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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

TUESDAY 15TH SEPTEMBER 2026

AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

MEMBERS: Councillors P. M. McDonald (Chairman), A. M. Dale (Vice-Chairman), S. Ammar, A. Bailes, J. Clarke, C.A. Hotham, B. Kumar, R. E. Lambert, S. A. Robinson, J. D. Stanley and H. D. N. Warren-Clarke

AGENDA

- 1. Apologies for Absence and Named Substitutes**
- 2. Declarations of Interest and Whipping Arrangements**

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. Libraries "Unlocked" Update**

A presentation will be provided on the day of the meeting for this item.

4. **Local Heritage Action List - Quarterly Update** (Pages 7 - 8)

5. **Food Waste Implementation** (Pages 9 - 24)

This report is for information only. A presentation will be provided on the day of the meeting for this item.

6. **Council Tax Payments** (Pages 25 - 44)

7. **Draft Bromsgrove Car Parks Strategy** (Pages 45 - 68)

A presentation will be provided on the day of the meeting for this item also.

8. **Local Government Re-Organisation (LGR) Update** (Pages 69 - 78)

9. **Worcestershire Health Overview and Scrutiny Committee - Update**
(Pages 79 - 82)

10. **Finance and Budget Working Group - Review Terms of Reference and Membership** (Pages 83 - 88)

11. **Police and Crime Panel Briefing Paper** (Pages 89 - 92)

12. **Cabinet Work Programme** (Pages 93 - 102)

13. **Overview and Scrutiny Board Work Programme** (Pages 103 - 104)

14. **Overview and Scrutiny Action Sheet** (Pages 105 - 106)

15. **To consider any urgent business, details of which have been notified to the Assistant Director Legal Democratic and Procurement 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.**

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

RESOLVED: that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following items of business on the grounds that they involve 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:-

Item No	Paragraph
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17	3
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17. **To confirm the accuracy of the minutes of the meeting of the Overview and Scrutiny Board held on 21st July 2026 (includes exempt minutes)**
(Pages 107 - 158)

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

7th September 2026

J. Leach
Chief Executive

**If you have any queries on this Agenda please contact
Sarah Woodfield**

**Parkside, Market Street, Bromsgrove, B61 8DA
Tel: (01527) 64252 Ext: 1605
Email: s.woodfield@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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Meeting attendees and members of the public are encouraged not to attend a Committee if they have if they have common cold symptoms or any of the following common symptoms of Covid-19 on the day of the meeting; a high temperature, a new and continuous cough or a loss of smell and / or taste.

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 and for any such items the live stream will be suspended and that part of the meeting will not be recorded.



INFORMATION FOR THE PUBLIC

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- Meeting Agendas
- Meeting Minutes
- The Council's Constitution

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Local Heritage List for Bromsgrove- Overview and Scrutiny Board Update

15th September 2026

1. To reiterate four parishes have adopted lists, Alvechurch, Beoley, Belbroughton with Fairfield and Dodford and Grafton
2. Draft lists have now been prepared for Bromsgrove, Bournheath, Catshill and North Marlbrook and Wythall,
3. Work is ongoing in respect of Lickey and Blackwell and Bentley and Pouncefoot and has recently commenced in respect of Clent and Hagley.
4. We are now looking to commence the formal consultation process in respect of the lists for Bromsgrove, Bournheath, Catshill and North Marlbrook and Wythall,
5. The consultation process is detailed in the Bromsgrove Local Heritage List Strategy (<https://www.bromsgrove.gov.uk/media/ya4fvc4u/local-heritage-list-strategy-2024.pdf>) as follows
 - Publish Parish LHL on BDC Website
 - Start Consultation Process – 6 Weeks
 - Contact owners/parish council/ward councillors/ any other consultees
 - Use Council social media to publicise consultation and consultation event
 - Hold consultation event
 - Tabulate consultation comments
 - Consider all comments against the criteria and amend the draft LHL accordingly
 - Prepare a summary of consultation comments & Conservation responses
6. Following the preparation of the consultation responses document and the finalising of the draft list in light of the comments, a report will then be prepared for Cabinet in January 2027, seeking the adoption of the four draft lists.
7. The current proposed timetable is as follows, although this maybe subject to small changes;

Agenda Item 4

Week beginning	ACTION
Early/mid September	Check the draft lists, prepare the list of addresses for the consultation, draft consultation letters, prepare consultation page for the website and book venues for consultation events
Mid/late September	Send out consultation letters, add draft lists to website along with details of consultation events, notify ward councillors, parish councils and other interested parties. Commence social media.
Late September/Early October	Consultation formally starts First Consultation Event
Early/mid October	Second consultation Event
Early/mid October	Third consultation Event
Early November	Consultation Event ends 7/11
Mid/late November	Finalise comment responses and draft lists and report
Late November	Start writing Cabinet report
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8. We should then be in a position to timetable the consultation process for the next batch of draft lists which are currently in the process of being produced, as noted above.

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Report title: Food Waste Collections Implementation

Relevant Portfolio Holder	Councillor Whittaker
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Simon Parry
Report Author: Matthew Austin	Job Title: Environmental Services Manager Contact email: matthew.austin@bromsgroveandredditch.gov.uk Contact Tel: 01527 548206
Wards Affected	All
Ward Councillor(s) consulted	No
Relevant Council Priority	Environment
Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

- 1.1. The Cabinet **NOTE** the progress made on food waste collection implementation.
- 1.2. The Cabinet **RESOLVE** that Authority be granted to the Assistant Director for Regeneration and Property Services to negotiate and finalise the terms of the lease for land at Howard Road and Crossgate Road.
- 1.3. The Cabinet **RECOMMEND** that:
- 1.4. An allocation of additional ongoing revenue of £186,155 for the expansion of the food waste collection service from 2027/28 is considered as part of the Medium-Term Financial Plan, with any decision deferred until the full financial implications are assessed alongside wider funding priorities through the budget process.

2. BACKGROUND

- 2.1. The Government has set a new statutory duty under the Environment Act 2021 to introduce a dedicated separate weekly collection of food waste from all households by 31st March 2026.
- 2.2. As the Council does not currently operate such a service, this will require additional resources to operate, and due to the current size restrictions of the Councils' depots, the Council is unable to add these to our existing arrangements without significant investment in additional land as well as an expansion of the Councils' Operators Licence with

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the Traffic Commissioner and Driver and Vehicle Standards Agency (DVSA).

- 2.3. For this reason, the decision was taken in January 2025 to externalise the Food Waste collection service, and plans prepared to carry out a joint tender between Bromsgrove District Council, Redditch Borough Council, and Wyre Forest District Council for an external organisation to provide this service on the Councils' behalf, utilising expected "new burdens" funding that had been promised from Central Government as part of the legislation being enacted.
- 2.4. Capital funding was provided by Central Government to support the purchase of vehicles and containers to operate the service with. Further revenue funding was promised under the "new burdens" principle, although confirmation of the value of this funding was delayed repeatedly, and the tender process was eventually started without the confirmation of revenue funding from Central Government due to the approaching statutory deadline. Funding was put in place within the Medium-Term Financial Plan (MTFP) to offset any potential shortfall that might arise from disparities in government funding models and the Councils' true costs.
- 2.5. In December 2025 it was identified that the promised revenue funding had instead been rolled into the general settlement fund for the Councils', with no identifiable allocation for the operation of food waste collections. This left a significant annual funding gap for provision of the service.
- 2.6. In light of this, Wyre Forest District Council (WFDC) has taken the decision not to implement Food Waste Collections until such a time as Government funding is provided, or Local Government Reorganisation (LGR) has been completed, and the new Unitary Authority can review this decision.
- 2.7. With insufficient funding in the Medium-Term Financial Plan, and the withdrawal of Wyre Forest District Council from the tender process, it was not possible to progress with award of the contract under procurement rules.
- 2.8. As a result of this, the Council is currently not compliant with its statutory duty.
- 2.9. Many other Local Authorities have publicly declared that they are unable to meet this duty as a result of not receiving expected additional funding for the provision of food waste collections, and are reviewing how they can comply with this legal duty.

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- 2.10. In total, 25% of Local Authorities have not implemented food waste collections by the required start date, and a number of Authorities have declared that until additional funding is provided to implement food waste, they will not be implementing this service, whilst others have announced delays in implementation, and/or a switch to a phased implementation to balance their financial and legal responsibilities.
- 2.11. A review of options for internal delivery has been undertaken to allow implementation of the service utilising the funds currently available within the MTFP in 2026/27, and this report presents details on the proposed implementation of a partial food waste collection service utilising the current funding built into the MTFP for ratification, and also details the additional revenue funding required in 2027/28 to support expansion of this service to achieve full compliance with our statutory duty.
- 2.12. This approach now replaces the previous route approval by Council in January 2025 for the outsourcing of the Domestic Food Waste Collection Service in favour of launching an in-house collection service as set out within this report.

3. OPERATIONAL ISSUES

- 3.1. Aside from the identified funding shortfall, the primary limiting factor on launching an in-house food waste collection service is having the physical space to operate a service from.
- 3.2. Having reviewed all Council owned land across Bromsgrove District and Redditch Borough Councils' portfolios, only one site belonging to RBC was identified as viable from a space and legal usage perspective, but this site had a limit on its usage that would require a significant payment linked to its Capital Value to allow it to be repurposed.
- 3.3. Having explored this option, this has been ruled out as not being cost effective prior to LGR.
- 3.4. Having engaged the services of a local land agent, we have identified a limited number of commercially available sites available for lease on the open market, although no single site met our needs to deliver the service.
- 3.5. As such, two sites in close proximity to each other have been identified that collectively meet our needs, and Officers are making arrangements to lease these on a 5-year term with a break clause after 3 years to support flexibility alongside the timescales for LGR.

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- 3.6. This site will be operated as a joint operational depot for the provision of Food Waste Collections across both Bromsgrove District and Redditch Borough in order to reduce the individual costs to each Authority of operating a depot and managing the service. This will also give opportunities for further operational efficiencies and increased resilience of the service in line with the Councils' existing joint services to residents.
- 3.7. Specialist food waste collection vehicles have been ordered to support provision of the Food Waste collection service to all residents, and are scheduled for manufacture and delivery by December 2026. The vehicles were ordered in expectation of a full roll-out of the service to all properties as part of the service tender process.
- 3.8. Food Waste Caddies have been ordered, with an expected delivery date in September 2026 for storage in advance of distribution to households ready for the commencement of collections.
- 3.9. When implementing a new food waste collection service, there are a number of variables relating to the "participation rate" and the "set out rate", which is related to how many residents use the service when it is available, and how regularly they may use it. This will impact on the volume of waste collected and the level of resource needed to provide the service.
- 3.10. Research carried out by WRAP (Waste and Resources Action Programme) suggests that an average performing food waste collection service will achieve a participation rate of 35%-55% with the set-out rate 10-15% lower than this (not all households take part every week).
- 3.11. The Councils' have had modelling carried out previously with external consultants *Circulogic*, as well as the government assessment of need that underpinned the Capital funding provided, and have used this alongside detailed route planning using our local knowledge to identify staffing requirements to deliver this service.
- 3.12. Food waste collections will be implemented in line with existing collection days across both Council areas to ensure ease of engagement by residents with the new service, and help improve the likely participation rates as well as simplify associated communication about services.
- 3.13. To support engagement with the service, it is planned to provide one roll of food waste caddy liners to all households when the service is introduced. These are bags that fit inside the 7ltr kitchen caddy to help keep them clean and facilitate transfer to the collection caddy for

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disposal, which is the reason most often cited for not using food waste collection services elsewhere.

- 3.14. Provision of these liners has been demonstrated by the Waste and Resources Action Programme (WRAP¹) to increase uptake in the food waste service, and reduce odour associated with the service.
- 3.15. Although these are not included in the capital funding allocation from the Department of Environment, Food and Rural Affairs (DEFRA), the cost of providing the initial supply and on-going replacements to support residents' engagement with the service has been built into the service models, and will only be supplied on request to residents. This will ensure costs are proportionate to the number of households using the service in order to minimise the cost of this and secure the benefit of diverting food waste from the residual waste stream.
- 3.16. Whilst this is an investment in the service, it is expected to support higher participation in the service and increase the environmental benefits of operating the service by addressing the main concerns regarding hygiene of kitchen caddies and associated odour. This will especially support residents in communal and higher density housing areas by addressing the most often cited areas of uncertainty, and removing the barrier of residents feeling they need to invest in bags themselves.
- 3.17. In light of the financial limitations on how much of the service the Councils' can deliver in the 2026/27 and 2027/28 financial year with current budgets, Officers are currently working towards a two-phase implementation of the service. Phase One is planned to start in Quarter 4 2026/2027, with delivery to a proportion of local residents with a staggered rollout during January, February and March that will allow the Councils to ensure security of the new service and address any issues as they arise.

- 3.18. Overview of planned service implementation:

	Start Date	Bromsgrove District Council
Phase 1A	Q4 2026/27	3 Collection Rounds implemented (Approx. 50% households to receive service.)

¹ WRAP are a major UK-based environmental charity and global climate action NGO. They are best known for running campaigns like **Love Food Hate Waste** and orchestrating industry initiatives to increase recycling and reduce waste.

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Phase 1B	Q1 2027/28	1 Additional Collection Round implemented (Approx 66% households now receiving service, and scope for consolidation and further expansion within existing resources.)
Phase 2	Subject to additional funding	2 Additional Collection Rounds to be implemented to support 100% service provision.

- 3.19. Resident engagement with the new service will be monitored and allow for potential expansion of the service within the phase 1 resources during the first quarter of 2027/28. A reprofiling of the resources required for implementing Phase 2 may then also be possible.
- 3.20. Revenue funding has been provided by Central Government to support communicating the new service to residents. This funding will be used to provide an information pack to each household along with their caddies, as well as wider messaging through social media and via partner organisations such as Parish Councils and Housing providers.
- 3.21. Communal sites, and registered Social Landlords make up approximately 5% of households within the Council's area, and have specific challenges in managing waste. These often need a greater level of support to avoid a negative impact when introducing new services, as well as higher rates of waste contamination and lack of engagement with services.
- 3.22. As a result, it is planned to omit these sites from Phase 1 and plan for the more complex communal sites to be phased in as part of Phase 2 in the third and 4th quarter of the 2027/28 financial year, alongside more targeted resident engagement and education to support this as part of improving the Council's wider performance on recycling services.

4. FINANCIAL IMPLICATIONS

- 4.1 In 2024/25, the Council received Capital funding totalling £1,013,896 through the Government's New Burdens Fund to support the implementation of food waste collections and fund the cost of vehicles and containers.

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- 4.2 The Capital funding received is expected to fully meet the financial cost of containers and caddies required to operate the service to all residents. This is expected to be spent in full within the 2026/27 financial year as part of mobilisation for the new service, with unused assets to be stored securely for future use.
- 4.3 An annual revenue budget of £1,000,000 was allocated to the provision of Domestic Food Waste Collections from 2026/27 within the MTFP at Council in January 2025, in the expectation that additional funding would be received from Central Government to support this “new burden”.
- 4.4 The annual revenue cost of operating a full service that meets our statutory duties to provide a dedicated weekly food waste collection to every household is estimated at £1,186,155.
- 4.5 The table below summarises the modelled cost breakdown for the implementation of a food waste collection service to every household, and highlights the shortfall against the current approved funding within the MTFP.

4.6

	BDC
Staffing	£921,783
Maintenance	£112,000
Fuel	£77,550
Depot Operating Costs ²	£21,822
Depot Lease Costs	£45,000
Liners	£8,000
Total	£1,186,155
Variance to Current Budget	£186,155

- 4.7 As such, a partial implementation of the food waste collection service can be implemented, in line with approved funding contained within the budget.
- 4.8 Under these proposals, the service will support approximately 66% of households to receive a food waste collection service in 2026/27 and 2027/28 based on current funding within the MTFP.
- 4.9 To extend the service to support every household in the Council's area and fully deliver against the Council's statutory duty under the Environment Act 2021, will require additional ongoing funding of £186,155 be added to the MTFP for Bromsgrove.

² Estimate on Business Rates and Utilities.

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- 4.10 Whilst there is no additional funding factored into the MTFP to offset this funding shortfall, the Council is receiving payments from the Extended Producer Responsibility scheme (EPR)³, which started in 2025-26 providing local authorities with quarterly payments which “should be used to cover the net efficient costs your local authority incurs in the efficient management of household packaging waste”⁴.
- 4.11 In 2025/26 this funding was used to fund the existing dry recycling domestic waste collection service, and allow funds allocated from the MTFP for Waste collection to be used elsewhere within both authorities.
- 4.12 The MTFP has allocated Council funding for the provision of existing Domestic Waste collections in 2026/27 and 2027/28, and will receive further funding under the EPR scheme for 2026/27 of £1,766,905.34.
- 4.13 Whilst funding for 2027/28 has not been confirmed at this point, the Council has recently received details of proposed updates to the funding calculation to factor in additional recycling materials⁵ to the cost calculations that are now collected by our services as part of the Simpler Recycling requirements within the Environment Act 2021.
- 4.14 This funding is linked to the manufacture of recyclable packaging and will only fluctuate in line with the volume of packaging produced by the private sector. It is expected to remain a consistent funding stream moving forwards, although will be linked to our recycling quality in future, and could see deductions of up to 20% for poor performance from 2028. Full details of how this metric will be applied have not yet been provided.
- 4.15 £100,000 of this funding has already been allocated to support communication and engagement with residents on recycling quality related to the Council’s existing green wheeled bin services, but the remaining funds could be utilised to release existing funding within the MTFP to meet the shortfall from 2027/28 onwards.
- 4.16 Whilst food caddies have been funded by Central Government for the initial launch of the service, and will provide an initial stock for replacement of lost/damaged caddies once the service has started, there will be a need for a future Capital Replacement budget to fund these.

³ Effectively a tax on packaging manufacturers to offset the costs of collecting and managing that waste by Local Authorities. Managed by a scheme administrator (PackUK) who share funds based on net efficient costs of collecting household packaging waste.

⁴ <https://www.gov.uk/guidance/payments-to-local-authorities-under-extended-producer-responsibility-for-packaging>

⁵ Foil and Plastic Tubes

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- 4.17 This will be submitted as a budget bid at a later date once the Council has reviewed the volume of replacements required during Phase 1 implementation, so that the bid can truly reflect expected costs.

5. LEGAL IMPLICATIONS

- 5.1. The Environment Act 2021 sets out the legislative framework for Simpler Recycling which was launched in October 2023. The Council already meets many of the requirements, but is currently non-compliant regarding its statutory duties to provide a dedicated weekly food waste service to all households from April 2026.
- 5.2. The requirements under the Environment Act 2021 state that Waste Collection Authorities (WCA's) must collect segregated food waste at least once per week from 31 March 2026, with no qualification made for technical or economic practicability or the extent of any environmental benefit.
- 5.3. The Council has no statutory exemption via secondary legislation and is currently in breach of its obligations under the Environmental Protection Act 1990, as amended by the Environment Act 2021.
- 5.4. The statutory scheme does not provide for DEFRA and/or the Environment Agency as the frontline regulator to sanction WCAs directly for failure to comply with mandatory food waste collection requirements, and there is no provision for the prosecution of WCAs for non-compliance, leaving Judicial Review as the primary legislative risk.
- 5.5. The onus in this situation is on the authority to demonstrate it has taken all reasonable steps to perform the statutory duty, as Local Authorities cannot choose to be non-compliant with statutory legislation.
- 5.6. A Council cannot use a lack of funds as a justification to break the law, even if it causes severe financial strain, and this principle is well documented in case law.
- 5.7. This report details the mitigation of this risk, and a proposed path to achieve full compliance at the earliest opportunity, which would be 2027/28 subject to the date of funding approval and associated recruitment that would be required to deliver Phase 2 of the service.

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6. OTHER - IMPLICATIONS

6.1. Local Government Reorganisation

6.1.1. Proposals to implement a phased introduction of domestic food waste collections will ensure financial stability, and secure the capital assets to support a full collection service for our current residents.

6.1.2. Whilst it is hoped that the service will be able to identify sufficient productivity and efficiency savings to implement a full service before LGR has been completed, any unutilised assets such as vehicles and caddies will transfer to the new Unitary Authority that will be created.

6.1.3. As part of LGR, it is expected that opportunities to combine resources to support more efficient services will be considered. There may be additional sites identified to support operational services beyond those the Council have access to currently.

6.1.4. Should a North Worcestershire Unitary Council be adopted, the funds received by Wyre Forest District Council from Central Government are expected to transfer across to the new Unitary Authority, and will most likely support investment and expansion of the existing Bromsgrove and Redditch Service alongside further route optimisation to make full use of existing Council depots to operate efficient services.

6.1.5. Should a single combined Worcestershire model be adopted, funds received and not yet assigned to a dedicated food waste service in Wychavon District will support expansion of any existing schemes, as well as provide access to their Pershore depot. This may support provision of services to residents without the need for leasing of private land to operate a food waste collection service from.

6.2. Relevant Council Priority

6.2.1. Environment/Green, Clean & Safe

6.3. Climate Change Implications

6.3.1. Food waste collections contribute to carbon reduction by diverting biodegradable waste from incineration and supporting anaerobic digestion processes which provide biogas and biomethane. These are used to generate electricity as well as support the national gas grid as a sustainable source of energy within the circular economy.

6.3.2. Waste composition analysis carried out in 2022 on a sample of residual waste bins showed that residents in Bromsgrove District produced an average of 2.17kg per household per week. The average across

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Worcestershire was 2.17kg. This is on a par with a national average of 3KG per week publicised by WRAP.

6.3.3. It is therefore expected that if 50% of households each presented their food waste for collection, the Council could expect to collect approximately 1,700 tonnes per year.

6.3.4. This will divert this waste from incineration within the existing residual waste service, to processing by anaerobic digestion which produces more sustainable energy generation as well as bio-digestate to return nutrients to the environment as part of the circular economy.

