out above, the Council will use the funds as part of its Exceptional Hardship Fund which assists low income taxpayers facing exceptional financial hardship.

#### **Administration of the Energy Bill Support Scheme**

- 3.16 The Council are administering the Governments Energy Bill Support Schemes. The costs of administering the schemes are estimated to be £15k for Bromsgrove District Council. The costs of administering the schemes are usually funded from a separate New Burdens Grant. At the present time the New Burdens funding for the schemes has not been announced.
- 3.17 Although it is highly likely that this funding will be made, it is prudent at this stage to plan for the worst scenario. As such this administrative fee would need to be funded from the General Fund Reserve if this is the case. Bromsgrove are distributing £95k Alternative Fuel Payment Scheme and £570k for the Energy Bill Support Scheme Alternative Funding.

#### **4. Update on the 2023/24 Budget**

- 4.1 As already referenced in this report, the 2023/24 budget was approved by Council on the 22nd February 2023. This report includes Reserves

and Capital data from the Budget Report, updated for the present 2022/23 outturn position as at Q3.

## **5. Performance Report**

- 5.1 The performance report sets out to provide data and information that links all activity back to the Council's strategic priorities as set out in the Council Plan and Council Plan Addendum. Whilst the report focuses primarily on corporate, strategic measures there is a section that provides some operational measures data to provide a general overview of service delivery.
- 5.2 Whilst the Council has an approved Council Plan in place it was completed before the Covid-19 outbreak. Recently the Council reviewed this plan to ensure it remains fit for purpose. As a result of this review, the Council developed the Council Plan Addendum to take any change in focus brought about by the pandemic, into consideration. The addendum document will sit alongside the current Council Plan for the next twelve months. It is designed to provide an intermediary position ahead of a full review of the Council's long term priorities in 2023. Currently the Council's key strategic priorities are:
- Economic Development and Regeneration
  - Housing Growth
  - Work and Financial Independence
  - Improved Health and Wellbeing
  - Community Safety and Anti-Social Behaviour
  - Green Thread
  - Financial Stability
  - Organisational Sustainability
  - High Quality Services
- 5.3 It is recognised that effective performance management will enable the Council to use its limited resources in a more targeted manner, maximising the value of Council services and allowing the Council to be even more responsive to customers' needs.
- 5.4 Appendix D sets out the Strategic Priorities and Performance Measures in detail. For the 9 priorities there is data contained in the Appendix on:
- The Performance Measure being used.
  - An update on how it is being used.
  - Where relevant, contextual information.

The Strategic Performance Measures and their respective outputs are set out below. Full context is given in Appendix D:

- Economic Development and Regeneration
  - Supporting businesses to start to Grow
    - Measure – Take up of Grants – **Table in Appendix D shows by year**
  - Regenerating our Town and Local Centres
    - Former Market Hall Project
      - Technical adviser/cost consultant and Multi-dis teams **procured**
      - Design for planning **to be delivered in Q4**
    - Windsor Street Project
      - Completion of proposed draft ground contamination and remediation strategy work delivered - **details in Appendix D**
      - EA and WRS have review reviewed and approve the proposed remediation strategy for the site – **details in Appendix D**
      - Procurement of a principal remediation contractor – **Q4 target**
    - Measure – Bromsgrove Centres Strategy agreed by March 2023 – **endorsed on 18th January 2023**
  - **Improved Integrated Transport**
    - Measure - Increased number of sustainable transport projects being progressed or implemented across the district – **Officers are working with Worcestershire County Council to establish a full pipeline of sustainable schemes.**
- Housing Growth
  - Measure – Number of new Homes – total and affordable (Annual) – **172, (172) (118)**
  - Measure – Affordable Homes Completed – **8, (8), (0)**
  - Measure - Local housing affordability rate – **11.43 (11.43), (11.43)**
  - Measure – Number of homeless approaches (Monthly) – **26, (39), (28)**
  - Measure – Number of homeless applicants housed – **75% in social housing, 25% in private rented sector**
- Work and Financial Independence
  - Measure – Number of Financial Independence Team client contacts - **Chart in Appendix D sets out by month and year**
  - Measure – Number of eligible children accessing nursery funding across the district – **74%, (71%) (71%)**

- 
- Measure – Number of energy rebate payments – **27,492, (27,637) (24,365)**
  - Improved Health and Wellbeing
    - Measure – Deliver improved outcomes from the actions in the Leisure Strategy – **Strategy went to Cabinet in October 2022**
    - Measure – Number of Community Builders in post – **2, (2), (2)**
  - Community Safety and Anti-Social Behaviour
    - Measure – Number of young people engaged through Detached/Outreach youth work – **249, (306), (246)**
    - Measure – Levels of crime – **chart in Appendix D sets out by type and year**
    - Measure – Number of crime risk surveys carried out – **9, (8), (8)**
  - Green Thread
    - Measure – Have an agreed and funded plan and capital replacement programme for the Council's fleet subject to any budget constraints – **EST reports to assist**
    - Measure – Have an agreed plan in place to deliver new requirements of national Resources and Waste Strategy and Environment Act – **WRAP funding for cross County feasibility study. Task and Finish group has been established with the other Worcestershire LA's to review the WRAP report and carry out additional research to examine best practice and provide recommendations**
    - Measure - Introduce vegetable derived diesel into the Council's vehicles to reduce carbon emissions subject to any budget constraints – **The organisation has now had their first delivery of HVO fuel, it has integrated well with existing vehicles, no mechanical problems. Every 1,000ltrs will reduce our carbon output by approx. 2.52 tonnes in comparison with Diesel**
    - Measure - Households supported by the Council's energy advice service – **New contract commenced in June 2022 and will be available in Quarter 4.**
  - Financial Stability
    - Measure - Financial Performance – actuals consistent with budget – **via Finance Report**
    - Levelling Up Fund Project delivered within budget – **via Finance Report**
  - Organisational Sustainability
    - Measure – Number of corporate measures accessible through the dashboard – **33, (33) (29)**
    - Measure - % of staff able to work in an agile way – **New and will be reported from January 2023.**
  - High Quality Services

- Measure - % of employees who undertake management training – ***New It is an annual measure; the first data will be reported in 2023.***
- Measure – Staff turnover rates in relation to national rates – ***17.0% (16.6%) (16%) (compared to 15.6 (15%))***
- Measure – Customer satisfaction with service delivery, measured through the Community Survey – ***47.4%***

5.5 In addition, Appendix D also sets out Operational Service Measures. More context is given in the Appendix, these include:

- Sickness Absence Rates – ***6.6 days (6.6)***
- Percentage of Household Waste sent for re-use, recycling & composting – Table by Month and year – ***45.44% (45.99%), (57.51%)***
- NI 191 – Residual Waste per household (Kg) ***32.76kg, (42.83kg) (37.28kg)***
- Fly Tips – ***66, (106) (119)***
- Council Tax Collection Rate – ***1.4% below target, (1.2% below target), (0.8% below target)***
- Business Rates Collection Rate – ***5.6% below target, (0.2% below Target), (on target)***
- Benefits Change of Circumstances turnaround – ***9 Days***
- Benefits New Claims Turnround – ***20 days***
- Customer Services calls by type – ***Charts set out by department***
- Total number of planning applications determined in quarter (all types) – ***138, (137), (191)***
- Speed of decision making for 'major applications' (over a rolling 2-year period) ***81.8%, (81.5%), (82.1%)***
- Speed of decision making for 'non-major applications' (over a rolling 2-year period) – ***78.9%, (78.6%), (77.7%)***

## 6. FINANCIAL IMPLICATIONS

6.1 The financial implications are detailed in the body of the report.

## 7. LEGAL IMPLICATIONS

7.1 There are no direct legal implications arising as a result of this report.

## 8. STRATEGIC PURPOSES - IMPLICATIONS

### Relevant Strategic Purpose

8.1 The Strategic purposes are included in the Council's corporate plan and guides the Council's approach to budget making ensuring we

focus on the issues and what are most important for the district and our communities. Our Financial monitoring and strategies are integrated within all of our Strategic Purposes

#### **Climate Change Implications**

- 8.2 The green thread runs through the Council plan. The Financial monitoring report has implications on climate change and these will be addressed and reviewed when relevant by climate change officers to ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

#### **9. OTHER IMPLICATIONS**

##### **Equalities and Diversity Implications**

- 9.1 There are no direct equalities implications arising as a result of this report.

##### **Operational Implications**

- 9.2 Managers meet with finance officers to consider the current financial position and to ensure actions are in place to mitigate any overspends.

#### **10. RISK MANAGEMENT**

- 10.1 The financial monitoring is included in the corporate risk register for the authority.

#### **11. APPENDICES and BACKGROUND PAPERS**

Appendix A – Revenue Monitoring  
Appendix B – Capital Programme  
Appendix C – Detailed Reserves Statement  
Appendix D – Strategic and Operational Performance Measures  
Appendix E – Bromsgrove District Council - Council Tax Support Fund Policy 2023-24

#### **9. REPORT SIGN OFF**

Department	Name and Job Title	Date
Portfolio Holder	Councillor Geoff Denaro,	
	Peter Carpenter,	

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Lead Director / Head of Service	Interim Director of Finance	
Financial Services	Michelle Howell, Head of Finance and Customer Services	
Legal Services		
Policy Team (if equalities implications apply)		
Climate Change Officer (if climate change implications apply)		

## BROMSGROVE DISTRICT COUNCIL

### CABINET 2023

15 March

#### APPENDIX A – 2022/23 Revenue Monitoring – Q3

Service area	2022/23 Working Budget	2022/23 Cross cutting savings	2022/23 Revised Budget	2022/23 Q3 Actuals	2022/23 Adjusted Forecast Outturn	Adjusted Forecast Outturn Variance
Environmental Health / Protection / Enforcement	(5,039)	0	(5,039)	(22,251)	(22,657)	(17,618)
Licences (all)	(185,300)	0	(185,300)	(143,503)	(183,845)	1,455
Regulatory Services client	418,402	0	418,402	315,961	437,102	18,700
<b>Regulatory Client Total</b>	<b>228,063</b>	<b>0</b>	<b>228,063</b>	<b>150,207</b>	<b>230,600</b>	<b>2,536</b>
Equality & Diversity	45,686	0	45,686	6,379	16,738	(28,948)
Human Resources	235,772	(42,617)	193,155	266,092	215,144	21,989
ICT	1,237,313	(114,354)	1,122,959	351,930	1,054,100	(68,859)
Policy	66,917	0	66,917	77,630	62,670	(4,247)
Training & Organisational Development	141,907	0	141,907	0	141,907	0
Transformation, Business process re-engineering & Lean Systems	72,435	0	72,435	55,315	73,607	1,172
CMT - Business Transformation & Organisational Development	57,837	0	57,837	43,575	58,317	480
<b>Business Transformation &amp; Organisational Development</b>	<b>1,857,867</b>	<b>(156,971)</b>	<b>1,700,896</b>	<b>800,922</b>	<b>1,622,482</b>	<b>(78,414)</b>
Corporate	1,164,031	(3,293)	1,160,738	324,992	1,136,825	(23,913)
SMT	220,494	0	220,494	158,121	232,326	11,832
Town Centre Development	50,000	0	50,000	0	0	(50,000)
Central Part	81,023	0	81,023	60,767	85,884	4,861
PA & Directorate Support	100,200	0	100,200	75,327	103,408	3,208
Communications & Printing	122,032	0	122,032	109,272	143,345	21,313
Partnerships	59,581	0	59,581	(41,118)	59,610	29
<b>Chief Executive Total</b>	<b>1,797,361</b>	<b>(3,293)</b>	<b>1,794,068</b>	<b>687,360</b>	<b>1,761,399</b>	<b>(32,669)</b>
Climate Change / Energy Efficiency	7,243	0	7,243	(6,168)	7,243	0
CMT - Community	40,988	0	40,988	20,544	41,890	902
Community Safety	366,136	0	366,136	110,105	327,690	(38,445)
Community Transport	31,674	0	31,674	19,640	30,099	(1,575)
Grants to voluntary bodies	0	0	0	0	0	0
Housing Options	435,689	0	435,689	293,893	525,283	89,594
Housing Strategy & Enabling	310,471	(80,173)	230,298	230,239	246,094	15,796
Lifeline	(98,886)	0	(98,886)	(99,021)	(98,886)	0
Starting Well	0	0	0	78,860	55	55
<b>Community &amp; Housing GF Services Total</b>	<b>1,093,315</b>	<b>(80,173)</b>	<b>1,013,142</b>	<b>648,094</b>	<b>1,079,468</b>	<b>66,325</b>
Bereavement Services	13,582	0	13,582	119,825	14,684	1,101
Car Parks / Civil Parking Enforcement	(287,109)	0	(287,109)	(640,682)	(263,018)	24,092
Care Environmental Operations	157,921	0	157,921	144,423	150,640	(7,281)
Engineering & Design	291,940	(31,685)	260,255	232,743	317,836	57,581
Env Services Mgmt & Support	415,826	0	415,826	445,765	439,010	(23,184)
Place Teams	985,751	(10,490)	975,261	984,734	1,002,810	27,549
Storax & Depot	247,511	0	247,511	241,624	264,996	17,485
Tree Management inc TPO's	225,508	0	225,508	(3,719)	222,874	(2,634)
Waste Management	1,345,899	0	1,345,899	(166,415)	1,521,154	175,254
CMT - Environment	41,255	0	41,255	20,716	41,255	0
<b>Environmental Services Total</b>	<b>3,438,085</b>	<b>(42,175)</b>	<b>3,395,910</b>	<b>1,379,014</b>	<b>3,712,241</b>	<b>316,331</b>
Accounts & Financial Management	474,511	0	474,511	594,980	605,869	131,358
Benefits	474,878	0	474,878	377,643	471,946	(4,932)
Benefits Subsidy	(235,534)	0	(235,534)	1,516,157	(235,534)	0
Customer Services	297,221	(47,000)	250,221	226,607	212,632	(37,589)
Revenue	337,694	(40,038)	297,656	381,199	333,927	36,271
CMT - Finance	57,552	0	57,552	42,164	58,818	1,266
<b>Financial &amp; Customer Services Total</b>	<b>1,406,322</b>	<b>(87,038)</b>	<b>1,319,284</b>	<b>3,139,750</b>	<b>1,447,658</b>	<b>128,374</b>
Business Development	201,273	0	201,273	125,395	215,222	13,949
Democratic Services & Member Support	397,181	(4,235)	392,946	257,952	382,099	(10,847)
Election & Electoral Services, Periodic Electoral Review	181,530	0	181,530	121,982	190,255	8,724
Facilities Management	(45,706)	0	(45,706)	330,217	376,057	421,763
CMT - Legal	57,936	0	57,936	44,398	59,161	1,225
Legal Advice & Services	354,637	0	354,637	166,971	331,465	(23,171)
<b>Legal, Democratic &amp; Property Services Total</b>	<b>1,146,850</b>	<b>(4,235)</b>	<b>1,142,615</b>	<b>1,046,914</b>	<b>1,554,259</b>	<b>411,644</b>
Development Services	210,191	(36,000)	174,191	132,856	177,191	3,000
Building Control	(82,497)	0	(82,497)	21,504	(103,798)	(21,300)
Development Control	209,450	0	209,450	417,488	262,737	53,286
Economic Development	167,254	0	167,254	62,880	167,329	75
Emergency Planning / Business Continuity	13,535	0	13,535	632	13,535	0
Parks, Open Spaces and Events	305,389	(14,182)	291,207	133,524	294,829	3,621
Planning Policy	596,793	0	596,793	273,927	563,132	(33,661)
Town Centre Development	99,138	0	99,138	12,376	128,542	29,404
CMT - Planning, Regeneration and Leisure	58,774	0	58,774	56,744	58,774	(0)
<b>Planning, Regeneration &amp; Leisure Services Total</b>	<b>1,578,027</b>	<b>(50,182)</b>	<b>1,527,845</b>	<b>1,111,931</b>	<b>1,562,270</b>	<b>34,425</b>
Cross cutting savings and efficiency targets	(477,890)	424,067	(53,823)	0	0	53,823
<b>Cross cutting savings and efficiency targets</b>	<b>(477,890)</b>	<b>424,067</b>	<b>(53,823)</b>	<b>0</b>	<b>0</b>	<b>53,823</b>
<b>Net Expenditure before Corporate Financing</b>	<b>12,068,000</b>	<b>0</b>	<b>12,068,000</b>	<b>8,964,193</b>	<b>12,970,376</b>	<b>902,376</b>

#### APPENDIX B – Capital Programme/Monitoring

Cap Proj	Description	Department	Funding detail	2021/22 Total £	24/22 Spend £	2022/23 Total £	22/23 Spend to 10/1 £	2023/24 Total £	2024/25 Total £	2025/26 Total £	Council 21/22 £	Council 22/23 £	Council 23/24 £	Council 24/25 £	Council 25/26 £	3rd Party 21/22 £	3rd Party 22/23 £	3rd Party 23/24 £	3rd Party 24/25 £	3rd Party 25/26 £
	Large Schemes																			
	Leveling Up Fund Fund																			
	- Government Funded	Planning, Regeneration & Leisure Services	Grant Funding	1,600,000	1,600,000	5,329,041	24,000	7,563,360								1,600,000	5,329,041	7,563,360	0	0
	- Council Funded		Borrowing	385,000	281,000	420,133		805,133			385,000	420,133	805,133	0	0					
	UK Shared Prosperity Fund																			
	- Capital Element	Planning, Regeneration & Leisure Services	Grant Funding			50,000										0	50,000	0	0	0
	- Revenue Element	Planning, Regeneration & Leisure Services	Grant Funding			290,499										0	290,499	0	0	0
	- Remainder (to be allocated)	Planning, Regeneration & Leisure Services	Grant Funding			20,000		680,988	1,784,215							0	20,000	680,988	1,784,215	0
	Schemes Agreed to Continue																			
200006	Burcot Lane	Financial & Customer Services	Public works loan board and grant homes england	9,275,000	1,125,000	0	5,696,000	0	0	0	9,275,000	0	0	0	0					
200007	CCTV	Community & Housing GF Services	Capital Receipts/Borrowing	67,376	28,000	0	0	0	0	0										
200008	Funding for DFes	Community & Housing GF Services	Grant income WCC	1,416,101	620,000	913,000	738,000	913,000	913,000	0						1,416,101	913,000	913,000	913,000	0
200009	Home Repairs Assistance	Community & Housing GF Services	Long Term Debtors	111,221	-5,000	50,000	4,000	50,000	50,000	50,000	111,221	50,000	50,000	50,000	50,000					
200010	Energy Efficiency Installation	Community & Housing GF Services	Capital Receipts/Borrowing	65,988	12,000	110,000	8,000	0	0	0	65,988	110,000	0	0	0					
200011	Energy Efficiency	Community & Housing GF Services	Grant finance	5,000	3,000	0	0	0	0	0						5,000	0	0	0	0
200015	Cemetery Extension	Environmental Services	Capital Receipts/Borrowing	8,000	0	6,500	16,000	0	0	0										
	Infrastructure at North Bromsgrove Cemetery Phase Two																			
200016	New Finance Enterprise	Financial & Customer Services	Capital Receipts	0	1,000	0	14,000	0	0	0	8,000	6,500	0	0	0					
200017	OLEVULEY Taxi Infrastructure	Community & Housing GF Services	Grants & Contributions	200,000	296,000	0	1,000	0	0	0	0	0	0	0	0					
200019	Fleet Replacement new line		Borrowing	1,568,000	380,000	355,000	74,000	441,000	1,190,000	1,215,000	1,568,000	356,000	441,000	1,190,000	1,215,000					

