



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 21ST JUNE 2023

AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

MEMBERS: Councillors K.J. May (Leader), S. J. Baxter (Deputy Leader), S. R. Colella, C.A. Hotham, C. B. Taylor, S. A. Webb and P. J. Whittaker

AGENDA

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

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
3. **To confirm the accuracy of the minutes of the meeting of the Cabinet held on 15th March 2023 (Pages 7 - 16)**
4. **Renewal of the Enterprise Resource Planning (ERP) Contract (Pages 17 - 20)**
5. **Quarter 4 Performance Monitoring Report (Pages 21 - 56)**
6. **Quarterly Risk Update (Pages 57 - 72)**
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
10	3

9. **Minutes of the meeting of the Overview and Scrutiny Board held on 13th and 29th March 2023** (Pages 73 - 92)

- (a) To receive and note the minutes from the Overview and Scrutiny Board meetings held on 13th March 2023 and 29th March 2023
- (b) To consider any recommendations contained within the minutes

Recommendations were agreed at the meeting of the Overview and Scrutiny Board held on 29th March 2023 and due for consideration at this meeting of Cabinet.

10. **Project Management Office Requirements - Response to the Audit Task Group** (Pages 93 - 128)

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

13th June 2023

**If you have any queries on this Agenda please contact
Jess Bayley-Hill and Jo Gresham**

Parkside, Market Street, Bromsgrove, B61 8DA

Tel: (01527) 64252 Ext: 3072 or 3031

Email: jess.bayley-hill@bromsgroveandredditch.gov.uk/

joanne.gresham@bromsgroveandredditch.gov.uk

GUIDANCE ON FACE-TO-FACE MEETINGS

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

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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

15TH MARCH 2023, AT 6.00 P.M.

PRESENT: Councillors K.J. May (Leader), M. A. Sherrey, P.L. Thomas and S. A. Webb

Observers: Councillor S. R. Colella and Councillor C. A. Hotham

Officers: Mr. K. Dicks, Mr P. Carpenter, Mrs. C. Felton, Mr O. Paparega, Mrs. J. Bayley-Hill, Mrs J. Gresham and Mr G. Day

73/22 **TO RECEIVE APOLOGIES FOR ABSENCE**

An apology for absence was received on behalf of Councillor G. Denaro.

74/22 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

75/22 **TO CONFIRM THE ACCURACY OF THE MINUTES OF THE MEETING OF THE CABINET HELD ON 22ND FEBRUARY 2023**

The minutes from the Cabinet meeting that took place on 22nd February 2023 were submitted for Members' consideration.

RESOLVED that the minutes of the Cabinet meeting held on 22nd February 2023 be approved as a true and accurate record.

76/22 **OVERVIEW AND SCRUTINY BOARD**

The Chairman of the Overview and Scrutiny Board provided Members with a verbal update in respect of the Board meeting that took place on 13th March 2023. At this meeting the Board had pre-scrutinised the Former Market Hall Site Proposal report, which was due to be considered later in the Cabinet meeting.

Cabinet was informed that Members had also received a report on mould and damp in public and private sector housing in Bromsgrove. Councillor Hotham commented that Bromsgrove District Council seemed to be doing all it could in working with local housing partners, including Bromsgrove District Housing Trust (BDHT), in ensuring that damp and mould was not a significant issue for tenants living in rented accommodation. It was noted that this was a difficult area to control in

the private sector and that some tenants in private sector housing were often reluctant to report damp and mould issues due to potential repercussions from the landlord in respect of their tenancy.

Members were advised that there were good resources available for residents on the Council's website regarding the prevention of damp and mould in homes. It was also highlighted that most mould and damp issues were not as a result of rising damp but more likely to be caused from the number of tenants residing in the housing.

The Leader thanked Councillor Hotham for his update and agreed that the number of tenants within a house certainly caused an increase in damp and mould. It was noted that this particularly highlighted the need for larger rental homes within Bromsgrove to prevent this issue in the future. Members commented that although the properties discussed in this report were not the Council's housing stock, the residents affected were on the Council's housing waiting list.

77/22

FINANCIAL AND PERFORMANCE MONITORING QUARTER 3 REPORT

The Interim Section 151 Officer presented the Financial and Performance Monitoring Quarter 3 Report for Members' consideration.

Cabinet was informed that, as at Quarter 1 of 2022/23, the budget included £478k of organisational efficiency targets that had not been allocated to services. This target was offset by forecast underspends due to vacancies and had been allocated across the various service areas.

The report also outlined that, as at Quarter 3, the current forecast was an overspend of approximately £902k against a revenue budget of £12.1m. Members were informed that this was an increase of £560k over the Quarter 2 forecast overspend of £342k.

Cabinet was informed that there was a significant change across all budgets between Quarter 2 and Quarter 3 as a result of the £1,925 staff pay award. It was reported that the pay award had been agreed after the Quarter 2 monitoring had been carried out and staff had received the award in December 2022. In addition to this, detailed information regarding budget variances had been included within the report.

Members were advised that the in-year budget forecast reflected within this report provided the best information available at the present time and that the Council's financial position would continue to be reviewed.

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The Interim Section 151 Officer explained that at a meeting of the Corporate Management Team (CMT), earlier that day, the timeline for closure of the Accounts for the 2022-2023 financial year had been discussed. It was anticipated that a 'soft close' of the Accounts would take place in April 2023 and the draft outturn report would be available in June 2023. Financial training had also been implemented for key staff members.

Cabinet was reminded that a Capital Programme of £2.4m was approved in the budget for 2022/23 in March 2022. It was reported that the Capital Programme had been fully reviewed as part of the Medium Term Financial Plan (MTFP) using actual data as at the end of December 2022. Some of the schemes included in the Capital Programme agreed in March 2022 had already been partially delivered in the 2022-2023 financial year. In December 2022 it had been agreed as part of the MTFP that sums not spent on Capital Programme projects in 2022/23 (and 2021/22 by default if schemes originated earlier than 2022/23 as sums could be carried forward through the previous year's final MTFP Report) would be carried forward into 2023/4. Detailed information in respect of the Capital Budgets over the medium-term period had been included in the report for Members' consideration.

Members were advised that included in the budget for 2022/23 was £1.8m of Levelling Up Funding and £340k of UK Shared Prosperity Funding.

Overall spend at Quarter 3, was reported at £7.2m against the overall 2022/23 capital budget totalling £8.1m. There was also £11.8m carried forward from previous years which was mainly due to the Burcot Housing development.

During consideration of this report, the amount in reserves was highlighted and it was noted that the outlook was more favourable than anticipated with an extra £350k to £400k available.

Members were presented with information regarding the Council Tax Support Fund Policy 2023/24. The Council was keen to support all eligible taxpayers within its area and, as such, would implement the scheme strictly in accordance with Central Government Guidelines. This would result in a reduction of up to £25 to the Council Tax Account of taxpayers who were in receipt of a Council Tax reduction on 1st April 2023.

In terms of administering the Government's Energy Bill Supports Schemes, it was reported that the Council were distributing £95k in the

Alternative Fuel Payment Scheme and £570k for the Energy Bill Support Scheme Alternative Funding.

At the time of the meeting, there had been no announcements regarding New Burdens funding available in order to administer these schemes. Therefore, it was prudent to plan for little or no funding being made available and, as a result of this, a recommendation had been included within the report requesting £15k to support the administration of these schemes.

Following the presentation of the report, Members queried what the possible impacts might be from the Chancellor's budget announcements, made earlier in the day. Officers noted that there had not been much time prior to the meeting to fully examine what the impacts would be. However, it seemed that the main announcement was in respect of nursery childcare. Although nursery provision was not a function provided by the Council, the proposed schemes, which would be implemented by 2025, would likely impact on its workforce.

In respect of the amount of Utilities Reserves, some Members questioned whether there would be the need for such a large amount set aside for this purpose. It was explained that although it seemed likely that inflation would fall by the end of the year, any Utilities Reserves not used might have to be re-allocated and used should any further staff pay awards be made in the future.

RESOLVED that:

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

78/22

OUTCOMES OF THE AUDIT TASK GROUP (TO FOLLOW)

The Leader welcomed Councillor S. Colella to the meeting and invited him to speak in his role as the Chairman of the Audit Task Group.

It was highlighted that the Task Group's key objective was to understand how the Council had arrived at the Section 24 Notice, issued in October 2022. The final report included lessons learned for the future and 15 recommendations for the Council to implement going forward.

Cabinet was informed that the Task Group had met for 22 hours in total and had reviewed a significant amount of background documentation, including notes from the Enterprise Resource Planning (ERP) System Project Board. Eleven interviews were carried out with a number of Members and Officers, including the Leader, the Portfolio Holder for Finance and Governance and the Chief Executive of Bromsgrove District Council.

Following the detailed and robust investigation it was concluded that there had been no alternative for the Council's external auditors, Grant Thornton, to issue the Section 24 Notice in light of the non-delivery of the 2020-2021 Accounts. Furthermore, the Task Group had found that there had been failings in the implementation of the ERP system including staffing levels. It was noted however, that Members felt that these failings were not endemic across the Council nor had the Task Group identified any significant cultural issues in the Council.

The Covid-19 pandemic, including new ways of working remotely, coupled with significant issues experienced with the Cash Receipting module had also greatly impacted on the implementation resulting in a 'perfect storm'.

Councillor Colella thanked the Officers who provided support throughout the investigation including the Interim Section 151 Officer, the Head of Legal, Democratic and Property Services, the Head of Finance and Customer Services and the Principal and Senior Democratic Services Officers.

In concluding the presentation of the report, Councillor Colella noted that, to the credit of the Council, it had recognised the need to review the implementation of the ERP system and that Officers and Members had participated fully and openly in the review.

The Leader thanked Members of the Audit Task Group for their hard work during the investigation.

RESOLVED that:

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1. The Council ensure that subject specialists, internal or external, are involved in the design of relevant procurement specifications for all major projects.
2. Given a number of substantial and important projects on the horizon for Bromsgrove District Council, the authority set up a permanent Project Management Office to support the full range of projects undertaken by the Council. This Project Management Office would report to CMT/ SMT as part of its remit. CMT to be tasked with setting out the requirements of this new programme office and resource requirements to ensure compliance with the recommendations in this Report. This report will be presented to the first Cabinet meeting after the elections in May 2023.
3. In order to establish that a system chosen is fit for purpose, future scoring criteria as part of all procurement exercises will include the need for evidence that the system on offer to the Council is tried and tested.
4. Internal Audit should be cited on all major projects, together with a professional member of the Project Management Office. If necessary, independent or peer validation of technical specifications and/or bid due diligence should be considered.
5. Staff required on any major projects should be backfilled, to ensure no work over-load impacting Council staff well-being.
6. Should staff training be required as part of any new system or project implementation, the Council as a purchaser of that system/solution, should ensure that all training requirements are included as part of the project specification.
7. The Agile Working Policy should take account of the need, from time to time, for officers to work collaboratively and in line with the needs of the project.
8. The Council should fully and accurately record action points at project board meetings (and potentially, other Council meetings). They should then be implemented by the specific person responsible and reported upon at the following project meeting within a suitable and reasonable time scale. Where this is not possible, there should be RAG rating to escalate this further, to secure a suitable resolution is discussed by the relevant project team.
9. Officers, as a standard Report, will highlight to Audit, Standards and Governance Committee any possible finance and governance issues in the next six months not delivering to standard or timescales. This will include the timescales of delivery of finance

training, delivery of VAT returns, delivery of the 2021/22 and 2022/23 accounts.

10. The Corporate Risk Register to be discussed as an early item on the agenda at meetings of the Audit, Standards and Governance Committee. Any risks are to be clearly flagged to the members of the Committee, particularly where they are rated as red.

ERP Recommendations

1. All finance staff and Council users be trained as a matter of urgency and no later than by 31st August 2023 on how to use the ERP system and that the progress with this be reported to the next meeting of the Audit, Standards and Governance Committee as a regular agenda item.
2. The Council to work with a specialist with the knowledge of the TechOne system and Cash Receipting to help in real time with the completion of the implementation of the new ERP system and all of its components and to help with any training needs and improvements to the system.
3. VAT returns to be up to date for 2020-21 and 2021-2022 by the end of May 2023 and for 2022-2023 by the end of August 2023.
4. The 2021-2022 Accounts to be in draft format by 30th June 2023.
5. The 2022-2023 Accounts to be in draft format by 30th September 2023.

(All of the above milestones will be dependent on resources and will be reported to the Committee as per recommendation 9 above.)

79/22

FORMER MARKET HALL SITE PROPOSAL

The Leader, in her capacity as Portfolio Holder for Economic Development, Regeneration and Strategic Partnerships, introduced the Former Market Hall Site Proposal report and in doing so reminded Members that Bromsgrove District Council had been awarded £14.5m of Levelling Up Funding from the Department for Levelling Up, Housing and Communities (DHLUC).

It was reported that the funding had been awarded to carry out clean up works at the Windsor Street site which included the old fire station. In addition to this, works would also include the preparation of the land for a future planning application.

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Cabinet was informed that a sizeable proportion of the funding was also allocated to the redevelopment of the Former Market Hall Site. It was reported to Members that a consultation was currently underway in Bromsgrove regarding the Community Hub proposal along with proposals for a high quality office building at the Former Market Hall site.

The Leader advised that the sites outlined above had been identified as brownfield sites and had been awaiting re-development for several years. In respect of allocation of funding, it was clarified that the Levelling Up Funding could not be allocated to any other projects due to the strict funding criteria.

Information regarding the Community Hub was provided for Members' information. It was outlined that it was an opportunity for groups of all ages to meet and develop a network of connectivity. Through this network it was hoped that it would provide a catalyst to increase the vibrancy of the Town Centre. This, it was hoped, would encourage wider investment in Bromsgrove and increase footfall in the Town Centre.

The Cabinet was advised that a report had recently been published by GJS Dillon regarding the Worcestershire Commercial Property Market. This publication had highlighted the demand for premium office space in Bromsgrove.

Following the presentation of the report, the Head of North Worcestershire Economic Development and Regeneration (NWEDR) provided further information regarding the consultation being undertaken. He reported that there had been good feedback provided from local businesses. A number of comments had been received regarding the design of the building with some residents favouring the contemporary design. However, there had been some comments that it had been hoped that the building would be of a more traditional style. Members were informed that further consultation was due to take place on Monday 21st March 2023 with members of the Youth Hub regarding use of the pavilion on the site. It was agreed that this was a positive step in the use of the pavilion in the future.

Cabinet was informed that alongside the landmark office space, a rooftop bar and a high quality restaurant were also included in the design. These businesses, plus the additional coffee shops, would provide diversity and choice for visitors to Bromsgrove Town Centre.

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The Leader invited Councillor Hotham to comment on the report, in his role as Chairman of the Overview and Scrutiny Board, which had pre-scrutinised the report at a recent meeting. He highlighted that during consideration of this item, Board Members had been broadly supportive of the design. However, some concerns had been raised in respect of the monitoring of the Risk Register and ensuring the project was completed on time and within the proposed budget. Councillor Hotham stated that the Board would continue to receive quarterly updates on the project.

The Head of NWEDR confirmed that there was robust monitoring being carried out in respect of the Risk Register and a large contingency had been placed in the budget, given the uncertainty around inflation and the cost of building materials at the current time. The Interim Section 151 Officer reported that he was satisfied with the financial elements of the proposals.

RESOLVED to endorse the proposed scheme for the redevelopment of the former Market Hall site.

The meeting closed at 6.38 p.m.

Chairman

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Renewal of the ERP System

Relevant Portfolio Holder	Councillor Hotham - Cabinet Member for Finance and Enabling
Portfolio Holder Consulted	Yes
Relevant Head of Service	Michelle Howell, Head of Finance and Customer Services
Report Author Peter Carpenter	Job Title: Interim S151 Officer Contact Pete Carpenter email: peter.carpenter@bromsgroveandredditch.gov.uk Contact Tel:
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	Aspiration, work and financial independence
Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. SUMMARY

This report sets out Council activity to renew its ERP System.

2. RECOMMENDATIONS

Cabinet is asked to RESOLVE:

- That the Council reprocures TechOne but at a reduced licence fee to reflect that HR and Payroll will not be used and delegate the finer negotiations to the Interim Director of Finance.
- That the AMS contract continues until the Coucil have confidence that their in house resource is capable of delivering all or part of that function.
- That the Wincave contract is renewed via atender process in the autumn.

3. KEY ISSUES

Background

3.1 The TechnologyOne contract expires in June. The initial call off contract via G Cloud was signed in June 2019 meaning that the contract is due to expire in June 2023. Presently the Council is paying:

- A total of £191k a year on the system.

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- 3.2 The original contract included: Finance, Cash Receipting, Payroll and Human Resources. The Council has not implemented Payroll or Human Resources. Given the experience where the Council have been the only implementer of Cash Receipting, the Council would not implement Human Resources or Payroll, despite present system “creaking” until there were a number of Councils using TechOne. Presently, there is only one Council using HR/Payroll and then not all the functionality and their setup is much simpler than ours. It is not likely that multiple Councils will have gone through a whole cycle and associated year end processes until September 2024. Therefore, it is safe to assume that any implementation would not take place until at least the 2025/6 financial year.
- 3.3 The Council will need to reduce the scope of the contract to just finance and cash receipting to reflect need over the next two years. It is not feasible to move to another system and typically implementation costs will be of the order of magnitude of £1m. There are still issues with the system but these are now moving to resolution and by the end of this financial year we should be caught up with our accounts.
- 3.4 TechOne is still available via G Cloud and we are also looking for other frameworks that might be more applicable and flexible for the Council. The Council does not have the capacity to contract direct with TechOne.
- 3.5 The Wincave contract is not due to expire until December 2023. This will need to be retendered by September.

4. Legal Implications

- 4.1 Legal and procurement will be fully involved in the re-procurement of the Contract.

5. Financial Implications

- 5.1 The control environment is key to the operation of the Councils financial Framework.

6. Strategic Purpose Implications

Relevant Strategic Purpose

- 6.1 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 borough and our communities. Our Financial monitoring and strategies are integrated within all our Strategic Purposes.

Climate Change Implications

- 6.2 The green thread runs through the Council plan. This includes risks linked to activities and actions that link to our climate.

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7. Other Implications

Customer / Equalities and Diversity Implications

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

Operational Implications

7.2 Operational implications have been dealt with as part of the 2023/24 MTFP, quarterly monitoring and the Closedown process.

8. RISK MANAGEMENT

8.1 The financial stability and sustainability of the Council is a core underlying theme of the Council's Risk Management Strategy.

9. APPENDICES

None

AUTHOR OF REPORT

Name: Pete Carpenter– Interim Director of Finance
E Mail: Peter.Carpenter@bromsgroveandredditchbc.gov.uk

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Quarter 4 2022-23 – Financial and Performance Report

Relevant Portfolio Holder	Councillor Hotham – 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 michelle.howell@bromsgroveandredditch.gov.uk Head of Business Transformation, Organisational Development and Digital Strategy d.poole@bromsgroveandredditch.gov.uk
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:

- **The Q4 Performance data for the Period January to March 2023 be noted.**

2. BACKGROUND

- 2.1 This report presents at Quarter 4 (January - March) 2022/23:
- 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.
- 2.2 The 2022/24 Q4 financial Outturn position would usually also accompany this report. This will come to Cabinet in July to give the team more time to reduce the volume of items in Suspense (as reported through to Audit, Standards and Governance Committee as part of the Accounting Standards Report) and then also enable the Council to complete the Revenue Outturn (RO) and Capital Outturn (CO) suite of reports which are due on the 31st July.
- 2.3 Although the 20/21 and 21/22 RO/CO suite of reports have not been completed due to the ongoing Closure of Accounts timetables, the 22/23 Suite of reports with a fix for Cash Receipting being implemented

in November can be delivered due to less items needing clearance from suspense accounts.

3. DETAILED PERFORMANCE

Performance Report

3.1 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.

3.2 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

3.3 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.