6.3.5. Diverting food waste from incineration to anaerobic digestion typically delivers a carbon saving of around 60–70 kg CO₂e per tonne⁶, which would result in a Carbon saving of 110 tonnes Carbon per year for the Council based on a 50% take-up of the service.

6.4. Community Impact

6.4.1. Implementing a food waste collection service is expected to deliver benefits to residents by reducing the carbon impact of their household waste on the environment.

6.4.2. By collecting food waste on a weekly basis, it will improve hygiene and support public health by removing putrescible waste more frequently than the existing fortnightly collection service within the residual waste stream.

6.4.3. A dedicated food waste collection can help residents identify avoidable food waste, and influence changes in behaviour and/or shopping habits. This reduces the volume of waste produced and also typically saves money on household food bills.

6.5. Equalities and Diversity Implications

6.5.1. People with disabilities may require assistance in presenting their food waste caddy for collection. This will be provided as part of our existing assisted collection scheme, and will be publicised alongside the introduction of a new collection scheme as part of the information provided directly to every household when the caddies are delivered.

6.5.2. There could potentially be a negative impact on people from particular ethnic groups whose first language is not English and any subsequent misunderstandings about the correct food waste disposal instructions. Imagery will be used to help simplify the message as much as possible,

⁶ based on WRAP's conversion factors for waste treatment options (CarbonWARM2)

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and further assessment will be needed to identify the scale of this, and consider how to address these concerns through planned waste education and engagement with residents.

- 6.5.3. A full Equalities Impact Assessment will be carried out prior to the launch of the new service in order to identify any additional elements and implement mitigation measures to support this.

7. RISK MANAGEMENT

7.1. Lack of a suitable site to operate a service

- 7.1.1. Domestic Food Waste service cannot be operated without additional land and a formal extension to the Council's Operator's Licence.
- 7.1.2. Land has been identified and contract arrangements being progressed to secure and safeguard proposed timescales.

7.2. Operator's Licence requirements for operating a HGV fleet

- 7.2.1. The Council have now appointed a second Operators Licence Holder as part of the shared services with Redditch Borough Council, which increases the oversight capacity regarding the number of vehicles that the Councils can operate.
- 7.2.2. Whilst there is limited physical space to support increasing our capacity on existing sites, this increased oversight capacity will allow the Council to demonstrate how a satellite site can be operated as an extension to the existing Operator's licence.
- 7.2.3. Officers have commenced discussions with the Traffic Commissioner's office and DVSA to vary the existing licences, and/or set up a new licence as required for a satellite site. This typically can be approved within 6-8 weeks, although more complex arrangements can take up to 12 weeks.

7.3. Planning permission delays

- 7.3.1. The Planning Team will be consulted regarding proposed sites for a new satellite depot as part of the Council's mobilisation process to ensure compliance with all planning requirements.
- 7.3.2. Should Planning permission be required to support a change of use or specific works to make changes to a proposed depot site, these will be mitigated through early submission and pre-application engagement with the Planning Team as per standard processes.

7.4. Vehicle delivery delays

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- 7.4.1. Vehicles have been ordered and are currently scheduled for delivery in December 2026. This can vary if there are delays in the manufacturing process.
- 7.4.2. Close coordination with the manufacturer will seek to ensure that any delays are identified at the earliest stage possible, and opportunities explored with the manufacturer and hire companies for the provision of alternate vehicles to allow services to commence as planned.
- 7.4.3. Any costs associated with putting interim arrangements in place will be considered against available budgets to ensure the service remains viable given the high financial cost and risk associated with minimum lease periods.
- 7.4.4. Contingency plans will form part of the mobilisation plan to ensure that staff can be redeployed or used to support other related waste and recycling duties that support education and awareness of recycling quality and waste minimisation should this not be achievable, and the start date need to be delayed.

7.5. Food Waste Caddy procurement and delivery delays.

- 7.5.1. Food Caddies are available through procurement frameworks, and quoted timescales support delivery in readiness for us to distribute to residents during Quarter 3 of 2026/27 in advance of service commencement in Quarter 4 2026/27. Current timescales support a 3–4-week buffer to accommodate any potential delays in manufacture, although experience supports this as a low-risk issue.

7.6. Low take up of the service

- 7.6.1. Food Caddies will be delivered with supporting information as a welcome pack regarding use of the service and the associated benefits. This will be supported by a wider Communications Plan based on dedicated resources developed by the Waste and Resources Action Programme (WRAP) to support Local Authorities in implementing Food Waste Collections across the UK.
- 7.6.2. Any underutilised capacity within the service will be able to support more targeted engagement in initial launch areas, and then be utilised to support expansion of the service.
- 7.6.3. Collection Data will be monitored to track participation and associated tonnages to target messaging and resources proactively to support usage of the service.

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7.6.4. This data will also support wider service planning regarding the future of household collections for residents. Coupled with waste composition analysis of the residual waste stream, this will provide evidence to support consideration of ways to pressurise the waste stream to encourage more residents to make use of the service in low performing areas.

7.7. Inability to secure disposal at modelled disposal point

7.7.1. Route planning has been based upon access to the Severn Trent Green Power Site, which has not been contractually secured by Worcestershire County Council (WCC).

7.7.2. Once a decision has been confirmed on the scale of services to be implemented, this should give security to support WCC in completing the contract. Close communication during the mobilisation period will ensure that any changes to the disposal point can be factored in, and services adjusted where appropriate. This may impact on the number of properties the service can collect from in a week with the proposed resource, requiring additional staff/vehicles/salary costs to support the additional travelling time for disposal.

7.8. Pace of implementation and expansion to meet the Council's full statutory duties

7.8.1. Implementation of food waste collection services will be managed and monitored using a structured mobilisation plan as set out in Appendix 1. This will be regularly updated to reflect any amendments or delays, and reviewed by the Waste Project Board to ensure timescales are managed and achieve the successful delivery of services.

7.9. Legal Sanctions

7.9.1. The Council has no statutory exemption from its statutory duty to provide food waste collections to all households, and is currently in breach of its obligations under the Environmental Protection Act 1990, as amended by the Environment Act 2021.

7.9.2. The statutory scheme does not provide for DEFRA and/or the Environment Agency as the frontline regulator to sanction WCAs directly for failure to comply with mandatory food waste collection requirements, and there is no provision for the prosecution of WCAs for non-compliance, leaving Judicial Review as the primary legislative risk.

7.9.3. Mitigation to date has been open dialogue with DEFRA regarding the impact of the withdrawal of promised Government revenue funding for

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the implementation of the service and the challenges facing implementation of the new service in this context.

- 7.9.4. Having a clear plan and timescale to launch a full service at the earliest opportunity will help demonstrate reasonability in meeting our statutory responsibilities and reduce the risk of a formal sanction through the Judicial Review process that could require us to implement the full service.

8. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Peter Whittaker	1/7/26
Lead Director / Assistant Director	Guy Revans Simon Parry	19/6/26 23/6/26
Financial Services	James Walton – S151 Officer Paul Earley - Maqsood Ahmed	29/6/26 23/6/26 23/6/26
Legal Services	Claire Felton	30/6/26
Climate Change Team (if climate change implications apply)	Matt Eccles	18/6/26

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Overview and Scrutiny Board 2026

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Review of Direct Debit Collection Process

Relevant Portfolio Holder	Cllr Simon Nock
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Debra Goodall Assistant Director Finance and Customer Services
Report Author	Job Title: David Riley Contact email: david.riley@bromsgroveandredditch.gov.uk Contact Tel:
Wards Affected	All
Ward Councillor(s) consulted	No
Relevant Council Priority	
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The board is asked to **RESOLVE** to **NOTE**

- a) The findings of the investigation into the early collection of Direct Debit payments.
- b) The actions to be taken to improve the collection process, as outlined in the investigation findings.

2. BACKGROUND

- 2.1 Following a request from the Chairman of the Overview and Scrutiny Board, this report explains the circumstances surrounding the collection of Direct Debits on 14th August 2026, rather than the relevant instalment date of 15th August 2026. The report outlines the findings in internal department investigations, and details planned actions to improve the Direct Debit Collection process.
- 2.2 The council collects Direct Debit payments from 35,532 council tax accounts, and 5,436 taxpayer accounts have collections that are due to be taken on the 15th day of the month. The administration of Direct Debit collections is undertaken by the Revenue Services section using the council's revenue service system, and BACS payment system.
- 2.3 In August 2026, the instalment date of 15th fell on a Saturday, which is a BACS non-processing day, the collection date for file was amended incorrectly, resulting in payments being collected on Friday 14th August 2026.

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- 2.4 An internal department investigation was undertaken using the Revenues Services *Learning from Errors and Failure Framework* (Appendix 1). The framework was developed by the Revenues Service to ensure a consistent approach to investigating errors and service failures. Its purpose is to identify the root causes of issues, support learning and ensure accountability is considered fairly.
- 2.5 The investigation found no evidence of deliberate wrongdoing, or a lack of competence, the officer intended to follow the documented procedures.
- 2.6 Several contributory factors were identified that contributed to the error:
- The Direct Debit procedure was set out in a narrative format and did not sufficiently highlight critical decision points within the process.
 - A key control, namely the review of the AccessPay submissions summary report, was not operating effectively. As a result, the error was not identified on the day the payment file was input into AccessPay, and prior to BACS processing, when corrective action could still have been taken.
 - System validations that may have prevented the error are not currently available. The BACS payment files are created with the council's revenues software; these payment files are then loaded into the AccessPay system for BACS processing. AccessPay can be configured to validate the processing date, and service user number (SUN) where this information is included within payment files. Automated system validation can remove the need for manual amendments and reduce the risk of human error. Further investigation is required to determine the feasibility, cost and impact of implementing these validation controls.
 - Temporary staffing pressures reduced resilience within the team and may have contributed to oversight of required checks.
- 2.7 The investigation concluded that the primary cause of the error was a weakness in process design and effectiveness of the controls. The failure was categorised as a process inadequacy with elements of process complexity and inattention.
- 2.8 Notwithstanding the seriousness of the error the impacts on those affected appear to have been minimal. Customer contact remained low, fewer than five complaints have been identified. One customer requested financial charges of less than £2.00, which the council will reimburse.

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- 2.9 The investigation, completed in week ending 4th September 2026, has identified several immediate actions to be implemented to reinforce existing controls and raise staff awareness. The actions are scheduled to be completed in the week commencing 7th September 2026 and include:
- Briefing relevant officers on the outcome of the investigation.
 - Re-emphasising the requirement to complete and evidence submission checks.
 - Providing staff with a schedule on BACS non-processing days and the required adjustments to collection days.
- 2.10 In the longer term the service will undertake further work to:
- Review Revenues System and BACS payment system functionality. The direct debit collection process has remained static since the implementation of AUDDIS (automated direct debit instructions). System developments now enable DD collections to be managed automatically through AccessPay using Application Programming Interfaces (APIs). As a minimum, AccessPay can be configured to validate processing dates when payment files are uploaded. A review of the functionality will identify opportunities to strengthen the end-to-end DD collection process, increase automation, and introduce enhanced controls. Initial liaison with software suppliers will be completed by 31st December 2026 and opportunities for improvements to process identified.
 - Improve procedural documentation and introduce formal document control arrangements. Existing procedures will be reviewed and updated to ensure they are subject to version control and set out in accessible formats. To be completed by 30th September 2026.
 - Redesign the DD procedure. The procedure will be revised to clearly identify the critical processing steps, and mandatory checks, ensuring controls are consistently applied. To be completed by 31st October 2026
- 2.11 The investigation notes are attached as Appendix 2
- 2.12 The occurrence of this error presents the council with the opportunity to undertake a full review of the direct debit collection process, and to consider opportunities for improvements to the process and for process automation.

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3. OPERATIONAL ISSUES

3.1 The investigation report highlights operational issues relating to:

- The reduced effectiveness of process controls which were caused by a *normalisation of deviance* where there has been a gradual departure from the agreed process and controls because previous occasions where controls were not applied did not result in any obvious errors.
- Temporary pressures relating to staff absences which placed remaining team members under an increased pressure to complete scheduled tasks.
- Weaknesses in the format and layout of procedures which did not clearly note critical steps in the process and distinguish the difference in the process to other similar payment tasks.

3.2 Actions to address weaknesses are highlighted at 2.9 and 2.10 and within the investigation notes.

4. FINANCIAL IMPLICATIONS

4.1 The direct financial impact was negligible. The principal financial risk was the potential for reimbursement of bank charges or other losses incurred by residents and the time costs required to investigate the incident.

5. LEGAL IMPLICATIONS

5.1 None

6. OTHER - IMPLICATIONS

Local Government Reorganisation

6.1 None

Climate Change Implications

6.2 None

Equalities and Diversity Implications

6.3 None

7. RISK MANAGEMENT

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-
- 7.1 The incident highlighted risks relating to reputational harm and financial exposures. The investigation recommends immediate corrective action to the process controls and longer-term actions to review the collection process.
- 7.2 Implementation of the action plan will reduce the likelihood of a reoccurrence and strengthen the assurance over Direct Debit collection process.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1: Learning from Errors and Failure Framework

Appendix 2: Direct Debit Collection Error Investigation Notes

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9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Simon Nock	04/09/2026
Lead Director / Assistant Director	James Walton Director of Finance and 151 Officer	04/09/2026
Financial Services	James Walton Director of Finance and 151 Officer	04/09/2026
Legal Services		

Learning from Errors and Failures Framework

1. Purpose

Organisations will make errors or mistakes when carrying out their functions. Not all errors are equal and treating every failure in the same way limits the ability to learn and improve. Errors can be due to:

- Preventable failures in routine work.
- Complex failure caused by multiple interacting factors.
- Intelligent failures that occur during experimentation and innovation.

An investigative approach that aims to learn from errors allows us to understand whether issues arise due to:

- Human error
- Capability gaps
- Process weaknesses
- At risk-behaviour
- Reckless or deliberate violations.

This framework will be used to investigate errors with the aim to:

- Understand why errors occur,
- Identify root causes
- Promote learning.
- Apply accountability fairly and consistently.
- Reduce the likelihood of repeat errors

This framework is based on Amy Edmondson's research on organisational learning and failure, particularly the concept that not all failures are equally blameworthy and that organisations should focus first on understanding and learning from mistakes before considering accountability. Edmondson's "Spectrum of Reasons for Failure" provides a structured approach for distinguishing between process failures, capability gaps, human error and deliberate non-compliance.

The approach supports learning, continuous improvement and fair accountability. It supplements and does not replace the council's corporate policies. Matters involving significant financial loss, material failures, fraud, misconduct or reputational risk will be escalated through the appropriate governance arrangements.

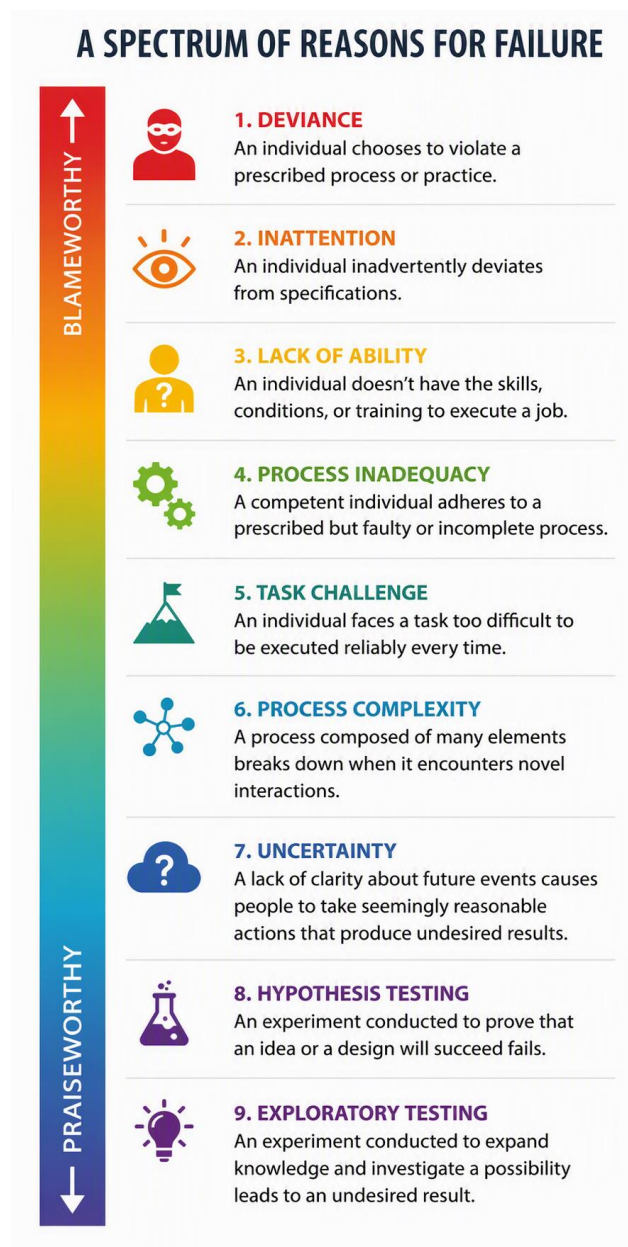
Core Principle

The purpose of an investigation is to understand and learn before applying accountability.

Most errors arise from process weaknesses, complexity, training gaps, workload pressures, or uncertainty rather than deliberate misconduct. We should focus first on understanding the cause of failure before considering individual accountability.

2. Spectrum of Failure

Failures exist on a spectrum ranging from blameworthy actions such as deliberate deviation from agreed procedures, through to valuable learning generated from experimentation and innovation. We should determine where on the spectrum failure sits before deciding the appropriate response.



3. Investigation Process

A four-stage response will be used to investigate errors:

Stage 1 – Define the error

What happened?

- Description
- Date
- Discovery Date
- People Involved

What was the Impact?

- Financial
- Customer
- Reputational
- Operational

Stage 2 – Gather Evidence

Consider:

- Procedures
- Training Records
- Case records
- System Logs
- Witness Accounts
- Previous Incidents
- Potential points of failure within the process.

Stage 3 – Identifying Contributing Factors

Process

- Was there a process?
- Was it clear?
- Was it accessible?
- Was it current?

Training

- Was training provided?
- Was competence assessed?

Workload

- Was workload reasonable?
- Were deadlines achievable?

- Were the temporary or permanent pressures on workload?

Systems

- Did technology or ICT systems contribute?
- Were controls effective?

Behaviour

- Did the employee intend to follow the process?
- Was the deviation deliberate?

Stage 4 – Identify the Root Cause

We will identify underlying causes of the error rather than immediate outcomes and consider how the primary cause relates to the “spectrum of failure”.

4. Decision Guide

Where possible errors will be categorised against the spectrum of failure, and the table below outlines the typical management responses that will be considered.

Failure Type	Typical Response
Deviance	Formal Management Review
Inattention	Coaching and Support for employee
Lack of Ability	Training and Development
Process Inadequacy	Redesign the process
Task Challenge	Simplification of the work
Process Complexity	Review of the system
Uncertainty	Review learning
Hypothesis Testing	Capture learning
Exploratory Testing	Capture learning

Significant errors will be referred to the appropriate management team and, where necessary, relevant corporate governance arrangements.

5. Fairness Test

Before any formal management action is taken, we will consider:

1. Was there a clearly documented process?
2. Was training and support adequate?
3. Would another competent employee have made the same mistakes in similar circumstances?
4. Was the action deliberate, reckless or dishonest?

If the answer to questions 1 to 3 indicates issues with processes, procedures, training, support, workload or controls then system improvements should normally be considered before individual accountability measures.

6. Investigation Outcome

A record of investigations will be completed and document

- Summary of Error
- Investigation notes
- Root cause
- Failure category
- Fairness Test outcome
- Immediate corrective action
- Long-Term Improvement Action
- Action Owner
- Review Date

7. Learning Log

A learnings log will record the outcome from investigations; this will allow for recurring themes to be identified and the service to identify:

- Unclear procedures
- Excessive workloads
- Training gaps
- System weaknesses

Date	Issue	Failure Type	Lessons Learned	Action Taken

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Direct Debit Collection Error Investigation Notes

Summary of Error

The revenues services section is responsible for the collection of council tax for 43,570 council tax accounts, 35,532 of which are payable by Direct Debit. Direct Debit payments are collected on the 1st, 15th, 21st and 28th day of the month; 5436 accounts have opted to pay by Direct Debit on the 15th day of the month.

Direct Debit collection operates on a three-day processing cycle.

- **Day 1: Input.** BACS files are validated and passed to Payment Service Providers (PSPs) including Banks and Building Societies.
- **Day 2: Processing.** PSPs complete processing checks and notify the Council of any Direct Debit Instructions (DDI) that cannot be applied.
- **Day 3: Entry.** Valid payment instructions are applied and payments collected from customers' accounts.

Input, processing and entry can only take place on designated processing days. Saturdays, Sundays and Bank Holidays are not processing days and cannot be used for any stage of the Direct Debit collection process.

The collection date is specified when payment files are submitted through AccessPay to the BACS payment service and ordinarily correspond with the customer's notified instalment date. Where the instalment date falls on a non-processing day, the collection date should be moved to the next working day.

The instalment date of 15th of August fell on a Saturday which is a non-processing day. As a result, the collection date required a manual amendment during the submission process. The collection date was incorrectly set as 14th August rather than the next working day. Consequently, Direct Debit payments were collected one day earlier than the notified instalment date, resulting in affected customer's bank accounts being debited early.

The early collection exposed the council to a number of risks including:

- Potential liability for customer's financial losses where bank charges were incurred.
- Reputational damage.
- Additional administrative costs associated with error investigation, handling customer's enquiries and complaints, and the implementation of corrective actions.

Investigation notes

Stage 1 – Define Error

What happened?

Date:	12 th August 2026
Description:	BACS submission for 15 th August 2026 payments submitted with incorrect collection date of 14 th August 2026, resulting in customer's account being debited early.
Discovery Date:	14 th August 2026
People Involved:	Revenue Services Manager Senior Systems Support Officer Financial Support Assistants

What was the Impact?

