BROMSGROVE DISTRICT COUNCIL

Overview & Scrutiny Board

17th November 2026

Civils Minor Works Service: Delivery, Challenges and Improvement Plan

Relevant Portfolio Holder	Councillor Karen May
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Rachel Egan, Assistant Director Regeneration & Property Services
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Wards Affected	All
Ward Councillor(s) consulted	No
Relevant Council Priority	Environment and Infrastructure
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 to:

1) **Note the report and the proposed actions to improve the Civils Minor Works service**

2. BACKGROUND

2.1 The Civils Minor Works Team helps ensure that Council assets, infrastructure and public spaces remain safe, functional and well maintained for residents, businesses and visitors. Through planned and reactive interventions, the team addresses health and safety risks, improves the appearance and usability of the public realm, supports accessibility and community pride, and helps protect the Council's assets from deterioration. The service responds to requests from internal services, Members and residents, enabling issues to be resolved quickly and efficiently

2.2 Recent activities can be structured into four key workstreams:

Emergency and Reactive Public Safety Works

High-priority, unplanned interventions to mitigate immediate public risks or address identified Health and Safety escalations.

a) **Rock Hill Bus Shelter:** Emergency removal coordinating traffic management through Worcestershire County Council (WCC).

Infrastructure Decommissioning and Asset Management

Lifecycle management, clearance, and maintenance of Council-owned street furniture and assets.

a) **Stourbridge Road:** Cleared site assets, including 12 lamp posts and parking pay machines.
b) **Asset Restoration:** Reconditioned and repainted local finger-post directional signage.
c) **Commercial Sponsorship:** Installed corporate sponsorship signs to support revenue generation.
d) **Street Name Plates:** Over 60 street name plates are replaced every year.

Civil Engineering and Parks Infrastructure

Groundworks and structural modifications within the Council's open spaces and parks.

a) **Sanders Park:** Mechanically excavated a 100m long, 0.7m deep trench for a 3-phase electrical connection duct to support the redevelopment of Sanders Park Cafe.
b) **Civic Amenities:** Cast concrete bases and installed new public benches.

Facility Maintenance and Civic Preparations

Corporate asset maintenance and high-profile community event logistical support

a) **Civic Events:** Supported infrastructure setup for the upcoming Remembrance Day parades. Supporting preparation for the installation of Christmas lights.
b) **Repairs:** Repairing taps at allotments.

3. OPERATIONAL ISSUES

Operating in A High Demand Environment

3.1 The Civils Minor Works Team operates in a high demand environment where finite resources must be appropriately managed. Alongside its planned maintenance programme, the service receives a continual flow of requests from residents, Members and internal services, many of which require urgent attention due to health and safety, including community safety, considerations alongside other requests. In addition, the team supports wider corporate priorities, such as the installation, maintenance and removal of the Council's Christmas lights, which create significant peaks in workload during key periods of the year. These competing demands can result in a conflict between planned and reactive works impacting on the timescales for delivery, particularly for lower-priority requests.

Ensuring a Resilient Service

3.2 Considerations regarding capacity and resilience are a particular challenge for the service, in order to ensure priority work is appropriately planned and delivered. The team's broad range of responsibilities requires staff with specialist skills, knowledge and practical expertise, but the relatively small size of the workforce limits flexibility when demand increases, priorities change or staff are unavailable. Decisions often need to be made regarding the allocation of resources between competing priorities, while maintaining the ability to respond quickly to urgent issues that affect public safety or service continuity. Effective work programming and performance monitoring are therefore essential to ensure that available resources are directed towards the highest-priority activities.

Managing Workflow Communications

3.3 The reactive nature of much of the service's workload creates an ongoing challenge in managing expectations around delivery timescales and priorities. Changes in priority arising from urgent or unforeseen works can impact planned activities, making clear communication with Members, residents and service areas essential to ensure a shared understanding of service priorities and programme delivery.

Programme of Service Improvements

3.4 The Civils Minor Works Team has recently been incorporated into the newly formed Capital Programme Team. This change provides closer alignment between minor works activity, capital projects and wider property priorities, whilst strengthening service oversight and coordination. Additional capacity has also been introduced within the service to improve resilience and support increasing service demands. Alongside this, enhanced management and performance arrangements are being established to support more effective work planning, prioritisation, resource allocation and service reporting.