3.4 Appendix A 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 A:

- Economic Development and Regeneration
 - Supporting businesses to start to Grow
 - Measure – Take up of Grants – ***Table in Appendix A shows by year***
 - Regenerating our Town and Local Centres
 - Former Market Hall Project
 - Currently at the end of RIBA stage 3 after securing Cabinet approval to proceed with planning submission
 - Outcome of planning application and running in parallel the appointment of a PCSA contractor (Q1 2023/2024)
 - Windsor Street Project
 - Currently awaiting results of an asbestos R&D survey, initial results suggest presence of asbestos in both the former library and fire station buildings. Updated costs which include the asbestos removal, demolition, and remediation costs to be received following conclusion of asbestos survey results.
 - Remediation strategy agreed with the EA (however inclusion of basement slab survey for PFAS/PFOA contamination to commence shortly (following asbestos testing in this area). Final update to the remediation strategy may be required.
 - Key risk is cost being higher than previous estimates and budget allocation – due to presence of asbestos, and extent of PFAS contamination.
 - Application to BLRF 2 made to secure additional funding for the site remediation.
 - Measure – Bromsgrove Centres Strategy was presented to Cabinet on the 18th January 2023 and endorsed.
 - ***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 – **11.17, (11.43) (11.43)**
- Measure – Number of homeless approaches (Monthly) – **46, (26), (38)**
- 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 A sets out by month and year**
 - Measure – Number of eligible children accessing nursery funding across the district – **62%, (71%), (71%)**
 - Measure – Number of energy rebate payments – **27,637 (24,365) – no change**
- Improved Health and Wellbeing
 - Measure – Deliver improved outcomes from the actions in the Leisure Strategy – **Strategy went to Cabinet in October 2022**. All short term priority recommendations in the Leisure and Culture Strategy endorsed by Council are now being progressed and plans are in place to roll out all medium and longer term recommendations in due course.
 - 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 – **70, (117), (125), (101)**
 - Measure – Levels of crime – **chart in Appendix A sets out by type and year**
 - Measure – Number of crime risk surveys carried out – **8, (5), (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 – **Hydrogenated Vegetable Oil (HVA) has seen a severe increase in cost due to external influences like the war in Ukraine. Due to this large increase in costs, and the wider financial pressures on the Council, Environmental Services have reverted back**

to using diesel for the vehicle fleet and will continue to monitor costs until they stabilise and settle down.

- Measure - Households supported by the Council's energy advice service – **New contract commenced in June 2022 with data for 2022/23 only for Q1 and Q2.**
- 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 – **This new measure is aligned with the ongoing agile project; we are continuing to work to devise an effective method of data capture High Quality Services.**
 - Measure - % of employees who undertake management training – **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.**
 - Measure – Staff turnover rates in relation to national rates – **14.6%, (16.6%) (16%) (compared to 15.6)**
 - Measure – Customer satisfaction with service delivery, measured through the Community Survey – **47.4%**

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

- Sickness Absence Rates – **7.0 days (6.6) (6.6)**
- Percentage of Household Waste sent for re-use, recycling & composting – Table by Month and year – **43.16, (46.41), (46.41), (57.51%)**
- NI 191 – Residual Waste per household (Kg) **42.08kg, (32.76kg), (42.83 kg), (37.28kg)**
- Fly Tips – **119, (66), (109) (119)**
- Council Tax Collection Rate – **0.4% below target, (1.4% below target), (1.2% below target), (0.8% below target)**
- Business Rates Collection Rate – **2.1% below target, (5.8% below target), (0.2% below Target), (1% above target)**
- **Benefits Change of Circumstances turnround – 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) – **165, (138), (137) (191)**
- Speed of decision making for 'major applications' (over a rolling 2-year period) **86.1%, (81.8%), (81.5%), (82.1%)**

- Speed of decision making for 'non-major applications' (over a rolling 2-year period) – **81.3%**, **(78.9%)**, **(78.6%)**, **(77.7%)**

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications, which are usually detailed in the body of the report will be reported to Executive in July.

5. LEGAL IMPLICATIONS

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

6. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

- 6.1 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

- 6.2 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.

7. OTHER IMPLICATIONS

Equalities and Diversity Implications

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

Operational Implications

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

8. RISK MANAGEMENT

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

9. APPENDICES and BACKGROUND PAPERS

Appendix A - Strategic and Operational Performance Measures

10. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Geoff Denaro,	09.11.2022
Lead Director / Head of Service	Peter Carpenter, Interim Director of Finance	15.11.2022
Financial Services	Michelle Howell, Head of Finance and Customer Services	14.11.2022
Legal Services		
Policy Team (if equalities implications apply)		
Climate Change Officer (if climate change implications apply)		

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, the Council then developed the Council Plan Addendum to take the potential shift in priorities brought about by the pandemic into consideration. A full review of the Councils long term priorities will take place mid 2023. The current 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 are key to the future of Bromsgrove. Local businesses demonstrated their resilience and flexibility during the Covid-19 pandemic. The council supported businesses started during the pandemic as well as existing businesses, that identified growth opportunities. This was 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 including two prior years, and the total value.

Period	Number of Grants	Value of Grants
2020/21	15	£15,104.15
2021/22	8	£16,862.57
2022/23	12	£52,707.00

Eleven 'Recovery through Creativity' grants were awarded with a total value of £52,557. The grants were awarded from funding received from Greater Birmingham & Solihull LEP matched by the district council. Enterprising Worcestershire, the EU co-funded start-up programme issued 1 grant of £150. District Council funding, which is allocated on a first come, first served basis, was used for growth grants due to little demand for start-up grants.

Growth Grants

Period	Number of Grants	Value of Grants
2020/21	14	£137,124.49
2021/22	12	£219,300.67
2022/23	22	£234,983.17

The majority of growth grants were awarded through EU co-funded programmes.

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 has been prepared to ensure all of the centres in Bromsgrove District will be as vibrant and viable as possible.

Performance Measure:

- Former Market Hall Project
 - Currently at the end of RIBA stage 3 after securing Cabinet approval to proceed with planning submission.
 - Outcome of planning application and running in parallel the appointment of a PCSA contractor (Q1 2023/2024)

Update

A multidisciplinary design team has been appointed on the project. Worcester based architects One Creative Ltd. were successful at the tender stage and have been 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
 - Currently awaiting results of an asbestos R&D survey. Initial results suggest presence of asbestos in both the former library and fire station buildings. Updated costs which include the asbestos removal, demolition, and remediation costs to be received following conclusion of asbestos survey results.
 - Remediation strategy agreed with the Environment Agency (EA) (however inclusion of basement slab survey for PFAS/PFOA contamination to commence shortly (following asbestos testing in this area)). Final update to the remediation strategy may be required.
 - Key risk is cost being higher than previous estimates and budget allocation – due to presence of asbestos, and extent of PFAS contamination.
 - Application to BLRF 2 made to secure additional funding for the site remediation.
 - Awaiting outcome of asbestos R&D survey (early April), awaiting results of cost update (late April), appointment of suitably qualified contractor for the works

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

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

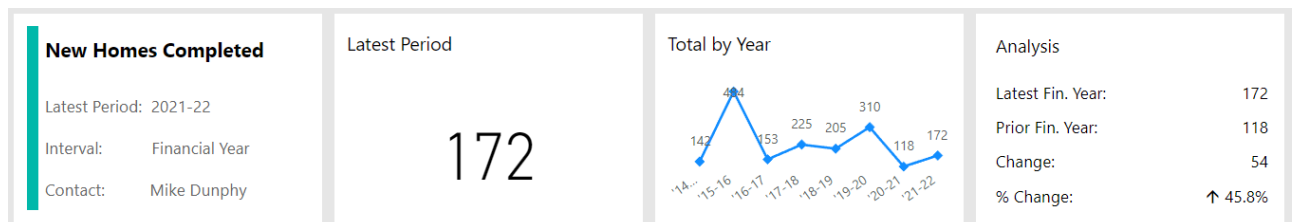
Officers are working with Worcestershire County Council to establish a full pipeline of sustainable schemes. To better inform the list of schemes funding has been secured by WCC for a Local Cycling and Walking infrastructure Plan (LCWIP), planning officers have requested to be involved in the brief for this work.

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.

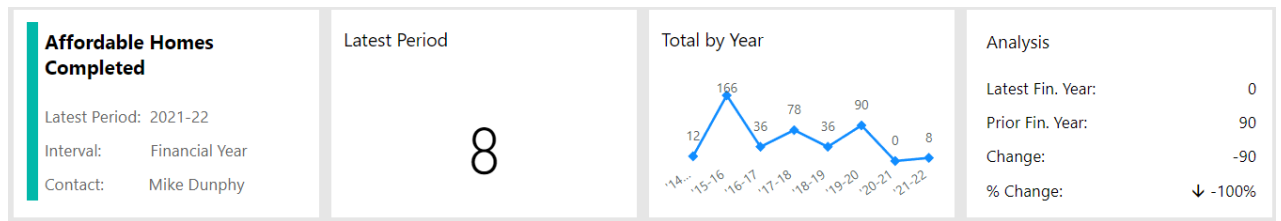


Update 2021-22

The completions by number of bedrooms for 2021/22 has increased slightly since the previous year. This reflects the fairly small number of strategic sites that were in the process of constructing new dwellings. The final data for the 2022/23 financial year is expected to be available at the end of Q1 2023/24.

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. The final data for the 2022/23 financial year is expected to be available at the end of Q1 2023/24.

Performance measure:

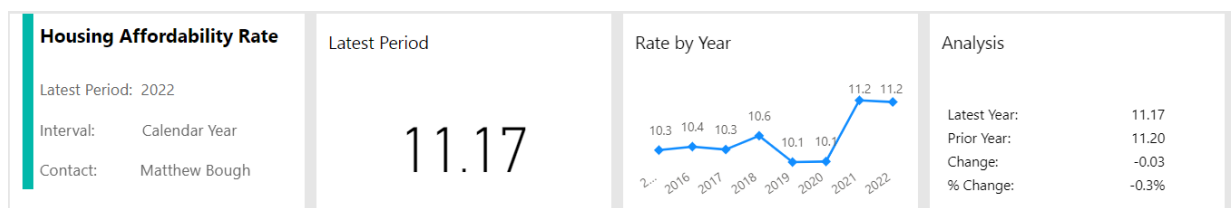
- Local housing affordability rate.

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 (year ending Sept 2022) Bromsgrove has a work based median at £29,285. The median house price in Bromsgrove is relatively high at £327,000. 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 Registered Providers (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

Measure	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Total Approaches	38	21	31	33	27	38	35	37	26	28	37	46
Cases Prevented	1	5	4	4	3	6	8	7	1	5	8	2
Total Housed	30	18	21	27	17	25	24	12	17	18	17	7

Update

The average number of approaches has increased to an average of 33 per month, up from 31 in Q3. This is a slight increase in the average numbers compared to previous years. By 1st July 2023, 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.

Working through the actions of the Worcestershire Homelessness & Rough Sleepers strategy with partners through the Bromsgrove and Redditch homelessness strategy group, we are undertaking a review of homelessness grant to ensure spend is put into the right services to prevent homelessness. We are engaging with Landlords to reduce the numbers of AST's ending and understand the reasons behind this.

Performance measure

- Number of homeless applicants housed

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. Homelessness pressures continue to have a steady increase seeing the average number of applications increasing to an average of 33 per month over the year. There has been a significant increase in the number of prevention duties owed due to increased pressures in the private rented sector from serving of section 21 notice to end tenancies and applicants having issues with affordability of the private rented sector. This is likely to impact on the requirement of temporary accommodation in the future, currently there is sufficient without the use of large numbers in B&B accommodation.

We currently have eight households in B&B – one family housed pending review of decision, one couple emergency placed and six singles. Applicants are only placed in B&B in emergency situations when there are no dispersed units that can be used.

3.3. Work and Financial Independence

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

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

Performance measure

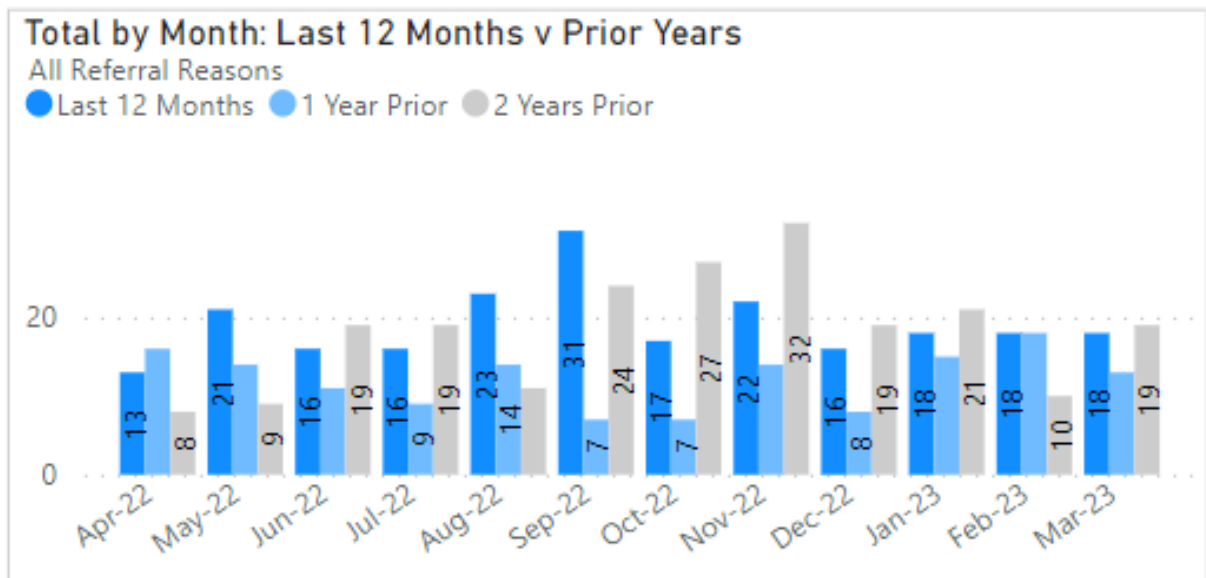
- Number of Financial Independence (FI) Team client contacts.

This measure records the number of FI Team cases opened.

Update

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

- 'Other' (33)
- 'Under occupancy charge' (28)
- 'Ukraine Sponsor' (24)
- 'No value' (17) - excluded from top 5 reasons
- 'Physical health issues' (16)
- 'Debt' (14)



For Q4 2022/23, the top referral reasons were:

- 'Under occupancy charge' (14)

- 'Debt' (7)
- 'Budgeting issues' (4)

The Assistant Financial Support Manager is currently consulting with the communications team to promote the Financial Inclusion Team where possible, so those in need are aware of the service.

Performance measure

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

Update

Although data is shared termly (with a lag) from Worcestershire County Council, this has been inconsistent. It is hoped this will improve going forward.

Term	% 2 year olds accessing funding
Summer 2019/20	76%
Summer 2020/21	71%
Summer 2021/22	74%
Spring 2022/23	62%

The take up of nursery places supports parents in taking up work and the two-year-old funding considers vulnerable families to try and support reducing the early years attainment gap. In respect of the above, Bromsgrove performance has decreased. The County average was 77.3% for Spring Term 2023. The overall national average for 2022 was 72%.

Previously we received a list from Worcestershire Children First so we could contact families who had applied for 2-year-old funding but had not processed their application. Unfortunately, there is an ongoing issue between our commissioners (WCC Public Health/ H&W Health and Care Trust) and Worcestershire Children's First WCF Early Years. The DWP created an information sharing agreement which currently prevents WCF sharing the DWP list with us, this is yet to be resolved.

We continue to promote childcare funding at all our community events with a particular focus on 2-year-old funding and school readiness to encourage those eligible to take up the funding. We promote on our website and social media pages and with any families we encounter who may be eligible.

Performance measure

- Number of energy rebate payments

Update

The energy rebate scheme closed in quarter 3 and as such, no further payments have been made.

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

This measure will be removed from any 2023/24 reporting.

3.4. Improved Health and Wellbeing

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

Performance measure

- Deliver improved outcomes from the actions in the Leisure Strategy

Update

All short term priority recommendations in the Leisure and Culture Strategy endorsed by Council are now being progressed and plans are in place to roll out all medium and longer term recommendations in due course.

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 have implement crime prevention projects and promoted community safety services to reduce the hazards and threats that result from crime, violence, and anti-social behaviour. We have also promoted and supported 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

All patrol reasons			
Date	No. Engaged		No. Engaged
Apr 2022	20		58
May 2022	125		74
Jun 2022	101		117
Jul 2022	148		37
Aug 2022	33		61
Sep 2022	125		70
			58
			74
			117
			37
			61
			70

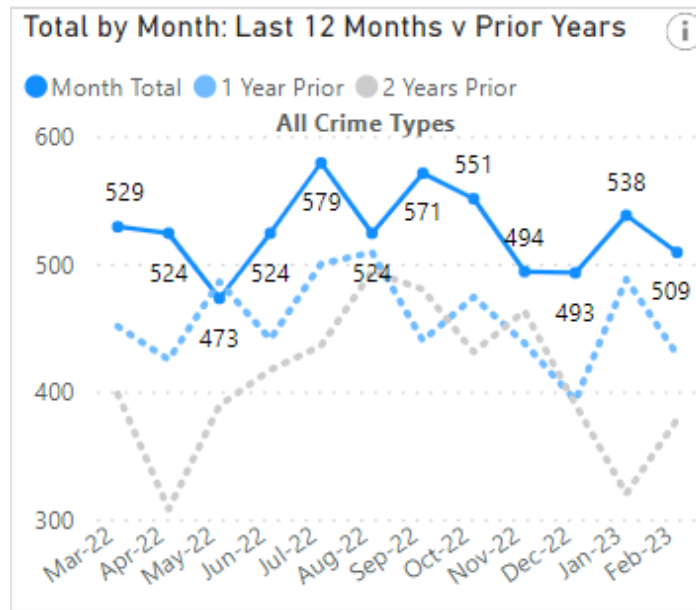
There was a significant drop in January possibly due to a lull after Christmas. Additional patrols were conducted in Charford due to increased community concerns after a knife incident involving young people; this could also have contributed to a reduction in numbers of young people on the street. February and March saw slight increases possibly due to half-term and nights starting to get a little lighter. Routine patrols were conducted in key areas such as Charford, Bromsgrove Central and Sidemoor. The Enhanced Youth support worker continued to accompany the Street Pastor Team out on patrols in Night-Time Economy locations.

Performance measure

- Levels of crime (up to and including February 2023)

Update

Data extracted from 'data.police.uk' - there is a lag in data reporting

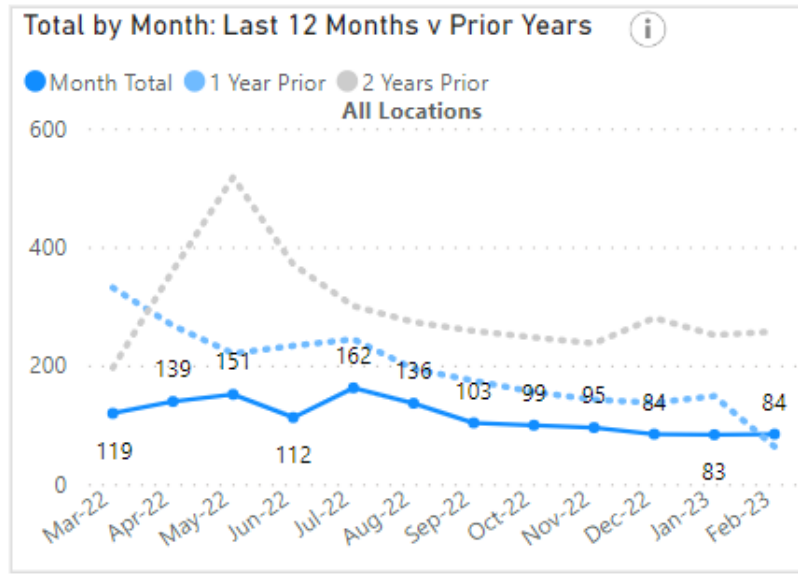


Crime Type	Total	% of Total	v 1 Mth Prior	v 1 Yr Prior	12 Mth. Avg.
Violence and sexual off...	2,523	40.0%	-23 ↓	179 ↑	210.3
Other theft	698	11.1%	-15 ↓	173 ↑	58.2
Public order	626	9.9%	-11 ↓	185 ↑	52.2
Criminal damage and a...	584	9.3%	-1 ↓	67 ↑	48.7
Shoplifting	530	8.4%	32 ↑	163 ↑	44.2
Vehicle crime	488	7.7%	-4 ↓	43 ↑	40.7
Burglary	404	6.4%	-4 ↓	-22 ↓	33.7
Drugs	131	2.1%	1 ↑	-13 ↓	10.9
Other crime	128	2.0%	1 ↑	28 ↑	10.7
Possession of weapons	72	1.1%	-1 ↓	7 ↑	6.0
Robbery	67	1.1%	-5 ↓	17 ↑	5.6
Bicycle theft	37	0.6%	1 ↑	14 ↑	3.1
Theft from the person	21	0.3%	0 —	-6 ↓	1.8
Total	6,309	100.0%	-29	835	525.8

'Violence without injury' continues to be the most common crime type reported in North Worcestershire. It accounted for 29% of all crime reported between Feb 22 to Jan 23 and this was a 14% increase in reports compared to the same period the year before (21/22).

Within this period (Feb 22 to Jan 23) reported crime in Bromsgrove accounted for 10% of all crime in North Worcestershire with 'Theft from Shops' and 'Common Assault' being the highest volume offences recorded. Sanders Park Ward, which includes Bromsgrove Town Centre, had the highest number of recorded crimes, in the District.

ASB (up to and including February 2023)



ASB reports have remained on a steady decline since Sept 22. This is likely due to changes in police recording practices which has seen some incidents which would previously have been recorded as ASB, now being ‘crimed’ as Public Order offences. This is to better reflect the harm these offences cause to individuals and communities. Since Dec 22 numbers of ASB reports have remained relatively static.