Financial:	Minimal direct financial impact < £10.00
Customer:	A total of 5,436 council taxpayers who had elected to pay by Direct Debit on 15th of the month had their bank account debited one day earlier than the notified collection date. This exposed customers to the risk of incurring bank charges, overdraft fees or other financial costs. One customer has reported bank charges of less than £2.00 because of the early collection. Arrangements have been made for re-imburement of charges.
Reputational:	The incident created a risk of reputational damage to the Council by undermining confidence in its ability to administer Council Tax payments accurately and reliably. Customers affected by the early collection may have experienced financial inconvenience, leading to complaints and dissatisfaction with the service. The error also had the potential to attract negative media or social media attention and could diminish confidence among residents, and other stakeholders in the effectiveness of the Council's controls and operational processes.
Operational:	The incident required a significant operational response from Revenue Services and Communications and Marketing Services. Resources were diverted from normal business activities to investigate the cause of the error and assess customer impact. Officers were required to brief elected Members, update customer messaging across communication channels, and notify relevant partners, including local advice agencies, to ensure consistent information and support for affected residents.

Additional work was undertaken to prepare communications and draft press statements, if required later. Customer contact levels remained low, with fewer than five complaints received, staff time was required to manage enquiries, respond to complaints, and arrange reimbursement where financial loss had been identified.

These activities generated additional administrative costs and reduced capacity to deliver routine service priorities during the period of incident management.

Stage 2 – Gather Evidence

To establish the cause of the incident, a review of the Direct Debit collection process was undertaken. This included discussions with the officers responsible for submitting Direct Debit collections and a detailed walkthrough of the end-to-end submission process. The investigation reviewed the Direct Debit collection lifecycle from initial file preparation within the Civica OpenRevenues software through to submission and collection, alongside an examination of existing procedure notes and guidance used by staff. Enquiries were made with supervisory staff within the Revenues Service to determine whether similar incidents had occurred previously and to identify any recurring risks or patterns.

The investigation also considered other potential points of failure within the Direct Debit collection process and supporting systems. Testing was undertaken within the Civica OpenRevenues System to review file formats for BACSTEL submissions, and a walkthrough of the submission within the AccessPay software was completed to validate system behaviour and confirm how collection dates are handled.

In addition, relevant Civica OpenRevenues User Guides, AccessPay system documentation, the BACSTEL-IP User Guide were reviewed to verify system capabilities, processing rules, and the controls governing collection date amendments. The findings from these activities were used to identify the cause of the error and assess the effectiveness of existing controls

Stage 3 – Identifying Contributing Factors

Process

Was there a process?

There are documented procedures for the submission of Direct Debit collections files.

Was the procedure clear?

The procedures outline a narrative description of the Direct Debit collection process and run step by step through the submission process, containing annotations highlighting important points within the procedure and the controls and checks that

are to be completed. The annotations include a note to advise that where an instalment date falls on a non-processing date, the collection day must be amended to the next working day.

The procedure does not contain:

1. Document control: Naming the process, setting review dates, author, or approver.
2. Purpose: There is no preamble explaining the procedure and what it aims to achieve.
3. Technical Definitions: A glossary of technical terms is not included in the document.
4. Contents and searchable sections: The procedure is a narrative description of the process to be completed, but it is not broken down into sections and does not include searchable contents, or links to key sections.
5. BACS processing days are published by BACS and can be appended to the procedure, and highlight occasions where collection dates will require adjustment.

Was the procedure accessible?

Procedures are held on shared drive and are accessible by all members of the team responsible for direct debit submissions.

Is the procedure version controlled?

No

Was the procedure current?

The procedure accurately summarises the existing process for DD submissions

Training

Was training provided?

Initial training was provided to all relevant staff, and training needs are discussed in annual one-to-ones and team meetings.

Workload

Was workload reasonable? Were deadlines achievable?

There are internal temporary resource pressures within the Admin and Control team, attributable to sickness absence and annual leave. There are periods where one of four Financial Support Assistants were available to complete scheduled tasks. The resource pressure may have contributed to a desire to complete tasks quickly, and limited oversight and operation of procedural checks and controls

Systems

Did systems contribute to the failure?

The Direct Debit collections process is completed within two separate systems. Civica OpenRevenues which is used for the administration of council tax accounts, and from which a BACS submission file is produced. The BACS file can be produced in several formats. The file can either be formatted to contain

- single lines for each DD payment.
- Headers and Footers containing submission dates, service user number (SUN), file totals, and single lines for each DD payment.

The format currently used does not include headers and footers and this limits the ability to utilise validation and automation within access pay.

The AccessPay system is used to submit the files produced by OpenRevenues to the BACS payment service. AccesPay can be configured to include controls which automatically determine processing day from the submitted files. These validations are not active as the output from OpenRevenues does not currently include headers detailing submission date and SUN.

AccesPay provides a submission summary report. The documented procedure instructs the submission summary to reviewed to confirm that the processing date and monetary value of the file are correct. Incorrect submissions can be cancelled on input day but cannot be amended from submission day onwards.

Were controls effective?

The process experienced a *normalization of deviance*, whereby established controls gradually eroded due to complacency arising from the perception that “nothing had gone wrong”. Specifically, AccessPay submission reports were not reviewed as required. As non-compliance with the control did not appear to result in any adverse outcomes, adherence to the control weakened over time.

Behaviour

Was there an intention to follow the process?

Yes, there was an intention to adhere to the procedure, however, the format and presentation of the guidance can make the specific checks and actions difficult to identify within the guidance. The officer completing the submission was aware of the need to adjust the collection date when it fell on a non-processing day. However, the officer confused the instruction with a separate procedure for the submission of Housing Benefit payment runs.

The procedure for Housing Benefit payment runs requires the collection/payment date to be brought forward to the nearest processing day, whereas the Direct Debit submission procedure requires the collection date to be moved to the next working day. As a result, the incorrect action was taken despite the intention to follow the documented process.

Was the deviation deliberate?

No. There is no evidence to suggest that the deviation was deliberate. The officer intended to follow the process and recognised the need to amend the collection date when it fell on a non-processing day. However, the officer confused the requirements of two similar procedures, resulting in the incorrect action being taken

The non-adherence of control checks was not deliberate. While the requirement to review AccessPay submission reports was understood, the control was not routinely undertaken. As the omission of the control had not previously resulted in any identified issues, confidence in its necessity reduced over time and adherence gradually declined. This represents a normalization of deviance rather than an intentional disregard of the control requirement.

Root cause

The collection date in AccessPay was amended incorrectly from 15 August 2026 to 14 August 2026 because the officer applied the rule from the Housing Benefit payment process (move to the previous processing day) rather than the Direct Debit process (move to the next working day).

Contributing factors

- The Direct Debit procedure is lengthy, narrative in style, and does not clearly highlight key decision points and mandatory actions.
- The procedure is not version controlled and lacks a structured format.
- Resource pressures may have encouraged task completion without full review.
- AccessPay validation controls are not enabled because of the file format produced by OpenRevenues.
- The required review of the AccessPay submission report was not being routinely completed. This review functions as a critical control acting as a final review of the processing and collection dates where errors are identified files can be stopped and amended before the BACS processing day.
- *A normalization of deviance* had developed around the control check because previous omissions had not resulted in adverse consequences.

Root Cause

The error resulted from a weakness in process design and the effectiveness of controls. The DD procedure did not sufficiently distinguish the date amendment requirements from similar payment processes, leading to the incorrect collection date being selected. The error was not detected prior to processing day because a key control, review of the AccessPay submission report, was not operating effectively.

Failure category

Primary Factor: Process Inadequacy

Secondary Factors: Inattention
Process Complexity

The error occurred despite an intention to follow the process. The Direct Debit procedure did not clearly distinguish steps within the process. The error was not identified before submission because a key detective control, the review of the AccessPay submission report, was not operating effectively. There is no evidence of deliberate deviation, misconduct, or lack of competence

Fairness Test outcome

System and control weaknesses identified. Formal management action against an employee would not be appropriate. Actions should be taken to improve procedural guidance, strengthen controls and liaise with software suppliers to identify improvements to process design.

Immediate corrective action

- Brief Admin and Control team on the outcome of investigation.
- Re-affirm importance of the review of AccessPay submissions summary.
- Provide team with reference to non-processing days; identifying dates where adjustment to collection date is required, and the required collection date.

Long-Term Improvement Action

1. Liaise with software suppliers to review the Direct Debit procedure and investigate the use of headers and footers within the OpenRevenues output files, and the implementation of AccessPay validation controls.
2. Implement document control and standard format for Procedure guides.
3. Review, redesign and reissue direct debit operating procedures to meet standard format, and to clearly identify critical processing rules and mandatory control checks.

Action Owner

Immediate actions

Action	Owner	Completion Date
Brief Admin and Control Team	Senior System Support Officer	6 th September 2026
Re-affirm importance of review of submissions summary	Senior System Support Officer	6 th September 2026
Provide non-processing days calendar	Senior System Support Officer	6 th September 2026

Long-Term Actions

Agenda Item 6

Action	Owner	Completion Date
Liaise with software suppliers	Revenue Services Manager/ICT	31 st December 2026
Implement document control and standard format	Revenue Services Manager	30 th September 2026
Review, Redesign and distribute revised operating procedures.	Senior System Support Officer	31 st October 2026

Review Date

31st March 2027

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15th September 2026

Draft Bromsgrove Car Parking Strategy

<u>Relevant Portfolio Holder</u>	Councillor Karen May
<u>Portfolio Holder Consulted</u>	Yes
<u>Relevant Assistant Director</u>	Assistant Director Regeneration & Property Services
<u>Report Author</u>	Name: Rachel Egan Job Title: Assistant Director Regeneration & Property Services Contact email: Rachel.egan@bromsgroveandredditch.gov.uk
<u>Wards Affected</u>	All
<u>Ward Councillor(s) consulted</u>	
<u>Relevant Council Priority</u>	
<u>Non-Key Decision</u>	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Overview & Scrutiny Board is asked to:

- 1) **Consider the draft Bromsgrove Car Parking Strategy 2026-2029 and provide feedback to help shape the final version prior to Cabinet consideration.**
- 2) **Note that the draft strategy provides the strategic framework required before any decision is taken on the future of Church Fields Car Park.**
- 3) **Note that a dedicated Cabinet Advisory Group session will be held at which Members will consider the detailed evidence base relating to the future of Church Fields Car Park in order to inform a future Cabinet decision.**

2. BACKGROUND

- 2.1 Car parking is of strategic significance to Bromsgrove. It supports access to the town centre, local businesses, leisure facilities, employment, community services and future regeneration.
- 2.2 The Council commissioned a Strategic Parking Review in 2024 and this has been supplemented by parking occupancy surveys undertaken during 2025 and 2026. The evidence shows that Bromsgrove's principal town centre parking challenge is not an overall shortage of spaces, but the concentration of demand in some centrally located car parks while spare capacity remains available elsewhere in the network.
- 2.3 The draft Bromsgrove Car Parking Strategy 2026-2029 has therefore been prepared to provide a clear strategic framework for managing the Council's parking estate, improving the use of existing capacity, reviewing permit and pricing arrangements, strengthening enforcement

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priorities and supporting the Council's wider town centre regeneration ambitions.

- 2.4 The draft strategy is also an important step in addressing the future of Church Fields Car Park. The Council needs an agreed parking strategy and evidence base before making any decision on the future of the site. The purpose of this report is therefore not to predetermine that decision, but to ensure Members are involved in shaping the strategy and the subsequent options appraisal.

3. OPERATIONAL ISSUES

- 3.1 The draft strategy proposes an evidence-led approach to managing the Council's car parks. It seeks to make better use of existing capacity before considering additional provision, with clearer roles for individual car parks, improved customer information and wayfinding, reviews of permit allocation and pricing, and a more intelligence-led approach to parking enforcement.
- 3.2 The strategy recognises that some core visitor car parks, including New Road, St John Street, Windsor Street and Parkside, experience high levels of demand, while other car parks such as North Bromsgrove and School Drive retain spare capacity. The Strategy therefore focuses on redistributing demand and improving utilisation across the whole car park estate.
- 3.3 Church Fields Car Park is a particularly important issue. The evidence currently indicates that there is no immediate operational requirement to reopen the multi-storey car park to meet parking demand. However, the site remains a prominent town centre asset and there are ongoing holding costs. The Council intends to address this through a clear, member-led process, informed by the strategy, financial appraisal and the wider Bromsgrove Town Centre Strategic Framework.
- 3.4 It is important that the Council has an agreed parking strategy before determining the future of Church Fields. This will ensure that any decision is considered in the round, rather than in isolation, and reflects parking need, financial sustainability, town centre regeneration, asset management and placemaking objectives.
- 3.5 Significant analysis has already been undertaken and will be presented to Members at a dedicated Cabinet Advisory Group session. This will provide Members with a comprehensive assessment of parking demand, current and future capacity requirements, asset conditions, capital investment requirements, revenue implications and the wider regeneration opportunities associated with Church Fields Car Park. Members will be able to consider the advantages, disadvantages, costs, risks and strategic implications of each option and inform Cabinet's consideration of the matter. The intention is therefore to

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ensure that Members have access to all relevant evidence before a recommendation is brought forward to Cabinet and a final decision is made.

4. FINANCIAL IMPLICATIONS

- 4.1 The draft strategy itself does not commit the Council to specific capital expenditure, asset disposal or redevelopment decisions. However, it identifies several areas which may have future financial implications, including parking tariffs, season tickets and permit arrangements, electric vehicle charging infrastructure, parking technology, enforcement activity and the ongoing maintenance of the parking estate.
- 4.2 The future of Church Fields will require detailed financial appraisal before any decision is taken. This work will assess the revenue and capital implications of the available options, including continued retention, reopening, demolition and retention as surface parking, redevelopment or other alternative uses. The appraisal will consider ongoing costs, potential income, capital investment requirements, liabilities and wider regeneration benefits.
- 4.3 Any subsequent decision on Church Fields will be brought forward with a clear financial assessment so that Members can consider the costs, risks and opportunities of each option alongside parking need and the strategic direction for Bromsgrove town centre.

5. LEGAL IMPLICATIONS

- 5.1 The draft strategy provides a framework for future decision making and does not, of itself, approve capital expenditure, asset disposal, redevelopment or changes to the Council's Off-Street Parking Places Order. Any future changes to tariffs, permits, charging arrangements, classes of user, designated bays or operational arrangements will be subject to the appropriate legal processes and approvals at the relevant time.
- 5.2 Any future decision relating to Church Fields may require further legal advice, including in relation to planning, land ownership, covenants, procurement, redevelopment, disposal or other asset management considerations. These matters will be assessed as part of the options appraisal before a decision is presented to Members.

6. OTHER IMPLICATIONS

Local Government Reorganisation

- 6.1 Local Government Reorganisation may create opportunities to review and align parking tariffs, permits, enforcement practices and wider parking policies across a future Worcestershire authority area.

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The draft strategy has been prepared to address Bromsgrove's current needs while recognising that future harmonisation may be required.

Relevant Council Priority

- 6.2 The draft strategy supports the Council's priorities by helping to maintain an accessible and vibrant town centre, supporting economic activity, improving the use of public assets and aligning parking decisions with regeneration and placemaking objectives, including the Bromsgrove Town Centre Strategic Framework.

Climate Change Implications

- 6.3 The draft strategy supports climate change objectives by encouraging better use of existing parking capacity, considering opportunities for electric vehicle charging infrastructure, improving customer information and supporting more sustainable travel choices where practical. Future investment decisions will take account of sustainability and climate resilience considerations.

Equalities and Diversity Implications

- 6.4 The draft strategy seeks to ensure that parking remains accessible and inclusive for residents, businesses and visitors. It supports continued provision of Blue Badge parking, accessible parking facilities and improvements to wayfinding, lighting, pedestrian routes and perceptions of personal safety. Any future changes to tariffs, permits or parking arrangements will be subject to appropriate equality assessment.

7. RISK MANAGEMENT

- 7.1 The principal risk is that decisions on Church Fields or the wider parking estate are taken without a clear strategic framework, robust evidence or full understanding of financial and regeneration implications. This will be mitigated by using the draft strategy as the basis for member engagement, completing detailed financial and options appraisal work, and considering Church Fields in the context of the Bromsgrove Town Centre Strategic Framework.
- 7.2 There is also a reputational risk if a long-standing and prominent town centre issue continues to remain unresolved. The proposed timetable demonstrates that the Council recognises the importance of the Church Fields decision and intends to address it through a transparent, evidence-led and member-led process by the end of the calendar year.

8. APPENDICES and BACKGROUND PAPERS

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8.1 Appendix 1 - Draft Bromsgrove Car Parking Strategy 2026-2 029.

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Karen May	04 th Sept 26
Lead Director / Assistant Director	Rachel Egan	04 th Sept 26
Financial Services	Paul Earley	04 Sept 26
Legal Services	Claire Green	04 th Sept
Policy Team (if equalities implications apply)	Helen Mole	03 rd Sept 26
Climate Change Team (if climate change implications apply)	Matt Eccles	04 th Sept

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Bromsgrove Car Parking Strategy 2026 - 2029

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1. Vision

- 1.1 To provide a well-managed, accessible and sustainable parking network that supports Bromsgrove's economy and regeneration ambitions. The strategy will help ensure that residents, businesses and visitors have access to appropriate parking in locations that meet their needs. It will also support future growth, maintain accessibility and encourage more sustainable travel choices where practical.

2. Policy Alignment

- 2.1 This Parking Strategy has been prepared in the context of wider local policy, including the Bromsgrove Council Plan, Bromsgrove District Plan, Bromsgrove 2040 Vision, Bromsgrove Town Centre Strategic Framework and Worcestershire Local Transport Plan. It takes account of the priorities set out in these documents, particularly in relation to economic growth, regeneration, accessibility, sustainability and effective use of public assets.

The strategy recognises that parking plays an important role in supporting:

- Economic growth and investment.
 - Town centre vitality and resilience.
 - Housing and employment growth.
 - Regeneration and placemaking.
 - Accessibility and inclusion.
 - Climate resilience and sustainable transport.
 - Efficient use of public assets.
- 2.2 The strategy also supports wider transport objectives by encouraging better use of existing parking capacity, improving information and wayfinding, supporting active travel and public transport where practical, expanding electric vehicle infrastructure where appropriate and using pricing and permit arrangements to manage demand effectively.
- 2.3 The key test for future parking decisions will be whether they help create a vibrant and accessible town centre, support planned growth and regeneration, improve customer experience and maintain a financially sustainable parking service.

3. Strategic Context

- 3.1 Parking plays an important role in supporting Bromsgrove's economy, regeneration priorities and wider transport network. Historically, Bromsgrove has benefited from a substantial supply of conveniently located parking, which has helped support retail, leisure, employment and community activity while maintaining competitiveness with neighbouring centres and out-of-town destinations.
- 3.2 As town centre living, regeneration priorities and financial pressures continue to evolve, the strategic management of parking becomes increasingly important. This strategy therefore considers parking not simply as an operational service, but as part of the wider infrastructure that supports access, local activity, regeneration and community life.
- 3.3 The strategy builds upon the findings of the 2024 Waterman Strategic Parking Review and parking surveys undertaken by Wychavon Parking Services during 2025 and 2026.
- 3.4 The evidence shows that Bromsgrove's primary parking challenge is not an overall shortage of spaces. Instead, demand is concentrated within a small number of centrally located car parks, while significant spare capacity exists elsewhere within the Council's town centre parking estate.
- 3.5 Whilst the Waterman Strategic Parking Review concluded that sufficient parking capacity existed to meet future demand subsequent counts identified higher demand within several centrally located car parks than previously recorded. This underlines the need for regular monitoring to ensure that future parking decisions reflect changing demand patterns across the town centre.
- 3.6 The evidence indicates that future parking management should focus on improving utilisation across the existing town centre parking network through measures such as wayfinding, permit management, pricing and customer information before any consideration is given to additional parking provision.
- 3.7 The strategy also recognises the role parking will play in supporting major projects and planned growth, the Town Centre Strategic Framework, Nailers Yard and future housing and employment development.
- 3.8 Whilst this strategy focuses primarily on Bromsgrove Town Centre, the Council also owns and manages parking facilities within a number of district centres and villages across the district. Parking challenges, travel patterns and community needs vary significantly between locations and may require locally tailored responses. The Council will therefore undertake place-based parking reviews, subject to available funding, where appropriate and will use the findings to inform future investment, parking management and infrastructure decisions

4. Strategic Objectives

4.1 Objective 1: Support Economic Growth and Town Centre Vitality

Ensure parking continues to support retail activity, leisure destinations, employment, community facilities and town centre living.

4.2 Objective 2: Optimise the Use of Existing Parking Capacity

The Council will maximise the efficiency and utilisation of existing parking assets, ensuring available capacity is used effectively across the network before considering any additional parking provision.

4.3 Objective 3: Support Regeneration and Growth

The parking estate should help deliver the Council's regeneration ambitions by balancing operational parking requirements with future development opportunities.

4.4 Objective 4: Improve Customer Experience, Accessibility and Inclusion

The Council will provide a modern, accessible and easy-to-use parking service that is safe, convenient and meets the needs of residents, businesses and visitors.

4.5 Objective 5: Support the Transition to Sustainable and Low-Emission Travel

The Council will manage its parking assets to support wider environmental and transport objectives, including the expansion of electric vehicle charging infrastructure, while encouraging sustainable travel choices and maintaining access for those who rely on private vehicles.

4.6 Objective 6: Deliver Effective Parking Management and Enforcement

Enforcement activity will focus on improving compliance, supporting accessibility, maintaining parking turnover and addressing issues that affect road safety and traffic movement.

4.7 Objective 7: Ensure the Long-Term Sustainability of the Parking Network

The Council will manage its parking assets and services in a financially responsible manner, ensuring they remain well maintained, fit for purpose and capable of supporting residents, businesses and visitors over the long term.

5. Bromsgrove Car Park Estate

5.1 The Council currently manages a portfolio of car parks across the district providing approximately 1,013 spaces which will reduce to 942 with the closure of Stourbridge Road car park following its sale. All of these car parks

other than St John Street are owned on a freehold basis, St John Street car park is leased until 2032.