Cap Proj	Description	Department	Funding detail	2021/22 Total £	21/22 Spend £	2022/23 Total £	22/23 Spend to 10/1 £	2023/24 Total £	2024/25 Total £	2025/26 Total £	Council 21/22 £	Council 22/23 £	Council 23/24 £	Council 24/25 £	Council 25/26 £	3rd Party 21/22 £	3rd Party 22/23 £	3rd Party 23/24 £	3rd Party 24/25 £	3rd Party 25/26 £
200022	Replacement Parking machines	Environmental Services	Capital Receipts/Borrowing	250,000	195,000	253,000	98,000	96,000	421,000	0	250,000	253,000	96,000	421,000	0					
200030	Wheellie Bin Purchase	Environmental Services	Capital Receipts/Borrowing	139,000	102,000	144,000	0	55,000	60,000	60,000	139,000	144,000	55,000	60,000	60,000					
New	Footpaths	Environmental Services	Borrowing					75,000	75,000	75,000			75,000	75,000	75,000					
New	Buildings	Legal and Property	Borrowing					100,000	100,000	100,000			100,000	100,000	100,000					
200040	Pittall road recreation ground	Planning, Regeneration & Leisure Services	S106 8/2011/0741- Land at Fieri Hill, Barnt Green / 18k balances	18,000	17,000	0	0	0	0	0										
200044	Salix	Legal, Democratic and property services	Grants & Contributions	615,000	65,000	0	533,000	0	0	0						18,000	0	0	0	0
200045	Greener Homes	Community & Housing GF Services	Grants & Contributions	476,900	-227,000	0	5	0	0	0						615,000	0	0	0	0
200057	Hagley Scouts	Planning, Regeneration & Leisure Services	Capital Receipts/Borrowing	0	35,000	0	0	0	0	0						476,900	0	0	0	0
200048	Bromsgrove Sporting		Loan		4,000		26,000									0	0	0	0	0
200051	Car Park Improvements - Oakalis				8,000		0									0	0	0	0	0
	Woodrush High Schools				134,000		0									0	0	0	0	0
200056	Rubery Redevelopment Works	Planning, Regeneration & Leisure Services	Capital Receipts/Borrowing	32,738	0	0	0	0	0	0	32,738	0	0	0	0					
200059	Bankers Park kids play provision	Planning, Regeneration & Leisure Services	S106 14/0755 Kidderminster Road and S106 13/0422 Meadows first school	35,000	0	0	0	0	0	0										
200032	New Digital Service	Community & Housing GF Services	Borrowing	33,668	0	33,668	0	33,668	0	0	33,668	33,668	33,668	0	0					
200033	Bus Shelters	Environmental Services	Borrowing	36,000	0	18,000	0	0	0	0	36,000	18,000	0	0	0					
200034	Fleet Management Computer System	Environmental Services	Borrowing	16,600	0	0	0	0	0	0	16,600	0	0	0	0					
200035	Environmental Services Computer System	Environmental Services	Borrowing	157,200	0	0	0	0	0	0	157,200	0	0	0	0					
TOTAL				0	0	8,747	0	141,777	0	71,073										



Cap Proj	Description	Department	Funding detail	2021/22 Total £	21/22 Spend £	2022/23 Total £	22/23 Spend to 10/1 £	2023/24 Total £	2024/25 Total £	2025/26 Total £	Council 21/22 £	Council 22/23 £	Council 23/24 £	Council 24/25 £	Council 25/26 £	3rd Party 21/22 £	3rd Party 22/23 £	3rd Party 23/24 £	3rd Party 24/25 £	3rd Party 25/25 £
200069	Cisco Network Update	Business transformation & Organisational Development	Borrowing	0	0	5,717	0	11,574	0	34,877										

## APPENDIX C – Reserves

	Balance at 31/3/21	Transfers In 2021/22	Transfers out 2021/22	Balance at 31/3/22	Transfers In 2022/23	Transfers out 2022/23	Re- baseline 2022/23	Balance at 31/3/23	Transfers in 2023/24	Transfers out 2023/24	Balance at 31/3/24	Transfers in 2024/25	Transfers out 2024/25	Balance at 31/3/25	Transfers in 2025/26	Transfers out 2025/26	Balance at 31/3/26
	£000																
<b>General Fund Reserve</b>	<b>4,613</b>	367	(495)	<b>4,485</b>		(902)	2,682	<b>6,265</b>	100	(250)	<b>6,115</b>	244	0	<b>6,359</b>	200	(431)	<b>6,128</b>
<b>General Fund Earmarked Reserves:</b>																	
Building Control Other	7			7			(7)	0			0			0			0
Building Control Partnerships	82			82				82			82			82			82
Business Transformation	0			0				0			0			0			0
Commercialism	0			0				0			0			0			0
Community Safety	0			0				0			0			0			0
Community Services	271			271				271		(125)	146		(125)	21			21
Economic Regeneration	1,348		(350)	998			(600)	398			398			398			398
Election Services	51			51				51			51			51			51
Environmental Services	49			49				49			49			49			49
Financial Services	4,445		(100)	4,345		(150)	(1,000)	3,195	638		3,833			3,833			3,833
Housing Schemes	488		(142)	346				346			346			346			346
ICT/Systems	197			197				197			197			197			197
Leisure/Community Safety	330			330				330			330			330			330
Litigation Reserve	0			0				0			0			0			0
Local Development Framework	0			0				0			0			0			0
Local Neighbourhood Partnerships	16			16				16			16			16			16
Other	108		(44)	64			(64)	0			0			0			0
Planning & Regeneration	133			133				133			133			133			133
Regulatory Services (Partner Share)	46			46				46			46			46			46
Replacement Reserve (Inc. Recycling)	0			0				0			0			0			0
Shared Services (Severance Costs)	311			311			(311)	0			0			0			0
Utilities Reserve				0			1,053	1,053		(351)	702		(351)	351		(351)	0
Covid-19 (General Covid Grant)	766	411		1,177			(1,177)	0			0			0			0
Covid-19 Sales Fees and Charges	0	576		576			(576)	0			0			0			0
Covid-19 (Collection Fund)	4,641		(1,547)	3,094		(1,547)		1,547		(1,547)	0			0			0
<b>Total General Fund</b>	<b>13,289</b>	<b>987</b>	<b>(2,183)</b>	<b>12,093</b>	<b>0</b>	<b>(1,697)</b>	<b>0</b>	<b>7,714</b>	<b>638</b>	<b>(2,023)</b>	<b>6,329</b>	<b>0</b>	<b>(476)</b>	<b>5,853</b>	<b>0</b>	<b>(351)</b>	<b>5,502</b>

### **Appendix D Strategic Priorities and Performance Measures**

#### **1. Introduction**

The first section of this report shows the organisations performance against the strategic priorities outlined in the Council Plan Addendum. Additional comments and updates have been provided for the success measures to explain progress/activity. The final section of the report includes some operational measures to demonstrate how the council is delivering its services to customers.

The process of performance reporting will develop iteratively, however this document is a snapshot in time and very much a temperature check of the organisation, the layout comprises:

- Strategic Priorities – Success measures
- Operational Measures – by service area
- Financial Data (separate report on this occasion)
- Corporate Projects (by exception)

#### **2. Background**

The Council has an approved Council Plan in place that was completed before the Covid-19 outbreak. Recently the Council reviewed this plan to ensure it remains fit for purpose. As a result of this review, the Council developed the Council Plan Addendum to take the potential shift in priorities brought about by the pandemic into consideration. The addendum document will sit alongside the current Council Plan for the next twelve months. It is designed to provide an intermediary position ahead of a full review of the Councils long term priorities in 2023. The key priorities are:

1. Economic Development and Regeneration
2. Housing Growth
3. Work and Financial Independence
4. Improved Health and Wellbeing
5. Community Safety and Anti-Social Behaviour
6. Green Thread
7. Financial Stability
8. Organisational Sustainability
9. High Quality Services

The performance measures for these priorities are shown in the next section.

#### **3. Strategic Priorities and Performance Measures**

##### **3.1. Economic Development and Regeneration**

##### **3.1.1 Supporting Businesses to Start and Grow**

Opportunities in the digital technology sector and green industries will be key to the future of Bromsgrove. Local businesses demonstrated their resilience

and flexibility during the Covid-19 pandemic. The council is now looking to support the businesses started during the pandemic and existing businesses, that have identified growth opportunities. This will be achieved via existing business support packages, including sectoral support, as well as helping businesses access new business grants where available.

**Performance measure:**

- Take-up of start-up business grants and creativity grants programme.

**Update**

Detailed below are the grants which have been awarded in the previous two financial years, and the total value.

Period	Number of Grants	Value of Grants
2020/21	15	£15,104.15
2021/22	8	£16,862.57

No start-up grants have been awarded in 2022/23 as all of the available budget has been taken up by booster grants.

**Booster Grants**

Period	Number of Grants	Value of Grants
2022/23 Q1	0	£0
2022/23 Q2	2	£5,000
2022/23 Q3	5	£11,861.40

**Recovery Grants** – this is a one-off grant funded by the GBS LEP SEP Enabling Fund, match-funded by BDC

No. of Grants Awarded: 11

Total Value of Grants: £52,557

### 3.1.2 Regenerating our Town and Local Centres

The pandemic has emphasised both the economic and wellbeing importance of local centres to our residents. Funding has been secured to support the development of sites in Bromsgrove town centre and a strategy will be prepared to ensure all of the centres in Bromsgrove District will be as vibrant and viable as possible.

**Performance Measure:**

- Former Market Hall Project
  - Procure a technical adviser/cost consultant for the project – Q3
  - Procure a multi-dis design team for the project -Q3
  - Project to commence RIBA stage 3 design – Q4 target
  - Project to appoint and undertake surveys required for detailed design and planning – Q4 target

**Update**

A multidisciplinary design team has been appointed on the project. Worcester based architects One Creative Ltd. were successful at the tender stage and will be appointed as the multi-disciplinary design team, bringing with them the disciplines of Lead/Principal designer, Landscape Architecture, Structural

Engineering, Civil Engineering, MEP Design, Principal Designer, Fire Engineering and Sustainability.

**Performance measure:**

- Windsor Street Project
  - Completion of proposed draft ground contamination and remediation strategy – Q3
  - EA and WRS (review only) to review and approve the proposed remediation strategy for the site – Q3
  - Procurement of a principal remediation contractor – Q4 target
  - Submission of prior approval application for the works – Q4 target

**Update**

The EA approved the proposed remediation strategy, they were broadly in agreement on the approach and remedial targets proposed for the soil and groundwater. They gave the green light to NWedR to proceed with the preparation of a remediation specification; the specification describes in detail the approach and methodology to be undertaken by the contractor in carrying out the works. WRS were also consulted for their opinion on the findings and conclusions of the above reports from a regulatory perspective in relation to Part 2A of the Environmental Protection Act 1990. They concluded that they had no objection in principle to the proposed remediation strategy.

The programme manager is Naznin Chowdhury

[Naznin.Chowdhury@nwedr.org.uk](mailto:Naznin.Chowdhury@nwedr.org.uk)

**Performance Measure:**

- Bromsgrove Centres Strategy agreed by March 2023

**Update**

The Centres Strategy was presented to Cabinet on the 18 January 2023 and was endorsed.

### 3.1.3 Improved Integrated Transport (Bromsgrove)

New innovations can help provide new and more sustainable methods of getting around. Improved transport can help to increase user satisfaction and increase efficiency whilst also helping to reduce the impact on the environment. Working with Worcestershire County Council (WCC) and other partners will enable new, better integrated and more sustainable modes of transport across the district.

**Performance measure:**

- Increased number of sustainable transport projects being progressed or implemented across the district.

#### Update

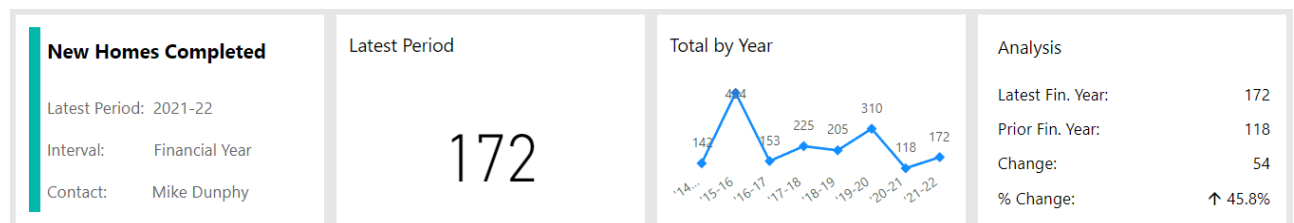
Officers are working with Worcestershire County Council to establish a full pipeline of sustainable schemes. To better inform list of schemes funding is being secured by WCC for a Local Cycling and Walking infrastructure Plan (LCWIP) and discussions are taking place to commission district wide traffic modelling.

### 3.2 Housing Growth

During 2022/23 we will accelerate the pace of affordable housing development, wherever possible. We will work to enable the building of market value housing and the creation of additional income for the Council.

#### Performance measure:

- Number of new homes built - total and affordable.

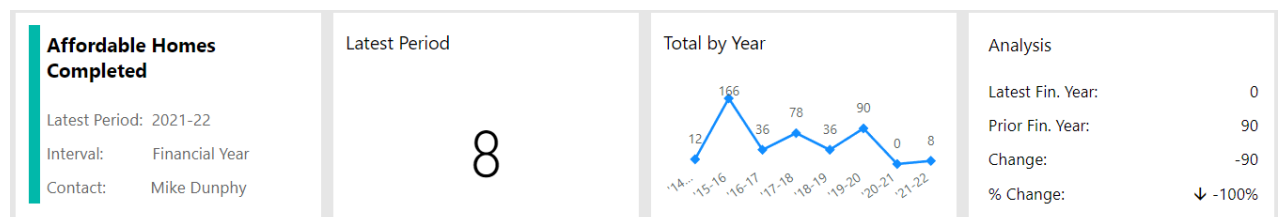


#### Update 2021-22

The completions by number of bedrooms for 2021/22 has increased slightly since the previous year. This reflects the fairly low amount of strategic sites that were in the process of constructing new dwellings.

#### Performance measure:

- Affordable Homes Completed



#### Update 2021-22

The graph shows affordable housing completions in Bromsgrove District by number of bedrooms. 8 affordable units were built in the 2021/22 monitoring year. This reflects the fairly low total completions across the District, and the small number of large strategic sites that are currently under construction. There are 689 affordable housing commitments as of 1 April 2022, reflecting the number of strategic sites which have gained consent but not started construction.

#### Performance measure:

- Local housing affordability rate.

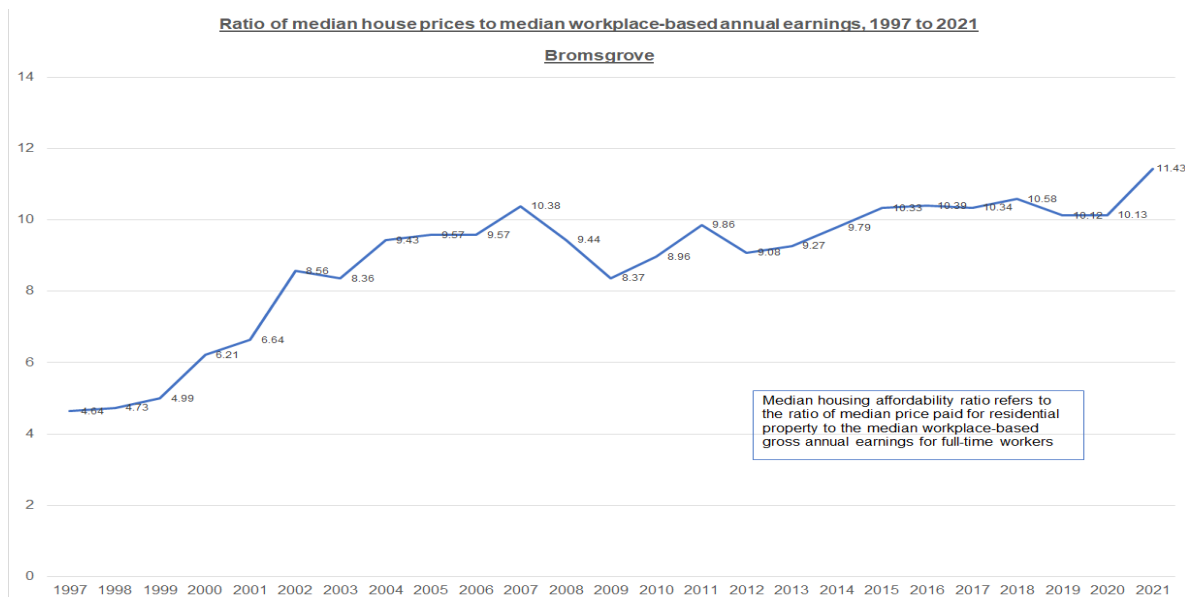
#### Update

The data in the table below has been extracted from the Office for National Statistics (ONS) house price statistics for small areas, annual survey of hours, and earnings.

The affordability measure, using this data, indicated that the ratio in England is currently 9.05. The affordability ratio relates to workplace-based income which uses the median earnings of those employed in Bromsgrove. When looking at the data

Bromsgrove has a work based median at £28,103. The median house price in Bromsgrove is relatively high at £321,250. This causes a significant difference in the affordability ratio in Bromsgrove.

House prices over the last year have also risen well above the normal expected rate. This will push more households into needing affordable housing. The council is working with developers to secure the maximum provision of affordable housing on developments and RP's to bring forward affordable housing. A Housing First policy with a local connection criteria is being presented to Council to ensure these discounted homes are provided for local applicants in the first instance.



#### Performance measure

- Number of homeless approaches

BDC	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
Approaches	26	30	24	38	21	31	33	27	39	36	37	26
Preventions	5	2	5	5	8	11	10	8	6	8	7	
Prevention Duty Owed	13	12	15	23	14	21	15	13	21	23	29	16

Housed	18	20	14	24	17	20	20	17	25	24	12	4
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#### Update

The average number of approaches has increased to an average of 31 per month. This is a slight increase in the average numbers compared to previous years. Officers will be undertaking additional investigation to fully understand this increase.