3.5 An internal review of the Civils Minor Works service is underway to further consider workload, capacity, processes and performance monitoring arrangements. Initial findings have identified a number of opportunities to strengthen service planning, prioritisation, communication and performance management. The following actions are being progressed in response.

a) **Understanding Service Demand and Workload**
A baseline assessment of service activity to provide a clearer understanding of demand, work completed, outstanding requests and available resources. This will create a consistent evidence base to inform future planning, prioritisation and performance reporting.

b) **Prioritisation and Service Scope**
Clear prioritisation criteria to support consistent decision-making and ensure resources are directed towards the highest-risk and highest-priority

activities. The scope of the service is being reviewed to provide greater clarity regarding the types of work that should be undertaken by the team.

c) **Work Programming and Planning**
A rolling programme of work to balance planned maintenance, reactive requests and recurring commitments. This will support improved visibility of workload, resource allocation and delivery timescales, whilst providing greater flexibility to respond to urgent and unforeseen work.

d) **Managing Requests and Customer Communication**
Arrangements for receiving, recording and monitoring requests are being strengthened to provide a clear audit trail from receipt through to completion. Communication arrangements will also be further reviewed to support clearer information for Members, residents and internal services regarding priorities, expected timescales and changes to planned work programmes.

e) **Service Resilience and Continuity**
Continuity of service is being strengthened by ensuring key procedures, recurring commitments and service knowledge are documented to support resilience and reduce reliance on individual members of staff. This will not only help ensure continuity of service it will support effective use of additional capacity introduced through the revised structure.

f) **Performance Monitoring and Reporting**
A proportionate performance monitoring framework to provide visibility of workload, delivery, response times and progress against planned activity. This will further support ongoing management oversight and help identify emerging issues at an early stage.

3.6 Progress against these actions will be monitored through existing management arrangements within the Capital Programme Team. The actions are intended to provide a clearer understanding of service demand, improve the management of competing priorities and support more effective planning, communication and delivery. Together with the revised service structure and additional capacity introduced within the team, these improvements are expected to strengthen service resilience, improve performance oversight and provide greater confidence in the service's ability to respond to current and future demands.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications as a result of this report. The review is being undertaken using existing resources following the recent restructure. Improved prioritisation, scheduling and workload management are expected to support more efficient use of existing resources.

5. LEGAL IMPLICATIONS

5.1 The Council has a duty to ensure that its assets, highways-related infrastructure and public spaces are maintained in a safe condition. The

introduction of formal prioritisation procedures, improved record keeping and enhanced monitoring arrangements will support the Council in demonstrating a consistent and risk-based approach to service delivery and decision-making.

6. OTHER IMPLICATIONS

Local Government Reorganisation

6.1 There are no direct implications arising from Local Government Reorganisation at this stage. However, the review will help ensure that service processes are robust, resilient and capable of adapting to future organisational changes.

Relevant Council Priority

6.2 The review supports the Council's commitment to delivering efficient, responsive and customer-focused services through improved operational management, accountability and resource utilisation

Climate Change Implications

6.3 There are no direct climate change implications arising from this report. Opportunities to improve operational efficiency and reduce unnecessary travel through improved scheduling will be considered as part of service improvement measures.

Equalities and Diversity Implications

6.4 There are no direct equalities implications arising from this report. Consistent prioritisation and recording processes will help ensure that requests are assessed fairly and transparently

Community Impact Implications

6.5 The work undertaken by the Civils Minor Works Team has a direct impact on residents, visitors and local communities across the district. Through the delivery of maintenance and repair works, the team helps to maintain safe and accessible public spaces, respond promptly to health and safety issues, and support community events and initiatives. The additional capacity strengthened management arrangements and service improvements outlined in this report will help ensure that the Council can continue to respond effectively to community needs and emerging issues as they arise.

6.6 The Civils Minor Works service supports the Council’s duties under section 17 of the Crime and Disorder Act 1998 by helping to maintain safe public spaces and reduce opportunities for crime and anti-social behaviour.

7. RISK MANAGEMENT

7.1 The principal risk to the service is that, without effective workload management, prioritisation and documented processes, resources may not be utilised as efficiently as possible, resulting in delays to planned and reactive works, increased backlogs and reduced service resilience.

7.2 These risks are being managed through the ongoing service review and revised management arrangements, with improvements to prioritisation, workload planning, performance monitoring and service resilience.

8. APPENDICES and BACKGROUND PAPERS

8.1 None

9. REPORT SIGN OFF

Department	**Name and Job Title**	**Date**
Portfolio Holder	Cllr Karen May	04/11/26
Lead Director / Assistant Director	Rachel Egan Assistant Director Regeneration & Property Services	03/11/26
Financial Services	Paul Hutchinson Senior Finance Business Partner	05/11/26
Legal Services	Nicola Cummings Principal Solicitor, Governance	06/11/26
Policy Team (if equalities implications apply)	Emily Payne Engagement & Equalities Officer	04/11/26
Climate Change Team (if climate change implications apply)	Matthew Eccles Climate Change Manager	N/A
Community Safety Team	Bev Houghton Community Safety Manager	06/11/26