Car Park	Spaces
Recreation Road South	292
North Bromsgrove	195
School Drive	128
Parkside	94
St John Street	82
Windsor Street	65
New Road	58
Parkside offices	38

5.2 Other car parks in the town centre not owned or managed by the Council include Aldi (88 spaces) and Bromsgrove Retail Park (over 200 spaces).

5.3 The Council also owns and manages car parks outside the town centre:

Car Park	Spaces
Sanders Park (following expansion)	122
Alvechurch	45
Aston Fields	40
Catshill	15
All Saints Church Hall	33

5.4 These facilities provide important parking provision for local communities and support local centres.

6. Current Town Centre Demand

6.1 Parking surveys undertaken during 2025 and 2026 provide a clear picture of how the Council's parking estate is being used. The results demonstrate that while some centrally located car parks regularly operate close to capacity, significant capacity remains available elsewhere within the network.

6.2 Car Park Capacity and Utilisation

Car Park	Capacity	Peak Observed Occupancy	Peak Utilisation	Average Observed Occupancy	Average Utilisation
Recreation Road South	292	276	94.5%	130	44.5%
Stourbridge Road	71	71	100%	38	53.5%
Parkside	94	94	100%	80	85.1%
School Drive	128	128	100%	50	39.1%
North Bromsgrove	185	97	52.4%	35	18.9%
Windsor Street	65	65	100%	51	78.5%
New Road	58	58	100%	53	91.4%
St John Street	82	82	100%	67	81.7%

6.3 Network Capacity

- Total surveyed capacity: 975 spaces
- Peak observed demand: 718 vehicles
- Available spaces at peak demand: 257 spaces
- Spare capacity at peak demand: 26.4%

6.4 Key Findings

- Even during the busiest recorded survey period, over 250 spaces remained available across the Council's parking estate.

- Demand is concentrated within New Road, St John Street, Windsor Street and Parkside, all of which reached full occupancy during the survey period.
- North Bromsgrove retained substantial spare capacity, reaching a maximum of only 52% occupancy.
- School Drive reached capacity on occasion but averaged less than 40% utilisation.
- Recreation Road South, the largest car park in the network, averaged less than 45% utilisation despite approaching capacity during peak periods.
- There are key differences between weekday and weekend utilisation of some car parks. The evidence demonstrates that parking pressures are concentrated in specific locations despite significant spare capacity elsewhere within the network.

7. Future Growth and Capacity Assessment

- 7.1 Bromsgrove District is expected to continue growing over the period covered by this strategy. Population growth, new housing development, the delivery of town centre regeneration projects such as Nailers Yard, increased town centre living and future commercial investment are all likely to influence future demand for parking.
- 7.2 The Council's approach is not simply to provide additional parking spaces in anticipation of growth, but to ensure that the existing parking assets across the district are used as effectively as possible.
- 7.3 The Strategic Parking Review undertaken in 2024 concluded that sufficient parking capacity existed within Bromsgrove Town Centre to accommodate anticipated future demand without the need to bring Churchfields Multi-Storey Car Park back into operational use.
- 7.4 More recent occupancy surveys have shown higher utilisation levels within some centrally located car parks than those identified in the Strategic Parking Review. However, substantial spare capacity remains available elsewhere within the Council's town centre parking network, supporting the conclusion that existing capacity can continue to accommodate current demand as well as growth.
- 7.5 Future parking capacity requirements have therefore been assessed using both the findings of the Strategic Parking Review and the more recent occupancy surveys.
- 7.6 Since completion of the Strategic Parking Review, Stourbridge Road Car Park has been sold and will no longer form part of the Council's operational parking

estate. The loss of this site reduces the overall supply of public parking within Bromsgrove Town Centre by 71 spaces. However, analysis of current occupancy levels demonstrates that sufficient capacity remains available across the remaining operational car parks to accommodate current demand with room for growth in demand.

- 7.8 Whilst the disposal of Stourbridge Road reduces the overall margin between supply and demand, it does not create an immediate shortage of town centre parking spaces. School Drive and North Bromsgrove car park have over 200 vacant spaces on average. At their peak recorded use, there were 88 vacant spaces.
- 7.9 Whilst the primary focus of this strategy is Bromsgrove Town Centre, the Council recognises that parking pressures can arise in district centres and villages where local circumstances differ significantly from those in the town centre. Future place-based parking reviews will be considered where appropriate and, where evidence demonstrates a need for intervention, the outcomes will be used to inform future parking management, investment and capacity planning decisions.
- 7.10 The evidence gathered through the Strategic Parking Review, subsequent occupancy surveys and future growth assessment demonstrates that Bromsgrove's principal parking challenge relates to the distribution of demand rather than an overall shortage of parking spaces. Whilst some centrally located car parks experience consistently high demand, significant capacity remains available elsewhere within the network. The Council's priority should therefore be to improve utilisation of existing parking assets before considering the provision of additional capacity
- 7.11 On current evidence, there is no immediate operational requirement to bring Churchfields Multi-Storey Car Park back into use. The Council will focus on the early actions set out in this strategy, including improved wayfinding, fees and permit reviews, and measures to make better use of underutilised car parks.
- 7.12 Future parking requirements will be reviewed as the impacts of Nailers Yard, town centre regeneration projects and future housing growth become clearer. This assessment will inform any future decisions regarding additional parking capacity and strategic parking assets.

8. Parking Management Framework

Car Park Roles and Functions

- 8.1 To support more effective parking management, the Council will adopt a framework that assigns a clear role to individual car parks based on their location, demand profile and strategic function
- 8.2 Core Visitor Parking
- St John Street
 - Parkside
 - Windsor Street
 - New Road
- 8.3 These car parks are located closest to the town centre and should prioritise short-stay visitor parking, retail trips and leisure activity. The Council will seek to maximise turnover within these locations to support town centre businesses and visitor access.
- 8.4 Mixed-Use Parking
- Recreation Road South
- 8.5 This car park will accommodate a mix of users, including visitors, leisure users, permit holders and longer-stay parkers. Its location and capacity provide flexibility within the overall parking network and make it an important location for balancing demand across the town centre.
- 8.6 Long-Stay, Permit and Leisure Parking
- North Bromsgrove
 - School Drive
- 8.7 These car parks are well suited to longer-stay parking and permit holders due to their significant spare capacity and proximity to key destinations. North Bromsgrove will continue to play an important role in supporting leisure centre users, while both locations will be used to accommodate permit parking and longer-stay demand. Over time, season ticket provision may be focused increasingly within these car parks and Recreation Road South, subject to demand and operational requirements.

Permit and Pricing Strategy

- 8.8 Parking fees in Bromsgrove car parks were last reviewed in 2024, ending a 13-year period during which tariffs had remained unchanged since 2011. The review increased standard parking charges to £1.00 per hour and introduced free disabled parking and free parking for stays of up to 30 minutes, providing a balance between supporting town centre visits and generating income to maintain the parking estate.

- 8.9 There are currently approximately 210 season ticket holders using Bromsgrove town centre car parks providing an income of £67,200 per annum. Evidence from occupancy surveys indicates that a significant proportion of permit holders are concentrated within the most conveniently located car parks, particularly Parkside and New Road. This contributes to reduced availability for short-stay visitors and customers in locations that also experience the greatest demand throughout the day. At peak periods, the continued allocation of season ticket holders to these central car parks can limit turnover and reduce opportunities for visitor parking, despite substantial spare capacity existing elsewhere within the Council's parking estate.
- 8.10 Survey evidence shows that North Bromsgrove and School Drive consistently retain significant spare capacity. These locations are therefore well suited to accommodating a proportion of longer-stay parking demand, including town centre employees, Council staff, permit holders and other regular users. North Bromsgrove also performs an important role in serving Bromsgrove Sport and Leisure Centre and will continue to provide convenient parking for leisure centre users. Directing a greater proportion of long-stay parking demand towards these locations would help release capacity within the core visitor car parks while making more effective use of existing parking assets.
- 8.11 The Council will therefore review its season ticket arrangements and pricing structure during the lifetime of this strategy. Consideration will be given to differential permit pricing, with lower-cost permits offered in peripheral car parks such as North Bromsgrove, School Drive and, where appropriate, Recreation Road South, whilst premium pricing is retained for the most convenient centrally located facilities. The review will also consider whether specific permit arrangements, discounted parking products or other incentives should be introduced for Bromsgrove Sport and Leisure Centre users and members to support continued access to leisure facilities whilst ensuring parking capacity is managed effectively. This approach would provide a financial incentive for long-stay users to choose less heavily utilised car parks while protecting visitor access in key town centre locations.
- 8.12 The current permit structure means that a season ticket holder only needs to use a car park for approximately one day per week to achieve a financial saving compared with paying the standard daily parking charge. This represents a significantly greater discount than is typically seen in parking permit schemes, where the break-even point is often closer to four days per week. The Council will review permit pricing and eligibility to ensure that permits support the strategic management of parking demand, encourage use of appropriate long-stay locations and provide a fair balance between affordability and efficient use of parking assets.

8.13 The Council's permit strategy will therefore seek to:

- Prioritise visitor parking within core town centre car parks.
- Increase parking turnover in the most popular locations.
- Relocate long-stay parking demand to car parks with available capacity.
- Encourage more efficient use of the overall parking network.
- Support town centre businesses by improving visitor access.
- Ensure permit pricing remains fair, proportionate and aligned with demand.
- Future permit allocation will primarily focus on car parks with available long-stay capacity, including North Bromsgrove, School Drive and, where appropriate, Recreation Road South.
- Maintain appropriate parking provision for Bromsgrove Sport and Leisure Centre users, including consideration of targeted permit, validation or discount schemes where these support wider parking management objectives.

8.14 Annual reviews of permit allocations, permit pricing and parking tariffs will be undertaken to ensure that parking management arrangements continue to support town centre vitality whilst making the best use of the Council's available parking capacity.

Sustainability and Accessibility

8.15 The Council recognises that many residents, businesses and visitors will continue to rely on private vehicles for the foreseeable future. However, the parking service also has an important role in supporting wider environmental, accessibility and public realm objectives.

8.16 During the lifetime of this strategy, the Council will seek to improve the sustainability, accessibility and user experience of its parking estate through ongoing investment and maintenance programmes. This will include maintaining appropriate Blue Badge provision, improving pedestrian routes and wayfinding, enhancing lighting and perceptions of personal safety, and supporting better connections between parking facilities and other modes of transport.

8.17 The Council will also continue to review opportunities to expand electric vehicle charging infrastructure where there is demonstrated demand. Whilst rapid charging facilities are available within Bromsgrove, there is currently limited provision of destination charging infrastructure suitable for longer-stay parking. Future investment will therefore consider the appropriate balance between rapid charging and lower-powered charging facilities that support longer visits to the town centre, workplaces and leisure destinations.

1. 8.18 Sustainability, accessibility and climate resilience considerations will be incorporated into future parking infrastructure, maintenance and investment decisions wherever practicable.

9. Parking Assets and Regeneration

- 9.13 The Council's parking estate provides essential parking capacity for residents, visitors and businesses while also representing a significant strategic asset. Future decisions regarding parking provision will therefore take account of operational requirements alongside regeneration, placemaking and wider Council priorities.
- 9.14 The current assessment indicates that the town centre car park estate continues to provide sufficient capacity to meet existing and forecast demand. As a result, there is no immediate requirement to make significant changes to parking provision or to determine the long-term future of individual car park assets. However, recognising the importance of these assets to the wider regeneration and growth of the town centre, the Council will continue to review the performance, utilisation and strategic role of the estate as part of its ongoing planning for the town centre.
- 9.15 In particular, the future role of Churchfields Car Park should be considered as part of a comprehensive review of the town centre car park estate rather than in isolation. While current parking capacity means there is no immediate need for a decision regarding the site, the Council will proactively explore and evaluate a range of potential future options for Churchfields and other town centre parking assets. This work will be undertaken alongside wider regeneration, transport and development initiatives to ensure that future decisions are informed by robust evidence, an understanding of long-term parking demand, and the Council's wider place-making and regeneration objectives.

10. Parking Enforcement

- 10.1 Effective parking enforcement helps keep roads safe, prevents inconsiderate parking and makes sure parking spaces are available for residents, visitors and businesses. Enforcement is not about generating income. Its purpose is to ensure parking rules are followed and to support the safe and efficient movement of traffic.
- 10.2 The Council delivers Civil Parking Enforcement through its partnership with Wychavon District Council. This service includes the provision of on-street parking enforcement on behalf of Worcestershire County Council, together with off-street parking enforcement, permit administration, Blue Badge

enforcement, school patrols, parking dispensations, appeals administration and the recovery of unpaid Penalty Charge Notices.

- 10.3 Over the lifetime of this strategy, the Council will adopt a more intelligence-led approach to enforcement activity, using parking data, customer feedback, member enquiries and local intelligence to target locations where non-compliance has the greatest impact. Priority will be given to locations where parking behaviour affects safety, accessibility, traffic movement, town and local centre vitality and public confidence in the parking service.

10.4 Priority Enforcement Areas

- Rural and district centre enforcement locations - a minimum level of enforcement resource will continue to be directed toward locations outside Bromsgrove town centre. The current arrangement is for 25% of Civil Enforcement Officer (CEO) time to be spent outside Bromsgrove town centre. This will continue to be reviewed throughout the duration of the strategy period.
- Town centre parking turnover and misuse of short-stay parking.
- Blue Badge misuse.
- School safety and school entrance obstruction.
- Parking on tactile crossings and dropped kerbs (subject to relevant powers).
- Obstruction of pedestrian routes and accessibility features.
- Environmental offences associated with vehicles, including littering from vehicles where enforcement powers permit.

11. Technology and Innovation

- 11.1 Technology has an important role in helping the Council manage the parking estate more effectively and improve the customer experience.

The Council will continue to invest in:

- Cashless payment options
- Digital permits
- Improved reporting systems
- Data-led decision making

- 11.2 The Council will also monitor opportunities presented through the National Parking Platform and other emerging technologies that improve customer choice and operational efficiency. The National Parking Platform aims to

enable motorists to pay for parking using their preferred parking app across participating local authority car parks, reducing the need to download multiple applications and creating a more consistent parking experience for customers.

Automatic Number Plate Recognition (ANPR)

- 11.3 The Council has considered the potential use of ANPR technology within its car parks. However, current legislative limitations mean ANPR cannot be used by local authorities to independently enforce off-street parking contraventions, and Civil Enforcement Officer patrols would still be required to monitor compliance, including disabled bays, electric vehicle charging bays and other parking restrictions. As a result, the anticipated benefit of releasing Civil Enforcement Officer capacity would not be realised. Given the significant capital and ongoing revenue costs associated with ANPR systems, the technology is not currently considered to offer sufficient operational or financial benefit. The Council will keep this position under review throughout the lifetime of the strategy to reflect any changes in legislation, technology, operational requirements or business need.

12. Monitoring and Delivery

- 12.1 The success of this strategy will depend on regular monitoring and evidence-led decision making. The Council will continue to monitor parking demand, customer behaviour, permit usage, enforcement activity and EV charging demand to ensure that future decisions are based on real-world evidence rather than assumptions.

Action Plan

Action	Outcome	Target Date
Review season ticket and permit allocations, including options to prioritise long-stay parking at North Bromsgrove and School Drive	Increase availability within centrally located visitor car parks	Q3 2026/27

Action	Outcome	Target Date
Review parking tariffs and season ticket pricing structure to encourage use of underutilised car parks	Better distribution of demand across the network	Q3 2026/27
Consider the findings of the Alvechurch Parking Review and consider other areas that may benefit from similar reviews, incorporating agreed actions into future parking service planning and investment programmes as appropriate	Ensure local parking issues are addressed through an evidence-led approach	Q3 2026/27
Establish a quarterly parking occupancy monitoring programme across the Council's parking estate	Improved evidence base for future decision making and capacity planning	Q4 2026/27
Undertake annual review of town centre parking demand and utilisation	Monitor effectiveness of parking management measures	Annually from Q3 2027/28
Develop and implement an enforcement improvement plan with Wychavon Parking Services	Improved compliance and turnover in key town centre locations	Q4 2026/27
Develop and assess future options for Churchfields Car Park and the wider town centre car park estate, taking account of the impact of this Strategy on parking demand, utilisation and customer behaviour, together with regeneration opportunities and wider place-making objectives.	A robust evidence base and range of deliverable options to support future decisions on the long-term role of Churchfields Car Park and the wider town centre car park estate.	Q1 2027/28
Review opportunities to improve car park signage, wayfinding and customer information directing users to available capacity	Increased awareness and use of alternative parking locations	Q2 2027/28
Review EV charging provision across the parking estate, to consider a mix of rapid and longer-stay charging opportunities	Support transition to lower emission vehicles	Q2 2027/28

Action	Outcome	Target Date
Review opportunities to introduce additional digital parking services and occupancy monitoring technology	Improved customer experience and operational intelligence	Q3 2027/28
Prepare for implementation of the National Parking Platform, subject to national rollout arrangements	Greater payment flexibility and improved customer choice	By 2029

Longer-Term Strategic Considerations

12.2 The following matters will be kept under review throughout the life of this strategy:

- The need for additional town centre parking capacity.
- Recommendations arising from the Alvechurch Parking Review
- The outcome of any future reviews of local parking issues outside the town centre
- Regeneration opportunities involving parking assets.
- Expansion of EV charging infrastructure.
- Emerging parking technologies.
- Parking implications of future Local Plan growth.

Monitoring and Review

12.3 Implementation of the strategy will be monitored throughout its lifetime through:

- Quarterly occupancy surveys.
- Annual reviews of parking tariffs and permit arrangements.
- Monitoring of parking income and usage trends.
- Monitoring of enforcement activity and compliance levels.
- Monitoring of EV charging infrastructure usage and demand.
- Annual review of progress against the Strategy Action Plan.

12.4 Key measures will include:

- Occupancy levels within core visitor car parks.
- Utilisation of North Bromsgrove, School Drive and other long-stay parking locations.

- Permit allocation by car park.
- Parking income and season ticket usage.
- Customer complaints and satisfaction levels.
- Enforcement outcomes and compliance rates.
- Demand for and utilisation of EV charging infrastructure.

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Report title

Relevant Portfolio Holder	Councillor Kit Taylor
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Hannah Corredor / Rob Elmes
Report Author	Job Title: Assistant Director Corporate Services and Transformation Contact email: rob.elmes@bromsgroveandredditch.gov.uk
Wards Affected	All
Ward Council(s) consulted	N/a
Relevant Council Priority	Local Government Reorganisation
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 Paragraph(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. RECOMMENDATIONS

Overview and Scrutiny RESOLVE that:-

- 1) Note the updates to the governance matters, including upcoming Full Council paper, and wider operational matters.

2. BACKGROUND

Stage one: Inviting unitary proposals	Received November 2024
Stage two: Submission of formal unitary proposals.	Completed November 2025.
Stage three: Statutory consultation (MHCLG)	5 th of February to 26 th of March 2026.
Stage four: Decision to implement a proposal	Decision received 16 th of July 2026
➤ Stage five: First Transition Period Making secondary legislation – the Structural Changes Order (SCO).	The first transition period runs from when the SCO comes into force, up to the inaugural elections to the new council. We expect the SCO to pass through parliament by the end of 2027. However, we have informally and voluntarily entered this stage. Please see 3.1 for more details.

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Stage six: Second transition period	The second transition period begins following the inaugural elections to the Shadow Authority, scheduled be held on 6 May 2027, with new Councillors will taking office on 10 May. It ends on Vesting Day, referred to as the reorganisation date in the SCO, 1 st April 2028.
Stage seven: New unitary authority goes live	April 2028.

3. OPERATIONAL ISSUES

Voluntary Joint Committees and Member's role throughout transition

- 3.1 A report is scheduled for consideration by Full Council on 23 September 2026 seeking approval to establish a North Worcestershire Voluntary Joint Committee. Equivalent reports are being considered by the other Worcestershire councils during September. The voluntary arrangements are intended to enable preparatory work to begin before the Structural Changes Order comes into force (by the end of 2026). The intention is that the voluntary committee will transition seamlessly into the statutory joint committee required by the Structural Changes Order once enacted.
- 3.2 The proposed North Worcestershire committee would comprise two members from each participating district council, together with two Worcestershire County Council representatives, reflecting the long-standing principle of equal representation across Worcestershire authorities. The Committee will operate in public and be subject to the normal requirements of local government transparency legislation, including publication of agendas, reports and minutes and public access to meetings, except where confidential or exempt matters are being considered.
- 3.3 According to national guidance from MHCLG, the Joint Committee prepares options and recommendations; it does not decide what North Worcestershire Council will look like. Joint Committees are preparatory bodies whose purpose is to develop proposals, establish implementation arrangements and prepare the ground for the future Shadow Authority. They are not responsible for taking decisions on behalf of the future authority and should not act in a way that would predetermine or constrain decisions that must properly be taken by the elected Shadow Council following the May 2027 elections.
- 3.4 The Committee's role will be to oversee and coordinate preparatory activity necessary to support the creation of the new authority. In

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practice, this means the Joint Committee can oversee the development of implementation plans, governance proposals, programme structures and transitional arrangements, but it cannot determine the future operating model, set budgets, make decisions on future service delivery arrangements or take policy decisions on behalf of the new council. Those matters will ultimately fall to the elected Shadow Authority and, subsequently, the new unitary council itself.

- 3.5 Whilst responsibility for developing recommendations relating to implementation will sit with the Joint Committee, decision-making powers relating to existing council services in operation in service of residents remain with the existing councils until transferred through legislation (e.g. at Vesting Day April 2028). Predecessor councils remain legally responsible for delivering business-as-usual services until vesting day and continue to exercise their statutory functions throughout both transition periods. Existing governance arrangements, including Overview and Scrutiny, therefore continue to operate throughout the transition period. Residents should continue to contact existing councillors from predecessor authority right up until Vesting Day.