#### Performance measure

- Number of threatened with homelessness preventions

#### Update

On average 59% of approaches are owed the prevention duty providing the ability to plan for the loss of accommodation rather than having to deal with actual homelessness.

#### Performance measure

- Number of homeless applicants housed- see comments below

#### Update

When looking into those housed under homelessness duties the majority (75%) are housed in social housing. It has been positive that 25% have been housed within the private rented sector helping to reduce the burden on social housing.

### 3.3. Work and Financial Independence

In 2022/23, we will find ways to further support, engage, and empower our residents to maintain / achieve financial independence.

We will provide quality services that help to empower residents through good financial advice, the effective coordination and signposting of services, and partnership working.

#### Performance measure

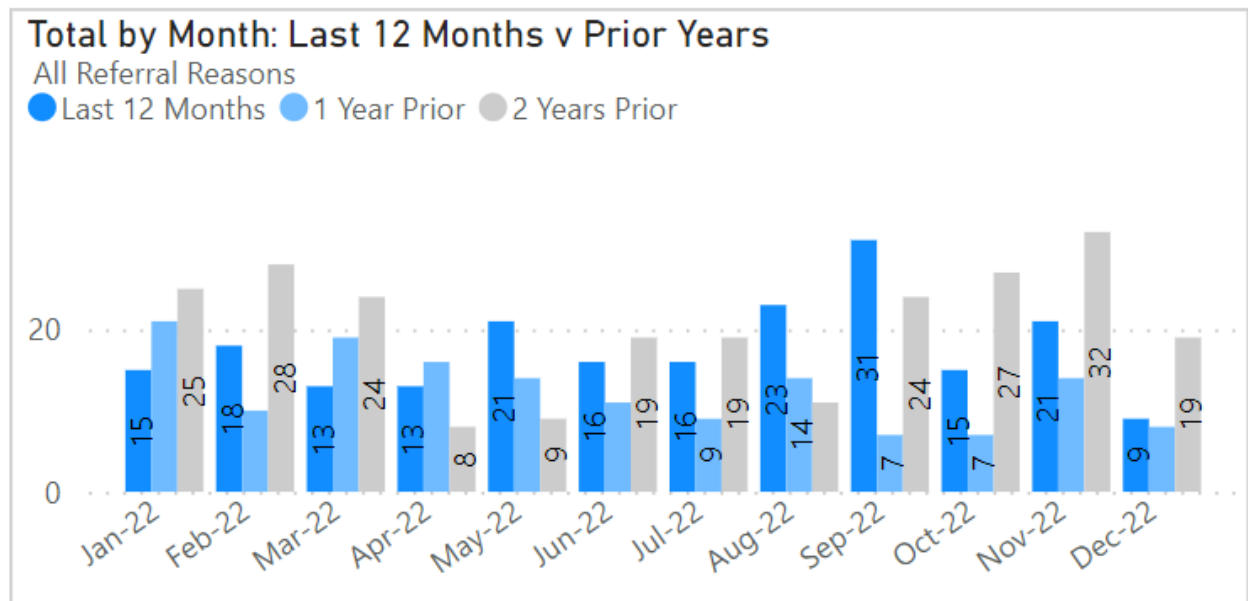
- Number of Financial Independence Team client contacts.

This measure records the number of FI Team cases opened.

#### Update

The top three referral reasons (where a value has been provided) for the last 12 months are:

- 'Other' (51)
- 'Ukraine Sponsor' (22)
- 'No value' (20) - excluded from top 3 reasons
- 'Physical health issues' (15)



For Q3, the top referral reasons each month were:

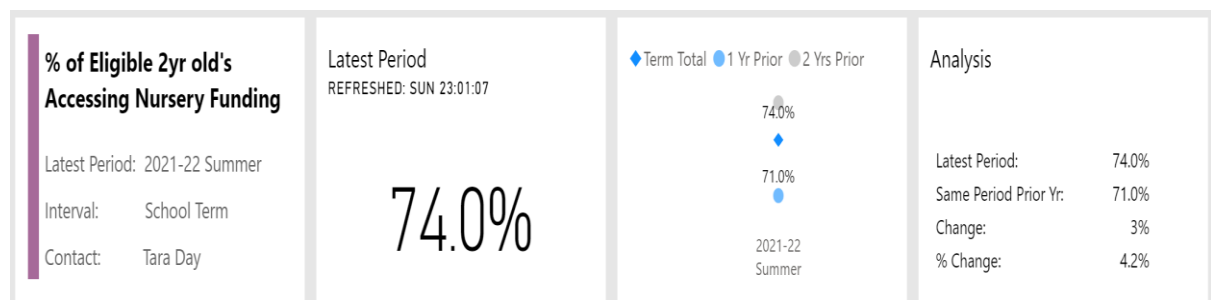
- Oct 22 = 'Other' (5)
- Nov 22 = 'Ukraine Sponsor' (7)
- Dec 22 = 'Under Occ Charge' (4)

### Performance measure

- Number of eligible children accessing nursery funding across the district.

### Update

Data is shared termly (with a lag) from Worcestershire County Council, although only summer term 21/22 data is available at present (this has been chased).



The take up of nursery places supports parents in taking up work. In respect of the above, Bromsgrove performance was good. The County average was 65% and the national average for 2021 was 62%.

This quarter we received a list from WCF to contact families who had applied for 2 year old funding but had not processed their application – there were 33 on the Bromsgrove list. We were able to make contact with the majority of

families via phone or email and most are now accessing or will be accessing next term – those who are not accessing are due to health reasons or not being able to find appropriate childcare. We continue to promote the Childcare Choices on our social media pages.

#### **Performance measure**

- Number of energy rebate payments.

#### **Update**

For the period from 1<sup>st</sup> April 2022 to 31<sup>st</sup> December a total of 27,492 payments of Council Tax Energy Rebates were made to customers; a further 4,067 discretionary energy rebate scheme payments have been provided to customers. The discretionary scheme provided a top-up payment to the lowest income household or an equivalent payment to customers that were not eligible for the main scheme.

In total £4,123,800 was allocated under the main scheme and a further £159,210 was paid under the discretionary scheme.

### **3.4. Improved Health and Wellbeing**

In 2022/23 we will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into part of people's normal routines. We will look to catalyse an integrated approach to care.

#### **Performance measure**

- Deliver improved outcomes from the actions in the Leisure Strategy

#### **Update**

The Leisure and Culture strategy has been adopted in October 2022 and implementation of key short-term recommendations are being planned, developed and delivered.

#### **Performance measure**

- Number of Community Builders in post.

#### **Update**

- There are currently two in post:
  - Catshill (started Dec 2021)
  - Rubery (started Dec 2021)

Asset Based Community Development (ABCD) is an approach built on tried and tested methods from sustainable community development practice. The aim of ABCD approaches is to create the conditions that will enable both place and people to flourish, reduce inequalities, improve quality of life that supports communities to thrive and to reduce or delay the need for long term care and support.

The Bromsgrove and Redditch Shared Learning Network continues to meet, supported by Public Health at Worcestershire County Council, which includes

community builders, the voluntary and community sector hosts, relevant BDC and RBC officers and the relevant portfolio holders. The purpose of the Network is to provide a forum to support and encourage the development of ABCD good practice locally. The most recent meeting fed back on very successful Christmas events, which included community meals and targeted work at the cemeteries in Catshill.

Community Builders are on fixed term contracts, but funding has been confirmed to extend the posts until end of March 2024. The longer-term aim remains that other areas will be covered if funding becomes available for additional Community Builders.

### **3.5. Community Safety and Anti-Social Behaviour**

Working with Community Safety partners we will implement crime prevention projects and promote community safety services to reduce the hazards and threats that result from the crime, violence, and anti-social behaviour. We will also promote and support victim services that are in place to help and encourage recovery from the effects of crime.

#### **Performance measure**

- Number of young people engaged through Detached/Outreach youth work.

This is a new measure from April 2022.

#### **Update**

<b>Q1</b>	<b>246</b>
<b>Q2</b>	<b>306</b>
<b>Q3</b>	<b>249</b>

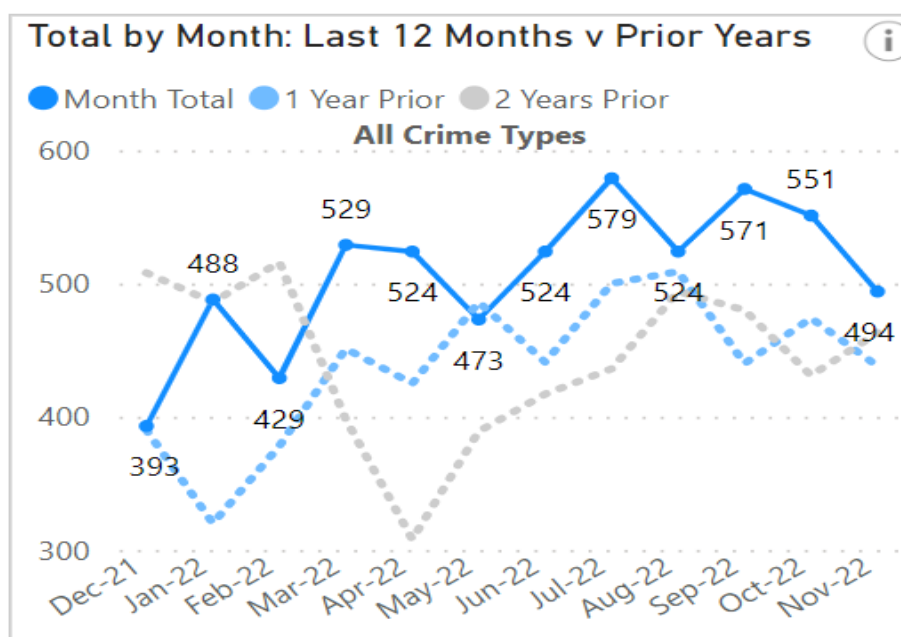
Most of the engagement was through routine patrols; however, there were 3 young people engaged whilst supporting the street pastors. The aim of the routine patrols is to engage with young people, support and guide them; to keep contact consistent and relevant with young people.

#### **Performance measure**

- Levels of crime

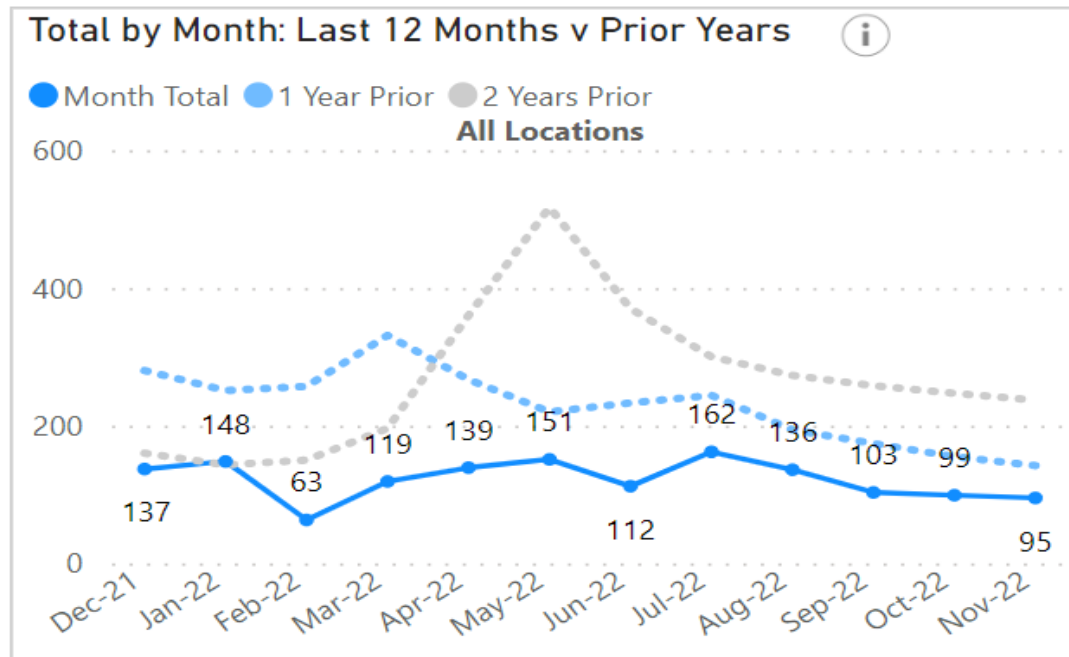
#### **Update**

Data extracted from 'data.police.uk' - there is a one-month lag for data



Crime Type	Total	% of Total	v 1 Mth Prior	v 1 Yr Prior	12 Mth. Avg.
Violence and sexual off...	2,499	41.1%	9 ↑	267 ↑	208.3
Other theft	666	11.0%	-11 ↓	198 ↑	55.5
Public order	634	10.4%	-14 ↓	244 ↑	52.8
Criminal damage and a...	570	9.4%	0 →	52 ↑	47.5
Vehicle crime	481	7.9%	0 →	96 ↑	40.1
Shoplifting	432	7.1%	-19 ↓	63 ↑	36.0
Burglary	368	6.1%	-21 ↓	-107 ↓	30.7
Drugs	128	2.1%	-1 ↓	-31 ↓	10.7
Other crime	108	1.8%	4 ↑	7 ↑	9.0
Possession of weapons	79	1.3%	-2 ↓	27 ↑	6.6
Robbery	61	1.0%	0 →	6 ↑	5.1
Bicycle theft	33	0.5%	-3 ↓	9 ↑	2.8
Theft from the person	20	0.3%	1 ↑	-4 ↓	1.7
<b>Total</b>	<b>6,079</b>	<b>100.0%</b>	<b>-57</b>	<b>827</b>	<b>506.6</b>

#### ASB



#### Performance measure

- Number of crime risk surveys carried out.

This was a new measure from April 2022.

<b>Q1</b>	<b>8</b>
<b>Q2</b>	<b>8</b>
<b>Q3</b>	<b>9</b>

#### Update

Surveys this quarter included providing Sanctuary assessments on properties identified as safe accommodation for victims and survivors of Domestic Abuse and a survey after a resident was targeted by ASB.

#### 3.6 SLM Leisure (Everyone Active)

##### Update

For SLM Leisure there is a lag in the data; as a result, quarter 2 data and comments can be found below; Q3 information will be available for the Q4 report.

Q2 was very strong for Bromsgrove Sports & Leisure Centre practically during the summer holiday period. When comparing this quarter to the same quarter last year there are some real noteworthy performances. Attendance grew by a massive 18k and the fitness subscription increased by 18%. The Swim Scheme was relatively stable through Q2, with the number of children enrolled on to lessons decreasing by 3 children, but the overall scheme occupancy percentage saw a drop to 82%, allowing the scheme to grow which has been an issue this year due to resource.

Category	Quarter Total	Same Quarter Previous Year	Difference
Total no. of visits including EA cards and non-card holders	110754	92559	<b>18,195</b>
EA Cards added in this period	2163	2439	<b>-276</b>
Total EA Cards to date	64150	56869	<b>7,281</b>
No. of Gym members	2762	2339	<b>423</b>
Swimming Lessons – children enrolled on scheme	1649	1652	<b>-3</b>
Swim Lesson Occupancy	82%	85%	<b>-3%</b>
RIDDOR Reportable Events			<b>0</b>

### Subscriptions

Bromsgrove LC	2021/22		+/- %		2022/23		+/- %	
	Fitness	Swim	Fitness	Swim	Fitness	Swim	Fitness	Swim
1st Quarter April- June	2,172	1,454	1%	44%	2,536	1,625	17%	12%
2nd Quarter July-September	2,339	1,652	14%	38%	2,762	1,649	18%	0%
3rd Quarter October - December	2,294	1,587	16%	34%	0	0	-100%	-100%
4th Quarter January - March	2,729	1,602	0%	0%	0	0	-100%	-100%
<b>Yearly Average</b>	<b>2,384</b>	<b>1,574</b>	<b>54%</b>	<b>86%</b>	<b>1,325</b>	<b>819</b>	<b>-44%</b>	<b>-48%</b>

### 3.7. Green Thread

There will be a renewed focus on innovation as we play our part in the response to climate change and biodiversity challenges. Working with partners across the region, including the LEPs and the Waste Partnership, we will explore the possibilities of modern technologies to our fleet but also how innovative technology can help us deliver greener and more efficient systems internally. We also need to maintain work around waste minimisation and maximising recycling, particularly around recycling quality and the implications of the new Environment Bill.

### Performance measure

- Have an agreed and funded plan and capital replacement programme for the Council's fleet subject to any budget constraints.

### Update

Nottingham City Council have received Government funding to undertake reviews, so the Council will be utilising their external consultancy services. Following discussions with Nottingham City Council, officers will be working with them to undertake a detailed review of the fleet and learn from their experience; currently awaiting their report.

### **Performance measure**

- Have an agreed plan in place to deliver new requirements of national Resources and Waste Strategy and Environment Act.

### **Update**

Waste and Resources Action Programme (WRAP) funding gained via the waste partnership to fund a study to look at options for waste collection and disposal across Worcestershire.

Findings from the consultants presented to a joint meeting of the Worcestershire Leaders Board and Waste Partnership Board in 2022.

Still awaiting the response from Government on their waste consultation, which will give details on precisely what is required of us as the Waste Collection Authority under the Environment Act 2021.

This is expected to be provided in early 2023 and will support the recommendations of the Members Task and Finish group that has been established with the other Worcestershire LA's to review the WRAP report and carry out additional research to examine best practice and provide recommendations on what the Worcestershire Councils will implement as future collection arrangements to meet the new duties contained within the Environment Act 2021.

### **Performance measure**

- Introduce vegetable derived diesel into the councils' vehicles to reduce carbon emissions subject to any budget constraints.

### **Update**

Hydrotreated Vegetable Oil (HVO) has replaced Diesel across the Environmental Services Fleet, with no mechanical problems. Every 1,000ltrs will reduce our carbon output by approx. 2.52 tonnes in comparison with Diesel. Costs are being reviewed in light of recent price fluctuations to ensure financial sustainability.

### **Performance measure**

- Households supported by the Council's energy advice service

### **Update**

A new contract commenced in June 2022. Whilst the data for this measure is monthly, it is only received quarterly. We are awaiting the latest data set from Act on Energy and will provide a full review of data in the Q4 report.

### **3.8. Financial Stability**

Council resources will continue to be constrained. We will continue to work on ensuring our people, assets and financial resources are focused on the priorities and activities that most effectively deliver wellbeing and progress for our population.

### **Performance measure**

- Financial performance – actuals consistent with budget.
- Levelling Up Fund Project delivered within budget.

Financial information provided within a separate report.

### **3.9. Organisational Sustainability**

The Council will work to maximise the use of digital infrastructures, including cloud technologies, to enhance its support for customers. Ensuring the Council's infrastructure can securely process the increased demand placed on it by the expanding use of Internet of Things devices will be key to its digital success.

### **Performance measure**

- Number of corporate measures accessible through the dashboard.

### **Update**

The organisation is moving from the current legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. Currently there are 33 strategic measures available via the dashboards.