Performance measure

- Number of crime risk surveys carried out.

This was a new measure from April 2022.

Quarter	No. Surveys
Q1	8
Q2	8
Q3	5
Q4	8

Update

A total of 8 surveys were undertaken in the final quarter of 2022/23. This included an environmental survey following an incursion incident at the train station car park, another following reports of ASB in Bromsgrove Central and planning applications in Rubery North and Perryfields which included additional ‘designing out crime’ advice.

3.6 SLM Leisure (Everyone Active)

Update

For SLM Leisure there is a lag in the data; as a result, quarter 3 data and comments can be found below; Q4 information will be available for the Q1 report.

Q3 was consistent for Bromsgrove Sports & Leisure Centre with December seeing a slight fall in members which is to be expected. When comparing this quarter to the same quarter last year there is some real progress with a 14% rise.

The Swim Scheme unfortunately went backwards through Q3 with the number of children enrolled on to lessons decreasing due to a gridlock in the stages 2 and 3 and a lack of teachers, but the overall scheme is still within 95% of the previous years. Quarter 4 will hopefully see a return to previous numbers.

Category	Quarter Total	Same Quarter Previous Year	Difference
Total no. of visits including EA cards and non-card holders	98,881	92,559	6,322
EA Cards added in this period	1,155	1,323	-168
Total EA Cards to date	65,305	58,192	7,113
No. of Gym members	2,669	2,294	375
Swimming Lessons – children enrolled on scheme	1,523	1,587	-64
Swim Lesson Occupancy	81%	86%	-5%
RIDDOR Reportable Events			0

Bromsgrove LC	2021/22		+/- %		2022/23	
	Fitness	Swim	Fitness	Swim	Fitness	Swim
1st Quarter Apr-Jun	2,172	1,454	1%	44%	2,536	1,625
2nd Quarter Jul-Sep	2,339	1,752	14%	46%	2,762	1,749
3rd Quarter Oct-Dec	2,294	1,587	16%	34%	2,669	1,523
4th Quarter Jan-Mar	2,729	1,602	0%	0%	0	0
Yearly Average	2,384	1,599	54%	89%	1,992	1,224

3.7. Green Thread

There has been 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 have explored 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, through their government funding grant to undertake a review of its fleet, is providing an external consultancy service to the council. Officers have been working with Nottingham City Council and have now received a copy of their report which will be used to create the basis of the fleet replacement programme report that will go to CMT in readiness for Cabinet in September.

Performance Measure:

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

Update

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

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

The response from Central 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, was deferred again and is now expected to be released shortly after the May 2023 elections. Funding linked to the planned changes to waste is expected to start being supplied to LA's within the 2023/24 financial year, and DEFRA have confirmed funding mechanisms need to be agreed to achieve this, so there is high confidence that the consultation response will be released as stated, and associated guidance/regulations will be implemented quickly thereafter.

This will support 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 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:

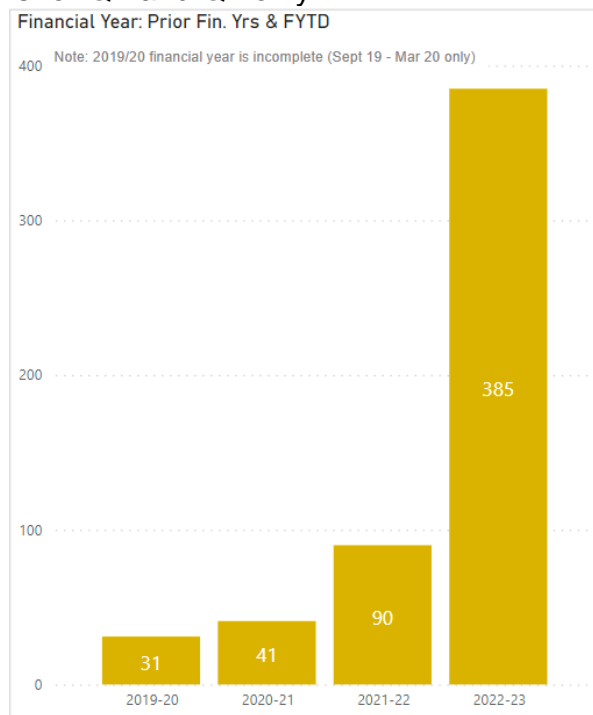
Hydrogenated Vegetable Oil (HVA) has seen a severe increase in cost due to external influences like the war in Ukraine. Due to this large increase in costs, and the wider financial pressures on the Council, Environmental Services have reverted back to using diesel for the vehicle fleet and will continue to monitor costs until they stabilise and settle down. Environmental Services is also starting to refurbish some vehicles to extend their life span beyond the original planned capital replacement cycle, which is reducing the cost to the LA in the short term, and supporting exploration of options for future energy efficient vehicles to support our services. This also has a carbon benefit by avoiding the need for a new vehicle and the associated carbon cost.

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 and is currently behind. Data for 2022/23 is for Q1 and Q2 only.



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 in July.

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 Councils 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 continuing to work to devise an effective method of data capture.

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

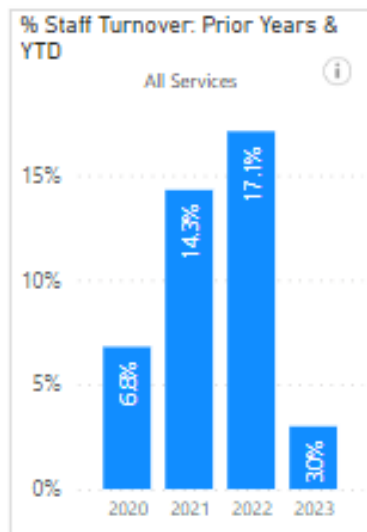
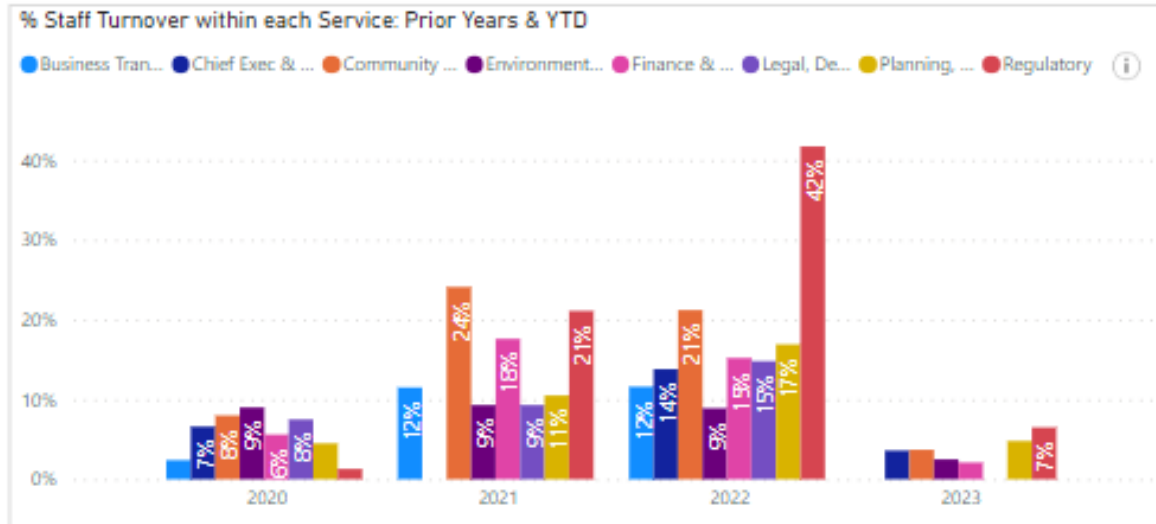
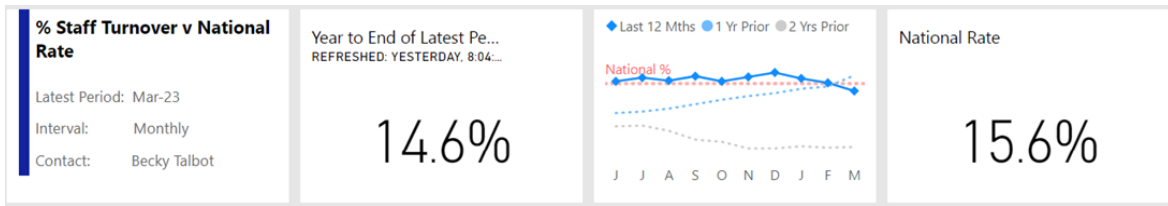
- % Of employees who undertake management training.

Update

The management training indicator 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



Update

Since January 2023, it can be seen there has been a continued improvement in turnover rates which brings the authority under the national average. We will be launching a process for exit interviews before the next quarterly report cycle. We will utilise this data to further understand context and undertake necessary actions.

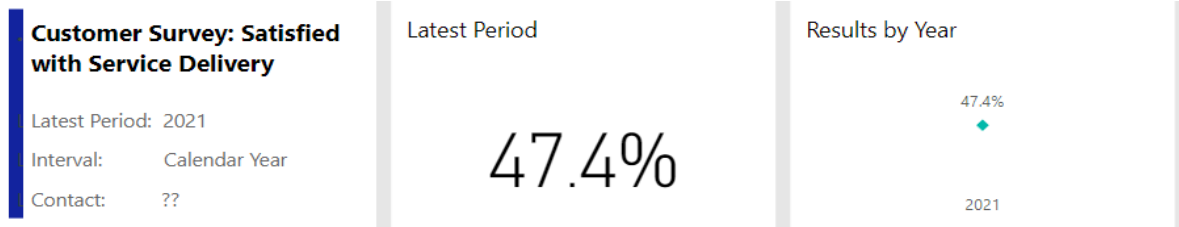
Performance measure

- 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 survey in October/November 2022 has been fully analysed. 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 top lines have been completed and detailed analysis is to follow, with results reported to CMT and elected members ahead of the next performance report.

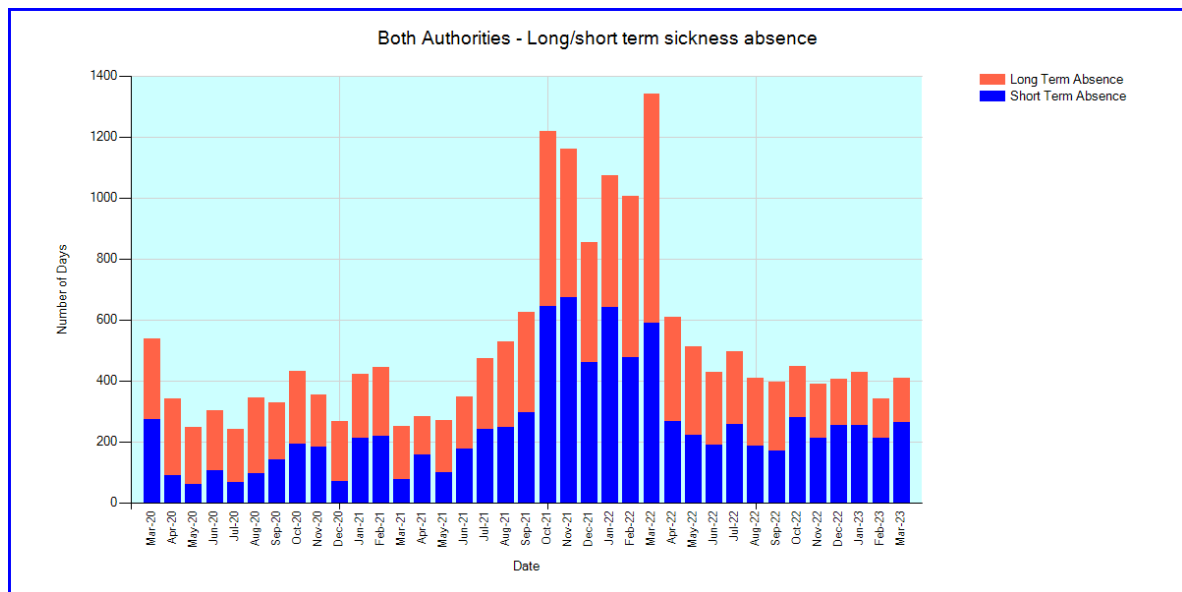


4. Operational Measures

4.1 Corporate

Performance measure

- Sickness absence



Update

The year end days lost per FTE is 7.04 which is lower than the previous year; the national average data for end of 2023 is not yet available; We are currently undertaking a fundamental review of data capture and calculation, in order to utilise the increased functionality of Power BI which will enhance both the overview and more in-depth analysis for this measure and in turn enable actions from the understanding gained.

4.2 Environmental Services

Domestic Waste Collection

Performance Measure:

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

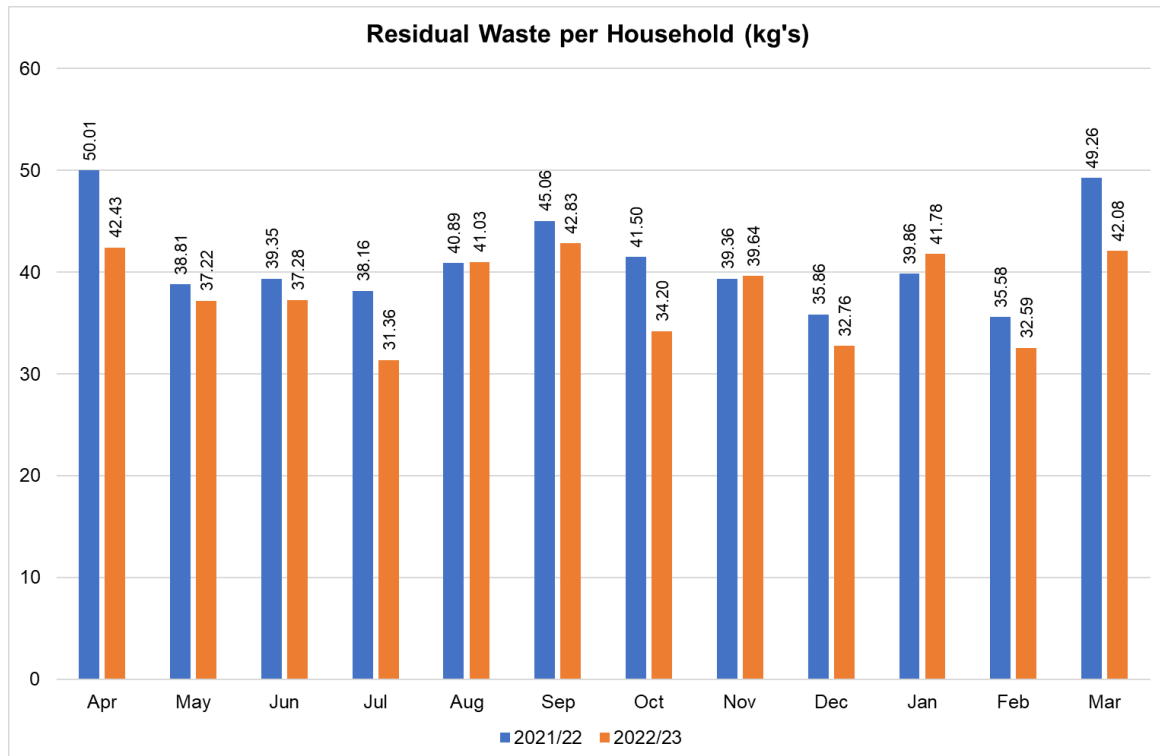
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022 /23	46.69	55.59	57.51	55.97	45.18	46.41	49.69	50.63	46.41	33.70	37.34	43.16
2021 /22	44.40	49.24	59.99	57.58	49.75	48.45	36.71	50.72	50.87	39.59	33.89	42.89

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 it is used in the national league tables ranking Local Authority performance. In 2021/22 Bromsgrove was ranked 173rd, increasing from 175th in 2020/21 (2022/23 rankings not yet published).

Disruption that resulted in the garden waste service being suspended in October 2021 resulted in a drop in performance for that month, and inflated tonnages over the winter of 21/22 as services were extended to support customers. The service has not had any comparable issues in 2022/23 and has followed seasonal trends for performance, with the reduced performance in January/February 2023 linked to the 12 weeks a year that the garden waste service doesn't operate, and so isn't able to offset the residual waste still being collected in that timeframe.

Performance Measure:

- **Residual Waste per household (kg)**



This measures non-recyclable waste thrown away per household and shows an average reduction per household of 38.5kg over the year when compared with 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.

Waste Composition Analysis was carried out across the district to sample waste during 2022 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. In the samples taken, up to 18% of the residual waste put out for collection could have been collected as recycling, and up to 35% of the residual waste was food waste (45% of that was still in its packaging unused). This information is being considered as part of the wider Task and Finish project to consider future options for how we collect our residents waste in the future.

Performance Measure:

- **Fly Tipping**

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.

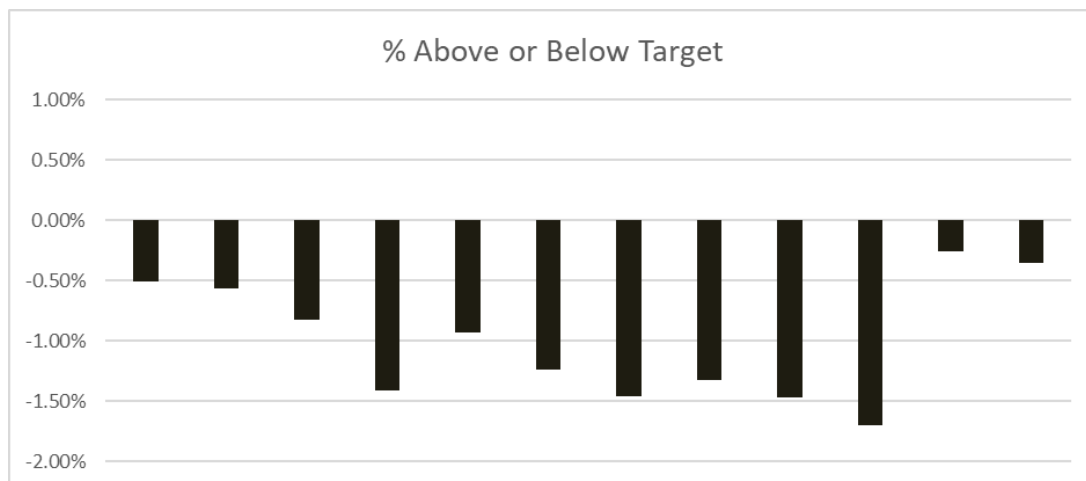
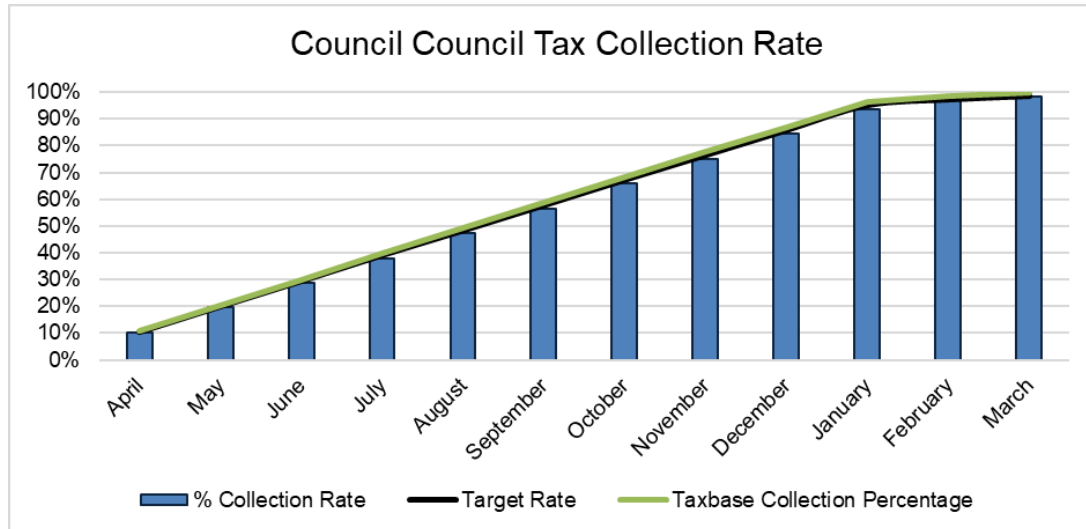
We have maintained increased visibility around fly tipping as a result of more proactive signage across the north of the district, which in 2021/22 saw a nearly 50% reduction in the number of fly tips that was not mirrored in neighbouring authorities to the same extent, and 2022/23 has maintained similar levels to 2021/22. The fourth quarter has seen an increase in fly tipping numbers that appears to be mirrored to a greater extent by Birmingham and Dudley, so is not unique to Bromsgrove but will be monitored and actions taken in 2023/24 to maintain our visible presence regarding illegal dumping in our areas.