	Purpose and duties
Existing councils Now until Vesting Day April 2028	Remain legally responsible throughout transition and continue delivering business-as-usual services until vesting day. • Deliver existing services • Support transition activity and release appropriate officer capacity • Prepare for the transfer of functions, staff, property, rights, liabilities and information. • Continue to exercise existing statutory and democratic responsibilities • Respond to all resident enquiries and service requests
Joint Committees Now until Elections May 2027 only	Purpose is to prepare the ground for the Shadow Authorities and provide direction to the Implementation Team. • Establish and oversee the Implementation Team • Prepare a strategic implementation plan • Develop proposals for matters the Shadow Authority will need to consider • Seek assurance that adequate transition arrangements and implementation resources are in place • Are not decision-making bodies for the future authority • Cannot fetter or predetermine decisions of the elected Shadow Authority • Cannot determine the future operating model, service delivery or policy • Cannot set the new council's budget or recruit to its senior posts

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Shadow Authorities Election May 2027 – Vesting Joint Committee ceases to exist	Take over as the implementation bodies: - Existing councils retain legal independence and responsibility during the shadow period. - Shadow Authority does not take over delivery of all local government services until vesting day. - Reviews and revises the implementation plan - Takes the substantive decisions needed to prepare for vesting day. - Decides the shape, governance and strategic direction of the new authority - Sets the new council's budget and makes required officer appointments
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3.6 The role of Overview and Scrutiny continues as it is now throughout both transition periods: focus remains on matters that are pertinent to Bromsgrove District Council as the existing, legacy authority, including the continued performance, resilience and effective delivery of local services until the point at which those services legally transfer to the new authority on Vesting. Overview and Scrutiny continue to provide democratic oversight of the Council's existing functions, budgets, resources, risks and local service impacts, while also maintaining visibility of transition activity where it affects Bromsgrove residents, staff or services.

3.7 In addition to establishing the Joint Committee, the September Full Council report proposes the creation of an Implementation Team comprising officers drawn from across the predecessor councils, as required by Government. The Implementation Team is headed up by the nominated SRO, the Chief Executive of County, with support of all four Chief Executives from the district authorities as deputies.

3.8 The report also seeks delegated authority for the Chief Executive, in consultation with the Leader, Monitoring Officer and, where relevant, the Section 151 Officer, to take those operational and administrative steps necessary to support implementation activity arising from the Government's decision. This includes agreeing practical implementation arrangements, responding to requests from Government, supporting Joint Committee activity, making staff and resources available where required and approving transition documentation. The purpose of the delegation is to provide sufficient flexibility and pace to respond to a rapidly evolving programme without requiring repeated reports to Council for routine implementation matters, whilst ensuring that any substantive financial commitments or decisions remain subject to the Council's constitutional, financial and legal governance requirements.

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- 3.9 These delegated powers are intended to facilitate the transition process rather than determine the future shape of North Worcestershire Council. The delegation is therefore primarily about enabling efficient programme delivery, ensuring Worcestershire can meet Government timetables and statutory requirements during the transition period.

Mobilisation of First Transition Period

- 3.10 Ian Benson has commenced as Director of Local Government Reorganisation for the Worcestershire programme, reporting to all seven authorities. His immediate priority is to establish an initial Implementation Plan setting out programme governance, roles and responsibilities, operating principles, workstream organisation, key milestones and sequencing. Early mobilisation activity also includes establishing the programme team, putting proportionate budget and delegation arrangements in place and getting to know all stakeholders and the work undertaken to date.

Staff Communications and engagement: 'LGR Routes':

- 3.11 A countywide staff session for fourth-tier managers and above from the seven authorities will take place at Worcester Guildhall on 18 September 2026 (approx. 160 attendees). The session will support wider understanding of the Implementation Programme, help colleagues get to know each other, and build a shared understanding of the road ahead.
- 3.12 Alongside the countywide event, internally we are continuing our LGR Routes programme of engagement and support for staff. This is designed to provide clear information, equip managers to support colleagues and signpost staff to practical wellbeing, employment and development support. Over the coming months, this includes:
- Manager focused sessions focused on enabling managers to support staff, signpost team members effectively, provide meaningful leadership and answer key LGR questions.
 - Ongoing Chief Executive and CLT Q&As, with input from an external speaker able to share lived experience of an LGR journey.
 - In person 'roadshow' events at the main officers, including depots, with access to information and support on pensions and other HR and organisational development matters, and led by senior leadership to provide visibility.

Resident Communications

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- 3.13 At July's Overview and Scrutiny Committee, Members asked how residents will be kept informed about Local Government Reorganisation (LGR). External communications are being coordinated through the countywide Communications Workstream, part of the Implementation Programme. As the timing and content of public communications are dependent on decisions, milestones and progress across other workstreams, it is not possible at this stage to produce a single fixed communications plan covering the whole transition period. Instead, the workstream is maintaining a set of key communication milestones and will adapt activity as programme decisions are made and further detail becomes available.
- 3.14 A member of the Communications Workstream is represented across the other programme workstreams and liaises with Chief Executives to ensure that communications are issued at the right time and reflect the latest agreed position. This helps ensure that messaging is consistent across Worcestershire and that residents, staff, partners and members are not given premature or conflicting information.
- 3.15 The Transforming Worcestershire website is a key part of this approach and is being developed as the central source of information about LGR across the county. The website will now become the primary source of public information throughout the transition period. The refreshed site is expected to include dedicated sections for North Worcestershire Council and South Worcestershire Council, a timeline of key dates and milestones, frequently asked questions, regular news and progress updates, and clear information explaining what the changes mean for residents and service users. The intention is for the website to remain the single source of verified information, helping to avoid confusion and ensuring residents know where to find reliable, up-to-date information. The refreshed website is expected to launch later in September.
- 3.16 Communications will not rely solely on digital channels. As new information becomes available, updates published on the Transforming Worcestershire website will be shared through individual council channels, including council websites, social media, press releases, printed materials such as leaflets and posters, letters where appropriate, partner networks, customer service centres and elected members. As service-specific changes are developed later in the programme, individual services will also contact their customers in the usual way. At this stage, the communications focus is on explaining the LGR process, key milestones and what residents need to know now.
- 3.17 The principal message for residents remains that council services continue as normal, residents do not need to take any action at this stage

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and they should continue to contact their existing council in the usual way. Elections to the new councils are expected to take place in May 2027, with the new councils taking over responsibility for services from 1 April 2028. More detailed communications about changes to individual services will be developed when future service models and delivery arrangements are sufficiently defined.

- 3.18 Recognising the important role elected members play in responding to constituent enquiries, Member frequently asked questions and briefing materials will continue to be developed and shared through the fortnightly Members' Bulletin. These resources will support members to access accurate and up-to-date information, reinforce consistent messaging across Worcestershire, highlight key milestones as the programme progresses and signpost residents to the Transforming Worcestershire website as the best place to find the latest verified information.

Future Local Governance Arrangements

- 3.19 The Local Governance Working Group met on 20 August 2026 to consider the findings of the public engagement exercise, neighbourhood area committees and alternative neighbourhood governance, special expenses, and Community Governance Reviews during Local Government Reorganisation.
- 3.20 The engagement findings showed that respondents placed considerable importance on maintaining local representation within the future unitary authority. However, the responses did not indicate a clear preference for any neighbourhood governance model.
- 3.21 Members agreed that further information was required before determining what recommendations should be made. This included clearer information on the differences between parish councils and neighbourhood area committees, the powers and responsibilities of parish councils, the experience of other principal councils undergoing Local Government Reorganisation, and the potential costs associated with undertaking a Community Governance Review.
- 3.22 A further meeting of the Working Group has therefore been arranged for 9 September 2026. Officers are seeking contributions from representatives involved in neighbourhood governance arrangements elsewhere and from the Worcestershire Association of Local Councils to inform the Working Group's further consideration. The Electoral Matters Committee meeting has been rescheduled for 24 September 2026 to allow this further work to take place. The Committee is expected to

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consider the Working Group's findings ahead of a report to Council in October.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications of LGR will be assessed as part of the ongoing programme. Current work is focussed on establishing baseline financial information across all authorities to support the development of a robust financial model for the new authority or authorities. This includes:
 - Asset valuation and capital receipts
 - Contract data
 - Budgeted revenue expenditure, income, borrowing and investment
 - Council Tax data and forecasts
- 4.2 Final proposals for the two proposed models in Worcestershire include transition costs arising from such areas as programme management, IT integration, workforce change and harmonisation of policies and systems. These costs will be refined following the stage four decision expected in July, as design work progresses.
- 4.3 Opportunities for medium term savings are expected through service consolidation, reduced duplication and streamlined governance but will be dependent upon the final decision and implementation plan. Financial risk will include demand driven service delivery and Exceptional Financial Support legacy implications, again dependent upon the final unitary model and the approach to aggregation / disaggregation necessitated.
- 4.4 No decisions have yet been taken on Council Tax harmonisation, future fees and charges structures or the treatment of reserves. Further modelling and member consideration will be necessary, and all financial planning will be subject to statutory requirements and agreement.
- 4.5 It will be necessary to deliver a balanced budget for vesting day. All material financial decisions taken by existing councils during the transition period will be subject to assurance processes to ensure undue liabilities are not created for the new authority or authorities.
- 4.6 A new **Worcestershire LGR Implementation Reserve MoU** has been approved that sets up the financial and governance arrangements for funding the countywide implementation of Local Government Reorganisation. It agrees a shared implementation reserve of £20m,

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funded jointly by Worcestershire County Council, the six district councils and implementation grant, with contributions held and administered by Worcestershire County Council on behalf of the programme. The contribution of BDC is £1.5m over this financial year and next, with £1m already earmarked and the remainder to be identified through the current budget setting and reserves review process. The shared LGR Implementation programme reserve will be used to fund programme capacity, specialist support, communications, consultation, ICT, rebranding and all other activities contributing to the creation of the new unitary authorities. Business-as-usual service costs and wider transformation investment belonging to the individual legacy authorities are outside its scope. Spend will be managed through the Implementation Team, reporting to the LGR Implementation Board, and monitored by Section 151 Officers. Spend against this reserve will be made visible to Overview and Scrutiny Committees at regular intervals.

5. LEGAL IMPLICATIONS

- 5.1 Legal implications will continue to arise as LGR progresses. This committee will be updated as and when necessary.

6. OTHER - IMPLICATIONS

Local Government Reorganisation

- 6.1 This is the subject of this report.

Relevant Council Priority

- 6.2 N/a

Climate Change Implications

- 6.3 N/a

Equalities and Diversity Implications

- 6.4 Significant equalities implications will arise from the redesign and redistribution of services across the County. Reports will be brought here once planning progresses to a stage where these can be considered.

7. RISK MANAGEMENT

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- 7.1 LGR is listed as a Corporate Risk in the Corporate Risk Register, owned by the Chief Executive Officer and lead by the Assistant Director of Corporate Services and Transformation. A copy of the LGR risk as reported on the Corporate Risk Register is included in the appendix below.

8. APPENDICES and BACKGROUND PAPERS

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Taylor	04/09
Lead Director / Assistant Director	Hannah Corredor	04/09
Financial Services	James Walton	04/09
Legal Services	Claire Felton	04/09
Policy Team (if equalities implications apply)	Hannah Corredor	04/09
Climate Change Team (if climate change implications apply)	N/a	

Two items on the agenda:

- Adult Mental Health Rehabilitation Redesign
- End of Life Care

Adult Mental Health Rehabilitation Redesign

1. Programme Purpose

- Modernise adult mental health rehabilitation services across Herefordshire & Worcestershire.
- Ensure nationally standardised, evidence-based, high-quality care with consistent patient experience.
- Align inpatient rehabilitation with the Community Mental Health Transformation completed in 2024.
- Embed purposeful admission: every hospital stay has clear aims, timelines, and a safe discharge plan.

2. National Drivers

- Guided by **NHSE Commissioner Guidance (2024)** and **Royal College of Psychiatrists GIRFT** programme.
- GIRFT review identified areas for improvement:
 - Better use of data
 - Integrated rehabilitation systems
 - Workforce development
 - Standardised procurement
 - Continuous quality improvement

3. Programme Objectives

- Reduce unwarranted variation in rehabilitation services.
- Serve patients **locally**, reducing out-of-area placements.
- Create clear, evidence-based treatment pathways understood across providers.
- Establish a **Community Rehabilitation Team** aligned with inpatient services.
- Support NHS 10-Year Plan: *“From hospital to community.”*
- Eliminate high-cost agency staffing.
- Strengthen co-production and person-centred care.
- Improve workforce skills, sustainability, and staff experience.
- Review and modernise the mental health estate.
- Deliver a **sustainable, efficient service** through best use of resources.

4. Current Provision

- Three rehabilitation units:
 - **Oak House (Hereford)** – 8 beds
 - **Keith Winter House (Bromsgrove)** – 15 beds
 - **Cromwell House (Worcester)** – 10 beds
- Typical admission: **up to one year**, focused on regaining life skills, confidence, and independence.

5. Redesign Process & Engagement

- Initial 7 ideas → reduced to 4 through hurdle criteria.
- None passed desirable criteria → Nominal Group Ranking used.

6. Preferred Option (Identified & Supported)

- Deliver rehabilitation as a **complete pathway**:
 - **Level 1 inpatient rehabilitation** (local)
 - **Level 1 community rehabilitation**
 - **Level 2 rehabilitation** (higher-intensity, sourced regionally)

- **Level 1 beds centralised in Worcestershire** for both counties.
- **Closure of Cromwell House and Oak House.**
- Creation of an **Enhanced Community Rehabilitation Team.**
- Level 2 provision via **block booking** or **West Midlands procurement framework.**

7. Programme Timeline

Phase 1–2 (2023–2024): Idea development, governance, criteria testing — *Complete*

Phase 3 (2024–July 2026): Engagement, modelling, option appraisal — *In progress*

Phase 4 (Aug 2026–Jan 2027): Clinical Senate review, NHSE Stage 2 checkpoint — *Not started*

Phase 5 (Mid-2027 onwards): Public consultation, mobilisation, implementation — *Not started*

8. Next Steps

- Submit Pre-Consultation Business Case to **Clinical Senate.**
- NHSE Stage 2 Gateway (Nov 2026).
- **Public consultation** likely early 2027 (12 weeks).
- Mobilisation planning mid-2027.

End of Life Care

1. Context & Demographics

- Worcestershire has an **ageing population**, with rapid growth in the 75+ and 85+ cohorts.
- *“The number of people aged 85+ is set to nearly double... by 2045.”*
- Frailty and end-of-life patients drive **disproportionate emergency admissions**, long hospital stays, and avoidable harm.

2. Strategic Aim

- Shift from **acute hospital reliance** to **proactive, personalised, community-based care.**
- Early identification, anticipatory planning, and coordinated neighbourhood-level support.
- Enable people to remain independent longer and receive care in their **preferred place of residence.**

3. National Frameworks & Targets

- **NHS Medium Term Planning Framework & Neighbourhood Health Framework:**
 - +10% increase in identifying people approaching end of life.
 - –10% emergency admissions and bed days for frailty/EoL cohorts.
- **Ambitions for Palliative & End of Life Care (2021–2026):**
 - Each person seen as an individual
 - Fair access
 - Comfort & wellbeing
 - Coordinated care
 - Skilled workforce
 - Community involvement

4. Local Strategy (2025–2030) – 8 Key Outcomes

- Earlier identification of people in their last year of life.
- High-quality personalised advance care planning.
- Equitable access to services.
- **24/7 single point of access** for advice and support.
- Skilled workforce across specialist and generalist care.
- Strong patient/carer voice in service improvement.
- Digital innovation (e.g., shared records, ReSPECT).
- Strong, inclusive leadership across the ICS.

5. Delivery Progress (Oct 2025 – May 2026)

- **28,235** frailty assessments completed.

- **1,706** Comprehensive Geriatric Assessments.
- **1,685** advance care planning discussions offered.
- **322** patients added to the EoL register.
- *“Patients spend up to 26% of their last 90 days in hospital.”*

6. Major Programmes Underway

Gold Standards Framework (GSF)

- Rolling out across acute & community wards (full accreditation by 2029).
- Supports early identification, coordinated care, and quality assurance.

Digital ReSPECT

- Shared emergency care plans across settings.
- Reduces unwanted interventions and supports preferred place of care.

COMPASS Model

- Specialist palliative clinicians embedded in Emergency Departments.
- Rapid community support to **avoid unnecessary admissions**.
- Integrated with Hospital at Home teams.

24/7 End of Life Phonenumber

- Specialist clinical advice for patients, carers, and professionals.
- Aims to reduce hospital deaths and increase home/care-home deaths.

7. Neighbourhood Health Delivery Framework

- 21-month programme across all 15 PCNs.
- Focus on proactive, personalised care for severe frailty and EoL cohorts.
- MDT reviews, medication optimisation, extended appointments, named coordinators.

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Finance and Budget Working Group – Review of Terms of Reference

Relevant Portfolio Holder	Councillors K.J. May and S.T. Nock
Portfolio Holder Consulted	No
Relevant Head of Service	Claire Felton, Assistant Director of Legal, Democratic and Procurement Services
Report Author: Jane Oyenuga	Job Title: Trainee Democratic Services Officer Contact email: jane.oyenuga@bromsgroveandredditch.gov.uk
Wards Affected	N/A
Ward Councillor(s) consulted	N/A
Relevant Council Priorities	Sustainability
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Overview and Scrutiny Board is asked to RESOLVE that:

- 1) The proposed amendments to the Finance and Budget Working Group's Terms of Reference for the 2026/27 municipal year be approved;
- 2) The following members be appointed to the Finance and Budget Working Group (FBWG) for the municipal year 2026/27:

Councillor J. Clarke
Councillor C. Hotham
Councillor B. Kumar
Councillor P.M. McDonald
Councillor B.M. McEldowney
- 3) The appointment of one of the members listed at resolution 2 above (to be specified at the meeting) as Chairman of the FBWG for the 2026/27 municipal year be approved.

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2. **BACKGROUND**

- 2.1 The Finance and Budget Scrutiny Working Group (FBWG) was set up by the Overview and Scrutiny Board to carry out detailed scrutiny of a number of Financial Reports (listed in the Terms of Reference (TOR)) and to assist in scrutiny of the Council's budget setting.
- 2.2 The constitution states that the Council is required by law to have arrangements for Overview and Scrutiny by which recommendations on the development of policies can be made and the Cabinet can be held to account for the decisions they make. The Finance and Budget Working Group (FBWG) forms part of this important role.
- 2.3 To ensure that the FBWG's arrangements remain fit for purpose, it is helpful to review the TOR from time to time. The last time the TOR were reviewed was in June 2025 and therefore a review at this stage would be timely.
- 2.4 The FBWG's TOR are attached at Appendix 1 to the report. These currently require that:
- There should be a maximum of 7 members of the Group.
 - These must be all non-Cabinet members.
 - Priority is given to members of the Overview and Scrutiny Board to be members of the group, although membership is extended to non-board members where vacancies arise.
 - The Chairman of the Audit, Standards and Governance Committee is automatically appointed (and makes up one of the 7 members).
 - The Chairman of the FBWG must be a member of the Board, who will provide regular updates on the work of the group.
 - The quorum for meetings of the group is 3.
- 2.5 In reviewing the TOR, consideration has been given to changes being made to enhance the work of the FBWG.
- 2.6 The Audit, Standards and Governance Committee's main role is to ensure good stewardship of the Council's resources and to assure the Council about the objectivity and fairness of the financial reporting and

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performance of the Council, the adequacy of the risk management framework and associated controls within the Council, and that any issues arising from the drawing up, auditing and certifying of the Council's accounts are properly dealt with. This is an extremely important role and separate to the role of scrutiny. With this in mind, the Chairman of the Audit, Standards and Governance Committee should not be a member of the FBWG in order to remain fully independent from the scrutiny process.

- 2.7 Should the change to the TOR for the Chairman of the Audit, Standards and Governance Committee to not be a member of the working group be agreed, then it is suggested that the maximum number of members of the group be reduced to 6.
- 2.8 The purpose of this report is to agree the proposed amendments to the FBWG's TOR for the 2026/27 municipal year. Agreeing to changes at this point, will ensure that a consistent approach can be taken to meetings of the FBWG during the 2026/27 municipal year.

3. OPERATIONAL ISSUES

Membership

- 3.1 Scrutiny Working Groups are not required to be politically balanced, although it is good practice to have each political group represented.
- 3.2 It should be noted that the terms of reference for the group state that Members must be Members of the Overview and Scrutiny Board. However, the Terms of Reference for the Working Group also state *"Should a vacant post remain after Members of the Overview and Scrutiny Board had been approached, Members of the Overview and Scrutiny "pool" (i.e. those who do not sit on the Scrutiny Board and are also not Cabinet Members) may be appointed to fill the vacancy."*
- 3.3 During the Overview and Scrutiny Board meeting held on 21st July 2026, it was suggested that Councillors Clarke, Kumar and McDonald be included on the FBWG for the municipal year 2026/27.

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- 3.4 Following an email sent on 22nd July 2026 to all Board Members, an expression of interest was received from Councillor Hotham on 23rd July 2026 to be appointed to the FBWG.
- 3.5 Following an email sent on 30th July 2026 for expressions of interest from Members of the Overview and Scrutiny “pool” (i.e. those who do not sit on the Scrutiny Board and are also non-Cabinet Members), an expression of interest was received from Councillor McEldowney by email on 9th August 2026.
- 3.6 Should this membership be approved at the September meeting of the Board, this would leave 1 vacancy on the FBWG.
- 3.7 Meetings have been scheduled for this year as per below, although there may be a need for extra meetings when the need is identified, particularly during the budget setting period. Conversely, meetings may be cancelled if there is no business to be considered on the particular date.
- 16th September 2026
 - 16th November 2026
 - 4th January 2027
 - 10th February 2027
 - 22nd March 2027
- 3.8 All meetings are due to start at 6.00pm, unless otherwise agreed, and will be held remotely (on Microsoft Teams). Any meetings held on Friday will commence at 1.00pm.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications in respect of this report. Although it should be noted that there are resource implications in respect of officer time in attending and preparing for the meetings.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications relating to this report, other than those in respect of the Overview and Scrutiny function as a whole. The Working Group is currently not constituted, but merely an arrangement set up by the Overview and Scrutiny Board to improve its work going

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forward in respect of scrutinising the budget and finances of the Council.