### **Performance measure**

- % of staff able to work in an agile way.

### **Update**

This new measure is aligned with the ongoing agile project; we are working to devise an effective method of data capture and will begin reporting in Q4.

### **3.10. High Quality Services**

Council people are key to its success. We need to recruit, retain, and motivate the right employees, with the right knowledge, skills, and attitude to deliver excellent services and customer care.

### **Performance measure**

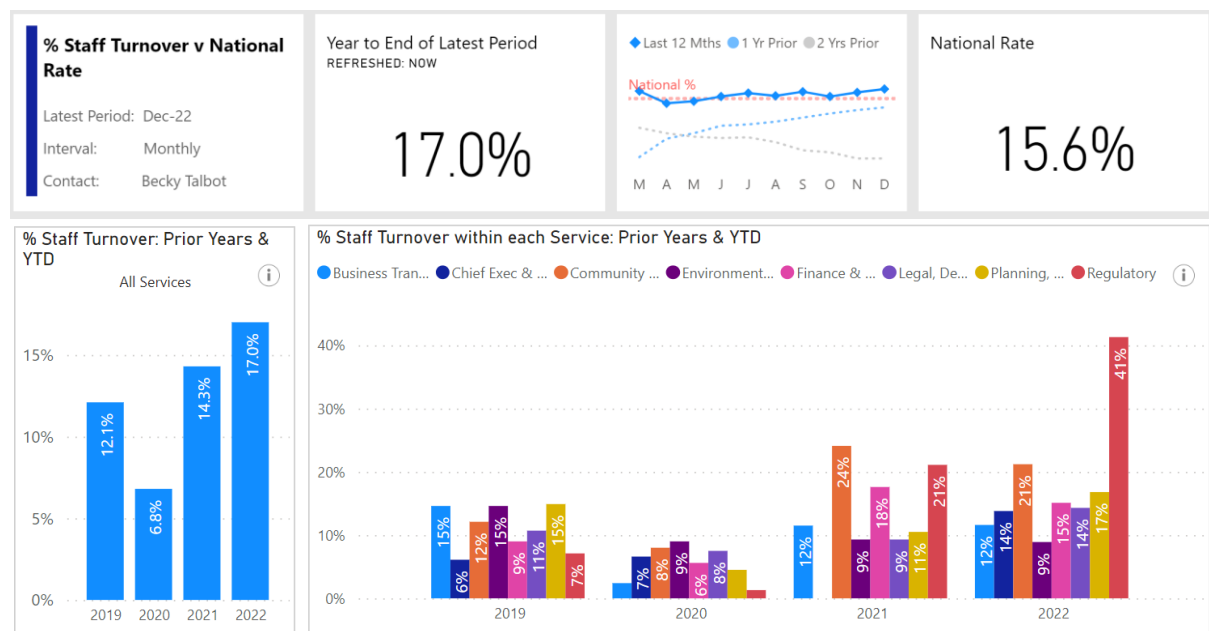
- % Of employees who undertake management training.

### **Update**

The management training was launched for the first time in Summer 2022. It is an annual measure; the first data will be reported in late 2023.

### **Performance measure**

- Staff turnover rates in relation to national rates



Staff turnover for 21/22 was 16%. This compares with the national average of 15.6% for 2021. The high turnover rates in Worcestershire Regulatory Service should be noted in the table above.

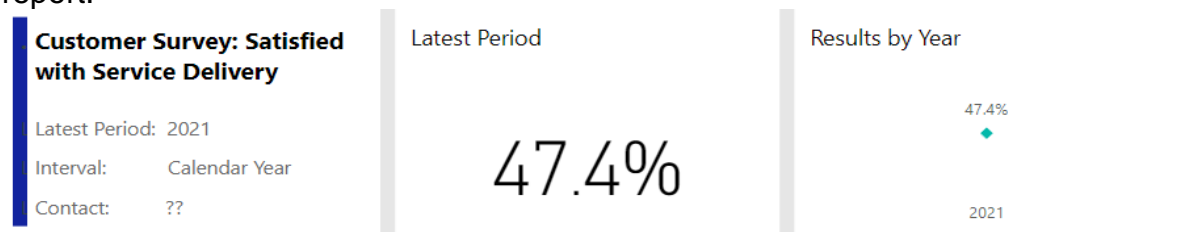
### Performance measure

- Customer satisfaction with service delivery, measured through the Community Survey.

### Update

This is a new data set and as such, there is no historical data to provide context until after the next survey in October 2022. However, national customer satisfaction with LA's according to the Local Government Chronicle is currently at 40%.

The 2022 survey was carried out Oct/Nov 2022; the detailed analysis will be started in January 2023, with results then reported to CMT and elected members. This measure can then be reported and will feature in the Q4 report.

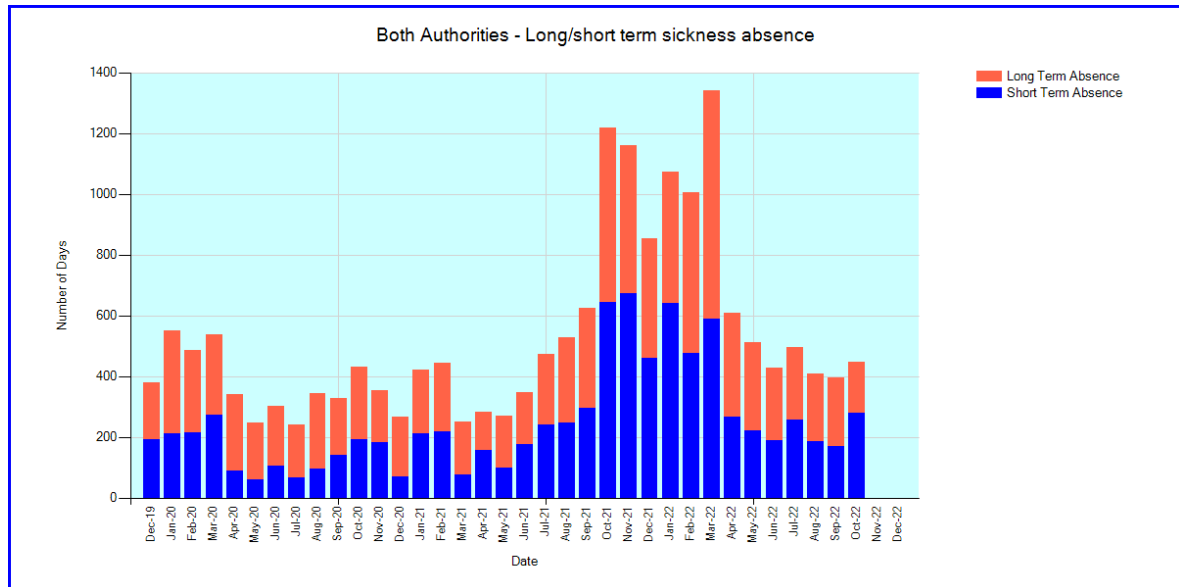


#### 4. Operational Measures

##### 4.1 Corporate

##### Performance measure

- Sickness absence (up to and including Oct 2022):



#### Update

The data provided now includes Covid related absences. We have seen an increase in sickness compared to 19/20 which was the last data pre-covid, with 6.6 days lost per FTE. For this reason, it is difficult to compare to previous years, but we can clearly see a rise in days lost. By way of a comparator the national number of days lost to sickness absence in 2021 according to the Office for National Statistics (ONS) was 4.6 days. The data currently only goes to October 2022 as we are undertaking a fundamental review of data capture and calculation, in order to utilise the increased functionality of Power BI. We are also reviewing the HR21 system. We will have the new look measures in place for the Q4 report.

#### 4.2 Environmental Services

##### BDC Domestic Waste Collection

##### Performance Measure

- Percentage of Household Waste sent for re-use, recycling & composting.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	44.40	49.24	59.99	57.58	49.75	48.45	36.71	50.72	50.87
2022	46.69	55.59	57.51	55.97	44.82	45.99	48.96	49.88	45.44

#### Update

This is a National Indicator measuring the percentage of household waste arisings which have been sent by the Authority for reuse, recycling, and composting, and is used in the national league tables ranking Local Authority performance. In 2020/21 Bromsgrove was ranked 175<sup>th</sup>. (2021/22 results not published yet)

The disparity between 2021 and 2022 data in the 3<sup>rd</sup> quarter is largely due to suspension of the garden waste service for several weeks in October 2021, which was offset by an extension of the service into December 2021 and increased garden waste volumes as the built-up garden waste was fed through our service in the following weeks and into December, as we extended the service rather than finishing in November as normal. This actually averages out to 46.1% for Q3 2021, vs 48.1% for Q3 in 2022.

#### Performance Measure

- NI191 Residual Waste per household (kg) - BDC

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	50.01	38.81	39.35	38.16	41.03	45.06	41.5	39.36	35.86
2022	42.43	37.22	37.28	31.36	40.89	42.83	34.20	39.64	32.76

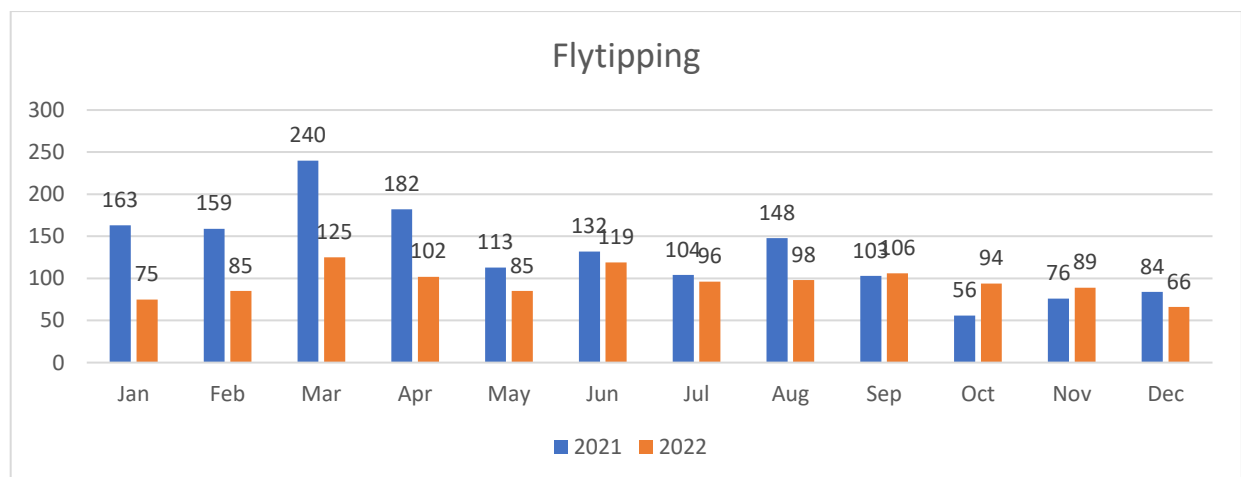
#### Update

This measures non-recyclable waste thrown away per household, and has been down on 2021/22 figures, which is a positive trend for sustainability but may be due to financial pressures on households as much as greater awareness of the environmental benefits of reducing our waste.

We carried out the latest stage of a Waste Composition Analysis in November to sample waste and identify what is being thrown away in our residual waste to support discussions on the future of our services, and any communication/education campaigns we may need to implement to support further recycling.

#### Performance measure

- BDC Fly Tipping



#### Update

This overview reflects the number of fly tips identified across the District requiring resources to remove and indicates the scale of the problem and any trends resulting from enforcement and education actions. The detailed data is used to identify patterns of behaviour and geographic locations that can be targeted with signage and cameras to identify those responsible and deter behaviour or support further enforcement action against those who continue to illegally dump their waste.

2022 has seen a 27% reduction in fly tipping against 2021 and is significantly lower than both the Covid Years and preceding ones.

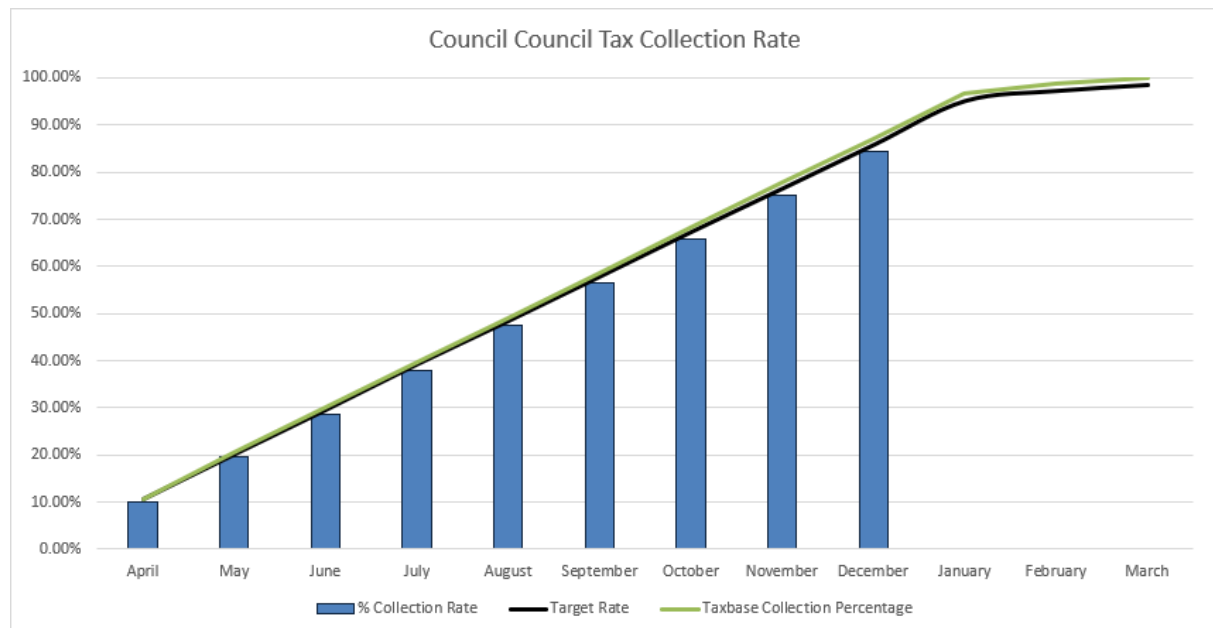
#### 4.3 Finance and Customer Services (incl Revenues & Benefits)

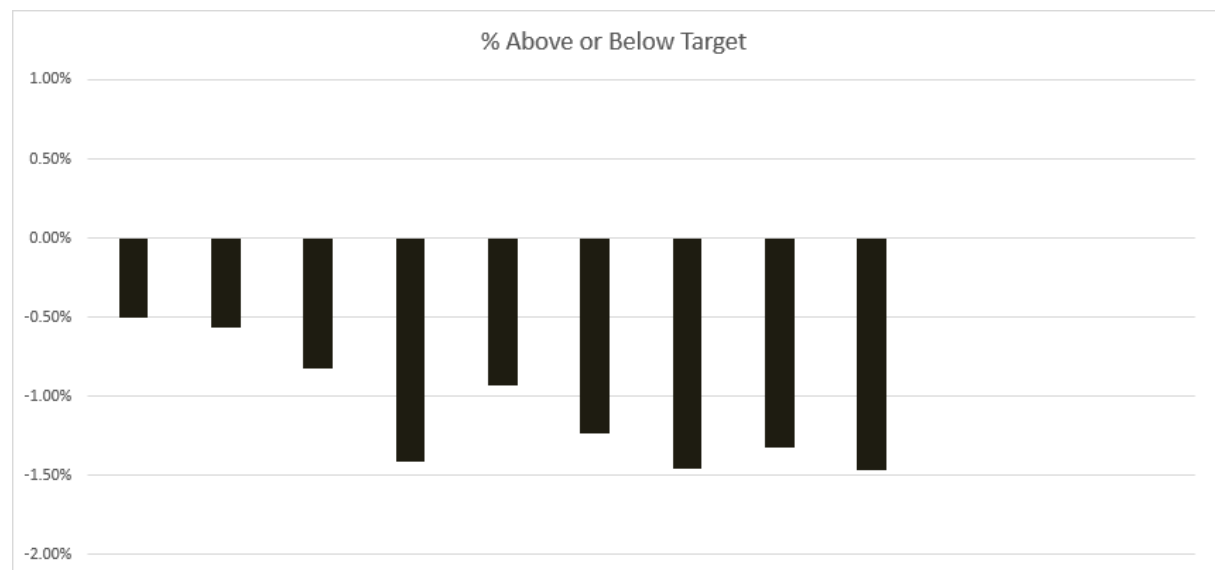
##### Performance measure

- Council Tax Collection Rate

#### Update

The Council is responsible for the collection of Council Tax income on behalf of itself and precepting authorities such as the County Council, The Police and Crime Commissioner for West Mercia, and the Hereford and Worcester Fire Authority. Any reductions to the target collection rates result in additional charges to the precepting authorities in the following financial year. Collection rates are a reflection of the economy and with the current “cost of living crisis” it is expected that collection rates might fall.