	2021/22	2022/23	Compared to Previous Year
Apr	182	102	↓
May	113	85	↓
Jun	131	119	↓
Jul	104	96	↓
Aug	147	98	↓
Sep	103	109	↑
Oct	56	94	↑
Nov	76	89	↑
Dec	84	66	↓
Jan	75	105	↑
Feb	85	111	↑
Mar	125	119	↓

4.3 Finance and Customer Services (inc Revenues & Benefits)

Performance measure

- Council Tax Collection Rate

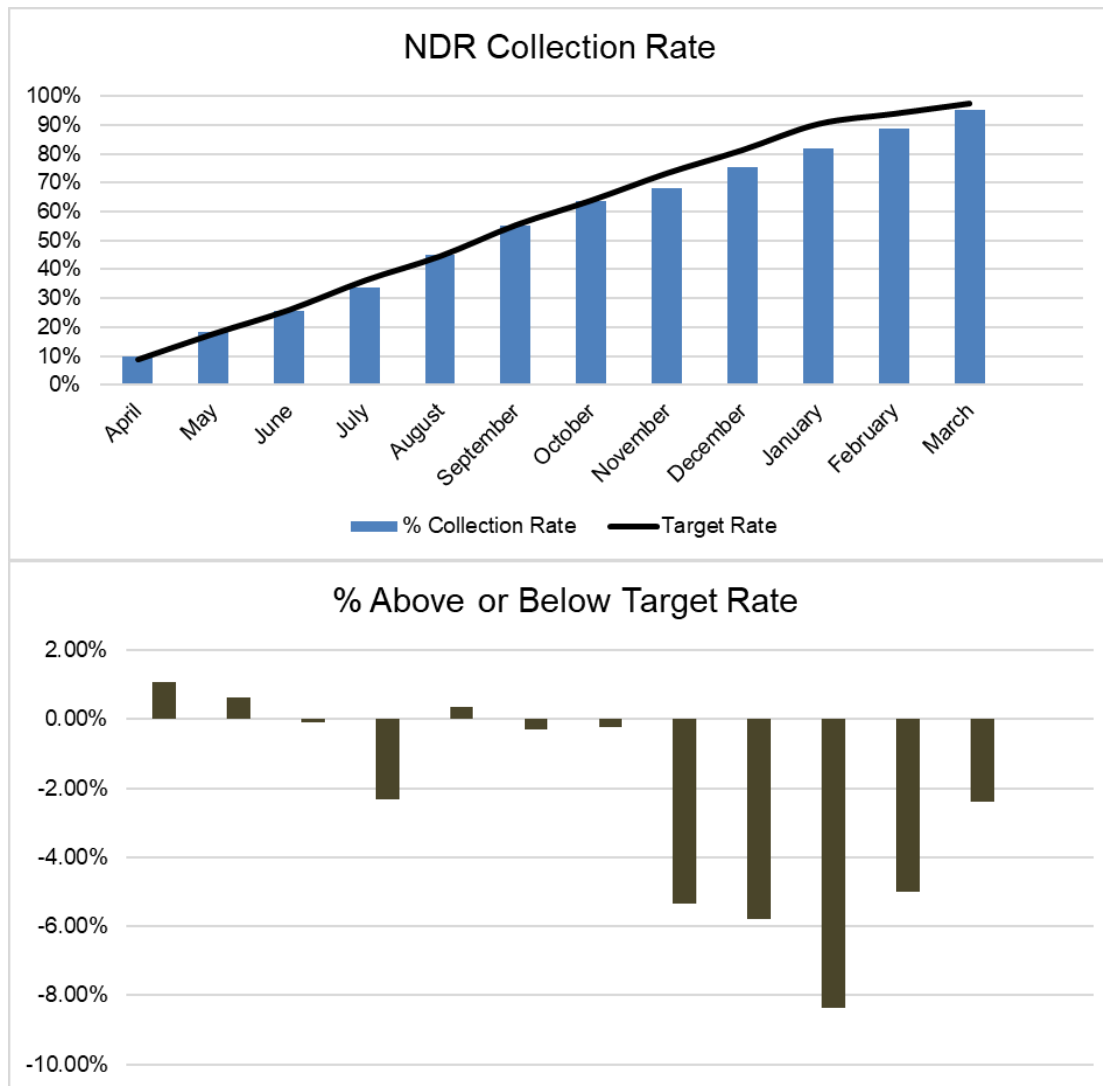


Update

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 reflect the economy and with the current “cost of living crisis”. It is expected that collection rates are lower than target.

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 the current “cost of living crisis”. It is expected that collection rates are lower than target. As of December 2022, we were 5.8% below target rates. This has improved to just 2.1% less than target in March. 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

Month	Completed Items	Comp. < 7 Days	Comp. < 14 Days	Comp. < 21 days	Comp. < 28 Days	Comp. > 28 days	Outstanding
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	1798
Nov	2807	818	299	249	264	1177	1639
Dec	2284	853	292	182	106	851	1536
Jan	3121	1185	333	310	198	1095	1228
Feb	3271	1652	249	187	327	856	941
Mar	4059	2277	748	377	359	298	912

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 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.

Performance measure

- Online Customer Interactions

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
Jan	1013	162	283	568
Feb	759	93	230	436
Mar	1220	343	316	561

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 continue to fluctuate.

Customer Services

Performance measure

- Revenues Calls (shared service)

Update

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Jan 23	3083	1.1	05:47	5.05	08:02
Feb 23	2869	0.63	04:04	5.14	07:17
Mar 23	4274	1.54	05:32	5.03	07:34

The service met expectations with regards to answering calls during the quarter. The spike in calls is due to the annual council tax billing which occurs in March and April. Where demand exceeds supply, particularly during March and April, then officers from the revenues team are requested to assist.

Performance measure

- Number of Web Payments

Update

Date	Number of payments
Jan 2023	2128
Feb 2023	2027
Mar 2023	1403

Performance measure

- Customer Service calls (Switchboard)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Jan 23	842	0.02	00:44	1.92	01:09
Feb 23	828	0.02	00:45	1.82	01:07
Mar 23	940	0:02	00:42	1.95	01:06

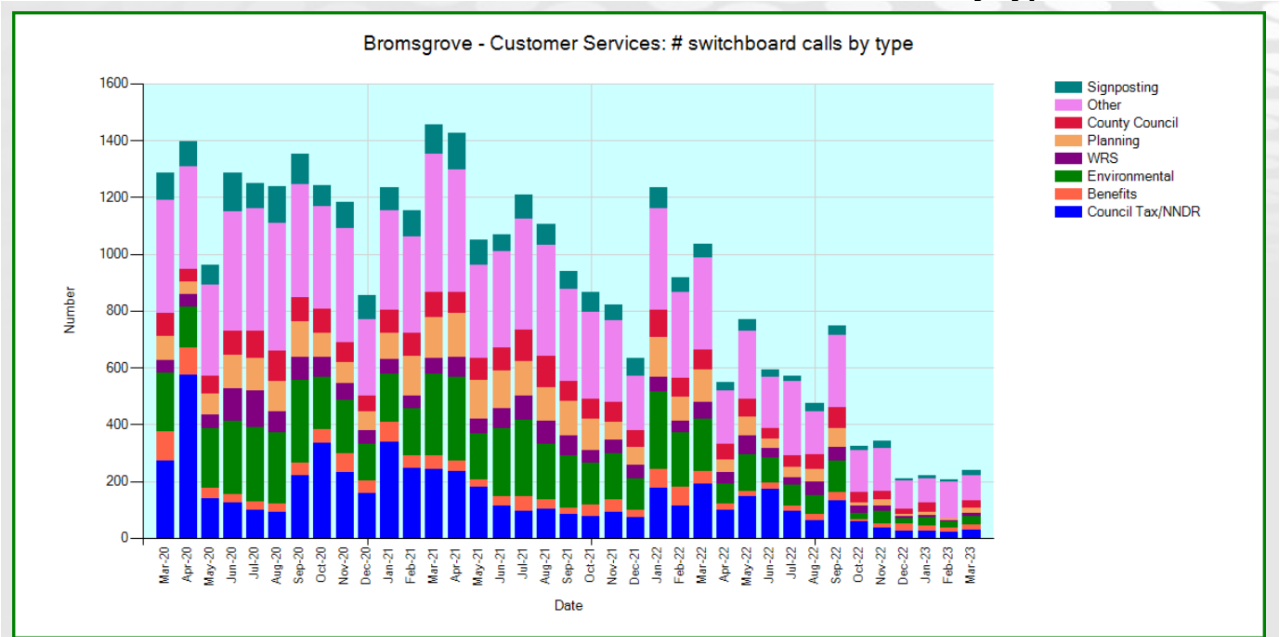
Update

Switchboard - The service met expectations with regards to answering calls during the quarter. There are 2 officers in total which provide switchboard service across both Bromsgrove and Redditch switchboard.

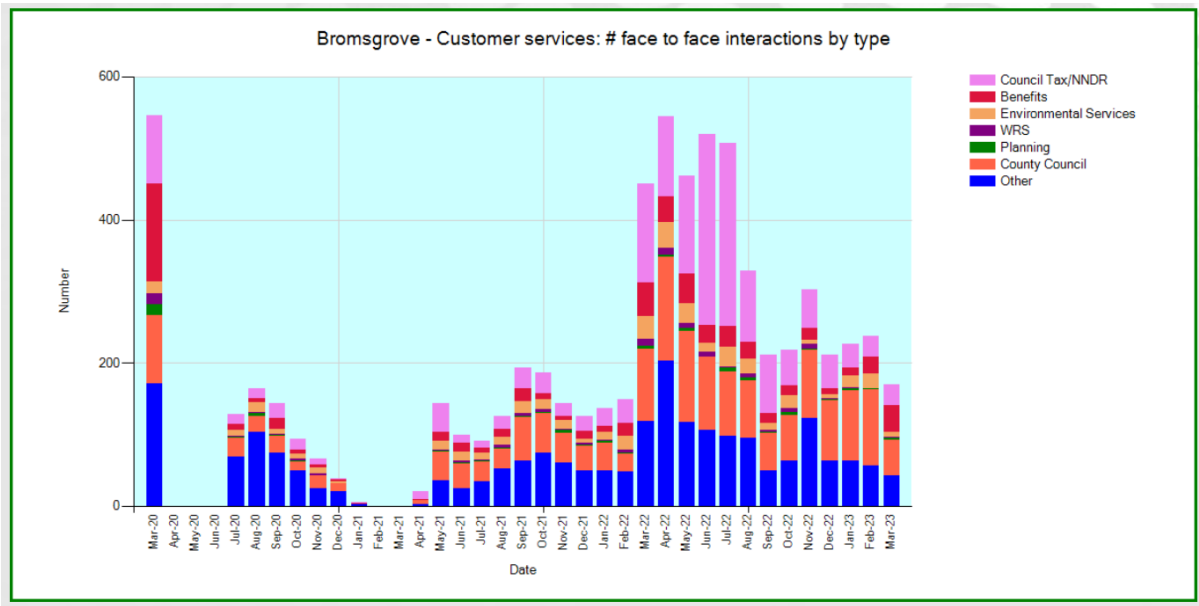
Reception - The number of reception enquiries remains low with the majority of enquiries relating to county council functions (registrars, visitors), plus assistance with locating the library and Jobcentreplus.

Cashiers - The service also provides a cashiers facility at Bromsgrove which serves on average 9.7 customers per working day of which 65% is card payment and 35% is paid in cash. Cheque payments have been removed from this data as fewer than 10% visit the centre to hand in cheques, with the vast majority being sent by post.

Measures Dashboard - Customer Services - Switchboard calls by type



Measures Dashboard - Customer Services - Reception visits by type



4.4 Planning, Regeneration and Leisure Services

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

Performance measure

- Total number of planning 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
Quarter 4, 2022/23	165

Performance measure

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

Update

Period	% Determined 'on time'
Quarter 1, 2022/23	82.1%
Quarter 2, 2022/23	81.5%
Quarter 3, 2022/23	81.8%
Quarter 4, 2022/23	86.1

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	% Determined ‘on time’
Quarter 1, 2022/23	77.7%
Quarter 2, 2022/23	78.6%
Quarter 3, 2022/23	78.9%
Quarter 4, 2022/23	81.3%

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 projects are being monitored. The tables below provide a summary as of 18th April 2023. As can be seen, 50% 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.	%
Red	0	0.0%	3	13.6%	0	0.0%	0	0.0%
Amber	9	40.9%	7	31.8%	5	22.7%	7	31.8%
Green	11	50.0%	10	45.5%	15	68.2%	10	45.5%

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BROMSGROVE DISTRICT COUNCIL

Audit, Standards and Governance Committee 1st June 2023

Quarterly Risk Update

Relevant Portfolio Holder	Councillor Hotham - Cabinet Member for Finance and Enabling
Portfolio Holder Consulted	Yes
Relevant Head of Service	Michelle Howell, Head of Finance and Customer Services
Report Author Peter Carpenter	Job Title: Interim S151 Officer Contact Pete Carpenter email: peter.carpenter@bromsgroveandredditch.gov.uk Contact Tel:
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	Aspiration, work and financial independence
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. SUMMARY

This report sets out Council activity to identify, monitor and mitigate risk.

2. RECOMMENDATIONS

The Committee/Cabinet is asked to consider:

- The present list of Corporate and Departmental Risks and request any additional risks to be considered.

3. KEY ISSUES

Background

- 3.1 In 2018/19, an audit of Risk Management provided an assurance level of limited assurance due to weaknesses in the design and inconsistent application of controls. As a result of the audit, a review was commissioned and undertaken by Zurich Municipal to consider the Council's risk management arrangements and to advise of any recommendations. In response to the Zurich review a Risk Management Strategy was produced for both Bromsgrove District Council and Redditch Borough Council.
- 3.2 A follow-up review was carried out by Internal Audit in March 2021 (Final Report June 2021) with the purpose of identifying what progress had been made against the Risk Management Strategies. At that time there was a lack of evidence that the actions within the Risk Management Strategies had been fully completed and embedded within the Councils and therefore no assurance could be given.

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3.3 This is now the Fourth cycle of reviewing Corporate and Departmental Risks since the original baselining of Risks in April 2022. Over this period, we have seen:

- Departmental ownership of risks and reviews at Management Teams on a monthly basis;
- Active review, mitigation, and reduction of risks – ensuring they become managed as part of business as usual;
- Updating of the 4Risk System – as the Authorities repository of this information;
- That the Officer Risk Group have actively reduced risk numbers through their work and that a common approach to risk is now being embedded within the organisation.

The Definition of a Corporate Risk

3.4 The Council has existing Corporate and Departmental Risks. Members of the Risk Board were not sure of the link on how Risks on system had become Corporate in nature.

3.5 The following definition of a of how Risks move from being “departmental” to being “corporate” in nature was recommended by the Risk Group and approved by CMT.

“For a **Risk** to move from being **Departmental** in nature to being **Corporate** in nature that it **must have significant impact on Councils finances, be cross departmental in nature and/or result in Serious reputational damage**. The Officer Risk Board will vet departmental risks using this definition to move then to Corporate Risks at their quarterly meetings.”

3.6 At the June Officer Risk Board it was agreed that “Green” Departmental Risks should be taken off this list if they have been to two consecutive meetings and mitigating actions have been fully put into place for them. This report takes account of this requirement being 2 meetings since the original baseline was reported.

Departmental Risks

3.7 The Council procured the 4Risk system to manage its risks. Risks are subdivided into Corporate Risks and then Departmental Risks. Each risk has an individual record applied to it to ensure all the pertinent information is captured.

The original Risk Baseline in April 2022 was (as shown in Appendix A):

- 105 Departmental Risks – 15 Red, 35 Amber, 55 Green

This reduced through the first set of reviews in June 2022 to:

- 82 Departmental Risks – 2 Red, 29 Amber, 51 Green

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- 3.8 December, being the third cycle following the baselining exercise has seen a complete review of all departmental risks. Twenty-seven risks have been removed and a number of others have been re-categorised. This review process has been done in two stages
- All items have been reviewed by Risk Champions and respective DMT's in each Service Area. Service representatives continue to challenge individual items, which is on the data in the following Tabs underneath each Risk, to ensure that all controls and assurances are properly monitored.
 - The Risk Board on the 14th December also went through all open risks to assess their validity, to ensure that assessment practices were consistent across service areas. This took account of the view that "Green" Departmental Risks should be taken off this list if they have been to two consecutive meetings and mitigating actions have been fully put into place. This was tested in the case of all remaining Green Risks

Service Area	Red	Amber	Green	Total
Customer Access and Financial Support	1	5	10	16
Finance	0	2	2	4
Environmental Services	0	5	3	8
Leisure & Cultural Services	0	1	0	1
Legal, Equalities, Democratic Services & Property	1	1	5	7
ICT	0	2	2	4
Planning Services	0	1	0	1
Housing	0	3	4	7
Community Services	0	1	5	6
HR	0	0	1	1
Total	2	21	32	55

Red Risks – 2 in total

REV7 - Revenues - Performance Indicator data is not robust

LED13 - Legal – Bromsgrove Leisure Contracts

The previous two ICT Risks and Housing Risk have been mitigated

Position as at the 22nd March 2023

- 3.9 This report sets out the position a year following the initial baselining of council risks. This is the fourth review, following the implementation of the Action Plan due to the "No Assurance" internal Audit reports. The key point a year in is to ensure that risk management is embedded within the organisations:
- Officer Risk Board to take place on a quarterly basis, having taken place on the 8th April 2022, the 22nd June, the 21st September, the 21st December, and now the 22nd March to embed processes.

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- Each department has nominated a representative to a Risk Board. These representatives meet on a quarterly basis and report back to management teams.
- Departmental Risk Register are updated at least quarterly to feed into the Risk Board.
- The Audit Committee's of both Councils reviewed Risk Registers on a quarterly basis. These reports have also been presented to Executive and Cabinet.
- CMT are updated on Risk Management issues in their monthly "assurance" meeting, which is a week after the Risk Board meets.

Service Area	Red	Amber	Green	Total
Customer Access and Financial Support	1	6	9	16
Finance	0	2	0	2
Environmental Services	0	5	3	8
Leisure & Cultural Services	0	1	0	1
Legal, Equalities, Democratic Services & Property	0	3	2	5
ICT	0	2	1	3
Planning Services	0	1	0	1
Housing	0	4	4	8
Community Services	0	1	5	6
HR	0	0	1	1
Total	1	25	25	51

Red Risks – 1 in total

REV7 - Revenues - Performance Indicator data is not robust

In addition to this, Worcestershire Regulatory Service (WRS) Risks, which are reported to its board on a quarterly basis are contained in Appendix B. The significant risk for WRS centres around finance and contracts with other Local Authorities.

3.10 In Bromsgrove, the Audit Task Group looking into the reasons behind the issuing of the S24 Statement in both Councils had the following recommendations linked to risk Management:

- Given a number of substantial and important projects on the horizon for BDC, set up a permanent Project Management Office at BDC to support the full range of projects undertaken by the Council. This Project Management Office would report to CMT/ SMT as part of its remit. CMT is tasked with setting out the requirements of this new programme office and resource requirements to ensure compliance with the recommendations in this Report. This Report will be presented to the first Cabinet meeting after the BDC elections in May 2023.

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- The Corporate Risk Register to be discussed as an early item on the agenda at meetings of the Audit, Standards and Governance Committee. Any risks are to be clearly flagged to the members of the Committee, particularly where they are rated as red.
- 3.11 The Council's risk processes are now under a follow up Internal Audit review. The assurance level has moved from Limited Assurance to Moderate Assurance. Feedback from Risk Team members interviewed that the Auditor moved from the corporate level to the Departmental level – which was logical. However, there were queries over risks logged at a level below “departmental. These are operational matters generally dealt with on a day to day basis and so seen by departments as being business as usual. It should be noted that green departmental risks are reviewed after two months to see if they can be to “business as usual”.
- 3.12 An example of this where ICT look at a solution/software/applications they also need to assess the impact on other people and systems. They have a system that logs this.

In terms of departmental lists:

- 3.13 Community risks, even though many are green, are still all relevant as departmental and cannot be moved to the lower level of “business as usual”. The most significant risk is lifeline, although the risk here is the works carried out in upgrading networks under streets and how these changes can affect the lifeline system.
- 3.14 The majority of Housing risks are compliance led.
- 3.15 It should be noted that the Members Data Protection risk in ICT clearly depends on Members undertaking the training. Given the significant cyber risks faces by Council's it is important Members engage to mitigate this risk.
- 3.16 Insurance claims, due to the cost of living crisis, are increasing although the types of claim and levels of those claims are variable.

Corporate Risks

- 3.17 The Officer Risk Board reviewed the risks in the above table at their meetings on the 8th April, 22nd June, 21st September, 21st December, and 22nd March using the new definition of “Corporate Risks”. The table below sets out the updated Corporate Risk Register that the Risk Board took to CMT and gained their approval.