- 5.2 In line with the constitution it is a legal requirement that only non-Cabinet members can serve on scrutiny bodies such as the FBWG.

6. OTHER – IMPLICATIONS

Local Government Reorganisation Implications

- 6.1 There are no implications for Local Government Reorganisation.

Relevant Council Priority

- 6.2 The work of the FBWG contributes towards ensuring that the Council continues to provide sustainable services to its residents.

Climate Change Implications

- 6.3 There are no climate change implications in respect of this report.

Equalities and Diversity Implications

- 6.4 There are no direct customer/equality and diversity implications in respect of this report.

Community Impact Implications

- 6.5 There are no community safety or health and well-being implications.

7. RISK MANAGEMENT

- 7.1 No specific risks have been identified.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 – Terms of Reference of the Finance and Budget Scrutiny Working Group (suggested amendments in track changes).

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West Mercia Police & Crime Panel
10th July 2026
Attended by Cllr Bakul Kumar as a Sub

1. Road safety

The Road Safety report presented to the scrutiny panel highlights Worcestershire County Council's statutory responsibility under the Road Traffic Act 1988 to improve road safety through collision analysis, engineering interventions, and highway design measures. The report notes that specialist road safety engineers investigate collisions, identify high-risk locations, and implement targeted schemes such as junction improvements, traffic calming, speed management measures and safer infrastructure for vulnerable road users. Despite long-term reductions in casualties, concerns remain about fatalities and serious injuries, with ongoing monitoring and post-implementation reviews used to assess the effectiveness of interventions. The report also emphasises the importance of balancing the needs of motorists, cyclists, pedestrians and local communities while developing evidence-based measures to reduce speeding and improve safety across Worcestershire's road network.

Road Safety Data for Worcestershire	Figure
Personal injury collisions in 2025	624
Total casualties in 2025	818
Fatal collisions in 2025	22
Serious injuries in 2025	197
Slight injuries in 2025	405
Personal injury collisions in 2016	1,030
Total casualties in 2016	1,386
Fatal collisions in 2016	14
Serious injuries in 2016	196
Collision reduction (2016–2025)	39% decrease
Casualty reduction (2016–2025)	41% decrease

Additional trends:

- There were **696 collisions in 2024**, falling to **624 in 2025**, a reduction of approximately **10%**.
- Fatal collisions have remained relatively static, varying between **14 and 25 deaths per year** over the last decade.
- Serious injuries have consistently remained around **180–200 per annum**, despite overall collision numbers declining.
- Worcestershire records approximately **1,500 personal injury road traffic accidents annually** across the wider network, according to the County Council's road safety monitoring programme.
- Highway schemes implemented following collision investigations are monitored for **at least three years** to evaluate their effectiveness and inform future interventions.

"Worcestershire has seen a significant long-term reduction in road traffic collisions, falling from 1,030 personal injury collisions in 2016 to 624 in 2025, a reduction of almost 40%. However, fatal and serious injury numbers remain stubbornly high, with 22 fatalities and 197 serious injuries recorded in 2025, demonstrating the continuing need for targeted road safety interventions, speed management measures and investment in safer infrastructure."

There is a 20-page Strategy document attached to this agenda item.

2. Police & Crime Panel performance, metrics and Activity monitoring report (a 18-page document)

The Activity and Metrics Report provides members with an overview of operational performance, service demand and key indicators across the relevant council services during the reporting period. It highlights trends in activity levels, performance against targets and areas where demand is increasing, enabling members to assess whether services are operating efficiently and meeting agreed objectives. The report demonstrates the use of data and performance measures to monitor progress, identify emerging pressures and support evidence-based decision making.

The report also identifies areas of strong performance alongside services facing challenges in maintaining targets due to changing demand, resource pressures or external factors.

Members are asked to consider the findings, scrutinise the metrics presented and use the information to inform future priorities, service improvements and resource allocation.

Continued monitoring of these indicators is intended to promote transparency, accountability and continuous improvement across the authority's activities.

West Mercia Police – Key Performance Highlights 2025/26

Public Consultation on Police Force Mergers

Indicator	Result
Total consultation responses	3,375
Oppose mergers	57%
Support mergers	22%
Unsure	21%
Worcestershire responses	1,344
Worcestershire opposing mergers	53%
Worcestershire supporting mergers	23%
Worcestershire unsure	24%

Main concerns in Worcestershire

- **79%** – Local policing priorities
- **65%** – Police visibility
- **64%** – Knowledge of local communities

Perceived benefits

- **48%** – Better response to complex crime
- **47%** – Shared resources
- **33%** – Better coordination

Crime and Performance Indicators

Measure	Position
Total crime	Down 1%
Violence with injury	Down 3%
Residential burglary	Down 3%
Vehicle crime	Down 23%
Domestic abuse	Up 2%
Recorded rape offences	Up 11%
Robbery offences	Up 60%*

*Increase largely attributed to revised Home Office crime recording rules.

Detection / Action Rates

Crime Type	Target	Actual
Total crime	15%	14.9%
Violence with injury	16%	16.5%
Rape	10%	10.7%

Crime Type	Target	Actual
Robbery	20%	22.6%
Residential burglary	10%	5.4%
Vehicle crime	5%	3.5%
Domestic abuse	16%	10.8%

Call Handling

Measure	Target	Actual
999 calls answered within 10 seconds	90%	95%
101 calls answered within 30 seconds	70%	59%
101 calls answered within 2 minutes	70%	71%

Confidence and Visibility

Indicator	Result
Confidence in local policing	81%
Residents seeing police weekly	21%

Emergency Response Times

Indicator	Performance
Grade 1 median response	12 minutes 21 seconds
Grade 1 incidents attended within 20 minutes	77%
Target	90%
Grade 2 median response	40 minutes 09 seconds
Grade 2 incidents attended within 2 hours	80%

Victim Satisfaction

Crime Type	Target	Actual
Burglary	85%	81%
Domestic abuse	82%	70%
Violent crime	70%	85%
Hate crime	75%	76%

Serious Violence and Prevention

Indicator	Figure
Serious Violence Duty funding	£452,304
Knife Crime Concentration Fund	£387,621
Additional TruCam investment	£50,000
Young people exiting Steer Clear saying they would "definitely not" carry a knife	80%
Positive outcomes among Steer Clear participants	93%

Community Engagement

Activity	Total
Community events attended	112
Engagements on police mergers	45
Public consultation on police stations	2,000+ responses
Correspondence received	440
Press releases issued	23

Activity	Total
Media mentions achieved	102+
Social media posts	218
Highest monthly engagement	6,200 interactions
Neighbourhood Matters subscribers	30,081
New subscribers in Q4	1,319

Finance

Indicator	Figure
Revenue budget	£313.1 million
Savings requirement	£27.7 million
Savings delivered	£25.9 million
Year-end underspend	£2.9 million
Total reserves	£14.8 million
General fund balance	£8.5 million

Estates and Sustainability

- LED upgrades completed at **Kidderminster, Worcester, Telford, Leominster and Bromsgrove**
- **8% reduction** in Scope 1 and Scope 2 carbon emissions achieved.
- Target annual reduction is **3.6%**, meaning performance is currently exceeding target.

West Mercia Police 2025/26: Crime Falling, Public Confidence Stable, Strong Call Handling Performance, but Challenges Remain in Domestic Abuse, Burglary Outcomes and Emergency Response Targets.

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3. Draft Annual report of the PCC

The Annual Report Cover Report introduces the committee's Annual Report and provides members with an overview of the panel's work, achievements and areas of scrutiny undertaken during the municipal year. It summarises the key issues examined, recommendations made to Cabinet and officers, and highlights how scrutiny activity has contributed to improved accountability, transparency and service delivery across the Council.

The report demonstrates the committee's role in monitoring performance, challenging decision-making and ensuring that residents' interests remain at the centre of policy development and implementation.

The report also serves as a record of the committee's contribution over the past year, outlining completed reviews, member engagement, and collaborative working with Cabinet Members and senior officers. It provides an opportunity to reflect on successes, identify lessons learned and set priorities for the forthcoming year, ensuring that scrutiny remains focused on delivering value for money, improving outcomes for residents and supporting effective governance within the Council.

CABINET LEADER'S WORK PROGRAMME

1 OCTOBER 2026 TO 31 JANUARY 2027
(published as at 1st September 2026)

This Work Programme gives details of items on which key decisions are likely to be taken in the coming four months by the Council's Cabinet

The Work Programme gives details of items on which key decisions are likely to be taken by the Council's Cabinet, or full Council, in the coming four months. **Key Decisions** are those executive decisions which are likely to:

- (i) result in the Council incurring expenditure, foregoing income or the making of savings in excess of £200,000 or which are otherwise significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effect on communities living or working in an area comprising two or more wards in the district;

If you wish to make representations on the proposed decision you are encouraged to get in touch with the relevant report author as soon as possible before the proposed date of the decision. Contact details are provided, alternatively you may write to the Head of Legal, Democratic and Property Services, Parkside, Market Street, B61 8DA or e-mail: democratic@bromsgroveandredditch.gov.uk

The Cabinet's meetings are normally held every four weeks at 6pm on Wednesday evenings at Parkside. They are open to the public, except when confidential information is being discussed. If you wish to attend for a particular matter, it is advisable to check with the Democratic Services Team on (01527 64252 ext 3031) to make sure it is going ahead as planned. If you have any queries Democratic Services Officers will be happy to advise you. The full Council meets in accordance with the Councils Calendar of Meetings. Meetings commence at 6pm.

CABINET MEMBERSHIP

Councillor K J May	Leader of the Council and Cabinet Member for Strategic Partnerships, Economic Development and Enabling
Councillor S. Baxter	Deputy Leader and Cabinet Member for Planning and Strategic Housing
Councillor S. Nock	Cabinet Member for Finance
Councillor K. Taylor	Cabinet Member for Local Government Reorganisation Worcestershire Regulatory Services and Climate Change
Councillor S. Webb	Cabinet Member for Health and Well Being, Leisure and Culture
Councillor P. Whittaker	Cabinet Member for Environmental Services and Community Safety

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Spadesbourne Homes Annual Report update Key: Yes	Shareholders Committee 29 Oct 2026	This report may contain exempt information that would need to be considered in private session	Report of the Director of Spadesbourne Homes	Judith Willis, Director of Spadesbourne Homes Limited Tel: 01527 64252 Ext 3284, Councillor K. J. May
Spadesbourne Homes Ltd Finance and Governance Action Plan update Key: Yes	Shareholders Committee 29 Oct 2026	This report may contain exempt information that would need to be considered in private session	Report of the Director of Spadesbourne Homes	Judith Willis, Director of Spadesbourne Homes Limited Councillor K. J. May
Spadesbourne Homes Limited Financial Outturn Report 2025/26 Key: Yes	Shareholders Committee 29 Oct 2026	This report may contain exempt information that would need to be considered in private session	Report of the Assistant Director Finance and Customer Services, Director of Finance and Section 151	Debra Goodall, Assistant Director Finance and Customer Services, James Walton, Director of Finance (151) Tel: 01527 64252 Ext 3070, Councillor S.T. Nock

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Spadesbourne Homes Ltd Financial Monitoring Report – Quarter 1 and 2 2026/27 Key: Yes	Shareholders Committee 29 Oct 2026	This report may contain exempt information that would need to be considered in private session	Report of the Assistant Director Finance and Customer Services And the Director of Finance and Section 151 Officer	James Walton, Director of Finance (151), Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Spadesbourne Homes Ltd Performance Monitoring Report – Quarter 1 and 2 2026/27 Key: Yes	Shareholders Committee 29 Oct 2026	This report may contain exempt information that would need to be considered in private session	Report of the Director of Spadesbourne Homes	Judith Willis, Director of Spadesbourne Homes Limited Tel: 01527 64252 Ext 3284, Councillor K. J. May
Spadesbourne Homes Ltd Tenants Survey Results Key: Yes	Shareholders Committee 29 Oct 2026	This report may contain exempt information that would need to be considered in private session	Report of the Director of Spadesbourne Homes	Judith Willis, Director of Spadesbourne Homes Limited Councillor K. J. May

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Bromsgrove car park strategy Key: Yes	Cabinet 18 Nov 2026	This report may contain exempt information that would need to be considered in private session	Report of the Assistant Director Regeneration and Property Services	Rebecca Milward, Regeneration Project Delivery Manager Tel: 01527 64252 Ext 3333 Councillor K. J. May
Homelessness Grant Award 27/28 and Performance Key: No New !	Cabinet 18 Nov 2026		Report of the Assistant Director Community and Housing Services	Maria Bailey, Senior Housing Strategy Officer Tel: (01527) 881327 Councillor S. J. Baxter
Medium Term Financial Plan Stage 1 2027/28 (Including Fees and Charges) - Prior to Consultation Key: No	Cabinet 18 Nov 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Quarter 2 Financial Monitoring Report 2026/27 Key: No	Cabinet 18 Nov 2026 Council 2 Dec 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Quarter 2 2026/27 Performance Report Key: No	Cabinet 18 Nov 2026		Report of the Assistant Director Transformation and Corporate Services	Sarah Davis, Performance and Improvement Advisor Tel: 01527 534156 Councillor K. J. May
Temporary Accommodation Policy Key: No New !	Cabinet 18 Nov 2026		Report of the Assistant Director Community and Housing Services	Maria Bailey, Senior Housing Strategy Officer Tel: (01527) 881327 Councillor S. J. Baxter

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Treasury Management Half Yearly Report 2026/27 Key: No	Cabinet 18 Nov 2026 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Council Tax Base 2027/28 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Council Tax - Empty Homes Discounts and Premiums 2027/28 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Council Tax Support Scheme 2026/27 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Discretionary Council Tax Reduction Policy 2026/27 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Medium Term Financial Plan Stage 1 2027/28 (Including Fees and Charges and Worcestershire Regulatory Services' Budget Recommendations) - Following Consultation Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Non Domestic Rates - Discretionary Rates Relief Policy 2026/27 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Spadesbourne Homes Ltd Business Plan 2025-2030 Refresh Key: Yes	Shareholders Committee 1 Feb 2027	This report may contain exempt information that would need to be considered in private session	Report of the Director of Spadesbourne Homes	Judith Willis, Director of Spadesbourne Homes Limited Tel: 01527 64252 Ext 3284, Councillor K. J. May
Spadesbourne Homes Ltd Financial Monitoring Report – Quarter 3 2026/27 Key: Yes	Shareholders Committee 1 Feb 2027	This report may contain exempt information that would need to be considered in private session	Report of the Assistant Director Finance and Customer Services And of the Director of Finance and Section 151 Officer	James Walton, Director of Finance (151) Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Spadesbourne Homes Ltd Performance Monitoring Report – Quarter 3 2026/27 Key: Yes	Shareholders Committee 1 Feb 2027	This report may contain exempt information that would need to be considered in private session	Report of the Director of Spadesbourne Homes	Judith Willis, Director of Spadesbourne Homes Limited Tel: 01527 64252 Ext 3284, Councillor K. J. May
Medium Term Financial Plan Stage 2 2027/28 (Including Capital Strategy, Investment Strategy and Treasury Management Strategy) Key: No	Cabinet 17 Feb 2027 Council 24 Feb 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Council Tax Resolutions 2027/28 Key: No	Cabinet 24 Feb 2027 Council 24 Feb 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Shareholders Committee Annual Report 2026/27 Key: No	Shareholders Committee 12 Apr 2027		Report of the Assistant Director of Legal, Democratic and Procurement Services	Jess Bayley-Hill, Principal Democratic Services Officer Tel: 01527 64252 Councillor K. J. May
Spadesbourne Homes Ltd Financial Monitoring Report - Quarter 4 2026/27 Key: Yes	Shareholders Committee 12 Apr 2027	This report may contain exempt information that would need to be considered in private session	Report of the Assistant Director Finance and Customer Services And of the Director of Finance and Section 151 Officer	Debra Goodall, Assistant Director Finance and Customer Services James Walton, Director of Finance (151) Tel: 01527 64252 Ext 3070, Councillor S.T. Nock
Spadesbourne Homes Limited - Performance Monitoring Report – Quarter 4 2026/27 Key: Yes	Shareholders Committee 12 Apr 2027	This report may contain exempt information that would need to be considered in private session	Report of the Director of Spadesbourne Homes	Judith Willis, Director of Spadesbourne Homes Limited Tel: 01527 64252 Ext 3284, Councillor K. J. May

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME (2026-2027)

ITEMS FOR FUTURE MEETINGS

Date of Meeting	Subject	Lead Officer / Member
17 th November 2026	<u>Substantive Items</u> Bromsgrove Car Parks – Pre-Scrutiny	Rachel Egan/Bex Milward
	<u>Overview Items</u> Additional Licensing Scheme for HMOs	Matthew Bough/ Katie Sharp-Fisher
	Capacity of the Minor Works Team	Jo Wharrad, Senior Building Surveyor
	<u>Information Items</u> LGR Update	Hannah Corredor, Assistant Director Corporate Services and Transformation
	Heatwaves (Cooling Hubs) Update	Nick Moon, CEO, Applied Resilience
	Local Heritage Action List (Quarterly Update)	Mike Dunphy, Strategic Planning and Conservation Manager
	Levelling Up Fund Programme (Quarterly Update)	Rachel Egan, Assistant Director Regeneration and Property Services
5 th January 2027	<u>Substantive Items</u>	
	<u>Information items</u> LGR Update	Hannah Corredor, Assistant Director Corporate Services and Transformation
9 th February 2027	<u>Substantive Items</u>	
	<u>Information Items</u> LGR Update	Hannah Corredor, Assistant Director Corporate Services and Transformation
	Levelling Up Fund Programme (Quarterly Update)	Rachel Egan, Assistant Director Regeneration and Property Services
	Local Heritage Action List (Quarterly Update)	Mike Dunphy, Strategic Planning and Conservation Manager
	Crime and Disorder Scrutiny – Annual Review of the Work of the	Bev Houghton, Community Safety Manager/West Mercia Police

Agenda Item 13

Date of Meeting	Subject	Lead Officer / Member
	Community Safety Partnership in the District	
23 rd March 2027	<u>Substantive Items</u> Update on Heatwaves Preparedness (Yearly Update) (Impact of Heatwaves Task Group Recommendation).	Guy Revans, Executive Director
	<u>Information Items</u> LGR Update	Hannah Corredor, Assistant Director Corporate Services and Transformation
13 th April 2027	<u>Substantive Items</u> Overview and Scrutiny Annual Report 2026-27	Chairman of the Board
	<u>Information Items</u> Levelling Up Fund Programme (Quarterly Update)	Rachel Egan, Assistant Director Regeneration and Property Services
	Local Heritage Action List (Quarterly Update)	Mike Dunphy, Strategic Planning and Conservation Manager

FUTURE ITEMS FOR SCRUTINY (2026/27 municipal year)

Date of Meeting	Subject	Lead Officer / Member

ALL MEMBER BRIEFINGS

Date of Meeting	Subject	Lead Officer / Member

BDC Overview and Scrutiny Board - Action Sheet (2026/27)

10th February 2026

Subject	Action Required	Action Taken	Officer(s) Responsible	Other Comments	Status
Planning Advisory Service (PAS)	Training is provided for both Members and Officers to discuss aims and objectives to improve culture and behaviours for Planning Committee meetings.	11/2/26 – Emailed action to Officer	Guy Revans		In Progress Officers have been working with DAC Ltd who delivered the Grey and Green Belt training and they have developed 3 face to face workshops related to the Local Plan which were signed off by the LPCPWG at its meeting on 27 th May 2026. There will also be on-line sessions for Cllrs who are unable to make the 3 rd and 9 th June dates. Officers are working with PAS regarding the training relating to Development Management recommendations RDM2 and they are working on a proposal that will include Cllrs and Officers to be delivered in the Autumn.

14th April 2026

Overview and Scrutiny Annual Report 2025/26	To explore the possibility of live-streaming at Board meetings.	27/4/26 Meeting set up to discuss	Sarah Woodfield		In Progress Due to the poor quality of the current visual equipment, this will be subject to procurement proposals for new visual equipment, with the bidding process likely to be completed by early August 2026.
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21st July 2026

Subject	Action Required	Action Taken	Officer(s) Responsible	Other Comments	Status
Bromsgrove Sports and Leisure Centre Update	Provide feedback on discussions and mitigations of risk for final accounts.	22/7/26 – Emailed action to Officer	Chris Wells		Completed An email was sent to Members of the Board on 19/8/26.
Local Government Re-organisation	Provide a communications plan for the next meeting.	22/7/26 – Emailed action to Officer	Hannah Corredor	11/8/26 – To be included as an appendices to the September agenda.	Completed
	Provide urgent feedback to the Board re: comms provided on the future impacts of LGR for residents.	22/7/26 – Emailed action to Officer	Hannah Corredor	11/8/26 – To be included as an appendices to the September agenda.	Completed
Finance and Budget Working Group	Circulate expressions of interest to Members of the Board.		Sarah Woodfield		Completed
	Cancel scheduled FBWG meeting for today as requested by the Chairman.		Sarah Woodfield		Completed
Work Programme	Add Heatwaves (Cool Hubs) to work programme.		Sarah Woodfield		Completed

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

21ST JULY 2026, AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

PRESENT: Councillors P. M. McDonald (Chairman), A. M. Dale (Vice-Chairman), S. Ammar, A. Bailes, J. Clarke, D. J. A. Forsythe, C.A. Hotham, B. Kumar, S. A. Robinson, J. D. Stanley and H. D. N. Warren-Clarke

Observers:

Councillor K. J. May – Leader and Cabinet Member for Strategic Partnerships, Economic Development and Enabling

Councillor S. J. Baxter – Deputy Leader and Cabinet Member for Planning and Strategic Housing

Councillor S.T. Nock – Cabinet Member for Finance

Councillor S.A. Webb - Cabinet Member Health and Wellbeing, Leisure and Culture

Officers: Mr. G. Revans, Mr. J. Walton, Ms H. Corredor, Ms R. Egan, Mrs. C. Felton, Mr. M. Bough, Mr. M. Hanwell, Ms R. Millward, Mr C. Wells and Mrs S. Woodfield

Other parties: Mr R. Bell and Mr B. Betteridge (Representatives on behalf of Everyone Active)

3/26

ELECTION OF CHAIRMAN

The meeting commenced with the Executive Director explaining the procedure for electing the Chairman of the Board. Members were advised that each nomination required a proposer and a seconder and that Members were permitted to propose or second themselves. It was also explained that, in accordance with the Council's Procedure Rules in the Constitution, if two or more Members were nominated and no candidate received a clear majority, the candidate with the fewest votes would be removed and a further vote would be taken until one candidate achieved a majority.