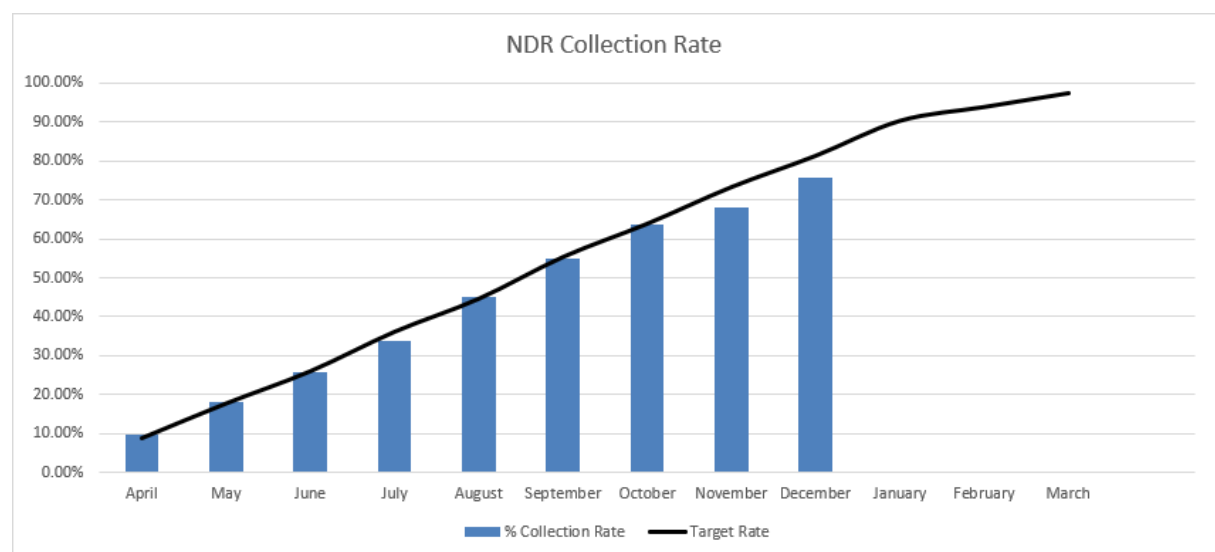


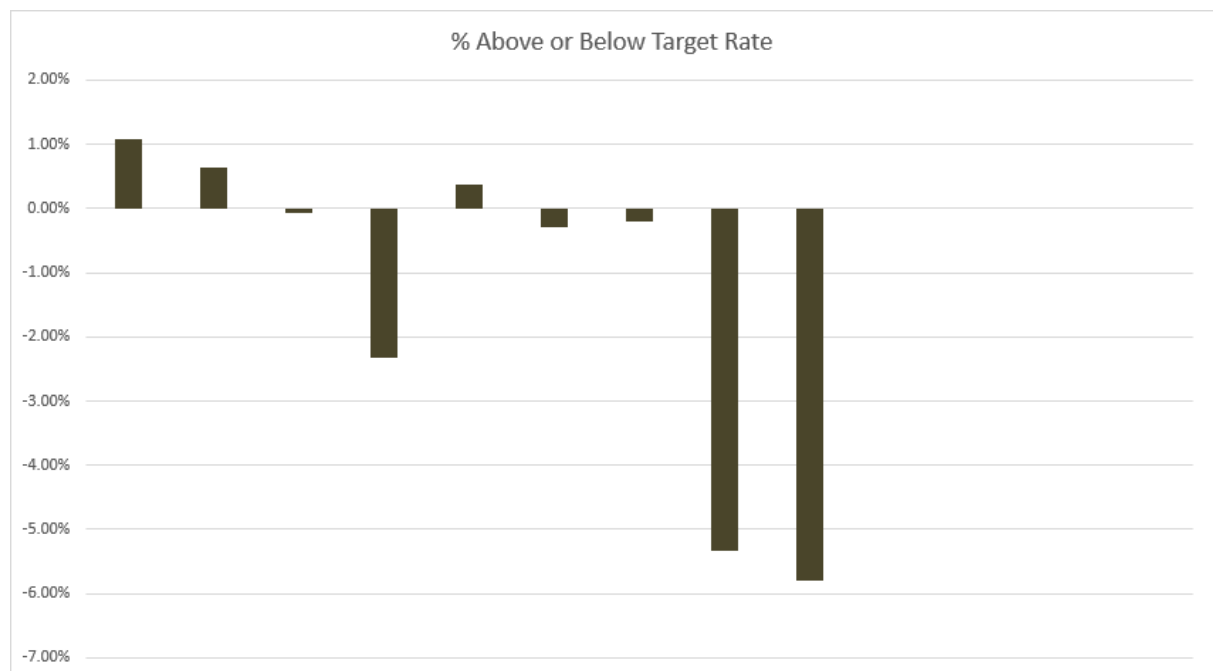
#### Performance measure

- NDR Collection Rate

#### Update

The Council is responsible for the collection of Business rates on behalf of itself and the Government. Like the Council Tax, any reductions to the target collection rates result in additional charges to the collecting authorities in the following financial year. Collection rates are a reflection of the economy and with the current “cost of living crisis” it is expected that collection rates might fall. Presently as of December 2023 we are 5.8% below target rates. It should be noted that for the past 2 years during the C-19 pandemic there were significant reliefs for businesses. 2022/23 is the first year without those reliefs.





#### Performance measure

- Revenues Processing

#### Update

There are always significant quantities of items being processed by the Revenues team including both on Council Tax and Business Rates queries. This activity has been increased in the initial 3 months of 2022/23 by the administration of the Energy Rebate Payments, a further spike in items for processing was seen in September 2022 due to the administration of the discretionary energy rebate scheme.

Month	Completed Items	Completed < 7 Days	Completed < 14 Days	Completed < 21 days	Completed < 28 Days	Completed > 28 days	Outstanding Documents
Apr	2550	527	313	280	718	712	1869
May	2337	464	192	172	92	1417	2044
Jun	2773	509	268	157	137	1702	2031
Jul	2906	552	240	190	362	1562	1605
Aug	2345	529	215	208	804	589	1421
Sep	5143	1080	483	481	1458	1641	1424
Oct	2716	954	297	239	511	715	1425
Nov	2807	818	299	249	264	1177	1426
Dec	2284	853	292	182	106	851	1427

#### Performance measure

- Online Customer Interactions

#### Update

Online Customer transactions and Revenues calls (the next two tables) were significantly affected by the administration of the Energy Rebate scheme

which affected almost 28,000 households in the borough; online service requests have fallen from Q2 to Q3.

Month	On-Line Service Requests	Auto Processed	Referenced	Rejected
Apr	1097	270	350	477
May	1602	559	474	569
Jun	4297	3462	331	504
Jul	2233	1277	450	506
Aug	1341	341	466	534
Sep	2263	1271	446	546
Oct	1370	422	431	517
Nov	1100	220	379	501
Dec	977	140	326	511

#### Customer Services

##### Performance measure

- Revenues Calls (shared service)

##### Update

Date	Calls Answered	Average in Queue	Average Wait (mm:ss)	Average Logged in	Average call length (mm:ss)
Oct-22	3130	1.3	07:09	5.37	08:16
Nov-22	3041	0.5	04:04	5.11	07:29
Dec-22	1945	0.3	04:22	4.67	07:09

The service performed well with regards to answering calls during the quarter. This is due to a reduction in reminders being sent by revenues as well as the seasonal (expected) reduction in calls due to the Christmas period and reduced working days.

##### Performance measure

- Number of Web Payments

##### Update

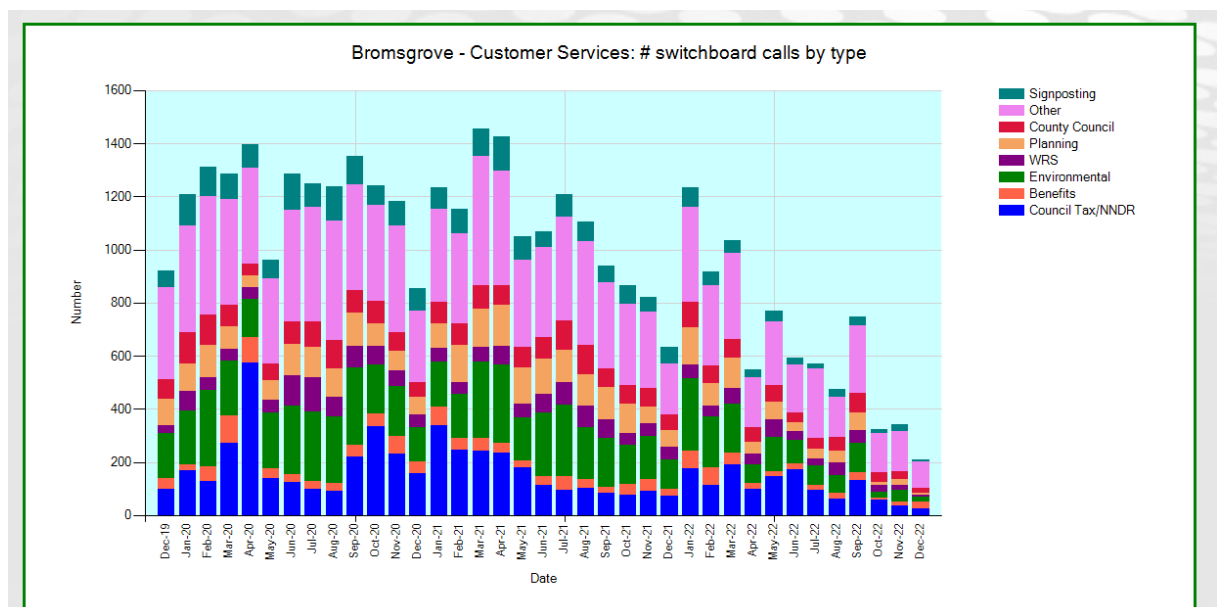
Date	BDC
Oct 2022	1300
Nov 2022	1238
Dec 2022	930

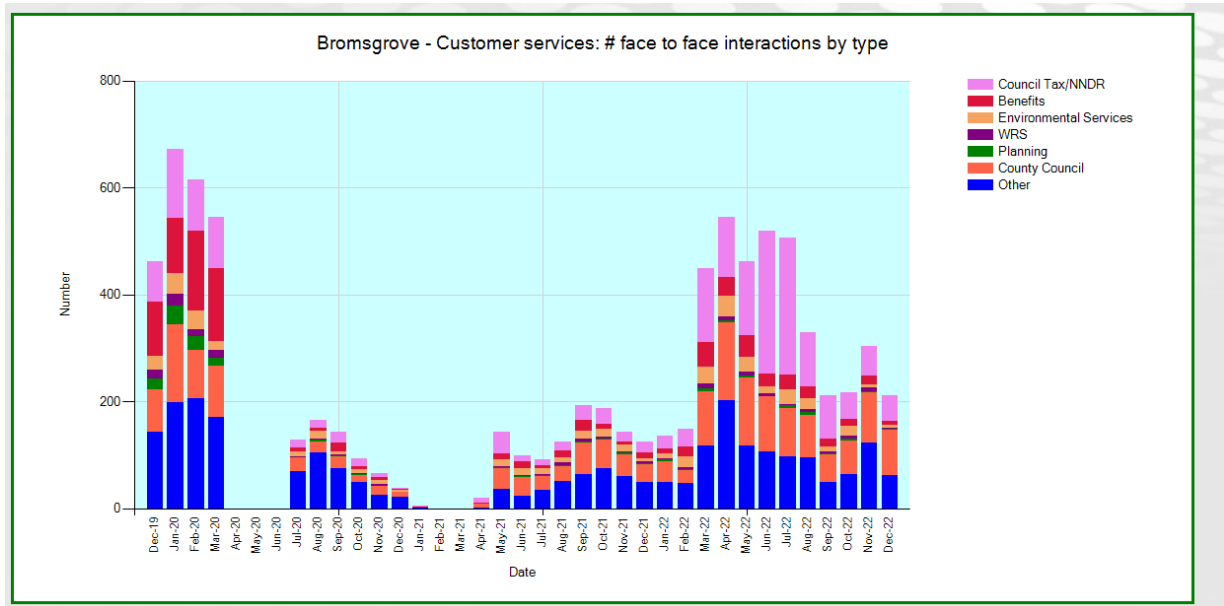
##### Performance measure

- Customer Service calls

#### Update

There has been a reduction in calls to the council switchboard over the period which can be attributed to the pre-recorded message which enables customers to directly contact the main services (revenues, environmental services) by selecting an option from a list, therefore reducing the reliance on the operators. There has also been a slight increase in face-to-face enquiries at the centre compared to the previous year when some C-19 restrictions were in place, and guidance to avoid unnecessary travel etc. The C-19 pandemic saw a fundamental shift in customer behaviour towards alternative methods of contact, reducing by 60% between early 2020 at the present day, however this is still around 50 people per month, and the vast majority is the provision of reception service for county council services (registrar and social services) The increase in Council Tax was due to the Energy Rebate Scheme where many customers were required to provide proof of bank accounts to enable payment to be made.





#### 4.4 Planning, Regeneration and Leisure Services

The Leisure and Cultural Strategy has been formally endorsed. Its recommendations have been prioritised for delivery and delivery has commenced.

Planning measures are currently in development and will be charted ready for reporting in Q4 2022/23. Below is the data for the first 3 measures:

##### Performance measure

- Total number of applications determined in quarter (all types)

##### Update

Period	Number Determined
Quarter 1, 2022/23	191
Quarter 2, 2022/23	137
Quarter 3, 2022/23	138

##### Performance measure

- Speed of decision making for 'major applications' (over a rolling 2-year period)

##### Update

Period	Number Determined
Quarter 1, 2022/23	82.1%
Quarter 2, 2022/23	81.5%
Quarter 3, 2022/23	81.8%

Governmental targets for determining applications in time (or within an agreed extension of time) on major applications is 60%

##### Performance measure

- Speed of decision making for 'non-major applications' (over a rolling 2-year period)

#### Update

Period	Number Determined
Quarter 1, 2022/23	77.7%
Quarter 2, 2022/23	78.6%
Quarter 3, 2022/23	78.9%

Governmental targets for determining applications in time (or within an agreed extension of time) on non-major applications is 70%

#### 5. Corporate Project Oversight & Monitoring

Currently twenty-two projects are being monitored. The table below provide a summary as of 17<sup>th</sup> January 2023.

As can be seen, 59.1% have been rated as green for overall status.

All Projects (Number)	Overall Status RAG		Time Status RAG		Scope Status RAG		Budget Status RAG	
	No.	%	No.	%	No.	%	No.	%
<b>Red</b>	0	0.0%	3	13.6%	0	0.0%	0	0.0%
<b>Amber</b>	9	40.9%	7	31.8%	5	22.7%	6	27.3%
<b>Green</b>	13	59.1%	12	54.5%	17	77.3%	12	54.5%



# **Bromsgrove District Council Council Tax Support Fund Policy 2023-24**

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## 1. Introduction

- 1.1 The following policy outlines the Council's approach to the recent initiatives by Central Government to assist the most vulnerable taxpayers who are suffering financial hardship due to the cost of living crisis.
- 1.2 This policy has been developed *in addition to* the S13A (1) (c) (Reduction in Liability for Council Tax) policy adopted by the Council.
- 1.3 Central Government have provided funds to the Council under S31 of the Local Government Act 2003 with the proviso that all monies are paid strictly in accordance with S13A (1) (c) of the Local Government Finance Act 1992 and in line with guidance issued on 23 December 2022.
- 1.4 The fund, named by Central Government as the 'Council Tax Support Fund' is designed to meet the immediate needs of all taxpayers who are currently claiming Council Tax Reduction (CTR) under S13 A (1) (a) of the Local Government Finance Act 1992. The fund will assist all Council Tax Reduction applicants who will be required to make a payment of Council Tax for the 2023-24 financial year.
- 1.5 Whilst it is essentially down to individual authorities to determine how to use the funds available, Central Government through the Department for Levelling Up, Housing and Communities (DLUHC) states that, in order to retain the funding, Councils must look to use monies as directed by them in their guidance.

## 2. Legislation

- 2.1 The relevant legislation (S13A of the Local Government Finance Act 1992 as amended by the Local Government Finance Act 2012), states the following:

### **Reductions by billing authority**

(1) The amount of council tax which a person is liable to pay in respect of any chargeable dwelling and any day (as determined in accordance with sections 10 to 13):

- (a) in the case of a dwelling situated in the area of a billing authority in England, is to be reduced to the extent, if any, required by the authority's council tax reduction scheme;
- (b) (not relevant to English Billing Authorities);
- (c) in any case, may be reduced to such extent (or, if the amount has been reduced under paragraph (a) or (b), such further extent) as the billing authority for the area in which the dwelling is situated thinks fit.**

- 2.2 The provisions stated in (c) above, allows the Council to reduce the Council Tax liability for any taxpayer in addition to any application for Council Tax Reduction

under the Council's scheme. This is a general power that has always been available to the Council.

- 2.3 In relation to the 'Council Tax Support Fund', DLUHC have stated that Councils will use the powers given under that act.

## 3. Finance

- 3.1 Any amounts granted under S13A(1)(c) are normally financed through the Council's general fund and do not form part of the collection fund. However, Central Government has provided funding directly to the Council (amounting to £104,391) to compensate for this particular support package and it strongly expects the Council, wherever possible, to use all of the funds provided as outlined within the Department's guidance
- 3.2 Any additional assistance, outside of the funding, would fall to be paid by the Council itself. In view of this, the Council has determined that once the allocated funds are exhausted, no further reduction in liability will be made under this policy.

## 4. The Council Tax Support Fund

- 4.1 The Council Tax Support Fund is divided into two distinct elements as follows:
- (a) The minimum reduction in Council Tax liability for all taxpayers who are in receipt of Council Tax Reduction; and
  - (b) Discretionary support.
- 4.2 Each of these elements are detailed in the following paragraphs.
- 4.3 In all cases, Government expects billing authorities to apply the reductions to the 2023-24 Council Tax bills.

### **The minimum reduction in Council Tax liability for all taxpayers who are in receipt of Council Tax Reduction**

- 4.4 In view of the fact that there is a need to support the most vulnerable taxpayers at this time, the Government's strong expectation is that billing authorities will provide all recipients of Council Tax Reduction (both working age and pension age) with a further reduction in their annual council tax bill of up to £25
- 4.5 This reduction will apply to all Council Tax Reduction recipients who have an outstanding liability for the 2023-24 financial year.
- 4.6 For the sake of clarity:

- (a) where the taxpayer's Council Tax liability for 2023-24 (after the application of any relevant discounts, reliefs, and Council Tax Reduction) is £25 or more, then a further reduction in Council Tax liability of £25 will be made;
- (b) where the taxpayer's Council Tax liability for 2023-24 (after the application of any relevant discounts, reliefs and Council Tax Reduction) is greater than nil but less than £25, then a further reduction in Council Tax liability will be made to reduce the liability to nil; and
- (c) where the taxpayers Council Tax liability for 2023-24 (after the application of any relevant discounts, reliefs, and Council Tax Reduction) is nil then **no** further reduction in Council Tax liability will be made.

4.7 There will be no requirement for any taxpayer to apply for this reduction and any amount granted will automatically be applied based on the criteria being met on 1 April 2023.

4.8 Government has stated that it will be up to individual authorities to decide whether to allow the reduction for taxpayers who become eligible for Council Tax Reduction after 1 April 2023.

#### **Discretionary support.**

4.9 Where any funds remain available after the making the minimum reductions in liability as outlined above, Government expects authorities to determine their own local approaches to supporting economically vulnerable households with Council Tax bills.

## **5. The Council's Policy in respect of the Council Tax Support Fund**

5.1 The Council is keen to support all eligible taxpayers within its area and, as such, will implement the scheme strictly in accordance with Central Government guidelines by taking the following actions:

#### **The minimum reduction in Council Tax liability**

5.2 A reduction of up to £25 will be made to the Council Tax account of taxpayers who are in receipt of Council Tax Reduction **on** 1 April 2023. It should be noted that where the liability of any taxpayer is less than £25 (after taking into account any discounts, reliefs, or reductions) then an amount will be granted to ensure that the liability is reduced to nil. There will be no requirement for any taxpayer to apply for this initial award and it shall be automatically applied to their account.

5.3 The reduction in liability will apply to both working age and pension age Council Tax Reduction applicants.

## Discretionary Support

- 5.4 Where any funds remain after applying the reduction in liability as outlined in 5.2 above, the Council will use the funds as part of its Exceptional Hardship Fund which assists low income taxpayers facing exceptional financial hardship.

## General requirements in relation to funding

- 5.5 As mentioned previously, the Council has been allocated a limited amount of funding and in view of this, should the allocation be exhausted, the policy of the Council will be to cease any further reductions in liability. Where this occurs, any taxpayer may apply for a reduction under the Council's existing S13A(1)(c) policy and each case will be considered on its merits in line with the legislation.
- 5.6 Any reduction in liability under this policy shall apply for the 2023-24 financial year **only**.