Audit, Standards and Governance Committee 1st June 2023

Risk Ref	Risk Title	Risk Status
 COR 9	Non Compliance with Health and Safety Legislation	Open View
 COR 10	Decisions made to address financial pressures and implement new projects that are not informed by robust data and evidence	Open View
 COR 14	Non adherence with Statutory Inspection Policy	Open View
 COR 15	Impact from Changes to Partner Funding Arrangements	Open View
 COR 16	Management of Contracts	Open View
 COR 17	Resolution of the Approved Budget Position	Open View
 COR 18	Protection from Cyber Attack	Open View
 COR 19	Adequate Workforce Planning	Open View
 COR 20	Financial Position Rectification	Open View
 COR 21	BROMSGROVE DC Being placed into special measures due to quality of planning application decisions	Open View
 COR 22	Delivery of Levelling Up, Towns Fund, UK SPF Initiatives	Open View
 COR 23	Cost of Living Crisis	Open View
 COR 24	New Customer Facing Interface	Open View

The number of Corporate Risks have increased to 13 in total. Only one is at the highest level and a number of these risks, including Changes to Partner Funding Arrangements and Resolution of the Approved Budget Position will reduce in the next cycle of meetings.

- 3.18 The new risk relates to the replacement process of the Councils existing Customer interface, which is linked to significant budgetary savings in the 2025/26 financial year.
- 3.19 Mitigating factors for the Corporate Risk are:

Non-Compliance of Health and Safety Data Standard Operating Procedures - SOP (H&S etc) Health and Safety Committee meets regularly H & S training for staff Health checks DSE assessment and reporting software First Aid training in place Safeguarding Policy and procedures Risk Assessments Updated inspection policy Regular review of policies Continued updates to Health and Safety Committee Data on intranet

Projects being informed by robust data and evidence - Robust budget-setting process in place

- Developed budget bids for pressures and details of savings proposed using 5 case model
- Data used to evidence need in business cases
- Performance Dashboard in place
- Established "whole-life" or "end to end" approach to assessment of savings proposals

Non Adherence with the statutory inspection policy - Specialist resource in place to support delivery actions.

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- Further review of monitoring arrangements
- Further implementation of insurance recommendations
- Contracts reviewed to ensure suppliers undertake roles
- Training plan developed to ensure staff clear of responsibilities
- Development of robust action plan

Impact from changes to partner funding arrangements - Council Members are on WRS Board and S151 Officer is the S151 Officer for the WRS therefore will know ofn issues well before they happen.

Management of contracts - Procurement Strategy updated by C Young and training provided. Service Protocols, setting out expectations of service user and procurement went live 1st Jan 23 and now being monitored. No PO No Pay Policy goes live 1st April 23.

Resolution of the approved budget position - MTFP process now 2 stages. Stage 1 approved by Jan 23, Stage 2 approved by March 23. Final MTFP contains S151 Officers robustness statement which is key to sign off of a robust sustainable budget. Budget working group in both councils scrutinise proposals before cabinet and executive.

Protection from cyber attack – weekly penetration test, annual PSN Security Audit, regular internal audits, occasional LGA audit, Cyber Insurance requirements.

Adequate workforce planning - Workforce plan has been circulated to services who now know their high risk areas. The challenges remain on delivering to these high risk areas however, they are identified.

Financial position rectification - External Audit reports financial recovery process Reporting to Cabinet, Audit & Council.

Bromsgrove Planning Issues - Decisions which could influence statistics are discussed at management level. Principal officers aware of risk. Statistics are monitored quarterly. External advice re good practice and member training provided.

Delivery of Levelling Up, Towns Fund, and UKSPF Projects - Monthly project Board overseeing all projects Formal governance structures for levelling up and Towns Fund projects

Cost of Living Crisis - Housing Register Access to Housing Benefit and Universal Credit Council budget, communication to stakeholders of alternative methods of help on via the website and the yearly Council Tax Bills, monitoring of additional service demand.

New Customer facing interface - Presently delivered by a number of systems that are not linked together and require manual intervention for internal reporting.

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The Risk Management Framework

3.20 Risk Management Training. Given the active management of risks by service departments, we have seen numbers of departmental risks reduced by almost 50% although Corporate Risks have increased. At this time, it is felt that a series of Risk Management Training is not required as processes are being embedded in the organisation. However, the Internal Audit update delivered in April (see 3.11 above) has highlighted cross Council training as an issue and this will be addressed during the 2023/24 financial year.

4. Legal Implications

4.1 No Legal implications have been identified.

5. Financial Implications

5.1 The Council spend significant sums insuring itself and must also hold Reserves to mitigate the costs of risks should they happen. A comprehensive Risk Management approach ensures risk and its consequences, including financial ones, are minimised.

6. Strategic Purpose Implications

Relevant Strategic Purpose

6.1 A comprehensive Risk Management approach ensures **Risk and its Consequences** is minimised for the Council.

Climate Change Implications

6.2 The green thread runs through the Council plan. This includes risks linked to activities and actions that link to our climate.

7. Other Implications

Customer / Equalities and Diversity Implications

7.1 If risks are not mitigated it can lead to events that have Customer/Equalities and Diversity implications for the Council.

Operational Implications

7.2 Risks are inherent in almost all the Councils operational activities and therefore significant risks need to be identified, monitored and mitigated.

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8. RISK MANAGEMENT

8.1 This report is about Risk Management.

9. APPENDENCES

Appendix A – Previous Risk Management Reports

Appendix B – WRS Risk Report

AUTHOR OF REPORT

Name: Pete Carpenter– Interim Director of Finance

E Mail: Peter.Carpenter@bromsgroveandredditchbc.gov.uk

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Appendix A - Previous Quarters Risk Reports

The baseline risks April 2022 are included in the following table – this is prior to any Risk Board meetings.

Service Area	Red	Amber	Green	Total
Customer Access and Financial Support	12	20	13	45
Finance	0	0	4	4
Environmental Services	0	2	11	13
Leisure & Cultural Services	0	3	3	6
Legal, Equalities and Democratic Services	0	0	7	7
ICT	2	4	5	11
Planning Services	0	1	1	2
Housing	0	4	5	9
Community Services	1	1	5	7
HR	0	0	1	1
Total	15	35	55	105

After the Risk Board on the 22nd June, the following changes have been made which saw the number of risks reduce as follows to 82 Risks

Service Area	Red	Amber	Green	Total
Customer Access and Financial Support	0	6	12	18
Finance	0	2	2	4
Environmental Services	0	2	11	13
Leisure & Cultural Services	0	3	3	6
Legal, Equalities, Democratic Services & Property	0	3	9	12
ICT	2	6	2	10
Planning Services	0	2	1	3
Housing	0	3	4	7
Community Services	0	2	6	8
HR	0	0	1	1
Total	2	29	51	82

The two departmental red risks are:

- ICT 7 - Failure to identify, maintain and test adequate disaster recovery arrangements
- ICT 11 - System functionality to manage records

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Appendix B - Worcester Regulatory Services Risks

Risk Description	Consequences	When is this likely to happen	Current Position			Control measures
			Likelihood	Impact	Matrix RAG Status	
Loss of Data through IT failures	Disruption to Service Provision. Inability to produce records and data.	On-going	Low	High	Green	Wyre Forest ICT has effective processes and business continuity plans in place. WFDC upgraded relevant systems including Windows. The service is in the process of moving to Office 365 during 2021/22, which will provide better access to a range of provisions including Microsoft Teams and Power BI.
Issues with the WRS database system	Impact on work planning. Self-help may not enable savings required	On-going	Low	High	Amber	Current contract due to expire February 2023. Work has commenced on negotiating new contract.
Effective and efficient Business Continuity arrangements in place	Disruption to service if e.g., Major Power failures or other reasons that access to Wyre Forest House is not possible.	On-going	Very Low	Medium	Amber	The pandemic has shown that we were well prepared for the need to maximise working from home and now all staff, including some previously regarded as office based can now do this. Touchdown stations remain available in partner council locations. WRS Managers do need to redraft contingency plans in the event of a prolonged IT failure or cyber-attack that will allow services to be maintained.
Maintain our capacity to achieve service delivery	Disruption to service e.g., Major staff sickness (e.g., flu pandemic) or	On-going	Low	Medium	Amber	The pandemic response has shown that the service was well-placed to respond and less than a handful of officers have themselves suffered the illness. Consultants are available to

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	<p>Unable to recruit or retain suitably qualified staff.</p>				<p>provide short term cover and, whilst this worked well in peacetime to cover peak demand periods, the pandemic has revealed the limits to this type of capacity. These pressures will only be resolved in the longer term by local and central government investing in additional capacity and additional training to bring more people into the regulatory professions.</p> <p>Having taken on contracts with additional authorities the demand has increased, and neighbouring authorities have lost the ability to assist with some technical specialisms. This is the double-edged sword of effectively operating as a centre of excellence. Whilst we have good resource of our own, in event of an issue, there are limits to who we can ask for help.</p> <p>Regional and sub-regional groups are in place so can provide shared resources for local authorities if required.</p> <p>Effective training and development processes are in place to ensure recruitment and retention of staff. There is increased training budget pressure, reduced technical knowledge in neighbouring authorities and increased importance in maintaining heightened skills for contractual obligations and commercial edge.</p> <p>Regular inventory and maintenance of equipment is undertaken. In the future, budget for replace may be an issue but</p>
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						would be a relatively small amount for partners to share.
Pest contractors cease operations.	Disruption to service. Negative media coverage. Increased public health risks	On-going	Low	High	Green	The Pest control framework contract has multiple pest control suppliers so the loss of one allows work to be moved to the others. This should limit or eliminate risk, although the unlikely loss of multiple companies might create capacity issues.
Effective and efficient contract arrangement for dog control	Disruption to service if no kennels available. Negative media coverage. Increased public health risks	On-going	Low	High	Amber	The Out of Hours and Kennelling contracts were re-tendered to enhance the existing arrangements and provide resilience however there are increases in numbers of stray dogs, dog disease and contracts are restricted by geographical location. Retendering for additional kennels has been fruitless.
Hosting support does not deliver necessary financial and HR support to ensure efficient management	Efficiency of management reduced; staffing issues remain unaddressed, and performance suffers	On-going	Low	High	Amber	Issues around access to the financial system from Wyre Forest House should have been relieved with new BDC finance system procurement, however workarounds remain in place due to some unforeseen issues.
One or more partners continue to be under great financial pressure and may consider alternatives to the partnership to deliver their service	Creates reputational issues for remaining partners and increases the need to manage overheads. Difficulties in delivering highly varied levels of service	On-going	Medium	High	Amber	New legal agreement limits variations in contribution before partners must move to contractual relationship but this is quite high before it kicks in (20%.) Leanness of organisation minimises overheads and focuses resource at the front line. Growth strategy should generate income to support partners in the future but there are limits to this without additional capacity being added to the system. Invest to save capacity has been committed by

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						partners to see if this achieves the necessary outcomes.
Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes.	Loss of cases is costly and damages reputation.	On-going	Low	Medium	Green	Continued close working with BDC legal team and other partners who don't use BDC for advocacy. Technical and legal training days for staff. Difficulty in keeping informed of Case Law developments. Membership and attendance of Officer Technical Groups outside the County does assist.
Service provision complies with Government requirements	Adverse comments following audits e.g., FSA Intervention by Government bodies i.e., FSA, whilst highly unlikely, is damaging to reputation.	On-going	Low	High	Amber	Limited detail of what statutory minima are can make decision making difficult around what is required in law as a minimum. The LGA is clearly aware of impact of budget reductions on regulation and has made it clear Government cannot expect what it had previously. Fewer interventions/ audits by government. The Service has developed systems that follow the principles of the requirements of bodies like FSA so can show some level of compliance, but service isn't operating to the letter of the current Code. The Code is however currently going through major changes and likely to move to a point where it is closer to the WRS model of operation. Environmental reporting for Local Air Quality Management, Pollution Prevention and Control and Private Water Supply Inspection reports to Defra and DWI have received positive responses with no issues of concern raised by these bodies.
Failure to deliver external contract work at the level	Damage to reputation, loss of future income	On-going	Low	High	Green	Ensure contract negotiations are clear on performance criteria and these are clearly recorded in the

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<p>expected by the business or local authority with whom we have the contract</p>	<p>streams, financial impact of paying damages</p>					<p>final documentation. Monthly reviews against performance criteria. Select staff to ensure competence of those undertaking work outside Worcestershire. Maintain strong links with the customer's monitoring staff. Intervene early with corrective action</p>
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Agenda Item 9

Overview and Scrutiny Board
13th March 2023

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

MONDAY 13TH MARCH 2023, AT 6.00 P.M.

PRESENT: Councillors C.A. Hotham (Chairman), J. Till (Vice-Chairman), S. J. Baxter, A. J. B. Beaumont, S. P. Douglas (Substitute), R. J. Deeming, R. J. Hunter, A. D. Kriss and C. J. Spencer

Observers:

Councillor K. J. May (Leader of the Council and Portfolio Holder for Economic Development, Regeneration and Strategic Partnerships)
Councillor S. A. Webb (Portfolio Holder for Strategic Housing and Health & Well Being)

Officers: Mrs. S. Hanley, Mr. P. Carpenter (on Microsoft Teams), Mr. M. Mr. O. Paparega, and Mr. M. Sliwinski.

81/22

APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES

Apologies for absence were received from Councillor S. Colella, with Councillor S. Douglas attending as named substitute, and Councillor H. Jones.

82/22

DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS

Councillors J. Till and A. Kriss declared interests in Minute No. 74/22 - Overview & Scrutiny Board Report – Damp & Mould in their capacity as private sector landlords. It was advised that this item was for information only and detailed the scale of the mould and damp issue in the District and what powers the Council possessed regarding property standards. Therefore, both Members remained at the meeting for the discussions in respect of this item.

83/22

OVERVIEW & SCRUTINY BOARD REPORT - DAMP & MOULD

The Board received a report on damp and mould in the district, detailing what powers the Council possessed regarding property standards and how Bromsgrove District Housing Trust (BDHT), a local registered provider, were dealing with this issue. It was noted that BDHT held approximately 86 per cent of the social housing stock in the district and

thus were not the only social housing provider. Several other providers also operated in the district, and they were subject to the same responsibilities and requirements with regards to maintaining housing standards.

It was noted that according to the 2021 census tenure data, there was a roughly even split of social rented and private rented properties in Bromsgrove at about 4,400 of each.

It was explained that it could be estimated based on the English Housing survey data that around 440 private rented sector properties in Bromsgrove suffered from damp and mould. However, the records showed that in the last three years the Council's Private Sector Housing Team completed on average 62 Housing Health and Safety Rating System (HHSRS) inspections per year in Bromsgrove. This suggested that issues with mould and damp were likely under-reported and it was believed that this was due to fear of landlords serving notice and a lack of awareness of the service provided by the private sector housing team.

The full range of powers available to the Council in terms of enforcement of property standards was outlined and it was reported that the Council had the power of entry to properties at any reasonable time to carry out its duties under Section 239 of the Housing Act 2004. When there was a significant risk to the health and safety of the occupant, due to category 1 or category 2 hazards, the Council had the power to issue Prohibition Orders to prohibit the use of all or part of the property – this applied to both private rented properties and social rented properties. It was underlined, however, that informal route to resolving situations was taken whenever possible, without resorting to formal notices or legal action.

It was noted that the Housing Act 2004 introduced the HHSRS. It was a calculation of the effect of 29 possible hazards on the health of occupiers and any visitors and during inspections Officers assessed properties against all 29 hazards. HHSRS calculation provided a combined score for each hazard.

The HHSRS applied equally to all tenures, therefore all enforcement options were available to the Council regardless of whether the premise in question was owner occupied, privately rented or a Registered Providers (RP) property.

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It was noted that social tenants had recourse to approach social housing regulator with regards to complaints about standards of housing provided by the social landlord.

Following the presentation of the report, Members asked questions to which the following responses were provided:

- Officers undertook to find out and report to Members how many formal notices were served in the District over the last three years following HHSRS inspections. It was highlighted that the vast majority of cases were resolved through the informal route without recourse to formal notices.
- Members requested that the appendices to the report be provided and Officers undertook to provide this in a separate communication to Members.
- With regards to how and at what point Officers were able to determine whether damp and mould were occurring at a property due to lifestyle of property occupiers or due to structural issues, for example penetrative damp occurring from blocked gutters, it was noted that the Private Sector Housing Team would undertake a thorough assessment of the property based on the HHSRS to understand how damp occurred.
- Members were informed that for BDHT properties, BDHT would move tenants out during the rectification process at a property where damp and mould was occurring.
- It was noted that there was some evidence that in some of the district's social housing properties, damp issues might be attributed to insulation that was installed by housing providers at those properties. Members were reassured that investigation into this issue was ongoing.
- It was clarified that it was the social housing providers, including BDHT, who were responsible for and undertook insulation and that this was not the remit of the Council.
- Officers highlighted that external wall insulation would normally not cause damp to occur. Instead the direct issue was that properties were becoming more sealed through so that there was no necessary air circulation, which caused condensation and, in turn, mould. It was noted that this was often linked to lifestyle choices where windows and ventilation vents were kept permanently shut and/or heating was not being turned on.
- Officers highlighted that social tenants received a leaflet advising how mould and damp could be managed and there was also a video available on the Council's website explaining how to prevent mould from occurring.

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- It was explained that a tenant could request inspection by calling the Private Sector Housing Team, but the landlord would also be informed and would need to be present at the proposed visit. In circumstances where the landlord was uncooperative, the inspection could take place without the landlord present.
- Members were informed that the Housing Enforcement Team did not have enough resource to undertake proactive inspections.
- Officers highlighted that the guidance on enforcement was built around a process of escalation and as such prosecution would only be considered in serious circumstances such as a deliberate, negligent, or persistent breach of legal obligations.
- It was explained that inspections followed a formulaic approach where the condition of the property was assessed against each of the 29 hazards as outlined in the Housing Health and Safety Rating System (HHSRS). The full inspection and production of report took approximately 2 hours. It was noted that if following the inspection the Officers decided to take formal action, there would be fees to be paid by the person/organisation responsible for the property.
- It was noted that the most common cause of damp is lack of ventilation in rooms and advice would often be given with regards of how to increase room ventilation. It was noted that in some cases humidity extractor fans might be a possible option to tackle the issue.
- It was noted that government guidance was awaited on powers available if tenants were not cooperating with the advice given on how to tackle mould/damp issues and the situation worsened.

RESOLVED that the report be noted.

84/22

BROMSGROVE 2040 VISION - PRE-SCRUTINY

This item was postponed to a later date on the Cabinet Work Programme and as such could not be pre-scrutinised by the Overview and Scrutiny Board at this meeting.

85/22

FINANCE AND BUDGET WORKING GROUP - UPDATE

The Chairman advised that the last meeting of Finance and Budget Working Group took place on 9th February 2023. At that meeting the 2023-24 Budget was discussed. It was reported that one more meeting of the Working Group was planned to take place at a date yet to be determined.

RESOLVED that the Finance and Budget Working Group Update be noted.

86/22 **TASK GROUP UPDATES**

There were no ongoing task groups to report on before the Board.

87/22 **WORCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE - UPDATE**

Councillor S. Baxter, the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC) reported that a meeting of the Committee took place on Monday 13th March 2023. The matters discussed at this meeting included Hill Crest Mental Health Ward, where it was reported that the inpatient numbers had been cut to 10 which followed ongoing safety problems. It was reported that Physiotherapy Services and Elective Surgery were also discussed at the meeting.

It was commented that while data regarding health provision and facilities was concerning, the narrative needed to change to attract healthcare workforce to Worcestershire – currently the workforce shortages were preventing many of the changes taking place.

It was reported that it was concerning that Wythall was not included in Worcestershire Primary Care Network (PCN) datasets which made it difficult to obtain accurate health profile of the population in North Worcestershire which would allow actions to be put in place to improve matters.

Members discussed the proposed plans for a medical school in Worcestershire and it was reported that currently this was at an early proposal stage and more information would become available in due course. It was reiterated that shortages of key medical staff were acute in Worcestershire, for example with a shortage of about 200 nurses in the County.

RESOLVED that the Worcestershire Health Overview and Scrutiny Committee Update be noted.

88/22 **CABINET WORK PROGRAMME**

The Cabinet Work Programme was presented for Members' consideration.

RESOLVED that the contents of the Cabinet Work Programme be noted.

89/22

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

It was proposed that an overview item be added to the Overview and Scrutiny Board Work Programme on the wellbeing and support provided to Ukrainian refugees in the District.

After a debate, Members were informed that County Councillors could be contacted for more information regarding the support provided to Ukrainian refugees in the District and that up-to-date information on this were circulated via the Bromsgrove Partnership bulletin. Members were further informed that there was a dedicated support worker for Ukrainian refugees provided in Bromsgrove.

It was agreed that the available information and resources would be consulted in the first instance and Members could decide to add this item to the Board's Work Programme at a future Board meeting.

RESOLVED that the Overview and Scrutiny Board Work Programme be noted.