Nominations for the election of Chairman of the Overview and Scrutiny Board for the 2026/27 municipal year were received for the following Members:

Councillor H.D.N. Warren-Clarke proposed that Councillor P.M. McDonald be appointed Chairman of the Board for the 2026/27 municipal year. This was seconded by Councillor B. Kumar.

Councillor S. Robinson proposed that Councillor C. Hotham be appointed Chairman of the Board for the 2026/27 municipal year. This was seconded by Councillor J. Clarke.

A Member raised a point of order after the voting had taken place, querying whether individuals who were not formally Members of the Committee had voted before apologies for absence and named substitutes had been declared. The Member stated that, in their view, substitute Members should not have been able to vote until the item on apologies and substitutes had been dealt with. In response the Democratic Services Officer advised that the relevant substitutions had been received prior to the meeting taking place. The Monitoring Officer also added that the Constitution required the first item of business at the start of the municipal year to be the election of the Chairman and confirmed that in her view, the Constitution had been followed accordingly.

After a show of hands it was

RESOLVED that Councillor P. M. McDonald be appointed as Chairman of the Board for the ensuing municipal year.

4/26

ELECTION OF VICE CHAIRMAN

Nominations were requested for the election of a Vice-Chairman of the Board for the 2026/27 municipal year.

Councillor B. Kumar proposed that Councillor A.M. Dale be appointed Vice-Chairman of the Board for the 2026/27 municipal year. This was seconded by Councillor H.D.N Warren-Clarke.

After a show of hands (including two abstentions) it was

RESOLVED that Councillor A.M. Dale be appointed as Vice Chairman of the Board for the ensuing municipal year.

5/26

APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES

Apologies for absence were submitted on behalf of Councillor R. Lambert with Councillor D.J.A. Forsythe in attendance as her named substitute.

6/26

DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS

There were no declarations of interest nor of whipping arrangements.

7/26

FIRST HOMES POLICY REVIEW - PRE-SCRUTINY

The First Homes Policy Review was presented to Members by the Strategic Housing Services Manager.

Members were reminded that the Government had introduced the First Homes policy in 2022. At that time, it had been mandatory for 25% of affordable housing on qualifying Section 106 sites to be delivered as First Homes, however, subsequent changes to the National Planning Policy Framework (NPPF) had removed the mandatory requirement. The policy had therefore been updated to remove the mandatory wording. Officers considered that First Homes should remain within the policy as a product that could still be negotiated with developers where appropriate. It was advised that the Council's preference remained for social rented housing and shared ownership, with shared ownership being the preferred affordable ownership product.

After the presentation, Member discussions were as follows:

- How likely was it that housing developers would agree to the Council's stated preference option for shared ownership when developers were considering affordable housing options? - The Strategic Housing Services Manager responded that developers generally did adhere to specific requirements in relation to tenure.
- Clarity on the position set out in the policy whereby a First Home had not sold and the Council expected compensation. – The Board were advised that because First Homes were discounted products, if a property cannot be sold as a First Home, it could be sold on the open market with 30% of the sale value paid to the Council. A Member suggested that there should be a penalty if the property was lost from the affordable housing stock and that 50% of the sale value be paid back to the Council. In response the Strategic Housing Services Manager advised that the ruling was stipulated within the First Homes policy and therefore would be difficult to revise.
- In order to help balance the affordable housing stock, what powers the Council had to insist that First Homes were built on small developments? – It was confirmed that affordable housing negotiations would proceed on the basis that the Council expected two-thirds social rented housing and one-third affordable home ownership, with shared ownership preferred. However, First Homes could still be used where share ownership was not appropriate or viable.
- Clarification was also provided to Members as requested by the Chairman on the local connection criteria.

RESOLVED that the Council's revised First Homes Policy Review be noted.

8/26

USE OF ARTIFICIAL INTELLIGENCE WITHIN BROMSGROVE DISTRICT COUNCIL

A presentation was provided to Members by the ICT Transformation Manager on Artificial Intelligence (AI).

The key points were as follows:

- AI was becoming part of mainstream business application, including Microsoft 365 Copilot and other automation tools.
- The Council was required to ensure that its use was controlled, transparent and compliant.
- AI use within the Council was limited, governed and mainly used to support productivity and administration.
- Key messages included that AI was becoming part of everyday business systems and that its use would continue to grow.
- The Council's current use of AI was controlled and primarily through Microsoft Copilot and limited automation. AI was not being used for autonomous decision making.
- Staff remained responsible for checking and validating AI-generated output.
- The Council had an AI acceptable use policy in place to manage governance, data protection, bias, transparency and accountability.
- Supplier use of AI was currently limited, although many suppliers were exploring future AI functionality. The current risk position was described as manageable and controlled but requiring continued monitoring.

In summary, the Council had a controlled approach with limited use and focused mainly on productivity. The key challenge would be to ensure that governance, data protection, equality and procurement controls were in place as AI use increased in supplier systems and Council services.

After consideration of the presentation, Members raised the following:

- Some Members felt that the Council's approach to the use of AI seemed cautious compared to other Councils. Examples of AI use in other Local Authorities included chatbots to improve waiting times and data analysis for planning applications. The comments were noted.
- Members noted the 22 licenses purchased by the Council which gave a more in-depth experience of AI. Members requested details of who had been given access to the licences, if access was fairly distributed to staff who could benefit from the licenses, if the Council were getting value for money and how the use was measured. Members suggested that the Council could undertake a simple internal audit by emailing staff to request details on the use of AI. – The ICT Transformation Manager advised that the

licenses had been split amongst individual staff members and not limited to certain service areas or Senior Managers, however, the licenses could be reallocated if required. Feedback was positive and seemed were being well utilised, with staff keen to retain access. Members were informed that with only a small number of licenses purchased, the cost was relatively low. It was explained that productivity measurement was difficult to evaluate as the licenses were used for various tasks such as administrative use and actions required for meetings. The Assistant Director Corporate Services and Transformation informed Members that the cost of 22 licences was approximately £4,000 annually and expressed the view that use was popular and likely to increase and the balance between caution and opportunity would need to be monitored closely. She also advised that a robust way to measure usage could be through the staff survey, as these tracked response rates and also detailed where within the organisation they were received.

- A Member raised climate change implications as detailed within the report and suggested that for the purposes of LGR, the impacts of the usage of AI should be investigated further and risks mitigated. The comment was noted.

RESOLVED that the Use of Artificial Intelligence report be noted.

9/26

LOCAL GOVERNMENT REFORM (LGR) UPDATE

The Chairman reminded Members that the Board had a previously agreed to establish its own task group on LGR, however, at a subsequent Council meeting, a motion had been passed that Electoral Matters should create a relevant working group and therefore any interests from the Board should be through that route.

The Assistant Director of Corporate Services and Transformation presented the Local Government Reorganisation (LGR) update to the Board.

The following key points were reported as follows:

- A significant milestone had been reached with the receipt of the decision from Ministry of Housing, Communities and Local Government (MHCLG), whilst some other local authority decisions had been delayed.
- The letter from MHCLG explained the reasons for the decision with references to housing supply, the ability to provide a tailored response, local identity and the use of public consultation in shaping the proposal.
- Once the decision was received the Chief Executive held a briefing with Group Leaders, followed by an all-staff remote briefing with an impressive turnout of approximately 400 attendees. The staff briefing included the decision, assurances, future direction and frequently asked questions (FAQ)s. An all-

member briefing had also been organised to be held for Members.

- Group Leaders across the County had agreed to start working informally and voluntarily as joint committees.
- Once the Structural Change Order (SCO) had passed through Parliament, those groups would become legislative bodies as set out in the SCO.
- External communications had been prepared for either outcome. Messaging was focused on getting behind the decision and maintaining strong implementation and delivery pace. The next focus would move from debating the proposal to delivering it effectively.
- The Board's scrutiny role would be examining whether implementation plans were thorough, robust and properly resourced.
- Existing workstreams would continue, including finance, human resources, information and communication technology, legal, communications and services. However, the services workstream would be expanded and broken down into individual service areas to consider options, costs, models and delivery approaches.
- A full-time Programme Manager and Programme Support Officer had been appointed to work across the seven authorities, initially reporting to the Assistant Director Corporate Services and Transformation. Recruitment for an LGR Programme Director was also underway. It was also hoped that a two-year Programme Director appointment would be made to provide vision and drive for implementation.
- In relation to the SCO, the MHCLG's letter confirmed that initial decisions around transitional arrangements were likely to be shared in draft form with Chief Executives. This would indicate which of the Council's proposals had been agreed by Government and would outline the implementation team. The letter also confirmed that existing Members whose terms would end in May 2027, would have their terms extended to vesting day.
- Feedback had been provided on the election cycle regarding the Government's current proposed 4+1 election cycle, placing the Council out of sync with parish elections, which was not preferred.
- Feedback was also anticipated on warding arrangements and member numbers, with Bromsgrove District Council (BDC) expecting to see a doubling under the proposed approach. A boundary review engagement confirmed that a review could progress properly after the first election to the new shadow authority in May 2027.
- Feedback to Government had also discussed charter trustees for Bromsgrove, focused on preserving civic regalia and ceremonial property.
- Under the agreed North Worcestershire option, the current Chief Executive would be the Returning Officer for the relevant elections.

- Future local governance arrangements engagement had been launched. Communities were being engaged through the website in relation to local identity and how residents might use their community voice in the future context of LGR. This exercise would inform the case for commencing a formal community governance review and would close on 9 August 2026.
- Consideration was being given regarding Member development for the Overview and Scrutiny and Audit, Standards and Governance meetings through the LGA offer and assurance arrangements.

After consideration of the update the Board made the following comments:

- The former portfolio spoke on behalf of the current portfolio holder who had sent his apologies. She thanked Officers for producing a strong proposal, noting that the Council had voted unanimously for the north/side option.
- If the Council were expecting any differences to the agreement, now that there has been a change in the ministerial position? – The Board were assured that Chief Executives had received communications two weeks before the decision, that the timelines would be unchanged. It was also stated that the Council had received no communication suggesting that current Government was less committed to the programme.
- Clarity was sought regarding future plans for supporting adult social care, public health and children's services, with Members querying how services would be allocated across the County area. – The Executive Director explained that some services such as children's services might be split into two larger workstreams including integration and disaggregation. There may also be a possibility for Local Authorities and shared services to collaborate, with an example provided whereby Cumbria County Council utilised the services of the Highways Department for the purposes of disaggregation to analyse salt requirements on their roads. The Assistant Director Corporate Services and Transformation also assured Members that Officers would be assisting staff, including Members to help familiarise staff with the details. A joint committee would be established with responsibility to drive the details, guided by MHCLG until the shadow authority was elected.
- Members queried how community engagement strategies were being carried out to assist residents' awareness of the progression of LGR for residents who did not use social media, suggesting road shows as an alternative solution. – It was advised that the priority for comms was to ensure that residents understood services would be unaffected during the process to vesting day. Members requested prompt communications to reassure residents that they would not notice any immediate change and that service delivery would not be affected. – In response it was advised that the website had been updated

immediately following the decision and the request for further reassurance would be fed back to the comms team.

- What efforts were BDC taking to secure key staff are retained within the Authority to ensure service delivery is unaffected ie HGV drivers and waste services and what was the timeline for senior staff recruitment? – The Executive Director advised that staff would not see considerable change for the foreseeable short/medium term. Members noted that recruitment of the Chief Executive positions would be in September and Senior Manager positions in December, however, most staff would be TUPE'd over to the shadow authority. Evidence from other Local Authorities who had been through LGR had communicated that it took several years to be fully functional. The Executive Director advised Members that regular communication with staff was provided through the Chief Executive FAQs and the intranet's LGR Routes.

RESOLVED that the Local Government Reform (LGR) update be noted.

10/26

BROMSGROVE SPORTS AND LEISURE CENTRE UPDATE

The Contracts and Utilities Officer presented the report to Members. Members were reminded that the item had been requested following questions around parking at the site, cleanliness and locker costs.

It was explained that the contract with Everyone Active was entered into in 2017 for a period of 21 years. It was noted that, although the contract had been in place for several years, the Council was still relatively early in the contract term and there remained a significant period left to run.

On contract management, the Contracts and Utilities Officer met with Everyone Active quarterly. These meetings covered key areas including usage numbers, customer feedback, cleanliness, energy efficiency and the activities being delivered at the Centre. The Officer explained that this process allowed both the Council and Everyone Active to discuss performance, identify areas requiring improvement and recognise successes.

It was emphasised that the environment in which the contract had originally been let was different from the current situation. In 2017 there was less competition in the district, the contract pre-dated the Covid-19 pandemic and the leisure market had since changed significantly. It was stated that these changes needed to be understood when considering the current performance of the centre and the wider leisure environment within the district.

In relation to car parking, Members were advised that this had been an ongoing conversation with Everyone Active which included; changes to parking, including free parking from 6.00pm rather than 7.00pm and the introduction of 30 minutes' free parking, had led to a reduced number of complaints or comments about parking charges.

On cleanliness, the Board were informed that leisure centres were difficult buildings to always keep clean, especially during peak periods. It was advised that cleanliness had been raised with Everyone Active around 18 months previously and was recognised as a need for improvement. Customer feedback demonstrated improvement and the contractors were working hard to maintain and improve cleanliness across the Centre.

Regarding locker costs, it was explained that when the centre was built, it had been designed around single use tokens, with fees contributing towards the maintenance and installation of lockers. It was noted that an option could be explored to convert all or a proportion of lockers on the wet side changing area to padlock lockers, allowing users to bring their own padlocks and reducing the need to purchase tokens repeatedly.

On financial implications, it was explained that the Covid-19 pandemic had affected income due to leisure facilities having to close which had affected the income the Leisure Centre could provide and therefore the Council's income. Following Covid-19, the Council had entered into a three-year agreement with SLM Everyone Active to reduce the management fee on a phased approach back to the contractual position. That agreement had run until the current year and Officers were working with Everyone Active to maximise the management fee returned to the Council.

The Contracts and Utilities Officer also reported that, following discussions with the Finance Team, the income levels being received from Everyone Active through the management fee were above the level included in the Medium-Term Financial Plan. It was therefore stated that there were no adverse financial implications on the Medium-Term Financial Plan from the current position.

Representatives from Everyone Active introduced the presentation (which is included in an addendum to these minutes to provide further context).

After consideration of the report and presentation, the Board provided the following points of discussion:

- If there were data available detailing regular attendees and if there was a maximum membership capacity? – Everyone Active advised that there was not a fixed maximum membership number but local demographic data and surveys were used. Since Covid-19 and with increased competition from other centres, increasing numbers was challenging. Everyone Active were looking at the potential to provide a 24-hour service. It was also explained that they looked at attendances, repeat visits and whether members were “multi-active” and it was noted that members who used multiple activities tended to have a longer length of stay. Everyone Active had introduced extra benefits for membership holders to encourage the retention of attendees.

- What would happen to the contract when BDC changed to a unitary authority? – In response Members were advised that discussions were being held with contract lawyers who was considering the position.
- Were there any funding opportunities such as Sports England or the Movement Fund? – The Board were advised that the Council had received Sports England Relief Fund to help with costs and capital funding which supported the installation of solar panels on the roof of the centre to help with carbon reduction. Members noted that Everyone Active and Officers were seeking other funding opportunities.
- A Member thanked Everyone Active for their presentation and praised the health and wellbeing schemes, in particular, the Escape Pain scheme which was welcomed by Officers.
- How were the spa facilities performing? – It was explained that the spa facilities formed part of the membership offer. It was also advised that Groupon spa days had shown a slight increase in figure attendance, however, figures showed that there had been a reduction of 10% attendance. The Committee were informed that efforts were being carried out with the PR Team through social media to encourage further interest. It was also explained that the spa had recently changed supplier and undergone a rebranding and retraining period, which may have contributed to the dip in usage. However, with staff adequately trained, a greater promotional push was expected. It was also stated that the spa remained a unique selling point because few gyms in the area offered spa facilities as part of a membership at a similar price. A Member suggested advertising in the Village Magazine, stating that it was popular locally and cheap to advertise in, which was noted by Officers.
- If there space availability at the Centre for racket sports? – In response Everyone Active responded that they were considering the potential for tennis courts and would be reviewing available capacity on the car park. Everyone Active worked with a company which funded the outlay, operated the courts and paid an agreed fee per court and the system operated whereby members could hire a racket from a vending machine. It was suggested by Everyone Active that this scheme could potentially be delivered at no extra cost to the Council.
- A Member raised the topic of parking permits and queried if users at the Centre had raised parking as a particular issue. The Member also referred to previous discussions with the Manager at the Centre suggesting a £40 annual parking permit to help with the cost of parking for users, however, it seemed that this suggestion had not been put into place. – In response Everyone Active expressed the view that parking charges, when added to the cost of membership, could significantly affect price competitiveness, especially compared with gyms where parking was free. It was also noted that the 30 minutes free parking did not help most gym users. The Contracts and Utilities Officer added that the Member's suggestion was being reviewed, looking at daytime users to warrant the permit idea. A Member suggested that Everyone Active might approach the Council with a potential monthly cost for parking, stating that this might help with membership and competitiveness, although it might or might not be supported by the Council. – The Board were advised that such conversations had taken place and were

ongoing. The Chairman queried if the Centre had considered giving members a discount on parking charges. – It was advised that the car park was not operated by Everyone Active, however, the pricing of the car park had been reflected in the costings of the membership.

- The portfolio holder wished to thank Everyone Active for attending and emphasised that the partnership was vital and worked well. She also reminded the Board that tennis courts and pickle board were available at Sanders Park for residents' use.

RESOLVED that the Bromsgrove Sport and Leisure Centre report be noted.

(During 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 that included information relating to the financial or business affairs of any particular person (including the authority holding that information)).

11/26

WORCESTERSHIRE HEALTH OVERVIEW AND SCRUTINY COMMITTEE - ELECTION OF REPRESENTATIVE FOR 2026/27 AND UPDATE

Councillor H.D.N. Warren-Clarke proposed that Councillor B. Kumar be appointed Chairman of the Board for the 2026/27 municipal year. This was seconded by Councillor A.M. Dale. Following a show of hands Councillor B. Kumar was nominated to become the Council's representative on the Worcestershire Health Overview and Scrutiny Committee (HOSC) for the municipal year 2026/27.

The HOSC representative also updated the Board following the latest meeting which had been held on 17th June 2026 in which the Committee received an update from NHS partners on the performance of Worcestershire's Urgent and Emergency Care (UEC) system and Patient Flow arrangement during the winter period October 2025 to March 2026.

The key points were highlighted as follows:

- Continued high demand on urgent and emergency care services.
- Improved patient flow remained critical to reducing hospital and ambulance delays.
- Greater use of Same Day Emergency Care, virtual wards and community services was helping avoid unnecessary admissions.
- Ongoing work was improving hospital discharge processes and reducing the length of stay.
- Better integration between NHS organisations and social care was supporting more efficient use of beds and resources.
- Further improvement was required to ensure resilience during future winter pressures.

- Whilst Worcestershire's health and care system had made measurable progress in managing patient flow and urgent care pressures, sustained partnership working and continued service transformation would be essential to meet growing healthcare demand in the years ahead.

After the update, Members made the following comments:

- Members queried whether measles had been mentioned as a cause for concern during HOSC meetings? – The HOSC representative advised that measles had not been mentioned specifically in the meeting, however, the Board were advised that measles was on the increase, with cross contamination from Birmingham into the Worcestershire District and outbreaks were on the rise.
- What health issues were likely to affect Bromsgrove residents for the forthcoming year? – Councillor B. Kumar replied that a key priority was preventing unnecessary attendance at Redditch of Worcester hospitals. The Board were advised of ongoing work to promote out-of-hours services at Princess of Wales Hospital, noting that travel to Redditch and Worcester could be costly and distressing for senior residents. It was also highlighted that there were positive developments through Healthy Worcestershire, including wellbeing centres and activities for senior citizens, such as fitness to prevent falls.

Following the discussions concerning the Princess of Wales Hospital out-of-hours services, Members queried what the main obstacle was for this service? – The HOSC representative advised that the service still required nurses to link up with primary care, however, vital staff were not always available to cover the required shifts.

- Virtual and same day emergency care wards was raised with Members, commenting that many people shared concerns about virtual wards and suggested that where patients were well enough for a virtual ward, they might sometimes be well enough to be discharged with GP follow-up, while in other cases the support may not be strong enough. A Member expressed support for same-day emergency care as a way of taking pressure off hospitals and asked whether improvements had been seen. - Councillor Kumar responded that fit patients may receive assessment and treatment and go home the same day, however, many elderly patients had multiple ailments and could be too unfit to go home the same day.

RESOLVED that Councillor B. Kumar be appointed as the Council's representative on the Worcestershire Health Overview and Scrutiny Committee for the 2026/27 municipal year and the update be noted.

12/26

FINANCE AND BUDGET WORKING GROUP - MEMBERSHIP REPORTS AND TERMS OF REFERENCE

Members received a report requesting for the Chairman and Members to be appointed to the Finance and Budget Working Group for the 2026/27 municipal year.

It was reported by the Chairman that as per the terms of reference, the Working Group would comprise seven members which would include the Chairman of the Audit, Standards and Governance Committee, once appointed and six Overview and Scrutiny Members.