## 6. Payment

- 6.1 In line with legislation, any award shall be granted as a reduction in the liability of the Council Taxpayer thereby reducing the amount of Council Tax payable.

## 7. Notification

- 7.1 Eligible taxpayers will be notified of the decision to award any reduction in liability by means of a reduction applied directly to the Council Tax account for the 2023-24 financial year only.

## 8. Appeals

- 8.1 Appeals against the Council's decision may be made in accordance with Section 16 of the Local Government Finance Act 1992.
- 8.2 The Council Taxpayer must in the first instance write to the Council outlining the reason for their appeal. Once received the council will then consider whether any additional information has been received which would justify a change to the original decision and notify the Council Tax payer accordingly.**
- 8.3 Where the Council Taxpayer remains aggrieved, a further appeal can then be made to the Valuation Tribunal. This further appeal should be made within 2 months of the decision of the Council not to grant any reductions. Full details can be obtained from the Council's website or from the Valuation Tribunal Service website.

## **9. Reductions in Council Tax liability granted in error or incorrectly**

- 9.1 Where a reduction in liability has been granted incorrectly or in error, either due to a failure to provide the correct or accurate information to the Council or some other circumstances, the Council Taxpayer's account will be adjusted and the taxpayer will be billed in the normal way.

## **10. Delegated Powers**

- 10.1 The policy for the Council Tax Support Fund has been approved by the Council. However, the Customer Support Manager is authorised to make technical amendments to ensure it meets the criteria set by Central Government and the Council.

## **11 Fraud**

- 11.1 The Council is committed to protecting public funds and ensuring funds are awarded to the people who are rightfully eligible to them.
- 11.2 An applicant who tries to fraudulently claim a reduction in liability by falsely declaring their circumstances, providing a false statement or evidence in support of their application, may have committed an offence under The Fraud Act 2006.
- 11.3 Where the Council suspects that such a fraud may have been committed, this matter will be investigated as appropriate and may lead to criminal proceedings being instigated.

## **12. Complaints**

- 12.1 The Council's complaints procedure (available on the Council's website) will be applied in the event of any complaint received about this policy.

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### FORMER MARKET HALL PROJECT

Relevant Portfolio Holder		Councillor Karen May
Portfolio Holder Consulted		Yes
Relevant Head of Service		Ostap Paparega
Report Author Naznin Chowdhury	Job Title: Programme Delivery Manager Contact email: naznin.chowdhury@nwedr.org.uk Contact Tel: 07976707561	
Wards Affected		Sanders Park
Ward Councillor(s) consulted		
Relevant Strategic Purpose(s)		<ul style="list-style-type: none"> <li>• Run &amp; grow a successful business</li> <li>• Sustainability</li> <li>• Communities which are safe, well-maintained &amp; green</li> </ul>
Key Decision: No		
If you have any questions about this report, please contact the report author in advance of the meeting.		
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. RECOMMENDATIONS

**That Cabinet ENDORSE :-**

**The proposed scheme for the redevelopment of the former Market Hall site detailed in appendices B and C. The information in this report and the attached appendices is for the purposes of submitting a planning application for a landmark office building with food and beverage offer and a separate community Pavilion building and interconnecting public realm.**

### 2. BACKGROUND

- 2.1 In November 2021, the Government's Department for Levelling Up Housing & Communities (DLUHC) approved a £14,492,000 grant for Bromsgrove District Council. The Levelling Up Fund (LUF) allocation for the former Market Hall project is £10,928,81 and this is the budget envelope. The deadline for expending the DLUHC monies is 31 March 2025. Although the original deadline for the completion of funded projects was extended by central government for all projects from March 2024 to March 2025, these remain very tight timescales within which to deliver the redevelopment of the Former Market Hall site. Applying for

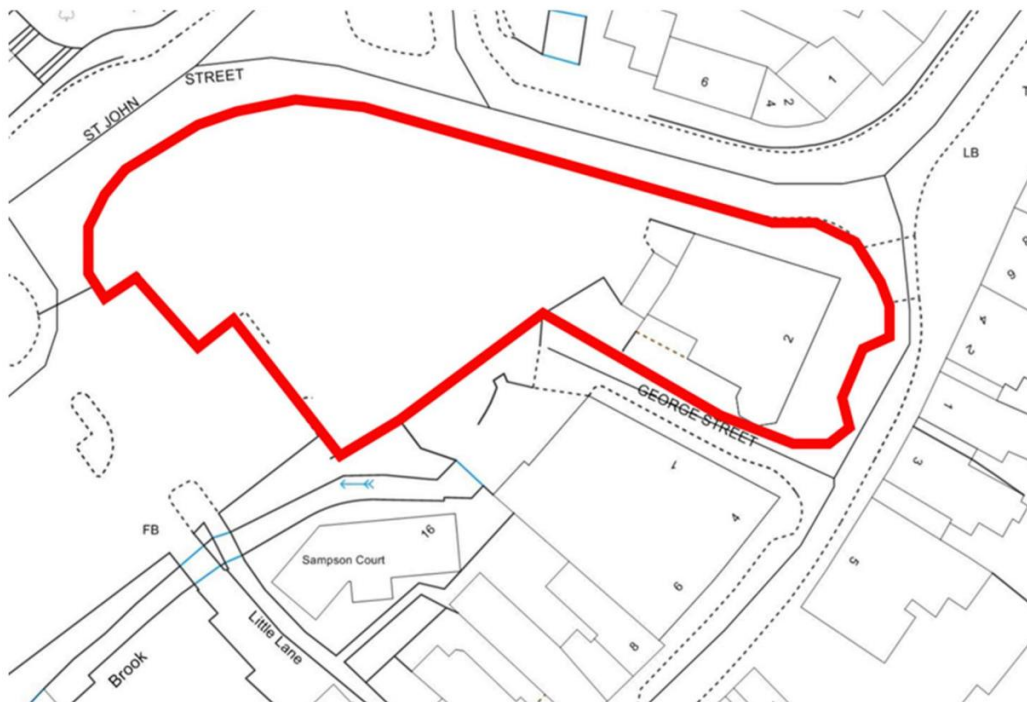
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and hopefully securing planning permission, is a key success factor in bringing forward the redevelopment within LUF timescales.

### 3. **PROPOSED SCHEME**

- 3.1 The proposed scheme is attached in appendix B&C will be submitted for planning permission in March 2023. Members are advised that because of tight timescales there may be further iterations of the scheme presented at Cabinet and possible further iterations between Cabinet and the actual submission of the planning application in March 2023.
- 3.2 Subsequent sections of this report describe the site and the project brief, and the core tasks undertaken by Officers and the project consultants to reach this stage of having a costed proposal appropriate for consideration to secure planning permission.
- 3.3 The project site is a council-owned, brownfield site in the heart of Bromsgrove Town Centre. It is currently the location of the 'Birdbox' temporary event space and public realm. The site comprises 0.26ha to the south of High Street at the junction of High Street, St. John Street and Worcester Road.



Site address: St. John Street, Bromsgrove, West Midlands. B61 7AF 52.333609, -2.063175

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- 3.4 The project will deliver:
- 3.5 **Commercial Building:** a three to four storey development as the main building which will provide a mix of flexible workspaces and F&B (Food and Beverage) uses provided on the ground floor and top floor.
- 3.6 **Pavilion Building:** a double height 'pavilion-like' building, area to perform as a multi-purpose events space. The ground floor will be open plan and adaptable to allow a range of community events and seasonal festivals. It will include bi-folding doors to adjoin the indoor and outdoor space in to one event space.
- 3.7 **Public Realm:** high quality public realm, enhancing the green offer between the proposed buildings, building on the success of the BirdBox providing outdoor spaces and seating encouraging the social dimension of the current provision. Adequate lighting to be an essential element of the provision to encourage night-time economy while enhancing safety. The public realm interventions also involve the potential reopening of the Spadesbourne Brook culvert to improve the natural environment.

### **5. RIBA STAGE 3 DESIGN FOR PLANNING SUBMISSION**

- 5.1 The design team ONE Creative Environment (ONE) was appointed in December 2022 via a competitive tender on a framework procurement. The Worcester based architects were appointed as the multi-disciplinary design team, bringing with them the disciplines of Lead/Principal designer, Landscape Architecture, Structural Engineering, Civil Engineering, MEP Design, Principal Designer, Fire Engineering and Sustainability. In their submission ONE displayed local knowledge, understanding of the site and are also the designers of the interim provision BirdBox.
- 5.2 The design team appointment is under a JCT contract, the agreement and fee quotation cover RIBA stages 3 to 6. However, after the Pre-Construction Services Agreement (PCSA) is let to a main contractor (during RIBA stage 4), the design team's appointment will be novated to the appointed main construction contractor.

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- 5.3 The programme of activities for RIBA stage 3 consists of a design options review including a cost plan update, the emerging design itself, and commencement of site surveys. This is a steep set of activities to ensure the project meets the planning deadline of end of March 2023.
- 5.4 The proposed office building offers 1200sqm of floorspace arranged over ground plus three levels, as well as a food and beverage offer on the ground floor and level three equating to approximately 420sqm. The Pavilion building is 180sqm of multi-purpose events space provided in a double height building (visible from the High Street).
- 5.5 The proposed office building retains its curved ends following the VE exercise, the ground floor of the building is inset to accommodate an easement for a deep/large mains sewer, but the upper floors are cantilevered to maximise space.
- 5.6 The proposed Pavilion is double height but single storey in terms of the accommodation, the double height nature of the building ensures its prominence as you look along the high street. It offers the option for a 1<sup>st</sup> floor to be installed should this be required in the future. The draft floor plans are attached as appendix B. Proposed elevations 3D drawings are under appendix C.
- 5.6 At time of writing residents, businesses and community groups will have an opportunity to view and comment on the proposed plans through public consultation events which will be held in early March 2022. The consultation will include engagement with the Bromsgrove town centre businesses and representative groups, details of the events are:

Thursday 2nd March Business engagement and consultation @ Parkside	Saturday 4th March 10am -1pm @ the Birdbox for public consultation	Monday 6th March 4- 7pm @ the Bromsgrove Library for public consultation
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### 6. DELIVERY

- 6.1 A contractor will be appointed to deliver the scheme through a two-stage design and build procurement process. Site mobilisation is scheduled to start in November 2023 and the works in January 2024. Completion is scheduled to take place on 17 March 2025.
- 6.2 The detailed master programme is provided at Appendix A.

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### **7. FINANCIAL IMPLICATIONS**

- 7.1 The costs associated with the delivery of the scheme are covered by the LUF grant plus a 10% contribution from the council.
- 7.2 Arcadis, a design, engineering and project management company, has been appointed as technical advisor to provide project management and cost consultancy. The team is based at Arcadis offices in Birmingham, are RICS (Royal Institute of Chartered Surveyors) certified and provide project management, financial insight, cost analysis and monitoring throughout each RIBA stage of the project as the design progresses through to construction stage and completion. At the current stage the project costs fall within the budget envelope of the LUF.
- 7.3 The cost plan update and financial analysis of the emerging design is provided in appendix E. These are confidential documents marked as exempt provided by the Section 151 officer.

### **8. LEGAL IMPLICATIONS**

- 8.1 There are legal implications arising from the contracts between the council and various with third parties (consultants and contractors). They are specific to each contract and assessed by the council's legal team. In addition, external legal support has been secured on specialist aspects such as the novation of the architect to the contractor.

### **9. STRATEGIC PURPOSES - IMPLICATIONS**

#### **Relevant Strategic Purpose**

- 9.1 This project supports the following Strategic Purposes and Priorities:

Strategic Purposes: Run & grow a successful business: Communities which are safe, well-maintained and green

Priorities: Economic development and regeneration; a balanced housing market.

The regeneration project at the former market hall site provides work space and will enhance the vitality and viability of the town centre with the extra food and beverage offer and the community space.

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### **Climate Change Implications**

- 9.2 Through the redevelopment of the site, energy efficiency measures and Low and Zero Carbon technologies will be explored and may be introduced with a view to reduce operational energy consumption and the associated carbon emissions targets. Specific solutions and targets will be explored as the designs are progressed as well as a commitment to achieving a minimum BREEAM 'very good' rating on this site.

### **10. OTHER IMPLICATIONS**

#### **Equalities and Diversity Implications**

- 10.1 There are no equalities and diversity implications.

#### **Operational Implications**

Project delivery (capital scheme)

- 10.2 NWedR provides overall programme management for the Bromsgrove LUF programme. Input is also provided from officers in finance, legal, planning, conservation, property, communications and town centre management.

Arcadis (external consultants) provide project management and cost consultancy services.

- 10.3 Commercial building operation

The commercial building will require property management services. These will be provided either by BDC property or by an external company.

- 10.4 Pavilion operation

It is envisaged that the pavilion will be operated by the BDC leisure team.

### **11. RISK MANAGEMENT**

- 11.1 As part of the governance and reporting requirements a risk register has been produced for the project. This is attached as appendix D.

### **12. APPENDICES and BACKGROUND PAPERS**

- Master Programme – appendix A

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- Propose Design Floor Plans – appendix B
- Proposed Design Elevations – appendix C
- Risk Register – appendix D
- Financial and cost plan review – appendix E (exempt)

### 11. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Leader of BDC - Karen May	
Lead Director / Head of Service	Head of NWedR	
Financial Services	BDC S151 Officer – Peter Carpenter	
Legal Services	BDC Legal – Claire Green	
Policy Team (if equalities implications apply)	Rebecca Green	
Climate Change Officer (if climate change implications apply)	Judith Willis	

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ID	Task Name	Duration	Start	Finish
46	Lead In	2 wks	Thu 05/01/23	Wed 18/01/23
47	Undertake	1 wk	Thu 19/01/23	Wed 25/01/23
48	Report	2 wks	Thu 26/01/23	Wed 08/02/23
49	<b>Ecology (Desk Top)</b>	<b>6 wks</b>	<b>Wed 14/12/22</b>	<b>Wed 01/02/23</b>
50	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
51	Lead In	1 wk	Thu 05/01/23	Wed 11/01/23
52	Undertake	1 wk	Thu 12/01/23	Wed 18/01/23
53	Report	2 wks	Thu 19/01/23	Wed 01/02/23
54	<b>Heritage</b>	<b>7 wks</b>	<b>Wed 14/12/22</b>	<b>Wed 08/02/23</b>
55	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
56	Lead In	2 wks	Thu 05/01/23	Wed 18/01/23
57	Undertake	1 wk	Thu 19/01/23	Wed 25/01/23
58	Report	2 wks	Thu 26/01/23	Wed 08/02/23
59	<b>Site Investigation</b>	<b>9 wks</b>	<b>Mon 02/01/23</b>	<b>Sat 04/03/23</b>
60	Procure	4 wks	Mon 02/01/23	Mon 30/01/23
61	Lead In	1 wk	Tue 31/01/23	Mon 06/02/23
62	Undertake	2 wks	Tue 07/02/23	Mon 20/02/23
63	Report	2 wks	Tue 21/02/23	Sat 04/03/23
64	<b>Highways</b>	<b>8 wks</b>	<b>Wed 14/12/22</b>	<b>Wed 15/02/23</b>
65	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
66	Lead In	2 wks	Thu 05/01/23	Wed 18/01/23
67	Undertake	2 wks	Thu 19/01/23	Wed 01/02/23
68	Report	2 wks	Thu 02/02/23	Wed 15/02/23
69	<b>Noise</b>	<b>8 wks</b>	<b>Wed 14/12/22</b>	<b>Wed 15/02/23</b>
70	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
71	Lead In	2 wks	Thu 05/01/23	Wed 18/01/23
72	Undertake	2 wks	Thu 19/01/23	Wed 01/02/23
73	Report	2 wks	Thu 02/02/23	Wed 15/02/23
74	<b>Air Quality</b>	<b>8 wks</b>	<b>Wed 14/12/22</b>	<b>Wed 15/02/23</b>
75	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
76	Lead In	2 wks	Thu 05/01/23	Wed 18/01/23
77	Undertake	2 wks	Thu 19/01/23	Wed 01/02/23
78	Report	2 wks	Thu 02/02/23	Wed 15/02/23
79	<b>Flood Risk Assessment</b>	<b>8 wks</b>	<b>Wed 14/12/22</b>	<b>Wed 15/02/23</b>

The Gantt chart displays the project schedule from late 2022 to early 2023. Key features include:

- Timeline:** The x-axis shows months from September 2022 to May 2023.
- Task Phases:** Each main task (e.g., Ecology, Heritage) consists of four sequential phases: Procure, Lead In, Undertake, and Report.
- Current Date:** A vertical red line marks the current date as approximately February 15, 2023.
- Task Status:** Tasks are color-coded: Ecology (green), Heritage (orange), Site Investigation (yellow), Highways (blue), Noise (purple), Air Quality (pink), and Flood Risk Assessment (brown).
- Task Details:** Each task bar includes its ID, name, duration, start date, and finish date.