90/22

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 scheme 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</u>
11	3
12	3

91/22

FORMER MARKET HALL SITE PROPOSAL - PRE-SCRUTINY

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The Leader of the Council was invited to introduce the report on the Former Market Hall Site Proposal. She restated that Bromsgrove District Council had been awarded £14.5m of Levelling Up Funding from the Department for Levelling Up, Housing and Communities (DLUHC). Almost £11m of this funding was allocated to the redevelopment of the Former Market Hall Site. In respect of allocation of funding, it was clarified that Levelling Up Funding could not be allocated to any other projects due to the strict funding criteria.

It was reported that public consultation was currently underway in Bromsgrove regarding the Community Hub proposal along with proposals for a high quality office building at the Former Market Hall site. The consultation was open for comments online on the Council's website until 21st March 2023. Face-to-face consultation events were also held at BirdBox and Bromsgrove Library, on 4th and 6th March 2023 respectively, where there was opportunity to see the designs, share views, and talk to the architects and Officers working on the project. Members were informed that further consultation was due to take place on Monday 21st March 2023 with members of the Youth Hub regarding use of the pavilion on the site.

It was highlighted that alongside the landmark office space, a rooftop bar and a high quality restaurant were also included in the design. These businesses, plus the additional coffee shops, were designed to provide diversity and choice for visitors to Bromsgrove Town Centre. It was also noted that demand for premium office space in Bromsgrove had recently been evidenced in a report published by GJS Dillon regarding the Worcestershire Commercial Property Market. The Community Hub.

Officers highlighted that 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 remained very restrictive timescales within which to deliver the redevelopment of the Former Market Hall site.

(During the consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed which related to the financial and business affairs of any particular person (including the authority holding that information)).

92/22

TO CONFIRM THE ACCURACY OF THE MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 17TH

JANUARY 2023

The minutes of the meeting of Overview and Scrutiny Committee on 17th January 2023 were considered including the exempt minutes record of that meeting (Minute Item No. 66/22 – Levelling Up Fund Update – Purchase of Windsor Street Site and Former Market Hall Site).

RESOLVED that the minutes of the Overview and Scrutiny Board meeting held on Tuesday 17th January 2023 be approved as a true and correct record and signed by the Chairman.

(During the consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed which related to the financial and business affairs of any particular person (including the authority holding that information)).

The meeting closed at 7.43 p.m.

Chairman

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

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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

29TH MARCH 2023, AT 6.00 P.M.

PRESENT: Councillors C.A. Hotham (Chairman), J. Till (Vice-Chairman), S. J. Baxter, A. J. B. Beaumont, A. D. Kriss, M. Middleton (substitute) and C. J. Spencer

Observers: Councillor M. A. Sherrey – Portfolio Holder for Environmental Services and Community Safety (on Microsoft Teams)

Officers: Mrs. S. Hanley, Mr. K. Hiron and Mr. M. Sliwinski.

84/2022

APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES

Apologies for absence were received from Councillors S. Colella, R. Deeming, and R. Hunter. Councillor M. Middleton attended the meeting as a substitute for Councillor R. Deeming.

85/2022

DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS

There were no declarations of interest nor any whipping arrangements.

86/2022

TO CONFIRM THE ACCURACY OF THE MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 8TH FEBRUARY 2023

The minutes of the Overview and Scrutiny Board meeting held on 8th February 2023 were submitted for Members' consideration.

RESOLVED that the minutes of the Overview and Scrutiny Board meeting held on 8th February 2023 be approved as a true and correct record and signed by the Chairman.

87/2022

PROVISION OF STREET NAME PLATES

[The meeting was adjourned between 6.03 and 6.13pm while technical issues with remote attendance software were rectified to enable participation by remote attendees]

A report on Street Name Plates (SNPs) provision within the District was presented by the Environmental Services Manager. It was clarified that the Council had responsibility for the repair and maintenance of Street Name Plates (SNPs) on adopted roads. This included replacement,

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when necessary, either due to accidental damage, vandalism or normal wear and tear. On new developments, it was the developer's responsibility to erect SNPs initially to the Council's specification.

SNPs were usually positioned at the rear of the adopted footway and as near to street corners so they could be easily read by drivers and pedestrians alike and close to existing streetlamps where possible so they could be illuminated at night.

It was reported that the Council's contract with the existing approved manufacturer of street name plates was due to finish at the end of this financial year. A quotation exercise was due to be undertaken shortly to ascertain the manufacturer to be contracted for the next three years.

It was explained that SNPs were being ordered in bulk due to the saving on delivery costs that this option provided. Damage to SNPs was usually reported by the general public or Members. After a site inspection to determine what remedial works would be required, the damaged sign might be added to the order for the supply of a new SNP, with the manufacturer taking on average 6 weeks to complete the order after it had been raised. It was added that over the period of Covid lockdowns, there was a backlog of replacement works to SNPs. In addition, the Council's Minor Works' Team was understaffed during the past year. These factors had resulted in delays to installation and/or replacement of SNPs, which were reported as now being largely resolved.

Following the presentation of the report, the Portfolio Holder for Environmental Services and Community Safety addressed the Board to the effect that considerations of providing a good quality street signage should outweigh the need to wait on replacing signs until a bulk order could be raised. The quality of street signs in some parts of the District was also raised and it was noted that in some cases waiting times of 2-3 months for replacing signs had been reported.

The Environmental Services Manager was invited to respond and noted that minimum quality requirements could be put as a criterion in the next tender. It was noted, however, that quality of street signs in large part depended on the quality of metal that was supplied to the manufacturers in the first place. With regards to placing orders with suppliers for replacement street signs, it was explained that a certain number of replacement requests had to be accumulated before an order was issued to the manufacturer, as separate orders would prove to be uneconomical.

Following the presentation of the report, Members asked a number of questions to which responses were provided as follows:

- Members requested performance data to be provided on the service target times for replacing street signage, average response time to requests, longest waiting times, and current

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29th March 2023

level of backlog on replacement works. Officers undertook to provide Members with a briefing note containing this information.

- Officers had been asked to investigate signage at Saint Godwald's Crescent, as this was not a through road, but a sign indicating this was currently provided only at one end of the road junction. Officer present undertook to contact Officers to request that a second sign be provided at Saint Godwald's Crescent.
- The repair of street signs was undertaken by the Council in-house and it took Officers on average one week to repair the sign following a request being submitted. When the sign was damaged and a new sign had to be ordered, the request took around six weeks on average as orders were placed in batches.
- When street signs had raised lettering on press metal signs, the Council could undertake repairs to paintwork and lettering in-house. This was not possible with the more recent design of street signs where lettering was on a flat surface.
- Members commented that when reporting a damaged street name plate, they had to follow up cases directly with Officers as there was currently no feedback system provided as to when the street sign was likely to be ordered and fitted, and no notification as to when works were completed to allow residents to be kept informed. It was reported as a response that Members would soon be able to access the new Environmental Services Portal, where Members would be able to log in and track progress of all their logged requests.
- With regards to using local suppliers, if Members were aware of any specialised manufacturers of street signs in the local area, they encouraged to forward details to Officers so such manufacturers could be considered.
- There was no nation-wide standard around the style of street signage, however, there were design standards concerning lettering and colour of a street sign that had to be adhered to. It was noted that the Council had a standard style as varying styles of street signs from a standard set would lead to increased costs.
- Some Members expressed concern that the upcoming retender of the contract for manufacturing and provision of street name plates to the District could result in a lower quality of signs than currently provided. An Officer responded that the current tender specification defined the quality standard of materials required for signage in the District.
- It was noted that it was not financially viable for the Council to produce its own signs or provide this as a service to other authorities.

Members discussed the annual budget currently allocated for replacement of street name plates and most Members felt that the current budget of £3,900 per year was too low to provide appropriate coverage of replacement and that the budget should be increased on the basis that at least two new signs per Ward would need to be installed per year.

A motion was proposed by Councillor S. Baxter and seconded by Councillor C. Hotham that it be recommended to Cabinet that it consider a report on Street Name Plates including data on the number of signs replaced each year and the newly tendered price per sign (including delivery), and that it be recommended that Cabinet agree to the annual budget for Street Name Plates (SNPs) to be increased to a level suggested as appropriate by Officers.

On being put to the vote, the motion was carried.

RECOMMENDED that

- 1) a report on Provision of Street Name Plates be presented to Cabinet.
- 2) the budget allocated for provision of Street Name Plates be reviewed by Cabinet and increased as per Officer recommendation of the aforementioned report.

88/2022

ELECTRIC VEHICLE CHARGING UPDATE

[At the discretion of the Chairman, item 6 on the agenda – Electric Vehicle Charging Update – was considered before item 5 – Fly Tipping and Environmental Enforcement Update]

An update on the provision of electric vehicle charging points within the District was provided. It was explained that the Council was looking to increase the number of charging points within the District providing 'off-street' charging facilities for residents with no access to their own charge point. To enable this the Council had undertaken an expressions of interest consultation through the Crown Commercial Framework, followed by a full tender exercise. Four detailed responses were received which were being evaluated before the contract could be awarded.

The Environment Services Manager reported that perspective contractors were provided with a selection of locations (as listed in the report to the Board) some of which did not have chargers and others which only had one charging point. It was deemed appropriate to provide the contractor with a number of locations to initially investigate and propose for charging point installation. The rationale was that once the Council had engaged with a contractor, additional locations could be discussed at a later stage.

It was observed that some Wards in the District were currently not on the list for charging point installation. In Rubery South Ward, it was reported that the County Council allowed for installation of a charging point at the Co-Op Food supermarket, but works had been delayed. There was also a further charging point planned for Hagley West Ward at Webb's Garden Centre.

It was reported that the responses received as part of the expressions of interest exercise showed that numerous companies were prepared to self-fund the installation of chargers and look after any necessary maintenance and replacement in the future, which would remove the need for the Council to pump prime the project and go through the grant application process.

Members discussed whether public lamp posts could be considered as charging point locations. The Environmental Services Manager responded that this option was investigated, however, there was a safety issue and cost implication where the lamp posts had been installed on the far end of a pavement away from the road. Such charging points would need to be operated on a three-phase electric supply (i.e. three-wire AC power circuit) and appropriately metered. It was noted that few companies were currently offering to install such charging points. As the pathways and pavements belonged to the County Council as the responsible authority, any companies approaching Bromsgrove District Council on this issue were referred to the County Council.

Some Members queried whether Council land that had not been utilised by the Council but was used without permission by private individuals could be considered for EV charging point locations. The Environmental Services Manager commented that new sites could be added to the list of locations as this was a list of initial locations that would be proposed to the contractor.

Members discussed the wider cost implications of electric vehicles and the viability of installing charging points in the context of ongoing rises in the cost of electricity and future implications given new emerging technologies such as hydrogen fuel.

RESOLVED that the update be noted.

89/2022

FLY TIPPING AND ENVIRONMENTAL ENFORCEMENT UPDATE

A briefing note on fly tipping and environmental enforcement was provided to Members.

The Chairman addressed the Board and summarised the main points of the briefing note as follows:

- Incidence of fly-tipping in the District had been decreasing and the number of recorded to date in 2022-23 had been the lowest recorded in the last eight years. It was noted, however, that incidents differed with respect to quantity of waste dumped and the lower incidence did not necessarily mean that the total volume of waste fly tipped was smaller.
- The cost of environmental crime incurred by the Council had been reducing over the last 8 years. Nevertheless, the Council still had to spend almost £100,000 per year in tackling environmental crime.

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- The Council had increased over the last two years the use of warning signs and had invested in more advanced camera systems to improve evidence gathering capabilities. This had been successful in reducing fly-tipping but there had also been an increase in the number of locations where fly-tipping was occurring, possibly as signage had diverted fly-tippers to non-regular locations.
- Demand for fly-tipping monitoring had been greater than the resource available to the Council and there were two cases of fly-tipping captured on CCTV footage that were currently followed up as active cases. There was one instance of encrypted monitoring equipment stolen from site despite being installed covertly.
- The Environmental Service had been considering the use of fully covert surveillance without signage and was represented on the Council's RIPA (Regulation of Investigatory Powers Act 2000) group that was overseeing the use of covert surveillance in compliance with national legislation. The evidence that had been collected by the Service at a number of 'hot spot' locations for fly-tipping would be used to support application to be made under the RIPA legislation.
- The initiative by West Mercia Police of promoting the use of smart water kits for identifying fly tipping of tyres had not produced any results to date, despite a number of garages across Bromsgrove and neighbouring authorities signing up to the scheme. This would continue to be monitored throughout 2023.
- In terms of fly-tipping enforcement, there were currently two Fixed Penalty Notices issued and awaiting payment, and one Community Protection Warning that was being considered for escalation to a Community Protection Notice for non-compliance. It was highlighted that prosecution through the courts for fly-tipping was a lengthy and difficult process.

Following the address by the Chairman, Members made a number of comments and requested that following actions be undertaken by Officers:

- that national legislation be reviewed with respect to the maximum distance allowed for placement of CCTV warning signs away from the camera (without necessitating the use of RIPA legislation).
- that an item on fly-tipping and environmental enforcement be included on the Overview and Scrutiny Board agenda on a bi-annual basis.

RESOLVED that the update be noted.

90/2022

CABINET WORK PROGRAMME

The Cabinet Work Programme was presented for Members' consideration.

RESOLVED that the contents of the Cabinet Work Programme be noted.

91/2022

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

The Board considered the work programme for the remainder of 2022-23 municipal year. It was agreed that due to the pre-election period the meeting of the Board due to take place on 17th April 2023 be cancelled and that outstanding items on the work programme for that date, the Overview and Scrutiny Board Annual Report 2022-23, and the Board's recommendation tracker, be considered at the first meeting of the Board in the new municipal year.

The Chairman concluded the meeting by offering special thanks to Councillors R. Deeming and C. Spencer for their exceptional service to the Council. The Chairman noted that this would be the last meeting of Overview and Scrutiny Board and last year of service for both Councillors.

Councillor C. Spencer had served as a Bromsgrove District Councillor for twenty consecutive years from 2003-04 municipal year. Councillor Spencer represented Slideslow Ward. She served as the Chairman of the Council from 2015 to 2019.

Councillor R. Deeming had served as a Bromsgrove District Councillor for thirty-two years, having first joined the Council in 1987-88 municipal year. Councillor Deeming represented Cofton Hackett Ward. Among Chairmanship positions held over the years, Councillor Deeming had most recently served as the Chairman of the Licensing Committee in the current municipal year (2022-23).

Members of the Board expressed their gratitude to Councillors R. Deeming and C. Spencer for their stunning contribution to residents of Cofton and Slideslow respectively, and to Bromsgrove District as a whole.

The Chairman also took the opportunity to thank Councillors A. Kriss, M. Middleton, and the Vice-Chairman, Councillor J. Till, who were not standing for re-election, for their hard work and contribution to the Council. All Members of the Board were thanked for their hard work in this municipal year. Members also extended their thanks to Officers for their work in supporting the Board throughout 2022-23.

RESOLVED that the Overview and Scrutiny Annual Report 2022-23 be considered as an agenda item at the first meeting of the Overview and Scrutiny Board in 2023-24 municipal year.

The meeting closed at 7.20 p.m.

Agenda Item 9

Overview and Scrutiny Board
29th March 2023

Chairman

Establishment of a Programme Office

Relevant Portfolio Holder	Councillor Hotham - Cabinet Member for Finance and Enabling
Portfolio Holder Consulted	Yes
Relevant Head of Service	Pete Carpenter – Interim Director of Finance Deb Poole - Head of Transformation, OD and Digital Services
Report Author	Peter.carpenter@Bromsgroveandredditch.gov.uk d.poole@bromsgroveandredditch.gov.uk
Wards Affected	NA
Ward consulted	Councillor(s) NA
Relevant Purpose(s)	Strategic High Quality Services
Non-Key Decision	
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 Paragraphs 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. **RECOMMENDATIONS**

The Cabinet **RECOMMEND** that:-

- 1) **Formal reporting of all projects is undertaken on a monthly basis by Officers and this information feeds into the Quarterly Finance and Performance Reports for Members.**
- 2) **That a compliance structure is put in place to ensure delivery of projects and management of the multiple interdependencies across projects. This includes:**
 - a. **A council programme office be established to provide oversight and validation of the delivery of projects across the organisation.**
 - b. **The roles of a programme manager and a programme officer be established to provide support for the delivery of this oversight, especially for ICT and Organisational Change projects across the organisation.**

2. **BACKGROUND**

- 2.1 An Audit Task Group, comprising of six members of Bromsgrove District Councils (BDC) Audit Committee, was established in early 2023 to investigate the reasons behind the receipt by BDC of a Section 24 Notice from its external auditors, Grant Thornton. The Audit Task Group was also tasked with providing recommendations for future similar project implementation, based on any lessons learnt.
- 2.2 One of the recommendations from the audit task group for BDC in respect of future complex and key projects was that:

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A permanent Project Management Office be set up at BDC to support the full range of projects undertaken by the Council. This Project Management Office would report to CMT/ SMT as part of its remit.

- 2.3 High level corporate projects are reported quarterly to the Corporate Management Team and included as part of the Quarterly Finance and Performance Report. However, there are significant numbers of projects that fall below this category.
- 2.4 The Council already have a number of Officers trained to be project managers at Prince 2. These skills need to be realigned to ensure the staff are, where operationally possible, project managing Council projects.
- 2.5 Recently, the Corporate Management Team reviewed the number of projects that are either underway or planned to start across the organisation. Currently, this number stands at 59. These are set out in Appendix A. However, following the review of Projects that was undertaken in February and March an additional 29 projects were moved to “Business as Usual”.
- 2.6 In establishing established the number of projects, they were then placed into one of four main categories:
- Economic Development and Regeneration.
 - Housing.
 - ICT Related
 - Organisational Change Related
- 2.7 All projects are expected to deliver to the Councils Project Management Framework. This is included in Appendix B.
- 2.8 As part of this framework, it is expected that for each project there is a Sponsor, and project manager and a business case, risk assessment, and project reporting.
- 2.9 Public Realm projects already have a governance structure in place called the “Project Governance” Group. This group, which covers projects managed on the Councils behalf by NWeDR and in house infrastructure projects, meets on a 6 weekly basis. Funding for large infrastructure projects include Programme and Project management.
- 2.10 There will be the need to set up a Housing Board which would need to meet on a 4 weekly basis. There is a board set up at the moment, but it was specifically set up to manage the implementation of the CIVICA system. It is proposed that this new Board covers all Housing projects (General Fund and HRA).
- 2.11 However, there are significant numbers of projects that fit into the ICT and Organisational Change categories. These projects generally require Council and 3rd party resource for delivery, and it is the management of the in house resource that is the most acute issues as we are using the same “key” people for multiple projects. These projects can also link into Housing and Public Realm. As an example, for phase 2 of Civica CX, there might be up to 10 ICT related projects. These require careful coordination and management. This is just one example where a number of projects/initiatives will need to access the same internal resource.

- 2.12 For the ICT and Organisational Change projects there is the requirement for additional resource to:
- Prioritise projects
 - Prioritise resource to those projects
 - Coordinate across projects the interdependencies
 - Ensure projects are delivering – challenge delivery
- 2.13 It is envisioned that IT and Organisational Change projects will be assessed/ reviewed on a monthly basis as part of an extended “Back Office” Working Group with the Highlight Report template included in the Project Management Framework. Each project will be given a 10 minute slot. Outputs from these reviews will then form part of the monthly assurance report.
- 2.14 This resource will in addition coordinate overall project reporting across the 4 areas, including Governance and Housing projects, into a single monthly report for CMT via the monthly Assurance Meeting, and feed outputs into the Quarterly Finance and Performance Monitoring Report. This includes validating that delivery is taking place and ensuring projects are completed and closed off properly
- 2.15 Therefore, to manage and coordinate reporting overall and in particular ensure programme management for IT and Organisational change projects it is recommended that two roles of a Programme Manager and a Programme Officer be established to provide oversight of the delivery of these programmes and projects. Typically, the roles and responsibilities of these posts include the following activities, however these are not exhaustive lists.

Programme Manager

- 2.16 A Programme Manager would be responsible for overseeing and coordinating and critically challenge the execution of multiple related projects within the organisation. This would include planning, organising, and directing resources in a way that maximises efficiency and effectiveness. The role of a programme manager typically includes the following responsibilities:
- **Development of programme plans:** developing a comprehensive plan for the delivery of the programme, including timelines, budgets, and resource allocation.
 - **Coordinating projects:** ensure that all projects within the programme are aligned with the overall programme objectives and are executed according to plan. They would also be responsible for identifying and mitigating any risks and issues that arose.
 - **Managing programme resources:** responsible for managing programme resources, including people, budget, and equipment. This would involve ensuring that resources were allocated effectively and efficiently to achieve programme goals.
 - **Monitor and report progress:** regularly monitor and report on the progress of the programme to senior management.
 - **Communicating with stakeholders:** responsible for communicating with stakeholders, including project teams, senior management, and external partners. This would include providing regular updates, addressing concerns, and managing expectations.