It was advised that priority would be given to appointing Overview and Scrutiny Board members to the group, in line with the terms of reference but membership could be offered to other scrutiny pool members should there be any vacancies.

It was agreed by the Board that a meeting scheduled for the Finance and Budget Working Group, to be held the next day, prior to the Cabinet meeting, would not be sensible due to the short notice and limited Members of the working group.

Members that expressed an interest in joining the group during the Board meeting were Councillors J. Clarke, B. Kumar and P.M. McDonald.

RESOLVED that

- a) Councillor P.M. McDonald be appointed as the Chairman of the Finance and Budget Working Group for the ensuing municipal year 2026/27;
- b) Councillors J. Clarke and B. Kumar be appointed as Members of the Finance and Budget Scrutiny Working Group for the municipal year 2026/27;
- c) Overview and Scrutiny Board Members not in attendance at this meeting of the Board to be contacted regarding their potential interest in being appointed as members of the Finance and Budget Working Group in 2026/27; and
- d) The Terms of Reference for the Finance and Budget Working be approved.

13/26

CABINET WORK PROGRAMME

The Cabinet Work Programme was presented for Members' consideration.

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

14/26

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

The Overview and Scrutiny Board Work Programme was considered by Members.

The Chairman stated that during the first heatwave, Worcestershire County Council had communicated that libraries could not be used as previously indicated. He therefore suggested and the Board agreed that a report be brought to the September meeting for scrutiny.

RESOLVED that the Overview and Scrutiny Work Programme be noted as per the preamble above.

15/26

OVERVIEW AND SCRUTINY ACTION SHEET

The Overview and Scrutiny Action Sheet was considered by the Board.

RESOLVED that the Overview and Scrutiny Board Action sheet be noted.

16/26

TO CONSIDER ANY URGENT BUSINESS, DETAILS OF WHICH HAVE BEEN NOTIFIED TO THE ASSISTANT DIRECTOR LEGAL DEMOCRATIC AND PROCUREMENT 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.

There was no urgent business for consideration.

17/26

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 items of business on the grounds that they involve 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:-

Item No	Paragraph
18	3
19	3

18/26

LEVELLING UP FUND PROGRAMME - QUARTERLY UPDATE

The Assistant Director for Regeneration and Property updated the Board and provided a presentation on the levelling up fund for the Windsor

Street and Nailer's Yard projects (the details of this presentation are provided as an addendum to these minutes).

After consideration of the presentation, Members made the following comments:

Nailers Yard

- An update was requested on the remaining covenant agreements. – In response the Board were informed that of the two remaining covenant holders, one had reached an agreement in principle to release, however despite multiple attempts the other holder had not engaged. Members noted that the covenant agreement included the selling, storing and consuming of alcohol.
- Clarity where it details in the report that there was a shift in scheduling for the programme of external works. – It was clarified that the works related to the delays in respect of timescales to secure a required Section 278 agreement from Worcestershire County Council (WCC) for the public realm area surrounding the buildings. Members were assured that Officers were working closely with WCC to escalate the matter.
- What assurances could the Council expect that the levelling up assets would be protected under the new unitary authority? – The Executive Director was unable to provide assurances that the Council's assets would be protected, however, Members were advised that it would be advantageous, as a regular income would be generated for the Authority. It was also noted that there are grant conditions that would prevent a future unitary authority from disposing of the buildings for a certain number of years.

RESOLVED that the update on the progress of the Levelling Up Fund projects be noted.

(During 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 that included information relating to the financial or business affairs of any particular person (including the authority holding that information)).

19/26

TO CONFIRM THE ACCURACY OF THE MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 14TH APRIL AND 16TH JUNE 2026

The minutes of the Overview and Scrutiny Board meeting held on 14th April and 16th June 2026 were considered.

RESOLVED that the minutes of the Overview and Scrutiny Board meeting held on 14th April and 16th June 2026 be agreed as a true and correct record.

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Overview and Scrutiny Board
21st July 2026

The meeting closed at 8.40 p.m.

Chairman

EVERYONE

Bromsgrove Sport and Leisure Centre

Scrutiny and Overview July 2026

Our Values



EVERYONE Memberships

Fitness memberships

Pre-covid Feb-20	Post-covid Feb-22	Current
2577	2643	2313

- Changes to landscape – Increase in Competition
- Increased Length of stay
- Strongest Length of stay in the Region
- Increased resource to support growth

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Fitness members Average length of membership (in months)

Pre-covid Feb-20	Post-covid Feb-22	Current
10.82	10.3	15.54



EVERYONE

Everyone Active Swimming Lessons

Pre-Covid Feb-20	Post-Covid Feb-22	Current
1158	1472	1047

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Changes to landscape – Increase in Competition

- Group Decline Heads on scheme
- Group Decline in Length of stay

- **Action being taken...**
 - Recruitment and training.
 - upfront payment process changes for swim lessons under review.
 - Delivery of Water safety Awareness
 - Increase of school lesson delivery for September 2026 by 57%.
 - Strong private lesson scheme performance.

NPS Reporting & Feedback

NPS survey	April 2024- May 2025		
	Cleanliness	Customer Service	Overall visit
Positive	46%	67%	69%
Neutral	24%	24%	26%
Negative	30%	9%	5%

NPS survey	1 June 2025- 30 June 2026		
	Cleanliness	Customer Service	Overall visit
Positive	57%	64%	70%
Neutral	20%	26%	24%
Negative	23%	10%	6%

- What is NPS
- Cleanliness 2025/26
 - Q1 - 66.2%
 - Q2 - 79.8%
 - Q3 - 81.2%
 - Q4 - 77.2%
- Google Reviews
 - increased from 3.9 to 4.3 stars in 12 months
- Car park charges

SOCIAL VALUE 25-26

ATTRIBUTABLE
SOCIAL VALUE

£2,458,877

TOTAL SV PARTICIPANTS

10,038

SOCIAL VALUE
PER PERSON

£245

LC USERS FULL SV

£7,012,921

INDIVIDUAL
WELLBEING

£2,144,343

TOTAL SV £ (IND W.)

£46,796.3 £2.1M

PHYSICAL & MENTAL
HEALTH

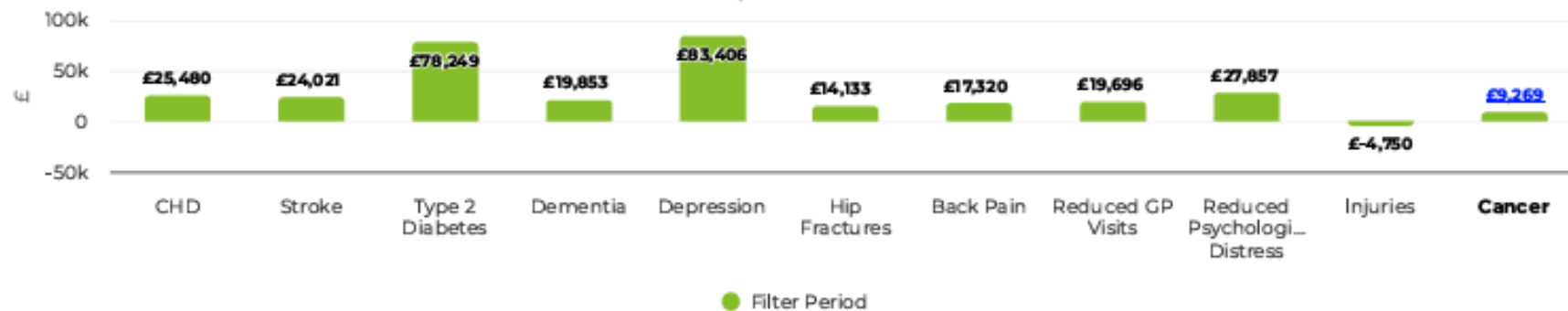
£314,534

TOTAL SV £ (P&MH)

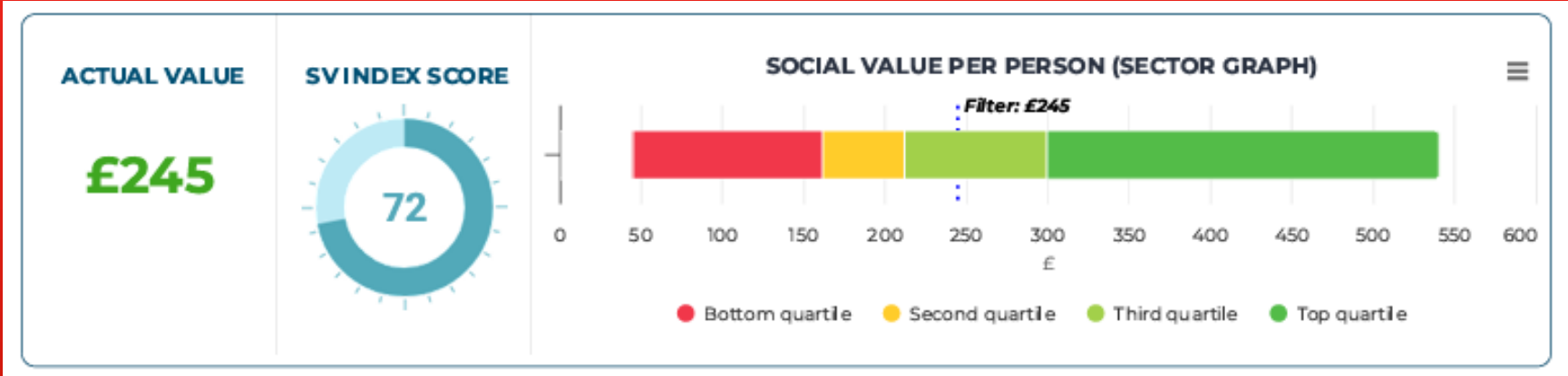
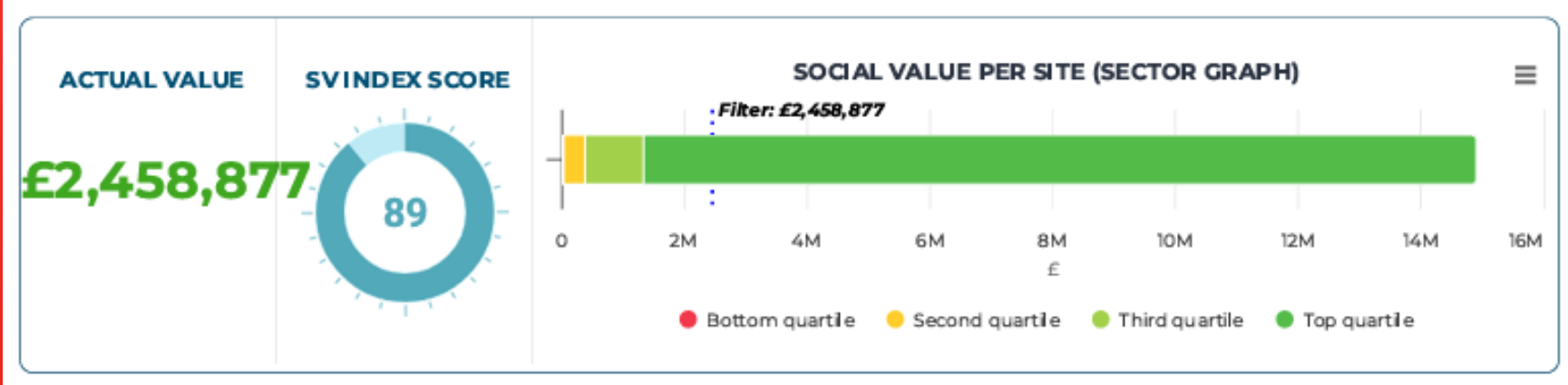
£229,351.7 £85,182.3

HEALTH INDICATORS

Apr-25 | Mar-26



SOCIAL VALUE 25-26



Partnership work in Bromsgrove

Following a meeting in June 2026 increased awareness of our partnership work...

- Bromsgrove & Redditch Wellbeing in Partnership Group
- Bromsgrove Social Prescribing
- Herefordshire & Worcestershire Health & Care NHS Trust
- Bromsgrove Primary Care Networks
- Public Health
- BDHT (Bromsgrove District Housing Trust)
- MSK Physiotherapy

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EVERYONE



everyone
ACTIVE

Agenda Item 1

EVERYONE

IS READY TO ANSWER QUESTIONS...

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Levelling Up Programme

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Bromsgrove District Council



Agenda Item 17



Bromsgrove
District Council
www.bromsgrove.gov.uk

Background

In October 2021, the Council was awarded £14.5m in Levelling Up Funding.



The funding was allocated for the following projects –

Nailers Yard
(Former Market
Hall)

Windsor Street
(Demolition and
remediation)

Public realm
improvements



Public Realm - Complete

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Public Realm Improvements

- footway areas upgraded with natural stone paving to complement the High Street
- new street trees
- new cycle parking
- new benches
- Improved drainage
- removal of excessive street clutter
- new bollards

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Before and After



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Before and After



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Before and After

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Public Realm Budget and Programme

Original Budget (2021)	Revised Budget (Nov 2024)	Out turn
£2,233,000	£1,686,000	£1,306,000

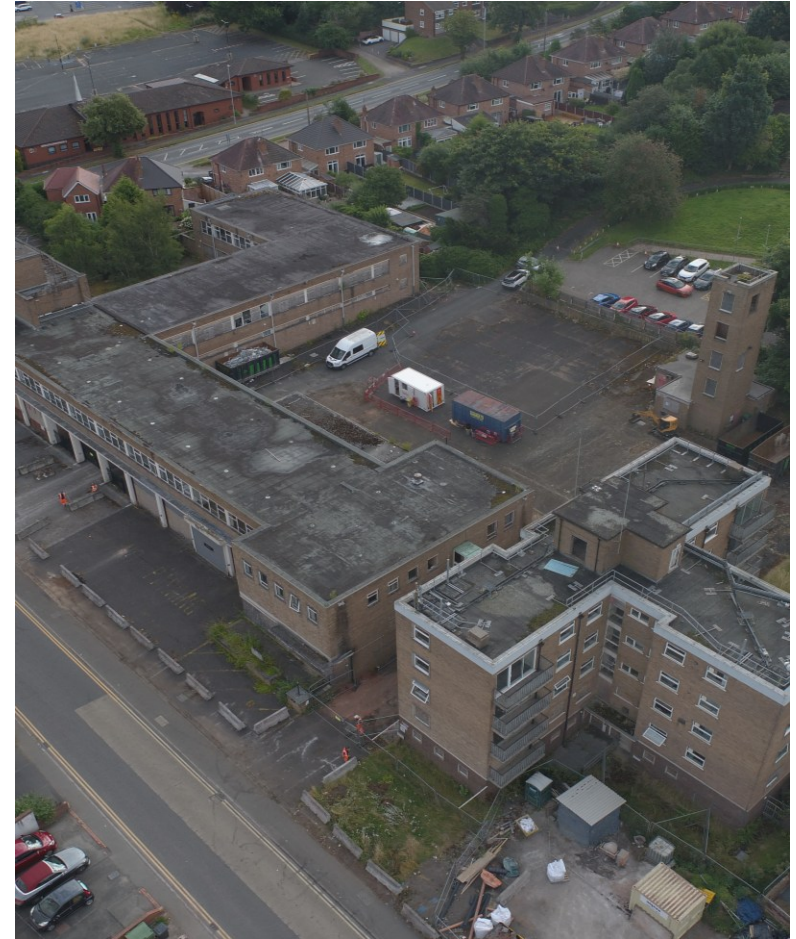
Planned start and end date	Actual start and end date
July 2024 – September 2025	July 2024 – April 2025

£1.306m funded from LUF. Cost savings of £927k due to shorter programme and inflationary pressures below what was anticipated. Underspend managed within overall programme



Windsor Street

- The site had been derelict since 2014.
- There were issues with anti-social behaviour
- Viability issues
- Three planning applications that did not progress
- Levelling Up Funding secured in 2021 to bring the site back into positive use



Windsor Street – Progress to Date



Demolition complete



Phase 1 (removal of contaminated soil) complete



Phase 2 ground water remediation commenced June 2026 and will be complete September 2026



12 month monitoring period will be complete by September 2027



Windsor Street – Before and After Demolition



Windsor Street Programme

Original Start and end date	Actual Start Date	Projected End Date
August 2024 – TBC	August 2024	September 2027

- It was always envisaged that there would be two phases of remediation works
- Securing sign off from Environment Agency to proceed with phase 2 took longer than expected
- Additional time taken on site investigation to ensure success of phase 2



Windsor Street – Future Development (Outside LUF Programme)

Preferred and subsequent option achieve the following:

- Council has some control over the development
- Financial risk of development is mitigated
- High proportion of affordable housing



- Sept 25 O&S – options considered and preferred option of 50/50 partnership with an RSL identified
- Nov 25 O&S – Preferred option agreed by Cabinet
- December 25 – sought legal advice regarding the approach
- Jan 26 – legal advice provided
- Jan – March 26 - meetings with RSLs
- April 26 – collated feedback, no support from RSLs for partnership option, ability to achieve same goals through disposal to RSL
- May 26 – senior officer and Portfolio Holder review
- June 26 – Cabinet decision to support disposal to an RSL to achieve same goals as previous preferred option



Windsor Street Budget and Spend to Date

Original Budget (2021)	Revised Forecast (Nov 2024)	Current Budget (2026)	Spend to Date	Anticipated Out turn
£2,941,000	£3,490,000	£3,505,748	£2,959,000	£3,569,000

Funding Source	Amount
Levelling Up Fund	£2,129,000
Brownfield Land Release Fund	£722,748
BDC Funds	£570,000
UK Shared Prosperity Fund	£84,000
Total	£3,505,748

The increase of 18.7% between the original budget and Nov 2024 forecast is consistent with inflation for a project of this type



Nailers Yard - A vibrant commercial and cultural hub, supporting economic growth, business activity, town-centre footfall and community use.

Following an options appraisal and consultation, a planning application was submitted and approved in early 2024 for a mixed-use development comprising:

- Approximately 11,500 sq ft of office and workspace accommodation;
- Over 3,500 sq ft of café/food and beverage space;
- A separate Pavilion building providing over 2,000 sq ft of community space. The pavilion will be a multipurpose community asset with an open plan ground floor encouraging creative exhibitions, markets, and community use during the day, evenings, and weekends.



Kier were appointed as the main contractor to deliver the scheme in July 2024

Nailers Yard – Commercial Building

- The commercial building is being marketed by local agent, GJS Dillon.
- Lease about to be signed on 50% of office space
- Ground Floor Food & Beverage at Heads of Terms stage
- Strong interest in the top floor
- It would be unusual to expect a significant proportion of pre-lets for a speculative development outside a major city targeting the SME market



Nailers Yard – Pavillion

- The Pavilion building will be operated on behalf of the Council by Rubicon Leisure
- The SLA is being finalised and bookings can then open
- There are two remaining covenant holders:
 - one has reached an agreement in principle to release
 - despite multiple attempts over a period of time, the other has not engaged
- Funds have been set aside to release the covenant should the other party wish to engage at a later date.
- Rubicon leisure have expressed no concerns regarding the existence of the covenant as the majority of activities will not involve the consumption of alcohol



Nailers Yard Operational Budgets

- Fully occupied and following any rent-free periods the commercial building can achieve up to £300k p.a. rental income
- This income will be used to cover:
 - Void costs e.g. service charges, business rates, etc.
 - Operation of the Pavillion Building
- A net nil budget was included in the 26/27 budget
- During a full year of operation with the commercial building fully let the rental income would cover the costs of operating the Pavillion building and generate a surplus
- During 26/27 the operating budget will be closely monitored against the risks of reduced income/start up costs and any budget implications reported through quarterly monitoring



Nailers Yard Programme

Original Start and end date	Actual Start Date	Projected End Date
July 2024 – December 2025	September 2024	September 2026

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Programme delays caused by:

- Ground obstructions
- Culvert works and excessive rainfall during that period
- Issues with S278 and associated works



Nailers Yard Budget and Spend to Date

Original Budget (2021)	Revised Forecast (2024)	Current Budget (2026)	Spend to date	Anticipated Out turn
£10,929,000	£13,034,000	£15,309,864	£13,116,000	*£15,309,864

Funding Source	Amount
Leveling Up Fund	£11,127,500
GLS LEP Funds	£2,425,000
BDC Funds	£1,533,000
UK Shared Prosperity Fund	£224,364
Total	£15,309,864

**To be reviewed when impact of S278 delay is confirmed*

Construction price inflation between November 2021 and September 2024 was approximately 25% so the increase from the original budget at 19.3% was below the expected increase



Levelling Up Programme Budget and Spend to Date

Original Budget (2021)	Revised Forecast (2024)	Current Budget (2026)	Spend to Date	Anticipated Out turn
£16,103,000	£18,210,000	£20,121,612	£17,381,000	£20,184,864

Funding Source	Amount
Levelling Up Fund	£14,562,500
GBS LEP Funds	£2,425,000
BDC Funds	£2,103,000
Brownfield Land Relief Fund	£722,748
UK Shared Prosperity Fund	£308,364
Total	£20,121,612



Lessons Learned – Full Review to Include:



Impact of inflation



Design considerations



Contract and subcontractor management



Governance and communication with members



Levelling Up Programme Summary



LARGEST INVESTMENT
IN BROMSGROVE IN
DECADES



COUNCIL
CONTRIBUTED 10.5%
AND LEVERAGED
OVER £18M FROM
PUBLIC GRANTS AND
INVESTMENT



TOWN CENTRE PUBLIC
REALM
TRANSFORMED



DERELICT SITE
CLEARED AND BEING
REMEDIATED TO
PROVIDE MUCH
NEEDED AFFORDABLE
HOUSING



NEW EMPLOYMENT
OPPORTUNITIES



NEW COMMUNITY
FACILITIES IN THE
HEART OF THE TOWN
CENTRE



ASSET AND INCOME
FROM COMMERCIAL
BUILDING



LESSONS LEARNED
WILL INFORM FUTURE
DEVELOPMENTS



Agenda Item 17

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

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