ID	Task Name	Duration	Start	Finish
80	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
81	Lead In	2 wks	Thu 05/01/23	Wed 18/01/23
82	Undertake	2 wks	Thu 19/01/23	Wed 01/02/23
83	Report	2 wks	Thu 02/02/23	Wed 15/02/23
84	Arboricultural	8 wks	Wed 14/12/22	Wed 15/02/23
85	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
86	Lead In	2 wks	Thu 05/01/23	Wed 18/01/23
87	Undertake	2 wks	Thu 19/01/23	Wed 01/02/23
88	Report	2 wks	Thu 02/02/23	Wed 15/02/23
89	Townscape / Streetscene	8 wks	Wed 14/12/22	Wed 15/02/23
90	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
91	Lead In	2 wks	Thu 05/01/23	Wed 18/01/23
92	Undertake	2 wks	Thu 19/01/23	Wed 01/02/23
93	Report	2 wks	Thu 02/02/23	Wed 15/02/23
94	Daylight	8 wks	Wed 14/12/22	Wed 15/02/23
95	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
96	Lead In	2 wks	Thu 05/01/23	Wed 18/01/23
97	Undertake	2 wks	Thu 19/01/23	Wed 01/02/23
98	Report	2 wks	Thu 02/02/23	Wed 15/02/23
99	Waste Management	6 wks	Wed 14/12/22	Wed 01/02/23
100	Procure	2 wks	Wed 14/12/22	Wed 04/01/23
101	Lead in	1 wk	Thu 05/01/23	Wed 11/01/23
102	Undertake	2 wks	Thu 12/01/23	Wed 25/01/23
103	Report	1 wk	Thu 26/01/23	Wed 01/02/23
104	BREEAM (Initial Assessment)	4 wks	Wed 14/12/22	Wed 18/01/23
105	Appointment	2 wks	Wed 14/12/22	Wed 04/01/23
106	Assessment	1 wk	Thu 05/01/23	Wed 11/01/23
107	Report	1 wk	Thu 12/01/23	Wed 18/01/23
108	RIBA Three Design	10.8 wks	Thu 12/01/23	Mon 27/03/23
109	Architecture	6.6 wks	Thu 12/01/23	Mon 27/02/23
110	Architectural layout and plans	5.6 wks	Thu 12/01/23	Mon 20/02/23
111	Finalised architectual elevations and CGIs	1 wk	Tue 21/02/23	Mon 27/02/23
112	Structures	4.7 wks	Wed 22/02/23	Fri 24/03/23

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ID	Task Name	Duration	Start	Finish	2023																															2024												2025																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	Apr 30	May 7	May 14	May 21	May 28	Jun 4	Jun 11	Jun 18	Jun 25	Jul 2	Jul 9	Jul 16	Jul 23	Jul 30	Aug 6	Aug 13	Aug 20	Aug 27	Sep 3	Sep 10	Sep 17	Sep 24	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28	Nov 4	Nov 11	Nov 18	Nov 25	Dec 2	Dec 9	Dec 16	Dec 23	Dec 30	Jan 6	Jan 13	Jan 20	Jan 27	Feb 3	Feb 10	Feb 17	Feb 24	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Sep 28	Oct 5	Oct 12	Oct 19	Oct 26	Nov 2	Nov 9	Nov 16	Nov 23	Nov 30	Dec 7	Dec 14	Dec 21	Dec 28	Jan 4	Jan 11	Jan 18	Jan 25	Feb 1	Feb 8	Feb 15	Feb 22	Feb 29	Mar 6	Mar 13	Mar 20	Mar 27	Apr 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ID	Task Name	Duration	Start	Finish
139	Update Report / Strategy	1 wk	Thu 26/01/23	Wed 01/02/23
140	Stage 3 Report	2 wks	Mon 06/03/23	Fri 17/03/23
141	Prepare	1 wk	Mon 06/03/23	Fri 10/03/23
142	Client Review and Sign Off	1 wk	Mon 13/03/23	Fri 17/03/23
143				
144	RIBA STAGE 4	38.2 wks?	Mon 06/03/23	Mon 27/11/23
145	Developed Design	6 wks	Mon 20/03/23	Fri 28/04/23
146	Planning	18.2 wks?	Mon 06/03/23	Mon 10/07/23
147	Register	2 wks	Tue 28/03/23	Mon 10/04/23
148	Statutory Approval Period	13 wks	Tue 11/04/23	Mon 10/07/23
149	Planning Committee Dates (For Info)			
153	Approval	0 wks	Mon 10/07/23	Mon 10/07/23
154	Procurement	27.2 wks	Mon 17/04/23	Mon 23/10/23
155	First Stage Tender	16.2 wks	Mon 17/04/23	Mon 07/08/23
159	Second Stage Tender	11 wks	Tue 08/08/23	Mon 23/10/23
162	Stage 4 Report	4 wks	Tue 17/10/23	Mon 13/11/23
163	Prepare	2 wks	Tue 17/10/23	Mon 30/10/23
164	Client Review and Sign Off	2 wks	Tue 31/10/23	Mon 13/11/23
165	Contract signature	2 wks	Tue 14/11/23	Mon 27/11/23
166				
167	RIBA Stage 5	64 wks	Tue 28/11/23	Mon 17/03/25
168	Mobilisation	4 wks	Tue 28/11/23	Mon 08/01/24
169	Construction	60 wks	Tue 09/01/24	Mon 17/03/25
170	Pavilion Building	48 wks	Tue 09/01/24	Mon 09/12/24
171	Public Realm / Culvert	48 wks	Tue 09/01/24	Mon 09/12/24
172	Commercial Building / Remaining Public Realm	60 wks	Tue 09/01/24	Mon 17/03/25
173	Practical Completion	0 days	Mon 17/03/25	Mon 17/03/25
174				
175	DLUHC EXPENDITURE DEADLINE	0 wks	Mon 31/03/24	Mon 31/03/24

The Gantt chart displays the project schedule from January 2023 to March 2025. The tasks are represented by blue bars, and their dependencies are shown by arrows. Key milestones are marked with diamonds. A red vertical line is positioned at February 2023, and green vertical lines are at January 2024 and January 2025.

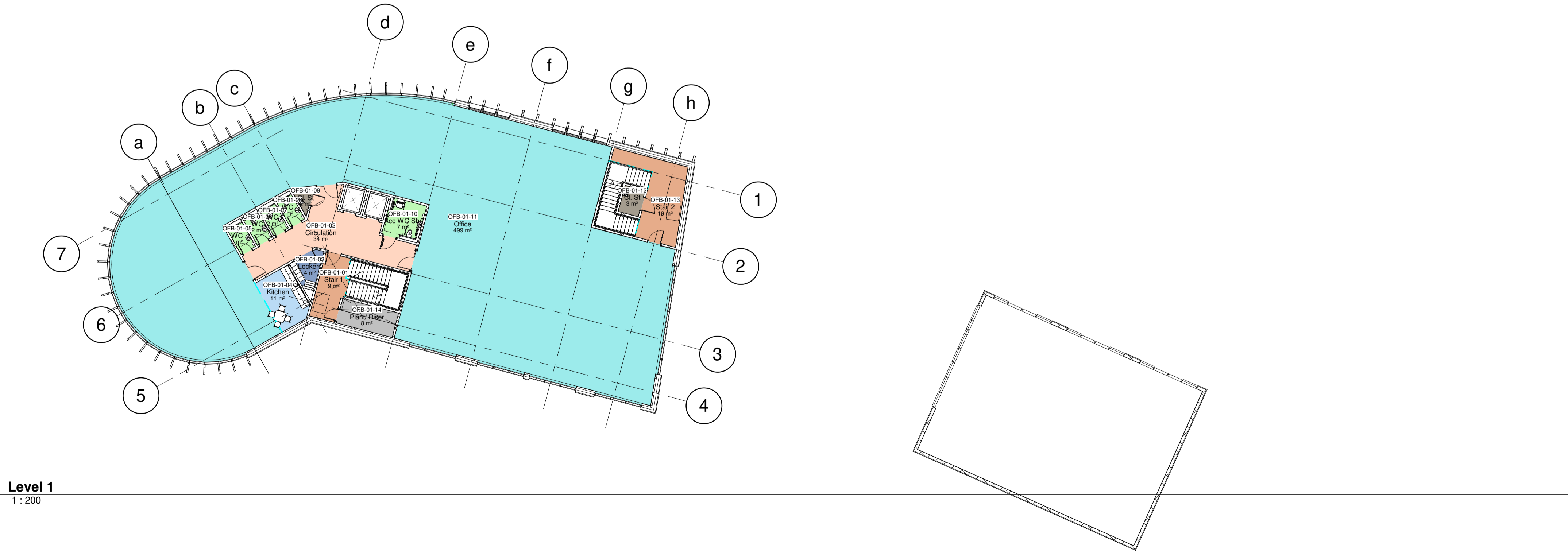
**Task Details:**

- 139** Update Report / Strategy: 1 wk, Thu 26/01/23 to Wed 01/02/23
- 140** Stage 3 Report: 2 wks, Mon 06/03/23 to Fri 17/03/23
- 141** Prepare: 1 wk, Mon 06/03/23 to Fri 10/03/23
- 142** Client Review and Sign Off: 1 wk, Mon 13/03/23 to Fri 17/03/23
- 143** (Empty row)
- 144** RIBA STAGE 4: 38.2 wks?, Mon 06/03/23 to Mon 27/11/23
- 145** Developed Design: 6 wks, Mon 20/03/23 to Fri 28/04/23
- 146** Planning: 18.2 wks?, Mon 06/03/23 to Mon 10/07/23
- 147** Register: 2 wks, Tue 28/03/23 to Mon 10/04/23
- 148** Statutory Approval Period: 13 wks, Tue 11/04/23 to Mon 10/07/23
- 149** Planning Committee Dates (For Info): Milestones at 06/03, 03/04, 30/05, and 10/07
- 153** Approval: 0 wks, Mon 10/07/23 to Mon 10/07/23
- 154** Procurement: 27.2 wks, Mon 17/04/23 to Mon 23/10/23
- 155** First Stage Tender: 16.2 wks, Mon 17/04/23 to Mon 07/08/23
- 159** Second Stage Tender: 11 wks, Tue 08/08/23 to Mon 23/10/23
- 162** Stage 4 Report: 4 wks, Tue 17/10/23 to Mon 13/11/23
- 163** Prepare: 2 wks, Tue 17/10/23 to Mon 30/10/23
- 164** Client Review and Sign Off: 2 wks, Tue 31/10/23 to Mon 13/11/23
- 165** Contract signature: 2 wks, Tue 14/11/23 to Mon 27/11/23
- 166** (Empty row)
- 167** RIBA Stage 5: 64 wks, Tue 28/11/23 to Mon 17/03/25
- 168** Mobilisation: 4 wks, Tue 28/11/23 to Mon 08/01/24
- 169** Construction: 60 wks, Tue 09/01/24 to Mon 17/03/25
- 170** Pavilion Building: 48 wks, Tue 09/01/24 to Mon 09/12/24
- 171** Public Realm / Culvert: 48 wks, Tue 09/01/24 to Mon 09/12/24
- 172** Commercial Building / Remaining Public Realm: 60 wks, Tue 09/01/24 to Mon 17/03/25
- 173** Practical Completion: 0 days, Mon 17/03/25 to Mon 17/03/25
- 174** (Empty row)
- 175** DLUHC EXPENDITURE DEADLINE: 0 wks, Mon 31/03/24 to Mon 31/03/24

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Level 0  
1 : 200



Level 1  
1 : 200

• This drawing must not be scaled. All site dimensions must be physically checked on site prior to construction and fabrication.  
• This drawing must not be reproduced without full written consent of ONE Creative environments.

P02	BUILDING FOOTPRINT AMENDED TO AVOID EXISTING SEWER. FLOOR PLAN DEVELOPED	20.02.23	JT
REV	DESCRIPTION	DATE	BY

DESIGNER



Worcester 01905 362 300  
Birmingham 0121 312 3876  
London 0208 059 6526  
onehld.com

CLIENT



PROJECT NUMBER

P1313

PROJECT TITLE

OLD MARKET HALL SITE BROMSGROVE

DRAWN BY: Becki Smith	POSITION : Associate	DATE : 23/01/2023
CHECKED BY: Mark Martin	POSITION: Director	DATE: 20/02/2023
APPROVED FOR ISSUE BY: Mark Martin	POSITION: Director	DATE: 20/02/2023

DRAWING TITLE

GROUND & FIRST FLOOR PLANS  
OPTION 1A

DRAWING STATUS  
S2 - SUITABLE FOR INFORMATION

SCALE  
1 : 200

DRAWING SIZE  
A1

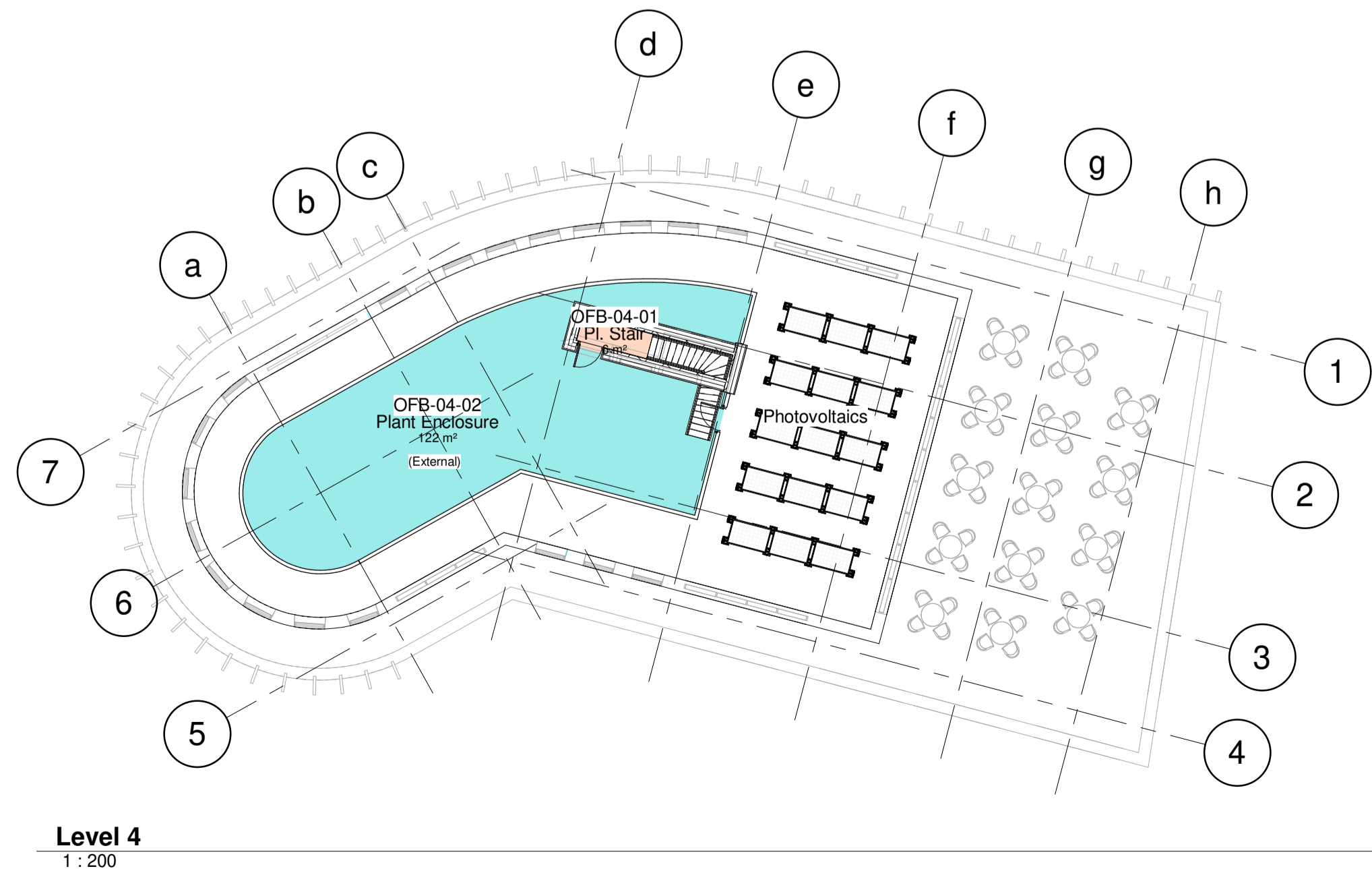
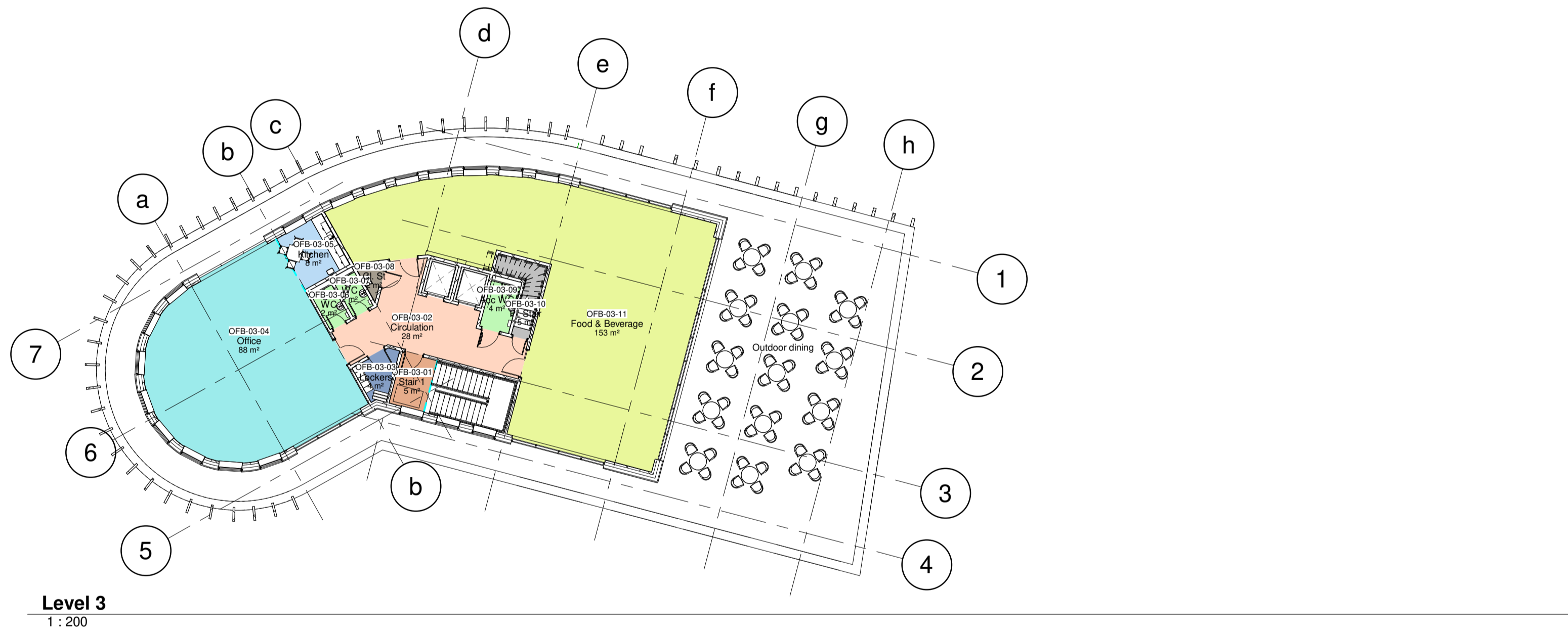
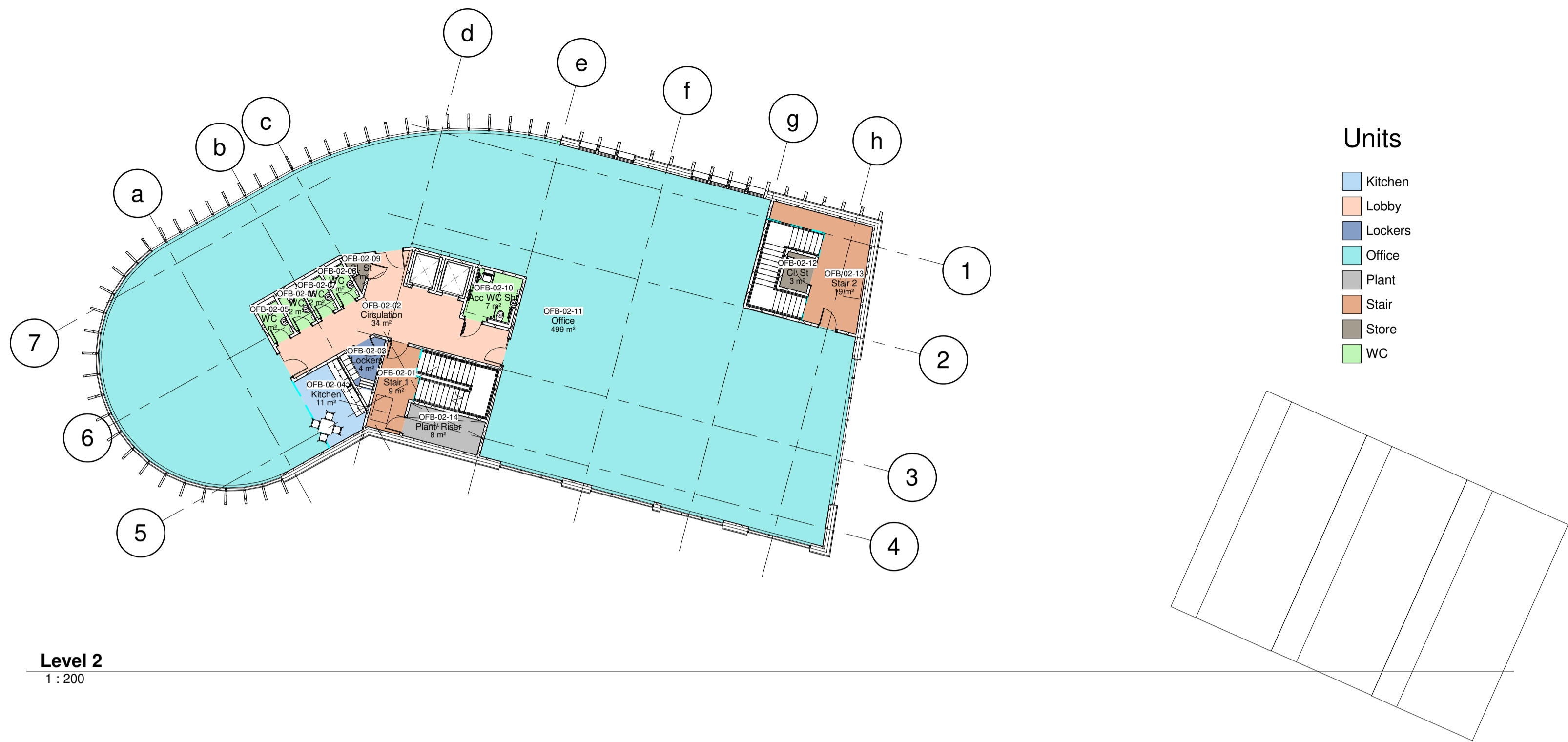
DRAWING NUMBER