- **Ensuring programme compliance:** ensure that all projects within the programme were complying with internal project management standards.
- **Managing programme finances:** responsible for managing the programme budget and monitoring projects within the programme to ensure they operating within the budgets allocated to them.

Programme Officer

2.17 A Programme Officer would be responsible for managing and coordinating and critically challenging various programs and projects across the councils. The role of a programme officer would typically include the following responsibilities and duties:

- **Project Management:** managing and overseeing the delivery of specific projects or programmes within the councils. This would include supporting the development of project plans in services, setting timelines, and monitoring progress against project milestones.
- **Stakeholder Management:** maintaining effective relationships with stakeholders, including senior leaders, contractors and service project teams. This would involve providing regular updates, managing expectations, and addressing any issues or concerns that may arise.
- **Budget Management:** managing program budgets and ensuring that expenditures are within approved limits. This would include working with the finance team to create budgets, track expenses, and manage cost variations.
- **Reporting:** provide regular reports on programme status and progress to senior management in SMT/CMT. This would involve preparing written reports and presenting them to the relevant parties.
- **Risk Management:** identifying and mitigating project risks. This includes conducting risk assessments, developing risk management plans, and implementing appropriate controls.
- **Performance Management:** monitoring the performance of project teams and contractors, ensuring that they are meeting program requirements and delivering work to the required standard.
- **Evaluation:** valuating the effectiveness of programs and projects against their objectives. This would involve gathering and analysing data, preparing evaluation reports, and making recommendations for improvements.
- **Planning:** being involved in the development of service business plans to ensure proposed projects are included in any programmes of work.

3. FINANCIAL IMPLICATIONS

3.1 Salaries for Programme Managers and Officers vary depending on the size and location of the council and the type of projects being delivered. Based on data from a sample of three job websites, Programme Manager salaries in local councils range from between £40,000 to £60,000 per annum. Whilst Programme Officer salaries in local authorities range from £30,000 to £50,000 per annum.

The financial implications relate to the provision of additional salary budget as there are currently no Programme Manager or Programme Officer roles in the establishment. Having looked at current market salaries this provision is estimated at between £70,000 to £110,000 pa excluding oncosts.

3.2 With the Project Management Framework being fully complied with (part of the role of these positions) funding will be allocated from each individual project.

4. LEGAL IMPLICATIONS

4.1 There are no legal implications as a consequence of this report.

5. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

5.1 High Quality Services

The establishment of additional programme management skills and resources will support the delivery of high quality services by ensuring corporate projects and programmes are delivered to a high standard with agreed objectives and outcomes being met.

Climate Change Implications

5.2 There are no climate change implications as a consequence of this report.

6. OTHER IMPLICATIONS

Equalities and Diversity Implications

6.1 There are no equalities implications as a consequence of this report.

Operational Implications

6.2 There will be a requirement for the programme office to report into a particular Head of Service or Director and for regular monitoring to be provided to the senior leadership team on a regular basis. There will also be a requirement for a technical system to be implemented that will support the monitoring of programme/project delivery.

7. RISK MANAGEMENT

7.1 The council have numbers of projects that are inert-related. This report ensures that they are managed at an appropriate level to ensure Council Priorities are met and resources properly allocated. Project management is a Corporate Risk monitored by the Risk Board on a quarterly basis.

8. APPENDICES and BACKGROUND PAPERS

Appendix A – Exempt

Appendix B - Project Management Framework

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr C Hotham	
Lead Director / Head of Service	Kevin Dicks	
Financial Services	Peter Carpenter – Interim Deputy Section 151 Officer	
Legal Services	N/A	
Policy Team (if equalities implications apply) \ 	Deb Poole - Head of Transformation, OD and Digital Services	
Climate Change Officer (if climate change implications apply)	N/A	

APPENDIX A - EXEMPT

Bromsgrove District Council & Redditch Borough Council

Project Management Framework

Department	Business Transformation
Director/Head of Service	Head of Transformation & Organisational Development
Author(s)	Deb Poole
Document Ref	PMF03
Date	21.10.22
Document Version Number	V1.4

Version control

<u>Version</u>	<u>Date</u>	<u>Author</u>	<u>Rationale</u>
1.3	24.11.21	Deb Poole	Update following Audit September 21
1.4	21.10.22	Helen Mole	Update following Audit review Sept 22

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• Project Scope Document	
• Project Plan	
• Highlight Report	
• Risk Register	
• Issue Log	
• Lessons Learnt	
• Project Closure Report	

1. Introduction

The Project Management Framework (Framework) provides the Council with a consistent, structured approach to the planning, implementation, management, delivery and monitoring of projects.

The framework uses many elements of the PRINCE2 Project Management Methodology (**PR**ojects **IN** **C**ontrolled **E**nvironments) and should be used in conjunction with the Councils Five Cases Business Case templates. The framework documents are designed to help answer the questions below, before work to deliver the project starts:

- What are we trying to do/achieve?
- When will we start?
- What do we need?
- Can we do it alone, or do we need help?
- How long will it take?
- How much will it cost?

These questions are usually asked at the start of any project. The answers are the building blocks of project management. They define what the project will do and the best way to do it. Structured project management orders the project into defined steps to make it logical and organised.

The framework indicates that a project should have:

- **An organised and controlled start** - organise and plan before starting.
- **An organised and controlled middle** - keep projects on track and controlled.
- **An organised and controlled end** - on completion, learn and document the experience, close off loose ends.

Almost anything that we do to achieve an outcome can be called a project. Using some or all elements from this framework will support the project process and provide documentation to demonstrate the steps taken, this would be good practice. Flow chart 3.

The framework is designed to be flexible and easy to use whilst ensuring projects are managed to a good standard. The use of a good project management methodology helps to ensure that projects deliver the desired outcomes. Use of the framework will also ensure that projects have:

- An approved business case - using the Five Cases templates
- A Project Board and Project Team
- An authorised start
- A structured plan for delivery
- Clear monitoring and reporting of progress
- A controlled finish
- A period of evaluation and lessons learnt

2. Project Type

Projects will fall into the following categories:

Project Category	Description	Approval, Management & Monitoring	Documentation to be completed
Category 1:	These are "Service improvement"	This category of projects should be agreed/declined	Project Scope document as minimum

Continuous Improvement	projects. Usually within a service, change activity that should run alongside business-as-usual activities. Where managers are acting on what needs to happen, doing the right thing and making necessary changes.	and resourced through the normal service management hierarchy and business planning process. Responsibility for initiating, justifying, and progressing these projects rests squarely with the Service Manager, it is a core part of role.	
Category 2: Service Innovation	These are change projects which aim to elevate service delivery, which demonstrate enterprise, and/or which are likely to require specialist/ technical resource along with agreed funding outside of established budgetary boundaries.	This category of projects should be progressed through the normal service management hierarchy process but would require corporate approval and light touch monitoring. This is because they may: (1) be requesting resources outside the norm; (2) be of a different risk profile than the continuous improvement category; and (3) require new competences to be brought in.	Business Case Corporate and/or Member approval process Report guidance may be required
Category 3: Corporate Projects	These are projects that have marked corporate or political impact, or where two or more service areas must work together. Has a need for significant resourcing, investment, and competence levels. Project would be deemed Business critical.	This category of projects must have corporate approval; clear project management disciplines; and close regular senior level monitoring.	Business Case Corporate and/or Member approval process Report guidance may be required

3. Data Protection Impact Assessment

The Data Protection Impact Assessment (DPIA) is a risk assessment and an important means of evidencing our accountability under the requirements of the UK General Data Protection Regulations. You need to complete a Data Protection Impact Assessment (DPIA) if you are starting a project that involves or could involve any of the following:

- personal data*
- data sharing

- new systems for storage and access
- surveillance and monitoring
- using existing information in new ways

**Personal data means any information relating to an identified or identifiable living individual; one who can be identified, directly or indirectly, by an identifier such as a name, an identification number, location data, online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that person).*

Processing of data cannot commence until the DPIA is signed off.

DPIA screening questions - Answer the following questions to find out if a full assessment is needed:

1. Will the project involve the collection of new information about individuals?
2. Will the project compel individuals to provide information about themselves?
3. Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information?
4. Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?
5. Does the project involve you using new technology which might be perceived as being privacy intrusive? For example, the use of biometrics or facial recognition?
6. Will the project result in you making decisions or taking action against individuals in ways which can have a significant impact on them?
7. Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example, health records, criminal records or other information that people would consider to be particularly private.
8. Will the project require you to contact individuals in ways which they may find intrusive?

If the answer to any of these questions is yes, a full DPIA will need to be done. Please contact the Information Management Team for the form and associated guidance. Head of Business Transformation, Organisational Development & Digital has final sign off.

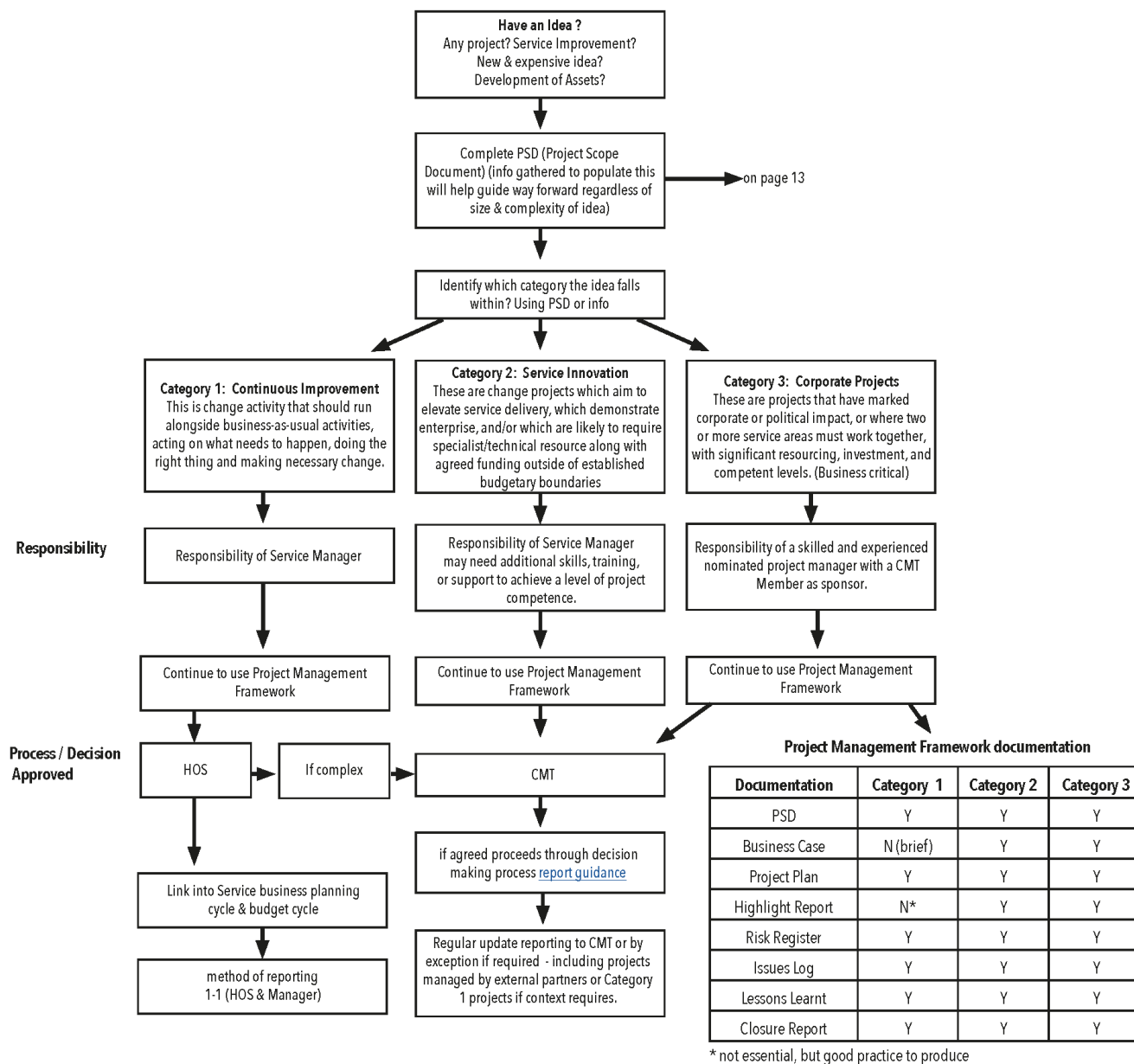
Equality Impact Assessment

Although the Equality Act 2010 does not specifically require Equality Impact Assessments to be carried out, we are legally required to demonstrate that we have given 'due regard' to eliminate unlawful discrimination, harassment, and victimisation; advance equality of opportunity and foster good relations. In practice this means that equality considerations still need to be evidenced in our decision-making processes and policies.

Any potential impact on equality should be considered before any key decisions are made and should be integrated into day-to-day policymaking, business planning and other decision-making arrangements. This is particularly relevant when making difficult financial decisions; if we are proposing to stop, reduce or change a service then we must have relevant equalities evidence to justify this. The Equality Assessment Guidance is available for officers on the Orb and the from the Engagement and Equalities Advisor in the Policy Team' Policy Team can provide direct support for service areas and projects to help them to gather and interpret equalities evidence.

4. Project Management – Flow chart

Business Improvement Team to provide technical change and improvement support and project management guidance to the project



5. The Framework

The framework uses some of the documents from the PRINCE 2 Project Management Methodology alongside the Councils Five Cases Business Case document. These documents are:

- Business Case - Five Cases Guidance and Template
 - Project Scope Document (PSD)
- } Starting a project
- Project Plan
 - Risk Register
 - Highlight Report
 - Issues Log
- } Managing a project
- Lessons Learnt
 - Closure Report
- } Ending a project

Additional details about these documents, examples of each document and relevant guidance for the planning and delivery of a project are outlined in the rest of this document.

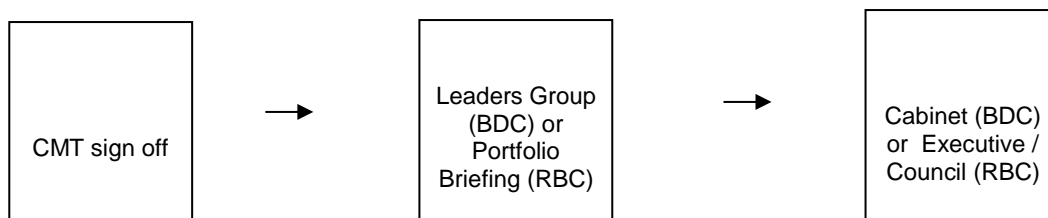
Consideration should be given by HoS as to whether Prince II Foundation and/or Practitioner project management training is required for their managers prior to those managers leading on a complex and / or high value project.

6. The Approval Process – The Business Case

All business case proposals (predominantly Category 2 & 3) will need to have the appropriate approval prior to delivery. Depending on the type of proposal, business cases will need to be approved by either the:

- Corporate Management Team - commercial projects, service reviews that don't require additional finance or don't fundamentally change service delivery, high expenditure¹ projects
- Cabinet/Executive – commercial projects, high expenditure projects, mainly Category 2 & 3.
- Council – commercial projects, high expenditure projects, Category 2 & 3.

To produce a report and gain approval please ensure that you follow the steps set out in the Report Writing guidance Report Guidance. Approval may be required from Redditch Executive and/or Bromsgrove Cabinet. The process is simplified below but can take time due to timing of meetings, please allow adequate time for approval.



¹ High expenditure translates to £50,000 or over, however, if any project requires funding outside of an existing budget then a business case/budget bid would be required.

After the appropriate approval has been obtained and the correct procurement has been undertaken, in conjunction with Procurement Services, work to develop the project scope document and project plan should commence in order to deliver the business case objectives.

7. The Project Board, Project Team and Stakeholders

The Project Board

All category 2 and 3 projects should be overseen by a Project Board. This should be a **small** group primarily consisting of:

- Project Sponsor - Director/Head of Service
- Project Manager - external (in some cases) or internal (appropriately skilled ie: internally trained or Prince 2 Foundation and/or Practitioner)
- Senior Manager(s) from service(s) involved

The Project Boards role is to ensure the project delivers against the strategic objectives of the original business case, delivers the agreed outcomes, meets its deadlines for delivery and stays within allocated budgets. The Project Board, along with the Senior user, is responsible for reviewing risk throughout project and have the ability to suspend activity within a project if there are problems or if the project is failing in some way.

nxxn

The Project Board should meet regularly but less frequently than the Project Team. The Project Board should receive highlight reports, budget breakdowns and milestone delivery updates from the Project Manager at their board meetings. Where there is a technical issue or a specialists knowledge that needs explaining, it may be appropriate for key stakeholders to report individually to the board so there is no misunderstanding of the issue.

The Project Team

The Project Team should be brought together to discuss the project and establish roles. The team should consist of:

- Senior Responsible Officer – Project Sponsor from the Board (occasional attendance at project team meetings)
- Project Manager – internal and external (in some cases)
- Senior User(s) – Senior Managers from involved services, along with Project Board, responsible for reviewing risk throughout project.
- Senior Supplier(s) – Senior Managers responsible for delivery of the project, external supplier (in some cases).
- Service Representatives/Stakeholders – may have specialist knowledge from within the service(s) that will be needed to deliver the project
- Project Admin – for note taking, minutes etc

The Project Team should meet regularly, probably every two weeks in the early stages of the project. Frequency of meetings can be increased if there are problems or reduced if the project is progressing according to the project plan.

The Project Team should support the Project Manager to construct the Project Scope Document (PSD), the Project Plan and the Risk and Issue Logs. The Project Team should receive highlight reports, monitor risks, issues and costs as well as working to produce the key deliverables of the project.

Stakeholder Management and Stakeholder Engagement

Stakeholder engagement and management are some of the most important activities for successful project delivery. Stakeholders are individuals or groups with an interest in the project or programme because they are involved in the work or affected by the outcomes. Most projects and

programmes have a variety of stakeholders with different, and sometimes competing, interests and influence which can affect the overall success or failure of the project.

Identifying stakeholders can be done using knowledge, research, discussions, checklists against project objectives/outcomes etc. The stakeholders and their areas of interest are usually shown in a table known as a stakeholder map (see Fig 1 below). Typical types of stakeholders will include:

- individuals and groups performing the work.
- individuals and groups affected by the work or the success/failure of the project.
- owners and customers (internal and sometimes external).
- statutory and regulatory bodies (if applicable)

Each stakeholder will then be classified according to potential impact. This is usually shown in a matrix that estimates interest and influence on a simple scale such as low/medium/high. Those with an ability to directly affect the outputs or benefits are sometimes referred to as key stakeholders.

Stakeholder Map

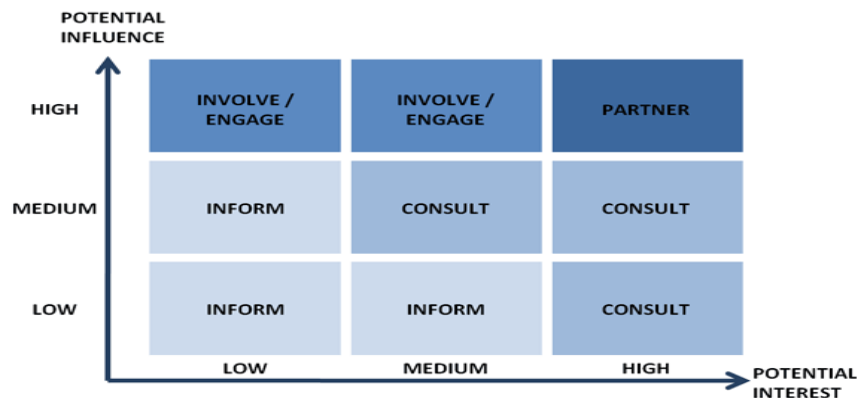


Fig 1 – Stakeholder Map

Stakeholder Engagement

Stakeholder engagement is the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders and is a vital activity. Stakeholder engagement uses a set of techniques that harness the positive influences and minimises the effect of the negative influences.

Project managers depend on people to respond to the outputs and benefits that they deliver. People will only respond if they are engaged. Project managers can make a substantial difference to the success of a project simply by understanding the stakeholders and what they want. To assist with this there are ten key principles of stakeholder engagement:

1. Communicate

Sharing information with stakeholders is important, but it is equally important to first gather information about the stakeholders to understand them and their motivations.

2. Consult, early and often

A project, in the initial stages, may be unclear to its stakeholders e.g., its purpose, scope, risks etc. Early and regular consultation will ensure that requirements are agreed, and a delivery approach negotiated that is acceptable to the stakeholders.

3. Remember, we are only human

Humans do not always behave in a rational, reasonable, consistent, or predictable way. By understanding the root cause of stakeholder behaviour, successful ways of working together can be developed.

4. Plan it!

A conscientious and measured approach to stakeholder engagement is essential. Investment in careful planning before engaging stakeholders can bring significant benefits.

5. Relationships are key

Good relationships build trust, so people work together more easily and effectively. Identifying and building stakeholder relationships can increase confidence across the project, reduce uncertainty, improving problem solving and decision-making.

6. Anticipate issues

Using foresight to anticipate issues and taking simple and timely actions with stakeholders can significantly improve project delivery. Understanding the stakeholders is key.

7. Just part of managing risk

Stakeholders are important influential resources and should be treated as potential *sources* of risk and opportunity within the project.

8. Compromise

Agree an acceptable baseline across the stakeholders' diverging expectations and priorities. Assess the importance of all stakeholders to establish a weighted hierarchy against the project requirements.

9. Understand what success is

Project success means different things to different people. It is important to establish what the stakeholder community perceives success to be for them in the context of project delivery.

10. Take responsibility

Stakeholder engagement requires everyone to understand and follow the right approach to communication and engagement. Good project governance requires clarity about stakeholder engagement roles and responsibilities and what is expected of people involved in the project.

Engaging with stakeholders requires the development of a communication plan, where appropriate strategies and actions can be defined to support engagement with stakeholders in various parts of the project or organisation.

Stakeholder Communication Plan

Communication with stakeholders is about keeping everybody in the loop. The communication plan defines the types of information to be delivered, who will receive it, the format for communicating it, and the timing of its release and distribution. It is important to make sure everybody gets the right message at the right time, in the right way.

It is important when defining a communication plan (see Fig 2) to analyse **what** kind of communication stakeholders need from the project. Projects produce a lot of information; so, it is important not to overwhelm stakeholders with all of it.

Methods of communicating can take many forms, such as written reports, conversations, email, formal reports, meetings, databases, schedules etc. The medium chosen, or **how** this information is shared, will depend on several factors, including the timing of **when** the information needs to be shared, access to appropriate technology, ability to use technology, frequency of meetings and the action required once information is shared (if any).

The types of information communicated typically include project status, project scope statements and updates, project budget information, risks, action items, performance measures, project

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acceptance, and so on. It is important that the information needs of the stakeholders be determined as early in the planning phase of the project as possible so that the project manager and project team already know who should receive information and how they should receive it.

Communications with stakeholders who have prominent levels of interest and influence should be managed differently from those with stakeholders of low interest and influence. Similarly, communications with stakeholders who are inherently positive about the work will be different from those with stakeholders who are negative.

Communication Plan

Audience Who	Message What	Medium How	Schedule When	Responsible Who
Project Board	Highlight reports, Issues, Risks, Budget	Board meetings, project papers, e-mails, presentations	Monthly	Project Manager
Stakeholders	Issues, Risks, Project Plan	Project meetings, e-mails, Intranet	Monthly	Project Manager
Project Team	Project Plan, Issues, Risks	Project meetings, orb, e-mails	Weekly	Project Manager
CMT	Project progress	Presentation	Quarterly	Project Sponsor
Members	Project progress	Presentation	Quarterly (by exception)	CMT
Employees	Project progress, Impact	Newsletters, e-mails, presentation	Monthly or dependent on impact	Project Manager Project Sponsor
Partners	Project progress, Impact	Meetings, presentations	Dependent on partner involvement	Project Sponsor Project Manager

Fig 2 – Communication Plan

8. The Business Case

The business case provides decision makers, stakeholders and the public with evidence of transparent decision making and a framework for the delivery, management and monitoring of the proposal. Well thought out and robustly evidenced business cases will help the organisation to achieve its strategic purposes, deliver clearly defined outcomes and benefits to our communities or the organisation.

The organisation uses the approved Five Case Model for the development of business cases. This model has been used by Government departments and the wider public sector for many years. It comprises of the following five key components:

- The Strategic Case
- The Economic Case
- The Commercial Case
- The Financial Case
- The Management Case

Information about the approval process is detailed in section 6 on page 5.

This framework should be used in association with the Business Case Development Guidance document (available on the ORB) which includes guidance on the development of business cases and sample templates for use when constructing a business case.

9. Monitoring

As covered earlier in this document, the Highlight Report is used to report on stage progress and should be produced regularly by the Project Manager to report progress to the Project Board.

In addition to the Project Board, Corporate Management Team (CMT) require assurance around outcomes and overall project coordination, CMT therefore will assess quarterly, the status of Category 3 projects, Category 2 (ie: complexity/political or budget implications), and where applicable receive updates from projects led by third party organisations. Project Managers will be required to report on project scope, time, budget, approvals, direction of travel, phases and escalations.

CMT should be made aware of any concerns on projects not identified as requiring oversight (Category 1) at an early stage, so that a decision can be made as to whether to add it onto the corporate oversight/monitoring report. CMT will monitor the overall number of projects in each category to ensure there is sufficient specialist resources and budgets to manage and deliver all projects for the various services.

CMT will be responsible for deciding if projects require reporting to Members on, this will be by exception basis. Performance reports will be created by the Policy Team in conjunction with Heads of Service who will provide performance data on a quarterly basis. Any project updates that require reporting will be added into this report when necessary.

10. The Project Management Templates

Details and samples of all the documents required to plan and deliver a project are outlined below. Items for consideration have also been included in this documentation in italics. These items are based on experience gained from the delivery of other projects and are designed to reduce any issues or problems arising from the project management process.

Project Scope Document (PSD)

The purpose of the Project Scope Document (PSD) is to briefly outline the requirements for any project. It collates relevant information to move forward and helps guide the path of the project as it pulls together the purpose, financial information, roles and responsibilities. The PSD should be constructed either by the person(s) who wrote the business case or with their assistance and should be approved by the Project Board. If the project does not require a formal business case to be completed, the lead or service manager should complete a PSD as this will assist in gathering the information required to move forward such as financial, resourcing and ICT implications.

It should define the project, in order to form the basis for its management and an assessment of its overall success. The PSD gives the direction and scope of the project and (along with the Project Plan) forms the 'contract' between the Project Manager and the Project Board. It also:

- Ensures that the project has a sound basis before asking the Project Board to make any major commitment to the project
- Acts as a base document against which the Project Board and Project Manager can assess progress, issues and ongoing viability questions
- Provide a single source of reference about the project so that people joining the project team can quickly and easily find out what the project is about, and how it is being managed.

In the early stages of a project it is worth considering the following items:

- *Outline proposal and options for change - department responsibilities. Start to discuss this with Heads of Service/Managers. Who needs to be involved?*
- *Have the budgets been allocated for the project?*
- *What resources will be needed to deliver the project?*

- *What are the customer implications?*
- *Will there be an impact on other services whilst the project is being delivered? How will this be mitigated?*
- *How will service be maintained during delivery of the project*

Project Scope Document (PSD template)

Project Name:	
Prepared by:	Date:

1. Purpose

Define the purpose of the project and seek approval for the start of the project from the Head of Service or Project Board.

Project Definition and benefits

What the project is. What it will deliver. What are the expected benefits and planned outcomes for the community and/or organisation? Deliverables and benefits should be measurable wherever possible.

2. Current position

Investigation of the current position (Summary and Bullet points)

The deficiencies of the current position (Summary and Bullet Points).

The consequent risks arising from these deficiencies (Summary and Bullet Points).

Any other background information you consider relevant.

3. Proposal

Details of the new proposal or information from approved business case:

What is the proposal and why ?or options available, for example:-

- *Option 1 – (one line description only)*
- *Option 2 – (one line description only)*
- *Option 3 – (one line description only)*

Option (x) was recommended and approved – (One line description).

4. Overview of the proposal

*Provide a brief overview of the **recommended or approved** option, in particular, the nature of the recommended option, the impact on enabling services or support required from enabling or other services.*

5. Costs

For the approved option provide brief revenue and capital costs and budget allocation.

6. Project Board and Project Team

Board Role	Nominee(s)
Senior Responsible Officer (Project Sponsor)	
Project Manager	
Senior User(s)	
Senior Supplier (internal and external)	
Project Administrator	

Team Role	Nominee(s)
Project Manager	
Deputy Project Manager (high complexity project and budget availability)	
Senior Supplier (internal and external)	

Service Representatives or Stakeholders	
Project Administrator	

7. Timescales

The project will start on (date) and finish on (date). Refer to the development of the Project Plan and any possible slippage or obvious risks to the delivery of the project.

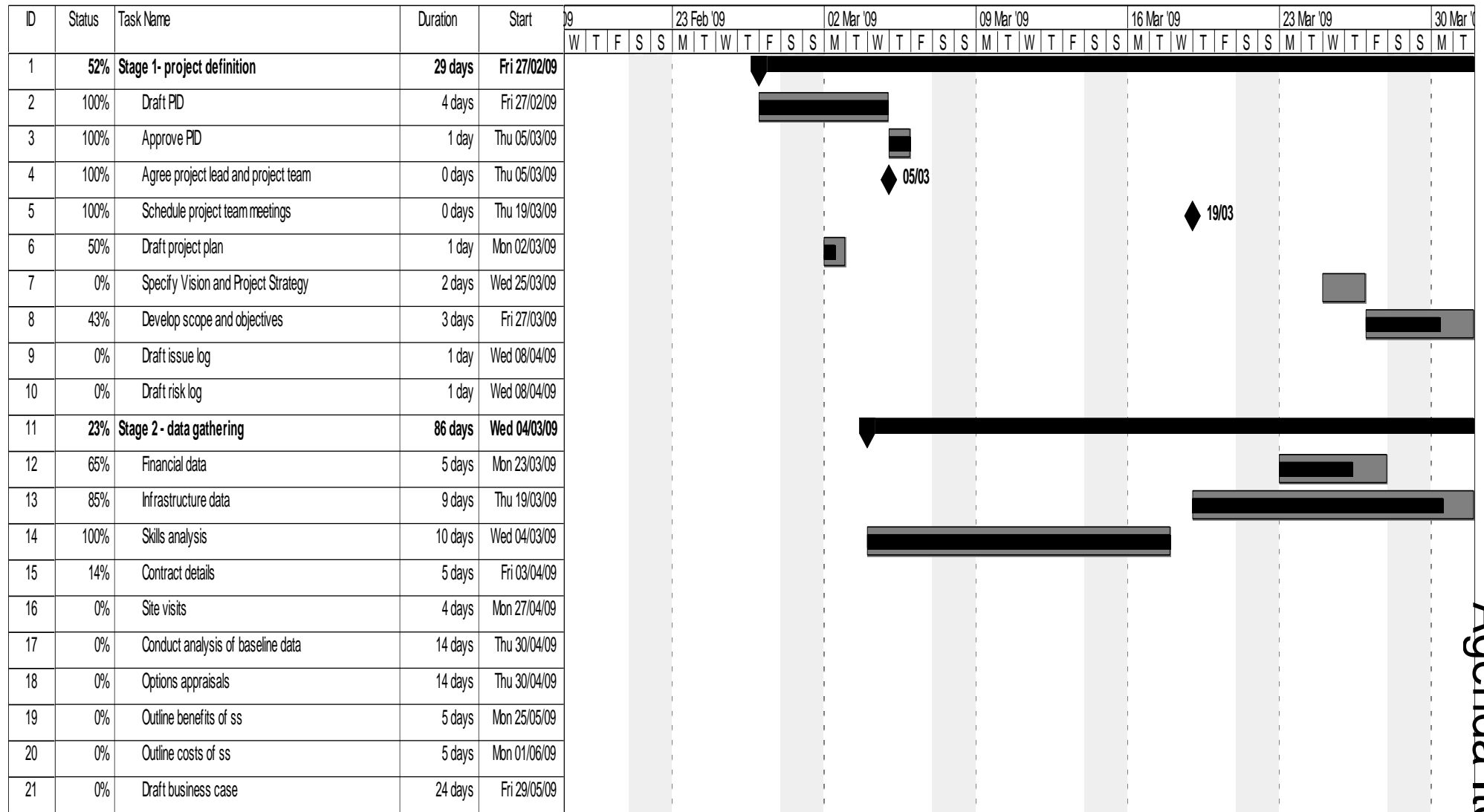
Project Plan

Project management involves the management of a variety of tasks and the people responsible for those tasks. It includes planning and scheduling tasks and controlling the budget associated with delivering an end-product, in a finite time period. The final outcome will produce a significant change in an organisation, service or community. Project management is not business-as-usual management.

The project plan is a time and dependency based schedule such as a Gantt Chart that provides a breakdown of all the tasks required to deliver the project. It also includes timescales and resources allocated to particular tasks. The project plan usually takes the form of a Gantt chart or spreadsheet (see sample below). The following will need to be included in the plan:

- Timeline for whole project
- Stages of the project
- Tasks required to deliver the project – these need to be detailed and any dependencies included.
- Start/finish dates for each identified task
- Resources allocated to each task
- Key milestones
- Key deliverables
- Communication points – relating to the communication plan
- Task dependencies – to other parts of the project or to other projects.
- Status of each task – how close to completion is it (usually expressed as a %)

Project Plan (Gantt Chart) - Example



Highlight Report

The Highlight Report is a report on stage progress and should be produced regularly by the Project Manager to report progress to the Project Board. The Highlight Report is used to confirm that the current stage of the project is running within tolerances and to indicate any possible future problems. The Highlight Report should provide a summary of progress against the project plan tasks and milestones and includes details about completed work, planned work, overall project status and financial information or spend to date.

Risks, issues and concerns are also included in this report but at a less detailed level than the Issue or Risk Logs (see later sections in this framework)

The Highlight Report should be produced using the approved template below and sent out to those involved in the delivery or monitoring of the project in accordance with the communication plan.

Highlight Report - Template

Project Name:			
Period ending:		Prepared by:	
Status:	Red / Amber / Green	% of Project Complete:	
Project Start date:		Projected Completion date:	
Summary position: <i>Provide an overall statement on the position of the project eg: milestones, deliverables etc</i>			
Planned activities for this period			
<i>List the activities that were planned for this period (which should be the same as the list of activities planned for next period on the previous report)</i>		Summarise progress against each activity	
Other progress for this period			
Detail any other progress achieved during the period.			
Planned activities for next period			
List the activities planned in the next period, with dates due.			
Risks, issues and concerns		Mitigating Action	
Summary of Project Benefits <i>(provide detail on project benefits, expected outcomes etc)</i>			
Detail project benefits as per business case			
Financial Update/Spend to date			

Risk Register - Template

The Risk Register captures and maintains the information (both threats and opportunities) on all identified risks that relate to the project. It provides a record of risks, including their status and history. It is used to capture and maintain information on all the identified threats and opportunities relating to the project. Information on the status of the risk, resolution or mitigation, is also included. The Risk Log template below should be replicated using an Excel spreadsheet to enable more complete information to be put into each section.

Risk ID	Author	Date Registered	Risk Category	Description			Probability H,M, L	Likelihood	Issue Response	Issue Status			Issue Owner	Issue Actioner
				Cause	Event	Effect				Initial	Current	Expected		
1			Budget											
2			People											
3			Customer											
			GDPR											
			Technical											
			Reputation											

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Issue Log

The purpose of the Issue Log is to capture and maintain information on all of the issues that are being formally managed. Issues that may impact on the successful delivery of the project should be logged on the Issue Log. The log should be set up at the start of the project and added to as the project progresses and more issues come to light.

Resolved issues should not be deleted off the log but retained for future reference, especially for the project completion/lessons learned stages. Issues should be highlighted and discussed at Project Team meetings or escalated to the Project Board if they are likely to disrupt or stop the progress of the project. The Issue Register should be monitored by the Project Manager on a regular basis

The Issue Log template below should be replicated using an Excel spreadsheet to enable more complete information to be put into each section

Issue Log – Template with sample data

Issue ID	Issue Type	Date Raised	Raised By	Issue Owner	Description	Priority	Severity	Status	Date of last update	Closure Date
1	Problem/Concern	12/09/21	A N Other	AB	Not confirmed decision for purchasing	HIGH	H	Closed	04/12/21	01/01/22
2	Resources	05/11/21	A N Other	CD	Budget for the new system	HIGH	M	Open	03/12/21	
3	Staff	07/11/21	F Smith	MO	Staff Engagement	HIGH	L	Closed	07/12/21	30/12/21

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Lessons Learnt

Lessons learnt are the learnings gained from the process of managing and delivering the project and should be an on-going process throughout the life of the project. This activity should be encouraged by the project manager from the start of the project.

Project managers, stakeholders, team members and board members should all participate in the lessons learned process by reviewing the lessons learned report and making decisions on how to use the knowledge gained.

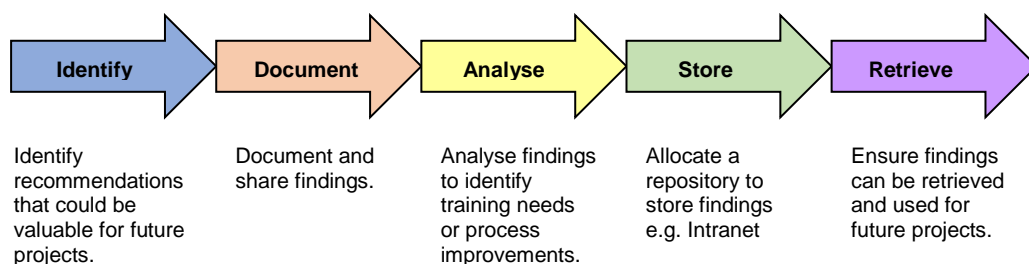
Sharing lessons learnt among project team members helps to prevent the repeating of the same mistakes and also allows the team to take advantage of organisational best practice. Innovative approaches and good work practices should always be shared with others. Lessons learnt should also be used to improve future projects and future stages of current projects.

It is not necessary to wait until the end of the project for the learning to occur. Lessons can be identified at any point during the project

The Lessons Learnt report should be started as soon as a point of learning has been identified. It should be logged by the Project Team and Project Manager and should be used to identify what was learnt by the project team about the planning, management and delivery of the project.

The Lessons Learnt Report should be detailed and ask questions about the whole cycle of the project. The report should be discussed at the Project Board and used to inform the delivery of other projects either in the same programme of work or separate projects where the learning can be applied.

The lessons learned process shown below outlines the five steps that define the activities required to successfully capture and use lessons learned. These are: identify, document, analyse, store and retrieve.



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Lessons Learnt Report – Template with sample questions

Lessons Learnt Report
Project Title :
Date:
Prepared by:

What went well?

What would you want to do again next time?

What went less well and why?

What would you do differently next time?

Was there a clear definition of success? (Refer back to the PSD and Business Case)

Was it achieved?

How well were risks and issues managed?

Did the project team have the right skills in place?

Were there any training/skills development needs? If so, were they addressed?

Overall project management – How well was the project managed?

Opening and closing events – Did this happen? Were they a success?

Funding/budgets approach – did it work?

Communication approach – internal and external – did it work?

Any additional lessons learnt?

What recommendations would you make for any future projects?

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Project Closure Report

The Project Closure process is used to detail how well the project performed against the benefit and acceptance criteria outlined in the Business Case and PSD. Project Closure is used to identify any outstanding items and to:

- Verify user acceptance of the project's products/outputs
- Ensure that project outputs can be supported after the project is disbanded.
- Review the performance of the project. This is done by comparing the project to the baselined documents eg: PSD, Business case etc.
- Assess the benefits already realised and plan a review of benefits that will be realised after the project is complete.
- Address outstanding issues and risks with a follow-up on action recommendations.

This information is provided to the Project Board as a Project Closure Report, as it is the Project Board that closes the project; it is the Project Manager who prepares the project for closure.

The Project Closure Report details the performance of the project. The Project Manager will use the Project Plan, Business Case and any other information from the Project Initiation Document to create the Project Closure Report.

The report should consist of two parts: the closure criteria and outstanding items. A clear plan of action for the outstanding items should be agreed with the Board. The board will need to decide if the outstanding items are such that the project cannot be closed until they are completed. If the Board are satisfied that the outstanding items are not critical to the successful completion of the project then it can be closed.

The report should be used to officially recommend closure and sign off of the project and should be taken to the Project Board when the project is completed. The Project Sponsor should sign the document once they are satisfied that the project has delivered its stated objectives.

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Project Closure Report - Template

Project Closure Report
Project Title :
Date:
Prepared by:

The purpose of this report is to seek authorisation from the Project Board that the project has met its objectives and acceptance criteria as identified in the project business case and other project documentation, such as the Project Scope Document (PSD) and can be closed.

Closure Criteria

Category (as per Business Case and PSD)	Acceptance Criteria	Achieved (provide details)
Costs (Revenue & Capital)	Within budget (as defined in the business case)	Y/N
	Overspend	
	Underspend	
Objectives	Delivered (state as defined in the PSD, Business Case etc)	
Benefits	Delivered (state as defined in the PSD, Business Case etc)	
Deliverables	Completed	
	Accepted by Customer	

Outstanding Items

Item	Action	Owner
Task activities	List all activities and tasks that have not been completed (as defined in the project plan)	
Risks	List all business risks that have not been mitigated.	
Issues	List all business issues that are impacting on the business and have not been fully resolved.	
Costs	List any outstanding costs to be met.	

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Signed:.....
.....

Project
Role:.....
....

Date:.....
.....

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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