OMH-ONE-OFB-ZZ-DR-A-101A P02

REVISION

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P02	BUILDING FOOTPRINT AMENDED TO AVOID EXISTING SEWER. FLOOR PLAN DEVELOPED	20.02.23	JT
REV	DESCRIPTION	DATE	BY
DESIGNER			

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Birmingham 0121 312 3876  
London 0208 059 6526  
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Bromsgrove District Council  
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North Worcestershire edR  
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PROJECT NUMBER  
**P1313**  
PROJECT TITLE  
**OLD MARKET HALL SITE BROMSGROVE**

DRAWN BY: Becki Smith	POSITION: Associate	DATE: 23/01/2023
CHECKED BY: Mark Martin	POSITION: Director	DATE: 20/02/2023
APPROVED FOR ISSUE BY: Mark Martin	POSITION: Director	DATE: 20/02/2023

DRAWING TITLE  
**SECOND & THIRD FLOOR PLANS  
OPTION 1A**

DRAWING STATUS S2 - SUITABLE FOR INFORMATION	REVISION
SCALE 1 : 200	DRAWING SIZE A1
DRAWING NUMBER OMH-ONE-OFB-ZZ-DR-A-111A P02	

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## Market Hall Site, Bromsgrove

Board 6: 3D Visuals



Computer generated views facing north, from Waitrose carpark, towards proposed development.

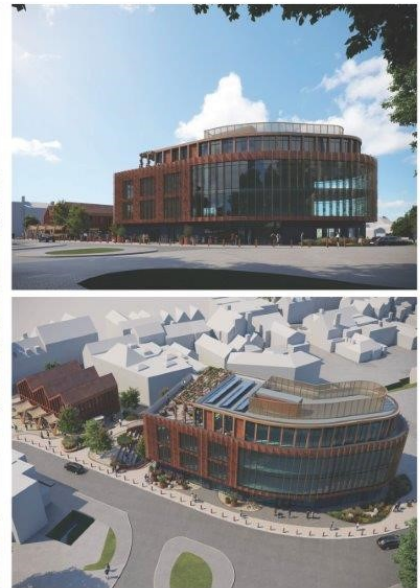
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## Market Hall Site, Bromsgrove

### Board 5: 3D Visuals



Computer generated views facing south, from High Street, towards proposed development.



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## Former Market Hall Risk Register Feb23 REV2

PROBABILITY / IMPACT GRID					
PROBABILITY SCORE	5	4	3	2	1
	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
IMPACT					

Reference Number	Date Raised	Risk/Issue	Type	Title	Description	Consequence	Pre-mitigated Impact / 5	Pre-mitigated Likelihood / 5	Pre-mitigated Risk Score / 25	Mitigation Strategy	Risk Owner - Organisation	Post Mitigated Impact / 5	Post Mitigated Likelihood / 5	Post Mitigated Risk Score / 25
RR-025	01/12/2022	Risk	Financial	Cost inflation	Inflation allowance are insufficient and estimated cost rises above available budget	Top up funding will need to be found from other sources OR the scheme scope/ costs will be need to be reduced	5	4	20	Continue to monitor market indicies and updated accordingly	Arcadis	4	4	16
RR-005	07/02/2023	Risk	Surveys and site	Flood risk mitigations	Pavilion building is within flood zone 3	Pavilion building requires further mitigations which will delay programme and increase cost	5	4	20	Flood Risk Assessment being undertaken by JBA, managed by OC. Initial risk assessment will be received before planning application however full modelling will be received after planning application is registered.	One Creative	4	4	16
RR-020	26/01/2023	Risk	Planning	Culvert	If culvert is unable to be opened within budget, there is a risk planning may not be granted	Rejection of planning application and downgrade of BREEAM status	4	4	16	Existing budget will allow for 50% of the culvert to be naturalised. If more funding is indentified the full length of the culvert can be exposed and planning application will be submitted on this basis	One Creative	4	4	16
RR-022	01/12/2022	Risk	Planning	Planning delay due to capacity shortage	Delays of planning determination due to lack of officer capacity	Planning determination delayed	4	5	20	Early engagement with Head of Planning and wider planning department. Targetting 23 March planning application for determination in 30 May committee meeting.	BDC	4	4	16
RR-034	01/12/2022	Risk	Financial	Fees and surveys cost inflation	Fees and surveys rise to above available budget	Changes in specification may be required reducing burden on professional fees or additional funding will need to be sought	4	4	16	Continue to monitor fees and surveys expenditure. Fees and surveys contingency included in November cost estimate.	Arcadis	4	3	12
RR-040	26/01/2023	Risk	Financial	Tenants not identified for office building	Tenants cannot be found for commercial building	Financial and reputation impact for the council	4	4	16	NWEDR engaging with potential tenants and scoping requirements	NWEdR	4	3	12
RR-043	08/01/2023	Issue	Design	Sewer manhole	Existing Sewer manhole cover has been discovered on proposed main building location	Design changes to avoid building over manhole cover	4	4	16	OC investing if manhole cover is in use and making changes to existing design to ensure it is accessible	One Creative	4	3	12
RR-012	01/12/2022	Risk	Design	Providing access to the site off existing highways	If accessible parking is provided and/or servicing access needs to be provided from existing highway	No access for servicing/ emergency vehicles/ accessible parking will lead to objections from statutory consultees	4	3	12	All hard landscaped public realm will be vehicle accessible. Control needs to be considered at later point (barriers etc.)	NWEdR	4	3	12
RR-016	01/12/2022	Risk	Statutory bodies	Incoming supplys from statutory authorities	There is insufficient capacity in water, power and gas networks to supply the development	Delays to construction and additional cost to faciliate utilities upgrades	4	3	12	Early engagement with all statutory utilities providers when RIBA 3 designs are finalised	Arcadis	4	3	12
RR-001	26/01/2023	Risk	Surveys and site	Title constraints	Outstanding covenants within title	Restrictions on development within redline	4	4	16	Title is currently being reviewed by BDC legal team. RoW is not within the title register or plan.	BDC	3	4	12

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IMPACT					

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RR-030	01/12/2022	Risk	Construction	Conflict with WCC high street south works	Access and working room is further reduced by adjacent WCC works on high street south	Delays and dependency on WCC works completing	4	4	16	Identify diversion route and early engagement with WCC	Arcadis / Main contractor	3	4	12
RR-018	01/12/2022	Risk	Planning	Stakeholder engagement	Very limited stakeholder engagement conducted through RIBA 2 and LUF bid	Scheme may be rejected at planning committee or receive political opposition if no substantive engagement takes place before planning application	4	4	16	Stakeholder engagement and consultation will be planned for February-March 2023 in advance of planning application. Monthly meetings with BDC Planning.	One Creative	4	4	16
RR-038	26/01/2023	Risk	Funding	LUF funding profile	Funding is not spent by March 2025 deadline	Funding clawback from DLUHC	4	4	16	Ensure spend profile of LUF funding is defrayed before funding end and spend profile held by DLUHC is up to date	NWedR/Arcadis	3	3	9
RR-039	01/12/2022	Risk	Stakeholders	Operator plan and model	No operator has been identified nor is there a plan for how the building will be operated.	Operator proposals may require BDC contributions towards fitout and/or specification changes. If no operator is found BDC will be responsible for maintenance and upkeep of the building	4	4	16	Currently assuming LUF monies will only deliver shell and public realm. BDC to confirm approach to operator model asap	NWedR	3	3	9
RR-019	01/12/2022	Risk	Planning	Site constraints	1/3 of the site is within a Conservation Area and level 3 flood risk zone. Current location of annex.	This will restrict permissible development and may lead to delays in gaining planning permission	3	4	12	BDC Planning officer being allocated to the project to provide early guidance. Mitigations will need to be made in the design to manage flood risk.	One Creative	3	3	9
RR-035	01/12/2022	Risk	Financial	Market viability of current configuration	Currently minimal evidence base for configuration. No operators or partners identified	If building is unoccupied BDC will be responsible for upkeep costs, potential funding clawback and reputational damage	4	4	16	NWedR are leading production of an Operational strategy. Bruton Knowles have completed a viability appraisal of the current scheme. Draft reports are positive with a residual land value of £3.868m	Arcadis	3	3	9
RR-041	26/01/2023	Risk	Stakeholders	Under use of the Pavillion building	Programme of events not fully developed for the pavillion building and asset is underutilised	Reputational and financial risk of the council	3	4	12	BDC leisure and events team attending monthly project team meetings. NWedR and TC manager developing operation strategy for Pavillion	NWedR	3	3	9
RR-032	01/12/2022	Risk	Construction	Supply chain delays	Materials delayed arriving to site due to supply chain issues. (CLT particularly)	Additional cost and time delays	3	3	9	Early engagement with supply chain via main contractor	Arcadis	3	3	9
RR-010	01/12/2022	Risk	Design	S.278 Highways works	Incorporation of highways works up to back of curb.	Objection froms highways statutory authorities	3	3	9	Early engagement with WCC highways. WCC rep added to Project Team meeting	One Creative	3	3	9
RR-011	01/12/2022	Risk	Design	Integration of High Street South Works	Co-ordination of High street south works led by WCC, also using LUF funding	Poor quality appearance of incogruent finishes or specifications	4	3	12	Early engagement with WCC highways. WCC rep added to Project Team meeting	Arcadis	3	3	9
RR-007	01/12/2022	Risk	Surveys and site	Right of way through the site	The project team have been advised there is a right of way through the site	This will restrict where development can take place, require a temporary stopping up order and/ permanent diversion of the right of way	3	3	9	Arcadis are in contact with Jo Chambers (BDC) who has shared the location of the right of way. This will be confirmed with WCC and incorporated into the design. A temporary stopping notice will be applied for with WCC	Arcadis	2	3	6

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IMPACT						

Reference Number	Date Raised	Risk/Issue	Type	Title	Description	Consequence	Pre-mitigated Impact / 5	Pre-mitigated Likelihood / 5	Pre-mitigated Risk Score / 25	Mitigation Strategy	Risk Owner - Organisation	Post Mitigated Impact / 5	Post Mitigated Likelihood / 5	Post Mitigated Risk Score / 25
RR-015	01/12/2022	Issue	Design	<b>Culvert restricts developable area</b>	Opening culvert will require remediation measures to water course and potential for required wayleave	Public realm designs drastically reduced and potentially size of building	4	3	12	Early engagement with North Worcestershire Water Authority who can enforce landowners responsibility to leave culvert open. However BDC is ultimately responsible for Culvert, consideration	BDC	2	3	6
RR-026	01/12/2022	Risk	Construction	<b>Health and safety on site</b>	Health and safety incidents on site	Harm to site operatives, liability of client to ensure H&S on site.	4	3	12	H&S strategy to be developed by Principal Designer and Main contractor and agreed by project team	Arcadis/ Main contractor	3	2	6
RR-027	01/12/2022	Risk	Construction	<b>Health and safety of public</b>	Incidents involving members of the public adjacent to site	Harm or injury to members of public, liability of client and contractors	4	3	12	H&S strategy to be developed by Principal Designer and Main contractor and agreed by project team	Arcadis/ Main contractor	3	2	6
RR-029	01/12/2022	Risk	Construction	<b>Constrained site</b>	Lack of space for welfare facilities, deliveries, deliveries, equipment etc.	Site operation is restricted, delays	3	3	9	Working area to be considered in RIBA stage three and defined in more detail at RIBA stage four.	One Creative/ Arcadis	3	2	6
RR-033	01/12/2022	Risk	Construction	<b>Sub-contractor insolvency</b>	Sub-contractor become insolvent due to challenging economic conditions	Cost and time delays caused by sourcing new sub-contractors	3	4	12	Assessing sub-contractor financials through contractor. Ensuring main contractor is paying sub-contractors promptly, to be assessed through quality criteria and incentivised through contract.	Arcadis	2	3	6
RR-036	26/01/2023	Risk	Financial	<b>BDC PWLB funding application is delayed</b>	Delay to match funding application	Delay to programme as funding application is made	4	3	12	Early engagement with BDC and regular updates received	BDC	3	2	6
RR-042	26/01/2023	Risk	Occupation and use	<b>Viability and configuration of F&amp;B uses</b>	F&B provision needs to be of appropriate size and configuration to attract quality vendors	F&B space is unlet, loss of income and inactive frontage	3	4	12	Early market engagement with local vendors and ensure size is sufficient	NWedR	3	2	6
RR-004	01/12/2022	Risk	Surveys and site	<b>Archeology during construction</b>	Damage to archeologically significant land during construction	Loss of archeological importance	3	4	12	Heritage survey has been received and will be reviewed by OC	One Creative	3	2	6
RR-002	01/12/2022	Risk	Surveys and site	<b>Ecology</b>	Potential for disruption to wildlife and ecology including Water voles	Planning objections	3	2	6	Initial ecology survey has not identified risks to water voles. This report to be shared with BDC Planning colleagues to confirm no risk to wildlife.	NWedR	2	2	4
RR-006	01/12/2022	Risk	Design	<b>Below ground obstructions and contamination</b>	Any issues arising from SI, potential for remaining foundations from previous uses (before Birdbox)	Additional cost or delay caused by remediation and/or higher quality piling	3	3	9	Invasive site investigation to be completed in February and inform a Remediation Strategy and Validation Report at planning stage	Arcadis	2	2	4
RR-009	01/12/2022	Risk	Design	<b>User/ stakeholder changes</b>	Changes requested by users and stakeholders beyond the project brief	Programme delays/ cost overruns	3	2	6	Clear governance process, close/ coordinated cost and design management. Early stakeholder engagement, coordinated by Project Team meeting	Arcadis	2	2	4
RR-017	01/12/2022	Risk	Design	<b>Secure by design - ASB and public safety</b>	Design is not safe and secure in terms of encouraging ASB and hostile vehicles/ terrorism threats	Potential for future security incidents and ASB in operation	3	2	6	Risk assessment to be conducted with agreed RIBA III designs. Community safety team now included in Project Team meetings	One Creative	2	2	4

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RR-023	01/12/2022	Risk	Procurement	Contractor interest	No contractors bid for the opportunity	No contractor to complete the work. Delay to conduct more SME	4	2	8	Soft market engagement and selection of framework enough contractors	Arcadis	4	1	4
RR-031	01/12/2022	Risk	Construction	Delays associated with diversion of footpath	Delays and additional costs of diverting existing footpath St.John street	Public safety compromised while following diversion. Cost associated with diversion measures	4	3	12	Ensure appropriate signage and barriers are place during construction	Arcadis / Main contractor	2	2	4
RR-024	01/12/2022	Risk	Procurement	High framework fees	Unnecessary additional costs incurred by using uncompetitive framework option	Additional cost	3	2	6	Framework is the most time- efficient route to market. Framework fees will be identified before selecting final framework.	Arcadis	2	2	4
RR-008	26/01/2023	Issue	Design	Lack of parking	Design is currently 100% car-free	Queries by Stat consultees Highways and Planning. Potential for planning refusal	4	2	8	Accessible travel plan, Early engagement with WCC highways dept.	One Creative	3	1	3
RR-037	01/12/2022	Risk	Funding	LUF funding requirements	LUF funding requirements and outputs/ outcomes stipulate design outcomes including sq. m uses. Building designs may not meet funding requirements	Funding clawback	4	2	8	Arcadis/NWedR and DLHUC to jointly monitor outputs with DLHUC monitoring requirements and ensure designs are in-line with project brief	NWedR/Arcadis	3	1	3
RR-003	01/12/2022	Risk	Surveys and site	Archeology protection during surveys	Potential archeological importance within the site has been identified through THI work. This may be damaged during invasive surveys	Planning risk and loss of archeological importance	3	2	6	Heritage survey has been received and will be reviewed by OC	One Creative	2	1	2
RR-013	01/12/2022	Risk	Design	Right to light	Residential apartments behind Shimla peppers will be impacted and assessed through planning submission	Potential planning rejection	2	2	4	Daylight assessment will be undertaken prior to planning	One Creative	2	1	2
RR-028	01/12/2022	Risk	Construction	Oversailing rights and cranes on site	Ensure required oversailing rights are in place over neighbouring properties	Neighbouring properties rights are infringed	2	2	4	To be identified in information provided to contractor and in contractor methodology	Arcadis	2	1	2
RR-021	01/12/2022	Risk	Planning	Urban design review by LA	BDC requires urban design review by an independent firm.	Negative comments from appointed urban design reviewer	2	1	2	Early investigation of urban design review	One Creative	1	1	1

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of the Local Government Act 1972.

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